



APPENDIX N – GLOSSARY

Accountability	This is one of three Compensable Factors (Accountability, Complexity of Work and Results) used for evaluating jobs in order to determine the appropriate Role to which a position should be allocated within a Career Group Description. Accountability describes the responsibility or authority exercised in terms of guidance, independence and autonomy of functioning and finality of decisions made. This Compensable Factor takes into account leadership, judgment and decision making and independence of action.
Agency Business Need	This is one of thirteen Pay Factors used for pay determination purposes. Agency Business Need describes the specific activities and organizational, financial, and human resource requirements that are derived from the agency’s mission.
Agency Compensation Reform Transition Planning Checklist	This document is designed to assist agencies in the transition to the Compensation Management System on September 25, 2000. The Compensation Reform Transition Planning Checklist outlines issues that agency management should consider for the initial conversion and includes salary administration philosophy and policies; recruitment and selection process; performance process; pay practice implementation; program evaluation; internal appeals process; EEO considerations and agency communication plan. The checklist serves as a precursor for the development of the Agency Salary Administration Plan.
Agency Salary Administration Plan	This document outlines how agencies will implement the Compensation Management System and is the foundation for ensuring consistent application of pay decisions. The Agency Salary Administration Plan addresses the agency’s internal compensation philosophy and policies; responsibilities and approval processes; recruitment and selection process; performance management; administration of pay practices; program evaluation; appeal process; EEO considerations and the communication plan. Agencies should review the plan periodically to ensure it’s continued applicability to the agency’s mission and organizational needs.
At Will Employees	This category of employees is broadly used to describe employees who are appointed by the Governor (employees in the Office of the Governor or Offices of Cabinet Secretaries). At the agency level, this term is used to describe employees who serve in the capacity of agency head, chief deputy or equivalent, or confidential assistant for policy or administration. These employees are typically appointed by the Governor, and agencies may not have more than three employees in the “at will” capacity including the agency head.

Behavioral Competencies	These are common or core behaviors described in observable and measurable terms that make Employees more effective in their work when applied in appropriate situations. Behavioral Competency Model may be applicable to Employees throughout an agency or more narrowly defined to reflect behaviors unique to an Occupational Family or Career Group.
Below Contributor	This is the lowest of three levels of ratings in the Performance Management Program. This rating level is described as “work that fails to meet the criteria of the job function”. (See also Contributor and Extraordinary Contributor.)
Budget Implications	This is one of thirteen Pay Factors used for pay determination purposes. Budget Implications considers the short and long-term financial consequences of pay decisions and how salary dollars are managed by an agency.
Capsule Job Description	This brief description captures the work performed by Employees being studied when conducting a salary survey and includes the nature and level of work and the organizational level of the job. The Capsule Job Description should be specific enough to enable the respondent to determine a reasonable match to the job. (See Salary Survey.)
Career Group	This subgroup of the Occupational Family identifies a career path within a specific occupational field.
Career Group Description	This document specifies the nature, type and range of work associated with a particular Career Group; identifies the progression of Roles within a Career Group; and provides sufficient information to distinguish one Career Group from another. This description includes the Concept of Work; Matrix of Role Titles; Codes and Pay Bands; Role Descriptions; Compensable Factor Matrices; Statistical Reporting (Standard Occupational Classification (SOC) System); and Career Group History. Career Group Descriptions replace Class Specifications.
Career Group History	This section of the Career Group Description traces the development of the Career Group, states the purpose of establishing or revising the Career Group, and identifies the study that led to publication. For implementation purposes, the Career Group History identifies the transitional Crosswalk of the former job classifications to Roles.
Career Group Revision	This involves a study of jobs using salary data and the Compensable Factors and may result in jobs within a Role moving to a higher or lower Pay Band. With a Career Group Revision, the Career Group Description must be updated to reflect the changes in the assigned Roles and Employees in these Roles may have their salaries adjusted based on the rules governing Upward or Downward Role Changes.
Career Group Study	This process is for the purpose of periodically reviewing and identifying distinct Roles within a Career Group among a given

	population of Employees by collecting and analyzing data, developing Career Group Descriptions, and allocating positions.
Career Path	These paths are incorporated into the Career Group Descriptions, identify career progression and describe the skills and abilities required to move within a Role, to another Role and/or to a different Career Group or Occupational Family.
Classified Employee	Employees that are covered by the Virginia Personnel Act and include the majority of salaried individuals employed by the Commonwealth's Executive Branch. The Commonwealth's compensation policies and other human resource policies apply to Classified Employees.
Commonwealth's Compensation Philosophy	This is the formal statement of the basic goals and values of the Commonwealth's compensation program. The Commonwealth's Compensation Philosophy is to pay Employees in a manner sufficient to support and develop a high performance workforce that provides quality service in a fiscally responsible manner to the citizens of Virginia.
Compensable Factor Matrix	These matrices within the Career Group Description describe the level(s) of work performed in each Role in the Career Group and distinguish one Role from another based on the Compensable Factors.
Compensable Factors	This component of the Career Group Description is used to allocate a position to a Role in a Career Group based on these factors: Complexity of Work, Results, and Accountability. Replaces and consolidates the seven former factors: Complexity of Work, Supervision Given, Supervision Received, Scope, Impact of Actions, Personal Contacts, and Knowledge, Skills and Abilities.
Compensation Management System	This comprehensive system is developed for Classified Employees covered by the Virginia Personnel Act for implementation on September 25, 2000. The system shifts the emphasis from a position-based system to one that recognizes the Employee's contribution to the agency. The Compensation Management System includes a broad array of pay practices and emphasizes career growth.
Competencies	These are identified behaviors, knowledge, and skills that directly and positively impact the success of Employees and the organization. Competencies are used to determine internal alignment and how pay will be administered in Competency-Based Systems (see Behavioral and Technical Competencies).
Competency Model	This is a listing of Competencies that apply to a particular type of work. Competency models can include Behavioral Competencies only, Technical Competencies only, or a combination of both.
Competitive Process	This process includes recruitment for a vacant position and a competitive selection of an applicant or Employee.
Competitive Differential	These Differentials are administered as a percentage of base pay that may be added to the Pay Band to address a particular position,

	Work Title, Salary Reference Title or Role to address lack of competitiveness due to market conditions. (See Differentials.)
Competitive Salary Offer	This Pay Practice allows agency management to counter offer a higher salary offered by another state agency (internal) or an organization outside the Commonwealth (external), to Employees deemed critical to the agency's mission and operations. The Competitive Salary Offer may not exceed the job offer or the Pay Band maximum.
Competitive Salary Offer- External	This Pay Practice allows agency management to counter a higher salary offered by an organization outside the Commonwealth to an Employee deemed critical to the agency. The Competitive Salary Offer may not exceed the job offer or the Pay Band maximum.
Competitive Salary Offer – Internal	This Pay Practice allows agency management to make one counter offer to a higher salary offered by another state agency to an Employee deemed critical to the agency's mission and operations. The Competitive Salary Offer may not exceed the job offer or the Pay Band maximum. No further salary negotiations are allowed by either agency after this step.
Complexity of Work	This is one of three Compensable Factors (Accountability, Complexity of Work and Results) used for evaluating jobs to determine the appropriate Role to which a position should be allocated within a Career Group Description. Complexity of Work describes the nature of work in terms of resources used or encountered and the processes applied. This Compensable Factor takes into account the difficulty of work, scope and range of assignments, KSA's, and nature of contacts.
Concept of Work	This section of the Career Group Description provides a general description of the type and kind of work typically performed by Employees in the Career Group. The purpose of the Concept of Work is to distinguish one Career Group from another.
Consequence of Error	This is a job evaluation consideration for the Compensable Factor, Result. Consequence of Error addresses the potential costs of an Employee's mistakes in terms of financial and human costs, efficiency, morale, physical maintenance and image.
Contractors	Outside individuals or firms that are hired by the Commonwealth to provide services under the provisions of the Commonwealth's procurement policies. Contractors are not Employees of the Commonwealth.
Contributor	This is the second of three levels of ratings in the Performance Management Program. This rating is described as "work that is at or above the performance standards and meets the criteria of the job function throughout the rating period". (See also Below Contributor and Extraordinary Contributor.)
Crosswalk	The mapping document listing the conversion of job classes to Roles in the transition to the Compensation Management System.
Current Salary	This is one of thirteen Pay Factors used for pay determination

	purposes. Current Salary is the candidate's or incumbent's present base pay compensation, which may be reported as an hourly wage, weekly, semi-monthly, monthly or annual salary. It does not include shift differentials, benefits, overtime, incentive premiums, bonuses, commissions or other similar non-base pay compensation.
Demotion	This personnel action occurs when an Employee moves to a different position in a lower pay band. (See Voluntary Demotion and Disciplinary or Performance-related Salary Action.)
Demotion - Voluntary	This personnel action occurs when an Employee requests to move to a different Role in a lower Pay Band. A Voluntary Demotion can be achieved through a competitive or a non-competitive selection process. The Pay Practice for a Voluntary Demotion provides for the salary to be negotiated from the minimum of the lower pay band up to the Employee's current salary. If the current salary exceeds the new pay band maximum, the agency has the option to freeze the current salary for up to six months before reducing it to the new salary not to exceed the pay band maximum.
Deviation	This mathematical calculation is used in salary surveys to indicate the average relative distance between the market or competitor's salary data and the Commonwealth's salary data (minimum, midpoint, maximum, average salary, etc.). These calculations indicate the adjustment that would be necessary for the Commonwealth's salary data to be equal to the market.
Deviation – Negative	This calculation indicates the percentage that the Commonwealth's salary data (minimum, midpoint, maximum, average salary, etc.) is below the market data.
Deviation – Positive	This calculation indicates the percentage that the Commonwealth's salary data (minimum, midpoint, maximum, average salary, etc.) exceeds the market data.
Differentials	These are base pay adjustments to make salaries more competitive with the market and may be applied to Roles, Salary Reference Titles, Work Titles, and Pay Areas. (See Pay Areas, Competitive, and Out-of-State Employees Differentials.)
Differentials – Competitive	See Competitive Differential.
Differentials - Out-of-State Employees	These Differentials are applied to a specific state Employee, Work Titles, Salary Reference Titles, or Roles where pay rates are higher in different geographic regions of the United States and other countries.
Differentials – Pay Area (Northern Virginia /NOVA)	These Differentials are assigned to these localities in northern Virginia: Fairfax, Arlington, Prince William and Loudon Counties, and Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park cities. These variable differentials are based on the cost-of-competing in the northern Virginia area and are not cost-of-living allowances.
Difficulty	This is a job evaluation consideration for the Compensable Factor,

	Complexity of Work. Difficulty is the relative character of the work process and the corresponding, thinking, analysis and judgment required while performing the work.
Disciplinary or Performance-Related Salary Action	This Pay Practice is initiated by agency management for disciplinary or performance reasons. An Employee may be assigned to the same or different position in the same or lower Pay Band with less job responsibilities. The Employee's salary is reduced at least 5% salary and in no case can exceed the maximum of the assigned Pay Band.
Dual Track	This concept provides career growth and professional development to Employees by providing multiple career paths within a Role. Dual tracks allow supervisory and non-supervisory Employees to progress through the same Pay Band.
Duties and Responsibilities	This is one of thirteen Pay Factors used for pay determination purposes. Duties and Responsibilities describe the primary and essential work functions performed by an Employee or group of Employees. Variations in duties and responsibilities help distinguish one Employee from another for comparison purposes.
Effect of Services	This is a job evaluation consideration for the Compensable Factor, Results. Effect of Service considers the extent to which decisions and work products affect the level of service, quality of work, welfare of constituents, the organization's image, and cost of operations.
Employee	An individual employed by the Commonwealth. The term "Employee" (along with Supervisor, Manager and Faculty) is one of the four Level Definition Codes, and indicates an individual who has neither supervisory nor management responsibilities (Also see Supervisor, Manager and Faculty)
Employee Development Plan	This component of the Employee Work Profile describes personal learning goals, learning steps/resource needs, and year-end learning accomplishments.
Employee Initiated Pay Practices	These Pay Practices may involve salary negotiations between the Employee and hiring Manager and result from an Employee applying for a vacant position through a voluntary Competitive or Non-competitive selection process. (See Promotion, Voluntary Transfer and Voluntary Demotion.)
Employee Self Assessment	This tool allows an Employee to provide a self-evaluation to the Supervisor during the rating period.
Employee Work Profile	This document serves a dual purpose and includes the Employee's core responsibilities and special assignments and serves as the Employee performance plan. The Employee Work Profile is also the principle source document for allocating the position to the appropriate Occupational Family, Career Group and Role; used for individual development planning and for pay practice decisions. Each agency may develop it's own form that describes the position and the performance expectation, and includes certain required

	information. A prototype "Employee Work Profile" is provided.
Exceptional Recruitment and Retention Incentive Options	These options may be applied when there are significant problems with recruitment and retention of Employees critical to the agency mission and on-going operations of the agency and include: Sign On/Retention Bonus, Project-Based Incentives, Compensatory Leave extensions, additional Annual Leave, and Referral Program.
Extraordinary Contributor	This is the third and highest level rating in the Performance Management Program, and is described as "work that is characterized by exemplary accomplishments throughout the rating period and performance that is considerably and consistently well above the criteria of the job function". (See also Contributor and Below Contributor)
Faculty	Teaching and Research, and Administrative and Professional staff as defined in the Consolidated Salary Authorization who are employed in state higher educational institutions. This group of employees is not covered by the Virginia Personnel Act. The term "Faculty" (along with Employee, Supervisor and Manager) also functions as one of the four Level Definition Codes. (Also see Employee, Supervisor, and Manager)
Full Time Classified Employee	Classified Employees who are scheduled to work a minimum of 40 hours per week for at least nine months per calendar year. (See Classified Employee)
Grievance Procedure	A formal process for the resolution of employment disputes between state agencies and those Employees with access to the procedure. Through the grievance procedure, an Employee may bring work-related complaints to successively higher levels of agency management. If not resolved at the management level, grievances that qualify may be brought before an independent administrative hearing officer for resolution. A grievance must be written on a specific form and strict rules apply. The Department of Employment Dispute Resolution administers the grievance procedure for the Commonwealth's Executive Branch.
Hourly Employee	Employees who are seasonal or temporary and are paid by the hour and limited to 1500 hours of work per agency in a consecutive 365-day period beginning on the anniversary of their hire date. They are paid only for hours actually worked. Replaces the former term Wage Employees.
Impact	This is a job evaluation consideration for the Compensable Factor, Results. Impact describes the range of people, things, and organizations directly affected by the Employee.
In-Band Adjustment	This multi-faceted Pay Practice allows agency management the flexibility to provide Employees potential salary growth and recognizes career progression. An In-Band Adjustment allows for movement within a Pay Band for a Change in Duties, Professional/Skill Development, Retention and Internal Alignment. Increases granted cannot exceed 10% in a fiscal year for one or

	more of the reasons listed above and Employees' salaries cannot exceed the maximum of the Pay Band. A Lateral Role Change is also included in the 10% fiscal year maximum.
In-Band Adjustment – Change in Duties	This type of In-Band Adjustment may be granted to Employees for assuming new and significantly higher level duties and responsibilities that are critical to agency operations.
In-Band Adjustment – Internal Alignment	This type of In-Band Adjustment may be granted to adjust and align Employees' salaries proportionally based on the same or similar levels of training and experience; duties and responsibilities; performance rating; and levels of expertise, competencies and/or knowledge, skills and abilities.
In-Band Adjustment – Professional/Skill Development	This type of In-Band Adjustment may be granted when an Employee acquires and utilizes additional job-related training, education, certification and/or licensure that directly impacts and benefits the agency.
In-Band-Adjustment - Retention	This type of In-Band Adjustment may be granted to prevent Employees from seeking employment outside the agency in occupations that have high visibility in the labor market and where salaries may not be competitive with the market.
Independence of Action	This is a job evaluation consideration for the Compensable Factor, Accountability. Independence of Action describes the degree of latitude or freedom of action exercised by the Employee.
Internal Salary Alignment	This is one of thirteen Pay Factors used for pay determination purposes. Internal Salary Alignment is a fairness criterion that takes into consideration the proximity of one Employee's salary to the salaries of others who have comparable levels of training and experience; duties and responsibilities; performance; and knowledge, skills, abilities and competencies. (See also In-Band Adjustment – Internal Salary Alignment)
Job Analysis	A systematic, data-gathering study of the duties and responsibilities that comprise a job. The Job Analysis process seeks to obtain important and relevant information about the nature and level of work performed and the qualifications required by using the Employee Work Profile or position description, conducting interviews and reviewing other relevant information.
Job Evaluation Methodology	This is the process of taking information and data gathered in job analysis phase and comparing it to Career Group Descriptions and/or other jobs internal or external to the organization to determine the job's relative worth.
Job Evaluation Tools	A variety of job evaluation and employee-based tools may be used within the job organization structure (Career Groups and Roles) to assist agencies in meeting their organizational needs and determining movement within a Role and Pay Band. Job evaluation tools may include rank structures, factor comparison, point factor analysis, etc. and/or employee-based alternatives such as Skill and Competency Based Systems.

Job Organization Structure	The hierarchical arrangement of jobs based on the similar nature and type of work performed. The Compensation Management System's Job Organization Structure is organized at the highest level in Occupational Families, then Career Groups and most specifically into Roles.
Judgement and Decision Making	This is a job evaluation consideration for the Compensable Factor, Accountability. Judgement and Decision Making describes the types and kinds of decisions made by the Employee and the finality of such decisions and actions.
Knowledge, Skills and Abilities (KSA's)	This is one of thirteen Pay Factors used for pay determination purposes. Knowledge refers to acquired principles and practices related to a particular job; Skills refer to acquired psychomotor behaviors; and Abilities are the talents, observable behaviors or acquired dexterity. Together KSA's are the elements listed for job requirements, hiring qualifications or Employee credentials. Additionally, KSA's are a job evaluation consideration for the Compensable Factor, Complexity of Work and the application of acquired KSA's are essential to the In-Band Adjustment (Professional and Skill Development) pay practice.
Leadership	This is a job evaluation consideration for the Compensable Factor, Accountability. Leadership describes the level of control the Employee has over resources such as people, functions, facilities and budget.
Level Definition Code	The code used in the automated personnel system to describe the level of work assigned to a particular position. The four Level Definition Codes are Employee, Supervisor, Manager and Faculty.
Long Term Impact	This is one of thirteen Pay Factors used for pay determination purposes. Long Term Impact considers the strategic and financial effect of anticipated future salary costs, staffing changes, salary alignment among Employees, career growth and salary reference data changes.
Management Accountability	This concept describes the Manager's role in making salary decisions and includes justifying pay increases to senior management, explaining pay decisions to Employees and managing salaries within existing budgets.
Management Initiated Pay Practices	These Non-competitive Pay Practices allow agency management flexibility in making pay determinations that directly impact an Employee's compensation. (See Temporary Pay, Role Change, In-Band Adjustment, Disciplinary or Performance-Related Salary Action, and Competitive Salary Offer)
Manager	An Employee who is responsible for managing programs, resources (financial, organization, staff) and is accountable for the full range of employee related actions including hiring, pay determinations, performance and other work related issues. The term "Manager" (along with Employee, Supervisor and Faculty) is one of the four Level Definition Codes. This category of Employee can be

	identified by the assignment of a Management Role Title in the appropriate Career Group Description. (Also see Employee, Supervisor and Faculty)
Market Availability	This is one of thirteen Pay Factors used for pay determination purposes. Market Availability is the relative availability of suitable, qualified candidates in the general labor market that is subject to the changes in supply and demand.
Nature of Contacts	This is a job evaluation consideration for the Compensable Factor, Complexity of Work. Nature of Contacts describes work-related interactions within and/or outside the organization in terms of both frequency and the depth of information exchanged.
Non-Classified Employee	Employees not covered by the Virginia Personnel Act, as specified in Section 2.1-116 of the <u>Code of Virginia</u> . Non-classified employees include hourly, Judiciary and Legislative Branch employees, faculty employed in the Commonwealth's colleges and universities, employees of independent agencies and employees of the Virginia Commonwealth University Health System Authority and the University of Virginia Medical Center, and chief deputies and confidential assistants for policy or administration.
Non-Competitive Process	This process does not involve recruitment and selection and may be employee or management-initiated.
Northern Virginia Pay Area (NOVA)	This pay area is for designated localities in northern Virginia and includes Fairfax, Arlington, Prince William and Loudon Counties, and Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park cities.
Northern Virginia Differential	This is a variable differential based on the cost-of-competing in the northern Virginia area and not cost-of-living.
Occupational Family	This is a broad grouping of jobs that share similar vocational characteristics and the nature and type of work performed is the primary criterion for designation to a particular family. The Occupational Families include Administrative Services, Engineering and Technology, Applied Sciences and Natural Resources, Health and Human Services, Educational and Media Services, Trades and Operations, and Public Safety. Replaces the term Occupational Group.
Organizational Chart	Is a graphic representation of the structure of an agency or one or more of its work units, and portrays relationships among organizational units and the reporting structure of positions.
Part Time Classified Employees	Classified Employees who are scheduled to work a minimum of 20 hours per week, but less than 40 hours per week, for at least nine months pr calendar year.
Pay Action Worksheet	This form provides a means for Supervisors and Managers to document the justification and rationale for pay actions. Additionally, the Pay Action Worksheet may serve as a transactions document. Optional use – may be modified by the agencies.
Pay Band	See Pay Structure.

Pay Factors	These factors are considered by Managers for determining and justifying pay actions and include Agency Business Need; Duties and Responsibilities; Performance; Work Experience and Education; KSA's and Competencies; Training, Certification and Licensure; Internal Salary Alignment; Market Availability, Salary Reference Data; Total Compensation, Budget Implications; Long Term Impact; and Current Salary.
Pay Matrix	A tool to help Managers determine Starting Pay and evaluate Internal Salary Alignment. A Pay Matrix may be used to evaluate relevant education, length of relevant work experience, value added compensable factors such as certifications and quality factors when determining the salary offer to applicants or evaluating internal alignment of Employees.
Pay Practices	These practices provide the rules for setting and changing base pay compensation and include Starting Pay, Promotion, Voluntary Transfer, Voluntary Demotion, Temporary Pay, Role Change, In-Band Adjustment, Disciplinary or Performance-Related Salary Action, and Competitive Offer.
Pay Structure	The structure of Pay Bands established by the Commonwealth. This structure consists of 9 Pay Bands that are "stepless". Bands 1 – 8 have a range spread of approximately 105% between the minimum and maximum salaries. There is a 30.6% difference between the minimum salary in each Pay Band with the exception of the difference between Pay Bands 2 and 3. Pay Band 9 is for physicians that serve as facility or medical directors in Mental Health, and the band maximum is based on the market for these positions. (This structure replaces the former graded pay plan with salary grades and steps.)
Performance	This is one of thirteen Pay Factors used for pay determination purposes. Performance considers the Employee's previous and/or current work accomplishments or outcomes and behavioral interactions that are assessed as part of the Performance Management Program.
Performance Management Program	This program is designed to insure that increases approved by the Governor and the General Assembly can be appropriately distributed based on Employees' performance ratings. Features include 3 performance ratings, a 12-month probationary period for new Employees (extended up to 18 months under certain conditions), Employee self-assessment, and Employee feedback on Supervisor's performance. Additionally, options may include group or team performance evaluations, use of numeric weighting systems, and performance measures based on organizational objectives.
Placement under Layoff Policy	The assignment of an Employee to a position within the agency that is in the same or different Role in the same or different Pay Band, rather than placing the Employee on leave without pay-layoff or

	separated-layoff.
Position	Identifies a set of duties and responsibilities assigned to an Employee. A Position is assigned a specific number that is unique to a given agency. Additionally, a Position may be identified by 3 different titles (Role Title, Salary Reference Title and/or Work Title)
Position Allocation Interview	This procedure is used by the human resource professionals for the purpose of information gathering and includes interviewing the incumbent of a position and the Employee's Supervisor to clarify job content and relationship to other positions. Replaces the term Job Audit.
Position Allocation Report	This document provides the findings and recommendations of a Position Allocation Review. Replaces the term Audit Report.
Position Classification Method	A non-quantitative whole job evaluation approach that determines the relative value of positions by comparing them to other internal positions. The Commonwealth has adopted a modified version of the Position Classification Method.
Practitioner	An Employee who possesses specialized knowledge and is assigned to a Role that is predominately technical or supervisory in nature rather than a Management Role.
Promotion	This Pay Practice allows the advancement of an Employee to a different position in a higher Pay Band through a Competitive Selection Process. The salary negotiations for a Promotion may range from the minimum of the Pay Band up to 15% above the Employee's current salary.
Rating Levels	These three levels of performance in the Performance Management Program (Extraordinary Contributor, Contributor, and Below Contributor). (See also Performance Management Program, Extraordinary Contributor, Contributor, and Below Contributor)
Reassignment within the pay band	Action of agency management to move an Employee from one position to a different position within the same Role or Pay Band (formerly Lateral Transfer). Reassignments normally are based on agency staffing or operational needs. When an Employee is reassigned to another position within the same band, there is no change in base salary. If salary adjustments are needed, they may be addressed under the In-Band Adjustment pay practice. (See Placement Under Layoff Policy and Demotion and Voluntary Demotion)
Re-banding	This action involves the movement of a Role to a higher Pay Band due to extreme changes in the labor supply or market conditions. Such actions will occur infrequently because of the Pay Band structure.
Relevant Labor Market	A geographic location(s) that an agency competes with for specific groups of Employees (e.g. local, statewide, regional, national).
Reliability of Position	This test is measured in two ways: through the review of the

Allocations	accuracy of the Career Group Description, and through consistent allocation of positions to the appropriate Role. The true test of reliability is demonstrated when different user agencies over time consistently allocate similar positions to the same Career Group and Roles.
Restricted Classified Employees	Classified Employees whose positions receive 10 percent or more of funding from non-continuous or non-recurring funding sources (e.g. grants, donations, contracts, capital outlay projects, or higher education auxiliary enterprise revenues). (See Classified Employees)
Results	This is one of three Compensable Factors (Accountability, Complexity of Work and Results) used for evaluating jobs in order to determine the appropriate Role to which a position should be allocated within a Career Group Description. Result describes work outcomes; range and impact of effects; benefit or harm to citizens; gain or loss of resources and goodwill created. This Compensable Factor takes into account impact, effect of services and consequence of error.
Role	This is an array of similar jobs that are attributable to different levels of work or career progression through a Career Group. Roles are intended to be very broad with a single Role encompassing several former job classes. A Role is assigned to a specific Pay Band within the Pay Structure. Replaces the former term Class.
Role Change	This Pay Practice allows agency management to change a position to a different Role in a higher, lower or same Pay Band. Role Change replaces the term position reallocation. (See Upward Role Change, Downward Role Change and Lateral Role Change)
Role Change – Downward	This type of Role Change occurs when a position is changed to a different Role in a lower Pay Band. An Employee’s salary remains the same. An agency may freeze an Employee’s salary that is above the new Pay Band maximum for 6 months then reduce the pay to the Pay Band maximum.
Role Change – Lateral	This type of Role Change occurs when a position is changed to a different Role in the same Pay Band. The Manager may grant a pay increase from 0% to 10% as long as the salary is not above the Pay Band maximum. A salary increase due to a Lateral Role Change is counted towards the 10% fiscal year maximum for In-Band Adjustments.
Role Change - Upward	This type of Role Change occurs when a position is changed to a different Role in a higher Pay Band. The Manager may grant a pay increase from 0% to 10% as long as the salary is not above the Pay Band maximum.
Role Code	A unique number assigned to each Role for tracking purposes. Similar to the former term Class Code.
Role Description	This brief description identifies the range of work (from lowest to highest) within the Role in the Career Group, and is used for

	comparison purposes with the Employee Work Profile or position description to allocate a position to the appropriate Role.
Role Title	This is the formal State title assigned to the Employee's position, and should be used for State reporting purposes. The Role Title is one of three titles assigned to a position. (See also Salary Reference Title and Work Title)
Salary Administration Philosophy	The formal statement of the basic goals and values that guide the design, implementation and administration of the agency's compensation program. The Salary Administration Philosophy ensures that all compensation decisions are consistent with the agency's mission, goals, business objectives and culture.
Salary Reference Data	This is one of thirteen Pay Factors used for pay determination purposes. Salary Reference Data is a composite of relevant salary information (e.g. average salary range, median salary, weighted average salary, etc.) extracted from available surveys that indicate market pricing for various jobs in the Commonwealth.
Salary Reference Title	This is a descriptive title commonly used for salary surveying; and may be linked to the Standard Occupational Classification (SOC) System or a similar grouping. (See also Role Title and Work Title)
Salary Survey	This instrument is utilized to survey and assess available information on salaries for specific positions, Roles, Salary Reference Titles, and Work Titles.
Salary Survey – Capsule Job Description	See Capsule Job Description.
Salary Survey – Data Elements	These elements include Hiring Rate, Longevity Pay, Maximum Salary, Median Salary, Midpoint Salary, Minimum Salary, Salary Range, Simple Average (Mean), and Percentiles.
Salary Survey – Hiring Rate	This Data Element is the starting salary rate for applicants and may differ from the Minimum Salary if market conditions require employers to hire minimally qualified applicants above the range minimum.
Salary Survey – Longevity Pay	This Data Element is a supplement employers may pay to long-term employees, regardless of their job performance and usually is not considered in analyzing data in the Commonwealth.
Salary Survey - Maximum Salary	This Data Element describes the highest salary that an employee may receive in a job and is the highest value the employer has attached to the job.
Salary Survey – Median Salary	This Data Element describes a measure of the central tendency that indicates the middle value of a range of salaries and has an equal number of salaries above and below it.
Salary Survey – Midpoint Salary	This Data Element is the halfway point between the Minimum and Maximum salaries, and is used to compare various salary range widths.
Salary Survey – Minimum Salary	This Data Element describes the entry level of pay for a job and usually is the Hiring Rate for applicants with minimum

	qualifications.
Salary Survey – Salary Range	This Data Element is assigned to a job and usually indicates its value to the organization and describes the spread (or width) between the Minimum and Maximum salaries.
Salary Survey – Simple Average (Mean)	This Data Element is the total average salaries paid by all employers divided by the number of employers responding to the survey.
Salary Survey – Percentiles	This Data Element describes the values on a scale of one hundred that indicates the percent of distribution, e.g., 25 th percentile, 50 th percentile (Median), and 75 th percentile.
Salary Survey – Weighted Average	The Data Element indicates the total salaries of all employees in a particular job, divided by the number of employees. It is a good indicator of competitiveness because it relates to the salaries that employees are actually being paid.
Scope and Range of Assignments	This is a job evaluation consideration for the Compensable Factor, Complexity of Work. Scope and Range of Assignments describes the breadth and variety of an Employee's assignments.
Skill-Based Systems	These systems may be used to directly link an Employee's compensation to work-related skills learned and used on the job. It is a person-based system as opposed to a job-based system.
Skill Blocks	These are predefined sets of skills, knowledge and tasks performed in a Skill-Based System. Once learned and demonstrated, they add value to the work process, increase the likelihood of the work unit's success, and may be the basis for a pay adjustment.
Skill Inventories	This list describes discrete knowledge and skills needed to complete the required tasks. Their identification is helpful for career development purposes and outlines how performance will be measured and assessed.
Standard Occupational Classification (SOC) System	The Federal government uses this system for statistical reporting purposes and for purposes of current and accurate occupational information, replacing the Dictionary of Occupational Titles (DOT).
Starting Pay	This Pay Practice is used to set the salaries of job candidates (new hire or rehire) to the Commonwealth's workforce. Agencies may offer a salary ranging from the minimum of the Pay Band up to 15% above the applicant's current salary. Salary offers may not exceed the Pay Band maximum and may be less than the applicant's current salary. Agency Heads may approve Starting Pay offers above 15%.
State Pay Plan	This DHRM publication is published annually and includes: the State Salary Structure; a schematic list of Career Groups and Roles by Occupational Family; and an alphabetical list of Career Groups and Roles. Replaces the former Compensation Plan.
Statewide Pay Area (SW)	This pay area is for all localities in the state except those designated in northern Virginia (Fairfax, Arlington, Prince William and Loudon counties, and Alexandria, Fairfax, Falls Church, Manassas, and

	Manassas park cities).
Statistical Reporting	A section of the Career Group Description that lists the relevant Standard Occupational Classifications (SOC).
Sub-Bands	Portions of an existing Pay Band that have a defined minimum and maximum salary within that Pay Band. A Sub-Band is a tool used to manage Employees' salaries within Pay Bands based on agency need.
Subject Matter Experts (SME's)	Individuals with expertise in a given occupational area who provide assistance in developing Career Group Descriptions or identifying competencies and skill blocks for Competency or Skill-Based Systems.
Supervisor	An Employee who affects, recommends or authorizes personnel actions; completes performance evaluations and assigns and reviews subordinates' work. The term "Supervisor" (along with Employee, Manager and Faculty) also functions as one of the four Level Definition Codes. This category of Employee is assigned to one of the Practitioner Role Titles in the appropriate Career Group Description. (Also see Employee, Manager and Faculty)
Supplements	Supplements are non-base pay payments that apply to specific positions designed to address unique needs of an agency. (See On-Call, Call Back, Shift Supplements, Camp Supplement, Medication Supplement, and Working Condition Supplement.)
Supplements – Call Back	This pay Supplement applies when the Employee is called back to work during non-work hours, and is paid a guaranteed minimum number of hours even though the Employee may work less than this minimum time.
Supplements – Camp	This pay Supplement applies to Employees for days spent at summer camp supervising the activities of mentally disabled children.
Supplement – Medication	This pay Supplement applies to Employees who have completed the required training for dispensing medication, but whose Roles typically do not require dispensing medication.
Supplements – On-Call	This pay Supplement applies when the Employee is required to be available to return to or perform work after normal work hours. On-Call typically is provided at a rate of one hour of pay or compensatory leave for an 8-hour shift. Non-exempt Employees are paid in accordance with the Fair Labor Standards Act if the on-call duty is deemed restrictive.
Supplements – Shift	This pay Supplement used by agencies that have 24 hours per day, 7 days per week operations. Shift Supplements are used to address the various work shifts (e.g. first, second, third, weekend) Employees may be assigned on a permanent or rotating basis.
Supplements – Working Conditions	This pay Supplement applies to Employees who have unusual risks that exceed the normal work environment for state Employees.
Survey Summaries	These summaries provide salary data on discrete jobs in the labor market and provide agencies with information that will enable them

	to target their salary increase dollars to specific Employees or groups of Employees.
Technical Competencies	These are underlying knowledge and skills described in observable and measurable terms that are necessary for performing a particular type or level of work activities. (See also Behavioral Competencies and Competencies)
Temporary Pay	This Pay Practice occurs when an agency assigns an Employee to perform different key (essential) duties on an interim basis. Additionally, Temporary Pay may be used for critical assignments associated with a special time-limited project. Employee's pay is adjusted from 0% to 15% when they are assigned different duties in a higher Pay Band. The Employee receives 0% to 10% above their current salary to assume additional duties in the same or different Role in the same Pay Band.
Total Compensation	This is one of thirteen Pay Factors used for pay determination purposes. Total Compensation includes all forms of cash compensation (e.g. base pay, shift differentials, overtime, on-call pay, bonuses, commission, etc.) and the dollar value of the employer-sponsored benefit package (e.g. health and dental insurance, long and short term disability, paid leave, retirement, life insurance, etc.).
Training, Certification and Licensure	This is one of thirteen Pay Factors used for pay determination purposes. Training refers to a specialized course of instruction outside the realm of recognized academic degree programs. Certification refers to a specialized course of study resulting in a certificate upon successful completion. Licensure refers to a licensing credential required by law to practice one's occupation.
Validity of Position Allocation	The test of validity of a Career Group Description is based on: (1) how accurately the description represents the work performed in a particular Career Group and (2) that current Role information is derived from logical and authoritative sources.
Variable Salary Increases	Varying salary increments (percentages or flat dollar amounts) that may be granted by Managers as specified in each of the Pay Practices.
Voluntary Demotion	This Pay Practice allows an Employee to voluntarily move to a different position in a Role in a lower Pay Band. The salary for a Voluntary Demotion is negotiable from the minimum of the lower Pay Band up to the Employee's current salary. If the Employee's current salary exceeds the maximum of the lower Pay Band, the agency has the option of freezing the Employee's salary for up to six months.
Voluntary Transfer	This Pay Practice applies when an Employee requests a move to a different position within the same Role or a different Role within the same Pay Band. Voluntary Transfers may be accomplished through a Competitive or Non-competitive Process.
Voluntary Transfer	This Pay Practice applies when an Employee moves to a different

(Competitive)	position through a Competitive Process within the same Role or a different Role within the same Pay Band. Salaries may be negotiated from the Pay Band minimum up to 15% above their current salary as long as the offer is not above the Pay Band maximum. In some situations the offer may be less than the Employee's current salary.
Voluntary Transfer (Non-Competitive)	This Pay Practice applies when an Employee moves to a different position through a Non-competitive Process within the same Role or a different Role within the same band. Salaries may be negotiated from the Pay Band minimum to 10% above the current salary as long as the offer is not above the Pay Band maximum. In some situations the offer may be less than the current salary.
Work Experience and Education	This is one of thirteen Pay Factors used for pay determination purposes. Work Experience and Education is the primary indicator of relevant employment history and academic qualifications of the Employee or applicant.
Work Title	This is an optional agency-specific or functional title that is descriptive of the overall purpose of a position. It is one of three titles assigned to a position. (See also Role Title and Salary Reference Title)