



# CALIFORNIA STATE UNIVERSITY, LONG BEACH

Subject: <b>Compensation - Appointment</b>	
Department: <b>Staff Human Resources</b>	Reference No.:
Division: <b>Administration &amp; Finance</b>	Issue Date: <b>July 2001</b>
References: <b>NA</b>	Revision Date: <b>March 2007</b>
Web Links: <b><a href="#">CSU Salary Schedules</a></b>	Expiration Date: <b>NA</b>

The initial appointment of a candidate, **including current employees and emergency hires**, is to a classification and compensation level. The compensation package actually offered to a candidate is based on the candidate's skills and abilities in relation to a number of factors including the position/classification requirements, internal and external considerations, as well as budgetary considerations.

In recruitment, it is important to remember that while the salary of the previous incumbent may serve as a budgetary placeholder, it is not the best guide for determining an appropriate starting salary for a new employee. This decision is based on an analysis of that specific candidate's skills and abilities in relation to the position requirements and other internal and external comparability considerations. Specifically, the following factors need to be considered in determining an appropriate starting salary.

- The salary range or skill level sub-range established for the position.
- An assessment of the candidate's knowledge, skills and abilities against the overall requirements for the position and classification and/or skill level.
- An internal assessment of salaries of existing employees in comparable positions.
- An analysis of applicable market data, if appropriate.

## Appointment Salary

Appointment salaries are commensurate with a candidate's experience and capabilities in relation to the salary range established for the position, as well as internal and external considerations. Following are ideal starting salary practices. The section below describes how to determine the salary point references for the hiring salary ranges.

- **First Quartile** - Hiring within the first quartile of a salary range is appropriate when the candidate is qualified for the position, but still requires a training period to become fully familiar with the requirements of the position. Appointing Authorities are given the discretion to hire in the first quartile.
- **Second Quartile** - Highly skilled candidates who need minimal training are most often hired in the second quartile of the range up to the mid-point. This is most common with career level professional positions. Hiring at this level can occur after:
  - 1) Prior to making an offer, the Appointing Authority/Administrative Services Manager (ASM) provides the assigned recruiter in Staff Human Resources a written justification of the salary request. This justification must include a statement of the selected candidate's skill level, years of experience, salary history with pay stubs, and any other appropriate information.
  - 2) Staff Human Resources will review the salary request, conduct a salary study, and approve or deny the proposed salary rate. If the suggested salary is denied, Staff Human Resources will work with the Appointing Authority/ASM to reach a satisfactory agreement on the appropriate salary offer.
- **Above Mid-point** – Salary appointments in this range require the Division Vice President approval. Prior to making an offer, the Appointing Authority/Administrative Services Manager (ASM) provides the assigned recruiter in Staff Human Resources a written justification of the salary request. This justification must include a statement of the selected candidate's skill level, years of experience, salary history with pay stubs, and any other appropriate information.



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Staff Human Resources will conduct a review of the employee's qualifications and a comparison of internal and external market salaries for similar positions and provide their recommendation and analysis to the Division Vice President who will make the final decision.

## Salary Range Calculations

The salary range quartiles and mid points referred to for hiring ranges are calculated using the minimum and maximum rates for the classification's salary range or for the skill level sub-range for classifications with skill levels.

Following is an example for calculating appropriate hiring ranges for the Administrative Support Assistant classification. Generally, the middle portion of each salary range is targeted to be within a competitive range of the salaries for comparable work.

### Example - Administrative Support Assistant (based on July 2005 salary rates)

#### **Skill Level I – Sub-range**

Minimum = \$1,934	Maximum = \$2,902
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#### Skill Level I - Calculations

- Midpoint = Minimum + Maximum/2 =  $(\$1,934 + \$2,902)/2 = \$2,418$
- First Quartile Point = Minimum to Midpoint/2 =  $(\$1,934 + \$2,418)/2 = \$2,176$
- First Quartile = \$1,934 to \$2,176
- Second Quartile = \$2,176 to \$2,418

#### **Skill Level II – Sub-range**

Minimum = \$2,320	Maximum = \$3,480
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#### Skill Level II - Calculations

- Midpoint =  $(\$2,320 + \$3,480)/2 = \$2,900$
- First Quartile Point =  $(\$2,320 + \$2,900)/2 = \$2,610$
- First Quartile = \$2,320 to \$2,610
- Second Quartile = \$2,610 to \$2,900

**FORMS:** NA