



CLASSIFICATION & COMPENSATION ADMINISTRATIVE PLAN GUIDE FOR REGULAR POSITIONS

**UNIVERSITY STUDENT UNION
CALIFORNIA STATE UNIVERSITY, NORTHRIDGE
BOARD OF DIRECTORS APPROVED: JANUARY 22, 2018**

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Purpose, Philosophy & Overview

Purpose:

The University Student Union has issued the Classification & Compensation Administrative Plan Guide for Regular Positions ("Guide") to foster an understanding of the classification and compensation program and practices utilized by the University Student Union (USU) at California State University, Northridge (CSUN). The Guide outlines the structure the USU shall use to administer the program in a manner that is consistent and fair and that complies with federal, state and local laws, California State University (CSU) regulations, and USU policy.

Philosophy:

The USU is committed to attracting and retaining a qualified and diverse workforce. As such, approved classification and compensation policies as outlined in this Guide have been developed to promote effectiveness, equity, and consistency in the recruitment and retention of highly qualified staff and management employees. Classification and compensation activities shall be conducted in a manner that does not discriminate based on race, color, creed, religion, sex, gender, gender expression, gender identity, marital status, age, military and veteran status, sexual orientation, or any other condition made unlawful by federal, state or local laws. The USU's goal is to provide its employees with total compensation including salary and benefits that is well-grounded and financially prudent, and that is comparable to that afforded to individuals who are similarly employed at CSUN and at other CSUN auxiliary organizations, as well as at other CSU auxiliary organizations whose size, scope and geographic location are comparable to that of the USU.

Overview

This Guide has been developed to ensure the effective implementation and administration of the USU Classification & Compensation program.

This Guide applies to all USU regular employment positions including executive management positions. This Guide does not apply to student assistant positions (including work study, international, or graduate) or to casual or temporary emergency positions.

While the Guide is intended to provide reference information, questions are always welcome. Should you need assistance, please contact Kristen Pichler, Associate Director, Human Resources & Professional Development at extension 3849.

Key Definitions

Classification: A grouping of positions according to shared qualities, characteristics, and similar levels of responsibility. A USU position is generally classified as being comparable to, or similar to a CSU position.

Classification & Qualification Standard: A general description of benchmark characteristics, duties and responsibilities, as well as the minimum qualifications necessary for employment in a particular classification

Exempt Employee: An employee assigned to a position that is designated as ineligible for overtime compensation, in accordance with provisions of the Fair Labor Standards Act (FLSA).

In-Range Progression: An increase within a salary range for a single position.

Internal Equity: A measure of the relative value of positions in relation to one another within the same department, and/or across departments as appropriate.

Job Evaluation: A process used to assess a positions various job factors in order to assign it to an appropriate classification.

Non-Exempt Employee: An employee assigned to a position that is designated as eligible for overtime, in accordance with the provisions of the FLSA.

Overtime: Authorized time (typically pre-approved) that is worked in excess of eight (8) hours in a single day or forty (40) hours in a designated workweek.

Position: A group of duties and responsibilities assigned to a specific job function.

Position Description: A written description of the duties and responsibilities assigned to a specific position.

Reclassification: A change in a position's classification.

Salary Range: The specified range of pay assigned to a particular position based on the position's classification.

Skill-Level Progression: The movement of an employee from one skill level to a higher skill level within the same position or classification.

Job Evaluation, Classification, and Salary Range

JOB EVALUATION

The USU uses a job evaluation system to ascertain the qualities and characteristics of a position which then determines how a job should be classified. The job evaluation takes into consideration the overall type of job, along with the wide variety of job factors required to perform the duties of a position and the time typically spent in executing those duties on a regular basis. Depending on the position, job factors may include:

- Knowledge
- Experience
- Initiative and ingenuity
- Physical demand
- Mental attention or visual demand
- Responsibility for equipment and processes
- Responsibility for material or service quality
- Responsibility for the safety of others
- Responsibility for the supervision of others
- Working conditions
- Hazards
- Complexity of duties
- Impact of errors and quality of Work
- Contacts with others
- Confidential data
- Exercise of independent judgement
- Reporting relationship
- Autonomy and authority related to decision-making and accountability
- Responsibility for student development and advisement

Factors that are **NOT** included in the job evaluation of Regular positions may include:

- Quality of performance (performance evaluation rating)
- Quantity of work (volume)
- Information relative to the employee's length of service
- Time spent at the maximum of the position's salary range
- Skills/education not related to the job or minimum qualification
- Employee's salary placement within the salary range

In evaluating and classifying a position, it is always the job that is evaluated, and not the person who holds the position.

CLASSIFICATION

The USU's classification plan is driven by the CSU Classification & Qualification Standards. After a job evaluation is conducted, the USU shall attempt to compare the position to a similar position at the CSU. Comparison factors may include but are not limited to, typical job duties, qualification requirements, and/or degree of responsibility. In the event that no comparable position exists, the USU shall attempt to compare the position to a similar position at another CSU auxiliary or a position in the local, non-profit sector.

SALARY RANGE

The USU shall use the CSU Salary Schedule as a reference to determine an appropriate salary range for its positions. In determining a salary range, the USU will take into consideration, a number of factors including internal equity at both CSUN and the USU. To promote internal equity, the USU may elect to assign either the entire CSU salary range, a portion of the salary range or an approximation of the salary range to its positions. Some positions may, as appropriate, be assigned multiple salary ranges that denote different minimum qualifications (i.e. Administrative Support Coordinator I or II).

Classification & Skill Level Changes

New or Vacant Positions:

The department manager is responsible for reviewing the position description for any job that falls within their supervisory control, as follows:

- 1) Whenever a position's duties and responsibilities change
- 2) Annually
- 3) When a new position is established
- 4) When a position vacancy occurs

The duties of a position shall be determined by the manager in consultation with their Executive Management Team member and shall reflect the current needs of the department. An employee desiring to take on greater responsibility in their current position should consult with their manager prior to assuming additional duties. Additional duties that are assigned by a supervisor may be temporary or permanent

If a position's duties change, the manager shall update the current position description using the "Track Changes" feature provided in Microsoft Word, and submit both the original job description showing tracked changes as well as a clean copy of the updated job description to the Associate Director, Human Resources & Professional Development.

In the event a position's duties and responsibilities significantly change, or a position's breadth and scope significantly evolves (generally 50% or more), the manager shall, in addition to updating the job description in the manner described above, complete and sign a Classification/Skill Level Review Form. The updated job descriptions and the completed Classification/Skill Level Review Form shall be submitted to the Associate Director, Human Resources & Professional Development for review.

Editable versions of Regular Position Descriptions may be obtained from Jenny Aw, Human Resources Specialist for Staff Employment at extension 5976. The Classification/Skill Level Review Form is available on the USU Intranet Main Page in the "Forms" section. The form is also available on the Human Resources Intranet Page under the tab marked, "Forms."

Employee Request for Classification or Skill Level Review

An employee may also initiate a Classification/Skill Level review of their position following twelve (12) months of continuous service in that position. To request a Classification/Skill Level Review, the employee shall complete:

- 1) An updated version of their current job description showing tracked changes
- 2) A clean copy of the updated job description
- 3) A completed and signed Classification/Skill Level Review Form

All forms shall be submitted to an employee's supervisor, copying the Associate Director, Human Resources & Professional Development at the time of submittal. The employee's supervisor is responsible for reviewing all documents for accuracy, signing the Classification/Skill Level Review Form and submitting the documents to the Associate Director, Human Resources for review within thirty (30) days of receipt. In the event the supervisor fails to review and sign the documents within a thirty (30) day period, the employee may send an email to the Associate Director, Human Resources informing them that a classification/skill-level review was submitted and that the supervisor has not provided a response. The Associate Director, Human Resources & Professional Development will send an acknowledgement of receipt to the employee, copying the supervisor. While it is highly recommended that any employee seeking a Classification/Skill-Level Review consult their supervisor prior to initiating such a request, supervisor consultation is not a requirement for submittal.

Typically, the Associate Director, Human Resources & Professional Development shall conduct a Classification/Skill Level review within sixty (60) days of receipt of all accurately completed and supervisor approved documents. The Classification/Skill Level Review will normally include a review of the updated job description, an analysis of the Classification/Skill Level Review Form, and an in-person interview with the employee, the supervisor, and, as appropriate, the next-level manager, and/or Executive Management Team member. Following the determination, a written report will be prepared and issued.

Should a position review result in a reclassification of a position or a skill level progression, the effective date of the change shall be at the beginning of the pay period following the original date that an accurately completed Classification/Skill Level Review Request was received by the Associate Director, Human Resources & Professional Development.

Upon reclassification to a higher-level classification or a higher skill level, an employee shall generally be provided a salary increase of at least five percent (5%). Under no circumstance shall an employee's salary be less than the minimum of the salary range for their position.

If a job is reclassified to a position in a lateral classification, or if a classification review reveals that the current classification is the appropriate classification for the position, a salary increase shall generally not be provided.

If a position is reclassified to a lower-level position or skill level, a red-circle rate may be applied with approval of the Associate Director, Human Resources & Professional Development and/or the Executive Director/Designee. A red circle rate occurs when an employee's current salary exceeds the maximum of the new salary range.

An employee may appeal a classification determination to the Executive Director in writing within thirty (30) days of receipt. The decision of the Executive Director shall be final.

Salary Determination Placement

Appointment through Recruitment:

- **New Employees:** The initial appointment of a candidate to a position shall be based on the candidate's qualifications and experience, special recruitment considerations, and budgetary constraints.
- **Current Employees:** An internal candidate who is promoted to a higher-level position shall generally be offered a minimum five percent (5%) salary increase or an increase to the minimum of the new classification's salary range. An internal candidate who seeks and is appointed to a lower level position, will generally receive a decrease in pay.

Reassignments/Lateral Assignments

- **Reassignments** — Duties and responsibilities may be reassigned to a position on a temporary or a permanent basis. If the reassigned duties result in significant change to a position description (generally 50% or more), and the reassigned duties are classified at a higher level than the employee's current assignment, then the employee shall generally be granted an increase in compensation.

If an employee is reassigned to a lower-level classification for non-performance related issues, a red-circle rate may be applied with approval of the Associate Director, Human Resources & Professional Development and/or the Executive Director/Designee. A red circle rate occurs when an employee's current salary exceeds the maximum of the new salary range.

If an employee is reassigned to a lower-level classification for performance-related issues, the employee shall generally receive a decrease in compensation.

Internal equity shall be considered in all cases.

- **Lateral Assignments** — A lateral assignment/reassignment may be made from one USU position to another USU position that is within the same classification. Additional compensation is generally not provided for lateral assignments/reassignments that are within the same classification.

Other Compensation Programs:

An employee may be eligible to receive an increase in compensation based on one or all of the factors listed below.

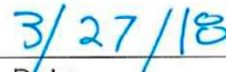
1. **General Salary Increase:** A General Salary Increase (GSI) is a permanent increase to the base salary of an employee. A GSI may be provided annually at the discretion of the Executive Director and based on variety of factors including CSU and campus considerations and availability of USU funds. If provided, a GSI is

generally applied to all USU employees including members of the Executive Management Team. A GSI shall be calculated as a percentage of base salary, and shall vary annually from year-to-year. The percentage amount of the GSI is typically determined by the USU Executive Director following the ratification of the California State University Employees Union (CSUEU) agreement. A separate GSI is generally applied to all Executive Management Team employees. The percentage amount of the GSI for Management Team members is typically determined following CSU approval of an updated salary schedule for employees assigned to the Management Personnel Plan (MPP). Salary increases resulting from a GSI shall not exceed the maximum of the salary range for that position.

2. **Merit (Performance Based) Salary Increases:** A performance evaluation is generally conducted for all Regular Employees on an annual basis. Employees who are in their first year of service shall receive a performance evaluation following twelve (12) months of service and annually thereafter on or about September 1. An employee whose annual overall performance is rated as "Highly Effective," "Highly Effective/Exceptional," or "Exceptional" and whose salary does not exceed the maximum for their position, shall be eligible for a merit increase. Merit increases will be calculated as a percentage of salary and the percentage amount shall be determined by the Executive Director based on overall evaluation score and availability of funds. Merit consideration for Executive Management Team members shall be recommended by the Executive Director and approved by the USU Board of Directors Review Team.
3. **Bonus:** A bonus is a lump sum payment that does not increase an employee's base salary. An employee shall be eligible for bonus consideration by their respective Executive Management Team member and in conjunction with provisions outlined in the USU's Bonus Policy.
4. **In-Range Progression:** An In-Range Salary Progression provides a permanent increase to an employee's base salary. An In-Range Salary Progression is a discretionary increase that may be provided at the recommendation of the manager and with approval from the Associate Director, Human Resources & Professional Development, and the Executive Director/Designee. Generally, an in-range progression shall not exceed the mid-point of the salary range. An in-range progression shall be based on one or a combination of considerations including but not limited to: seniority, merit, measured production, or other, bona fide factor.
5. **Temporary Increase:** An employee who, with approval from their supervisor, temporarily assumes additional job duties that are outside the breadth and scope of their normal job function may be eligible for a temporary compensation increase. Generally, a temporary increase will not exceed ten percent (10%) of an employee's base salary. A variety of factors are used to determine the amount of a temporary increase, including but not limited to scope and complexity of duties.



Debra L. Hammond



Date