

## In-Range Adjustments

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### Definition of In-Range Adjustment

An in-range adjustment is an increase in an employee's salary within the employee's current salary range and within the agency where the employee is currently employed.

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### Policy

It is the policy of the Human Resources Commission to allow agencies to administer programs to grant in-range adjustments to employees in order to:

- recognize job change,
- establish equitable salary relationships, and/or
- respond to labor market conditions.

(external labor market is defined as outside of state government)

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### Covered Employees

Full-time and part-time (20 hours or more) permanent and time-limited employees are eligible for in-range salary adjustments.

Probationary, trainee, temporary, and intermittent employees are not eligible for in-range adjustments.

Note: Salary increases will not be allowed with inter-agency employee transfers.

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### Job Changes

Employees may be granted in-range adjustments to compensate employees for changes in duties and responsibilities as documented by position descriptions and work plans,

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which shall be reviewed and retained by the agency, where significant changes have occurred in duties and responsibilities which:

- are at a higher level, but are not substantial enough to justify a higher salary grade through reclassification or a salary range revision; or,
- are at the same level, but the changes increase the variety and scope of duties and/or accountability of the employee

If the change in duties and responsibilities exists only for a limited time period, the employee's salary shall be reduced to the previous level when the additional duties and responsibilities are removed.

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### Equity

A salary inequity is defined as a situation where the salaries of employees in positions of the same classification differ by more than 10% when considering the factors listed below.

Employees may be granted in-range adjustments to establish equitable salary relationships among employees performing the same type and level of work considering:

- education,
  - skills,
  - related work experience,
  - length of service, and
  - performance level.
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### External Labor Market Changes

Employees may be granted in-range adjustments in order to reduce turnover due to external market or other conditions that may affect retention. Conditions to be met are:

- The position duties are key to agency or program mission accomplishment;
- The knowledge, skills, and abilities required of an incumbent are clearly identified as difficult to recruit, or the occupational group is acknowledged by the Office of State Human Resources as having a critical external labor market shortage;

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- The agency must confirm that the use of established personnel policies/actions (promotion, position reallocation, salary range revision, performance increase) are not feasible alternatives to an in-range adjustment; and
  - The agency must confirm that other management alternatives are not feasible.
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### Amount of Increase

The maximum in-range adjustment shall be consistent with the employee's related training and experience and shall:

- not exceed 10% within a one-year period,
- not exceed the maximum of the current salary grade, and
- not create significant salary inequities

In addition, the amount shall be offset by the amount of any previous increase received under other salary administration policies to the extent that the factors used to justify the previous increase are the same as those being used to justify the in-range adjustment.

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### Effective Date

In-Range Salary Adjustments shall be made effective on a current basis.

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### Restrictions in Administering Other Salary Increases

Any increase granted to an employee under other salary administration policies after an in-range adjustment shall be offset by the amount of the in-range increase to the extent that the factors used to justify the subsequent increase were the same as those used to justify the in-range increase. This includes promotional increases of employees transferring from another agency.

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### Agency Responsibilities

The agency shall:

- Develop and submit to the Office of State Human Resources an in-range adjustment plan that shall:

## In-Range Adjustments (continued)

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- Document management's commitment to the fair and equitable implementation of in-range adjustments.
  - ⇒ Provide a mechanism that ensures employee understanding of plan policies and procedures.
  - ⇒ Establish a procedure for identifying the need for, and determining the priority and fiscal feasibility of, implementing in-range adjustments. This shall include a method for determining individual salary adjustments considering internal equity, salary history, consistency, fairness within the work unit and organization, and salary increases granted under other policies.
  - ⇒ Ensure that all salary increases are in compliance with the criteria and limitations set forth in this policy.
  - ⇒ Provide for the administration of this policy such that the agency does not engage in unlawful discrimination.
  - ⇒ Establish procedures to document the justification of all in-range adjustments including placing a summary of the justification on the Personnel Action Form (PD-105).
  - ⇒ Compile base-line data and establish procedures to monitor, analyze and report trends annually including the impact on all demographic groups in granting increases, exceptions granted and the fiscal impact of administering this policy on the agency budget.
  - ⇒ Designate a plan administrator who shall review and monitor agency administration and provide technical assistance in the administration of the plan to agency management.
  - ⇒ Establish a procedure for updating and revising the plan in response to changing budgetary and organizational priorities.
- Review the plan annually and submit any proposed revisions to the Office of State Human Resources;
- Administer in-range adjustments according to their plan and Office of State Human Resources requirements; and

## In-Range Adjustments (continued)

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- File a report annually, or as requested, with the Office of State Human Resources regarding the administration of compensation and related personnel policies.
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### Office of State Personnel Responsibilities

The Office of State Human Resources shall:

- Provide training and consultation in the development of the agency plan;
  - Review agency plans and recommend disposition to the Human Resources Commission; and
  - Monitor and audit agency adherence to their plan and Human Resources Commission requirements.
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### Human Resources Commission Responsibilities

The Human Resources Commission shall:

- Approve all plans and plan revisions prior to implementation by any agency;
  - Review the agency reports for compliance with this policy and the agency in-range adjustment plan; and
  - Impose sanctions on agencies that fail to comply with this policy. Such sanctions shall include but not be limited to:
    - letter of warning,
    - limitations on the agency authority to grant in-range adjustments, and
    - withdrawal of agency authority to grant the in-range adjustments.
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