



## ADMINISTRATIVE PRACTICES MANUAL

**SUBJECT: RATE JUSTIFICATION REQUESTS**

**Policy:**

The purpose of this policy is to provide departments with the necessary tools to be able to recruit and retain quality employees in an ever-changing job market while working within Dane County's current pay plan structures.

At the discretion of the County Executive, employees may be hired or promoted at steps above Step 1. The County Executive may also authorize a higher salary range for a reallocated employee when exceptional internal or external equity reasons require it.

Normally employees are offered the first step within the pay range, however, if the candidate has qualifications beyond the minimum requirements of the classification we have hired at higher steps of the pay scale.

**Process:**

Manager

1. When a request is to be made to hire an employee at a higher pay rate, the manager will complete the Rate Justification Form.
2. The request should be based upon several factors described below:
  - i. Education: Does the applicant have a higher level of education than required for the classification?
  - ii. Experience: Does the applicant's relevant work experience exceed what is required for the classification?
  - iii. Benefit package: Does the applicant currently pay for insurance benefits? Compare their package to what we offer.
  - iv. Cost of Living Adjustment: will we be giving a cost of living adjustment in the near future?



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- v. Internal equity: Review the experience of the applicant in relation to their position on the salary scale. Identify other current employees in the same classification and what pay rates they are currently making. Consider factors such as length of services and experience and keep in mind the salary of the applicant's subordinates (if applicable). By offering more to this applicant will it cause internal equity/morale issues?
- vi. External Equity: Review the applicant's prior salary history. Industry averages, local and national comparable positions should be considered.
- vii. Market Forces/Budget: Salaries tend to be driven by supply and demand. Take this into account as well as if your departmental budget can support the salary.
- viii. Cost of Living: Does Dane County have a lower cost of living than where the applicant is currently located?
- ix. Skills: Consider transferrable skills the applicant has that make this applicant overly qualified for the classification. Will they need little training to perform the duties? Do not consider prior work skills that are not needed for the job being hired for.
- x. Loss of benefit time: Do NOT consider benefit time being lost by accepting our offer of employment.

3. Completed Rate Justification Form is submitted to Human Resources Director. Rate cannot be offered to the applicant until it is approved.



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Human Resources Director

4. Reviews form and recommends rate. Submits form to the County Executive.

County Executive

5. Reviews/approves form and returns to Human Resources Director.

Human Resources Director

6. Submits approved form to hiring manager and Human Resources Specialist.

**END OF POLICY**