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ing pay ranges with suitable spreads, each spread is divided into salary increments of pay steps.

The number and amount of pay steps in a pay scale and the spread of the scale are, of course, mathematically related. Given a fixed minimum rate and a fixed maximum rate, it follows that as we increase the number of steps, the smaller will be the amounts of the steps. Consequently, the establishment of pay steps requires a nice balancing between the desirability of a sufficient number of steps and the undesirability of steps which are too small in dollars. The steps should be sufficient in number to permit rewarding employees with reasonable frequency for increasingly effective service. They should also be large enough in dollars to represent substantial recognition each time they are granted. Moreover, it has been suggested that substantial salary steps will have a tendency to encourage supervisors to refrain from casual recommendations for the granting of such steps to employees whose performance requires careful appraisal.

Standard pay scales in most public jurisdictions are arithmetic sequences in which each rate is derived from the next preceding rate by adding a fixed amount. Based on the premise that a pay increase to recognize steadily developing experience should be larger as the employee's salary becomes larger, there is considerable logic to a method of pay-scale construction which creates larger increments at the top of the scale than at the bottom.

THE RETIREMENT AGE

I do not feel that I am old,
I am so keen, alive.

Retirement though, is drawing near
For I'll be sixty-five.

I'll have a pension, small no doubt
Enough so I'll survive.
For people think a small amount
Will do for sixty-five.

No matter how I paint my face,
No matter how I strive
To keep the public ignorant,
I'll still be sixty-five.

But I'll not have an aged mind
If I can keep alive

I still could do my daily work
When I'll be ninety-five.

—*Jessie Callvert Singleton*

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