This policy establishes standards for the equitable and consistent administration of pay. Agency Appointing Authorities ensure that pay actions taken in their agencies meet the policy standards. Agencies maintain documentation of pay exceptions allowable under this policy.

AUTHORITY: ORS 240.145; 240.190; 240.235; 240.240; 240.245; 240.250; 240.395; 240.430

APPLICABILITY: Classified unrepresented, management service, unclassified executive service, unclassified excluded and unclassified unrepresented employees. Applies to represented employees only for the purposes of pay upon initial hire and agency documentation requirements (unless in conflict with a collective bargaining agreement).

ATTACHMENTS: None

DEFINITIONS: See State HR Policy 10.000.01, Definitions; and OAR 105-010-0000

POLICY:

(1) Pay Administration

(a) Classification Changes

For information on administration of pay on classification change, refer to State HR Policy 30.005.01 Effect of Position Classification Change on Incumbents.

(b) Demotion (voluntary or involuntary)

At the time of a demotion, the appointing authority:

(A) Reduces the employee’s pay to the top step of the new classification if the employee’s current pay is above the top step of the new classification; or

(B) Maintains the current pay if the employee’s pay is within the range for the new classification. If the current pay is off-step within the new classification, increase at least one full step (to be on a step) in the new classification at the next salary eligibility date (SED), but do not exceed the top step of the new salary range; and

(C) Maintains the SED unless the employee is at the maximum of the new salary range.
(c) General Wage Adjustment

(A) General increase - When the Department of Administrative Services (DAS) implements a general increase (cost of living adjustment), agencies retain an employee at the same step or position in the salary range. Agencies generally retain an employee's salary eligibility date.

(B) General compensation plan adjustment - When DAS implements a general compensation plan adjustment with no accompanying general increase, agencies retain an affected employee at the existing salary with no increase unless the employee’s current salary rate is below the first step of the new salary range. In this case, the agency places the employee's salary rate at the first step of the new salary range. Employees generally retain their salary eligibility dates. General compensation plan adjustments may occur due to classification studies, Hay re-evaluations, selective salary adjustments, etc.

(d) Lump Sum Payments

(A) An agency may give a lump sum payment to an employee at the time of hiring, promotion, or lateral transfer in difficult recruitment situations. Agencies must obtain approval from the Human Resource Services Division prior to making a lump sum payment.

(B) Normally, lump sum payments are appropriate for higher level or specialized positions where recruitment difficulties are:

(i) Due to a significantly below-market salary range for a specific classification, where changing the salary range on a timely basis is impossible; or

(ii) Due to a position in a generic classification (e.g., Principal/Executive Manager) being extremely sensitive to market pay fluctuations; or

(iii) Due to the nature of the assignment (e.g., added expectations and workload for a short to medium period) which makes the position especially unattractive to potential candidates.

(C) Agencies must retain documentation of the specifics of the payment in their recruitment and personnel files. Documentation must include prior written approval of the appointing authority and the Human Resource Services Division.

(D) When an agency issues a lump sum payment, the agency combines that lump sum payment with the base pay for the calculation of the overtime rate of pay for the month.

(e) New Hire

(A) Normal hiring rates:

(i) Steps one through five for a 10-step salary range; or

(ii) The first two steps of a truncated 4-step salary range; or

(iii) The first four steps of all other ranges.

(B) The appointing authority may authorize payment above these steps when recruitment difficulties, exceptional qualifications of the applicant or other appropriate circumstances exist. Agencies retain the appointing authority's approval in the personnel file. Set the salary eligibility date one year from the date of hire.
(f) Promotion

Upon promotion, an agency normally gives a salary increase to the next higher step in the new salary range. The appointing authority may authorize a greater increase because of recruitment or retention problems, exceptional qualifications of the promoted employee, or other appropriate circumstances. Agencies retain the appointing authority’s approval in the personnel file. Set a new salary eligibility date six months from the date of promotion.

(g) Reemployment

(A) When a person reemploys within two years of separation (whether by direct appointment per OAR 105-040-0080 Reemployment, or selection from an open-competitive eligible list), the appointing authority:

(i) May establish the salary at or below the rate paid at the time of separation; or

(ii) May authorize a higher step within that range due to recruitment difficulty, exceptional qualifications of the applicant, or other appropriate circumstances; and

(iii) Establishes the salary eligibility date no earlier than the former salary eligibility date but no later than 12 months following reemployment.

(B) An employee returning from demotion or downward reclassification to a position with a salary range equal to or lower than the position held prior to demotion or downward reclassification is a reemployment, not a promotion. The appointing authority:

(i) Establishes the salary at a rate within the range up to the rate the employee would have earned if the demotion or downward reclassification had not occurred; and

(ii) May authorize increases of a greater amount within the range because of recruitment or retention problems, exceptional qualifications of the employee, or other appropriate circumstances; and

(iii) Retains the former salary eligibility date unless the employee is at the maximum step of the range.

(C) When an injured worker reemploys to a suitable position (see State HR Policy 50.020.03), set the salary at the closest step within the range of the new position to the salary paid in the job-at-injury.

(h) Restoration

Upon restoration under State HR Policy, 50.030.01 Restoration of Removed Management Service Employees, an agency returns the employee to the same step the employee would have reached taking into account annual merit increases had the employee not left the previous classification. Restore the former salary eligibility date.

(i) Return from Layoff

When an employee returns from layoff to the classification held prior to the layoff, the employee returns to the same step paid at the time of layoff. Upon return from layoff to a different classification, an employee normally returns to the same salary rate paid at the time of layoff, not to exceed the maximum rate in the new salary range. Restore the former salary eligibility date and adjust for breaks in service.

(j) Transfer

(A) An employee’s salary rate normally stays the same upon transfer. If retaining the employee’s current salary rate places the employee off-step in the new classification, the employee’s salary rate increases at least one full step to a step in the new salary range on the next salary eligibility date (SED).
(B) The appointing authority may authorize a salary adjustment to the next higher salary rate if a corresponding salary rate in the new classification’s salary range does not exist. Agencies retain the appointing authority’s approval in the personnel file. Retain the salary eligibility date unless the employee is at the maximum of the new salary range.

(C) If the employee’s salary rate in the classification held prior to transfer is greater than the maximum rate of the new classification, place the employee at the top step of the new classification.

(k) Trial Service Removal

Upon removing an employee from trial service, restore the employee to the step in the salary range the employee would have reached taking into account annual merit increases had the employee not left the previous classification. Restore the former salary eligibility date.

(l) Underfill

When an agency selects an employee to fill a position in a higher classification as an underfill, the agency processes the personnel action as a demotion, new hire, promotion, transfer or other appropriate action. (See b, e, f, j, or other appropriate section above for pay information based on the action taken.) The agency reclassifies the employee when the employee meets the minimum qualifications of the position classification. (See State HR Policy 30.005.01 Effect of Position Classification Change on Incumbent for pay information.)

(m) Work-out-of-class (WOC)

(A) A WOC assignment is generally for a period of 10 consecutive calendar days or more. Payment for WOC is a dollar amount paid in addition to an employee’s base rate of pay.

(i) The WOC rate of pay for temporary duties at a higher classification is either:

(1) Five percent of the employee’s base rate of pay; or

(2) The difference between the employee’s base rate of pay and the first step of the higher (WOC) classification’s salary range, whichever is greater.

(ii) The WOC rate of pay for duties pending approval of a reclassification upward is either:

(1) The difference between the employee’s base rate of pay and the first step of the higher (WOC) classification’s salary range; or

(2) The difference between the employee’s base rate of pay and the next higher rate of pay in the higher (WOC) classification’s salary range, whichever is greater.

(iii) If the appropriate WOC pay as determined in (ii) above is less than a 2.5 percent increase above the employee’s base rate of pay, the agency may use the next higher rate of pay in the higher classification’s salary range to calculate WOC pay.

(iv) Agencies that apply WOC differentials exceeding these standards should do so only in exceptional cases, and agencies must document the reasons for the exception.

(B) The agency HR representative must affirm that assigned duties are of a higher classification prior to authorizing WOC pay.

(C) The employee should meet the minimum qualifications (MQ’s) for the higher (WOC) classification. An appointing authority may approve the payment of WOC where an employee does not meet MQ’s. The agency must maintain documentation in the personnel file including the appointing authority’s approval.
and supporting rationale. (Note: Advise an employee paid WOC in these circumstances that they may not qualify to compete for a position at the WOC level.)

(D) An agency maintains the following documentation to support decisions to pay WOC:

(1) Written notice of assignment informing the employee of WOC classification title, dates of assignment, monthly differential amount and reason for the assignment; and

(2) Position description or written description of WOC duties signed by the supervisor and appointing authority.

(a) Assignment of higher level duties for a limited period of time:

(i) Backfilling behind an employee on leave: retain a copy of the WOC position description signed by the supervisor and the appointing authority.

(ii) Assignment of additional duties at a higher classification: retain a current position description supporting the employee’s base classification and a description of the assigned higher duties signed by the supervisor and the appointing authority.

(b) Employees in positions pending reclassification require a written classification analysis and an updated position description signed by the employee, supervisor, and the appointing authority.

(c) Employees in positions pending reallocation, in an underfill status or on developmental assignments do not qualify for WOC based on that situation or assignment alone.

(d) Standards for WOC duration are:

(i) Generally, 12 months or less

(ii) Generally, do not exceed the budget cycle. The duration of a WOC assignment pending reclassification of the position or resolution of budget issues is a maximum of 24 months. The agency must document any WOC assignment that exceeds these standards.

(iii) For a WOC assignment involving project work or other specific assignments with an identified ending date, the standard duration is the identified ending date. Agencies making WOC assignments exceeding these standards should consider alternatives to WOC.

(2) Pay Differentials

(a) Actuary Designation Differential

This differential applies to employees in the classification of Actuary (1190) in unclassified executive service and management service who are (1) designated "Associate" in the Society of Actuaries or the Casualty Actuarial Society or are (2) admitted as Fellow in the Society of Actuaries or in the Casualty Actuarial Society, or admitted to the American Academy of Actuaries.

(A) The differential for (1) Associate in the Society of Actuaries or the Casualty Actuarial Society is 10 percent of base pay.
(B) The differential for (2) Fellow in the Society of Actuaries or in the Casualty Actuarial Society, or admitted to the American Academy of Actuaries is 32 percent of base pay.

(b) Bilingual Skills Differential

This differential applies to employees who must use bilingual skills to perform assigned duties. "Bilingual skills" means translation to and from English, interpretation of another language or the use of sign language. The employee’s supervisor must assign the interpretation and translation duties. The supervisor documents the assignment in the employee's position description. The differential is 5 percent of base pay.

(c) Board Certification Differentials

(A) Supervising Dentists in Unclassified Excluded Service

This differential applies to Supervising Dentists (Z7511, Z7512) who are Board Certified in specialties or who have special permits as required by the agency. The differential is $115 per month.

(B) Physicians in Unclassified Excluded and Executive Service

This differential applies to Supervising Physician (Z7518), Public Health Physician 1 (Z7571) and Public Health Physician 2 (Z7572), PEM I (Z7016) acting as Chief Medical Officer at a DHS Institution, PEM J (Z7018) acting as Chief Medical Officer at a DHS Institution, PEM J (Z7018) in Public Health as Administrator, PEM J (Z7018) in Public Health as Public Health Director, and Sr. Medical Consultant (Z7539) at DHS, who are Board Certified. For the first Board certification in one specialty, the differential is 7.5 percent of base pay. For two or more Board Certification specialties, the differential is 10 percent of base pay.

(C) Physician Specialist

This differential applies to Physician Specialist (Z7517) in unclassified excluded service at the Oregon Youth Authority who are Board Certified psychiatrists. The differential is up to a maximum of 7.5 percent of base pay for one or more board certifications.

(d) Board or Commission Chair Differential

This differential applies to the chairs of the Public Utility Commission and the Workers’ Compensation Board. The differential is 5 percent of base pay.

(e) Change in Reporting Time Differential (ODOT)

This differential applies to classified unrepresented employees at Department of Transportation at salary range 19 and below (except for unrepresented temporary, part-time and permanent employees working flexible shifts) whose scheduled time to report for work changes without giving the employee 24 hours advance notice. The differential for a shift change of two hours or less is a one-time payment of $14. The differential for a shift change of more than two hours is a one-time payment of $21.

(f) Chaplain Housing Allowance Provision

This allowance applies to full-time Chaplains who must report annually to the Superintendent of the employing agency the exact amount claimed as housing under Section 107 of the Internal Revenue Code of 1954. The allowance is 35 percent of monthly salary.
(g) Divers Differential

This differential applies to employees with current certification for use of underwater diving equipment. The work assignment requires use of self-contained underwater breathing apparatus or other sustained underwater diving equipment. The differential is $5 per hour, or any fraction of an hour, for actual diving time.

(h) DMV Inmate Work Assignment Differential

This differential applies to Driver and Motor Vehicle Services employees assigned to work directly with inmates inside the security fences at the Coffee Creek Correctional Facility. The differential is 5 percent of base pay.

(i) Department of Justice Support Services Supervisor Differential

This differential applies to employees to Department of Justice in Support Services Supervisor 1 (X0112) positions who supervise one or more Legal Secretary (X0110) positions. The differential is 5 percent of base pay.

(j) Department of Forestry (ODF) Meal Allowance Provision

This provision applies to ODF management and unclassified executive service employees required to work two or more hours past their scheduled shift who cannot leave the job site for a meal due to the nature of their assignment (slash burns, spray projects, fires, or dispatch support to such activities). The agency provides eligible employees one meal during every six hours of work. Normally, ODF provides these meals through commercial facilities arranged in advance by the agency. If the agency fails to supply the meal, the employee will receive an allowance equivalent to the meal missed in accordance with the instate meal rate. Employees who decide not to eat the ODF meal will not receive the allowance or reimbursement for expenses they incur by eating elsewhere, unless they have a licensed physician’s prescription for a medically necessary special diet. The prescription must clearly specify the special dietary need. This provision does not apply to situations described in the Statewide Travel Policy 40.10.00.PO, or to overtime situations when employees work to meet project deadlines but are able to leave the job site for a meal.

(k) DPSST Certification Differential

This differential applies to Department of Corrections’ employees in Correctional Lieutenant (X6779), Correctional Captain (X6780), and Principle Executive Manager (X7000-X7018) positions with the working title of “Institution Security Manager” or “Community Corrections Supervisor.” For obtaining an Intermediate DPSST Certificate, the differential is 3 percent of base pay. For obtaining an Advanced DPSST Certificate, the differential is 6 percent of base pay. The DOC does not compound these differentials.

(l) Education Differential

This differential applies to employees in positions of Mental Health Supervising Registered Nurse (X6209), Nurse Manager (X6241) and PEM in Nurse Management at DHS (as determined by the agency). The differential is not more than 4.75 percent of base pay for a relevant baccalaureate degree and not more than 9.5 percent of base pay for a relevant master’s degree.

(m) Electrician-Related Differentials

This differential applies to employees in the Maintenance and Operations Supervisor (X4046) classification who must possess a Limited Maintenance Electrician License as assigned in writing by the appointing authority. The differential is 5 percent of the base pay.
(n) Flight Duty Differential

This differential applies to non-pilot employees in management service at the Department of Forestry whose work assignments involve flying grid patterns or low-altitude spotting from light fixed-wing aircraft or helicopters. Pilots or employees transported to a job site, performing normal courier duties, point-to-point travel, or similar circumstances do not qualify for this differential. The differential is $.40 per hour for actual airtime.

(o) Geographic Area Pay Differential

This differential applies to all permanent, non-resident employees whose regular work location is outside the state of Oregon. Agencies may pay this differential only with the approval of the director of the Department of Administrative Services. An employee is not entitled to per diem expense in lieu of the differential. The differential shall not exceed 25 percent of base pay.

(p) High Work Differential

This differential applies when an employee must perform work more than 20 feet directly above the ground or water while using safety ropes, scaffolds, or other similar safety device for support. The differential is $.75 per hour or any fraction of an hour for the elevated work time.

(q) Incident Response Assignment Pay

This assignment pay applies to FLSA-exempt management employees at the Department of Forestry who work extra hours in emergencies. To be eligible, management must relieve the employee of regular duties and assign the employee to participate as a member of an Incident Response Team or Emergency Fire Control. The assignment pay is at time and one-half of an employee's base rate for actual hours worked that exceed 40 hours in a designated workweek. Click here for an addendum relating to the Office of the State Fire Marshall.

(r) Information Systems Team Leader Differential

A 10 percent differential of base pay applies to Information Systems Specialist 1-8 (classifications 1481-1488) employees assigned in writing by management to lead a team of employees by performing substantially all of the following duties:

(A) Plan the short-and long-term needs of the team, (technology used, user requirements, resources required, training needs, and methods to accomplish the work, multiple project timelines, and competing priorities).

(B) Establish and coordinate multiple interrelated project schedules for all team projects.

(C) Work directly with multiple users to identify broad user needs and requested timelines.

(D) Provide technical and operational guidance to contractors and monitor quality assurance.

(E) Develop technical standards and monitor team member’s work for compliance.

(F) Perform leadwork duties on a recurring daily basis as described in (2) (r) below.

An employee is not eligible for the Information Team Leader Differential while on a voluntary developmental training assignment.

(s) Leadwork Differential

(A) This differential applies to all employees assigned to perform "leadwork" duties for 10 or more consecutive calendar days if: a) the class specifications for the employee's position do not include leadwork duties and b) the employee’s position is not management service-supervisory. Management assigns leadwork duties in writing. Leadwork occurs when management assigns an employee all of the following duties: (1) Prioritize
and assign tasks to efficiently complete work; (2) give direction to workers concerning work procedures and performance standards; (3) review the completeness, accuracy, quality and quantity of work; and (4) provide informal feedback of employee performance to the supervisor.

(B) The differential is 5 percent of base salary for the full period of the assignment. Payment is at the hourly equivalent of the adjusted base for holiday premium and does not result in "compounding" of pay.

(C) Leadwork differential does not apply to developmental assignments that management and the employee mutually agree to.

(t) Mental Health Direct Care Differential

This differential applies when management assigns an employee in the Mental Health Supervising Registered Nurse (X6209) classification, to perform the direct care duties of a Mental Health Registered Nurse (C6208). The differential is the regular straight time rate (in addition to regular base pay).

(u) On-Call Duty Differential

This differential applies to all FLSA non-exempt employees, FLSA exempt fish hatchery managers at Oregon Department of Fish and Wildlife (ODFW) in the classifications of Fish and Wildlife Supervisor (X8343) and Fish and Wildlife Manager 1 (X8344), Supervising Registered Nurse (X6240) who are eligible for overtime compensation, and Mental Health Supervising Registered Nurse (X6209) at EOTC, EOPC, and OSH who are eligible for overtime compensation. An employee is eligible for the differential when management requires the employee to be available for work outside his or her regular working hours. The employee may use the “on-call time” effectively for her or his own use. Management does not count on-call time as time worked in the computation of overtime hours worked but includes on-call pay in the calculation of the overtime pay rate. The differential is:

(A) For all FLSA non-exempt employees, one hour's pay at the regular straight time rate for each six hours of assigned on call duty. Employees assigned on-call duty for less than six hours receive compensation on a prorated basis.

(B) For all FLSA exempt fish hatchery managers in the classifications of Fish and Wildlife Supervisor and Fish and Wildlife Manager 1 at ODFW, one hour of pay or leave for each six hours of assigned on-call duty. The one-hour rate of pay is at the regular straight time rate, and the leave is on an hour-for-hour basis.

(C) For Supervising Registered Nurses (X6240) eligible for overtime, $10 per eight-hour shift or $12 per eight-hour shift on a day recognized as a holiday.

(D) For Mental Health Supervising Registered Nurses (X6209) at EOTC, EOPC, and OSH who are eligible for overtime pay, $12 per eight-hour shift or $14 per eight-hour shift on a holiday. The differential pay is in addition to the appropriate rate of pay for any time actually worked.

(v) Professional Surveyor's License Differential

This differential applies to employees at Department of Forestry in Forest Unit Supervisor 2 (X8232) positions who:

(A) Possess a current Oregon Professional Surveyor’s License; and

(B) Perform Professional Surveyor duties as assigned in writing on the position description by the Department of Forestry. The differential is 5 percent of base pay.

(w) Psychiatric Work Differential

This differential applies to unclassified executive service positions of Supervising Physician (Z7518), PEM I (Z7016), or PEM J (Z7018) acting as Chief Medical Officer within a DHS Institution, and Physician Specialist
(Z7517) at Oregon Youth Authority whose position includes the performance of psychiatric duties; and positions in PEM I (Z7016) acting as an Administrator, DHS Office of Mental Health and Addiction Services. The differential is $10,000 annually.

(x) Sales Commission Payment

This commission applies to classified unrepresented employees at Department of Geology and Mineral Industries who sell materials in DOGAMI distribution outlets. The commission payment is up to 5 percent of sales.

(y) School Activities Differentials

This differential applies to unclassified Supervising Teacher, Special Schools (Z7544, Z7547), and FLSA-exempt management service positions designated by the Department of Education to perform school-related activities that extend beyond a normal school day. The Department of Education pays employees a percentage of the annual salary established by the state’s compensation plan for the Supervising Teacher, Special Schools (Z7547) in the Bachelor Degree Column, Step 1, using the following percentages:

(A) Freshman Class Advisor 5.78 percent
(B) Sophomore Class Advisor 5.78 percent
(C) Junior Class Advisor 5.78 percent
(D) Senior Class Advisor 5.78 percent
(E) Drama 5.78 percent
(F) Rally Squad 7.5 percent
(G) Co-editor (Newspaper) 4.45 percent
(H) Year Book 4.00 percent
(I) Recreation Director 10.00 percent
(J) Athletic Director 6.69 percent
(K) Football or Basketball Coach 7.50 percent
(L) Football, Basketball Assistant Coach 5.28 percent
(M) Softball, Track, Volleyball, Wrestling, or Baseball Coach 7.50 percent
(N) Assistant Coach (Softball, Track, Volleyball, Baseball) 5.28 percent

(z) Shift Differential

(A) This differential applies to employees in salary ranges 22 or below, plus Correctional Lieutenant (X6779) and Information Systems Specialist 3 (C1483). Part-time employees who work less than 32 hours per month and unrepresented temporary employees are not eligible for shift differential. An employee earns shift differential on a hourly basis for each hour or major portion thereof (30 minutes or more) worked between 6 p.m. and 6 a.m. or on Saturday or Sunday. It does not apply to base rates in the computation of payments for paid time off such as vacation and sick leave. To compute overtime, add shift differential to the employee’s base rate during the pay period when an employee works overtime. To compute premium pay at time and one-half the regular rate of pay, do not add shift differential to the base rate. Do not pay shift differential when an employee requests an alternate work schedule to make up hours not worked during the established workweek. The differential is $.75 per hour.

(B) This differential applies to employees in the classifications of Production Supervisor (X2443) and Printing Production Coordinator (X2475) on an hourly basis for each hour worked between 3 p.m. and 3 a.m. If four or more hours of the shift fall within the hours of 3 p.m. and 3 a.m., the differential applies to the entire shift. The differential is $.75 per hour.

(C) This differential applies to Supervising Registered Nurse (X6240) positions at Oregon Youth Authority. Employees are eligible when their full eight-hour or regular workweek shift starts on or after 2 p.m. and on or before 2 a.m. The differential applies to all hours worked during that shift. Employees are eligible when their full irregular workweek shift starts on or after 1 p.m. and on or before 2 a.m. The differential applies to all hours worked during that shift. Employees who work a split shift, and either portion of the split shift starts
on or after 2 p.m., and on or before 2 a.m., are eligible for the differential for the hours actually worked during that portion of the split shift. The differential is $1.85 per hour.

(D) This differential applies to Mental Health Supervising RN (X6209) and Nurse Manager (X6241) in DHS. Employees are eligible when at least half of the scheduled shift hours fall between 6 p.m. and midnight for evening shift, and midnight and 6 a.m. for night shift. Shift differential applies to base rates for all hours worked during the shift. The differential rate is $1.85 per hour for evening shift and $2.25 per hour for night shift.

(aa) Standby Duty Differential

This differential applies when management requires FLSA non-exempt employees to be available for work outside normal working hours, and subject to restrictions, consistent with the FLSA, which prevent the employee from using the time while on standby duty effectively for the employee's own purposes. Compensation for standby duty is at the employee's straight time rate of pay. Overtime hours on standby are at the appropriate overtime pay rate.

(bb) Tactical Emergency Response Team (TERT) Differential

Applies to Department of Corrections' employees in Correctional Lieutenant (X6779) and Correctional Captain (X6780) classifications assigned to the Tactical Emergency Response Team. The differential is 2 percent of monthly base pay.

(1) Performance Measure: Percent of pay decisions consistent with pay policies.
   Performance Standard: 100 percent

(2) Performance Measure: Percent of pay decisions set forth and maintained in writing.
   Performance Standard: 100 percent

(3) Performance Measure: Percent of lump sum payments granted with prior approval and documentation retained in the recruitment file.
   Performance Standard: 100 percent

(4) Performance Measure: Percent of employees receiving WOC pay within the standards.
   Performance Standard: 100 percent