Appointments - The offer of employment and acceptance by a person to a position in the CSU. Appointments may be temporary, probationary, permanent, intermittent, or “at-will”. In addition to initial appointments, appointments may occur as the result of various actions such as re-appointments, promotions, transfers, demotions, reinstatements, etc. Initial appointments are either probationary, temporary, intermittent, or “at-will”, depending upon the nature of the position and/or length of appointment. These appointments are made to positions in various job categories, i.e., academic, management personnel plan, administrative, executive, nonacademic, or to an academic-administrative assignment. See specific type of appointment for more information.

“At-Will” Employee – An employee whose employer can terminate the employee’s employment at any time, for any cause, with or without notice. CSU’s MPP positions serve at the pleasure of the campus President or Chancellor, and are “at-will”.

Base Pay – An employee’s current salary, excluding overtime and any temporary base salary adjustments. Base pay may be expressed as hourly, monthly, or annually. Base pay is also known as Regular Rate.

Bonus – A lump sum payment that is not a permanent increase to the base salary of an employee.

Career Band – Compensation strategy that uses a broadband, but has identified competency or skill zones that relate directly to career/job development. Career bands focus more directly on employee development than standard band broadbands. At the CSU, Information Technology classifications use the Career Band concept.

Casual Worker – An appointee hired on a temporary, part-time, intermittent basis to perform non-bargaining work that meets the non-exempt criteria of the Fair Labor Standards Act (FLSA)

Class/Job Code – Class refers to a group of positions having duties and responsibilities sufficiently similar so that they may be treated as one level of position for salary setting purposes and for appointments. Each class of positions is covered by a standard set of class specifications which outlines the general types of duties performed, FLSA status, and the salary. Each class is identified by a four-digit class or job code.

Classification (Job Classification) – A hierarchical structure of jobs, usually arranged into classes or pay grades according to some form of job evaluation.

Classification (Method of Job Evaluation) – A job evaluation method that compares jobs on a whole job basis. Pre-defined classification standards are established as benchmarks against which individual positions are measured. An individual position is placed in the classification which best fits the majority or most critical aspects of the position’s work assignments and requirements.

Classification Series – A group of classifications from a common job family. Classification series can also refer to a cluster of classifications in a common functional area.

Classification Standard – The description of a benchmark set of characteristics used for the process of making classification decisions. At the CSU, classification standards typically describe a broader body of work and are designed to accommodate the operational needs of all campuses.

Classify – The process by which an individual position is allocated to a classification. The pre-defined classification standards describe the typical work activities, characteristics and qualifications against which individual positions are compared to determine an appropriate classification assignment.
**Compensation** – Cash provided by an employer to an employee for services rendered. Compensation comprises the elements of pay (e.g., base pay, variable pay, etc.) that an employer offers an employee in return for his or her services.

**Competency** – A behavior, attribute, or skill essential to performing a job well.

**Comprehensive Knowledge** – A complete and extensive background and understanding of a specialty area and often of associated areas. Typically implies knowledge of the advanced principles and theories of a specialty area.

**Compression** – Pay differentials too small to be considered equitable. The term may apply to differences between (1) the pay of supervisors and subordinates, (2) the pay of experienced and newly hired incumbents of the same job, and (3) pay-range midpoints in successive job grades.

**Confidential Employee** – Any employee who is required to develop or present management positions with respect to meeting and conferring or whose duties normally require access to confidential information which contributes significantly to the development of those management positions. Positions usually are considered confidential if the employee: a) regularly types grievance responses and maintains the grievance files; or b) is directly involved with systemwide or campus meet and confer sessions, including participating in management caucuses to evaluate information and determine the campus’ position. Confidential employees are not represented by an exclusive bargaining representative.

**Core Functions** – In broad classifications with skill levels, core functions are the major work categories or domains that fall under the body of work defined in the classification. Core functions provide descriptions of the general work activities without regard to skill level.

**Demotion** – Used to move an employee from one classification or position skill level to another having a lower level of duties, responsibilities and/or salary range. For faculty unit employees, movement to a lower academic rank or classification, as appropriate. A demotion may be voluntary, disciplinary or in lieu of layoff.

**Desk Audit** – An “interview” by a Compensation Analyst with the incumbent of the position and their immediate supervisor in order to gather information to appropriately classify the position.

**Exempt Position** – A position that is exempt from the overtime provisions of the Fair Labor Standards Act that governs overtime, minimum wage and other wage and hour laws. Exempt employees are not required to adhere to time record keeping for pay purposes and unless otherwise superseded by the respective collective bargaining agreement, are not paid overtime for hours worked.

**Fair Labor Standards Act (FLSA)** – Federal legislation which oversees the federal minimum wage, overtime provisions and other wage and hour laws.

**Full-time Equivalent (FTE)** – An FTE is often confused with position. A position is a single job for one person while an FTE is a standard of one employee working 40 hours/week. An FTE of 1.0 means that the employee is considered a full time worker. One FTE position may be split into two positions, such as one position for 0.4 FTE (16 hours/week) and the other for 0.6 FTE (24 hours/week).

**General Knowledge** – A broad knowledge and understanding of a specialty area, not necessarily in-depth or thorough. Usually implies a broad understanding of the principles, theories, and/or practices applicable to the area.

**Higher Education Employer-Employee Relations Act (HEERA)** – State law that regulates labor relations between the University of California and California State University systems, their employees and the labor organizations that represent their employees. HEERA is administered by the Public Employment Relations Board (PERB). PERB conducts elections, determines representation election questions and investigates and makes decisions regarding Unfair Labor Practice (ULP) charges filed by employees, labor organizations and the universities.

1 Higher Education Employer-Employee Relations (HEERA), Article 1, General Provisions §3562(d).
In-classification Progression – Advancement to a higher skill level within the same classification that includes more than one skill level (e.g., IT series, Admin Support, Admin Analyst/Specialist). Each skill level is assigned to a separate sub-range so this involves movement from one sub-range to another.

In-range Progression (IRP) – An increase in base pay within the same classification and salary range. Often used to recognize a permanent increase in responsibilities and/or knowledge, skills and abilities regularly applied on the job that are not significant enough to warrant a reclassification to a higher classification. In some cases, an in-range progression may be used to address internal or external pay equity.

Incumbent – A person occupying and performing a job.

Intermittent Appointment – A type of appointment used when the schedule of work may vary from day-to-day or week-to-week, typically on an hourly basis, usually for a short period of time but which may be for an extended period.

Intermittent Employee – An employee who is appointed for a specific period of time to perform work on an “as needed” basis, and is paid an hourly rate. An intermittent employee can never attain permanent status.

Job Analysis – A study of the work performed by a position including the intellectual demands and qualifications required to perform the work, the time spent on various duties, interpersonal and group interactions, supervision given and received, and situational factors such as equipment used and physical demands.

Job Description – See Position Description.

Job Evaluation – The process for determining the relative worth of a position within an organization based on the factors valued by the organization. The end result of the job evaluation process is the assignment of jobs to some form of a pay hierarchy. CSU’s job evaluation method is called classification. In the job classification structure, individual positions are matched to the most appropriate job classification/skill level to determine the appropriate pay level. At CSU, each classification has its own assigned salary range.

Job Family – A collection of jobs that require common skills, occupational qualifications, technology, working conditions, etc. Often a job family represents increasingly complex levels of a job.

Knowledge – Understanding and recall of information measured by depth, scope, and ability to integrate to resolve problems.

Knowledge, Skills and Abilities – Common job specifications. Part of the position description that specifies the minimum requirements or qualifications necessary to perform the job. Knowledge refers to acquired information necessary to do the job; skills, acquired measurable behaviors; and abilities, natural talents or acquired dexterity.

Lead Worker – An incumbent who is responsible for monitoring and checking the work of other employees in the same unit or department working on a project or a specific assignment. The Lead Worker does not have full formal supervisory authority for staff such as hiring, firing, disciplinary action and performance evaluations; however, in order to complete projects/assignments, Lead Workers must be able to schedule and control the daily working arrangements for a specified group of employees.

Management Personnel Plan (MPP) – An integrated personnel plan and system addressing the terms and conditions of employment for employees designated as ‘management’ and ‘supervisory’ under HEERA. An employee is appointed to one of four Administrator classes identified in the CSU Salary Schedule. MPP appointees serve at the pleasure of the campus President or the Chancellor which means they are “at-will”.

Managerial Employee – An employee having significant responsibilities for formulating or administering policies and programs.
Market Analysis/Pricing – This is the process of evaluating the salaries of individual positions or job classifications against the market salary rates within a relevant labor market.

Merit Increase – A differential adjustment to base pay based on individual performance. Also referred to as a performance-based salary increase.

Midpoint – The salary point midway between the minimum and maximum rates in a salary range.

Minimum Qualifications – The minimum knowledge, skills, abilities and behaviors identified to perform a job competently.

Non-academic Employee - An employee who provides supporting services such as clerical, secretarial or maintenance, which are non-instructional and non-administrative in nature. Such an employee may have supervisory responsibility but normally does not have responsibility for major decisions. An employee in this category is not required to have higher academic degrees as an essential qualification for service.

Non-Exempt Position – A position subject to the minimum wage and overtime pay provisions of the Federal Fair Labor Standards Act (FLSA).

Pay-for-Performance – A practice of providing differential rewards to individuals or groups on the basis of performance. Pay-for-performance may be paid as an adjustment to base salary or a lump sum award.

PERB (Public Employment Relations Board) – The quasi-judicial agency which oversees public collective bargaining in the State of California. Specifically, PERB oversees representation processes, determines bargaining unit assignments for specific classifications, adjudicates disputes, and administers HEERA.

Percentile – A value that a given data point is less than. In other words, the 75th percentile means that the value is greater than 75% of the data.

Performance Evaluations – Written documentation of an employee’s performance during a specified time period.

Permanent Appointment – An appointment made to a permanent position or other position with the intent to continue the employment of the appointee indefinitely. The term 'permanent appointment’ in and of itself confers no particular status to the employee.

Permanent Employee - An employee who has successfully completed a probationary period and who has the right to continued employment unless the employee is dismissed for cause or laid off due to lack of work or lack of funds.

Position – A job occupied by an incumbent with a specified set of work assignments and knowledge, skill and ability requirements.

Position Description – A written description of the most important features of a job, including the general nature of the work performed, specific task responsibilities, and qualifications required to perform the job. A position description is usually a more specific sub-set of a classification standard focusing on the duties of the individual position. A position description should describe and focus on the job itself, and not on any specific individual who might fill the job.

Probationary Appointment - Except in a few limited instances such as mandatory reinstatement, all new permanent appointments are probationary appointments.

Probationary Employee – An employee serving a probationary period. At the successful conclusion of the probationary period, the employee becomes a permanent employee.
Promotion – Used to move non-academic employees from one classification to another having a higher level of duties, responsibilities and/or salary range. The difference between promotion and reclassification/in-classification progression is that an employee is promoted to a new or vacated position at a higher level following a recruitment/selection process.

Range Adjustment – A change to a salary range.

Range Differential – The percentage of difference between two consecutive salary ranges.

Rate – Any one of the salary rates within a salary range.

Reassignment – Movement from one position, pay calendar or department to another, or when management reassigns an employee within a classification or sub-range based on the requirements of the position and an assessment of the employee’s qualifications and skills. The reassignment may or may not affect a salary change.

Reclassification – A change in the classification for a particular position based on an evaluation of the duties and responsibilities assigned to the position. A reclassification may be to a higher, lower or lateral level of duties and responsibilities and/or salary rate.

Red-circle – An employee’s salary that is above the established range maximum assigned to the job grade. The incumbent is usually not eligible for further base pay increases until the range maximum surpasses the individual’s pay rate.

Salary Range – The minimum and maximum rate currently authorized for the classification.

Skill Level – A level within a broad classification that defines the nature of the work and knowledge, skills and abilities typically required to perform the work at that level.

Step – A salary range divided into fixed intervals, or steps. Each salary rate is placed on one of the fixed steps.

Step Increase – Salary advancement from one step to another.

Stipend – Additional compensation paid to an employee who is temporarily assigned responsibilities that are not part of the employee’s regular position, or for job-related training and certifications, and other provisions as specified by the respective bargaining agreement or CSU policy provision.

Sub-Range – The range of pay associated with a skill level within the same classification.

Supervisor – An employee who customarily and regularly directs the work of employees within a unit or department. Supervisors have the authority to hire, fire, assign work, counsel, discipline, handle grievances/complaints and conduct performance evaluations or make suggestions and recommendations on these actions.

Temporary Appointment – An appointment which is made for a specified period of time. The period of time must be less than the length of the probationary period for the position to which the temporary appointment is being made.

Temporary Employee – An employee who is appointed for a specific period of time.

Thorough Knowledge – A complete and detailed background and understanding of all aspects of a specialty area and often associated specialty areas. “Thorough” typically implies comprehensive and in-depth knowledge of the advanced theories and principles applicable to the specialty area.
**Time Base** - The time base of an employee refers to the fraction of time for which the employee is appointed to a position, and that time may not be greater than the time base of the position. An employee may be appointed to more than one position as long as the total time appointed does not exceed 1.25.

**Total Compensation** – Traditionally this is the aggregate of all cash and indirect compensation that includes base pay, incentives, bonuses and benefits.

**Transfer** – At the discretion of the appointing power, the change of an employee from one position to another in the same class within a department or between departments; to a position in a different classification as designated appropriate by the appointing power.

**Work Schedule** – The daily hours, weekly hours, annual weeks that an employee is scheduled and works. Typically an 8-hour day and a 40-hour week. However, employees may work an alternate work schedule such as 9/80, 4/40, or 3/12.

**Working Knowledge** – Implies a general understanding and background in a specified area that allows for ready application of that knowledge. Incumbents would be expected to demonstrate competence in applying standard principles and practices. Working knowledge does not imply detail or thorough knowledge.

**Workweek** – A period of 168 hours during 7 consecutive 24-hour periods.²

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