

In the administration of a pay plan, they are directly associated with the conditions or factors which, according to the policy adopted, will determine eligibility for periodic or other increases within the pay scale for a given class.

Intermediate rates are also used in service personnel transactions, such as transfers and promotions, when, in the case of overlapping scales, it is desirable to maintain the employee's existing rate or avoid an arbitrary reduction that would be inconsistent with the nature of the transaction. Also, even when pay scales do not overlap, they may be so close together as to lead to an inappropriately small increase when the employee at the top rate of his class is promoted to a higher class. If a policy is adopted of accompanying each promotion by a substantial increase in salary, an intermediate rate of the same scale for the higher class may be used for the purpose.

The maximum rate of pay scale is the limit of value to the jurisdiction of the work of a given class, taking into account the pay of other classes of positions in the service. Ordinarily, therefore, it is the rate beyond which no employee may be paid while occupying a position in the class, no matter how well he may perform the duties of that class or how long he may have served. An employee who is receiving the maximum rate for the kind of work he is doing must accordingly look for further advances to the machinery of promotion to a higher class.

The fixing of definite maximums combats a natural tendency to pay more than a position is worth to a man who should be given a better job. It also induces alert employees to prepare themselves for promotion to better positions in which they will perform more difficult duties or carry more exacting responsibilities.

The "spread" of a pay scale is the difference in amount between the

minimum rate and the maximum rate of the scale. The percentage of spread is computed on the minimum rate as a base.

In deciding what the spread of a pay scale should be for a given class of positions the broad guiding principle is that it should fit the class. The spread for any class should be sufficient to permit adequate advancement to employees who become highly proficient in the work of the class concerned and who are not promoted to positions in higher classes. This requires consideration of (a) the relative breadth or narrowness of the classes established in the position-classification plan; (b) the degree to which the nature of the class permits or restricts the development or the individual effort of the employee in the work of the class, i.e., the time required for normal progress and for opportunity to demonstrate outstanding performance; (c) the degree of opportunity for promotion to higher classes in the same or an associated line of work, i.e., whether the class is a stepping-stone to higher classes or one which the employee is apt to make his life's work; and (d) the general level of the class in the position-classification and pay plans.

Broad classes having a relatively wide range of difficulty and responsibility ordinarily call for longer salary ranges than narrow classes.

Some classes of positions have a greater range for the development of proficiency than do other classes. Those permitting a large increase in the value of the individual to the service as he becomes experienced in the work of the class call for wider spreads than do classes in which the nature of the work is of limited scope.

In state and local jurisdictions also, limitations of opportunity for promotion or transfer out of a given class, caused by the position structure of the

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