

are concerned, the considerations calling for a range of pay, rather than a single rate, for each class of positions apply with equal pertinency to the question of the length of the pay ranges to be established.

Varying spreads result when the length of each pay range is determined individually so as to conform to the scope of the duties and the level of responsibility of the class to which the range applies. In practice, when executives or legislators are faced with the problem of doing this for hundreds of classes of positions, they frequently seek some formula for general guidance. Can the determination of a proper spread for a pay range be reduced to a uniform rule, to be departed from only when the nature of the class clearly warrants an exception? This question has led to the suggestion that the spreads for all classes should be expressed, at least tentatively, as a uniform percentage. Such a rule would make the dollar spread of each pay scale mathematically proportional to the level of difficulty and responsibil-

ity of the class to which it applied. In some cases, however, convincing reasons might exist for exceptions in order to reflect variations in scope of work or in the opportunity of an employee to contribute increasingly to the objectives of the organization without change in his position, when a given class is compared in these respects with others.

Industrial job evaluation experts have suggested that spread of 20 to 35 per cent are to be preferred. Wider spreads than these are not generally favored in industry because of difficulties in administering or controlling the use of a large spread of pay for the same class of positions.

The amount of a pay step may be generally defined as the difference between two consecutive pay rates in a pay scale. The number of pay steps in a pay scale is the number of times an employee's pay would be increased to advance him, one step at a time, from the minimum to the maximum rate. To accomplish the purpose of establish-

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