

to policy and procedure before being put into operation.

In developing the pay plan, once class concepts were evolved, principal consideration was given to relating the plan with salary scales paid in private employment in the state under similar working conditions. Internal class comparisons, of course, served as the basic guide. Pay data were also obtained from other public jurisdictions, labor unions, and other sources. These latter data however were used principally for a reference rather than as a basis for establishing the absolute values in the pay plan.

Three of the principal problems which had to be faced were: (1) Pay scales for many of the state departments, particularly those in general-fund departments, were low in terms of any outside comparisons; (2) general state pay scales were abnormally influenced by a statutory ceiling of \$5,000 which represented most department head salary rates. Salary rate differentials as between routine and responsible positions were thus compressed within a narrow range. (3) There were many disparities between salary rates paid for similar types of work as between those departments which operated on general fund revenues and those which were self-sustaining.

The pay plan finally proposed brought the state pay levels more nearly in line with private economy in the

state. Likewise the old differentials between different departments for the same type of work were eliminated. While the resultant salary scales were not completely to the satisfaction of all employees or department heads, generally it was agreed that the standardization had been an important step toward resolving the salary problem. The extent to which the salary plan will be able to meet changing conditions has yet to be determined. The commission avoided, however, setting up a technical salary adjustment program based upon cost of living indices,

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