

## **SALARIES**

**1036**

(No. 31 October 1993)

## **HIRING ABOVE MINIMUM FOR EXTRAORDINARY QUALIFICATIONS**

**1036.1**

(No. 31 October 1993)

The department may offer a salary above the minimum in order to hire persons who have extraordinary qualifications into state service when the minimum step of the range cannot attract them. The minimum salary must be offered by the department and rejected by the candidate before requesting hiring-above-minimum (HAM) authorization. Please note that the Department of Personnel Administration (DPA) policy requires that any HAM authorization must be approved by it before a salary commitment can be made.

## **STANDARDS**

**1036.1.1**

(No. 31 October 1993)

Prior to requesting a HAM, assess the candidate's extraordinary qualifications by applying the following standards:

### 1. Contribution to the Department

Document how the candidate possesses extraordinary qualifications and how she or he will contribute to the work of the department in a manner significantly beyond that which other applicants offer. Cryptic "one-liners" will not suffice, as DPA staff will ask detailed questions. Lack of details could delay the DPA approval process. Here are some factors to address in HAM requests:

- a. Extraordinary qualifications may be expertise in a particular area of a department's program. This expertise should be well beyond the normal requirements of the class.
- b. Unique talent, ability, or skill as demonstrated by previous job experience may also constitute extraordinary qualifications. The scope and depth of such experience is more significant than its length.
- c. The degree to which a candidate exceeds minimum qualifications should be a guiding factor rather than a determining one. When a number of candidates offer considerably more qualifications than the minimum, it may not be necessary to pay above the minimum to acquire unusually well-qualified people.
- d. The qualifications of state employees already in the same or closely related classes should be carefully considered, since questions of salary equity may arise if a new employee receives a HAM salary rate.

## 2. Recruitment Difficulty

Recruitment difficulty is a factor only to the extent that a specific extraordinary skill should be difficult to recruit, even though some applicants are qualified in the general skills of the class. Factors to consider include:

- a. The specific extraordinary skill must be necessary to perform the job and not be a skill that can be acquired on the job.

The fact that the position is in a high cost of living area does not support a HAM under these procedures. The candidate must have extraordinary skills that no other candidates possess.

## 3. Current State Employees

Under rare circumstances, the department may request a HAM for extraordinary qualifications for a current state employee. In order to be approved, all of the following criteria must be met:

- a. There is a verifiable competing offer from another prospective non-state employer.
- b. A promotional relationship does not exist between the employee's current class and prospective class.
- c. The employment represents a career change for the individual.
- d. It is typically necessary to offer a HAM to recruit candidates for the class.

In addition to the above criteria, the individual's present salary or other bona fide salary offers must be at or above the HAM salary rate being requested. Current salary should have the duration of at least one year. Competing offers from other state agencies cannot be used as justification for offering a HAM rate.

Pursuant to DPA policy (Management Memo 90-07, dated November 16 and December 7, 1990), hiring-above-minimum rates cannot be granted retroactively once the individual has accepted employment.

Prospective employees with prior state service (civil service or exempt) should be evaluated in the same manner as other applicants. However, to qualify for a higher rate of pay than they received as state employees, they must clearly have qualifications above those they possessed as state employees. (Reinstatement of former employees to their prior salary level does not fall under these procedures.)

A HAM granted for extraordinary qualifications does not affect any other employee's salary.

## PROCESS

1036.1.2

(No.: 31 October 1993)

When it is determined that an above-minimum salary is warranted, the area office or headquarters unit should contact their Departmental Personnel Office (DPO) classification and pay analyst and provide the following information:

1. A written justification describing the candidate's extraordinary qualifications and the salary being requested (cannot be more than a maximum salary rate of the class);
2. A current employment application/resume;
3. A copy of a check stub or pay voucher and/or a written bona fide job offer which includes salary;
4. A copy of the current employment list for the class; and
5. A copy of the position duty statement.

The DPO analyst will prepare a written request to DPA for approval to hire the candidate above minimum. If DPA approves the request, the DPO analyst will notify the appropriate office or headquarters unit by telephone. A salary commitment may then be made to the candidate.

**NOTE: The proposed employee should not start employment prior to receipt of DPA's approval of the HAM.**

[\(see next section\)](#)

[\(see HB Table of Contents\)](#)

[\(see Forms or Forms Samples\)](#)