



# PAW

## PAY ACTION WORKSHEET

A PAW, or facsimile, encourages agencies to assess applicable Pay Factors when considering classified or wage employee pay actions. PAWs also provide means of documenting resulting pay decisions. In addition, agencies can attach PAWs to human resource transaction forms or hiring selection packages. Agencies may use this form or modify it to meet agency needs.

EFFECTIVE DATE	CANDIDATE/EMPLOYEE NAME (LAST, FIRST, INITIAL)	EMP ID or SSN	POSN #
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**INSTRUCTIONS:** Check **only** those pay factors that were considered in reaching this pay decision and provide appropriate justification of your decision about that factor; attach additional sheets if necessary. The definition of each pay factor is included in this form. [Consideration of the factors should occur before any discussion with an employee or applicant takes place. Note: a current employee must meet or exceed performance standards to be eligible for a management-initiated increase.]

<b>JOB</b>	
<input type="checkbox"/> Agency business need  <input type="checkbox"/> Duties and responsibilities	Comments:
<b>EMPLOYEE</b>	
<input type="checkbox"/> Performance  <input type="checkbox"/> Relevant work experience and education  <input type="checkbox"/> Knowledge, skills, abilities, competencies  <input type="checkbox"/> Relevant training, certification, license, etc.  <input type="checkbox"/> Internal salary alignment  <input type="checkbox"/> Current salary	Comments:
<b>MARKET</b>	
<input type="checkbox"/> Market availability  <input type="checkbox"/> Salary reference data  <input type="checkbox"/> Total compensation	Comments:  (Note: the greatest impact of total comp will be on Starting Pay and Competitive Offers.)
<b>FINANCIAL</b>	
<input type="checkbox"/> Budget implications  <input type="checkbox"/> Long-term impact	Comments:

\_\_\_\_\_  
DEPARTMENT SUPERVISOR

\_\_\_\_\_  
DATE

\_\_\_\_\_  
DEPARTMENT HEAD/DESIGNEE

\_\_\_\_\_  
DATE

## **CLASSIFIED PAY FACTORS DEFINITIONS**

### **JOB**

- **AGENCY BUSINESS NEED:** The specific activities and organizational, financial, and human resource requirements that are directly derived from the agency's mission. For example, changes in an employee's duties, responsibilities, and abilities should be relevant to agency business need in order to be compensable.
- **DUTIES AND RESPONSIBILITIES:** The primary and essential work functions performed by an employee or group of employees. Variation in these duties and responsibilities help distinguish one employee from another for comparison purposes.

### **EMPLOYEE**

- **PERFORMANCE:** The candidate's or incumbent's previous and/or current work accomplishments or outcomes and behavioral interactions that are typically assessed in written, verbal or observational forms. NOTE: All management-initiated salary increases are based on employees meeting an acceptable performance level (rated as "contributor" or higher).
- **WORK EXPERIENCE AND EDUCATION:** The candidate's or incumbent's relevant employment history and academic qualifications. Work experience is the employment history of an individual, which typically includes job titles held and a corresponding description of the duties, responsibilities and tasks performed. Education includes academic credentials obtained and is usually listed as high school diploma, associate degree, bachelor's degree or specific advanced degree.
- **KNOWLEDGE, SKILLS, ABILITIES AND COMPETENCIES:** Elements commonly listed for job requirements, hiring qualifications or employee credentials. Knowledge refers to acquired principles and practices related to a particular job (for example, principles of nuclear physics or accounting). Skills refer to acquired psychomotor behaviors (for example, operations of forklift or personal computer). Abilities include the talents, observable behaviors or acquired dexterity (for example, capacity to lift 200 pounds). Competencies include the knowledge, skills and underlying behaviors that correlate with successful job performance
- **TRAINING, CERTIFICATION AND LICENSE:** Job requirements or employee qualifications that are relevant or highly desirable for a particular job. Training refers to a specialized course of instruction outside the realm of recognized academic degree programs (for example, in-service training). Certification refers to a specialized course of study resulting in a certificate upon successful completion (for example, Cardiopulmonary Resuscitation, Certified Professional Accountant, and Emergency Medical Technician). A license is a credential that is required by law to practice one's occupation (for example, Registered Nurse, Pharmacist, and Physician).
- **INTERNAL SALARY ALIGNMENT:** A fairness criterion that takes into consideration the proximity of one employee's salary to the salaries of others who have comparable levels of training and experience; similar duties and responsibilities; each employee's performance; and similar knowledge, skills, abilities and competencies. Internal salary alignment is determined by examining an employee's salary in relation to comparable co-workers' salaries.
- **CURRENT SALARY:** The candidate's or incumbent's present base pay compensation, which may be reported as an hourly wage or weekly, semi-monthly, monthly or annual salary. This factor does not include shift differentials, benefits, overtime, incentive premiums, bonuses, commissions or other similar non-base-pay compensation.

### **MARKET**

- **MARKET AVAILABILITY:** The relative availability of suitable, qualified employees in the general labor market, which is subject to the effects of supply and demand. The agency should consider its tolerance for variation in the applicant pool and its willingness to accept applicants with fewer qualifications in times of high market demand.
- **SALARY REFERENCE DATA:** A composite of relevant salary information extracted from available surveys that indicate market pricing for various jobs in the Commonwealth. Examples of relevant salary information include average salary range, median salary, and weighted average salary.
- **TOTAL COMPENSATION:** This factor includes all forms of cash compensation (for example, base pay, shift differentials, overtime, on-call pay, bonuses, and commissions) and the dollar value of the employer-sponsored benefit package (for example, health and dental insurance, long- and short-term disability, paid leave, retirement, and life insurance). NOTE: The greatest impact of total compensation will focus on starting pay and competitive offers.

### **FINANCIAL**

- **BUDGET IMPLICATIONS:** The short- and long-term financial consequences of pay decisions and how the agency manages its salary dollars.
- **LONG TERM IMPACT:** The strategic and financial effect of anticipated future salary costs, staffing changes, salary alignment among employees, career growth and salary reference data changes.