

(Continued from page 5)

service or the organization, are sometimes recognized as a reason for lengthening the spread in comparison with pay ranges for classes from which promotions to higher classes are frequently available. In most instances, this policy has been applied in the lower levels.

An important point to observe in determining spreads according to the nature of classes is that there should be a logical relation between the spread of pay scale and the general level of the class of positions, namely, a relation that recognizes the value of the length of the spread as a factor in creating incentives and offering rewards. For example, a spread of \$360 provides a reasonable degree of incentive for workers on simple operations where minimum salaries are around \$1,500. However, a \$360 spread has much less incentive value for professional specialists or administrators whose minimum salaries may be \$5,000 or more. Clearly, a spread of the same number of dollars does not present the same challenge or stimulation to employees in classes at

differing levels. Hence, one generally accepted standard for a suitable spread is that it should be in conformity with the level of the class. This standard is administratively sound because it favors a wider spread in dollars, although the percentage spread may remain constant or decrease, as successively higher pay scales are reached for classes involving increased difficulties, higher responsibilities, longer learning periods, and greater scope of opportunity for effective contributions to the service.

Spreads are also influenced by the general policy or attitude of the controlling officials of the jurisdiction on the relationship of payroll costs to good personnel administration. If the policy of the jurisdiction is that no part of salary cost is to be devoted directly to incentives and rewards for good work and faithful service, flat rates or small spreads are apt to be the result. If, however, the policy is otherwise, a spread wide enough to provide material recognition of the value of the more competent employees in each class is required. In other words, so far as costs

Tires - Batteries

Texaco Service - Brake Lining

"PAGE"

"AL"

STEVENSON & MEFFORD

Phone 2-1931

619 Court St., Salem, Oregon

Eugene Concrete Pipe & Products Co.

P. O. BOX 947 - EUGENE, OREGON