

6.5(g) Guidelines

HR COMMUNITY MEETING DECEMBER 12, 2017

6.5(g) Factors to Consider

- **Market Relativity:** a comparison of an employee's pay relative to the market rate for his/her position.
- **Internal Equity:** a criterion that takes into consideration the relationship of one employee's salary to the salaries of other employees who have comparable levels of education and experience and perform similar duties and responsibilities, within a work unit, division or agency.
- **Work Experience/Education:** an employee's relevant work history and academic qualifications as related to the job
- **Knowledge, Skills, and Abilities:** special qualifications, competencies, and/or prerequisites needed to successfully perform the tasks required of a job
- **Recruitment/Retention Issues:** issues related to jobs that may warrant higher salaries compared to the market rate because of difficulty in recruiting or retaining employees with qualifications or credentials that are highly sought after.

6.5(g) Points in the Range

- **Minimum:** is the entry point for a grade and is appropriate for someone who is new to the position, when there is an abundant supply of talent, and low turnover;
- **First Quartile:** is the progress point for a pay range and is usually appropriate for someone who is experienced and performing all the duties of the position, or when there are challenges in the supply of talent, and some turnover;
- **Midpoint:** is the advanced point (above the midpoint or market) and is usually appropriate for a seasoned employee who is performing competently in their job over many years, or when there is a limited supply of talent, and significant turnover;
- **3rd Quartile to Maximum:** is the point up to the maximum for a grade that is usually appropriate for an employee with a level of experience and expected performance that will significantly exceed both the requirements of the job and the performance of most other employees. Hiring at this rate should be rare and factors such as a scarce supply of talent, and critical turnover should be considered.

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Minimum	1 st Quartile	Midpoint	3 rd Quartile to Maximum
Meets minimum qualifications	Previous related experience	Subject Matter Expert	Hiring above the midpoint/market should be rare, but may be justified by the following:
No prior experience	Demonstrated ability to perform duties	Exhibits broad and deep knowledge of job and related areas	<ul style="list-style-type: none">- Difficulty to recruit applicants to the position- Highly qualified with industry leading expertise- Sought after educational background or certifications
Requires additional training to build knowledge and skills	May require additional training to perform duties independently	Senior-level job expertise with no training required	