

DEPARTMENT OF NATURAL RESOURCES

HUMAN RESOURCES POLICY NO.: 19

EFFECTIVE DATE: JULY 1, 2018

SUBJECT: PAY ABOVE MINIMUM FOR EXTRAORDINARY QUALIFICATIONS – RULE 6.5(g)

AUTHORIZATION: THOMAS F. HARRIS, SECRETARY

I. POLICY

In accordance with State Civil Service Rule 6.5(g), the Department of Natural Resources (DNR) reserves the right to offer salaries above the minimum to applicants who possess extraordinary qualifications/credentials when such action is necessary to recruit those persons to work for DNR.

Specific verification of the extraordinary qualifications/credentials possessed and evidence of how those extraordinary qualifications/credentials would be particularly beneficial to the Department is required.

II. APPLICABILITY

This policy applies to DNR's classified, eligible applicants and employees.

III. IMPLEMENTATION

This policy becomes effective upon the signature of the Secretary and approval of State Civil Service. Subsequent revisions shall become effective on the date revisions are approved and signed by the Secretary and approval of State Civil Service.

IV. PROVISIONS

A. ELIGIBILITY: To be eligible for Rule 6.5(g), the applicant/new employee must be serving in a probational or job appointment. Pay in accordance with Rule 6.5(g) may be set upon hiring or at any time within one (1) year of the hire date. If approved within the first year of employment, the effective date of the pay change must be prospective.

B. LIMITATION: Pay may be established above the minimum, in accordance with Rule 6.5(g), but shall not exceed the midpoint of the pay range for the job.

C. VERIFICATION: Extraordinary qualifications/credentials must be verified and documented as job-related. Such verification shall include all education, experience and/or certifications deemed extraordinary and may be in the form of official college transcripts, verbal or written confirmations of work experience from previous employers, or copies of certifications/licensures.

D. ADJUSTMENTS FOR CURRENT EMPLOYEES: The Department may consider pay adjustments for current employees who possess the same or substantially similar qualifications as the applicant/new employee. When considering such adjustments, the Appointing Authority shall:

1. Verify and document the extraordinary credentials of the current employee in the same manner as for the applicant/new employee;
2. If approved, adjust the current employee's pay up to, but not to exceed, the amount of the percent difference between the special hiring rate and the minimum of the pay range.
3. If approved, set the same effective date as for the applicant/new employee.

E. RESIGNATION OF PERMANENT STATUS: Unless there has been a break in service of at least 30 days, an employee who resigns permanent status shall not be eligible for an increase under this Rule:

1. If rehired into either the same position or into the same job title or a job with a lower maximum at the same agency; or,
2. If rehired into a job with a lower maximum at any other agency.

V. PROCEDURES

A. APPLICANT/NEW EMPLOYEE: To request Rule 6.5(g) for an applicant or a new employee within one year of employment who possesses extraordinary qualifications/credentials:

1. The hiring manager must complete Attachment 1, Page 1 of the *DNR Request for Payment Under Rule 6.5(g)* form. All sections must be completed in full, including the verification of qualifications/credentials, with all required attachments included. Upon completion, the form is routed to the Human Resources Division.
2. The Human Resources Division shall complete the "For Human Resources Use" section of Attachment 1, Page 2 of the *DNR Request for Payment Under Rule 6.5(g)* form to identify the names and salaries of current employees in the same job title. If appropriate, the Human Resources

Division may also attach a supplemental evaluation of the request. Upon completion, the form is routed to the Appointing Authority.

3. The Appointing Authority shall review and, if recommended, sign Attachment 1, Page 2 of the *DNR Request for Payment Under Rule 6.5(g)* form. Upon signature, the form is routed to the Undersecretary.
4. The Undersecretary shall review and, if recommended, sign Attachment 1, Page 2 of the *DNR Request for Payment Under Rule 6.5(g)* form. Upon signature, the form is routed to the Secretary.
5. The Secretary shall evaluate the merits of the request and sign Attachment 1, Page 2 of the *DNR Request for Payment Under Rule 6.5(g)* form indicating his approval or denial of same.

NOTE: It is only after the Secretary's approval that a *Conditional Offer of Employment* can be extended to the applicant/new employee.

B. CURRENT EMPLOYEE(S): If the Human Resources Division has identified current employees who may be eligible for consideration for a base pay adjustment under Rule 6.5(g), the Appointing Authority must decide, at his discretion, whether to pursue a pay adjustment for such employees. If so:

1. The hiring manager must complete Attachment 2 of the *DNR Request For Payment Under Rule 6.5(g)* form. All sections must be completed in full, including the verification of qualifications/credentials, with all required attachments included. Upon completion, the form is routed to the Appointing Authority.
2. The Appointing Authority shall review and, if recommended, sign Attachment 2 of the *DNR Request for Payment Under Rule 6.5(g)* form. Upon signature, the form is routed to the Undersecretary.
3. The Undersecretary shall review and, if recommended, sign Attachment 2 of the *DNR Request for Payment Under Rule 6.5(g)* form. Upon signature, the form is routed to the Secretary.
4. The Secretary shall evaluate the merits of the request and sign Attachment 2 of the *DNR Request for Payment Under Rule 6.5(g)* form indicating his approval or denial of same.

NOTE: If approved, such pay adjustments must adhere to the provisions set forth in Section IV. of this policy.

VI. FACTORS FOR CONSIDERATION

When determining and setting the appropriate salary upon hire, the following factors shall be taken into consideration:

- **Market Relativity:** A comparison of the applicant/new employee's proposed salary relative to the midpoint (or market rate) for the position;
- **Internal Equity:** An evaluation of the applicant/new employee's proposed salary relative to current DNR employees in the same job title so as to identify possible pay compression issues;
- **Work Experience/Education:** An applicant/new employee's relevant work history and academic qualifications as related to the job;
- **Knowledge, Skills, and Abilities:** Other specialized credentials and/or competencies which make him/her extraordinary and of value to DNR;
- **Recruitment/Retention:** Issues related to jobs that may warrant higher salaries due to difficulty recruiting and retaining employees with qualifications or credentials that are highly sought after;
- **Funding Availability:** Whether sufficient funds are available for the proposed salary, including the budget impact for any pay increases for current employees possessing the same or similar extraordinary qualifications/credentials.

Pay ranges are divided into quartiles in order to aid in determining employee hiring rate placement within the prescribed salary range. There are four points in the range to consider:

- **Minimum:** Is the entry point for a pay range and is appropriate for someone who is new to the position, when there is an abundant supply of talent, and low turnover;
- **1st Quartile:** Is the progress point for a pay range and is usually for someone who is experienced and performing all the duties of the position, or when there are challenges in the supply of talent, and some turnover;
- **Midpoint:** Is the advanced point (midpoint or market) and is usually appropriate for a seasoned employee who is performing competently in their job over many years, or when there is a limited supply of talent, and significant turnover;
- **3rd Quartile to Maximum:** Is the point up to the maximum for a grade that is usually appropriate for an employee with a level of experience and expected performance that will significantly exceed both the requirements of the job and the performance of most other employees. Hiring at this rate should be rare and factors such as a scarce supply of talent and critical turnover should be considered.

Minimum	Meets minimum qualifications No prior experience Requires additional training to build knowledge and skills
1st Quartile	Previous related experience Demonstrated ability to perform duties May require additional training to perform duties independently
Midpoint	Subject Matter Expert Exhibits broad and deep knowledge of job and related areas Senior-level job expertise with no training required
3rd Quartile to Maximum	Hiring above the midpoint/market should be rare (and requires pre-approval from the Civil Service Commission), but may be justified by the following: <ul style="list-style-type: none"> - Difficult to recruit applicants to the position - Highly qualified with industry leading expertise - Sought-after educational background or certifications

Employees hired at the first level of a Career Progression Group (CPG) should not typically be hired using 6.5(g) since the minimum qualifications for the majority of first-level jobs require no experience. In order to justify using 6.5(g), an applicant must have extraordinary job-related qualifications, which would likely qualify the applicant for the cap of the CPG.

VII. POSTING REQUIREMENT

The Human Resources Division shall post this policy and any subsequent revisions thereto in order to assure availability to all employees.

VIII. EXCEPTIONS

There will be no exceptions to this policy or the requirements/limitations of Rule 6.5(g).

IX. QUESTIONS

Questions regarding this policy should be addressed to Human Resources.



THOMAS F. HARRIS, SECRETARY

5/1/2018

DATE

INITIAL ISSUE DATE: 01/08

REVISION DATE: 10/15; 04/17; 07/18