DATE: November 8, 1990

TO: CCD STAFF

FROM: Richard Leijonflycht

SUBJECT: Extraordinary HAM Standards Rewrite Project

Attached are the rewritten extraordinary HAM standards which reflect current policy. These new standards will be distributed statewide in the next few days. Also attached is the most recent extraordinary HAM delegation list. It is believed to be current as of October 1989. Please add any omissions and delegations approved since October 1989. Return to Richard Leijonflycht.

In order to keep our file up to date on future extraordinary HAM delegations, simply send one copy of the delegation memo to files. Neeta will file it in a new file for extraordinary HAM's.

In an effort to reduce workload, staff is asked to add to the list of extraordinary HAM delegations where there is activity in their assignments and where the department can handle further delegation. Candidate classifications for further delegation are those where the user departments can be expected to properly apply the DPA extraordinary HAM standards and the delegation will save CCD staff time. Letters approving new delegations resulting from this review should be routed to files in the manner described above.



Date: November 16, 1990 Reference Code: MM 90-07 Effective Date: November 16, 1990 Expiration Date: Indefinite Date of Issue: November 16, 1990

To:

PERSONNEL MANAGEMENT LIAISONS

THIS MEMORANDUM SHOULD BE DISTRIBUTED TO:

All Personnel Officers and Labor Relations Officers

From:

Department of Personnel Administration Classification and Compensation Division

Subject: Hiring-Above-Minimum Standards for Extraordinary Qualifications

The purpose of this memorandum is to describe current and revised standards for recruiting new employees above-the-minimum salary rate of a class.

Government Code Section 19836 authorizes DPA to allow payments above-theminimum rate in the salary range (HAM) in order to hire persons who have extraordinary qualifications. A HAM salary rate cannot be requested and approved after a candidate accepts employment.

The ability to offer a competitive salary above-the-minimum salary rate of a class allows the employer to obtain the services of extraordinarily qualified employees. Department personnel applying these standards must strike a balance between the need to hire highly qualified individuals and the need to keep the cost to the State as low as possible. This memorandum includes two revisions to current standards. One relates to the current or most recent salary of a prospective employee and the other allows HAM's to apply to State employees in limited circumstances.

Delegation to departments of HAM authority for extraordinary qualifications currently in effect prior to the release of this memorandum remain unchanged.

STANDARDS

Prior to submitting a HAM request to DPA or to approving a HAM under delegated authority for extraordinary qualifications, the request should be reviewed against the following standards:

1. <u>Contribution to the Agency</u>

Persons with extraordinary qualifications should contribute to the work of the department significantly beyond that which other applicants offer.

a. Extraordinary qualifications may provide expertise in a particular area of a department's program. This expertise should be well beyond the normal requirements of the class.

DEPARTMENT OF PERSONNEL ADMINISTRATIO

- b. Unique talent, ability, or skill as demonstrated by previous job experience may also constitute extraordinary qualifications. The scope and depth of such experience is more significant than its length.
- c. The degree to which a candidate exceeds minimum qualifications should be a guiding factor, rather than a determining one. When a number of candidates offer considerably more qualifications than the minimum, it may <u>not</u> be necessary to pay above the minimum to acquire unusually well-qualified people.
- d. The qualifications and hiring rates of State employees already in the same class should be carefully considered, since questions of salary equity may arise if new higher entry rates differ from previous ones.

2. <u>Recruitment Difficulty</u>

Recruitment difficulty is a factor to the extent that a specific extraordinary skill should be difficult to recruit, even though some applicants are qualified in the general skills of the class.

3. Current Salary and Other Job Offers

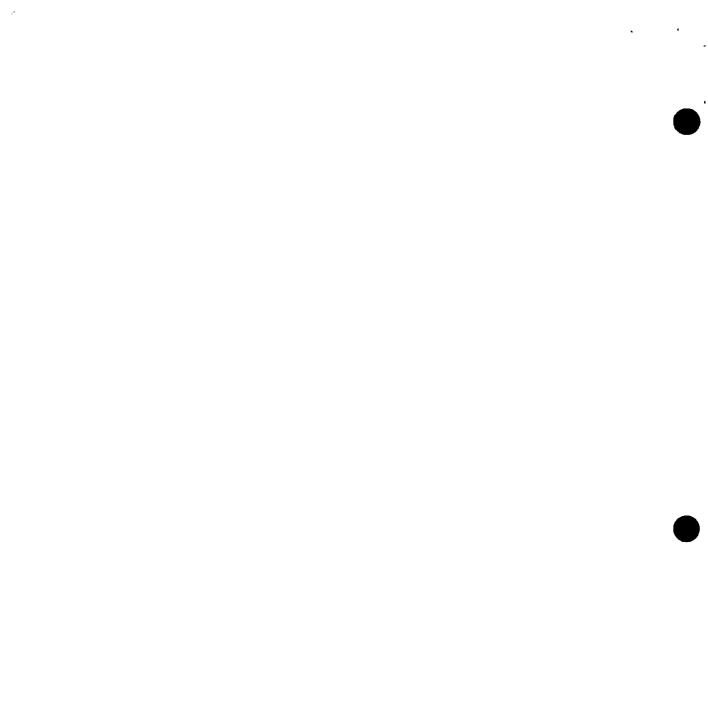
In all cases, the prospective candidates current salary or other bona fide salary offers must be above-the-minimum rate. Current salary or other bona fide offers must be verified and appropriately documented. Current salary should have duration of at least one year.

C It should be noted that current salary and/or most recent salary may not be appropriate justification for a HAM if recruitment difficulty does not currently exist for the class. For example, in a suppressed occupational area where candidates are unemployed or are facing
 G layoff or relocation and would be willing to accept less than their current or most recent salary a HAM may not be unnecessary. In this instance, a competing offer must be verified.

Competing offers from other State agencies cannot be used as justification for offering a HAM rate.

4. <u>Prior State Employment</u>

Prospective employees with prior State service should be evaluated in the same manner as other applicants. However, to qualify for a higher rate of pay than that they received in prior State employment, they must clearly have enhanced their qualifications above those they possessed in the prior State employment.



CURRENT STATE EMPLOYEES

Appointing authorities may request extraordinary qualifications HAM's С for State employees under certain circumstances as outlined below: H A а. There must be a verifiable competing offer from another prospec-N tive non-State employer. G E Ъ. A promotional relationship cannot exist between the employee's current class and the prospective class. Hires made under these standards represent a career change for the с. С individual. Н d. Α It is typically necessary to offer an extraordinary HAM to recruit N candidates for the class. G DPA approval is required in all cases. Delegated HAM authority does not E apply.

DOCUMENTATION

Departments must document the basis for each HAM request. HAM requests up to the third step may be approved in advance of documentation being provided to DPA. Fourth and fifth step HAMs may be expedited by DPA with a verbal approval following review of documentation. HAMs for current State employees, regardless of amount, requires DPA's prereview of documentation and approval.

A copy of the approved request, as well as a statement of justification for delegated approvals, should be maintained by the requesting department in a separate file for postaudit purposes.

Questions should be referred to your departmental Classification and Compensation Division analyst.

Robert K. Painter, Section Manager Classification and Compensation Division



State of California

MEMORANDUM

Date:

To: Personnel Officer

- From: Department of Personnel Administration Classification and Compensation Division
- Subject: Delegation of Hiring-Above-Minimum Authority for Extraordinary Qualifications

This is to confirm that the _____ has been delegated authority to hire above the minimum for extraordinary qualifications. This delegation is subject to the following conditions:

- Authority is delegated to hire up to the ______ step above-theminimum rate. Requests above the authorized rate must be approved by the Department of Personnel Administration <u>before</u> a salary commitment is made.
- 2. Hiring-above-minimum authorization is granted only for extraordinary qualifications. Requests to hire above the minimum because of recruitment difficulty must be approved by the Department of Personnel Administration.
- 3. The Department will maintain documentation on each delegated hire above minimum for periodic staff audits of this delegated program. This information will also provide the necessary background in the event there is an appeal.
- 4. Departments should make determination of appropriate hires above the minimum on the basis of the standards attached.
- 5. For the first six months of delegation, the Department shall send to the Department of Personnel Administration at the end of each month, a list of all delegated hires above the minimum that have been made with supporting documentations attached for the purpose of postaudit.

Under this delegation, the departmental Personnel Officer may authorize documents for appointment above minimum of the salary range to be processed for persons with extraordinary qualifications in cases which fall within the standards. Hiring above the minimum is authorized for individuals and, as such, each case should be studied carefully. The Department of Personnel Administration should be contacted regarding any questions about the standards or the Department's responsibility.

Attachment

cumulary 10/87

| DEPARTMENT | CLASS | <u>STEP</u> |
|---------------------|---|-------------|
| Air Resources Board | Air Pollution Specialist | 5th |
| | Air Pollution Research Specialist | 5th |
| • | Air Resources Engineer | 5th |
| | Air Resources Technician II | 5th |
| | Associate Air Pollution Specialist | 5th |
| | Associate Air Resources Engineer | 5th |
| | Air Resources Engineering Associate | 5th |
| | Associate Motor Vehicle Pollution Control Engineer | 5th |
| | Legal Counsel | 5th |
| • | Vehicle Emission Test Specialist I | 5th |
| | Vehicle Emission Test Specialist II | 5th |

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DEPARTMENTS WITH DELEGATED HAM AUTHORITY

DEPARTMENT

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CLASS

<u>STEP</u>

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| State Consumer Services Agency | Chief Deputy Director, Exposition Park and Museums Programs | 4th |
|--------------------------------|--|---------------|
| Corrections | Chief Medical Officer | 5th |
| | Chief Medical Officer, California | 5th |
| | Institution for Women | |
| | Chief Psychiatrist | 5th |
| | Clinical Laboratory Technologist | 5th |
| | Dental Assistant | 5th |
| | Dental Lab Technician | 5th |
| | Dentist | 5th |
| | Laboratory Technician-Chemical Analysis | 5th |
| | Medical Technical Assistant | 5th |
| | Nurse – Anesthetist | 5th |
| | Nurse Practitioner | 5th |
| | Occupational Therapist | 5th |
| | Optometrist | 5th |
| | Pharmacist I | 5th |
| | Pharmacist II | 5th |
| | Pharmacy Services Manager | 5th |
| , | Physical Therapist | 5th |
| | Physician and Surgeon | 5th |
| | Psychologist (Various) | 5th |
| | Recreation Therapist | 5th |
| | Registered Nurse I | 5th |
| | Registered Nurse II | 5th |
| | Senior Clinical Laboratory Technologist | 5th |
| | Senior X-Ray Technician | 5th |
| | Staff Psychiatrist | 5th |
| | Staff Psychologist (Various) | 5th |
| | Surgical Nurse I | P + 1- |
| | Surgical Nurse II | 5th |
| | X-Ray Technician | 5th |
| Developmental Services | Bracemaker | 5th |
| | Clinical Laboratory Technologist | 5th |
| | Medical Resident - Various Specialties | 5th |
| | Occupational Therapist | 5th |
| | Pharmacist I | 5th |
| | Physician and Surgeon | 5th |
| | Psychologist (Various) | 5th |
| | Registered Nurse II | 5th |
| V V CITUL | Rehabilitation Therapist, D.O.H., - Occupational | 5th |
| | Respiratory Therapist . | 5th |
| | Staff Psychiatrist | 5th |

| DEPARTMENT | CLASS | STEP |
|---------------------------------------|--|--------------------------|
| Employment Development | Staff Programmer Analyst | 5th |
| Food and Agriculture | All classes (excupt StAFF Toxicolocyof) | 3rd |
| General Services | Senior Structural Engineer Tahoe Conservancy Program Analyst I Tahoe Conservancy Program Analyst II Tahoe Conservancy Program Manager | 5th 5th 5th 5th |
| Health Services | Associate Hazardous Material Specialist | 5th |
| | Associate Health Physicist | 5th |
| · · · · · · · · · · · · · · · · · · · | Associate Sanitary Engineer | 5th |
| | Communicable Disease Representative | up to 5th |
| | Communicable Disease Manager I & II | up to 5th |
| | Communicable Disease Specialist I & II | up to 5th |
| | Consulting Communicable Disease Representative | up to 5th |
| | Engineering Geologist | 5th |
| | Epidemiologist | 5th |
| | Hazardous Materials Specialist | 5th |
| | Health Education - Consultant I & II | up to 5th |
| | Medical Consultant I | 5th |
| | Senior Hazardous M anagerial Spec. (Tech) | 5th |
| | Senior Hazardous Material Spec. (Sup) | 5th |
| | Staff Toxicologist withdrawn 6/2/88 | |
| | Supervising Hazardous | 5th |
| | Materials Specialist | |
| | Waste Management Engineer | 5th |
| | Waste Management Specialist J, II, III, IV | 5th |
| California Housing Finance Agency | Programmer I | 3rđ |
| Department of Justice | Special Agent | 58rd |
| | Deputy Attorney General Criminalist L. U. U. | 5th |
| | Criminalist I, II, III GUDD STUDINT ASSIST | 3rd |
| California Maritime Academy | President, CMA | 5th |
| | Academic Dean, CMA | 5th |
| | Administrative Officer, CMA | 5th |
| | Commanding Officer Training Ship, CMA | 5th |
| | Commandant of Midshipmen, CMA | 5th |
| | Professor, CMA | 5th |
| | Associate Professor, CMA | 5th |

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| • | DEPARTMENT | <u>CLASS</u> | TEP |
|----------|-------------------------------------|--|---------------|
| _ | California Maritime Academy | Assistant Professor, CMA | 5th |
| | | Instructor, CMA | 5th |
| | | Associate Professor, General Studies, CMA | 5th |
| | | Assistant Professor, General Studies, CMA | 5th |
| | | Business Manager, CMA | 5th |
| | | Senior Instructor, CMA | 5th |
| | | Student Affairs Assistant | 5th |
| | | Student Affairs Officer, CMA | 5th |
| | | Student Affairs Officer I, CMA | 5th |
| | | Student Affairs Officer II, CMA | 5th |
| | | Student Affairs Officer III, CMA | 5th |
| | Mental Health (Atascadero) | Medical Resident (Various Specialists) | 5th |
| | Motor Vehicles | Telecommunications Systems Analyst I | 3rd - |
| | Public Employees' Retirement System | Stiff Coursel, Fearing Officer (NMYB) True Stream officer 1, Retirement And Association System | -Sill Isth |
| • | | Investment Officer II, Retirement System | 5th |
| | | Actuary, Public Employees' | 3rd |
| | | Retirement System | 0.0 |
| | Office of Statewide Health Planning | Associate Mechanical Engineer | 3rd |
| | and Development | Senior Electrical Engineer | 3rd |
| | | Senior Mechanical Engineer | 3rd |
| | | Senior Structural Engineer | 5th |
| | Department of Transportation | All classes | 5th |
| | Water Resources | Associate Mechanical Engineer Hydraulic Structures | 5th |
| | | Associate Electrical Engineer | 5th |
| | | Hydraulic Structures Assistant Engineering Specialist, Electricial | 5th |
| | | Hydroelectric Plant Electrician I/II | 3rd |
| | | Hydroelectric Plant Mechanic I/II | 3rd |
| | | Hydroelectric Plant Operator | 3rd |
| | | System & Testing Technician I/IL | 3rd |
| | | Control Systems Technician I/II | 3rd · |
| | | Electrical Engineer | 5th |
| | | Mechanical Engineer | 5th |
| | | Junior Civil Engineer | 5th |
| | | Assistant Engineering Specialist, Civil | 5th |
| | į | Assistant Engineering Specialist, Mechanical | 5th |
| A | Water Resources Control Board | Water Resource Control Engineer | 5th |

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Date: December 7, 1990 Reference Code: MM 90-07 Effective Date: November 16, 1990 Expiration Date: Indefinite Date of Issue: November 16, 1990

To: PERSONNEL MANAGEMENT LIAISONS

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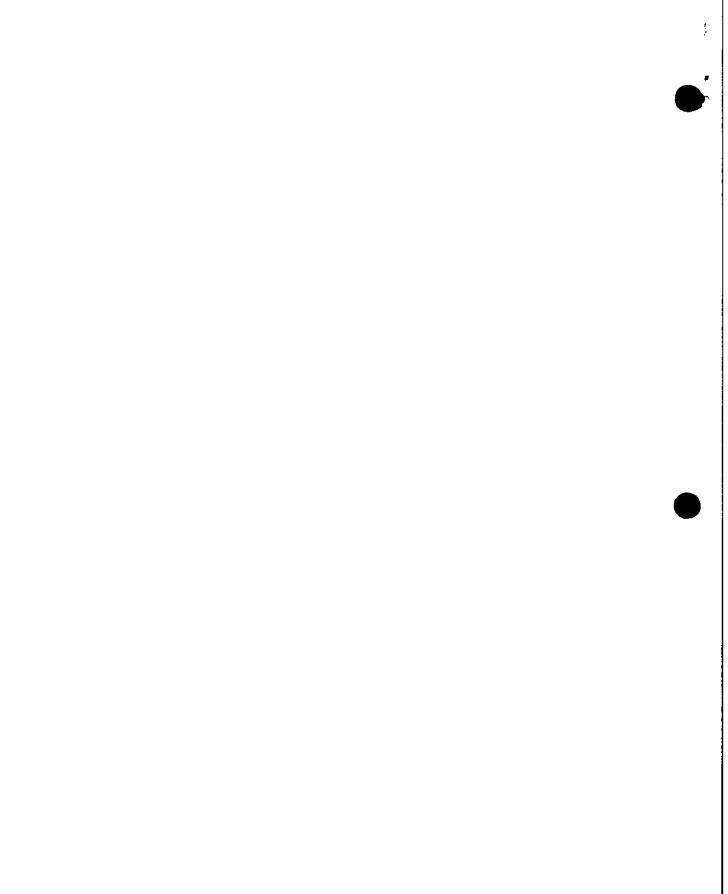
From: Department of Personnel Administration Classification and Compensation Division

Subject: Hiring-Above-Minimum Standards for Extraordinary Qualifications

The purpose of this memorandum is to correct a typographical error found on page 2 of Management Memorandum 90-07 issued on November 16, 1990.

Please remove page 2 and insert the attached corrected copy into the original memorandum.

Robert K. Painter Classification and Compensation Division



- b. Unique talent, ability, or skill as demonstrated by previous job experience may also constitute extraordinary qualifications. The scope and depth of such experience is more significant than its length.
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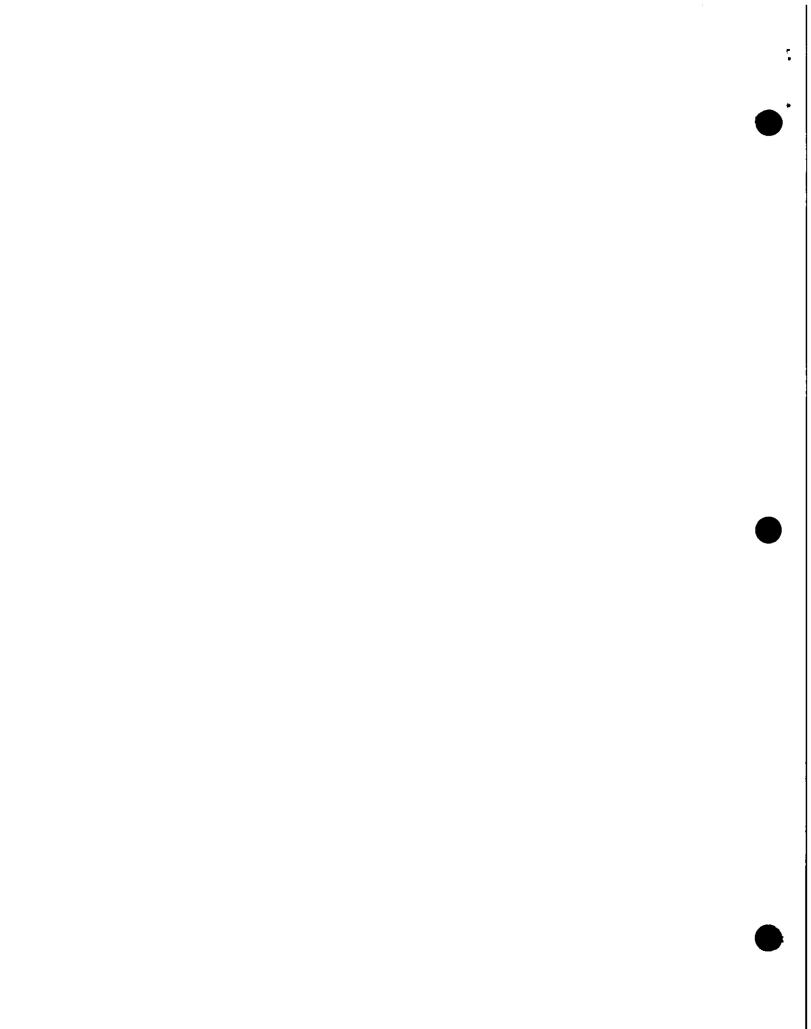
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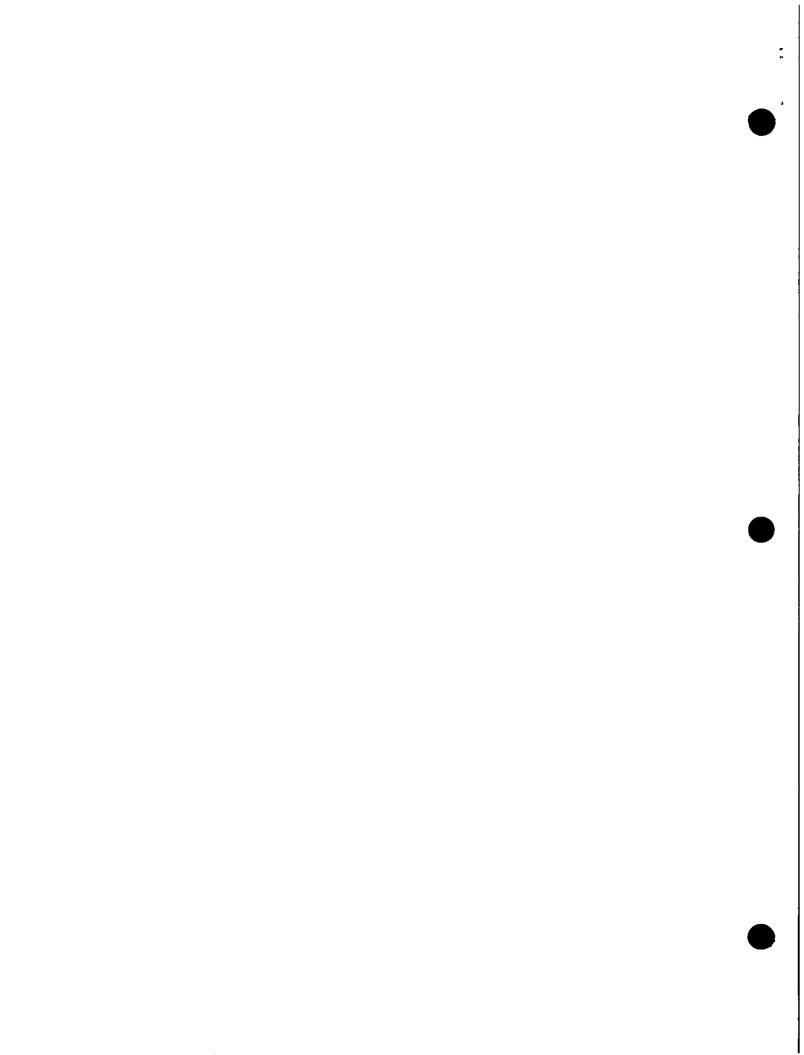
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Bob fainter

Robert K. Painter, Section Manager Classification and Compensation Division

