

*State of Wisconsin*  
**Department of Employment Relations**



***GLOSSARY OF HUMAN RESOURCE TERMS AS  
USED BY THE DIVISION OF  
COMPENSATION AND LABOR RELATIONS  
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## *Mission Statement...*

The mission of the Department of Employment Relations is to lead Wisconsin state government's innovative human resource system by recruiting and retaining a talented and diverse workforce to ensure the best service to the public.

## *Vision Statement...*

The vision of the Department of Employment Relations is to be the national leader in governmental human resources by providing measurably high-quality services guiding the State of Wisconsin in:

- recruiting and retaining a talented and diverse workforce;
- forging cooperative, innovative labor-management relations; and
- maximizing skills of all state government employees by initiating education and training opportunities.

## Foreword

This Glossary provides definitions for Human Resources terms used by the Division of Compensation and Labor Relations at the Department of Employment Relations. **NOTE:** It is intended that this document will be updated as terminology, policies, statutes, codes, rules, and regulations are added, deleted, or changed. However, in the event this document is not updated timely, the relevant new or updated terminology, policy, statute, code, rule or regulation prevails.

1. In some cases, a definition is paraphrased or limited. The official language in the statute, code, rule, or regulation will prevail over paraphrased and/or limited definitions (definitions providing the official language is in quotation marks).
2. In all cases, when a statutory, code, policy, rule, or regulation reference(s) is provided, review the reference(s) to understand how the relationship fits to a particular situation.
3. In some cases there are terms following the definitions which can be used as a comparison/contrast reference.
4. Review the definitions provided in other documents to determine if those definitions differ from Glossary definitions.
5. This document will be updated as definitions change, new terms are developed, and as the references provided by state statutes, Wisconsin Administrative Code, Compensation Plan, Wisconsin Human Resource Handbook Chapters, DER Bulletins, and applicable state and federal regulations change.

Human Resource References include, but are not limited to:

1. s. 230, Wis. Stats.
2. s. 111.81, Wis. Stats.
3. s. 15, Wis. Stats.
4. s. 20, Wis. Stats.
5. s. 40, Wis. Stats.
6. ER Wisconsin Administrative Code
7. ER-MRS Wisconsin Administrative Code
8. Compensation Plan
9. Wisconsin Human Resource Handbook Chapters (Includes Wisconsin Personnel Manual chapters being converted)
10. DER DCLR, CC, CBB, and P Bulletins
11. Federal Regulations for Fair Labor Standards Act (FLSA), Part 541
12. Federal Regulations and state law for Family and Medical Leave Act (FMLA)

### Abbreviations:

1. s. , Wis. Stats. section, Wisconsin Statutes
2. Wis. Adm. Code Wisconsin Administrative Code
3. Comp. Plan, Sec. Compensation Plan, Section
4. WHRH Ch. Wisconsin Human Resource Handbook Chapter (formerly Wisconsin Personnel Manual)

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**GLOSSARY  
OF  
HUMAN RESOURCE TERMINOLOGY**

**WISCONSIN HUMAN RESOURCE HANDBOOK**

**A**

**A**

**A**

**Ability:** Sufficient mental and/or physical strength, energy, dexterity, or other qualifications and resources to perform particular arts, job responsibilities, duties, etc.

**Ability to pay:** The ability of an agency, dependent upon various funding sources, to pay a given level of wages or to fund a wage increase. This ability is a frequent issue in union contract negotiations.

**Abuse of authority:** "An arbitrary or capricious exercise of power." *See s. 230.80(1), Wis. Stats.; related Code of Ethics s. 19.41, Wis. Stats. Related to "arbitrary" and "capricious"*

**Access laws:** State statutes that require employers to allow employees access to their personnel files.

**Accountability:** Answerable to another (usually a superior) for a work product typically performed by another (i.e., as the term is typically used: a subordinate is responsible for performing the worker activity and the supervisor is accountable to his or her superior for the successful accomplishment of that same worker activity). *Related to "breadth", "complexity", "depth", "discretion", "impact of work", "Knowledge Skills and Abilities", "point factor system", "scope", and "survey,"*

**Accretion:** "Whenever the state becomes responsible for the employes and functions previously administered by another governmental agency or a quasi-public or private enterprise, or when positions in the unclassified service, excluding employes of the legislature, are determined to be more appropriately included in the classified service, the affected positions shall be included in the classified service.: *See s. 230.15(1m) (a), Wis. Stats.*

**Across the board (ATB) increase:** In its broadest sense, a base pay adjustment granted to all employees in a specified bargaining unit or nonrepresented employee group, either in a flat rate such as cents per hour or as a percentage of salary, given to all eligible employees. The term has no specific statutory or contractual meaning as it relates to state employee pay adjustments, but is often used as a working term to refer to the wage adjustment that typically is granted in each fiscal year to the majority of or all employees in a particular group. *Similar to "base pay rate", "general wage adjustment", "pay adjustment", "regular rate", and "wage rate"*

**Acting assignments:** When a position is vacant and the needs of the service require the performance of the duties of that position, a permanent employee may be temporarily assigned to perform those duties. *See Ch. ER-MRS 32, Wis. Adm. Code; contrast with "incidental duties" and "temporary assignment"*

**Actual hours worked:** The time actually worked by an employee, as opposed to scheduled hours or leave hours.

**Add-on pay:** An hourly amount paid in addition to the base pay in recognition of factors or conditions not reflected in the basic pay range or pay rate of a position. *See Comp. Plan Sec. A; similar to "differential pay", "night differential", "on-call pay", "premium rate", "pyramiding", "responsibility pay", "shift differential", "standby pay" "supplemental pay", and "weekend differential"*

**Adjusted continuous service date (ACSD):** The date on which an employe's current period of continuous service with the state is considered to have begun, with deductions for authorized breaks in service. *Frequently confused with "credible service" and "continuous service." Related to "continuous service"*

**Administration:** The activity of management which fulfills or carries out the goals and objectives for which the organization was established.

**Administrative date for pay adjustments:** The date on which pay adjustments are effective. With few exceptions, the administrative date of a pay adjustment is the first day of a pay period. *See s. 20.928(3), Wis. Stats.; collective bargaining agreements, comp. plan, or administrative rule provisions for specific adjustment*

**Administrative supervision:** Supervisory authority which is limited to the administrative aspects of the employee's activities, typically including such functions as communicating general agency policy, enforcing work rules, providing supplies or administrative services, responding to grievances, and leave accounting. The administrative supervisor would not plan and assign work, set objectives and priorities, provide technical assistance, nor review the work products. Thus, a position does not share accountability for the work products with an administrative supervisor. *Contrast with "nonprofessional supervisor" and "professional supervisor"*

**Administrative transfer:** The appointment of an employee to a different position assigned to a class having the same or counterpart pay rate or pay range as the class to which the employee's current position is assigned. An "administrative transfer" is a permissive transaction. *See s. ER-MRS1.02(33), Wis. Adm. Code; Contrast with "contractual transfer", "mandatory transfer," and "union transfer"; related to "counterpart pay ranges" and "transfer"*

**Administrator:** "The principal subunit of the department is the 'division'. Each division shall be headed by an 'administrator'." *See s. 15.02(3)(c)(1), Wis. Stats.; same as "division administrator"*

**Advanced level:** The level within a classification series in which the work is beyond the objective level and which typically requires competition. *Contrast with "developmental level", "entry level", and "objective level"; related to "full performance level"*

**Adverse impact:** The result of a facially neutral (i.e., not obviously discriminatory) human resources management practice and/or policy that affects a protected group differently than the other employees (i.e., to the disadvantage of the protected group). Also referred to as "disparate impact". *Related to "Affirmative Action", "Age Discrimination in Employment Act of 1967" "Americans with Disabilities Act of 1990", "Civil Rights Act", "discrimination", "disparate treatment", and "Equal Employment Opportunity Commission"*

**Affirmative action:** "Specific actions in employment which are designed and taken for the purposes of all of the following: (a) ensuring equal opportunities; (b) eliminating a substantial disparity between the proportion of members of racial and ethnic, gender, or handicap groups either in the classified civil service determined by grouping classifications according to similar responsibilities, pay range, nature of work, other factors recognized in the job evaluation process and any other factors the department considers relevant, or in similar functional groups in the unclassified service, and the proportion of members of racial and ethnic, gender or handicap groups in the relevant labor pool; (c) eliminating present effects of past discrimination." *See s. ER 1.02(2), Wis. Adm. Code, s. 230.03(2), Wis. Stats.; Related to "adverse impact", "Age Discrimination in Employment Act of 1967", "Americans with Disabilities Act of 1990", "Civil Rights Act", "discrimination", "disparate treatment", and "Equal Employment Opportunity Commission"*

**Affirmative action groups:** "Means one or more of the following: a) racial or ethnic groups, b) gender groups, and c) handicapped groups." *See ss. 230.03(2) and 230.213, Wis. Stats.; ER 43.02(2), Wis. Adm. Code*

**Affirmative action program:** "Specific results oriented standards, procedures, and initiatives designed to ensure equal employment opportunity and to eliminate present effects of past discrimination." *See s. 230.03(2) and 230.213, Wis. Stats.; ER 43.02(2m), Wis. Adm. Code*

**Age Discrimination in Employment Act of 1967 (ADEA):** Federal legislation that made employees between the ages of 40 and 65 a protected class. The 1978 amendments to this Act raised the minimum age limit for mandatory retirement to 70 for most employees. Amendments in 1986 effectively ended mandatory retirement based solely on age and expanded benefit entitlement (in the Older Workers Protection Act) by restoring the "equal benefit or equal cost" requirement for age-based differences in employee benefit plans. *Related to "adverse impact", "Americans with*

*Disability Act of 1990*, “*Civil Rights Act*”, “*discrimination*”, “*disparate treatment*”, and “*Equal Employment Opportunity Commission*”

**All funds cost:** The estimated dollar cost of the economic component of a collective bargaining agreement or compensation plan provision regardless of the funding source, e.g., General Purpose Revenue, program revenue, federal funds, program revenue segregated, etc. *Related to "all funds with fringe cost", "contract cost", "costing", "fiscal estimate", and "variable fringe rate"*

**All funds with fringe cost:** The all funds cost increased by the fringe rate costs (a percentage established by the Department of Administration). *Related to "all funds cost", "contract cost", "costing", "fiscal estimate", and "variable fringe rate"*

**Allocation:** “The initial assignment of a position to the appropriate class by the secretary as provided in s. 230.09(2), *Wis. Stats.*” *See s. ER 3.01, Wis. Adm. Code; contrast with "reclassification", "reallocation", and "regrade"*

**Allocation Pattern:** The different types of activities usually found within a single classification. There may be only one allocation pattern to several different types of activities which could be performed and classified the same. At the time the classification specification is written, the allocation patterns have been determined to be equivalent and similar in nature of work. Representative positions may provide further examples of the different allocation patterns used in a classification. *Related to "best fit", "class or classification", "classification method of job evaluation", "classification/class title", "classification specification", "definition statements", "job grade", "majority of time", "position", and "representative position"*

**Alphabetical Listing of Classifications:** The listing of official classification titles that is located on the DER website--<http://der.state.wi.us/static>.

**Alternative work schedule:** Work schedules which differ from the standard work schedule, including but not limited to: part-time, shared time, and flexible-time schedules.” *See s. 230.215, Wis. Stats; Ch. ER 42, Wis. Adm. Code; related to "flextime", and "job sharing"; contrast with "nonstandard work period" and "standard workweek"*

**Americans with Disabilities Act of 1990 (ADA):** This law creates nondiscrimination protections for people with disabilities, similar to the Title VII of the Civil Rights Act of 1964. Under the law, employers may not refuse to hire or promote a person because of a disability, and employers are required to make “reasonable accommodations” to allow people with disabilities to perform essential functions. The law includes those with hearing and visual impairments, physical, and mental impairments, AIDS victims, alcoholics and past drug users in its definition of “disabled.” It does not include current illegal drug users, homosexuals, transsexuals, transvestites and people with emotional disorders. The Equal Employment Opportunity Commission enforces regulations. *Related to "adverse impact", "Age Discrimination in Employment Act of 1967", "Civil Rights Act", "disability", "discrimination", "disparate treatment", Equal Employment Opportunity Commission", and "Vocational Rehabilitation Act of 1973"*

**Anniversary date:** (1) The day on which an employee attains an additional year of continuous service. (2) The date used in some pay systems to trigger a review of the employee’s salary and/or to trigger a potential salary increase.

**Annualized lump sum payment:** An amount paid in lieu of a base pay adjustment, typically based on the number of projected work hours for an employee from the date of the corresponding base pay adjustment, to the end of the fiscal year. *Same as "fiscal year lump sum payment"*

**Appeal:** Exercising rights to challenge a decision or action to a higher court or administrative authority.

**Appellant:** An employee(s) or job applicants who file a timely appeal with the Personnel Commission for an appealable personnel transaction affecting their position. *See ss. 230.04(1m), 230.44, and 230.45, Wis. Stats.*

**Appointing authority:** The chief administrative officer of an agency. *See ss. 230.03(4) and 230.06, Wis. Stats.*

**Appointment maximum:** “The maximum base rate an employe may be granted when appointed to a position assigned to that ‘appointment maximum’, except as otherwise provided under Pay On Appointment or Pay on Reinstatement or Restoration. The ‘appointment maximum’ does not apply to any original appointment for which the Entry Professional Program (EPP) was used in recruitment. The ‘appointment maximum’ is not the maximum of the pay range.” See *Comp. Plan, Sec. J 3.00(1)*; related to “band”, “broadbanding”, “knowledge-based pay”, “pay band”, and “temporary appointment maximum”

**Arbitrary:** (1) Used in the context of a regrade for an employee for a reclassification or reallocation transaction. If an employee is pre-selected for additional duties with out holding competition, the employee may not be regraded. The pre-selection is considered arbitrary and capricious. (2) an abuse of authority. See *WHRH Ch. 332.040(F)(2)*., Related to “abuse of authority” and “capricious”

**Arbitration:** A method of settling labor-management contractual disputes by having an impartial third party hold a formal hearing, take testimony and render a decision. The decision is binding upon the parties. Related to “award” and “impasse”; similar to “conciliation:”, “fact finding”, and “mediation”

**Area wage survey:** An area wage survey is any survey completed for a geographical area and includes the organizations competing for labor. An example of an area wage survey is conducted by the Bureau of Labor Statistics (BLS) of the U.S. Department of Labor in Standard Metropolitan Statistical Areas (SMSAs) Another example is the Labor Market Area Wage Survey conducted by the Department of Work Force Development. Related to “survey”

**Assigned headquarters:** The facility or location to which an employee is normally assigned by the employer as a headquarters. Same as “headquarters city”; related to “work site”

**Assistant Administrator:** A position serving in a line capacity responsible for administering a significant portion of the program area within an organizational unit. The “assistant” shares responsibility and accountability with the program head for only that portion of the program directly supervised. Since a program may have one or more “significant portions”, there may be one or more Assistants. Depending on the size, complexity, and diversity of the program, there may also be a Deputy position. contrast with “deputy”

**Association of State Prosecutors – ASP:** The bargaining unit name for Assistant District Attorneys under Bargaining Unit designation 20.

**Attrition:** The reduction in the size of a work force through normal processes, such as voluntary resignations, retirements, discharges for cause, transfers, and deaths. Related to “layoff”, “bumping,” and “downsizing”

**Audit:** A review of a position for the purpose of determining the appropriate classification (“best fit”) and transaction. An audit can be a desk audit with a comparison of the position description to classification specifications and may include comparisons to other positions. An audit can be face-to-face with the incumbent and/or the supervisor of the position. For reclassification or reallocation requests, the audit includes a determination of the appropriate transaction and if the incumbent should be regraded. See *WHRH Ch. 332*; related to “logical”, and “gradual”; similar to “job analysis interview”

**Automatic wage adjustment:** Automatically increasing or decreasing wages in accordance with a specific plan formula.

**Automatic pay progression:** Automatically increasing wages after specified periods of service, until the employee reaches the top of his or her salary range. Automatic pay progression often is achieved through an automatic step-rate pay system.

**Award:** The final decision of an arbitrator. Related to “Arbitration”

**Back-end loading:** A base-building adjustment that has an effective date later in a fiscal year or contract period. *Related to “general wage adjustment”*

**Band:** A broad pay range consisting of a minimum, maximum, and appointment maximum. Pay bands are designed to provide pay-setting flexibility and to improve recruitment and retention of critical employees. *See Comp. Plan, Sec. J; similar to “broadband” and “pay band”; related to “appointment maximum” and “temporary appointment maximum”*

**Bargaining Agent:** An organization which is the exclusive representative of all employees in a bargaining unit.

**Bargaining Unit:** A group of employees that a state administrative agency has certified as appropriate to be represented by a union for the purpose of collective bargaining. (In Wisconsin, that agency is the Wisconsin Employment Relations Commission (WERC). *See Ch. 111, Wis. Stats.; see bargaining units of “ASP” “MGAA”, “SEA”, “SPDA”, “TAA”, “UPQHC”, “WEAC”, “WPDA”, “WPEC”, “WSAA”, “WSBTC”, “WSEU” and “WSP”*

**Base pay rate:** The official hourly pay rate excluding any overtime or supplemental pay. Base pay rate is limited to the pay range maximum; base pay rate plus any supplemental pay received is not limited to the pay range maximum. Base pay is also the rate at which accumulated sick leave credits are converted to offset health insurance upon retirement, and/or to pay out earned but unused annual leave credits upon retirement or departure from state service. *See s. ER 1.02(5), Wis. Adm. Code; similar to “across the board increase”, “general wage adjustment”, “pay adjustment”, “regular rate”, and “wage rate”*

**Benchmark job:** A job that is commonly found and defined, used to make pay comparisons either within the agency or to comparable jobs outside the agency. *Similar to “job cluster” and “job worth hierarchy”*

**Bereavement leave:** Authorized leave for travel to and attendance at the funeral of immediate family members. The collective bargaining agreement or Compensation Plan governs use of benefit time off. *Same as “funeral leave”*

**Best fit:** Classification decisions must be based on the “best fit” of the duties within the existing classification structure, typically the majority (i.e., more than 50%) of the work. *See WHRH Ch. 332; related to “allocation pattern”, “classification method of job evaluation”, “Knowledge Skills and Abilities”, and “majority of time”*

**Biennium:** A two year period coinciding with a legislative session, beginning on July 1 of an odd-numbered year and extending through June 30 of the next odd-numbered year. The state budget is developed and appropriated on a biennial basis coinciding with this period.

**Blue Flu:** A method used by police officers in which police officers call in sick en masse instead of a strike. The same tactic is used by other employees such as firemen (red flu) and nurses (white flu). *Similar to “boycott”, “collective bargaining”, “concerted activity”, “job action”, “picketing”, “red flu”, “sitdown strike”, “slowdown”, “strike”, “sympathy strike”, and “white flu”*

**Bona Fide Occupational Qualification (BFOQ):** Typically refers to a valid job requirement such as a knowledge, skill or ability level that is required for competent job performance. (The origin of the term BFOQ is found in Title VII of the Civil Rights Act (1964) which prohibits employment discrimination on the basis of race, sex, religion or national origin. Under certain conditions, however, a requirement for a specific gender or religious affiliation is allowed if the requirement is a BFOQ for a given job, such as the requirement of Catholic affiliation for the job of Catholic priest.) *Related to “job description”, “job specifications”, “Knowledge, Skills, and Abilities”, and “position description”*

**Boycott:** An effort by unions to refuse to deal with employers in an attempt to win concessions. A primary boycott is the refusal to patronize an employer who is directly involved in a labor dispute. *Similar to “blue flu”, “collective*

*bargaining*, “*concerted activity*”, “*job action*”, “*picketing*”, “*red flu*”, “*sitdown strike*”, “*slowdown*”, “*strike*”, “*sympathy strike*”, and “*white flu*”

**Breadth:** One of the traditional measures of scope which focuses on variety (the number and type of goals and worker activities, especially those which require different sets of knowledge, skills, and abilities). *Related to* “*accountability*”, “*complexity*”, “*depth*”, “*discretion*”, “*impact of work*”, “*Knowledge Skills and Abilities*”, “*point factor system*”, “*scope*”, and “*survey*”

**Broadbanding:** A pay structure that consolidates a number of pay grades and salary ranges into fewer broad bands with relatively wide salary ranges, typically with 100 percent differences between minimum and maximum. *Similar to* “*band*”, and “*pay band*”; *related to* “*appointment maximum*” and “*temporary appointment maximum*”

**Bumping:** A practice used during a layoff or reduction in the work force that allows a senior employee to displace a junior employee. *See* “*layoff*”; *related to* “*attrition*” and “*downsizing*”

**Bureau director:** “The principal subunit of the division is the ‘bureau’. Each bureau shall be headed by a ‘director’.” *See s. 15.02(3)(c)(2), Wis. Stats; same as* “*director*”

**Capricious:** (1) Used in the context of a regrade for an employee for a reclassification or reallocation transaction. If an employee is pre-selected for additional duties without holding competition, the employee may not be regraded. The pre-selection is considered arbitrary and capricious. (2) An abuse of authority. *See WHRH Ch. 332.040(F)(2), Related to “arbitrary” and “abuse of authority”*

**Career executive classification:** A classification formally designated by the DER Secretary to be included in the “career executive program”. *See s. 230.24, Wis. Stats.; Ch. ER 30 and Ch. ER-MRS 30, Wis. Adm. Code; related to “senior manager pay system”*

**Career executive position:** A position formally designated by the Secretary of the DER to be included in the “career executive program”. DER maintains a list of all of these positions and of all employees occupying such positions who are in the career executive program either through appointment or by opting into the program. A position in the “career executive program” is primarily “administrative in nature.” Positions in the “career executive program” are entitled to greater annual leave provisions than are provided for other classified positions. *See s. 230.24, Wis. Stats.; Ch. ER 30 and Ch. ER-MRS 30, Wis. Adm. Code; related to “senior manager pay system”*

**Career executive program:** A program that emphasizes excellence in administrative skills in order to (1) provide agencies with a pool of highly qualified executive candidates (2) provide outstanding administrative employees a broad opportunity for career advancement and (3) provide for the mobility of such employees among the agencies and units of state government for the most advantageous use of their managerial and administrative skills. *See s. 230.24, Wis. Stats.; Ch. ER 30 and Ch. ER-MRS 30, Wis. Adm. Code; related to “senior manager pay system”*

**Career ladder:** A non-technical term used to refer to a formal or informal pattern of typical or logical career movements for an employee. Career ladders often involve movement between bargaining units, e.g., movement into a professional position from a technical position in a related field, or into nonrepresented positions, e.g., supervisory or management positions. The means of movement would be transfer or promotion rather than reclassification. A formalized career ladder may exist in areas with multiple classification levels, a classification series consisting of entry, developmental, journey, and senior levels. *Related to “classification series” and “progression”*

**Catastrophic leave:** A program that allows employees to donate specified types and amounts of leave to employees who have been granted unpaid leaves of absence for catastrophic need. While some employees who are eligible to receive contributions of paid leave under this program may be on authorized state or federal family or medical leave, the determination of catastrophic leave is entirely separate from those laws and should not be confused with them. *See s. ER 18.15, Wis. Adm. Code; and WHRH Ch. 752*

**Cease and desist order:** An order issued by a court or administrative agency ordering that a particular activity be stopped.

**Census Identifier Code (CIC):** Used to extract race and gender information for Affirmative Action purposes.

**Centralization:** The extent to which policy determination and administration practices are controlled, usually by a central work group, across organizational units. The degree of centralization or decentralization depends on the style, culture and compensation strategy of an organization’s management.

**Charge:** A document filed by an employee, an employer, a union, or an individual alleging that an unfair labor practice has been committed. *Related to “unfair labor practice”*

**Charter:** Keeps the record on the flip chart. *From Wisconsin Employment Relations Commission consensus training*

**Check-off:** A union security provision that allows union dues to be deducted by the employer from the pay of union members. The employer then delivers the dues to the union on a scheduled basis.

**Chief:** The individual responsible for all activities in a section which is the first subdivision of a Bureau. *same as "section chief"*

**Civil Rights Act:** Title VII of the Civil Rights Act of 1964 prohibits discrimination in all aspects of employment when that discrimination is based on race, color, religion, national origin or sex. It is unlawful for employers to segregate or classify employees based on the above so that they are adversely impacted. The act was amended in 1991 to clarify prior legislation and authorize compensatory and punitive damages and jury trials in Title VII cases where plaintiffs allege and prove intentional illegal discrimination. *Related to "adverse impact", "Age Discrimination in Employment Act of 1967", "Americans with Disabilities Act of 1990", "discrimination", "disparate treatment", and "Equal Employment Opportunity Commission"*

**Class or classification:** A group of positions sufficiently alike in respect to their duties and responsibilities to justify common treatment in the various employment processes. *See s. 230.09, Wis. Stats.; similar to "allocation pattern" and "job grade"*

**Classification code:** A unique set of digits assigned to each classification used in personnel/payroll data processing to identify class title, pay schedule and pay range. *See Alphabetical Listing of Classifications*

**Classification method of job evaluation:** A nonqualitative form of job content evaluation that compares jobs to predefined class specifications established for each classification and pay range. Positions are placed in whichever classification best describes them. *Related to "allocation pattern", "best fit", "classification specification", "job specification", and "majority of time"*

**Classification plan:** "The classification plan for all positions in the classified service is made up of classes described in class specifications and assigned to pay rates or ranges in accordance with the provisions of s. 230.09(2)(b), Wis. Stats. For the purpose of chs. ER 1 to 45, class and classification are synonymous." *See s. ER 2.01, Wis. Adm. Code*

**Classification series:** A group of related classes where work assignments involve a common field of activity, but there exists a difference in the complexity of duties and levels of responsibilities. *Related to "Career Ladder"*

**Classification/class title:** "(1) The secretary shall ascertain and record the duties, responsibilities and authorities of, and establish grade levels and classifications for, all positions in the classified service. Each classification so established shall include all positions which are comparable with respect to authority, responsibility and nature of work required. Each classification shall be established to include as many positions as are reasonable and practicable. In addition, each class shall: (b) Be designated by the same official generic title. The official titles of classes so established shall be used in all reports and payrolls and in all estimates requesting the appropriation of money to pay employees. (c) Be so constituted that the same evaluated grade level within a pay schedule can be applied to all positions in the class under similar working conditions. (d) Where practical, be included in a series to provide probable lines of progression. *See s. 230.09(1)(b)(c)(d), Wis. Stats., s. ER 2.03(1), Wis. Adm. Code; Alphabetical Listing of Classifications; same as "job title"; related to "allocation pattern"*

**Classification/official class subtitle:** A second explanatory title determined by the Secretary of DER which is used to identify positions whose duties distinguish them from other positions in the same class in terms of the qualifications required for successful performance in the position. Personnel processes such as recruitment, hiring above the minimum, examination, certification, or layoff, may be based on both the class title and official subtitle. *See s. ER 2.03(2), Wis. Adm. Code; similar to "subtitle"*

**Classification specification:** A written definition that serves as the basic authority for the assignment of positions to a classification. *See s. ER 2.04, Wis. Adm. Code; related to "allocation pattern", "definition statement", "exclusion statement", "inclusion statement", "job specification", and "representative position"*

**Classified employee:** An employee included in the classified service comprised of all positions not included in the unclassified service. *See ss. 230.08(3) and 230.09(2)(a), Wis. Stats.*

**Closed shop:** An arrangement whereby an employer is required to hire union members only. The closed shop is illegal under federal and state statutes.

**Close supervision:** Implies that the work is performed according to detailed instructions and that supervision is available on short notice. *Contrast with “general supervision” and “limited supervision”*

**Collective bargaining:** “The performance of the mutual obligation of the state as an employer by its officers and agents, and the representatives of its employees, to meet and confer at reasonable times, in good faith, with respect to the subjects of bargaining provided in s. 111.91(1), Wis. Stats. with the intention of reaching an agreement, or to resolve questions arising under such an agreement. The duty to bargain, however, does not compel either party to agree to a proposal or require the making of a concession. Collective bargaining includes the reduction of any agreement reached to a written and signed document.” *See s. 111.81(1), Wis. Stats; Related to “blue flu”, “boycott”, “concerted activity”, “escalator clause”, “National Labor Relations Act of 1935”, “picketing”, “red flu”, “sitdown strike”, “slowdown”, “strike”, “sweetheart contract”, “sympathy strike”, “white flu”, and “zipper clause”*

**Collective bargaining agreements:** Agreements between employee groups and employers detailing pay and work conditions including wages, working hours, vacation, and holiday entitlements, termination of service provisions, and sometimes benefit entitlements. *Related to “escalator clause”, “sweetheart contract”, and “zipper clause”*

**Comparable worth:** The doctrine that men and women who perform work of the same “inherent value” should receive similar levels of compensation. According to this doctrine, jobs have an inherent value that can be compared across jobs of quite different content. Those accepting this position maintain that women performing jobs of comparable worth to those performed by men should be paid the same as men, excepting allowable differences (for example, seniority). Note, see Equal Pay Act. *Similar to “equal pay for equal work”*

**Compensable factor:** Any factor used to provide a basis for judging job value to create a job worth hierarchy (job evaluation). The generic compensable factors established by the Equal Pay Act of 1963 are skill, effort, responsibility, and working conditions.

**Compensable factor degree:** In quantitative job evaluation plans, measurement scales or “yardsticks” that identify specific levels or amounts of a compensable factor. Usually, there are five to seven degrees for each factor.

**Compensable factor weight:** The percentage weight or “influence” a single compensable factor has in a quantitative job evaluation plan.

**Compensation reserve:** (1) General Purpose Revenue (GPR) funds allocated in the biennial Executive Budget Bill to fund the following: wage adjustments provided through collective bargaining agreements, nonrepresented Compensation Plan, University of Wisconsin pay plan, along with the associated fringe rate cost, and the projected additional cost of the State's contribution towards group health insurance premiums. (2) The total dollars allocated by DER to fund the economic adjustments of a specific bargaining unit or the non-represented Compensation Plan for a biennial period. *related to “general purpose revenue” and “parameter”*

**Compensation strategy/philosophy/policy:** The principles that guide the design, implementation and administration of a compensation program. The strategy ensures that a compensation program, consisting of both pay and benefits, supports the mission, goals and business objectives. It may also specify what programs will be used and how they will be administered. The philosophy ensures that a compensation program supports the culture. The policy ensures that a compensation program carries out the compensation strategy while supporting the compensation philosophy.

**Competency:** A behavior, attribute, or skill which is a predictor of personal success.

**Competition:** A new or vacant position that is filled by an employee who does not have rights to the position. Rights can include contractual transfer rights and layoff or restoration rights. Competition can include the competitive exam process or hiring an employee who is eligible to transfer, demote, or reinstate into the position.

An incumbent, in a position that is determined to be new, does not have rights to the position. *Related to “demotion”, “layoff”, “promotion”, “reinstatement”, and “transfer”; contrast with “reallocation” and “reclassification”*

**Competitive pay policy:** The strategic decision about which labor markets to use as comparison groups, and how to set pay levels with respect to those groups. *Similar to “pay policy” and “pay policy line”*

**Complexity:** The difficulty inherent in performing the work often measured by both the variety of worker activities (number and related or unrelated) and the type (simple, singular, recurring, predictable, non-controversial, etc. vs. intensive, multifaceted, sporadic, unpredictable, controversial, etc.). Complexity is frequently influenced by or interacts with scope. *Related to “accountability”, “breadth”, “depth”, “discretion”, “impact of work”, “Knowledge, Skills, and Ability”, “point factor system”, “scope”, and “survey”*

**Compression:** Pay differentials considered inequitable. The term may apply to differences between (1) the pay of supervisors and subordinates, (2) the pay of experienced and newly hired personnel of the same classification, or (3) pay-range midpoints in successive job pay ranges or related jobs across pay structures. *Related to “internal equity” and “parity”*

**Concerted activity:** Actions taken by more than one employee that include, but are not limited to, collective bargaining, strikes, boycotts and picketing. *Related to “blue flu”, “boycott”, “collective bargaining”, “job action”, “picketing”, “red flu”, “sitdown strike”, “slowdown”, “strikes”, “sympathy strike”, and “white flu”*

**Conciliation:** Attempts by a neutral party to reconcile opposing viewpoints in a labor dispute in order to help the parties come to a voluntary settlement. *Similar to “arbitration”, “fact finding”, and “mediation”; related to “award” and “impasse”*

**Confidential:** Any state employee who is privy to confidential matters affecting the employer-employee relationship, as well as employees of the WERC. To be considered confidential and excluded from the bargaining unit, an employee must have any of the following: (1) access to, knowledge of, or participation in confidential matters related to labor relations; (2) use of and access to files pertaining to labor contract negotiations, employee grievances, disciplinary actions, or contract interpretation; or (3) duties and responsibilities related to the employment process in which the employee is privy to such information as possible organizational and staffing changes. *See s. 111.81(7)(a), Wis. Stats.; WHRH Ch. 324; contrast with “represented position”; similar to “exclusion” and “nonrepresented”*

**Considerable difficulty:** Refers to duties which require independent judgment; many factors must be considered and weighed before a decision can be reached. Usually positions requiring the planning, development, or coordination of activities or programs or part thereof and the direction or coordination of employees fall into this category.

**Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA):** Requires employers of 20 or more employees to offer employees and their dependents certain health insurance continuation rights if the employee is terminated, laid off, or has his or her hours reduced so that he or she no longer meets the eligibility requirements for health insurance coverage. If any of these events occur, the employee or dependents can choose to continue health care coverage for 18 months at the employer’s group premium rate plus 2% administration costs.

**Constructive discharge:** Actions of an employer, or employer’s representative, which intentionally or unintentionally made an employee’s job so unbearable or onerous that the employee reasonably believes he or she has only two options: (1) to accept a personally extremely adverse situation or (2) resign.

**Consultant:** A recognized expert in a particular field of endeavor who engages predominantly in providing advice and assistance to those who seek his or her services. A consultant develops, demonstrates, and recommends new methods, projects, and ideas rather than simply disseminating information or training.

**Consumer Price Index (CPI):** An indicator of the cost of living published by the Bureau of Labor Statistics, U.S. Department of Labor. It is an indicator of the changing purchasing power of the dollar. Specifically, it measures price changes of items in a fixed “market basket” of goods and services purchased by a hypothetical average family.

**Continuous service:** “All the time in continuous employment status, as defined in s. ER 18.01(3) and computed under s. ER 18.02(2), in the unclassified service or as a permanent employee in the classified service. Continuous service does not include time served in limited term employment and in those positions under s. 230.08 (2)(j) and (k), Wis. Stats., regarding youth camps and students, respectively.” *Frequently confused with "adjusted continuous service" and "credible service."* See s. ER 1.02(6), Wis. Adm. Code, WHRH Ch. 732; related to “adjusted continuous service date”

**Contract cost:** The estimated total cost of economic adjustments (wages and benefits) over a biennium. The cost may be expressed as GPR costs or “all funds”. The fiscal estimate is required by state law for any statutory proposals and tells how much a proposal is estimated to cost or save the state in dollar terms. As it relates to state employee collective bargaining agreements and to compensation plan recommendations, the fiscal estimate reports the fiscal effect of economic adjustments that are supplemented from the Compensation Reserve. *Same as “fiscal estimate”; related to “all funds cost”, “all funds with fringe cost”, “costing”, and “variable fringe rate”*

**Contractual transfer:** The lateral movement of an employee from one position to another in accordance with transfer provisions established in the applicable collective bargaining agreement. *Contrast with “administrative transfer”; same as “mandatory transfer” and “union transfer”; related to “transfer”*

**Control point:** The point within a salary range representing the desired pay for a fully qualified, satisfactory performer in a job or group of jobs at a given time (usually the midpoint of the salary range). *Related to “mid-point”*

**Cost of living adjustment (COLA):** An adjustment made in wages that corresponds with a change in the cost of living. Although some people consider the typically annual wage increases provided to state employees to be “cost of living” increases, they are not directly or perfectly related to the changes in the cost of living. *Related to “escalator clause”*

**Cost of the first year in the second year:** The projected cost to be incurred and charged against the compensation reserve during the second year of a biennium for economic adjustments effective during the first year of the biennium. *Same as “first year in second year cost”*

**Costing:** The process of estimating the immediate and biennial cost to the state of the wage and benefit adjustments to employees. *Related to “all funds cost”, “all funds with fringe cost”, “contract cost”, “fiscal estimate”, “variable fringe rate”, “frozen payroll data”, and “lift”*

**Counterpart pay ranges:** “Pay ranges or groupings of pay ranges in different pay schedules which are designated by the secretary to be at the same level for purposes of determining the appropriate personnel transactions.” See ER 1.02(7), Wis. Adm. Code; *contrast with “higher pay range” and “lower pay range”; related to “administrative transfer”*

**Creditable service:** The creditable current and prior service, expressed in years, for which an employee participating in the Wisconsin Retirement System receives or is considered to receive earnings under the Wisconsin Retirement System. *Frequently confused with "continuous service" and "adjusted continuous service."* See s. 40.02(17), Wis. Stats

**Criteria:** Measures which are established and by which other factors may be judged. *Related to “Factor Evaluation System”, “factor comparison system”, and “factor weight”*

**Critical recruitment:** “The administrator may designate classifications in which applicants are in critically short supply and may develop such recruitment, examination and certification processes as will provide agencies with prompt certification when qualified applicants can be found, provided that due notice has been given and proper competitive standards have been maintained.” See s. 230.21(2), Wis. Stats.; s. ER-MRS 6.12, Wis. Adm. Code

**Data processing unit code (DP):** A code designating the data processing unit to which a class belongs. A code whose primary purpose is to identify to which group a classification is affiliated for purposes of coverage under the state employment relations act. The DP unit code is also used to determine coverage under the compensation plan's overtime provisions. The DP Unit code indicates whether a classification is considered part of a potential or existing bargaining unit and whether it is considered professional or non-professional. *See s. 111.825(1), Wis. Stats.; Alphabetical Listing of Classifications*

**Decertification:** The withdrawal of a union's designation as exclusive representative of employees. This usually occurs after employees vote the union out.

**Definition statement:** A broad and brief description of the duties of the class or series, the purpose in performing these duties, the work output, and the organizational location or work setting in which the class is found. This description should include the occupation or field within which the work takes place. *Related to "allocation pattern", "classification specification", "exclusion statement", "inclusion statement", and "job specification"*

**Delegation:** DER and the DMRS Administrator may allocate "delegation" to agencies for the purpose of determining personnel transaction decisions. A formal agreement must be developed between DER or DMRS and the agency, and signed by both Secretaries or DMRS Administrator, for those classifications or circumstances the agency will be "delegated". Agencies must use existing rules and regulations for decision making, they may not develop different or new allocations or interpretations. DER is ultimately responsible for "delegated" classifications and transactions and will monitor the "delegated" transactions. *See ss. 230.04 and 230.05(2)(a), Wis. Stats.; WHRH Chapters 314, 332, 334, and 772; contrast with "nondelegated"*

**Demotion:** "The permanent appointment of an employe with permanent status in one class to a position in a lower class than the highest position currently held in which the employe has permanent status in class, unless excluded under s. ER-MRS 17.02, Wis. Adm. Code. A 'demotion' can be voluntary or involuntary." *See ss. 230.28(1)(d) and 230.34, Wis. Stats; s. ER 1.02(8), Wis. Adm. Code; similar to "downgrade"; related to "layoff"*

**Depth:** One of the traditional measures of scope which focuses on intellectual understanding or competence necessary to perform the work (i.e. type and amount of specialized knowledge, skills, and abilities, which might range from superficial to comprehensive). *Related to "accountability", "breadth", "complexity", "discretion", "impact of work", "Knowledge, Skills, and Abilities", "point factor system", "scope", and "survey"*

**Deputy:** A position serving in a line capacity with authority to administer all of the program areas within an organizational unit and all other program employees are subordinate to the deputy. The deputy "shares" responsibility and accountability for the program with the program head. By definition, there can be only one deputy per program (i.e., for each director of a program there can be only one deputy director for that same program). Depending on the size, complexity and diversity of the program, there may be one or more "assistant" directors. *Contrast with "assistant administrator"*

**Developmental level:** An intermediate progression level in a classification series between the entry and objective levels where the employee receives decreasing levels of supervision, compared to the entry level, which will provide for reclassification to the objective level. *Contrast with "advanced level", "entry level", and "objective level"*

**Diary/log:** A method for gathering detailed information about a job by asking an employee to maintain a diary or log of his or her activities for a specified period of time.

**Dictionary of Occupational Titles (DOT):** Developed by the U.S. Department of Labor, this document defines more than 20,000 common jobs and is based on more than 75,000 job analyses conducted by means of functional job analysis.

**Differential pay:** A type of supplemental pay, typically paid when working certain days or certain time periods. Similar to “add-on pay”, “night differential”, “on-call pay”, “premium rate”, “pyramiding”, “responsibility pay”, “shift differential”, “supplemental pay” and “weekend differential”

**Direct observation:** A job analysis technique that involves the direct observation of employee(s) actually performing work in order to understand job content. The method is typically used for highly repetitive production jobs.

**Director:** “The principal subunit of the division is the ‘bureau’. Each bureau shall be headed by a ‘director’.” See s. 15.02(3)(c)(2), Wis. Stats.; same as “bureau director”

**Disability:** Under the Americans with Disabilities Act of 1990 (ADA), a physical or mental impairment that substantially limits one or more of the major life activities of an individual. A disability is said to exist when record is made of such an impairment or the employer regards the employee as having such an impairment. Related to “Americans with Disabilities Act of 1990”, and “Vocational Rehabilitation Act of 1973”

**Discharge:** “An employe with permanent status in class or an employe who has served with the state or a county, or both, as an assistant district attorney for a continuous period of 12 months or more may be removed, suspended without pay, discharged, reduced in base pay or demoted only for just cause.” See s. 230.34(1)(a), Wis. Stats.

**Disclaimer statement:** A provision in a job description that states that job descriptions typically do not specify every duty or responsibility that an employee may be asked to perform; such as “May perform other duties as required.” Related to “job description” and “position description”

**Discrete:** A type of performance cycle in which the performance of the incumbent is limited to a defined performance period without any connection to past or future performance periods.

**Discretion:** Identifies the application of available regulations, guidelines, established policies, procedures and methods and the degree to which these standards must be incorporated into the activities being carried out by the position. The freedom or authority to make decisions and choices. Related to “accountability”, “breadth”, “depth”, “complexity”, “impact of work”, “Knowledge Skills and Abilities”, “point factor system”, “scope”, and “survey”

**Discretionary Compensation Adjustment (DCA):** The discretion the appointing authority has to provide economic recognition for significant and permanent changes in job duties, increased competencies, or to address pay equity or retention needs. See *Comp. Plan, Sec. J 5.00*; related to “extrinsic rewards” and “lump sum merit”

**Discretionary Compensation Performance Recognition Awards (DCPRA) and payments:** Rewarding employees for meritorious performance with base pay increases (DCPRA) and/or lump sum payments (Discretionary Compensation Performance Recognition Payments) throughout the fiscal year. See *Comp. Plan, Sec. A 2.03 and Sec. B 3.05(1)(c)(5) and (2)*; related to “Discretionary Compensation Adjustment”, “extrinsic rewards”, “feedback”, “incentive”, “merit increase”, and “lump sum merit”

**Discrimination:** “Unlawful actions or practices which constitute unequal or different treatment of, or create an unequal or different effect on an individual or group of people, on the basis of age, race, creed or religion, color, handicap, sex, marital status, national origin or ancestry, political affiliation, arrest or conviction record, sexual orientation, or other bases specified under *subch. II of ch. 111, Stats.* Disparate treatment of employes is based on factors not related to qualifications, skills, or performance.” See s. ER 1(9), Wis. Adm. Code; Related to “AA”, “ADA”, “ADEA”, “adverse impact”, “disparate treatment”, “EEOC”

**Disparate impact:** The result of an employer’s action or policy which appears neutral and is not unlawful on its face, but affects more harshly one or more classes of employees.

**Disparate treatment:** Discrimination within the meaning of Title VII of the Civil Rights Act of 1964 can take many forms. It can occur when an employer or other person subject to the Act intentionally excludes individuals from an employment opportunity on the basis of race, color, religion, sex, or national origin. Evidence of exclusion need not be embodied in respondent’s employment policies or practices however. Whenever similarly situated individuals of

a different race, sex, religion, or national origin group are accorded disparate treatment in the context of a similar employment situation, it is reasonable to infer, absent other evidence, that discrimination has occurred. The presence of a discriminatory motive can be inferred from the fact that there were differences in treatment. *Related to “adverse impact”, “Affirmative Action”, “Age Discrimination in Employment Act of 1967”, “Americans with Disabilities Act of 1990”, “Civil Rights Act”, “discrimination”, and EEOC*

**Division administrator:** The principal subunit of the department is the “division”. Each division shall be headed by an “administrator”. *See ss. 15.01 and 15.02(3), Wis. Stats.; same as “administrator”*

**Docking:** Deducting from the pay of an employee an amount of money equal to a penalty imposed. Employees may be docked for violating rules regarding absenteeism, tardiness, and other employee actions. Docking pay for nonexempt employees must be done in accordance to the Fair Labor Standards Act regulations. *Related to “exempt”, “Fair Labor Standards Act”, “garnishment”, “hours of work”, “nonexempt”, “overtime”, and “salaried employee”*

**Downgrade:** A systematic process of demotion, often caused by a reduction of operations, usually performed without prejudice on the part of the employees; or on a reclassification or reallocation downward. *Similar to “demotion”*

**Downsizing:** Reducing the size of the work force. *Related to “attrition”, “bumping”, and “layoff”*

**Earnings:** As used in the context of collective bargaining, any wages or lump sum payments made to an employee that fall under the definition of "earnings" for the Wisconsin Retirement System (WRS). Depending on individual circumstances, WRS earnings are not necessarily the same as "income" for tax or benefit purposes. Designation of a lump sum amount as "earnings for purposes of benefits" may result in the recomputation of any benefits that are based on a rate of pay, e.g., retirement annuity, income continuation insurance, etc., for the period used to compute the lump sum payment. *See s. 40.02(22), Wis. Stats.; related to "lump sum"*

**Effective date:** (1) The beginning of the pay period following the date on which an official request for reclassification is effectively received within an agency; (2) the date on which increases in wages go into effect; or (3) for contracts, the first pay day of the first pay period following the effective date of the contract.

**Effective receipt:** "The date a recommendation is received by the office within the agency that has been delegated, in writing, effective receipt authority by the appointing authority." *See Comp. Plan, Sec. J 3.00(2) and WHRH Ch. 332.060*

**Employee:** "Any person who receives remuneration for services rendered to the state under an employer-employee relationship in the classified civil service, except where otherwise stated or modified by rule s. ER 1.02(10). *See ss. 111.81(7) and 230.08(3), Wis. Stats.; Comp. Plan, Sec. A 1.00(a); same as "incumbent" and "subordinate"*

**Employee assistance programs (EAP):** Programs that provide counseling or referral services to employees. Services vary by agency, but include assistance with referrals for chemical dependency and psychological, financial, legal, family, and career problems and protect employee confidentiality. Generally, participation is voluntary unless a mandatory management referral is made.

**Employee benefits:** A collection of noncash compensation elements, including but not limited to income protection, health coverage, retirement savings, vacation, and income supplements for employees, provided in whole or in part by employer payments. *Related to "holidays", "inside payroll costs", "pay for time not worked", "sick leave", "statutory benefits", and "Travel Schedule Amounts"; similar to "fringe benefits" and "time off with pay"*

**Employee contributions:** Payments made by an employee to fund a specific benefit, thereby defraying part or all of the employer's cost.

**Employee development and training plan:** "The aggregate policies, procedures and activities that are designed and established to meet the training and development needs of employees." *See s. ER 44.02(2), Wis. Adm. Code*

**Employee participation:** Actual voluntary participation in an employee benefits plan.

**Employee Retirement Income Security Act of 1974 (ERISA):** Is a broad federal statute designed to provide uniform standards for employee benefit plans, particularly welfare and pension plans. In designing or administering any employee benefit program, it is critical to know whether the program is an "employee benefit plan" subject to regulation by ERISA.

**Employing unit:** "An agency or functional organizational or geographical unit within the agency which has been approved, under s. 230.30, Wis. Stats., for the agency to use for any one or combination of the following: promotion, demotion, transfer, reinstatement, restoration, layoff and other related personnel transactions." *See s. ER 1.02(11) and s. ER-MRS 1.02(7), Wis. Admin. Code*

**Employment-at-will:** A common law rule that the employer is free to fire an employee for any reason – or for no reason at all, and that the employee has equal right of quitting at any time with or without cause, with or without notice. In the past, there have been exceptions to "at-will" terminations: (1) employees covered by the union

agreement; (2) employees with individual employment contracts; (3) members of a “protected class” under anti-discrimination laws; (4) public sector employees, generally considered to have constitutionally protected “property” interest in their jobs and due process rights; (5) limitations on discharge if it is a violation of public policy; (6) limitations on discharge if breaching an implied contract; and (7) limitations on discharge if breaching an implied duty of good faith and fair dealing.

**Entry level:** The level of performance in a position at which the employee applies and develops basic skills in procedures, techniques, tools, materials, and/or equipment appropriate to the area of specialization. Duties and tasks are standardized. Performs some advanced functions as part of training development. Resolves routine questions and problems, and refers more complex issues to higher levels. *Contrast with “advanced level”, “developmental level”, and “objective level”*

**Entry professional:** “The secretary may establish by rule an entry professional class program for use in a wide range of entry professional positions.” *See s. 230.22, Wis. Stats.; Ch. ER 8, Wis. Adm. Code; WHRH Ch. 148*

**Equal Employment Opportunity Commission (EEOC):** A commission of the federal government charged with enforcing the provisions of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, the Equal Pay Act of 1963, the Americans with Disabilities Act and other fair employment practices legislation. *Related to “adverse impact”, “Affirmative Action”, “Age Discrimination in Employment Act of 1967”, “Americans with Disabilities Act of 1990”, “Civil Rights Act”, “discrimination”, and “disparate treatment”*

**Equal employment opportunity category (EEO CAT):** A job category code designating the kind of work performed for affirmative action reporting purposes. *See Alphabetical Listing Of Classifications*

**Equal Pay Act of 1963:** An amendment to the U.S. Fair Labor Standards Act of 1938 (FLSA) that prohibits sex-related pay differentials on jobs that are substantially equal in terms of skill, effort, responsibility and working conditions, and that are performed in the same location, except when such differentials are the result of bona fide seniority, merit- or production-based pay systems, or any other job-related factor other than sex.

**Equal pay for comparable work:** This doctrine is much broader than the U.S. Equal Pay Act of 1963. In effect, this doctrine moves beyond the four compensable factors embodied in the Equal Pay Act and specifies that so long as the work performed by women and men in question is comparable, charges of sex discrimination in pay can be brought under Title VII of the 1964 Civil Rights Act. In *Gunther vs. County of Washington*, the U.S. Supreme Court allowed plaintiffs to bring suit on sex discrimination in pay outside the narrow confines of equal work and under the broader confines of “equal pay for comparable work”. Note, see Equal Pay Act.

**Equal pay for equal work:** This doctrine, embodied in the U.S. Equal Pay Act of 1963, is intended to protect women from sex discrimination in pay. It says that women may not be paid less than men on jobs that are substantially equal in terms of four compensable factors: effort, skill, responsibility, and working conditions. The intent of the doctrine is that neither women nor men suffer from sex discrimination in pay. *Similar to “comparable worth”*

**Ergonomics:** A field of study that evaluates and designs work environments, jobs, tasks, equipment, and processes in relation to human capabilities and interactions. As a management tool, the effective use of ergonomics can lower medical and workers’ compensation costs, reduce accidents and errors, and decrease absenteeism and turnover.

**Escalator clause:** A contract clause that ties wage rates to the cost of living during the period of the agreement. *Related to “collective bargaining agreements”, “cost of living adjustment”, “sweetheart contract”, and “zipper clause”*

**Exclusive representative:** The employee organization which has won the right, usually through a secret ballot election, to be the sole representative of all employees in a bargaining unit.

**Exclusion:** Any state employe, limited term employees, sessional employees, project employees, supervisors, management employees and individuals who are privy to confidential matters affecting the employer-employee relationship, as well as all employees of the [Wisconsin State Employment Relations Commission] commission and

which are excluded from union representation and collective bargaining. See s. 111.81(7)(13) and (19), Wis. Stats. and WHRH Ch. 324; similar to “confidential” and “nonrepresented”

**Exclusion statement:** Used in classification specifications to indicate which types of job duties, or locations, are not included in a specific classification (series) title. Related to “classification specification”, “definition statement”, “inclusion statement”, and “job specification”

**Executive Order 11246:** Prohibits discrimination by federal government contractors and subcontractors with fifty (50) or more employees and contracts of \$50,000 or more. The Order requires these contractors to take affirmative action to ensure equal opportunity, including adopting an Affirmative Action Plan for each contracting location. The Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) oversees compliance with Executive Order 11246. Noncompliance can result in cancellation, termination, or suspension of a contract and/or debarment (ineligibility for future government contracts).

**Executive salary group (ESG):** Identified unclassified positions specified in s. 20.923(4)(c)3m, Wis. Stats., and some division administrators specified in the Compensation Plan which are compensated by statutory authority based upon their specific grouping. See s. 20.923(4), (4m), (8), (9), and (12), Wis. Stats.; and Comp. Plan, Sec. B;3.03, contrast with “unclassified – non-executive salary group”

**Exempt:** A term categorizing an employee as not subject to the overtime provisions of the Fair Labor Standards Act (FLSA). See Comp. Plan, Sect. A 4.0(2); WHRH Ch. 516; Title 29, Part 541 of the Code of Federal Regulations; Alphabetical Listing of Classifications for classification status; contrast with “nonexempt”; related to “docking”, “Fair Labor Standards Act”, and “salaried employee”

**External equity:** A measure of a classification’s pay level or band or “going market rate” compared to that of its competitors. As a fairness criterion, external equity implies that the employer pays wages that correspond to prevailing, external market rates, as determined by market pricing. Contrast with “internal equity”; related to “market adjustment”, “market pricing”, “market rates”, “market-based salary increase budget”, “pay survey”, and “wage survey”

**External wage structure:** The distribution of wage rates across external labor markets. The external wage structure defines the variety of different wage rates an employer faces across different occupations and different labor markets.

**Extrinsic rewards:** Work-related rewards received for performance that have value measurable in monetary or financial terms. The opposite is intrinsic rewards, which relates to personal satisfaction derived from performing a job well. Contrast with “intrinsic rewards”; related to “Discretionary Compensation Adjustment”, “feedback”, “incentive”, “incentive compensation”, “incentive eligible”, “incentives”, “merit increase”, “merit progression”, “merit rating”, “noncash incentive”, and “Discretionary Compensation Performance Recognition Awards and payments”

**Facilitator:** Controls the process, not the content. From Wisconsin Employment Relations Commission consensus training

**Fact finding:** A method of impasse resolution that involves investigation of a labor-management dispute by a neutral third party. A fact finder holds hearings regarding the positions of both sides and issues a report which recommends a settlement. The report is advisory and is either accepted or rejected by the parties. *Related to "conciliation", "impasse", "labor dispute" and "mediation"*

**Factor:** One of the component parts or elements considered in producing a result; such as a job factor, factor analysis, etc.

**Factor evaluation system (FES):** A system in which positions are classified on the basis of the composite value of compensable job factors. The FES system is currently used with the Program and Planning Analyst and Research Analyst classification services. *Related to "criteria"*

**Factor comparison system:** A job evaluation method in which a series of rankings are performed to assess which jobs contain more of each specific compensable factor than other jobs being evaluated. The factor rankings for the compensable factors of each job are assigned numerical values, weighted and then added together to determine the total job score. *Related to "criteria"; similar to "job content evaluation method(s)"*

**Factor weight:** In job evaluation, a weight assigned to each compensable factor to indicate relative importance. *Related to "criteria"*

**Fair Labor Standards Act (FLSA):** As it relates to state employees, a federal law governing the minimum wage, compensation for hours worked over 40 in a workweek, child labor, and recordkeeping requirements. Although state law and/or collective bargaining agreements may establish higher standards, they cannot establish lower standards or waiver from federal provisions. *See WHRH Ch. 516; Title 29, Part 541 of the Code of Federal Regulations; Alphabetical Listing of Classification for classification status; related to "docking", "exempt", "hours of work", "nonexempt", "overtime", and "salaried employee"*

**Fair share agreement:** "An agreement between the employer and a labor organization representing employees or supervisors under which all of the employees or supervisors in a collective bargaining unit are required to pay their proportionate share of the cost of the collective bargaining process and contract administration measured by the amount of dues uniformly required of all members." *See s. 111.81(9), Wis. Stats.; similar to "maintenance of membership agreement"; contrast with "free rider"*

**Family leave:** Time off, either paid or unpaid, provided for an employee to care for their own serious medical condition or a seriously ill family member, a new baby, or an adopted child. Family leave policies usually are broader than parental leave policies. *Related to "Family Medical Leave Act" and "Leave of Absence"*

**Family and Medical Leave Act (FMLA):** Federal and state laws establishing certain minimum benefits relating to an employee's right to unpaid leave of absence for personal or family serious medical conditions, and/or for maternity, paternity or adoption of a child. *See WHRH Ch. 724; Related to "Family Leave" and "Leave of Absence"*

**Federal Unemployment Insurance Tax Act (FUTA):** There is a federal-state unemployment insurance system that imposes compulsory unemployment insurance at the expense of employers or employers and employee jointly.

**Federal Wage Garnishment Law:** A section of the Consumer Credit Protection Act of 1968 (CCPA), which limits the amounts of an employee's salary which may be garnished by a creditor and prohibits an employer from dismissing an employee because of garnishment for any one indebtedness.

**Feedback:** Information about the state or outcome of a system that can be used to modify or correct a system's operation. As the term usually is used with respect to compensation, it relates to the process in which information about the status of performance is given to employees by supervisors. Monetary rewards constitute powerful feedback to employees about their performance; nonmonetary feedback, such as praise from the supervisor, also can provide strong motivation. Performance appraisals are an example of a feedback mechanism. *Related to "Discretionary Compensation Adjustment", "extrinsic rewards", "intrinsic rewards", "incentive", "merit increase", and "Discretionary Compensation Performance Recognition Awards and payments"*

**Fire:** Removing an employee from their position and state service. A firing can result if an employee commits a crime/felony; violates a serious work rule; or as the result of progressive discipline for work rules violations or inability to perform the job duties.

**First year in second year cost:** The projected cost to be incurred and charged against the Compensation Reserve during the second year of a biennium for economic adjustments effective during the first year of the biennium. *Same as "cost of the first year in the second year."*

**Fiscal estimate:** The estimated total cost of economic adjustments (wages and benefits) over a biennium. The cost may be expressed as general purpose revenue (GPR) costs or "all funds." The fiscal estimate is required by state law for any statutory proposals and tells how much a proposal is estimated to cost or save the state in dollar terms. As it relates to state employee collective bargaining agreements and to compensation plan recommendations, the fiscal estimate reports the fiscal effect of economic adjustments that are supplemented from the compensation reserve. *Related to "all funds cost", "all funds with fringe cost", "costing", and "variable fringe rate"; same as "contract cost"*

**Fiscal year lump sum payment:** An amount paid in lieu of a base pay adjustment, typically based on the number of projected work hours for an employee from the date of the corresponding base pay adjustment to the end of the fiscal year. *Same as "annualized lump sum payment"*

**Flextime:** A policy that allows employees to choose convenient starting and quitting times, and under some plans, extended lunchtime, while still requiring the standard number of hours each day or week. *Contrast with "nonstandard work period" and "standard workperiod"; related to "alternative work schedule" and "job sharing"*

**Free rider:** An employee who is working in a bargaining unit and is eligible for union membership, but does not join the union. Unions argue that free riders receive all the benefits of the union contract, yet do not financially support the organization that makes those benefits possible. *Contrast with "fair share agreement"*

**Frequency:** The number of times (absolute frequency) or percentage of times (relative frequency) a value appears in a data set or in a category.

**Fringe benefits:** A term first used about 1943 by the War Labor Board to describe benefits such as vacation, holidays and pensions, which were thought to be "on the fringe of wages". Given that employee benefits now increase direct wage costs by more than 40 percent, the term is widely considered to be obsolete. *Related to "holidays", "pay for time not worked", "sick leave", "time off with pay", and "Travel Schedule Amounts"; similar to "employee benefits", "inside payroll costs", and "noncontributory benefit plan"*

**Front-end bonus:** A specific bonus given at the beginning of a service period, usually for accepting an employment offer. It could also be used at the beginning of a new reward program. Also called a signing bonus, it typically is used to offset forfeited benefits left behind.

**Frozen payroll:** The base payroll upon which economic calculations will be based for the forthcoming biennium. The payroll base is from a pay period that best represents the employee base, usually from the January of the last fiscal year before bargaining. Employee ranges and base hourly rates will be adjusted as needed to reflect pay range reassignments, anniversary adjustments, and other wage provisions scheduled to become effective between that date of the payroll snapshot and the end of the fiscal year.

**Frozen payroll data:** The payroll file for a specific pay period for a specific group used to develop internal and external estimates of the cost of economic adjustments over a biennium. *Related to "costing"*

**Full performance level:** The level at which the employee demonstrates the expected degree of skill or competence in the satisfactory completion of the duties and responsibilities assigned to the position. *Related to "advanced level" and "objective level"*

**Full time equivalence (FTE):** The amount of hours budgeted for a position. A position budgeted for 80 hours in a bi-weekly pay period would be 1 FTE; a position budgeted for 40 hours in a bi-weekly pay period would be .5 FTE.

**Funeral leave:** Authorized use of sick leave for travel to and attendance at the funeral of immediate family members. *Same as "bereavement leave"*

**Functional supervision:** The authority exercised by an employee over staff in an organization engaged in carrying out work over which the employee has functional responsibility (accountability).

**Garnishment:** Deducting from the pay of an employee an amount of money order by the court. An employee's pay may be garnished non-payment of support, back taxes owed, etc. *Similar to "docking"*

**General Purpose Revenue (GPR):** General taxes, miscellaneous receipts and revenues collected by state agencies which are paid into a specific fund, lose their identity, and are then available for appropriation by the legislature. *See s. 20.001(2)(a), Wis. Stats.; contrast with "program revenue" and "segregated fund"; related to "compensation reserve"*

**GPR cost:** The estimated dollar cost of the economic component of a collective bargaining agreement or compensation plan provision that would be funded from general purpose revenue (compensation reserve), as opposed to that funded from other sources, such as program revenue or segregated fund fees.

**GPR split:** A state-wide percent developed by the Department of Administration that is applied to compensation reserve expenditures that will be funded from GPR funds. The GPR split percentage is used by DER in fiscal estimates of economic adjustments that will be funded from the compensation reserve, and will be submitted to the Joint Committee on Employment Relations. In association with collective bargaining agreements and compensation plan recommendations, the GPR split percent is applied uniformly to all economic adjustments regardless of the funding sources of the employee group or employing unit agency.

**GPR with variable fringe cost:** The estimated GPR cost increased by the percentage of variable fringe rate costs.

**General supervision:** Implies that the work is performed independently. The incumbent seldom refers matters to supervisor except for clarification of policy. *Contrast with "close supervision" and "limited supervision"*

**General wage adjustment:** The wage increase granted to eligible employees in a particular group, typically on or near the beginning of a fiscal year. Additional pay adjustments of a different type, e.g., market or stratification adjustments, might also be paid to all or some employees in a group on the same date or on other date(s) during the fiscal year. *See Comp. Plan, Sec. A 2.00; similar to "across the board increase", "back-end loading", "base pay rate", "pay adjustment", and "wage rate"*

**Generally accepted accounting principles (GAAP):** The principles and rules of accounting applicable to U.S. companies, as prescribed by the Financial Accounting Standards Board (FASB) and its predecessors, and as deemed required to apply to all public companies by rules established and enforced by the Securities and Exchange Commission (SEC)

**Geographic differentials:** Pay differences established for the same job based on variations in costs of living or costs of labor among two or more geographical areas.

**Goalsharing:** A group incentive plan that is designed to measure performance against future-oriented business objectives or performance targets (i.e., not against history). Also known as "performance sharing".

**Goal statements on a position description:** The expected results of each employee's work. They are the expected accomplishments, product or output that results from the work activities of the employee. *Related to "job description", "job duties", "worker activity"; same as "job duty"*

**Going rate:** Refers to the employer's best estimate of the wage rate that is prevailing in a labor market for a specific job.

**Golden handcuffs:** Employee benefits and/or payments or incentives linked to an individual's continued employment with an agency or the state. Leaving the agency or the state results in forfeiting the value.

**Good faith and fair dealing:** A concept that basically means acting on the basis of honest intentions and beliefs. The court would look to see that the employer did not act out of malice toward the employee and that there was no attempt to defraud or seek an unconscionable advantage over the employee.

**Gradual:** If the duties which constitute the reason for the class level change were previously at least 26% of the position, the expansion of such duties to 51% of the total position is considered to be a gradual change. Changes are not gradual if they constitute a significant portion of the position (more than 25%) and occur abruptly (over a period of less than six months); or result from a reorganization, changes in the equipment used to perform the work, or a reassignment of duties from a vacant or abolished position; or result from the removal of a supervisory level. *See WHRH Ch. 332; related to "audit", "logical", "reclassification", "regrade", and "upgrading"*

**Grid:** A matrix of specified hourly amounts (grid rates) within each range.

**Grid endpoint:** The last rate of pay indicated on a grid structure; the last designated progression rate within a range.

**Grid point:** A location within a pay range associated with a particular grid seniority or pay level. *Related to "progression" and "seniority-based grid"*

**Grid rate:** The rate of pay associated with a grid point in a pay range. *Related to "seniority-based grid"*

**Grid seniority:** An employee's or former employee's full years of seniority on the date used to determine seniority level for purposes of implementing the most current grid for the applicable bargaining unit or nonrepresented employee group. This term applies only to seniority-based grids. *Related to "seniority-based grid"*

**Grid step:** Generally, the value of the difference between grid points within the same pay range in a grid. In some grids, the value of the grid step is not constant within a pay range. Unless specified, the grid step is not used for ongoing pay administration purposes. *Related to "within range pay step" and "seniority-based grid"*

**Grievance:** "A written complaint by an employee requesting relief in a matter which is of concern or dissatisfaction relating to conditions of employment and which is subject to the control of the employer and within the limitations of the Wisconsin Administrative Code. For represented employees, it is usually concerning the interpretation or application of the contract." *See s. ER 46.02(4), Wis. Adm. Code and collective bargaining agreements; related to "past practice"*

**Group Grievance:** "A grievance filed by more than one grievant which involves like circumstances and facts for the grievants involved." *See s. ER 46.02(6), Wis. Adm. Code and collective bargaining agreements*

**Guideline:** Information communicated in written or oral form which provides the context in which the work is to be accomplished or imposes constraints on what work is done and in what manner. Guidelines may include manuals, established procedures, precedents, policies and regulations, judicial decisions, traditional and professional practices, and references materials.

**Halo effect:** A rater's failure to differentiate among various aspects of an individual's performance because one outstanding factor has undue influence over all the other factors. *Contrast with "reliability"; related to "rating bias"*

**Handicapped individual:** Under federal law, any individual who (1) has a physical or mental impairment that substantially limits one more of his or her major life activities; (2) has a record of impairment; or (3) is regarded as having such an impairment. A handicap is substantially limiting if it is likely to cause difficulty in securing, retaining, or advancing in employment. The term "Qualified Handicapped Individual" refers to a handicapped individual who is capable of performing the essential functions of a particular job with reasonable accommodation to his or her handicap.

**Hardship allowance/premium:** An amount of compensation that bears no relation to the work to be done or to living costs, but is paid in recognition of extraordinarily difficult living conditions, harsh environment, isolation, political unrest, or special health problems.

**Harassment:** Any occurrence of unwanted or unwelcome verbalism or behavior of a sexist, racist, or age related nature or with overtones related to a protected characteristic.

**Hazardous employment:** Hazardous employment is established under *s. 230.36, Wis. Stats.* It provides full pay without loss of any benefits or requirement to use any paid leave credits, to certain employees as defined by the law or contract who are injured in the line of work and while the employee is unable to return to work as the result of the injury or until the termination of his or her employment upon recommendation of the appointing authority. *See Ch. ER 28, Wis. Adm. Code; WHRH Ch. 708; contrast with "protective occupation participant status" and "worker's compensation"*

**Headquarters city:** The facility or location to which an employee is normally assigned by the employer as a headquarters and from which he or she performs his or her assigned duties. *Same as "assigned headquarters"; related to "work site"*

**Health Insurance Portability and Accountability Act of 1996 (HIPAA):** Limits the circumstances under which coverage may be excluded for medical conditions present before an employee enrolls in a group plan. Under the law, a pre-existing condition exclusion generally may not be imposed for more than 12 months (18 months for a late enrollee). The 12 month (or 18 month) exclusion period is reduced by the employee's prior health coverage. The employee is entitled to a certificate that will show evidence of prior health coverage. If the employee buys health insurance other than through an employer group health plan, a certificate of prior coverage may help the employee obtain coverage without a pre-existing condition exclusion. For employer group health plans, these changes generally take effect at the beginning of the first plan year starting after June 30, 1997.

**Hierarchy of needs:** According to this theory, a person's needs must be satisfied in a hierarchical order. Higher-level needs such as esteem and status cannot be satisfied until lower-level needs such as food and shelter are met. This theory was developed by A.H. Maslow.

**Higher pay range:** The pay range which has the greater pay range dollar value maximum when comparing pay ranges not designated as counterparts. *Contrast with "counterpart pay ranges" and "lower pay range"*

**Highly:** Used to describe the relative degree of work in comparison between two or more levels. This term should only be used to describe work going far beyond the scope of the objective level. Normally, in a series of several classes, the adverb "very", such as very responsible or very technical, would be used in the preceding (objective level) class specification and an advance level would be highly responsible or technical. *Contrast with "very"; related to "responsibility"*

**Highly structured questionnaires:** Also known as close ended questionnaires. A job analysis technique that provides a written set of questions regarding job content that limits responses to a predetermined set of answers. Questionnaires are either behavior-based or task-based, require validation, and are usually analyzed using a computer program designed for that purpose. *Contrast with “open ended questionnaire”; related to “job analysis” and “job documentation”*

**Hiring above the minimum (HAM) rate:** A rate of pay upon original appointment to a classified position that is above the pay range minimum for that classification. *See Comp. Plan, Sec. E 1.03; WHRH Ch. 508; individual collective bargaining agreements for any reporting requirements or restrictions on the use of HAM for represented classifications; contrast with “hiring rate”, “knowledge-based pay”, “Raised Minimum Rate”, and “temporary appointment maximum”; related to “person-based pay”*

**Hiring rate:** As a matter of wage policy, the beginning rate at which people typically are hired into a job. *Contrast with “Hiring Above the Minimum”, “Raised Minimum Rate”, and “temporary appointment maximum”*

**Hits:** The number of FTE or percentage receiving specific wage provision, such as across the board, market adjustment, lump sum payment, etc.

**Holidays:** Specific days when most employees do not work but are paid as if they did. Employees who do work on such days typically receive premium pay or compensatory time off. *See s. 230.35(4), Wis. Stats.; s. ER 18.05, Wis. Adm. Code; Comp. Plan, Sec. A 4.11; WHRH Ch. 716; related to “employee benefits”, “fringe benefits”, “inside payroll costs”, “noncontributory benefit plan”, “pay for time not worked”, “sick leave”, “time off with pay”, and “Travel Schedule Amounts”*

**Hostile environment:** Conduct which has the purpose or effect of unreasonably interfering with a person’s job performance or creates an intimidating or offensive work environment.

**Hours in a year:** 2088 hours unless otherwise specified.

**Hours of work:** Under the Fair Labor Standards Act (FLSA), all time that the employee actually works, as opposed to hours charged to some form of leave. *Related to “Fair Labor Standards Act” and “overtime”*

**Immediate family:** Individuals specified in a collective bargaining agreement, administrative rules, or statutes, who have a legal, blood, or other specified type of relationship to an employee. *Consult the relevant collective bargaining agreement, rules or statutes for the definition of “immediate family” for a specific purpose.*

**Immigration Reform and Control Act of 1986 (IRCA):** Requires all employers to verify the employment authorization and identity of all employees hired after November 6, 1986. Employment authorization and identity must be verified and an INS Form I-9 completed within three days of the time that an individual accepts an offer of employment, or within three days of the time that employment actually commences.

**Impact of work:** The extent of the effect of the properly performed work on other functions both internal and external to the work unit. *Related to “accountability”, “breadth”, “complexity”, “depth”, “discretion”, “knowledge, skills and abilities”, “point factor system”, “scope”, and “survey”*

**Impasse:** That point in labor-management negotiations at which either party determines that no further progress can be made toward reaching an agreement. In public sector labor relations, impasses are often resolved by the intervention of a neutral third party, such as a mediator, fact-finder, or arbitrator. *Related to “arbitration”, “conciliation”, “fact finding”, and “mediation”*

**Incentive (pay plans):** Pay plans designed to reward the accomplishment of specific results. Awards are usually tied to expected results identified at the beginning of the performance cycle. The plans can be individual, group, agency wide or a combination of any. *Related to “Discretionary Compensation Adjustment”, “extrinsic rewards”, “feedback”, “merit increase”, and “Discretionary Compensation Performance Recognition Awards and payments”*

**Incentive compensation:** Variable rewards for performance or achievement of short-term or long-term goals. Designed to stimulate employee performance. *Related to “Discretionary Compensation Adjustment”, “extrinsic rewards”, “feedback”, “merit increase”, and “Discretionary Compensation Performance Recognition Awards and payments”*

**Incentive eligible:** A term referring to groups or classes of employees who are eligible to participate in an incentive plan. *Related to “Discretionary Compensation Adjustment”, “extrinsic rewards”, “feedback”, “merit increase”, and “Discretionary Compensation Performance Recognition Awards and payments”*

**Incentive payments:** Within the context of international compensation, any one of a variety of payments in excess of base pay made as an inducement either to accept, remain on, or complete a foreign assignment.

**Incentive progressivity:** A concept whereby the percentage target potential of an incentive award is higher at higher income levels. May be applicable to either or both short term and long term incentives.

**Incentives:** Formula-driven, non-discretionary pay plans that are designed to reward the accomplishment of specific results. Awards usually are tied to expected results identified at the beginning of the performance cycle. Incentive plans are forward-looking, in contrast to bonuses. *Related to “extrinsic rewards”*

**Incidental duties:** Permanently assigned duties which occur occasionally. The frequency or trigger incident should be included in the position description, such as “once a month”, “in the absence of”, “in emergencies”, etc. *Contrast with “acting assignments” and “temporary assignment”*

**Inclusion statement:** A brief summary of the type(s) of position(s), the responsibilities, and any required organizational structure of the position(s) included in a classification specification. *Related to “classification specification”, “definition statement”, “exclusion statement”, and “job specifications”*

**Incumbent:** A person occupying and performing a job. *Same as “employee”*

**Individual pay rate:** The wage or salary level assigned to a given individual. Individual pay rates may vary for the same job or as a function of time and grade, performance, or other basis for establishing variation in the employee's value to the agency.

**Injunction:** A court order that stops individuals or groups from committing acts determined by the court to cause irreparable harm. Injunctions are issued frequently in public sector labor relations to stop illegal strike activity.

**Inside payroll costs:** Employee benefits costs that are not segregated as such, paid rest periods, and pay for time not worked for vacation, holidays, sick leave, etc. *Related to "employee benefits", "fringe benefits", "holidays", "noncontribution benefit plan", "pay for time not worked", "sick leave", "time off with pay", and "Travel Schedule Amounts"*

**Internal equity:** A fairness criterion that directs an employer to establish wage rates that correspond to each job's relative value to the agency. *Contrast with "external equity"; related to "compression" and "parity"*

**Interrange differential:** The difference between pay ranges at the same point of comparison, expressed as a percent, such as comparison from one pay range minimum to the minimum of the next higher pay range. *Contrast with "pay range spread", "pay range width", "range", and "range spread"; similar to "pay range overlap"*

**Intrinsic motivation:** Employee satisfaction contingent upon job content or job context, as opposed to job consequences. It is a result of factors such as the opportunity to perform meaningful work, experience complete cycles of work or finished products, experience variety, and receive feedback on successful work results. *Contrast with "Discretionary Compensation Adjustment", "extrinsic rewards", "incentive", "incentive compensation", "incentive eligible", "incentive payment", "incentives", "merit increase"; and "Discretionary Compensation Performance Recognition Awards and payments"; similar to "intrinsic rewards", "job satisfaction", and "nonfinancial reward"*

**Intrinsic rewards:** Rewards that are associated with the job itself, such as the opportunity to perform meaningful work, complete cycles of work, see finished products, experience variety, receive professional development training, enjoy good relations with co-workers and supervisors and receive feedback on work results. *Contrast with "Discretionary Compensation Adjustment", "extrinsic rewards", "incentive rewards", "incentive compensation", "incentive eligible", "incentive payment", "incentives", "merit increases"; and "Discretionary Compensation Performance Recognition Awards and payments"; similar to "feedback", "job satisfaction", and "nonfinancial reward"*

**Invalid appointment:** "Any person employed or appointed contrary to this subchapter, or to the rules established thereunder, shall be paid by the appointing authority so employing or appointing, or attempting to employ or appoint that person, the compensation agreed upon for any service performed under such appointment or employment, or attempted appointment or employment, or in case no compensation is agreed upon, the actual value of such services and any experiences incurred in connection therewith, and shall have a cause of action against such appointing authority, for such sum and for the costs of the action. No appointing authority shall be reimbursed by the state for any sums so paid or recovered in any such action." *See s. 230.41, Wis. Stats.*

**Job action:** Any concerted effort by employees to exert pressure on management during negotiations by using tactics which affect the quality and/or quantity of their work performance. *Related to “blue flu”, “boycott”, “collective bargaining”, “concerted activity”, “picketing”, “red flu”, “sitdown strike”, “slowdown”, “strike”, “sympathy shrike”, “unfair labor practice”, and “white flu”*

**Job analysis:** The systematic, formal study of the duties and responsibilities that comprise job content. The process seeks to obtain important and relevant information about the nature and level of the work performed and the specifications required for an incumbent to perform the job at a competent level. *Related to “highly structured questionnaires” and “job documentation”*

**Job analysis interview:** A method for gathering information about a job by conducting a question-and-answer session with a person who is knowledgeable about that job. *Similar to “audit”*

**Job cluster:** A series of jobs, clustered for job evaluation and wage-and-salary administration purposes on the basis of common skills, occupational qualifications, technology, licensing, working conditions, union jurisdictions, workplace, career paths, and organizational tradition. *Related to “slotting”; Similar to “benchmark job”, “job worth hierarchy”, and “scattergram”*

**Job component:** A quantitative form of job content evaluation that uses multiple regression of market pay levels versus two or more independent variables to establish a job worth hierarchy. *Similar to “quantitative job evaluation”*

**Job content evaluation method(s):** Methods that use job content as the primary determinant in developing a job worth hierarchy. With these methods, market pay levels are typically a secondary influence on the job worth hierarchy. Point factor is the most commonly used method. *Contrast with “nonquantitative job evaluation”; related to “job evaluation” and “job worth hierarchy”; similar to “factor comparison system” and “quantitative job evaluation”*

**Job description:** A summary of the most important features of a job, including the general nature of the work performed (duties and responsibilities) and level (i.e., skill, effort, responsibility and working conditions) of the work performed. It typically includes job specifications that include employee characteristics required for competent performance of the job. A job description should describe and focus on the job itself and not on any specific individual who might fill the job. *Related to “Bona Fide Occupational Qualification”, “disclaimer statement”, “goal statements on a position description”, “job duties”, “job specifications”, “knowledge, skills and abilities”, “task”; similar to “position description”*

**Job documentation:** Written information about job content typically resulting from job analysis efforts. Documentation includes, but is not limited to, job descriptions, completed questionnaires, interview notes, diaries or logs, and efficiency study reports. *Related to “highly structured questionnaires” and “job analysis”*

**Job duties:** The specific tasks the employee performs to accomplish the goals. “Worker activity” statements describe what a worker actually does. *Related to “goal statements on a position description”, “job description”, “position description”, and “task”; same as “worker activities”*

**Job enlargement:** The practice of adding more tasks of a similar nature or a similar level of difficulty to a specific job (i.e., horizontal expansion of duties and/or responsibilities).

**Job enrichment:** The practice of adding more responsibility and/or diversity to a specific job to make it more challenging for the incumbent (i.e., vertical expansion of duties and/or responsibilities).

**Job evaluation:** A formal process used to create a job worth hierarchy within an organization. *Related to “job content evaluation method” and “job worth hierarchy”*

**Job family:** A group of jobs having the same nature of work (e.g., accounting) but requiring different levels of skill, effort, responsibility or working conditions (e.g., Accountant Entry vs. Accountant Senior).

**Job grade:** One of the classes, levels, or groups into which jobs of the same or similar value are grouped for compensation purposes. Usually, all jobs in a grade have the same pay range: minimum, midpoint and maximum. However, sometimes different jobs in the same pay grade have different pay ranges, due to market conditions for some of the jobs. *Similar to “classification”; related to “allocation pattern”*

**Job groups:** A data processing code indicating the grouping to which a classification is assigned for affirmative action planning purposes. A set of classifications combined on the basis of similarity in the nature of the work, required education, training and skills, responsibility and pay range. *See Alphabetical Listing of Classifications*

**Job responsibility:** One or a group of duties that identifies and describes the major purpose or reason for the existence of the job.

**Job satisfaction:** An indication of how well a person “likes” his or her work, usually determined by a number of factors, including pay, promotional opportunities, supervision, co-workers and the work itself. When there is a discrepancy between an individual's values and preferences and what the job provides, job satisfaction is reduced. *Related to “intrinsic rewards” and “nonfinancial reward”*

**Job sharing:** An arrangement that allows two or more employees, each working part-time, to share responsibility for a single job and arrange their vacations and days off so one is always at work during the normal work week. *Related to “alternative work schedule” and “flextime”*

**Job specifications:** A description of the worker characteristics (i.e., knowledge, skills, abilities and competencies) required to competently perform a given job. These characteristics must be bona fide occupational qualifications (BFOQs), as opposed to a requirements that are artificially inflated and not actually required for competent job performance (e.g., requiring a college degree for all exempt jobs). Specifications, which are commonly referred to as “hiring” or “background” requirements, should be written before advertising or interviewing candidates for an open position. They should support the essential functions identified during job analysis to reduce potential liabilities under the Americans with Disabilities Act. *Related to “Bona Fide Occupational Qualification”, “definition statement”, “exclusion statement”, “inclusion statement”, “job description”, “knowledge, skills and abilities”, “position description” and “representative position”*

**Job title:** The descriptive name for the total collection of tasks, duties, and responsibilities assigned to one or more individuals whose positions have the same nature of work performed at the same level. Job titles should describe the nature and level of work performed. Titles often include the organizational function or geographic responsibility. *See s. 230.09(1)(b), Wis. Stats.; s. ER 2.03(1) WAC; Alphabetical Listing of Classifications; same as “classification/class title”*

**Job worth hierarchy:** The perceived internal value of jobs in relationship to each other within an organization. The job worth hierarchy forms the basis for grouping similar jobs together and establishing salary ranges. *Related to “slotting”; similar to “benchmark job”, “job cluster”, “job content evaluation method”, “job evaluation”, and “ranking method of job evaluation”*

**Just cause:** Labor arbitrators have long applied a definition of “just cause”. A definition that is useful today in employment law is: “Good and sufficient reason, related to the needs of business operations, and supported by demonstrable fact”.

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**Knowledge:** The depth of detailed understanding needed and the proficiency needed to complete the work at the objective level usually consists of information or facts such as work practices, rules and regulations, policies, theories and concepts, principles, and processes which an employee must know and understand to be able to do the work. The degrees of knowledge include: (1) some knowledge which implies familiarity only with the elementary principles and terminology of the subject or subjects indicated; (2) knowledge implies sufficient knowledge of the subject to enable the employee to work effectively in a limited range of work situations; (3) considerable knowledge implies enough knowledge of the subject to enable the employee to work effectively in normal work situations of the class and with little direct supervision; this is the journeyman level; (4) extensive knowledge implies an advanced knowledge of the subject matter so as to permit solution of unusual as well as commonplace work problems, advising on technical questions and planning methods for difficult work situations; and (5) thorough knowledge implies an unusually broad and specialized knowledge and means that work calls for an almost complete mastery of the subject; it is used rarely and only for especially advanced positions.

**Knowledge, skills and abilities (KSAs):** Common job specifications. Knowledge refers to acquired mental information necessary to do the job (e.g., principles of nuclear physics), skills refers to acquired manual measurable behaviors (e.g., lathe operation), and abilities, to natural talents or acquired dexterity (e.g., capacity to lift 50 pounds). *Related to "accountability", "best-fit", "breadth", "Bona Fide Occupational Qualification", "complexity", "depth", "discretion", "impact of work", "job description", "point factor system", "scope", and "survey"*

**Knowledge-based pay:** A system of salary differentiation based on the formal education, related experience, or specialized training a professional employee has that qualifies the individual to deal with specific subject matter, or work effectively in a specific field. Salary level may not be dependent on whether the incumbent utilizes the knowledge. *Related to "appointment maximum", "hiring above the minimum", and "temporary appointment maximum"*

**Labor dispute:** Any controversy between an employer and the majority of the employer's employees in a collective bargaining unit concerning the right or process or details of collective bargaining or the designation of representatives. Any organization with which either the employer or such majority is affiliated may be considered a party to the labor dispute. *See s. 111.81(11), Wis. Stats. Related to "fact finding"*

**Labor market:** A place where labor is exchanged for wages. These places are identified and defined by a combination of the following factors: (1) geography (i.e., local, regional, national, international); (2) industrial area; (3) education, experience, and licensing or certification required; and (4) function or occupation.

**Large Department:** A department with between 500 and 1,500 positions. *Related to "major department", "medium department", "small department", and "very small department"*

**Layoff:** "The termination of the services of an employee with permanent status in class from a position in a layoff group approved under s. ER-MRS 22.05, in which a reduction in force is to be accomplished." *See s. 230.34, Wis. Stats.; ss. ER 2.01(15), 18.02(2)(b)7, and s. ER-MRS 22, Wis. Adm. Code; related "attrition", "bumping", "demotion", and "downsizing"*

**Lead structure policy:** A salary practice in which the structure is set at the beginning of a year to match the level it anticipates the competitive pay to reach at the end of the year. Throughout the year, the competition catches up with the plan structure.

**Lead-lag structure policy:** A salary policy that leads the market during the first six months, matches the competitive pay at the middle of the year and lags the market during the past six months. A variation of this process is the lag-lead structure, which is the opposite of the lead-lag policy.

**Lead worker:** An employee whose assigned duties include training, assisting, guiding, instructing, and assigning and reviewing the work to one or more employees in the work unit. Lead workers do not have supervisory authority as defined under s. 111.81(19), Wis. Stats. which include hiring, disciplining, and firing an employee.

**Leave of absence:** "Absence from employment with the approval of the appointing authority with or without loss of pay in accordance with the appropriate statutory provision or rule." A leave of absence may be paid or unpaid, and may also be authorized under a collective bargaining agreement. *See ss. ER 1.02(16), 18.02, and 18.14, Wis. Adm. Code; related to "family leave" and "Family Medical Leave Act"*

**Length of service payment (LOSP):** A lump sum amount paid annually to certain classified represented employees and most nonrepresented classified employees who have attained a specified minimum number of full years of seniority by a specified date. The amount of the payment varies based on the employee's adjusted continuous service level. *See Comp. Plan, Sec. A 2.05*

**Level of work:** Critical data about job content that reflects the job's skill, effort, responsibility and working conditions.

**Lift:** (1) the percent the total base payroll will increase as a result of a base-building adjustment; (2) percent the total base payroll will increase over a fiscal year or biennium from all base building wage provisions; (3) the average percent base pay increase an employee will receive from a specific wage provision or during a fiscal year or biennium. *Related to "costing"*

**Limited supervision:** Implies that the incumbent proceeds on his or her own initiative while complying with policies, practices and procedures prescribed by the supervisor. The supervisor generally answers questions only on the more important phases of the work. *Contrast with "close supervision" and "general supervision"*

**Limited term employee (LTE):** “Employment in which the nature and conditions do not permit attainment of permanent status in class and for which the use of normal procedures for recruitment and examination are not practicable.” A LTE cannot work more than 1044 hours in a year in the same position. See s. 230.26, Wis. Stats.; ss. ER 1.02(17) and ER 10, Wis. Adm. Code and Comp. Plan, Sec. D; WHRH Ch. 344

**Line:** Generally refers to the functions for which an organization was created. For example, in an engineering bureau, designing structures would be “line” functions. Contrast with “staff”

**Living wage:** In union contract negotiations, a term that refers to a wage rate that allows an employee to maintain an acceptable standard of living.

**Lockout:** The shutting down of an operation or plant by an employer in order to withhold work and wages from a group of workers. The intent of the employer is to pressure the workers into accepting the employer’s terms during negotiations. This is management’s version of a strike.

**Logical:** “Changes which are reasonably related to the previous duties or responsibilities of the position. Generally, if the changes are reasonably related to the previous duties, satisfactory performance of the original duties or responsibilities of the position should provide any incumbent with a reasonable expectation that the changed duties or responsibilities will be satisfactorily performed. If more than 50% of the duties or responsibilities of a position have changed since written notice was last given to the administrator and the employee of changes in assigned duties and responsibilities which may affect the classification of the position, the changes are not a logical change to a position but are the creation of a new position.” It is not logical to assign job duties identified in a different bargaining unit or occupational area, such as assigning professional level duties to a technical or paraprofessional employee. See WHRH Ch. 332.040(C)(1a&b); related to “audit”, “gradual”, “reallocation”, “reclassification”, “regrade”, and “upgrading”

**Longevity pay:** Usually, the payment of an hourly or monthly amount based on an employee's length of service with an employer. At present, the state does not have a longevity pay program of this type. Some people consider the Length of Service Payment (LOSP) a type of longevity pay, but most employers would not consider it such. Related to “seniority-based grid”

**Look-up table:** A table that is referenced in a formula.

**Lower class:** A class assigned to a lower pay range. See s. ER-MRS 1.02(15)

**Lower pay range:** A pay range which has a lesser dollar value maximum when comparing pay ranges not designated as counterparts. Contrast with “counterpart pay ranges” and “higher pay range”

**Lump sum:** In the context of wage adjustments, an amount of money paid to an employee for one or more of the following reasons: (1) a payment in lieu of retroactivity of a contractual or compensation plan pay adjustment, calculated by multiplying an employee's hours in pay status (hours worked or on paid leave) during a defined period by a specified amount; (2) an amount in lieu of a base pay increase, annualized from the effective date of the corresponding base pay adjustment to the end of the fiscal year; (3) a specified "bonus" that typically is pro-rated on the basis of an employee's FTE status. The use of (1) is very common and is often mistakenly referred to as a "retroactive wage payment." Where applicable, the lump sum payment also reflects an increase in the premium rate portion of any overtime wages earned during the defined period. Related to “earnings”

**Lump sum merit:** When merit pay is delivered in the form of a single cash payment separate from base pay (i.e., not folded in). It must be “re-earned” annually. Related to “Discretionary Compensation Adjustment” and “Discretionary Compensation Performance Recognition Awards and payments”

**Maintenance of Membership (MOM) agreement:** “An agreement between the employer and a labor organization representing employees or supervisors specified in s. 111.825(5) which requires that all of the employees or supervisors whose dues are being deducted from earnings under ss. 20.921(1) or 111.84(1)(f) at the time the agreement takes effect shall continue to have dues deducted for the duration of the agreement and that dues shall be deducted from the earnings of all employees or supervisors who are hired on or after the effective date of the agreement.” See ss. 20.921(1), 111.81(12m), 111.84(1)(f), 111.825(5), and 111.85, Wis. Stats.; related to “union security clauses”; similar to “fair share agreement”

**Major Department:** A department with more than 1,500 positions. Related to “large department”, “medium department”, “small department”, and “very small department”

**Majority of time:** Classification decisions are based upon the level of work performed for the “majority of time”, 51% or more. Occasionally the level can only be determined by identifying the classification level of each worker activity statement to determine the majority, such as for a program assistant position. There may be very rare instances where a classification is appropriate when it does not represent the “majority of time”; however this would involve professional occupational areas requiring a license, such as a physician. Contrast with “significant job duties”; related to “allocation pattern”, “best fit” and “classification method of job evaluation”

**Make whole:** The redress of an individual who has been discriminated against by the employer or the resolution of a grievance if it is shown that management has violated the contract. It gives to the employee the same status enjoyed had there been no discrimination or contract violation.

**Management by objective (MBO):** An employe-development technique that consists of a process in which a superior and a subordinate, or group of subordinates, jointly identify and establish common performance goals as a basis for directing behavior and assessing performance. The unique feature of “management by objective” is that the process requires involvement of subordinates in the setting of performance goals.

**Management negotiating team (management team):** The group of individuals from DER and select representative operating agencies who are designated as the official representatives of management for purposes of negotiating an agreement with a specified bargaining unit. Typically, the chief spokesperson is a Labor Relations Specialist from DER, who along with the other representatives from DER, are considered the primary bargaining team. Agency representatives on the bargaining team are expected to represent the interests of their agency, as well as other agencies with similar employees or concerns, and, when authorized by the chief spokesperson, to communicate information to select management in their agencies during negotiations or once agreement has been reached.

**Manager:** “‘Management’ includes those personnel engaged predominately in executive and managerial functions, including such officials as division administrator, bureau directors, institutional heads and employees exercising similar functions and responsibilities.” See s. 111.81(13), Wis. Stats.; WHRH Ch. 324; Similar to “nonrepresented”

**Mandatory transfer:** The lateral movement of an employee from one position to another in accordance with transfer provisions established in the applicable collective bargaining agreement. Contrast with “administrative transfer”; related to “transfer”; same as “contractual transfer” and “union transfer”

**Market adjustment:** A base pay adjustment provided to some or all employees in a particular classification that is intended to bring individual employees’ pay up to or closer to a market rate. Related to “external equity”, “market pricing”, “pay survey”, and “wage survey”

**Market-based salary increase budget:** A salary increase budget based on what the state’s salary goals are with respect to the competition and availability of funding. Related to “external equity”, “market adjustment”, “pay survey”, and “wage survey”

**Market index:** An index computed by dividing the pay received by an individual, by the market pay for that job. This figure can be computed for groups, departments, or an entire organization. It is designed to provide a measure of how state pay compares to the market.

**Market pricing:** The technique of creating a job-worth hierarchy based on the “going rate” for benchmark jobs in the labor market(s) relevant to the organization. Under this method, job content is considered secondarily to ensure internal equity after a preliminary hierarchy is established based on market pay levels for benchmark jobs. All other jobs are “slotted” into the hierarchy based on whole job comparison. *Related to “external equity”, “market adjustment”, “pay survey”, and “wage survey”*

**Market rates:** The employer’s best estimate of the wage rates that are prevailing in the external labor market for a given job or occupation. *Related to “external equity”, “market adjustment”, “pay survey”, and “wage survey”*

**Market reserve:** General purpose revenue funds set aside in the budgeted compensation reserve to provide market adjustments to classifications experiencing severe recruitment and retention problems. The amount of the market reserve funds is established and maintained by the Department of Employment Relations.

**Mean:** A simple arithmetic average obtained by adding a set of numbers and then dividing the sum by the number of items in the set. *Contrast with “median” and “mode”*

**Median:** The middle item in a set of ranked data points containing an odd number of items. When an even number of items are ranked, the average of the two middle items is the median. Applied to labor market information:

**Median:** This value is the base pay amount that represents the fiftieth percentile (50%) of responses. More specifically, it illustrates a base pay value with an equal number of values that were higher and lower in the sample. *Contrast with “mean” and “mode”*

**Mediation:** An attempt by an impartial third party, called a mediator, to bring together the parties in a labor dispute. The mediator, however, has no power to force a settlement. *Related to “arbitration”, “conciliation”, “fact finding”, “impasse”, and “labor dispute”*

**Medium Department:** A department with between 100 and 499 positions. *Related to “large department”, “major department”, “small department”, and “very small department”*

**Merit increase:** An adjustment to an individual’s base pay rate based on performance or some other individual equity basis. *Related to “Discretionary Compensation Adjustment”, “extrinsic rewards”, “feedback”, “incentive”, “incentive eligible”, “intrinsic rewards”, and “Discretionary Compensation Performance Recognition Awards and payments”*

**Merit pool:** Total performance increase dollars available, expressed as a percentage of the payroll at the end of the preceding period.

**Merit progression:** A formula for progressing an employee through a wage structure according to performance, or some other individual equity basis. *Related to “Discretionary Compensation Adjustment”, “extrinsic rewards”, “feedback”, “incentive”, “merit increase”, “merit rating”, and “Discretionary Compensation Performance Recognition Awards and payments”*

**Merit rating:** A method for appraising the performance of an employee with respect to his or her job. It frequently serves as a basis for making pay adjustments, promotion decisions, or work reassignments. *Similar to “Discretionary Compensation Adjustments”, “performance evaluation”, and “Discretionary Compensation Performance Recognition Awards and payments”*

**Midpoint:** The salary that represents the middle of a given salary range or pay grade. *Related to “control point”*

**Military leave:** Employees who have permanent status and who are members of the national guard, the state defense force, or any other reserve component of the military forces of the United States are entitled to leaves of

absence without loss of time in the service of the state. *See s. 230.35(3), Wis. Stats.; ss. ER 18.01(3), 18.08, and 18.13, Wis. Adm. Code*

**Milwaukee Graduate Assistants Association - MGAA:** The Bargaining Unit for teaching assistants at Milwaukee Graduate school under Bargaining Unit designation T2.

**Mismanagement:** “A pattern of incompetent management actions which are wrongful, negligent, or arbitrary and capricious and which adversely affect the efficient accomplishment of an agency function. ‘Mismanagement’ does not mean the mere failure to act in accordance with a particular opinion regarding management techniques.” *See s. 230.80(7), Wis. Stats.*

**Mix of pay:** The profile of various components of direct pay expressed as a percentage of the total (e.g., 50 percent base salary, 35 percent short-term incentives, 15 percent long-term incentives).

**Mode:** The category or value that occurs most frequently in a set of observations. In a frequency distribution, it is the category with the highest frequency. Sometimes there is more than one mode. *Related to “mean”, “median” and “regression-based modeling method”*

**Model:** A representation of reality that describes variables, the relationships among variables and the action of the system if changes are made in the variables or in the relationships. Models are major methods for examining alternative strategies and policies. They are used to solve problems and to understand relationships between data sets. *Related to “regression-based modeling method”*

**Moderate difficulty:** The employee is confronted with a variety of breadth of duties susceptible to different methods of solution which in turn places a correspondingly higher demand on resourcefulness. Supervisors of employees engaged in routine assignments, journey level personnel, and paraprofessional employees usually perform work of moderate difficulty. *Related to “paraprofessional”*

**National Labor Relations Act of 1935 (Wagner Act):** A federal law that gives employees the right to organize unions, bargain collectively and engage in concerted actions for mutual protection. It also required employers to recognize unions selected by employees and to bargain in good faith, and it prevented employers from certain unfair labor practices. *See Ch. 111, Wis. Stats. Related to “collective bargaining”*

**Nature of work:** The intrinsic characteristics and essence of work; kind or type; belonging to type or category. The nature of the work determines the occupational category and various subcategories. For example, the nature of the work of a position might be defined as: engineering (broad occupational area), non-professional (the sub-occupational area), clerical support (a further subdivision of non-professional), and supervisory (a specific category of clerical support). Analyzing the scope and complexity of the worker activities of a position often aids in determining the nature of the work.

**Night differential:** Supplemental for hours worked between specified hours as set forth in the compensation plan or negotiated contract. *Similar to “add-on pay”, “differential pay”, “on-call pay”, “premium rate”, “pyramiding”, “responsibility pay”, “standby pay”, “supplemental pay”, and “weekend differential”*

**Night hours:** “Work hours between the hours of 6:00 p.m. and 6:00 a.m.” *See Comp. Plan, Sec. A 4.01(3); see contract agreements*

**Noncash incentive:** Incentive payments that are not readily convertible to cash (e.g., extra time off, meal or merchandise awards, a reserved parking space) *Similar to “extrinsic rewards”*

**Noncontributory benefit plan:** A program in which the employer pays the entire premium or the full cost of funding specific benefits. *Related to “employee benefits”, “fringe benefits”, “holidays”, “inside payroll costs”, “pay for time not worked”, “sick leave”, and “Travel Schedule Amounts”*

**Nondelegated:** Personnel transactions and classifications which require review and approval by DER. *See s. 230.04(1m), Wis. Stats. and WHRH Chs. 314, 332, and 334; contrast with “delegation”*

**Nonexempt:** A term categorizing an employee as subject to the overtime provisions of the Fair Labor Standards Act (FLSA). *See Comp. Plan, Sec. A 4.01(4); WHRH Ch. 516; Title 29, Part 541 of the Code of Federal Regulations; contrast with “exempt”; related to “docking” and “Fair Labor Standards Act”*

**Nonfinancial reward:** Any form of recognition provided to employees other than cash. *Similar to “intrinsic rewards” and “job satisfaction”*

**Nonprofessional supervisor:** A supervisory position whose predominate job duties would not be defined as professional and who is responsible for employees covered by the Wisconsin State Employees Bargaining Unit or who provides administrative supervision over professional bargaining unit employees. *Contrast with “administrative supervision” and “professional supervisor”*

**Nonquantitative job evaluation:** A method that creates a job worth hierarchy based on the perceived value of the “whole job(s)” but does not employ quantitative methods (i.e., assigning evaluation “points”). Examples of nonquantitative methods are classification and ranking. *Contrast with “job content evaluation method” and “quantitative job evaluation”; similar to “paired comparison”*

**Nonrepresented:** Employees who are not represented for purposes of collective bargaining (they are excluded), because the classification(s) are not included in a certified bargaining unit, or because the classification(s) are included in a certified bargaining unit but no collective bargaining representative has been certified by the WERC. *See s. 111.81(7), Wis. Stats. Contrast with “represented position”; similar to “confidential”, “exclusion”, “manager”, and “supervisor”*

**Nonstandard work period:** “A regularly recurring period of 336 hours in the form of 14 consecutive 24-hour periods which begins on a day of the week and time established by the appointing authority. Employees assigned a nonstandard work period are those employees who work a fixed schedule of more than 40 hours one week and less than 40 hours the next week.” See *Comp. Plan, Sec. A 4.01(5)* Contrast with “*alternative work schedule*”, “*flextime*”, and “*standard workweek*”

**Objective level:** That classification level, within a classification progression series, that any employee could reasonably be expected to achieve with satisfactory performance of increasingly complex duties and/or the attainment of specified training, education, or experience. *Contrast with “advanced level”, “developmental level”, and “entry level”; related to “full performance level”*

**Occupation:** A generalized job or family of jobs common to multiple organizations or industries.

**Occupational differentials:** Relatively stable differences in wage rates between or among occupations.

**Occupational Outlook Handbook:** A companion volume to the U.S. Dictionary of Occupational Titles, which provides general narrative information on jobs, job families, occupations, employment locations, etc. While of primary interest to vocational counselors, the Occupational Outlook Handbook does provide labor-market projections, which are useful for long-range human resource planning.

**Official hourly rate rounding:** The method of rounding used for all official computations of pay rates for state employees. The hourly rate will be increased to the next higher .001 if any digit is greater than zero in either the fourth or fifth position right of the decimal point. Lump sum hourly rates will be increased to the next higher .01 if any digit is greater than zero in either the third through the fifth position right of the decimal point. In costing, the “roundup” component is to be used with across the board (ATB) calculations. *See WHRH Ch. 504*

**On-call pay:** An amount of compensation provided in return for an employee being available to report to work at employer’s discretion. Because the employee is expected to be easily reachable and able to report to the work site on short notice, he or she is compensated for having restricted personal time. *Similar to “differential pay”, “night differential”, “premium rate”, “pyramiding”, “responsibility pay”, “standby pay”, “supplemental pay”, and “weekend differential”*

**Open-ended questionnaire:** A job analysis technique that provides a written set of questions regarding job content, requiring a narrative response. *Contrast with “highly structured questionnaires”*

**Open pay system:** A compensation program in which information about salary ranges and individual employee wages are public information. This information is public information under Wisconsin open record laws. *See ss. 19.21(1), 19.35, and 19.36, Wis. Stats.*

**Organizational level:** The place in the organizational hierarchy, starting from the agency head, at which the position is found. The hierarchy goes from the appointing authority (agency head), division administrator, bureau director, section chief, unit supervisor, to subunit supervisor.

**Organization chart:** A graphic representation of the relationships and inter-relationships within an organization depicting the lines of authority, accountability, responsibility, and control provisions which are established for coordination. It may or may not include a listing of major duties or activities delegated to each office or position. An organization chart should be included with every personnel transaction.

**Order of multiple transactions:** The order in which multiple pay adjustments with the same effective date are to be applied. Unless otherwise specified in the collective bargaining agreement, the order of multiple transaction will be that specified in *s. ER 29.04, Wis. Adm. Code.*

**Original appointment:** “The appointment of a person who has not attained permanent status in class or permanent status, or the appointment of a former employe on other than reinstatement or restoration basis to a classified position in which permanent status can be attained.” *See s. ER 1.02(22) and s. ER-MRS 1.02(18), Wis. Adm. Code*

**Original appointment probation:** The probationary period an employee is required to serve upon original appointment to a classified state position. *See s. 230.28, Wis. Stats.; s. ER-MRS 13.03(1), Wis. Adm. Code*

**Overtime:** The Fair Labor Standards Act (FLSA) definition of overtime is hours over 40 worked in a workweek, or hours over 171 worked in a 28 day period for law enforcement personnel, or hours over 212 worked in a 28 day period for fire protection personnel. Individual collective bargaining agreements and the compensation plan have different provisions defining what is considered overtime and what compensation or scheduling requirements apply, many of which are more generous than the overtime provisions provided under the FLSA. *See Compensation Plan, Section A 4.01(6); related to "hours of work"*

**Paired comparison:** A ranking technique that compares each job being evaluated individually to every other job in a pair-wise fashion to determine which job has a higher value. The final score for a job is the number of times it is considered the most valuable in the pair comparisons. Ranks then are created from these scores. *Similar to “nonquantitative job evaluation”*

**Parameter:** Compensation reserve funds allocated to the bargaining unit for all wage adjustments and lump sum payments for subsequent contract period. *Related to “compensation reserve”*

**Paraprofessional:** A type of work closely relating to and resembling professional level work, with a more limited scope of functions, decision making, and overall accountability. A paraprofessional position may have responsibility for segments of professional level functions but is not responsible for the full range and scope of functions expected of a professional position. *Contrast with “professional”; related to “moderate difficulty”*

**Parity:** Pay provisions for nonrepresented employees to provide an average level of pay adjustments for the biennium that is comparable to the average level for the related group of represented employees. Typically, the authorization for parity adjustments is acquired through amendments or modifications to the compensation plan established at the beginning of the biennium. *Related to “compression” and “internal equity”*

**Past practice:** A way of dealing with a grievance by considering the manner in which a similar issue was resolved before the present grievance was filed. Past practice is often used to resolve a grievance when contract language is ambiguous or contradictory, or when the contract doesn’t address the matter in dispute. *Related to “grievance”*

**Pay adjustment:** A general revision of pay rates. The adjustment may be either across-the-board or spot adjustments for increases in prevailing wage rates. *Related to “across the board increase” “general wage adjustment” and “prevailing wage rate”*

**Pay band:** A broad pay range that combines two or more pay ranges. Pay bands are designed to provide pay-setting flexibility and to improve recruitment and retention of critical employees. *See Comp. Plan, Sec. J; related to “appointment maximum” and “temporary appointment maximum”; similar to “band” and “broad banding”*

**Pay-based grid:** A grid structure that establishes an employee's position on the grid, and thus pay rate, based on the employee's hourly rate just prior to grid implementation. *Contrast with “seniority-based grid”*

**Pay for time not worked:** Refers to time off work with pay. Typically, it includes the following: holidays, vacations, personal days, jury duty, approved paid leaves, military duty, etc. Also known as time off with pay. *Related to “employee benefits”, “fringe benefits”, “holidays”, “inside payroll costs”, “noncontributory benefit plan”, “sick leave”, “time off with pay” and “travel schedule amounts”*

**Pay plan:** A schedule of pay rates or ranges for each job in the classification plan. May include rules of administration and the benefit package. *See ss. 230.09(1) and (2)(b), and 230.12 Wis. Stats.; similar to “salary structure”*

**Pay policy:** The desired position of an organization’s pay with respect to competitive pay at a certain point in time. *Similar to “competitive pay policy” and “pay policy line”*

**Pay policy line:** The level at which the organization decides to set its pay against the external market; usually the midpoint of the salary structure is set as an estimate of the market going rate. *Similar to “competitive pay policy” and “pay policy”*

**Pay range:** A pay range typically consists of a minimum and maximum amount and a within-range pay step or transaction step and in some pay ranges, a PSICM amount; all of these are expressed in hourly amounts based on official hourly rate rounding. Each classification is assigned to a pay range by the Secretary of the Department of

Employment Relations; for classifications included in a represented bargaining unit, the assignment of classifications to pay ranges is subject to collective bargaining. See ss. 230.09(1) and (2)(b); 230.12, and 111.80(3), 111.825, and 111.825(5), Wis. Stats.; related to “pay schedule” and “pay steps”

**Pay range overlap:** The degree to which the pay ranges assigned to adjacent grades in a structure overlap. Numerically, the percentage of overlap between two adjacent pay ranges. *Contrast with “interrange differential”, “pay range spread”, “range”, and “range spread”*

**Pay range spread:** The percentage by which the pay range maximum is greater than the pay range minimum. *Contrast with “interrange differential” and “pay range overlap”; same as “pay range width, “range”, and “range spread”*

**Pay range width:** The width or spread of a pay range, measured by the ratio:  $\text{Width} = (\text{maximum pay} - \text{minimum pay}) / \text{minimum pay}$ . *Contrast with “interrange differential” and “pay range overlap”; same as “pay range spread”, “range”, and “range spread”*

**Pay schedule:** A set of pay ranges to which a set of classifications are assigned. Typically, separate pay schedules are negotiated for each bargaining unit and established in the compensation plan for specified groups of nonrepresented classifications. *Related to “pay range”*

**Pay status:** The status of an employee when receiving payment for hours worked or paid leave. Pay status does not mean the status of an employee while on a leave of absence without pay, on layoff, serving a suspension without pay, or receiving income continuation or worker's compensation benefits. See *ER 1.02(24)*, Wis. Adm. Code; related to “work hours”

**Pay steps:** Specified levels within a pay range. Employees may progress from step to step on the basis of time-in-grade, performance, or the acquisition of new job skills. *Related to “pay range”*

**Pay survey:** The gathering of data on wages and salaries paid by other employers for selected key classes of jobs or benchmark jobs. *Related to “external equity”, “market adjustment”, “market pricing”, “market rates”, “market-based salary increase budget”; same as “wage survey”*

**Pay trend line:** A line fitted to a scatter plot that treats pay as a function of job values. The most common technique for fitting a pay-trend line is regression analysis. *Related to “regression-based modeling method” and “scattergram”*

**Peer comparison:** A concept used in some incentive plans where a company's results in specified financial measures are compared with those of a group of other companies determined to be peer companies. The comparative results can be used in incentive formulas.

**Percentage of time:** The proportion of the employee's total work time spent on a goal or worker activity. Time percentages are estimates based upon a year and indicate how much time the employee is expected to spend on each goal. “Percentage of time” should be determined for worker activities if they are not equal in time to the other worker activities within a goal and equal more than 10% of that goal. *Related to “position description”*

**Performance dimensions:** Aspects of performance, critical to a job, on which the incumbent will be rated. Dimensions can be related to outcomes or behavioral criteria pertinent to the job assignment. *Similar to “performance evaluation”*

**Performance evaluation:** A continual process of identifying, measuring and developing job-related employee performance. See ss. 230.28(2) and 230.37, Wis. Stats.; s. *ER 45.02*, Wis. Adm. Code; similar to “performance dimensions” and “performance log”

**Performance log:** Written records used by a manager to recall examples of effective and ineffective behavior with respect to selected performance criteria during an appraisal period. *Related to “performance evaluation”*

**Performance management:** A managerial process that consists of planning performance, managing performance (through observation and feedback), improving performance through development, appraising performance, and rewarding performance.

**Performance measurement:** Any technique employed to gather data that provides a basis for exercising performance appraisal judgment.

**Performance period:** The predetermined span of time during which individual (or group) performance is measured.

**Performance targets:** Tasks or behavioral goals established for an employee that provide the comparative basis for performance appraisal.

**Permanent status:** The rights and privileges attained upon successful completion of a probationary period or career executive trial period required upon appointment to a permanent, seasonal, or session position. *See s. ER 1.02(28) and s. ER-MRS 1.02(22), Wis. Adm. Code; contrast with "probationary period"*

**Permanent status in class:** The rights and privileges attained upon successful completion of a probationary period required upon an appointment to a permanent, seasonal, or sessional position. *See s. ER 1.02(29) and s. ER-MRS 1.02(23), Wis. Adm. Code; contrast with "probationary period"*

**Permanent status in class minimum (PSICM):** The minimum rate to be paid to an employee who is not serving the first six months of either a probationary period or a career executive trial period. (This term is applicable only to classifications assigned to traditional pay ranges, as opposed to those assigned to broadband pay ranges.)

**Person-based pay:** Compensation programs that base an employee's salary on that individual's skills or knowledge rather than on the nature of a rigidly defined job. Types include skill-, knowledge-, and competency-based pay. *Related to "HAM"*

**Philosophy:** A means of translating the present state of an agency into concrete policy action to achieve the long-range goals of that agency.

**Picketing:** A person or persons stationed outside a place of employment, usually during a strike, to express a grievance or protest and discourage entry by nonstriking employees or customers. *Similar to "blue flu", "boycott", "collective bargaining", "concerted activity", "job action", "red flu", "sitdown strike", "slowdown", "strike", "sympathy strike", and "white flu"*

**Point factor system:** A quantitative job evaluation method that uses defined factors and degree levels within each factor (usually five to seven levels, which are also defined). Each factor is weighted according to its importance. Job content descriptions are compared to definitions of the degree levels and the corresponding points assigned to the appropriate level are then awarded to the job and added for all factors to determine the total job score. The total scores are used to create a job worth hierarchy. *Related to "accountability", "breadth", "complexity", "depth", "discretion", "impact of work", "knowledge, skills and abilities", "scope", and "survey"*

**Policy:** A broad guideline or framework within which decisions are made regarding the distribution of program resources or benefits. Policy controls the nature of program outputs by defining what will be done, for whom it will be done, and the priorities to be applied to specific program objectives. *Contrast with "procedure"*

**Policy analysis:** The systematic study of an issue, problem, or decision situation requiring policy action designed to provide decision-makers with the information on the costs, benefits, or consequences of alternative courses of action or decisions needed in order to formulate policy. Typically, policy analysis involves defining the decision-maker's objectives, developing or clarifying alternative means to those objectives, assessing the impacts of alternatives by developing a model that projects their consequences, the establishment of criteria to rank the alternatives in order of desirability or priority, and the recommendation of the appropriate alternative to the policy-maker.

**Position:** “A group of duties and responsibilities in either the classified or unclassified divisions of the civil service, which require the services of an employee on a part-time or full-time basis.” *See s. 230.03(11), Wis. Stats.* For bargaining, a position is a unilateral solution to an issue. From WERC consensus training.

**Position description:** “An appointing authority shall: Provide the secretary with current information relative to the assignment of duties to permanent classified positions in his or her agency.” “After an appointing authority has received budgetary approval for a new position and desires to fill the position, a written description of the position’s duties and responsibilities and any other pertinent information as required shall be submitted to the secretary.” *See ss. 230.06(1)(c) and 230.09(1), Wis. Stats.; s. ER 3.02(1); related to “Bona Fide Occupational Qualification”, “disclaimer statement”, “job description”, “job specification”, “Knowledge Skills and Abilities”, and “percentage of time”*

**Pregnancy Discrimination Act of 1978 (PDA):** Amends Title VII and states that women affected by pregnancy, childbirth, or related medical conditions must be treated the same for all employment related purposes as other employees not pregnant but similar in their ability or inability to work.

**Premium rate:** An amount added onto the base wage to pay extra for something such as weekend work, the graveyard shift, or being away from home. Also called differential. “The straight rate plus .5 times the regular rate paid the employe.” *See Comp. Plan, Sec. A 4.01(7); similar to “add-on pay”, “differential pay”, “on-call pay”, “pyramiding”, “night differential”, “responsibility pay”, “shift differential”, “supplemental pay”, and “weekend differential”*

**Prevailing wage rate:** The amount paid by other employers in the labor market for similar work. The Davis Bacon Act of 1931 requires most federal contractors (in construction and related areas) to pay the wage rates and fringe benefits prevailing in the area. The McNamara-Ohara Service Contract Act of 1965 requires certain federal contractors who provide services to the federal government to pay area prevailing wage rates. *Related to “Wisconsin State Building Trades Negotiating Committee-WSBTC and Appropriate Affiliated Buildings Trades Councils”*

**Priority:** The relative importance of a goal or objective in relation to others, which controls the timing and amount of resources, such as staff time, to be expended to achieve the goal or objective.

**Probationary period:** The time period during which an employee’s performance is evaluated upon appointment to a position prior to attaining permanent status. *See s. 230.28, Wis. Stats. and s. ER 1.02(31) and s. ER-MRS 1.02(24), Wis. Adm. Code; WHRH Ch. 576; contrast with “permanent status”*

**Procedure:** The specific steps, rules, or methods followed in order to accomplish program objectives or implement policies. *Contrast with “policy”*

**Professional:** This word has different technical meanings based on the context of its usage. Unless otherwise defined in a document, the definition in the state employee labor relations act is used. [A.] “(a) Any employe in the classified service who is engaged in work: 1. Predominantly intellectual and varied in character as opposed to routine mental, manual, mechanical or physical work; 2. Involving the consistent exercise of discretion and judgment in its performance; 3. Of such a character that the output produced or the result accomplished cannot be standardized in relation to a given period of time; 4. Requiring knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study in an institution of higher learning or a hospital, as distinguished from a general academic education or from an apprenticeship or from training in the performance of routine mental, manual or physical processes; (b) Any employe in the classified service who: 1. Has completed the courses of specialized intellectual instruction and study described in par. (a)4.; and 2. Is performing related work under the supervision of a professional person to qualify to become a professional employe as defined in par. (a).” [B.] A similar definition of “professional” exists in the Fair Labor Standards Act. [C.] In less formal usage, it typically refers to classifications that are considered to be functioning at a level that clearly distinguishes them from paraprofessional or technical classifications. State labor relations law establishes nine (9) professional bargaining units for classified positions: Education; Engineering and Related; Fiscal and Staff Services; Legal; Patient Care; Patient Treatment; Research, Statistics and Analysis; Science and Related; and Social Services. *See ss. 111.81(15) and 111.825(1), Wis. Stats.; Title 29, Part 541 of the Code of Federal Regulations; contrast with “paraprofessional”*

**Professional Employees in Research, Statistics and Analysis - PERSA:** The bargaining unit name of employees included in the “research analyst” bargaining unit, under bargaining unit designation 8.

**Professional supervisor:** A combination of supervisory and professional duties. The duties of the supervisor, not the staff supervised, should be the principal determinate as to whether a supervisory position is appropriately categorized as a “professional supervisor”. A “professional supervisor” would be expected to provide technical supervision to subordinate staff. *See s. 111.81(15) and (19), Wis. Stats.; contrast with “administrative supervisor” and “nonprofessional supervisor”*

**Program:** An ongoing set of coordinated activities or functions carried out by a number of people, aimed at providing a specific service or benefit to a specific group, organization or group of organizations. A program typically has a unique set of policies, regulations, or procedures and a unique set of activities to be performed in providing service or achieving the program’s goals, and a unique set of persons specializing in carrying these out. A program involves a variety of specific projects or functions coordinated to achieve program objectives.

**Program evaluation:** The systematic examination of an existing program or policy for the purpose of determining its effectiveness or efficiency in achieving its goal, by developing and applying quantitative measures of costs and/or benefits, to provide decision-makers with recommendations for the continuation, modification, or discontinuation of the program or underlying policy.

**Program planning:** The process of developing a specification of what a particular program will accomplish in the future and the courses of action that will be pursued to achieve those goals. To be complete in scope, program planning must involve defining program goals, developing and prioritizing specific objectives, developing alternative program designs or courses of action to achieve these objectives, and recommending appropriate priorities and alternatives to program administrators. Program planning which focuses on developing the specific processes, procedures, or operations necessary to implement overall program plans is called implementation planning. Implementation planning typically takes the overall design of the program as given, covers a shorter period of time, and is concerned with detailing specific parts of the overall design.

**Program revenue (PR):** Revenues which are paid into the general fund and are credited by law to an appropriation to finance a specified program or state agency. *See s. 20.001(2)(b), Wis. Stats.; contrast with “general purpose revenue” and “segregated fund”*

**Progression:** The act of moving towards a specified goal or outcome. [1] Pay progression: The movement or system of moving an employee's pay from the minimum towards the maximum or specified grid endpoint of a pay range. [2] Classification progression series: A classification grouping whereby the class specifications or position standards specifically identify entry, developmental and objective levels within the series. A common misunderstanding is thinking that all classification series with multiple levels are a progression series. The classification specification must be consulted to determine whether a particular level or series is considered a progression series. *See s. ER 1.02(32), Wis. Adm. Code; related to “career ladder” and “grid point”*

**Project:** A coordinated set of analytic activities aimed at reaching a conclusion, recommendation or decision on a specific question, problem, or issue. Projects do not continue indefinitely, but are expected to end in the foreseeable future when the conclusion, etc., is reached. A project differs from a program in that it has narrower scope, is situational in focus, and is temporary in duration.

**Project appointment:** “The appointment of a person to a project position under conditions of employment which do not provide for attainment of permanent status.” *See s. 230.27, Wis. Stats.; ER 1.02(25), Wis. Adm. Code*

**Project employee:** “Employment as a result of a project appointment in a project position.” *See s. ER 1.02(26), Wis. Adm. Code*

**Project position:** "A position which is normally funded for 6 or more consecutive months and which requires employment for 600 hours or more per 26 consecutive bi-weekly pay periods, either for a temporary workload increase or for a planned undertaking which is not a regular function of the employing agency and which has an

established probable date of termination. No project position may exist for more than 4 years." See s. 230.27(1), Wis. Stats.

**Promotion:** "Except as provided in *ER-MRS 14.02, Wis. Adm. Code*, 'promotion' means any of the following: (a) The permanent appointment of an employe to a different position in a higher class than the highest position currently held in which the employe has permanent status in class; (b) The permanent appointment of an employe or former employe in layoff status to a different position in a higher class than the highest position in which permanent status in class was held at the time the employe or former employe became subject to layoff; or (c) the permanent appointment of an employe on an approved leave of absence, either statutorily mandated or granted by an appointing authority, to a different position in a higher class than the highest position in which permanent status in class was held at the time the employe began the leave of absence." See s. 230.19, Wis. Stats.; s. *ER 1.02(36)* and s. *ER-MRS 1.02(27), Wis. Adm. Code; related to "competition"*

**Promotional increase:** An increase in a salary or wage rate that accrues to a person because of a promotion to a higher-level job.

**Protected group or class:** Any group or member of that group or class specified in and protected by federal or state anti-discrimination laws (Title VII, other civil Rights Act and state FEBS).

**Protective occupation participant status (POPS):** A category of retirement participation under the Wisconsin retirement system that covers individuals whose principal duties are to involve active law enforcement or active fire suppression or prevention, provided the duties require frequent exposure to a high degree of danger or peril and also require a high degree of physical conditioning, or who are specifically included in this category in the statutes. See s. 40.02(48), Wis. Stats.; contrast with "*hazardous employment*" and "*worker's compensation*"

**Pyramiding:** The payment of multiple supplemental pay amounts for the same hours worked, e.g., payment of both night differential and responsibility pay to an employee who meets the eligibility requirements for both. Similar to "*add-on pay*", "*differential pay*", "*night differential*", "*on-call pay*", "*premium rate*", "*shift differential*", "*standby pay*", "*supplemental pay*", and "*weekend differential*"

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**Quantitative job evaluation:** A method that creates a job worth hierarchy by analyzing jobs in terms of specific factors and numerical indices. Examples of quantitative methods are job component and point factor. *Contrast with "nonquantitative job evaluation"; similar to "job component" and "job content evaluation method"*

**Quid Pro Quo sexual harassment:** (1) making submission to sexual demands an implicit or explicit term or condition of employment; (2) making decisions affecting someone's employment or compensation on the basis of whether the person submits to or rejects sexual demands.

**Raised Minimum Rate (RMR):** A dollar amount greater than the established pay range minimum that becomes the minimum rate payable to any employee whose position is assigned to the class or class and subtitle and, if applicable, in the specified geographic area where the raised hiring minimum is in effect. This concept is different from a Hiring Above the Minimum rate in that the raising of the minimum rate is required to attract employees who meet the typical, not advanced or exceptional, requirements of the position, it is class and/or geographically based and not related to attributes or qualifications of an individual applicant. RMR's are applicable to current state employees and new hires. *See Comp. Plan, Sec. E 1.02; WHRH Ch. 528; contrast with "Hiring Above the Minimum" and "hiring rate"*

**Range:** (1) For a set of data, the difference between the maximum value and the minimum value. (2) For a pay grade, the percentage by which the maximum pay exceeds the minimum. Sometimes referred to as the range spread. *Contrast with "interrange differential", "pay range overlap", and "standard deviation"; same as "pay range spread", "pay range width" and "range spread"*

**Range penetration:** The level of an individual's pay compared to the total pay range (rather than compared with midpoint, as in compa-ratio). Range penetration is calculated as:  $RP = (\text{pay} - \text{Range Minimum}) / (\text{Range Maximum} - \text{Range Minimum})$ .

**Range spread:** The width or spread of a pay range, measured by the ratio:  $\text{Width} = (\text{maximum pay} - \text{minimum pay}) / \text{minimum pay}$ . *Contrast with "interrange differential" and "pay range overlap"; same as "pay range width"*

**Ranking method of job evaluation:** The simplest form of job evaluation. A whole-job, job-to-job comparison, resulting in an ordering of jobs into a job worth hierarchy from highest to lowest. *Similar to "job worth hierarchy"*

**Ratification:** Formal approval of a newly negotiated agreement by vote of the organization members who are affected.

**Rating bias:** Any of a number of common nonperformance-related errors made by raters due to poor information-processing capabilities rather than ethnic or sexual prejudice. The use of explicit performance standards and the training of raters has been shown to reduce rating bias. *Contrast with "reliability"; related to "halo effect"*

**Reallocation:** The assignment of a position to a different class, based on a change in the concept of the class or series; the creation of new classes; the abolishment of existing classes; a change in the pay range of the class; the correction of an error in the previous assignment of a position; a logical change in the duties and responsibilities of a position; or a permanent change in the level of accountability of a position such as that resulting from a reorganization. Reallocation is the transaction used to implement classification survey activities. *See s. 230.09(2), Wis. Stats.; ss. ER 1.02(38) and 3.01(2), Wis. Adm. Code; WHRH Ch. 332; contrast with "allocation"; related to "logical", "reclassification", "regrade", and "upgrading"*

**Reasonable accommodation:** Alternatives, adjustments, or changes in the job, the workplace, examination, and/or term or condition of employment which will enable an otherwise qualified handicapped individual to perform a particular job successfully, as determined on a case-by-case basis, depending on the individual's circumstances.

**Reclassification:** The assignment of a filled position to a different class based upon logical and gradual change to the duties or responsibilities of a position or the attainment of specified education or experience by the incumbent such that the duties performed are better described by a new classification title. Reclassification can result in upward and lateral, as well as downward movement for the position. *See s. 230.09(2), Wis. Stats.; ss. ER 1.02(39) and 3.01(3), Wis. Adm. Code; WHRH Chs. 332 and 334; contrast with "allocation"; related to "gradual", "logical", "reallocation", "regrade", and "upgrading"*

**Recorder (or Note-taker):** Takes minutes of the meeting. *From WERC consensus training*

**Red circle pay rate:** “A base pay rate received by an employee which is above the pay range maximum for the classification of the employee’s position.” The employee is usually not eligible for further base pay increases until the range maximum surpasses the individual’s pay rate. *See ss. ER 29.01(3) and ER 29.025, Wis. Adm. Code*

**Red flu:** A method used by fire fighters instead of a strike, in which fire fighters call in sick en masse. The same tactic is used by other employees such as police officers (blue flu) and nurses (white flu). *Similar to “blue flu”, “boycott”, “collective bargaining”, “concerted activity”, “job action”, “picketing”, “sitdown strike”, “slowdown”, “strike”, “sympathy strike”, and “white flu”*

**Regrade:** The determination that the incumbent of a filled position which has been reallocated or reclassified should remain in the position without opening the position to competition. *See s. 230.09(2)(d), Wis. Stats.; ss. ER 1.02(40) and 3.015, Wis. Adm. Code; Comp. Plan, Sec. A 3.00; WHRH Ch. 332; contrast with “allocation”; related to “gradual”, “logical”, “reallocation”, “reclassification”, and “upgrading”*

**Regression-based modeling method:** A method of job evaluation that statistically develops a model using multiple regression analysis to identify factors and factor weights for job content that best explain the relative market pay level of benchmark jobs. Jobs for which no market data is available are then evaluated using the model. When a model is built using internal pay rates to test evaluation consistency, it is known as “policy capturing”. Also known as job component method. *Related to “mode”, “model”, and “pay trend line”*

**Regular rate:** The average hourly rate actually paid the employee as straight time pay for all hours worked in the workweek or work period, including all remuneration for employment paid to, or on behalf of, the employee, except any payments specifically excluded from the calculation of the regular rate under the Fair Labor Standards Act and related federal regulations. *See Comp. Plan, Sec. A 4.01(8); related to “Across the board increase”, “base pay rate”, and “wage rate”*

**Rehabilitation Act of 1973:** A federal act which mandates that federal fund recipients not exclude or discriminate against any “otherwise qualified handicapped individual” in “any program or activity receiving federal financial assistance”. The Act defines a handicap as a physical or mental impairment which substantially limits one or more of a person’s major life functions, including work.

**Reinstatement:** “The act of permissive reappointment without competition of an employe or former employe under s. 230.31, 230.33, 230.34 or 230.40(3), Stats., to a position: (a) in the same class in which the person was previously employed; (b) in another classification to which the person would have been eligible to transfer had there been no break in employment; or (c) in a class having a lower pay rate or pay range maximum for which the person is qualified to perform the work after the customary orientation provided to newly hired workers in the position. *See s. 230.31, Wis. Stats.; s. ER 1.02(41) and s. ER-MRS 1.02(29); contrast with “restoration”; related to “competition”*

**Reliability:** The degree of consistency, repeatability, stability, or dependability of a measuring device, including human raters and evaluators. May be operationalized in a variety of ways including correlating measures from two or more separate observations using the same measures on the same subjects. *Contrast with “halo effect” and “rating bias”; similar to “validity”*

**Representative position:** Positions identified at the time the classification specification is written to use as an example of the definition in the specification for different classification levels, for example, to provide examples of the size of a small, medium, or large program; simple, complex, very complex program; etc. A “representative position” may logically and gradually change over time to be more appropriately classified in a different classification or level. *Related to “allocation pattern”, “classification specification”, and “job specifications”*

**Represented position:** A position in a classification which is identified in a certified bargaining unit. Some bargaining units have “fair share” while others do not; an employee is represented regardless if they are specifically a dues paying member of a bargaining unit. The contract explains the rights of the individual represented employee. Limited Term and Project 05 employees are not represented even if they are in a classification which is identified in a certified bargaining unit. *See s. 111.825, Wis. Stats. and collective bargaining agreements; contrast with “confidential” and “nonrepresented”*

**Research:** The process of defining a set of measurable variables, establishing their level, and specifying their interrelationships, for the purpose of understanding or explaining a particular phenomenon or predicting future states of affairs.

**Resignation:** “(a) The date the employee designates in his or her letter of resignation; (b) The date the resignation letter is filed with the appointing authority if no date is supplied in the resignation letter; (c) The date established by mutual written agreement between the employee and the appointing authority if different from pr. (a) or (b); or (d) The end of the last date in work status in the case of an abandonment which is treated as a resignation.” *See s. ER 21, Wis. Adm. Code*

**Respondent:** The agency attorney and assisting staff responsible for defending the personnel transaction appealed to the Personnel Commission. *See ss. 230.44 and 230.45, Wis. Stats.*

**Responsibility:** (1) Denoting the type of work, such as “responsible work”. (2) The employee’s relation to the work, such as “Employee is responsible for . . .”. Both denote the employee’s accountability or liability to the program. When responsible is used as in (1), without adverbs, it denotes work at the full operating level. The next level of accountability is very responsible; the final level, highly responsible. Complete Responsibility – individual has complete authority to take whatever action he or she deems advisable or necessary, subject only to the policies or general rules laid down by his or her immediate supervisor. Delegated Responsibility – individual has the authority to take whatever action he or she deems advisable or necessary; he or she may initiate and carry out the action but is required to advise his or her superiors of the action taken when deemed necessary. Must inform superiors of non-routine situations. *Related to “highly” and “very”*

**Responsibility pay:** Supplemental pay paid to employees for work performed between specified hours where direct supervision is reduced. *Similar to “add-on pay”, “differential pay”, “night differential;”, “on-call pay”, “premium rate”, “shift differential”, “supplemental pay”, and “weekend differential”*

**Restoration:** “The act of mandatory reappointment without competition of an employee or former employee under ss. 230.31, 230.32, 230.33 or 230.34, Stats., to a position: (a) in the same class in which the person was previously employed; (b) in another classification to which the person would have been eligible to transfer had there been no break in employment; or (c) in a class having a lower pay rate or pay range maximum for which the person is qualified to perform the work after the customary orientation provided to newly hired workers in the position.” If the classification upon which restoration rights are based is no longer in existence, restoration rights are to the classification to which the position from which the employee derives restoration rights is presently allocated. *See ss. 230.31 and 230.32, Wis. Stats., s. ER 1.02(42) and s. ER-MRS 1.02(30); contrast with “reinstatement”*

**Retaliation:** (1) Any action taken by an employer in order to adversely affect the employee’s conditions of employment, when such action is taken because of the employee’s exercise of rights under the Wisconsin Administrative Code or collective bargaining agreement, or (2) Title VII prohibits discrimination against individuals because they have filed a Title VII charge, have participated in a Title VII investigation, or have otherwise opposed Title VII discrimination. *See ss. 230.80(8) and 230.83, Wis. Stats.; s. ER 46.02(8), Wis. Adm. Code*

**Right-to-work laws:** State laws which forbid collective bargaining agreements to contain union security clauses which call for compulsory union membership.

**Ripple effect:** The impact of a negotiated wage increase or other economic benefit upon the expectations of other employees, non-represented and represented, who are not covered by the negotiated collective bargaining agreement but who work for the same employer.

**Routine:** Work of repetitive nature, a customary procedure without deviation from the established norm. This does not necessarily denote simple work.

**Sabbatical leave:** Annual leave which was deferred during the year earned to be used in a subsequent year to extend the annual leave, unless used for termination leave. *See WHRH Ch. 704*

**Salaried employee:** Refers to compensation paid by the week, month, or year rather than by the hour. Generally applies to higher-level jobs that are exempt from the provisions of the Fair Labor Standards Act of 1938 (FLSA). *See Comp. Plan, Sec. A 4.02(4); similar to “exempt”; contrast with “nonexempt”; related to “Fair Labor Standards Act”*

**Salary budget:** An amount or pool of money allocated for payment of salaries during a specified period. Salary budgets must be taken into account when planning structure adjustments or individual employee adjustments.

**Salary increase cost:** (1) The cost of the increase in the current (i.e., first) year is determined by multiplying the eligible payroll by the average increase percent and the participant rate, adjusted for the percent of the year the increase is in effect. (2) The annualized cost of the increase (future year cost) is determined by multiplying the eligible payroll by the average increase percent and the participant rate.

**Salary structure:** The hierarchy of job grades and pay ranges established within an organization. The salary structure may be expressed in terms of job grades, job-evaluation points, or policy lines. *Similar to “pay plan”*

**Sample:** In statistics, a subset of the elementary units of the (subject) population. “Random” samples are drawn from a population in which every possible sample of that size has an equal chance of being selected. “Convenience” samples are drawn from a population based on convenience. Even though the goal is the same as in random sampling (i.e., to represent a population) most salary surveys are convenience samples.

**Scab:** A worker who refuses to go out on strike with his or her co-workers or a worker who is hired to replace a striking worker.

**Scattergram:** A mathematical technique of displaying a “picture” of a relationship between two variables by plotting (x,y) points. Also called a scatterplot. *Related to “pay trend line”; similar to “job cluster”*

**Scope:** A quantifiable job characteristic that ascribes value to a job. The range (number and variety) of job responsibilities. Scope is most often measured by depth and breadth. Scope is frequently influenced by or interacts with complexity. *Related to “accountability”, “breadth”, “complexity”, “depth”, “discretion”, “impact of work”, “Knowledge, Skills, and Abilities”, “point factor system”, and “survey”*

**Seasonal employment:** Employment which normally permits attainment of permanent status in class through successive reinstatements and requires the services of an employee on an intermittent and recurring basis for at least 600 hours each year, during no more than 24 biweekly payroll periods of any 26 consecutive full biweekly payroll periods. *See s. ER 1.02(44) and s. ER-MRS 1.02(31), Wis. Adm. Code*

**Secondary source of job information:** In job analysis, any source of job information other than an audit of the job, incumbent, or immediate supervisor.

**Secretary:** The secretary of the department of Employment Relations. *See s. 230.03(13), Wis. Stats.*

**Section chief:** Bureaus may be divided into subunits which shall be known as “sections” and which shall be headed by “chiefs”. *See s. 15.02(3)(c)(3), Wis. Stats.; same as “chief”*

**Segregated fund (SEG):** Revenues which, by law, are deposited into funds other than the general fund and are available for the purposes for which such funds are created. *See s. 20.001(2)(d), Wis. Stats.; contrast with “general purpose revenue” and “program revenue”*

**Semi-automatic wage progression:** Systematic wage increase after specified periods of service with satisfactory performance, until the employee reaches a specified structure maximum.

**Senior manager pay system:** All classifications in Pay Band, 81-01 are included in the “senior manager pay system.” The term should be used in reference to a pay system, schedule 81-01. *Related to “career executive classification”, “career executive position”, and “career executive program”*

**Seniority based grid:** A grid structure that establishes an employee's position on the grid by adjusting the employee's base hourly rate using the grid point that equates with the employee's full years of seniority, as of a specified date. *Contrast with “pay-based grid”; related to “grid point”, “grid rate”, “grid seniority”, and “longevity pay”*

**Series:** A group of related classes where work assignments involve a common field of activity but there exists a difference in the complexity of duties and levels of responsibility. Most frequently, classes in a series will use the same title, but with ascending suffix numbers or names, such as entry, journey, etc.

**Sessional employment:** “Employment in positions of legislative agencies that require the services of an employee more than 600 hours in any 26 consecutive full biweekly payroll periods and which normally permits attainment of permanent status in class through successive reinstatements, but the duration of which is closely related to the legislative session.” *See s. ER 21.02(45) and s. ER-MRS 1.02(32), Wis. Adm. Code*

**Shared Human Resources System (SHRS):** “SHRS” provides centralized automated information and processes to support the effective management of the Wisconsin state government human resources enterprise.

**Shift differential:** Supplemental pay provided to employees who work during specified hours that are considered non-standard, i.e., nights or weekends. *Similar to “add-on pay”, “differential pay”, “night differential”, “on-call pay”, “premium rate”, “pyramiding”, “supplemental pay”, and “weekend differential”*

**Sick leave:** Paid time off earned by employees to cover absences due to illness or nonoccupational injury. *Related to “employee benefits”, “fringe benefits”, and “inside payroll costs”; similar to “holidays”, “noncontributory benefit plan”, “pay for time not worked”, “time off with pay”, and “Travel Schedule Amounts”*

**Significant job duties:** Job duties which constitute more than 25% of the position description. *See WRRH Ch. 332; contrast with “majority of time”*

**Sitdown strike:** An illegal work stoppage during which employees remain at their place of work and refuse to leave the employer's premises. *Related to “blue flu”, “boycott”, “collective bargaining”, “concerted activity”, “job action”, “red flu”, “slowdown”, “strike”, “sympathy strike”, and “white flu”*

**Skill-based pay:** A person-based compensation system based on the repertoire of skills an employee can perform rather than the specific skill that the employee may be doing at a particular time. Pay increases generally are associated with the addition and/or improvement of the skills of an individual employee, as opposed to better performance or seniority within the system. Pay level generally is not dependent on whether any of the skills are utilized.

**Slotting:** The act of placing a job into a job worth hierarchy established by some other job evaluation method. The method involves comparing the job to one or more jobs in an already established hierarchy; consequently, it cannot be used as a stand-alone method. *Related to “job cluster” and “job worth hierarchy”*

**Slowdown:** A deliberate reduction of output by employees in order to bring economic pressure upon the employer without incurring the cost of a strike. *Similar to “blue flu”, “boycott”, “collective bargaining”, “concerted activity”, “job action”, “picketing”, “red flu”, “strike”, and “white flu”*

**Small Department:** A department with between 51 and 99 positions. *Related to “large department”, “major department”, “medium department”, and “very small department”*

**Speed-up:** The attempt by an employer to increase productivity without a corresponding increase in wages.

**Staff:** Generally (1) referring to the functions which exist as a result of creating an organization, considered advisory or service functions; such as in an engineering bureau, providing pay for employees is a staff function, or (2) the subordinates within an organizational group. *Contrast with “line”*

**Standard basis of employment:** Generally 40 hours each 7 consecutive calendar day period, except that when the needs of an employing unit cannot be fulfilled by adhering to the standard basis of employment, additional hours of work may be required by the appointing authority. (b) The standard basis of employment is generally divided into 5 work days of 8 hours each. *See s. 230.35(5)(a) & (b), Wis. Stats.*

**Standard deviation:** The square root of the average squared difference between data points and the mean. Standard deviation is a measure of variability which indicates an average relative distance between each data point and the mean. The larger the standard deviation, the more the data is spread out from the mean. Mathematically it is the square root of the variance. *Contrast with “interrange differential”, “pay range overlap”, and “range”*

**Standard workweek:** A regularly recurring period of 168 hours in the form of seven consecutive 24 hour periods. For most employees, the workweek begins on Sunday and ends at midnight of the following Saturday. *See s. 230.35, Wis. Stats.; Comp. Plan, Sec. A 4.01(10); contrast with “alternative work schedule”, “flextime”, and “nonstandard work period”*

**Standards:** Means for evaluating Options. *From WERC consensus training*

**Standby pay:** Supplemental pay to compensate for a specified period of time during which the appointing authority requires that an employee be available for work and be able to report to work in less than one hour. *See Comp. Plan, Sec. A 4.09; similar to “add-on pay”, “differential pay”, “on-call pay”, “night differential”, “premium rate”, “pyramiding”, “supplemental pay”, and “weekend pay”*

**State Engineering Association - SEA:** The bargaining unit name for architect, engineer and related employees in Bargaining Unit designation 14.

**State Public Defender Association - SPDA:** The bargaining unit name for Assistant State Public Defenders under Bargaining Unit designation 21.

**Statewide:** Denotes that the scope and impact of a particular function or program area transcends district and/or agency boundaries. An employee who performs duties and provides services for clients on a “statewide basis”, then provides the same services for all of the program’s clients regardless of their geographic location. *Related to “complexity”, “impact of work”, and “scope”*

**Statutory benefits:** Government required/legally mandated benefits, most notably social security, are included in this category. Social security typically includes provisions for retirement, spousal coverage, disability, workers and medical benefits. *Related to “employee benefits” and “fringe benefits”*

**Step:** (1) A specific amount, called a within range pay adjustment (step), which is indicated on a pay schedule for each pay range; or (2) the distance between two levels on a pay grid; or 3) “A level of management authority where a grievance may be pursued.” *See s. ER 46(9), Wis. Adm. Code; different pay schedules; similar to “within range pay step”*

**Step rates:** Standard progression pay rates that are established within a pay range. Step rates usually are a function of time in grade and are often referred to as automatic. However, they also can be variable or can be used in conjunction with merit programs.

**Steward:** The union representative of a group of fellow employees who carries out duties of the union within the operation.

**Stratification adjustment:** A one-time wage adjustment that is provided to move an employee's pay through the pay range. The adjustment may take many forms, e.g., a specified cents per hour, a portion of a Within-Range Pay Step or grid step.

**Strike:** Stopping work for the purpose of gaining concessions from the employer. *Similar to “blue flu”, “boycott”, “collective bargaining”, “concerted activity”, “job action”, “picketing”, “red flu”, “sitdown strike”, “slowdown”, “sympathy strike”, and “white flu”*

**Structure adjustment:** A pay increase required to bring an employee's pay up to the respective minimum amount. A structure adjustment may be required for certain employees when the pay range minimum and/or PSICM amounts are increased by an amount greater than any pay increase provided to the employee on that same date, or if those same employees do not receive an increase because of ineligibility. The collective bargaining agreement or the Compensation Plan will indicate the sequence of pay adjustments with the same effective date. *See s. 230.12, Wis. Stats.; s. ER 29.04, Wis. Adm. Code*

**Subcontracting:** A procedure to sublet certain parts of an employer's operation to subcontractors rather than have the company's employees perform the work; frequently on the grounds that the work can be performed more efficiently and with less expense.

**Subordinate:** Any person holding a subordinate position subject to appointment, removal, promotion or reduction by an appointing officer. *See ss. 111.81(7) and 230.08(3), Wis. Stats.; same as “employee” and “incumbent”*

**Subtitle:** An official or unofficial working title for a position which is different than the official classification. An “unofficial subtitle” has no effect on personnel transactions, but is used by agencies to easily identify positions that may be different from most positions in the classification. An “official subtitle” must be approved by the Department of Employment Relations and does impact personnel transactions. *See s. ER 2.03(1) & (2) Wis. Adm. Code; similar to “classification/official class subtitle”*

**Supervisor:** “Any individual whose principal work is different from that of the individual's subordinates and who has authority, in the interest of the employer, to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward or discipline employees, or to adjust their grievances, or to authoritatively recommend such action, if the individual's exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment.” *See s. 111.81(19), Wis. Stats.; WHRH Ch. 324; similar to “nonrepresented” and “unit supervisor”*

**Supplemental pay:** An hourly amount paid in addition to the base pay in recognition of factors or conditions not reflected in the basic pay range or pay rate of a position. *See Comp. Plan, Sec. A 4.01(11); similar to “add-on pay”, “differential pay”, “night differential”, “on-call pay”, “premium rate”, “pyramiding”, “shift differential”, “standby pay”, and “weekend differential”*

**Survey:** The gathering of information about a situation. Often, surveys consist of sampling data from a population. Examples include a benchmark salary survey that collects pay data from benchmark jobs from a defined labor market, a maturity salary survey that collects both pay and experience data from a defined labor market for benchmark jobs or jobs in a given discipline at a given degree level, and a benefits survey that collects benefits data from a defined labor market. *Related to “accountability”, “area wage survey”, “breadth”, “complexity”, “depth”, “discretion”, “impact of work”, “knowledge, skills and abilities”, “point factor system”, and “scope”*

**Suspension:** “An employee with permanent status in class or an employee who has served with the state or a county, or both, as an assistant district attorney for a continuous period of 12 months or more may be removed, suspended without pay, discharged, reduced in base pay or demoted only for just cause.” *See s. 230.34(1)(a), Wis. Stats.*

**Sweetheart contract:** A collective bargaining agreement that is not the result of hard bargaining between the parties, but rather is signed by the parties in order to benefit each of them personally while avoiding true collective bargaining. *Related to “collective bargaining agreements”, “escalator clause”, and “zipper clause”*

**Sympathy strike:** A strike by workers not directly involved in a labor dispute to show support for those who are involved. . Similar to “blue flu”, “boycott”, “collective bargaining”, “concerted activity”, “job action”, “picketing”, “red flu”, “sitdown strike”, “slowdown”, “strike”, and “white flu”

**Take-home pay:** An employee's earnings less taxes, Social Security and other deductions (both voluntary and involuntary) made by the employer.

**Task:** One or more task elements making up a distinct activity that constitute logical and necessary steps in the performance of work by an employee. *Related to "goal statements on a position description", "job description", and "worker activities"*

**Task element:** The smallest step which it is practical to subdivide any work activity without analyzing separate motions, movements, or mental processes.

**Teaching Assistants' Association - TAA:** The bargaining unit name for program, project, and teaching assistants for the UW-Madison and Extension in Bargaining Unit designation T1.

**Technical:** Generally refers to a job requiring specialized knowledge involving a mechanical or scientific subject area; or a practical knowledge involving a skill.

**Temporary appointment maximum (TAM):** An appointment maximum that must be pre-approved by the Department of Employment Relations and is established temporarily for the recruitment of a specific position due to special market needs. *See Comp. Plan, Sec. J, 3.00(3); related to "appointment maximum", "band", "broadbanding", "knowledge-based pay", and "pay band"; contrast with "hiring above the minimum rate" and "hiring rate"*

**Temporary assignment:** When the workload is such that the needs of the service require the performance of those duties by permanent employees temporarily assigned to perform those duties. *Contrast with "acting assignments" and "incidental duties"*

**Temporary interchange:** A formal interchange of an employee(s) on a temporary basis between and among governmental agencies at the same or different levels of government and with institutions of higher education. Any interchange agreements negotiated must be approved by the secretary of the DER. *See s. 230.047, Wis. Stats.; ss. ER 3.05 and 47, Wis. Adm. Code; WRRH Ch. 712*

**Termination:** To cease employment.

**Termination leave:** Annual leave can be used to extend an employee's termination date or used for a lump sum payment upon termination. *See WRRH Ch. 704*

**Threshold:** The minimal level of performance that must be achieved before an incentive can be paid.

**Tiered pay plan:** A compensation system that differentiates salary based on time of hire (i.e., new employees are paid less than current employees for performing the same or similar jobs) as well as on nature of work performed.

**Time off with pay:** An employee benefit category that includes vacation, holidays, sick leave, meal periods, and other miscellaneous leave for which the employee is compensated. Also known as pay for time not worked. *Related to "holidays", "inside payroll costs", "pay for time not worked", and "sick leave"; similar to "employee benefits" and "fringe benefits"*

**Total compensation:** The complete reward/recognition package for employees, including all forms of money, benefits, perquisites, services and in-kind payments.

**Trainee:** An employee appointed to a permanent position for which a structured program of job related training and on the job experience is required, and the position is not being filled at the objective level. Special probationary period and pay provisions apply to employees appointed as trainees. *See s. ER 44.09 and s. ER-MRS 13.02(1), Wis. Adm. Code; Comp. Plan, Sec. E 1.04*

**Transfer:** “The permanent appointment of an employee to a different position assigned to a class having the same or counterpart pay rate or pay range as a class to which any of the employee’s current positions is assigned.” *See s.230.29, Wis. Stats.; s. ER 1.02(46), Wis. Adm. Code; related to “administrative transfer”, “contractual transfer”, “mandatory transfer”, and “union transfer”*

**Travel schedule amounts (TSA):** This term typically includes any type of expense reimbursement relating to travel or moving expenses. This may also be referred to as "Uniform Travel Schedule Amounts" (UTSA). *See Comp. Plan, Sec. F; WHRH 764; DCLR/TSA bulletins; collective bargaining agreements; related to “employee benefits”, “fringe benefits”, “holidays”, “inside pay roll costs”, “pay for time not worked”, “sick leave”, and “statutory benefits”*

**Two-tier pay plan:** A dual pay structure that attempts to control labor costs by grandfathering the current structure for existing employees, but starting new employees under a second, lower-level pay structure.

**Unclassified:** All state officers elected by the people, officers and employees appointed by the governor, the faculty and academic staff in the University of Wisconsin System, most division administrator positions, and justices of the Wisconsin supreme court. *See ss. 230.08(2) and (4), 230.148, 230.33, and 230.35, Wis. Stats.; Comp. Plan, Sec. B and C*

**Unclassified – non-executive salary group (ESG):** “(1) “ESG” employees in positions identified under *s. 20.923(4), (4m), (8), (9), and (12), Wis. Stats.*, in the executive or legislative branches; and (2) All other nonrepresented unclassified civil service (“non-ESG”) employees in the executive branch, except: (a) Employees of the University of Wisconsin System who are not employees in positions under 3.01(1). (b) Stenographers under *s. 230.08(2)(g), Wis. Stats.* (c) Employees of the Investment Board under *s. 230.08(2)(p), Wis. Stats.* (d) Three sales representatives of prison industries and one sales manager of prison industries identified under *s. 303.01(10), Wis. Stats.* (e) Employees who would be limited term employees if their employment were in the classified service.” *See Comp. Plan, Section B 3.01; contrast with “Executive Salary Group”*

**Unfair labor practice:** A practice on the part of either union or management which violates the provisions set forth by state or federal labor relations laws. Any unfair labor practice specified in *s. 111.84, Wis. Stats.; related to “charge”*

**Union security clauses:** Provisions in collective bargaining agreements which are designed to protect the union as an organization by providing an uninterrupted flow of funds to the union. Examples are fair share, checkoff, and maintenance of membership. *Related to Maintenance of Membership agreement*

**Union transfer:** The lateral movement of an employee from one position to another in accordance with transfer provisions established in the applicable collective bargaining agreement. *Contrast with “administrative transfer”; related to “transfer”; same as “contractual transfer” and “mandatory transfer”*

**Unit supervisor:** Sections may be divided into subunits which shall be known as “units” which shall be headed by “supervisors”. *See s. 15.02(3)(c)(3), Wis. Stats.*

**United Professionals for Quality Health Care, Service Employees International Unit AFL-CIO, 1199W - UPQHC:** The bargaining unit for employees primarily involved in health care, also known as the patient care or nurses bargaining unit, in Bargaining Unit designation 11.

**Upgrading:** The advancement of a job to a higher grade or salary range. *Related to “gradual”, “logical”, “reallocation”, “reclassification”, and “regrade”*

**Vacancy:** “A classified position to which a permanent appointment may be made after the appointing authority has initiated an action to fill that position.” *See s. ER 1.02(47) and s. ER-MRS 1.02(34), Wis. Adm. Code*

**Vacating an award:** The setting aside of an arbitration award by a court; rarely done.

**Validity:** The quality of a measuring device that refers to its accuracy (i.e., is the device actually measuring what it is intended to measure?). This quality is extremely important for job analysis and job evaluation measures as well as for performance appraisal devices and employee selection. *Similar to “reliability”*

**Variable Fringe rate:** Percentage rate established by the Department of Administration and applied to wage adjustments to represent the cost of variable fringe benefits. The variable fringe rate is comprised of the employer’s contribution (1) to the Wisconsin retirement system, (2) for life insurance benefits, and (3) for Social Security and Medicare taxes. *Related to “all funds cost”, “all funds with fringe cost”, “costing”, “fiscal estimate”, “pay for time not worked”, “statutory benefits”, and “time off with pay”*

**Very:** Use to describe a degree of work such as “very” responsible or “very” technical. This term should only be used to describe work at the objective level of a class specification. *Contrast with “highly”; related to “responsibility”*

**Very Small Department:** A department with between 1 and 50 positions. *Related to “large department”, “major department”, “medium department”, and “small department”*

**Vocational Rehabilitation Act of 1973:** Section 503 of this act is intended to promote job access for qualified individuals with disabilities. All employers with contracts or grants from the federal government in excess of \$10,000 must take affirmative action or positive measures to employ qualified individuals with disabilities. Those employers with contracts of \$50,000 or more who employ 50 or more people must take affirmative action as well. Any pay differentials between disabled employees and other employees with similar jobs are subject to Office of Federal Contract Compliance Programs scrutiny, and they must be justified on the basis of differential output or seniority. *Related to “Americans with Disabilities Act of 1990” and “disability”*

**Wage differential:** Differences in wage rates (for similar jobs) that can occur because of location of office, hours of work, working conditions, type of work performed, or other circumstances.

**Wage level:** The average salary paid to workers in an occupation.

**Wage movement:** An increase or decrease in the wage level for a particular job or occupation in a wage market.

**Wage rate:** The money rate, expressed in dollars and cents, paid to an employee per hour. *Similar to “across the board increase”, “general wage adjustment”, and “regular rate”*

**Wage survey:** A survey labor market used to determine the current rates for benchmark jobs. *Related to “external equity”, “market adjustment”, “market pricing”, “market rates”, “market-based salary increase budget”; same as “pay survey”*

**Weekend differential:** Supplemental pay provided to certain classifications during specified hours that are considered to be part of the "weekend" rather than part of the standard five work days. *Similar to “add-on pay”, “differential pay”, “on-call pay”, “premium rate”, “pyramiding”, “responsibility pay”, “shift differential”, “standby pay”, and “supplemental pay”*

**Whipsawing:** The union tactic of negotiating with one employer at a time using each negotiated gain as a pattern or base from which to negotiate equal or better terms of settlement with the next employer.

**White flu:** A method used by nurses, in which nurses call in sick en masse instead of a strike. Other employees such as police officer (blue flu) and fire fighter (red flue) use the same tactic. *Similar to “blue flu”, “boycott”, “collective bargaining”, “concerted activity”, “job action”, “picketing”, “red flu”, “sitdown strike”, “slowdown”, “strike”, and “sympathy strike”*

**Wisconsin Education Association Council - WEAC:** The bargaining unit name for employees in professional education, sometimes known as the teacher’s contract, Bargaining Unit designation 13.

**Wisconsin Physician and Dentist Association - WPDA:** The bargaining unit name for dentist, physician, and psychiatrist employees in Bargaining Unit designation 10.

**Wisconsin Professional Employees Council - WPEC:** The bargaining unit name for professional employees in Bargaining Unit designation 7.

**Wisconsin Science Professionals - WSP:** The bargaining unit name for employees in science related classifications in Bargaining Unit designation 15.

**Wisconsin State Attorney Association - WSAA:** The bargaining unit name for attorneys in Bargaining Unit designation 9.

**Wisconsin State Building Trades Negotiating Committee - WSBTC and Appropriate Affiliated Building Trades Councils:** The bargaining unit including trade employees under Bargaining Unit designation 4.

**Wisconsin State Employees Union - WSEU, AFL-CIO, AFSCME:** This union recognizes six separate bargaining units. These are Blue Collar and Non-Building Trades, designation 3; Administrative Support unit, designation 2; Security and Public Safety, designation 5; Technical, designation 6; Professional Social Services, designation 12; and Law Enforcement, designation 36.

**Within range pay step (WRPS):** The value used to determine the amount of a pay adjustment when the applicable transaction pay provisions use a WRPS or multiple of a WRPS when establishing the appropriate pay, and to set trainee pay rates. In most schedules, the WRPS is the difference between the PSICM and minimum of a pay range. *See Comp. Plan, Sec. J 3.00(4); related to “grid step” and “step”*

**Work hours:** Those hours for which an employee is paid that are actually worked and not charged to some type of paid or unpaid leave. *Related to “pay status”*

**Work site:** Any location designated by the employer at which the employee performs his or her assigned duties. *Related to “assigned headquarters” and “headquarters city”*

**Worker activities:** The specific tasks the employee performs to accomplish the goals. “Worker activity” statements on a Position Description describe what a worker actually does. *Same as “job duties”; related to “task”*

**Worker Adjustment and Retraining Notification Act of 1988 (WARN):** Requires employers of 100 or more full-time employees, with limited exceptions, to give employees 60 days notice of plant closing and mass layoffs.

**Worker’s Compensation:** “Subject to the provisions of *Ch. 102, Stats.*, an employe suffering an injury while performing service growing out of and incidental to his or her employment, is entitled to worker’s compensation.” *See Ch. ER 28, Wis. Adm. Code; WHRH Ch. 756; contrast with “hazardous employment” and “protective occupation participant status”*

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**Zipper clause:** A provision in a collective bargaining agreement that specifically states that the written agreement is the complete agreement of the parties and that anything not contained therein is not agreed to unless put into writing and signed by both parties following the date of the agreement. The zipper clause is intended to stop either party from demanding renewed negotiations during the life of the contract. *Related to “collective bargaining agreements”, “escalator clause”, and “sweetheart contract”*