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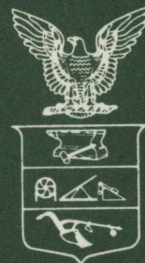
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Salary Structure Characteristics in Large Firms, 1963

Bulletin No. 1417

UNITED STATES DEPARTMENT OF LABOR
W. Willard Wirtz, Secretary
BUREAU OF LABOR STATISTICS
Ewan Clague, Commissioner



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Preface

This bulletin presents the results of a survey of the practices of private enterprise in the design and use of salary structures relating to white-collar occupations. This study, made by the Bureau of Labor Statistics, was conducted by means of personal visits of Bureau field economists during the first half of 1963. The study was limited to companies having formal salary administration plans with established salary ranges (minimums and maximums specified) for a series of pay grades or levels into which all or most white-collar positions were classified.

The survey was conducted upon request of the Bureau of the Budget and the Civil Service Commission for use in Federal pay administration. Plans for the survey were formulated by members of the staffs of these agencies and the Bureau of Labor Statistics.

The Bureau of Labor Statistics wishes to express its appreciation to the companies cooperating in this detailed study, and to thank the many officials called upon to provide detailed explanations of salary policies and procedures, for their time and patience.

This study was conducted in the Bureau's Division of Occupational Pay, Toivo P. Kanninen, Chief, under the general direction of L. R. Linsenmayer, Assistant Commissioner for Wages and Industrial Relations. The analysis was prepared by Louis E. Badenhop with the assistance of Paul A. Katz and Gunnar Engen.

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Salary Structure Characteristics in Large Firms, 1963

Characteristics of the Survey

This survey relates to selected establishments, employing 1,000 workers or more, of companies having (1) a formal salary plan covering all or most white-collar occupations, and (2) the plan provides for established salary ranges (minimum and maximum rates specified) for a series of grades or levels into which positions are classified for pay purposes. Examples of formal salary plans that did not meet the criteria for inclusion in the study were those in which single rates were established for a majority of the white-collar occupations; those in which a separate salary range was established for each occupation rather than for a grade representing a grouping of occupations at a similar level; and those in which occupations were grouped into a series of grades with a maximum, but not a minimum, salary established for each grade.

The survey was further limited to establishments in Standard Metropolitan Statistical Areas in the United States (excluding Hawaii) in the following industries: Manufacturing; transportation; communication; electric, gas, and sanitary services; wholesale trade; retail trade; finance, insurance, and real estate; engineering and architectural services; and commercially operated research, development, and testing laboratories.

The universe of establishments meeting the survey criteria, from which the sample of establishments studied was selected, was developed from information obtained in the Bureau's 1961-62 survey of salaries for selected professional, administrative, technical, and clerical occupations.¹ Of the estimated 2,900 establishments employing 1,000 workers or more within scope of that survey, 1,700 establishments were operated by companies with salary administration plans that met the criteria established for this study. Manufacturing industries accounted for approximately three-fourths of these establishments, and the remaining fourth in nonmanufacturing industries surveyed were largely public utilities, retail organizations, banks, and insurance companies.

The sample of establishments in this survey of salary structures was selected from the various industries and employment-size groups in the approximate proportion that the various industries were represented among all establishments within scope of the 1961-62 survey. Further, the sample of establishments was selected from those actually studied in the 1961-62 salary survey to represent approximately 100 companies; however, where additional establishments of these companies were represented in the 1961-62 salary survey, they were also included in this survey of salary structures, provided the survey criteria were met.

As indicated in table 1, the 99 companies included in the study employed approximately 1,300,000 white-collar workers, whereas the 239 establishments in the sample accounted for approximately 575,000 white-collar workers.

Where more than one establishment of a company was included in the sample, the salary schedules as well as other features of the salary plans of each establishment were included in the tabulations, whether they were the same or differed in one or more characteristics.

¹ See National Survey of Professional, Administrative, Technical, and Clerical Pay, Winter 1961-62 (BLS Bulletin 1346, 1962), table 8.

The salary plans applying in the establishments studied were primarily those of companies with operations in more than one location. Among the 99 companies included in the study, 73 had establishments located in at least 2 of the 9 geographic divisions as defined by the U.S. Bureau of the Census. The establishments of 2 additional companies were within a single geographic division, and those of 10 companies were within a single State. The remaining 14 companies either represented a single establishment or all of the establishments were within the same metropolitan area (table 2).

Most companies regard their salary administration plans as being flexible when the occasion warrants. Written policies and procedures, for example, typically are qualified to indicate that they "ordinarily apply," or that departures "should be given careful consideration," "must be justified," or "require approval of appropriate officials." Since much of the information that was obtained or could be presented relates to policies and procedures that generally apply, the extent to which flexibility exists in these plans may not be conveyed by the tabulations.

General Characteristics of Salary Structures

Salary structure as used in this study refers to salary rates and rate ranges established under a formal salary administration plan covering all or most white-collar occupations in the company. The salary structure may provide for a single salary schedule with minimum and maximum salaries specified for a series of pay grades into which the full range of white-collar occupations are classified. More frequently, however, the salary structure provides for two or more separate salary schedules within an establishment, and these frequently vary in basic characteristics among establishments of a company. In order to tabulate the characteristics of the salary structures and provisions of the salary plan, it was necessary to group the various salary schedules according to the types of white-collar occupations represented in each. Although the occupations and levels represented in each schedule varied among establishments studied, it was possible to classify most of them into three categories according to major occupational coverage. On this basis, as shown in table 1, the salary schedules of the 239 establishments studied included 139 primarily relating to clerical positions, 165 primarily relating to professional and administrative positions, and 76 covering at least some positions of each type. The 61 salary schedules excluded from these three groupings included a number of special schedules established for technicians and for engineers, but they were primarily special schedules for supervisory positions and for top management positions only. The approximate white-collar employment covered by each of the various types of schedules was distributed as follows:

	Number of schedules	Number of white- collar employees
Total (239 establishments studied) -----	441	575, 500
Clerical -----	139	175, 800
Professional-administrative-----	165	194, 600
Clerical-professional-administrative-----	76	165, 800
Other -----	61	39, 300

In some establishments, the upper management positions were a part of the formal salary schedule covering other professional and administrative positions; however, in many instances, separate salary ranges were established or salaries were determined on an individual basis for higher level positions. The level at which management positions were excluded from the salary schedule for

other professional and administrative positions varied widely among the establishments studied. Other positions commonly excluded from schedules covering most professional and administrative positions were sales executives and sales staffs paid, at least in part, on a commission basis.

Among the 99 companies represented in the study, 78 had established two or more salary schedules for clerical, professional, and administrative positions. The 21 remaining companies that were recorded as having a single salary schedule included some large companies with many white-collar positions that encompassed a wide range of work levels, but also included companies with a high proportion of the white-collar positions in the clerical field and companies which, for example, had a formal schedule for clerical and professional occupations and determined salaries on an individual basis for employees in administrative and the higher levels of management positions.

Basis for More Than One Salary Schedule. Officials were asked to explain the rationale for having more than one salary schedule, or for having a single schedule, as well as the rationale for various features of the schedules such as the number of grades and the salary differential within and between grades (table 3). The most prevalent reason for establishing more than one salary schedule was to separate occupations of employees subject to provisions of the Fair Labor Standards Act from those which were exempt. This explanation was given by officials of companies establishing 116 of the 139 clerical schedules and 128 of the 165 professional-administrative schedules. The designations usually given to such schedules were "nonexempt" and "exempt" schedules, although when so designated there were instances in which exceptions to the legal criteria were made in assigning positions to each. The "nonexempt" schedules primarily relate to clerical positions and were grouped with clerical schedules in the tabulations; however, in many instances they included the grades covering trainee positions for inexperienced college graduates, such as those in accounting and engineering positions. Other policy considerations for establishing separate schedules also often resulted in a separate schedule for primarily clerical positions. The reasons given for separate schedules, and for various features of each type, tended to be interrelated and may overlap in some respects. A desire to separate positions for which local rates were established from positions for which companywide rates were established, for example, was not cited as a basis for having separate schedules. This policy was followed by some officials by establishing local rates for positions in the "nonexempt" or primarily clerical schedule, adopted for other reasons.

Rationale for Ingrade and Intergrade Ranges.² In some instances, officials were not aware of all considerations that had led to the adoption of certain features of salary plans because they were developed by others in earlier years, or the schedules were designed by consultants. The most prevalent explanation for the number of grades in the schedule was that this was a result of the job evaluation system used in determining the number of recognizable skill or responsibility levels. A typical method by which formal salary schedules are developed in existing establishments after jobs have been evaluated is to plot all incumbents on a scatter diagram with the "x" axis representing their evaluation points and the "y" axis representing their salaries. The next step is the development of a salary or trend line. The number of grades may be determined by an arithmetic or geometric progression of evaluation points, or the logical clusterings of individuals on the scatter diagram. Frequently, there was no rationale or concern for intergrade differential patterns as such, the differential

² Intergrade range refers to the percent by which the minimum salary of a given grade exceeded the minimum salary of the next higher grade and the ingrade range refers to the percent by which the maximum salary exceeds the minimum salary of a given grade.

being determined from the slope of the salary line and the evaluation points—within-grade relationships. There was more agreement on the rationale for ingrade ranges. For the largest proportion of salary schedules of each type, the ingrade ranges were adopted to provide for differences in performance of individuals at the same grade level. In some instances, the appropriate range was established on the basis of a survey of industry practice. Where the ingrade percentage spread widened at the higher levels, this was usually justified on the basis that greater intragrade developmental possibilities and lesser intergrade or promotional opportunities existed at the higher grades than at the lower grades.

Use of Formal Job Evaluation. Regardless of the types of salary schedules used in the establishments studied, in most instances formal job evaluation plans were used to assign positions to the grades in these schedules (table 4).

Application of Salary Schedules in Multiestablishment Companies. Multi-establishment companies accounted for a high proportion of the salary schedules of each type represented in the study (table 5). Where separate schedules were established, the predominant practice was to apply companywide that schedule which primarily related to professional and administrative positions (129 of 155 schedules) and to vary according to local conditions the schedule which primarily covered clerical positions (99 of 131 schedules). Among the 73 schedules covering clerical, professional, and administrative positions in multiestablishment companies, 31 applied companywide and 42 differed among establishments of the same company. Information available for some of the 42 schedules indicated that the schedule differed among establishments only in the lower (clerical) grades.

For salary schedules that differed by location, the differences varied little by types of positions. In all three types of schedules, the most common difference among establishments of the same company was in the minimum and maximum salaries established for the various grades. Other differences that were fairly common in each type of schedule related to the number of grades, intergrade differentials, and ingrade salary ranges.

When salary ranges in schedules of each type differed among establishments of multiestablishment companies, these differences were primarily based on a policy of orienting rates to the local market. In establishing the grade ranges, the policy of considering both the rates paid within the various industries in the area and also the rates paid in similar industries applied to the largest proportion of the salary schedules of each type, although the policy of considering only the rates paid within various industries in the area applied to almost as many of the clerical and the clerical-professional-administrative schedules.

Year in Which Present Structures Were Adopted or Basically Revised. Salary administration plans providing for formal salary structures meeting the criteria of the study existed before World War II. During and following the war, however, major revisions were made in the basic framework of existing structures, and many companies established formal salary structures for white-collar occupations for the first time. Formal salary schedules with established grades and salary ranges often were adopted first for office clerical positions and later either extended by adding grades for professional and administrative positions, or by establishing a separate schedule for such positions. The year adopted, or in which the last basic revision in the framework of the structure occurred, is shown in table 6 for each type of salary schedule. Approximately half the salary plans applying to clerical schedules and the clerical-professional-administrative type schedules were adopted or basically revised since 1950, compared to two-thirds of the professional-administrative schedules.

Although the salary plans applying to most of the salary schedules were adopted or last revised before 1960, relatively few officials indicated that changes were contemplated, or desired if changes could be made (table 7). Several officials felt it would be desirable to standardize salary schedules or centralize their administration for more uniformity among their establishments, and in some of the companies this change was expected in the next 2 or 3 years. Officials in companies representing a majority of the clerical-professional-administrative salary schedules with provisions for automatic salary increases either indicated a desire or had definite plans to eliminate these provisions.

Cash Bonuses and Their Effect on Salary Schedules. Provisions for payment of cash bonuses applied to employees in at least part of the grades in more than half the professional-administrative and the clerical-professional-administrative schedules, but to less than a tenth of the clerical schedules (table 8). The percentage which these bonuses added to the specific grades generally was larger in the higher grades, and in many instances bonuses did not apply to employees below a specified grade level. The amount which bonuses added to salaries in each grade generally was not taken into account in establishing the salary ranges for the grades.

Design of Salary Schedules

The design of the salary schedules studied may be described in terms of (1) occupational coverage, (2) lower and upper salary limits, (3) number of salary grades, (4) salary ranges within the various grades, (5) salary differentials between the various grades, and (6) salary rates established for each grade. All of these characteristics are interrelated. As explained earlier, the number of salary schedules and the occupational coverage of each varied among establishments, and for this reason schedules were classified according to major occupational coverage as clerical, professional-administrative, and clerical-professional-administrative. There were differences, however, among establishments in the levels of skill and responsibility represented by the positions included in each type of salary schedule. In some cases, for example, schedules classified as primarily covering clerical positions included grades for entry level professional positions, whereas in other cases these grades were in schedules classified as professional-administrative schedules.

The median minimum salary for the lowest grade was \$3,250 for the two types of schedules with clerical positions, whereas the median maximum salary in the highest grade of professional-administrative schedules was \$27,000 and in clerical-professional-administrative schedules, \$29,000 (table 9). A few of the schedules had established salary ranges for grades well above \$50,000 annually; in a few others, the salaries for the top grades of professional and administrative positions within the schedule were approximately at the \$10,000 level. The number of grades in the schedules, therefore, reflect this divergence in salaries from the lowest to the highest grades represented, as well as the size of the salary differentials between grades. The number of salary grades in the schedules ranged from 4 to more than 30 in a few instances (table 10). The median number was 13 grades in clerical schedules and 16 grades in both professional-administrative and in clerical-professional-administrative schedules.

Ingrade and Intergrade Differentials at Selected Salary Levels. In order to examine on a more comparable basis the salary differentials between grades and between minimum and maximum salaries of grades representing similar levels of work, two sets of tabulations were prepared; the first relates to grades at selected minimum annual salary values and the second to pay grades for selected equivalent levels of work. A summary tabulation showing the median percentage differentials in salaries between grades and within grades with minimum annual salaries nearest to selected thousand-dollar values is presented in table 11; the full distributions from which these medians were derived are presented

in tables 12 through 19. Similarly, the median ingrade and intergrade percentage spreads relating to pay grades for selected equivalent levels of work are summarized in table 20, and the full distributions are presented in tables 21 and 22. In these tabulations, the ingrade spread represents the percent by which the maximum salary exceeds the minimum salary of the grade, whereas the intergrade spread represents the percent by which the minimum salary of a given grade is exceeded by the minimum salary of the next higher grade.

Both the ingrade and the intergrade differentials varied considerably at selected annual salary levels in the three types of salary schedules for which data are presented in tables 12 through 19. The medians of these distributions are presented separately in a summary tabulation (table 11) for convenience in examining the patterns of ingrade and intergrade differentials. It should be noted that the number of salary schedules with grades represented at each selected thousand-dollar level is not uniform because the selected levels did not exist in all salary schedules. Also, since the intergrade differentials relate to the next higher grade, they reflect differences among the schedules in the number of grades between each of the thousand-dollar levels. For these reasons, the median intergrade differentials cannot necessarily be coupled with the data on median number of grades in each type of salary schedule shown in table 10.

The median ingrade spread in the salary schedules primarily relating to clerical positions was about the same for selected grades from the \$3,000 to \$7,000 annual salary levels, with an ingrade spread of approximately 30 percent (table 11). In the separate professional-administrative schedules, the median spread tended to widen with successive grades from 37 percent between minimum and maximum salaries at the \$5,000 level to 47 percent at the \$12,000 level. Where a single schedule was used to cover clerical, professional, and administrative positions, the median spread was somewhat wider at the levels covering clerical positions than in schedules largely limited to these types of positions. Starting with a median ingrade spread of 35 percent at the \$3,000 level, the differential widened to 43 percent at the \$6,000 level, and to 45 percent at the \$12,000 level. Above that level, for the two types of schedules covering professional and administrative positions combined, the ingrade spread was 43 percent at the \$15,000 level and widened to 47 percent at the \$30,000 level.

As in the ingrade spread of schedules primarily relating to clerical positions, the median intergrade spread was also about the same for selected salary grades from the \$3,000 to \$7,000 annual salary levels, with medians of either 6 or 7 percent. In the professional-administrative salary schedules, the median intergrade spread was 8 percent at the \$5,000 level, 9 percent at levels from \$6,000 to \$10,000, and 10 percent at the \$12,000 level. Median intergrade spreads in clerical-professional-administrative schedules usually were slightly wider than at the corresponding levels in the separate clerical and professional-administrative schedules, but a pattern of widening differentials between grades was not clear at the \$3,000 to \$12,000 levels. The smallest intergrade spread was 8 percent at the \$5,000 level and the largest was 14 percent at the \$10,000 level, dropping to 10 percent at the \$12,000 level. It was necessary to combine the two types of schedules covering professional and administrative positions to present median intergrade differentials for grade levels above \$12,000. At the 15, 20, 25, and 30 thousand-dollar levels the intergrade spread was 10, 11, 12, and 13 percent, respectively.

Ingrade and Intergrade Differentials for Selected Work Levels. An additional examination of the ingrade and intergrade spreads was made possible by selecting grades representative of various levels of work, that could be identified with some degree of uniformity in the salary schedule in which the level existed.

The four levels selected were: Level for routine clerical work, entry level for inexperienced college graduates, working level for fully experienced professionals, and the level for program managers.³ In these four levels of work, the median ingrade spread between minimum and maximum salaries was wider at each successive level; the median ingrade spreads for all salary schedules having grades for these positions were 30, 40, 42, and 43 percent, respectively (table 20). The median intergrade spread was 6 percent at the routine clerical level, and considerably wider at the three higher levels (10, 9, and 11 percent, respectively). These medians were derived from the distributions of ingrade and intergrade spreads in establishment salary schedules having the selected levels of work, presented in tables 21 and 22. As shown by these distributions, both the ingrade and the intergrade spread on a percentage basis showed marked variations among the establishment salary schedules having the selected grade levels of work. The variations in ingrade and intergrade spreads are interrelated with the number of grades between the selected grades of various schedules. It was not possible, however, because of the limited number of salary schedules studied that had at least two of the selected grades in the same salary schedule, to present separate data for schedules having the same number of grades between these levels.

Number of Grades Between Selected Work Levels. The variations in number of grades between the selected levels are shown by type of salary schedule in table 23. This tabulation does not include a number of the salary schedules counted in the tabulations showing variations in ingrade and intergrade spreads (tables 21 and 22), since the number of grades between levels could be compared only when the two levels were represented in the same salary schedule.

In those schedules in which comparisons could be made, the median number of grades between routine clerical and entry level positions for inexperienced college graduates was seven in clerical schedules and five in clerical-professional-administrative schedules. From the entry level for college graduates to the working level for fully experienced professionals, the median was four grades in both types of schedules with professional employees. An additional eight grades in professional-administrative and six in clerical-professional-administrative schedules were recognized to reach the level for program managers.⁴

Skip-Grade Practices and Extent of Unoccupied Grades. Among the factors accounting for some of the variations in number of grades represented in the salary schedules and the size of intergrade differentials are the extent to which grades were skipped between levels of various occupations and the extent to which there were unoccupied grades in the schedule. The practice of skipping grades between levels of various occupations represented in a schedule applied in well over half of the schedules of each type (table 24). In a majority of those in which grades were skipped, there was no established pattern to the grades skipped by occupation or level of work. Often this was due to the grades being established on the basis of a range of evaluation points, and the grade for each occupation and level was determined by the point rating of the position. All existent grades were occupied in more than three-fourths of the schedules of each type studied (table 25). In those schedules with unoccupied grades, usually only one grade was unoccupied, commonly the lowest or highest grade in the schedule. In some instances, the lowest grade was established only to avoid having positions ranked at the "lowest" level in the schedule. Unoccupied grades also existed in some establishment schedules because the schedule was designed for companywide use and one or more grades were not needed in each establishment of the company.

³ Although the title, "level for program managers" is used, this level was identified in each establishment by reference to definitions for engineers VIII, chemists VIII, or attorney VII as defined in appendix B of National Survey of Professional, Administrative, Technical, and Clerical Pay, February-March 1963 (BLS Bulletin 1387, 1963).

⁴ See footnote 3 for an explanation of this level.

General Revisions in Salary Schedules

Most companies do not specify a definite period when the schedules are to be reviewed to determine the need for revisions in rates, but in practice this review generally is done annually. These reviews do not necessarily result in annual revisions; however, in the last 4 or 5 years, the average interval between rate revisions was a year, or a year and a few months, for a majority of the schedules of each type studied (table 26). Only a few schedules of each type had not been revised within the previous 4 years.

Occasions for Revising Salary Schedules. Occasions for general adjustments in salary schedules most frequently given by officials were often related to a policy of paying salaries that are competitive, with other establishments, by adjusting schedules to reflect general changes in salary levels. This may involve reviewing available salary survey data, conducting or participating in salary surveys, or exchanging information with other employers on changes made or contemplated in salary schedules. Among other occasions often leading to schedule revision were changes in other schedules of the company and also, collective bargaining, which are interrelated. Collective bargaining may be a direct factor in the revision of schedules of employees covered by a collective bargaining agreement, or an indirect factor when a bargained increase for employees covered by an agreement is the occasion for revising a salary schedule covering other employees. Many officials pointed out that while a change in one schedule may be the immediate occasion for adjusting another schedule, the same economic forces that occasioned the change in the bargained rates may also apply to salaries of employees not within the bargaining unit.

Size of Adjustments. The size of adjustments in salary schedules is determined, likewise, by considering a variety of factors. Increases shown by salary surveys was the most prevalent factor indicated, with increases in other schedules of the company and increases in the Consumer Price Index ranking next. Direct collective bargaining was indicated as a major factor in determining size of adjustment only in the case of clerical salary schedules.

Maintaining Ingrade and Intergrade Relationships. Generally, a conscious effort was made to preserve established relationships within and between grades when adjusting rates in the schedule (table 27). In most schedules, the attempt to preserve the ingrade relationship took the form of provision for either a uniform percentage spread between minimum and maximum salaries for the grades or a widening percentage spread within successive grades. Each of these two patterns was represented in similar proportions in clerical and clerical-professional-administrative schedules, whereas in professional-administrative schedules, a uniform percentage spread within grades was somewhat more prevalent than a widening percentage spread. The relationships maintained between salary rates for successive grades was more commonly a uniform percentage spread between grades than a widening percentage spread in all three types of schedules. Some flexibility in the patterns of ingrade and intergrade relationships was provided for in most instances when adjusting schedules.

Adjusting Salaries to Revised Schedules. When the rates in salary schedules had been revised, the practice was to adjust automatically the salaries of employees in more than half the clerical and clerical-professional-administrative schedules (table 28). For employees in professional-administrative schedules, the most prevalent method of adjusting salaries to the revised schedule was through merit (performance) reviews. This latter method also applied to a majority of the clerical and clerical-professional-administrative schedules not covered by provisions for automatic adjustment of salaries. Adjusting salaries to the revised schedule through general pay increases, which differed from automatic adjustments in that the amount or timing of the increase did not correspond

to the revisions in the schedule, was the practice followed in establishments accounting for 11 of the clerical and 25 of the professional-administrative schedules. A number of officials indicated that general increases had been granted to white-collar employees in earlier years when salaries were increasing more rapidly, but that this method of adjusting salaries was not being avoided.

Hiring Rate Provisions

Normal hiring rates of pay were established for hiring new employees in nearly nine-tenths of the clerical schedules, compared with three-fifths of the professional-administrative and two-fifths of the clerical-professional-administrative schedules (table 29). When established, the normal hiring rate usually was the minimum of the applicable grade. Most establishments fixing a normal hiring rate or rate range also provided for hiring at rates above the specified normal rate. The most prevalent of these special provisions related to hiring in shortage occupations, which usually provided for authorization of above normal rates. Specific criteria, where established for determining above normal hiring rates, varied among establishments and applied more commonly to hiring experienced than to inexperienced workers. The most prevalent criteria for determining above normal hiring rates for experienced workers was an evaluation of applicable work experience and education.

Provisions for Advancement Within Grades

Advancement of employees within grade ranges was described as based solely upon merit (performance) reviews in 162 of the 165 professional-administrative schedules and 65 of the 76 clerical-professional-administrative (table 30). Among the 136 clerical schedules for which information was available, the basis for within-grade advancement was merit (performance) reviews in 80 schedules, merit (performance) reviews and existence of provision for an additional type of increase (primarily length-of-service) in 38 schedules, and length-of-service alone in 18 schedules. Increases based on length-of-service usually are given automatically after specified periods of satisfactory service. In most instances, increases based upon merit (performance) reviews were determined separately where provision was made for an additional type of increase, such as one based upon length of service.

Merit (Performance) Reviews. Establishments accounting for most of the salary schedules of each type studied had an established merit (performance) review program, usually with provisions for periodic reviews (table 31). Although these programs typically provided for regular annual review, provisions permitting more frequent reviews applied to approximately half the clerical-professional-administrative schedules and to a much higher proportion of the clerical and the professional-administrative schedules.

Recommendations for ingrade salary increases are not necessarily timed with periodic performance reviews, nor does each favorable periodic review result in an ingrade salary increase. The proportion of employees receiving ingrade increases in a year, where periodic reviews were conducted, ranged from less than 10 to more than 90 percent, with the median at 50 to 60 percent of the employees.

Under a majority of the provisions for ingrade advancement, the salary increases were based upon a percent of the employee's current rate, and both a minimum and a maximum permissible amount for the merit increase was established (table 32). The minimum and maximum increases permitted varied among the schedules, with a median minimum of 4 percent in clerical schedules and 5 percent in the other two types of schedules, and a median maximum of 10 percent in all three types of schedules. Some establishments that did not specify minimum and maximum increases permitted, provided guides as to suggested amounts or ranges for various performance ratings.

Length-of-Service Increases. As indicated earlier, length-of-service increases primarily related to employees in clerical schedules. In a majority of the 55 clerical schedules with such provision, this type of increase was not granted beyond the midpoint of the grade range (table 33). Where length-of-service increases were given, the most prevalent practice provided for them at semiannual intervals. Length-of-service increases were more commonly specified in cents per hour than as a percent of current rate, although many of the schedules providing for cents-per-hour increases gave larger increases at the higher grades. Length-of-service increases given in cents per hour were within a 5- to 15-cent range; those given as a percent of current rate varied from 1 to 10 percent.

Limitations on Within-Grade Increases. General controls on within-grade increases were exercised in many establishments by providing a specific budget for such increases, or by specifying the proportion of employees whose salaries could be above a given point in the range of a grade. Such types of controls applied to well over half of the professional-administrative schedules, but to only approximately two-fifths of the clerical schedules (table 34). The most prevalent type of control limiting ingrade increases was the specified budget. A typical example of this type of control may specify a budget of 3 percent of salaries for a given department for within-grade increases, which may be paid to selected employees in accordance with their performance as determined by the appropriate officials.

Use of Step Rates. Relatively few of the schedules had established step rates through which employees advanced within grade ranges. Such rates were established in a fourth of the clerical schedules, in a fifth of the clerical-professional-administrative schedules, and in only 3 of the 165 professional-administrative schedules (table 35). In less than half of the clerical schedules with established step rates were such rates specified for the full range of all grades in the schedule.

Anticipated Time in Grade. Relatively few of the schedules, when establishing the ingrade range, contained reflection of an anticipated time period for employees to advance from the minimum to the maximum salary within a grade. A majority of those so doing related primarily to clerical positions. An anticipated time period was considered in approximately a fourth of the clerical schedules, in less than a fifth of the clerical-professional-administrative schedules, and in only 8 of the 165 professional-administrative schedules (table 36). In a majority of the clerical schedules in which a time ingrade was anticipated, the period never exceeded 8 years and was less than 6 years in a majority of these schedules.

Increases Beyond Maximum of Grade Range. Provision was made for salary advancement beyond the maximum of the grade range in establishments accounting for a fifth of the professional-administrative schedules, and a slightly lower proportion of the other salary schedules (table 37). A majority of such provisions for above maximum increases were based on merit; the remaining were based on longevity.

Point in Grade Range Representing Market Value. The advancement of employees within the grade range may be influenced in some schedules by the concept as to what the ingrade range was designed to represent. In at least three-fifths of the schedules of each type, the midpoint within the grade range was regarded as representative of the market value of a job when fully and competently performed (table 38). Advancement of employees above the midpoint of these ranges would be expected to be slower than in the relatively few schedules of each type in which the maximum of the grade range, rather than the midpoint was taken as representative of the market value of the jobs.

Table 1. Number of Companies and Establishments Represented in Survey, ¹ Number of White-Collar Workers, and Type of Salary Schedules, by Industry Division

Industry division	Companies represented in survey			Establishments selected for study of salary structures					
	Number	Employment		Number of establishments	Pay schedules meeting survey criteria ²				
		Total	White-collar workers		White-collar workers covered	Type of salary schedules ³			
						Clerical	Professional-administrative	Clerical-professional-administrative	Other ⁴
All divisions.....	99	2,953,100	1,313,300	239	575,500	139	165	76	61
Manufacturing.....	71	2,079,300	931,100	189	428,600	119	135	57	57
Nonmanufacturing.....	28	873,800	382,200	50	146,900	20	30	19	4
Transportation, communication, electric, gas, and sanitary services.....	12	348,800	140,500	21	37,900	4	13	7	3
Wholesale trade.....	1	4,000	2,100	2	1,100	2	2	-	-
Retail trade.....	5	309,800	69,300	11	20,200	10	11	-	-
Finance, insurance, and real estate.....	9	197,700	160,800	14	86,100	2	2	12	1
Selected services ⁵	1	13,500	9,500	2	1,600	2	2	-	-

¹ The study related to selected establishments in industries listed employing 1,000 or more workers in Standard Metropolitan Statistical Areas in the United States.

² Formal salary schedules with established pay grades for white-collar occupations, with minimum and maximum salaries specified for each grade.

³ Salary schedules were classified into the separate types indicated on the basis of major occupational coverage.

⁴ Includes salary schedules omitted from the 3 specified types, such as separate schedules covering technicians, supervisory positions, or top management positions only.

⁵ Limited to engineering and architectural services; and commercially operated research, development, and testing laboratories.

Table 2. Distribution of Companies Studied by Geographic Location of Their Establishments in the United States

Geographic location	Number of companies
All companies studied.....	99
Establishments located in—	
2 or more geographic divisions ¹	73
A single geographic division.....	2
A single State.....	10
A single metropolitan area.....	14

¹ Geographic divisions as defined by the U.S. Bureau of the Census, representing groups of States as follows: New England—Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont; Middle Atlantic—New Jersey, New York, and Pennsylvania; East North Central—Illinois, Indiana, Michigan, Ohio, and Wisconsin; West North Central—Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota; South Atlantic—Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia; East South Central—Alabama, Kentucky, Mississippi, and Tennessee; West South Central—Arkansas, Louisiana, Oklahoma, and Texas; Mountain—Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming; and Pacific—Alaska, California, Hawaii, Oregon, and Washington.

Table 3. Distribution of Establishment Salary Schedules by Rationale for Occupational Coverage, Number of Grades, Intergrade Differential Pattern, and Ingrade Range Provisions

Item	Clerical	Profes- sional- adminis- trative	Clerical- profes- sional- adminis- trative	Item	Clerical	Profes- sional- adminis- trative	Clerical- profes- sional- adminis- trative
<u>Occupational coverage</u>				<u>Intergrade differential pattern</u>			
Number of establishment salary schedules ¹ -----	139	165	76	Number of establishment salary schedules ¹ -----	139	165	76
Patterned after exempt or non-exempt classification under Fair Labor Standards Act-----	116	128	-	Determined by differences between skill or responsibility levels-----	22	59	44
Separate nonmanagement and management positions-----	10	44	5	Related to existing industry practice-----	35	17	1
Similar personnel or administrative practices apply-----	29	40	50	Provide for adequate promotion incentive-----	-	22	6
Separate national labor market positions-----	-	33	-	Determined by number of grades and occupational coverage-----	18	11	-
Separate local labor market positions-----	31	14	12	Negotiated between employer and employees-----	9	2	-
Separate positions covered or not covered by labor-management contract-----	12	12	1	Resulted from formalization of existing structure-----	8	7	4
Other-----	1	6	3	Recommendation of consultant-----	3	6	2
Information not available-----	5	3	9	No specified rationale-----	39	44	8
				Information not available-----	9	13	13
<u>Number of grades</u>				<u>Ingrade range provisions</u>			
Number of establishment salary schedules ¹ -----	139	165	76	Number of establishment salary schedules ¹ -----	139	165	76
Determined by job evaluation system-----	79	71	17	Reward performance with-out promotion-----	56	83	40
Determined by number of recognizable skill or responsibility levels-----	32	55	41	Provide for management latitude in setting salaries-----	10	21	3
Result of formalizing of existing structure-----	6	14	5	Related to existing industry practice-----	13	9	4
Recommendation of consultant-----	8	5	2	Related to intergrade differential pattern-----	3	11	4
Negotiated between employer and employees-----	4	7	4	Negotiated between employer and employees-----	11	3	-
Related to existing industry practice-----	2	4	1	Result of formalizing existing structure-----	1	6	1
Determined by desired ingrade or intergrade spread-----	3	1	-	Recommendation of consultant-----	2	5	-
No specified rationale-----	5	5	3	No specified rationale-----	50	21	21
Information not available-----	4	9	4	Information not available-----	9	16	8

¹ Unduplicated total.

Table 4. Distribution of Establishment Salary Schedules by Extent to Which Formal Job Evaluation Plans Are Used to Assign Positions to Grades

Basis for assigning positions to grades	Clerical	Profes- sional- adminis- trative	Clerical- profes- sional- adminis- trative
Number of establishment salary schedules-----	139	165	76
Formal job evaluation plan used-----	130	159	64
Formal job evaluation plan not used-----	6	6	9
Informal ranking-----	4	6	9
Individual qualifications-----	2	-	-
Information not available-----	3	-	3

Table 5. Distribution of Salary Schedules of Multiestablishment Companies, by Application Among Locations, Differences Among Locations, and Basis of Differences in Established Salary Ranges

Application of salary schedules in multiestablishment companies	Clerical	Professional-administrative	Clerical-professional-administrative
Number of establishment salary schedules.....	139	165	76
Single establishment companies.....	8	10	3
Multiestablishment companies.....	131	155	73
Salary schedules apply companywide.....	29	129	31
Salary schedules differ by establishment location.....	99	26	42
Information not available.....	3	-	-
<u>Points of differences in salary schedules among locations</u>			
Number of salary schedules with differences among locations ¹	99	26	42
Established minimum and maximum salaries for grades.....	93	23	41
Number of grades.....	51	20	16
Intergrade differentials.....	43	18	24
Ingrade salary ranges.....	37	18	25
Rules for advancement within grades.....	18	2	2
Job evaluation system.....	9	3	7
Other differences.....	1	-	-
Information not available.....	1	1	-
<u>Basis of differences in established salary ranges</u>			
Number of salary schedules with differences among locations.....	93	23	41
Area-oriented and industry-oriented rates.....	47	15	17
Area-oriented rates.....	40	5	16
Industry-oriented rates.....	2	2	1
Other basis of differences.....	4	1	7
Negotiated rates, in one or more locations, area, and industry-oriented rates.....	3	1	-
Differences in cost of living among communities, and area-oriented rates.....	-	-	2
Proximity to large cities, and area-oriented rates.....	-	-	5
Stability in employment, area, and industry-oriented rates.....	1	-	-

¹ Unduplicated total.Table 6. Distribution of Establishment Salary Schedules by Year Basic Framework of Present Salary Plan Was Adopted¹

Year basic framework of plan was adopted	Clerical	Professional-administrative	Clerical-professional-administrative	Other salary schedules
Number of establishment salary schedules.....	139	165	76	61
<u>Year adopted</u>				
1941 through 1945.....	19	14	2	18
1946 through 1950.....	50	40	46	6
1951 through 1955.....	30	61	14	7
1956 through 1960.....	28	37	10	18
1961 through 1963.....	9	13	1	5
Information not available.....	3	-	3	7
Median year.....	1950	1954	1948	1954

¹ Relates to the year the basic framework of the present salary structure was adopted; or the year in which basic revisions were made, resulting in the present salary plan.

Table 7. Distribution of Establishment Salary Schedules by Types of Changes Desired¹ or Contemplated² in the Basic Salary Plan

Type of change	Changes desired			Changes contemplated		
	Clerical	Professional-administrative	Clerical-professional-administrative	Clerical	Professional-administrative	Clerical-professional-administrative
Number of establishment salary schedules -----	139	165	76	139	165	76
No changes desired or contemplated ----	114	117	60	114	131	57
Changes desired or contemplated -----	25	48	16	25	34	19
Combine similar schedules or centralize their administration -----	12	19	-	8	8	6
Eliminate automatic increase provisions -----	2	1	9	4	-	7
Add grades to top of schedule -----	-	8	1	-	4	-
Extend coverage of schedule ³ -----	-	-	-	6	6	-
Eliminate excess grades from schedule -----	1	-	5	-	1	-
Decrease intergrade percent spread ⁴ -----	-	4	-	-	4	-
Decrease ingrade percent spread -----	3	4	-	-	3	1
Increase intergrade percent spread ⁵ -----	1	4	-	1	2	1
Establish top management or senior professional schedule -----	-	4	1	-	3	1
Adopt new pay plan -----	-	-	-	-	3	1
Establish merit increase provisions -----	2	1	-	2	-	2
Establish technician schedule -----	2	-	-	2	-	-
Increase ingrade percent spread -----	1	1	-	1	-	-
Establish formal job evaluation system -----	1	1	-	-	-	-
Other changes desired or contemplated -----	-	1	-	1	-	-

¹ Changes that would improve the plan if they could be adopted.² Changes that will be effected in the next 2 or 3 years.³ Bring in occupations now excluded by administrative ruling.⁴ This alteration will automatically increase the number of grades in the salary schedule.⁵ This alteration will automatically decrease the number of grades in the salary schedule.

Table 8. Distribution of Establishment Salary Schedules by Extent and Nature of Provisions for Cash Bonus Payments

Item	Clerical	Professional- administrative	Clerical- professional- administrative
Number of establishment salary schedules.....	139	165	76
No provisions for cash bonus payments	125	76	33
Provisions for cash bonus payments	11	89	43
Information not available	3	-	-
<u>Salary ranges affected by bonus provisions</u>			
Number of establishment salary schedules to which provisions for cash bonuses apply	11	89	43
Lowest annual salary affected by bonuses:			
\$ 3,000 and under \$ 4,000.....	10	1	11
\$ 4,000 and under \$ 5,000.....	-	3	-
\$ 5,000 and under \$ 10,000.....	1	47	2
\$ 10,000 and under \$ 15,000.....	-	8	28
\$ 15,000 and under \$ 20,000.....	-	22	-
Highest annual salary affected by bonuses: ¹			
Under \$ 10,000.....	10	-	-
\$ 10,000 and under \$ 20,000.....	1	12	7
\$ 20,000 and under \$ 30,000.....	-	24	8
\$ 30,000 and under \$ 40,000.....	-	27	20
\$ 40,000 and under \$ 50,000.....	-	5	2
\$ 50,000 and over	-	13	4
Information not available	-	8	2
<u>Percent bonuses add to salaries</u>			
Number of establishment salary schedules to which provisions for cash bonuses apply	11	89	43
Minimum percent added:			
Under 5	5	12	4
5 and under 10	3	5	3
10 and under 15.....	1	14	1
15 and under 20.....	-	19	2
Maximum percent added:			
Under 10.....	7	3	4
10 and under 20.....	2	22	2
20 and under 30.....	-	7	4
30 and under 40.....	-	2	-
40 and under 50.....	-	-	-
50 and under 60.....	-	13	-
60 and over	-	3	-
Information not available	2	39	33
<u>Extent and nature of consideration given to establishing salary ranges</u>			
Number of establishment salary schedules to which provisions for cash bonuses apply	11	89	43
Bonuses are not considered in establishing salary ranges	10	71	36
Bonuses are considered in establishing salary ranges	1	18	7
Salary ranges are depressed by amount bonuses add to salaries.....	-	12	1
Salary ranges are established from survey data taking salaries and bonuses into account.....	1	6	-
Salary ranges are established from survey data representing establishments having bonus provisions, but excluding bonuses	-	-	6

¹ The highest annual salaries affected by bonuses relate to the highest salaries within the schedules in all instances.

Table 9. Distribution of Establishment Salary Schedules by Minimum Annual Rates of Lowest Grades of Salary Schedules Covering Clerical Occupations and Maximum Annual Rates of Salary Schedules Covering Professional and Administrative Occupations

Annual salary	Minimum rate of lowest grade		Maximum rate of highest grade	
	Clerical	Clerical— professional— administrative	Professional— administrative	Clerical— professional— administrative
\$2,250 and under \$2,500.....	3	3	-	-
\$2,500 and under \$2,750.....	13	7	-	-
\$2,750 and under \$3,000.....	24	16	-	-
\$3,000 and under \$3,250.....	19	9	-	-
\$3,250 and under \$3,500.....	14	4	-	-
\$3,500 and under \$3,750.....	10	4	-	-
\$3,750 and under \$4,000.....	13	7	-	-
\$4,000 and under \$4,250.....	22	-	-	-
\$4,250 and under \$4,500.....	16	-	-	-
\$4,500 and under \$4,750.....	5	19	-	-
\$4,750 and under \$5,000.....	-	-	-	-
\$5,000 and under \$10,000.....	-	3	-	4
\$10,000 and under \$15,000.....	-	-	19	11
\$15,000 and under \$20,000.....	-	-	34	11
\$20,000 and under \$25,000.....	-	-	18	8
\$25,000 and under \$30,000.....	-	-	17	4
\$30,000 and under \$35,000.....	-	-	28	27
\$35,000 and under \$40,000.....	-	-	15	-
\$40,000 and under \$45,000.....	-	-	12	2
\$45,000 and under \$50,000.....	-	-	3	-
\$50,000 and under \$55,000.....	-	-	-	-
\$55,000 and over.....	-	-	15	5
Not available.....	-	4	4	4
Number of establishment salary schedules.....	139	76	165	76
Annual rates:				
First quartile.....	\$2,750	\$2,750	\$18,000	\$16,000
Median.....	3,250	3,250	27,000	29,000
Third quartile.....	4,000	4,500	35,000	30,000

Table 10. Distribution of Establishment Salary Schedules by Number of White-Collar Pay Grades in Each Schedule

Number of grades	Clerical	Professional— administrative	Clerical— professional— administrative
4 and under 6.....	1	3	-
6 and under 8.....	13	6	2
8 and under 10.....	15	13	-
10 and under 12.....	17	25	7
12 and under 14.....	27	15	2
14 and under 16.....	24	16	28
16 and under 18.....	20	29	7
18 and under 20.....	20	8	7
20 and under 22.....	-	12	7
22 and under 24.....	-	4	4
24 and under 26.....	-	5	3
26 and under 28.....	1	1	2
28 and under 30.....	-	11	-
30 and over.....	1	16	6
Information not available.....	-	1	1
Number of establishment pay schedules.....	139	165	76
Number of grades in a salary schedule:			
First quartile.....	10	11	15
Median.....	13	16	16
Third quartile.....	17	20	21

Table 11. Median Ingrade¹ and Intergrade² Percent Spread in Establishment Salary Schedules³ for Salary Grades With Minimum Salaries Nearest to Selected Thousand Dollar Levels⁴

Selected thousand dollar levels	Clerical		Professional-administrative		Clerical-professional-administrative		Professional-administrative and clerical-professional-administrative	
	Number of establishment salary schedules	Median percent spread	Number of establishment salary schedules	Median percent spread	Number of establishment salary schedules	Median percent spread	Number of establishment salary schedules	Median percent spread
Ingrade percent spread								
\$3,000 -----	75	31	-	-	40	35	-	-
\$4,000 -----	134	30	-	-	50	35	-	-
\$5,000 -----	135	31	85	37	71	38	-	-
\$6,000 -----	116	30	161	39	72	43	-	-
\$7,000 -----	84	29	163	40	67	43	-	-
\$8,000 -----	38	26	164	41	60	43	-	-
\$10,000 -----	-	-	156	41	51	43	-	-
\$12,000 -----	-	-	100	47	47	45	-	-
\$15,000 -----	-	-	-	-	-	-	174	43
\$20,000 -----	-	-	-	-	-	-	142	44
\$25,000 -----	-	-	-	-	-	-	73	46
\$30,000 -----	-	-	-	-	-	-	45	47
Intergrade percent spread								
\$3,000 -----	75	7	-	-	40	9	-	-
\$4,000 -----	134	6	-	-	50	10	-	-
\$5,000 -----	135	7	85	8	71	8	-	-
\$6,000 -----	116	6	161	9	72	11	-	-
\$7,000 -----	84	7	163	9	67	11	-	-
\$8,000 -----	38	7	164	9	60	12	-	-
\$10,000 -----	-	-	156	9	51	14	-	-
\$12,000 -----	-	-	100	10	47	10	-	-
\$15,000 -----	-	-	-	-	-	-	174	10
\$20,000 -----	-	-	-	-	-	-	142	11
\$25,000 -----	-	-	-	-	-	-	73	12
\$30,000 -----	-	-	-	-	-	-	45	13

¹ Percent by which the maximum salary exceeded the minimum salary of a grade.

² Percent by which the maximum salary of a grade was exceeded by the minimum salary of the next higher grade. In a few cases where the selected thousand dollar level fell in the highest grade of the schedule, the percent spread from the next lower grade was used.

³ Salary schedules were classified according to primary occupational coverage.

⁴ Plus or minus \$500 was used for selected thousand dollar levels \$3,000 through \$12,000; plus or minus \$2,500 was used for selected levels \$15,000 through \$30,000.

NOTE: The median intergrade differential sizes do not necessarily combine with median usage relative to the number of grades, shown in table 10. For explanation, see p. 6 of text.

Table 12. Distribution of Establishment Clerical Salary Schedules¹ by Ingrade Percent Spread² for Pay Grades With Minimum Annual Salaries Nearest to Selected Thousand Dollar Levels

Ingrade percent spread	\$3,000	\$4,000	\$5,000	\$6,000	\$7,000	\$8,000
5 and under 10 -----	-	14	7	2	-	-
10 and under 15 -----	1	7	15	18	15	5
15 and under 20 -----	9	12	15	6	6	-
20 and under 25 -----	11	18	16	23	8	5
25 and under 30 -----	12	15	13	8	17	11
30 and under 35 -----	17	30	28	16	7	16
35 and under 40 -----	13	17	16	21	17	1
40 and under 45 -----	6	12	15	10	6	-
45 and under 50 -----	2	2	4	8	-	-
50 and over -----	4	7	6	4	8	-
Number of establishment salary schedules -----	75	134	135	116	84	38
Ingrade percent spread:						
First quartile -----	25	21	20	22	20	24
Median -----	31	30	31	30	29	26
Third quartile -----	36	36	38	40	37	32

¹ Salary schedules primarily representing clerical occupations.

² Percent by which the maximum salary exceeded the minimum salary of a grade.

Table 13. Distribution of Establishment Professional-Administrative Salary Schedules¹
by Ingrade Percent Spread² for Pay Grades With Minimum Annual Salaries
Nearest to Selected Thousand Dollar Levels

Ingrade percent spread	\$5,000	\$6,000	\$7,000	\$8,000	\$10,000	\$12,000
Under 20 -----	-	-	-	5	-	-
20 and under 25 -----	4	4	14	8	2	2
25 and under 30 -----	14	10	2	3	7	-
30 and under 35 -----	12	34	31	26	23	18
35 and under 40 -----	28	39	38	36	38	16
40 and under 45 -----	8	16	17	18	17	10
45 and under 50 -----	5	16	19	22	24	18
50 and under 55 -----	4	10	8	11	17	17
55 and under 60 -----	3	18	15	23	20	11
60 and under 65 -----	-	6	10	7	2	3
65 and under 70 -----	2	2	6	3	4	1
70 and under 75 -----	1	3	3	1	1	3
75 and over -----	4	3	-	1	1	1
Number of establishment salary schedules -----	85	161	163	164	156	100
Ingrade percent spread:						
First quartile -----	32	34	34	35	36	37
Median -----	37	39	40	41	41	47
Third quartile -----	42	50	51	53	52	53

¹ Salary schedules primarily representing professional and administrative occupations.

² Percent by which the maximum salary exceeded the minimum salary of a grade.

Table 14. Distribution of Establishment Clerical-Professional-Administrative Salary Schedules¹
by Ingrade Percent Spread² for Pay Grades With Minimum Annual
Salaries Nearest to Selected Thousand Dollar Levels

Ingrade percent spread	\$3,000	\$4,000	\$5,000	\$6,000	\$7,000	\$8,000	\$10,000	\$12,000
Under 20 -----	3	1	4	-	-	-	1	-
20 and under 25 -----	2	3	6	7	2	1	1	-
25 and under 30 -----	5	9	2	4	2	2	1	1
30 and under 35 -----	11	13	10	6	7	2	2	-
35 and under 40 -----	10	13	30	10	11	13	7	3
40 and under 45 -----	5	7	12	36	33	31	30	30
45 and under 50 -----	1	2	5	4	7	8	7	9
50 and under 55 -----	1	1	1	4	4	2	-	2
55 and over -----	2	1	1	1	1	1	2	2
Number of establishment salary schedules -----	40	50	71	72	67	60	51	47
Ingrade percent spread:								
First quartile -----	30	30	34	36	38	38	40	44
Median -----	35	35	38	43	43	43	43	45
Third quartile -----	40	40	41	44	44	44	44	46

¹ Salary schedules primarily representing clerical, professional, and administrative occupations.

² Percent by which the maximum salary exceeded the minimum salary of a grade.

Table 15. Distribution of Establishment Professional-Administrative and Clerical-Professional-Administrative Salary Schedules¹ by Ingrade Percent Spread² for Pay Grades With Minimum Annual Salaries Nearest to Selected Thousand Dollar Levels³

Ingrade percent spread	\$15,000	\$20,000	\$25,000	\$30,000
Under 30 -----	4	2	2	2
30 and under 35 -----	11	9	5	11
35 and under 40 -----	62	29	24	9
40 and under 45 -----	16	47	5	-
45 and under 50 -----	42	18	16	3
50 and under 55 -----	20	20	7	9
55 and under 60 -----	12	11	10	10
60 and under 65 -----	1	1	1	-
65 and under 70 -----	4	3	2	-
70 and over -----	2	2	1	1
Number of establishment salary schedules -----	174	142	73	45
Ingrade percent spread:				
First quartile -----	36	36	35	34
Median -----	43	44	46	47
Third quartile -----	49	50	50	50

¹ Salary schedules primarily representing professional and administrative, and clerical, professional, and administrative occupations.

² Percent by which the maximum salary exceeded the minimum salary of a grade.

³ Plus or minus \$2,500.

Table 16. Distribution of Establishment Clerical Salary Schedules¹ by Intergrade Percent Spread² for Pay Grades With Minimum Annual Salaries Nearest to Selected Thousand Dollar Levels

Intergrade percent spread	\$3,000	\$4,000	\$5,000	\$6,000	\$7,000	\$8,000
Under 2 -----	1	8	5	15	-	-
2 and under 3 -----	4	4	4	5	2	-
3 and under 4 -----	9	20	10	7	2	-
4 and under 5 -----	7	12	20	16	11	8
5 and under 6 -----	6	22	10	20	4	-
6 and under 7 -----	5	8	25	5	18	10
7 and under 8 -----	14	17	24	12	30	5
8 and under 9 -----	7	11	12	9	1	14
9 and under 10 -----	4	12	6	13	10	-
10 and under 11 -----	3	2	5	6	3	1
11 and under 12 -----	5	11	4	6	2	-
12 and under 13 -----	3	3	7	-	1	-
13 and under 14 -----	3	-	3	1	-	-
14 and over -----	4	4	-	1	-	-
Number of establishment salary schedules -----	75	134	135	116	84	38
Intergrade percent spread:						
First quartile -----	5	4	5	4	6	6
Median -----	7	6	7	6	7	7
Third quartile -----	10	9	8	9	8	8

¹ Salary schedules primarily representing clerical occupations.

² Percent by which the minimum salary of a grade was exceeded by the minimum salary of the next higher grade. In a few cases where the selected thousand dollar level fell in the highest grade of the schedule, the percent spread from the next lower grade was used.

Table 17. Distribution of Establishment Professional-Administrative Salary Schedules¹
by Intergrade Percent Spread² for Pay Grades With Minimum Annual
Salaries Nearest to Selected Thousand Dollar Levels

Intergrade percent spread	\$5,000	\$6,000	\$7,000	\$8,000	\$10,000	\$12,000
Under 3 -----	3	4	3	3	3	4
3 and under 4 -----	1	5	1	7	13	3
4 and under 5 -----	13	8	10	4	2	2
5 and under 6 -----	12	13	9	6	2	1
6 and under 7 -----	8	10	6	11	9	10
7 and under 8 -----	6	27	14	21	13	3
8 and under 9 -----	4	23	33	30	33	12
9 and under 10 -----	19	19	25	31	25	8
10 and under 11 -----	5	12	13	22	29	36
11 and under 12 -----	5	16	19	15	12	9
12 and under 13 -----	2	6	13	5	3	4
13 and under 14 -----	1	8	5	1	5	4
14 and under 15 -----	1	2	1	5	1	3
15 and over -----	5	8	11	3	6	1
Number of establishment salary schedules -----	85	161	163	164	156	100
Intergrade percent spread:						
First quartile -----	5	7	8	7	8	8
Median -----	8	9	9	9	9	10
Third quartile -----	10	11	11	10	11	11

¹ Salary schedules primarily representing professional and administrative occupations.

² Percent by which the minimum salary of a grade was exceeded by the minimum salary of the next higher grade. In a few cases where the selected thousand dollar level fell in the highest grade of the schedule, the percent spread from the next lower grade was used.

Table 18. Distribution of Establishment Clerical-Professional-Administrative Salary Schedules¹
by Intergrade Percent Spread² for Pay Grades With Minimum Annual
Salaries Nearest to Selected Thousand Dollar Levels

Intergrade percent spread	\$3,000	\$4,000	\$5,000	\$6,000	\$7,000	\$8,000	\$10,000	\$12,000
Under 3 -----	5	2	22	1	-	-	-	-
3 and under 4 -----	3	2	-	-	-	1	-	1
4 and under 5 -----	1	-	2	3	1	-	1	-
5 and under 6 -----	1	3	2	4	4	4	2	1
6 and under 7 -----	6	5	5	1	2	2	2	2
7 and under 8 -----	2	3	3	9	4	9	5	5
8 and under 9 -----	4	7	7	4	6	3	3	2
9 and under 10 -----	5	3	9	11	8	7	4	6
10 and under 11 -----	8	8	2	4	9	2	5	22
11 and under 12 -----	-	8	4	1	2	2	1	1
12 and under 13 -----	-	3	3	21	20	20	-	-
13 and under 14 -----	3	2	3	3	3	1	2	2
14 and under 15 -----	1	1	6	8	4	3	4	1
15 and under 16 -----	-	-	1	-	2	1	21	-
16 and over -----	1	3	2	2	2	5	1	4
Number of establishment salary schedules -----	40	50	71	72	67	60	51	47
Intergrade percent spread:								
First quartile -----	6	7	3	8	9	8	9	9
Median -----	9	10	8	11	11	12	14	10
Third quartile -----	10	12	12	13	13	13	15	11

¹ Salary schedules primarily representing clerical, professional, and administrative occupations.

² Percent by which the minimum salary of a grade was exceeded by the minimum salary of the next higher grade. In a few cases where the selected thousand dollar level fell in the highest grade of the schedule, the percent spread from the next lower grade was used.

Table 19. Distribution of Establishment Professional-Administrative and Clerical-Professional-Administrative Salary Schedules¹ by Intergrade Percent Spread² for Pay Grades With Minimum Annual Salaries Nearest to Selected Thousand Dollar Levels³

Intergrade percent spread	\$15,000	\$20,000	\$25,000	\$30,000
Under 5-----	8	8	3	3
5 and under 6-----	5	7	-	-
6 and under 7-----	10	5	2	3
7 and under 8-----	11	3	4	-
8 and under 9-----	16	14	9	-
9 and under 10-----	27	18	2	1
10 and under 11-----	34	21	14	9
11 and under 12-----	15	7	5	5
12 and under 13-----	5	20	2	2
13 and under 14-----	6	19	7	-
14 and under 15-----	4	5	19	4
15 and under 16-----	25	4	-	17
16 and under 17-----	5	6	-	-
17 and under 18-----	-	-	-	-
18 and under 19-----	-	1	2	-
19 and over-----	3	4	4	1
Number of establishment salary schedules-----	174	142	73	45
Intergrade percent spread:				
First quartile-----	9	9	9	11
Median-----	10	11	12	13
Third quartile-----	13	13	14	15

¹ Salary schedules primarily representing professional and administrative, and clerical, professional, and administrative occupations.

² Percent by which the minimum salary of a grade was exceeded by the minimum salary of the next higher grade. In a few cases where the selected thousand dollar level fell in the highest grade of the schedule, the percent spread from the next lower grade was used.

³ Plus or minus \$2,500.

Table 20. Median Ingrade¹ and Intergrade² Percent Spread in Establishment Salary Schedules for Salary Grades Representing Selected Levels of Work

Selected levels of work	Number of establishment salary schedules	Median percent spread	
		Ingrade	Intergrade
Level for routine clerical work ...	205	30	6
Entry level for inexperienced college graduate-----	176	40	10
Working level for fully experienced professional-----	229	42	9
Level for program managers ³ -----	112	43	11

¹ Percent by which the maximum salary exceeded the minimum salary of a grade.

² Percent by which the minimum salary of a grade was exceeded by the minimum salary of the next higher grade. In a few cases where the selected grade level was the highest grade in the schedule, the percent spread from the next lower grade was used.

³ Level as defined for attorney VII, chief accountant V, director of personnel V, chemist VIII, or engineer VIII in National Survey of Professional, Administrative, Technical, and Clerical Pay, February-March 1963 (BLS Bulletin 1387, 1963).

Table 21. Distribution of Establishment Salary Schedules by Ingrade Percent Spread¹ for Pay Grades Representative of Selected Levels of Work

Ingrade percent spread	Establishment salary schedules with grades representative of—			
	Level for routine clerical work	Entry level for inexperienced college graduates	Working level for fully experienced professionals	Level for program managers ²
5 and under 10	14	-	-	-
10 and under 15	11	-	-	-
15 and under 20	15	-	-	-
20 and under 25	31	12	16	-
25 and under 30	42	6	4	1
30 and under 35	44	27	29	17
35 and under 40	33	43	43	9
40 and under 45	8	42	41	41
45 and under 50	3	11	46	19
50 and under 55	-	9	14	11
55 and under 60	1	20	21	11
60 and under 65	1	2	7	-
65 and under 70	2	1	5	3
70 and over	-	3	3	-
Number of establishment salary schedules	205	176	229	112
Ingrade percent spread:				
First quartile	23	35	36	41
Median	30	40	42	43
Third quartile	35	46	48	49

¹ Percent by which the maximum salary exceeded the minimum salary of a grade.² Levels as defined for attorney VII, chief accountant V, director of personnel V, chemist VIII, and engineer VIII in National Survey of Professional, Administrative, Technical, and Clerical Pay, February–March 1963 (BLS Bulletin 1387, 1963).Table 22. Distribution of Establishment Salary Schedules by Intergrade Percent Spread¹ for Pay Grades Representative of Selected Levels of Work

Intergrade percent spread	Establishment salary schedules with grades representative of—			
	Level for routine clerical work	Entry level for inexperienced college graduates	Working level for fully experienced professionals	Level for program managers ²
Under 2	17	2	2	-
2 and under 3	27	2	1	-
3 and under 4	31	1	9	2
4 and under 5	14	17	7	-
5 and under 6	25	11	10	2
6 and under 7	9	10	15	7
7 and under 8	27	13	25	2
8 and under 9	13	9	28	14
9 and under 10	7	28	42	18
10 and under 11	8	26	29	19
11 and under 12	10	15	31	11
12 and under 13	5	11	6	22
13 and under 14	4	9	8	3
14 and under 15	2	8	7	5
15 and over	6	14	9	7
Number of establishment salary schedules	205	176	229	112
Intergrade percent spread:				
First quartile	3	7	8	9
Median	6	10	9	11
Third quartile	8	12	11	12

¹ Percent by which the minimum salary of a grade was exceeded by the minimum salary of the next higher grade. In a few cases where the selected thousand dollar level fell in the highest grade of the schedule, the percent spread from the next lower grade was used.² Levels as defined for attorney VII, chief accountant V, director of personnel V, chemist VIII, and engineer VIII in National Survey of Professional, Administrative, Technical, and Clerical Pay, February–March 1963 (BLS Bulletin 1387, 1963).

Table 23. Distribution of Establishment Salary Schedules by Number of Grades Between Selected Work Levels and Salary Schedule Types

Number of grades between selected work levels	Routine clerical level and entry level for inexperienced college graduates		Entry level for inexperienced college graduates and working level for fully experienced professionals		Working level for fully experienced professionals and level for program managers	
	Clerical	Clerical-professional-administrative	Professional-administrative	Clerical-professional-administrative	Professional-administrative	Clerical-professional-administrative
1	-	-	1	-	-	-
2	-	-	11	5	-	1
3	-	2	11	5	-	-
4	6	9	32	24	2	4
5	6	12	23	6	6	5
6	8	11	10	13	16	22
7	19	2	12	-	5	2
8	24	1	-	1	9	1
9	2	1	6	1	2	-
10	6	1	-	1	16	-
11	-	2	-	-	-	-
12	-	-	-	-	1	-
13	1	1	-	-	10	-
Number of establishment salary schedules	72	42	106	56	67	35
Grades:						
First quartile	6	4	4	4	6	5
Median	7	5	4	4	8	6
Third quartile	8	6	6	6	10	6

Table 24. Distribution of Establishment Salary Schedules by Extent to Which Grades Are Skipped for Certain Occupations, and the Pattern of Skipped Grades

Item	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Extent of practice to skip grades for certain occupations</u>			
Number of establishment salary schedules	139	165	76
No grades skipped in any occupation in salary schedule	55	67	29
Grades are skipped in 1 or more occupations in salary schedule	81	98	47
No established pattern of skipped grades between levels	51	67	33
Established pattern of skipped grades between levels	30	31	14
1 grade skipped between occupational levels	23	20	13
2 grades skipped between occupational levels	1	-	-
1 grade skipped between levels of 2-level occupations	6	-	1
1 grade skipped to specified levels of occupations only	-	6	-
Information on skip pattern not available	-	5	-
Information not available	3	-	-
<u>Occupations affected by established skip-grade pattern</u>			
Number of establishment salary schedules	30	31	14
All occupations in salary schedule	2	3	-
1 or more but not all occupations in salary schedule	25	20	14
Occupations affected not specified	3	8	-

Table 25. Distribution of Establishment Salary Schedules by Extent and Reasons for Unoccupied Grades in Schedules

Extent and reasons for unoccupied grades	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Extent to which grades in schedule are occupied</u>			
Number of establishment salary schedules -----	139	165	76
All grades in schedule are currently occupied -----	106	131	66
1 or more grades not currently occupied -----	30	34	10
1 grade not occupied -----	16	28	7
2 grades not occupied -----	9	3	2
3 or more grades not occupied -----	5	3	1
Information not available -----	3	-	-
<u>Reasons for unoccupied grades in schedule</u>			
Number of establishment salary schedules -----	30	34	10
Lowest grade not currently needed -----	7	23	3
Highest grade not currently needed -----	5	5	3
1 or more grades not needed in establishment operating under companywide salary schedule -----	6	1	3
1 grade temporarily vacant -----	5	1	-
1 or more grades not currently needed -----	7	4	1

Table 26. Distribution of Establishment Salary Schedules, by Frequency of General Adjustments, ¹ Occasions for General Adjustments, and Factors or Standards Determining Size of Adjustments

Item	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Frequency of general adjustments ¹</u>			
Number of establishment salary schedules -----	139	165	76
1 and under 2 years -----	77	113	51
2 and under 3 years -----	26	28	17
3 and under 4 years -----	22	10	4
4 years or more -----	4	12	4
Information not available -----	10	2	-
<u>Occasions for general adjustments</u>			
Number of establishment salary schedules ² -----	139	165	76
Competitive policy -----	92	136	70
Changes in other schedules of company -----	62	95	8
Collective bargaining -----	66	12	8
Changes in economic or business conditions -----	3	8	24
Changes in Consumer Price Index -----	-	-	6
Other occasions -----	3	4	2
Information not available -----	4	1	-
<u>Factors or standards determining size of adjustments</u>			
Number of establishment salary schedules ² -----	139	165	76
Salary survey data -----	98	144	72
Increases in other schedules of company -----	56	105	19
Consumer Price Index -----	47	30	39
Direct collective bargaining -----	27	-	-
Productivity changes -----	-	-	21
Economic conditions (general or industry) -----	6	6	-
Collective bargaining trends -----	6	-	3
Other factors -----	2	13	5
Information not available -----	4	1	-

¹ Relates to average interval between the last several general adjustments.² Unduplicated total.

Table 27. Distribution of Establishment Salary Schedules by Extent to Which Conscious Efforts Are Made to Preserve Established Relationships Within and Between Grades When Schedules Are Adjusted

Practices when revising salary schedules	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Relationships between minimums and maximums within grades</u>			
Number of establishment salary schedules.....	139	165	76
No conscious effort made to preserve established relationships.....	30	27	6
Conscious effort made to preserve established relationships.....	108	137	70
Nature of relationships maintained:			
Uniform percentage spread for grades.....	49	76	30
Widening percentage spread for successive grades.....	56	50	36
Variable percentage spread among grades.....	3	6	3
Narrowing percentage spread for successive grades.....	-	5	1
Information not available.....	1	1	-
<u>Relationships between salary rates for successive grades</u>			
Number of establishment salary schedules.....	139	165	76
No conscious effort made to preserve established relationships.....	39	42	8
Conscious effort made to preserve established relationships.....	100	123	68
Nature of relationships maintained:			
Uniform percentage spread between grades.....	80	73	44
Widening percentage spread between successive grades.....	16	41	19
Variable percentage spread between grades.....	3	6	3
Narrowing percentage spread for successive grades.....	1	3	2

Table 28. Distribution of Establishment Salary Schedules by Method of Adjusting Salaries of Employees When Salary Schedules Are Revised

Method of adjusting salaries	Clerical	Professional-administrative	Clerical-professional-administrative
Number of establishment salary schedules.....	139	165	76
Salaries adjusted automatically.....	76	33	41
Salaries not adjusted automatically.....	58	130	34
Adjusted through merit (performance) reviews ¹	41	102	29
Adjusted through general pay increases ²	11	25	-
Adjusted through other methods.....	6	3	5
Information not available.....	5	2	1

¹ In addition, includes salary schedules of establishments with special provisions for adjusting salaries of those employees whose salaries fall below the revised minimum of their grade.

² Increases not corresponding to adjustments in the rate ranges as to amount or effective date.

Table 29. Distribution of Establishment Salary Schedules by Provisions for Normal Hiring Rates and for Above Normal Hiring Rates

Provisions for hiring rates	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Provisions for normal hiring rates</u>			
Number of establishment salary schedules.....	139	165	76
No normal hiring rates within grade range established.....	17	65	43
Normal hiring rates within grade range established.....	119	100	33
Minimum of grade range.....	112	79	22
Lower tenth of grade range.....	-	1	-
Lower fourth of grade range.....	-	-	1
Lower third of grade range.....	2	2	1
Lower half of grade range.....	5	18	1
Clerical—minimum of range; higher levels—lower tenth of range.....	-	-	1
Clerical—minimum of range; higher levels—lower third of range.....	-	-	6
Clerical—lower seventh of range; higher levels—minimum of range.....	-	-	1
Information not available.....	3	-	-
<u>Provisions for above normal hiring rates</u>			
Number of establishment salary schedules to which hiring rate provisions apply..	119	100	33
Shortage occupations:			
No provisions for above normal hiring rates.....	5	3	1
Provisions for above normal hiring rates.....	114	97	32
Above normal hiring rates authorized.....	102	93	31
Reclassification to higher grade authorized.....	1	1	-
Above normal hiring rates or reclassification to higher grade authorized.....	2	2	-
Above normal hiring rates or special salary ranges authorized.....	1	1	-
Above normal hiring rates and, for engineers, rates above maximum of grade range authorized.....	-	-	1
Inexperienced—above normal hiring rates authorized; experienced—no normal hiring rates established.....	8	-	-
Inexperienced workers:			
No provisions for above normal hiring rates.....	97	68	14
Provisions for above normal hiring rates.....	22	32	19
No specific criteria established for determining rates.....	11	10	13
Specific criteria established for determining rates for one or more occupations in pay schedule ¹	11	22	6
Military service completed.....	6	15	2
Scholastic standing.....	-	13	2
Special tests.....	9	6	2
Education.....	8	6	-
Level of college degree.....	2	6	-
Major field of study.....	-	5	1
Competition in job market.....	-	4	2
College attended.....	-	2	2
Extra-curricular activities.....	-	2	-
Personal characteristics.....	2	-	-
Experienced workers:			
No provisions for above normal hiring rates.....	20	9	3
Provisions for above normal hiring rates.....	99	91	30
No specific criteria established for determining rates.....	22	21	7
Specific criteria established for determining rates ¹	77	70	23
Applicable work experience evaluated.....	74	65	17
Education.....	32	32	3
Previous salary history.....	15	15	-
Military service completed.....	8	8	-
Special tests.....	2	2	7
Competition in job market.....	5	7	1

¹ Unduplicated total.

Table 30. Distribution of Establishment Salary Schedules by Basis of Advancement of Employees Within Grade Salary Ranges

Basis of ingrade advancement	Clerical	Professional-administrative	Clerical-professional-administrative
Number of establishment salary schedules.....	139	165	76
Merit (performance) reviews.....	80	162	65
Length of service.....	18	-	5
Merit (performance) reviews and length of service.....	35	1	2
Merit (performance) reviews and general salary increases.....	1	2	-
Merit (performance) reviews for all grades and length of service for specified grades.....	2	-	4
Information not available.....	3	-	-

Table 31. Distribution of Establishment Salary Schedules by Extent and Characteristics of Merit (Performance) Review Programs, and Percent of Employees Receiving Ingrade Salary Increases Under These Programs

Item	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Extent of merit (performance) review programs</u>			
Number of establishment salary schedules.....	139	165	76
No established merit review program	18	-	5
Established merit review program	118	165	71
Provisions for periodic merit reviews	105	146	61
More frequent reviews are permitted.....	82	116	30
More frequent reviews are not permitted.....	23	30	31
Provisions for nonperiodic merit reviews.....	13	19	10
Information not available	3	-	-
<u>Frequency of periodic merit (performance) reviews</u>			
Number of establishment salary schedules.....	105	146	61
Annual	73	127	47
Semiannual.....	27	13	5
4-month intervals.....	2	2	1
Period varies by grade level	1	1	8
Other	2	3	-
<u>Percent of employees receiving merit (performance) increases in a year</u>			
Periodic review programs—number of establishment salary schedules.....	105	146	61
Under 10 percent.....	-	2	1
10 and under 20 percent.....	2	11	1
20 and under 30 percent.....	26	3	3
30 and under 40 percent.....	4	6	4
40 and under 50 percent.....	12	30	1
50 and under 60 percent.....	2	27	1
60 and under 70 percent.....	7	25	5
70 and under 80 percent.....	16	13	3
80 and under 90 percent.....	8	13	7
90 percent and over	17	11	4
Information not available	11	5	31
Median percent	60	50	60
Nonperiodic review programs—number of establishment salary schedules.....	13	19	10
10 and under 20 percent.....	6	4	-
20 and under 30 percent.....	2	-	-
30 and under 40 percent.....	1	1	-
40 and under 50 percent.....	-	1	1
50 and under 60 percent.....	-	4	-
60 and under 70 percent.....	-	-	7
70 and under 80 percent.....	-	5	-
80 and under 90 percent.....	-	3	-
Information not available	4	1	2
Median percent	16	55	60

Table 32. Distribution of Establishment Salary Schedules by Extent and Nature of Established Minimum and Maximum Increases Permitted Under Merit (Performance) Review Programs, and by Percent of Current Rate Permissible

Item	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Extent and nature of minimum and maximum merit (performance) increases permitted</u>			
Number of establishment salary schedules.....	118	165	71
No minimum merit increase established.....	25	40	5
Minimum merit increase established.....	92	125	66
Basis of minimum increase permitted:			
Percent of current rate.....	81	112	64
Percent of grade minimum.....	11	9	2
Percent of grade midpoint.....	-	2	-
Percent of grade maximum.....	-	2	-
Information not available.....	1	-	-
No maximum merit increase established.....	10	26	5
Maximum merit increase established.....	108	139	66
Basis of maximum increase permitted:			
Percent of current rate.....	96	125	64
Percent of grade minimum.....	9	9	2
Percent of grade maximum.....	2	4	-
Information not available.....	1	1	-
<u>Permissible amount of merit increase when based on percent of current rate</u>			
Minimum increase—number of establishment salary schedules.....	81	112	64
1 and under 2 percent.....	4	3	-
2 and under 3 percent.....	10	4	1
3 and under 4 percent.....	26	33	19
4 and under 5 percent.....	13	13	12
5 and under 6 percent.....	19	48	29
6 and under 7 percent.....	5	6	3
7 and under 8 percent.....	4	1	-
8 and under 9 percent.....	-	4	-
Median minimum percent.....	4	5	5
Maximum increase—number of establishment salary schedules.....	96	125	64
4 and under 5 percent.....	1	1	1
5 and under 6 percent.....	10	4	1
6 and under 7 percent.....	3	-	2
7 and under 8 percent.....	9	2	5
8 and under 9 percent.....	9	22	2
9 and under 10 percent.....	1	5	5
10 and under 11 percent.....	57	63	20
11 and under 12 percent.....	2	-	-
12 and under 13 percent.....	-	9	7
13 and under 14 percent.....	-	1	-
14 and under 15 percent.....	1	1	-
15 and under 16 percent.....	3	16	21
16 percent and over.....	-	1	-
Median maximum percent.....	10	10	10

Table 33. Distribution of Establishment Salary Schedules by Extent and Characteristics of Provisions for Ingrade Salary Increases Other Than Merit (Performance) Increases

Item	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Extent of provisions for ingrade advancement other than merit (performance) increases</u> ¹			
Number of establishment salary schedules	56	3	11
Length-of-service increases	55	1	11
General increases ²	1	2	-
<u>Characteristics of provisions for length-of-service increases</u>			
Number of establishment salary schedules	55	1	11
Proportion of ingrade salary range covered:			
Lower 10 and under 30 percent	3	-	1
Lower 30 and under 50 percent	26	1	1
Lower 50 percent	2	-	2
Lower 51 and under 100 percent	3	-	2
100 percent	21	-	5
Frequency of increases:			
Annual	3	1	6
Semiannual	33	-	3
4-month intervals	10	-	1
Quarterly	9	-	-
Other intervals	-	-	1
Percent of employees eligible:			
Under 50 percent	1	1	-
50 and under 75 percent	-	-	-
75 and under 100 percent	-	-	7
100 percent	54	-	2
Information not available	-	-	2
Nature and amount of salary increase:			
Cents per hour	37	-	-
5 cents per hour	13	-	-
10 cents per hour	2	-	-
15 cents per hour	5	-	-
Amount varies by grade level, from 5 to 13 cents	17	-	-
Percent of current rate	18	1	11
Minimum increase: ³			
1 and under 2 percent	3	-	-
2 and under 3 percent	10	-	5
3 and under 4 percent	2	-	2
4 and under 5 percent	1	-	1
5 and under 11 percent	2	1	3
Maximum increase: ³			
2 and under 3 percent	3	-	-
3 and under 4 percent	1	-	-
4 and under 5 percent	10	-	3
5 and under 6 percent	1	-	1
6 and under 7 percent	-	-	7
7 and under 11 percent	3	1	-

¹ Includes provisions for increases where no merit review program exists, as well as provisions for other increases in addition to provisions for merit increases.

² Excludes general increases which correspond to revisions in salary schedules that do not advance employees within the range of their grade.

³ Increases vary among grades.

Table 34. Distribution of Establishment Salary Schedules by General Limitations Established on Ingrade Advancement

General limitations on ingrade advancement	Clerical	Professional-administrative	Clerical-professional-administrative
Number of establishment salary schedules	139	165	76
No general limitations established	79	66	23
Budget for salary increases specified	43	82	45
Not more than half of employees' salaries permitted above midpoint of grade range	2	5	-
Mean salaries of employees not permitted above midpoint of grade range	8	6	-
"Normal distribution" of employees maintained in within-grade salaries ranges	-	-	1
Upper half of grade range reserved for employees rated above "satisfactory"	3	3	-
Upper fourth of grade range reserved for employees rated above "satisfactory"	1	1	7
Information not available	3	2	-

Table 35. Distribution of Establishment Salary Schedules by Extent and Nature of Step Rates Within Salary Ranges for Grades

Item	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Extent of step rate provisions</u>			
Number of establishment salary schedules -----	139	165	76
No established step rates within grades -----	102	162	61
Established step rates within grades -----	34	3	15
Full range for all grades -----	14	3	9
Part of range for all grades -----	17	-	-
Part of range for some grades only -----	2	-	4
Full range for some grades only -----	1	-	2
Information not available -----	3	-	-
<u>Proportion of grade range covered by step rates</u>			
Number of establishment salary schedules -----	34	3	15
100 percent of grade range -----	15	3	11
Lower 50 percent of grade range -----	1	-	1
Coverage varies by grade -----	18	-	3
Minimum coverage:			
Under lower 30 percent -----	2	-	3
Lower 30 and under 60 percent -----	15	-	-
Lower 60 and under 90 percent -----	1	-	-
Maximum coverage:			
Under lower 30 percent -----	1	-	1
Lower 30 and under 60 percent -----	1	-	2
Lower 60 and under 90 percent -----	16	-	-

Table 36. Distribution of Establishment Salary Schedules by Extent to Which the Rationale for the Within-Grade Range Included an Anticipated Time Period for an Employee to Progress From the Minimum to the Maximum of a Grade

Item	Clerical	Professional-administrative	Clerical-professional-administrative
Number of establishment salary schedules -----	139	165	76
No anticipated time period for ingrade progression -----	102	155	62
Anticipated time period for ingrade progression -----	35	8	14
Length of time period is identical for all grades -----	8	3	5
Under 2 years -----	-	-	1
2 and under 4 years -----	6	1	-
4 and under 6 years -----	2	2	1
6 and under 8 years -----	-	-	3
Length of time period varies by grade -----	27	5	9
Minimum time for lowest grade:			
Under 2 years -----	19	-	1
2 and under 4 years -----	6	-	-
4 and under 6 years -----	2	1	5
6 and under 8 years -----	-	4	3
Maximum time for highest grade:			
Under 2 years -----	6	-	-
2 and under 4 years -----	13	-	-
4 and under 6 years -----	6	-	1
6 and under 8 years -----	2	1	6
8 and under 10 years -----	-	1	-
10 years and over -----	-	3	2
Information not available -----	2	2	-

Table 37. Distribution of Establishment Salary Schedules by Provisions for Salary Increases Beyond Regular Grade Ranges

Item	Clerical	Professional-administrative	Clerical-professional-administrative
<u>Provisions for salary increases beyond regular grade ranges</u>			
Number of establishment salary schedules.....	139	165	76
No established provisions for increases beyond salary ranges.....	115	132	66
Established provisions for increases beyond salary ranges.....	24	33	10
Merit increases.....	16	30	7
Longevity increases.....	8	3	3
<u>Nature of merit increases beyond regular salary ranges</u>			
Number of establishment salary schedules.....	16	30	7
Minimum service required with company:			
5 years.....	1	-	-
10 years.....	9	8	-
No service requirement, or determined on individual basis.....	6	11	-
Information not available.....	-	11	7
Amount permitted per increase:			
3 percent of grade maximum.....	3	-	1
5 percent of grade maximum.....	9	8	1
10 percent of grade maximum.....	-	-	3
Determined on individual basis.....	1	10	-
Information not available.....	3	12	2
Upper limit of all increases:			
10 percent above grade maximum.....	1	1	4
12 percent above grade maximum.....	1	-	-
20 percent above grade maximum.....	2	-	-
No upper limit, or determined on individual basis.....	12	18	-
Information not available.....	-	11	3

Table 38. Distribution of Establishment Salary Schedules by Extent to Which a Point Within a Grade Range is Recognized as Representative of the Market Value of a Job When Fully and Competently Performed

Item	Clerical	Professional-administrative	Clerical-professional-administrative
Number of establishment salary schedules.....	139	165	76
No established concepts.....	18	15	4
Established concepts.....	111	142	70
Midpoint of grade range.....	96	108	47
Maximum of grade range.....	7	13	13
Range of points within grade range.....	8	21	10
Minimum to midpoint of grade range.....	2	2	1
Midpoint to maximum of grade range.....	6	19	9
Information not available.....	10	8	2

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