Option	Description	Total Implementation Cost	# Employees Receiving Adjustments	Avg Salary Adjustment for Employees who receive an Adjustment	Avg Percentage Adjustment	Considerations for Selecting Options	Pros/Cons for Each Option
Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	$ 701,235.18	219	$ 3,201.99	10.7%	If it is determined that a new structure is needed, this option must be selected to implement the new structure as it is necessary to "turn the new pay structure on." This is necessary to bring all salaries, at a minimum, within the new ranges.	PRO: This option would adjust salaries that are currently below the proposed minimums in the new salary structure. In this case, there are current employees with salaries below the new proposed minimums in some classifications. HR best practice is to have all employees' salaries fall within the pay range of the their classification. CON: This option does not "adjust" current employees' salaries that are above the proposed minimums. However, any adjustment of individual salaries during a Comp & Class study should be aligned with the organization's compensation philosophy and its fiscal constraints.
Current Range Penetration	For those employees with at least 1 year of tenure, a calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place him/her the same percentage through the proposed range. If the pay grade does not change, the employee's salary will not change. For example, if an individual is at the midpoint (50%) of the current range, he/she is brought to the midpoint of (50%) the recommended range. This option includes the Bring to Minimum cost.	$ 2,280,116.57	480	$ 4,750.24	12.1%	This option would best align with a compensation philosophy in which future salaries will be progressed based on factors other than the amount of time an employee has in the classification or the amount of time an employee has with the organization.	PRO: This option is the most "neutral" in that it doesn't adjust employees' salaries based on any particular pay philosophy, past or present; it simply places salaries into the new structure at the same relative position to where they originally were in the current pay structure. This also, in some fashion, "adjusts" salaries due to changes in the market (i.e., by placing salaries in the same relative position within the new structure, the adjustments to individual salaries are caused by the adjustments to the pay ranges themselves, which are adjusted, in part, based on changes in the market). CON: This option may adjust salaries that may not need to be adjusted. For example: if an organization's pay range structure was competitive/at the desired position, then an organization may prefer to allocate any available budget funds for salary adjustments outside of the implementation of the Comp & Class study. This option would adjust salaries beyond the new midpoints, which are not necessarily "required," as these employees are already receiving pay which is either as competitive or more competitive than their market peers.
Current Range Penetration - Capped at Midpoint	For those employees with at least 1 year of tenure, a calculation is performed to determine the relative position of an employee's salary in the current pay range. The employee's recommended salary calculation is based on the employee's new salary being placed at the same relative position in the proposed range. For example, if an employee's salary is 40% into the current pay range, the proposed salary is placed at 40% into the recommended pay range. This places an employee's salary in the new range based on the relative position in the current range, yet does not place any salary beyond new midpoints unless the salary is already above that point, as no employee salary is reduced. **This option includes the Bring to Minimum Cost.**	$ 1,848,478.15	421	$ 4,390.68	12.1%	This option would best align with a compensation philosophy in which in the future salaries will be progressed based on factors other than the amount of time an employee has been in the classification or the amount of time an employee has been with the organization. This option "caps" or does not adjust salaries beyond the new midpoints.	PRO: This option is the most "neutral" in that it doesn't adjust employees' salaries based on any particular pay philosophy, past or present; it simply places salaries into the new structure at the same relative position to where they originally were in the current pay structure, with the additional caveat of capping any salary adjustments at the midpoint. In other words, although this option would adjust some salaries based on an employee's relative position in the old structure, it would not adjust any salaries above the midpoint, which is the point (in terms of salary) that an employee is considered to be performing work at a fully proficient level. CON: This option would not change/fix any perceived salary inequities by employees if they consider/compare their individual salary to another employee within the same classification.

Move Toward Market 3 Tier	Employees with at least 1 year and less than 3 years with the organization are moved closer toward the market point of the proposed pay grade range, employees with between 3 and 7 years tenure are moved even closer toward the market point, and employees with more than 7 years are moved yet even closer toward the market point of the pay grade range. For example, an employee's salary at 75% of the market point (Compa-Ratio) would be brought to 79% of the market point if tenure were less than 3 years, but would be brought to 80% if tenure were 3 to 7 years, and to 81% if tenure were greater than 7 years. These increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the market point and to provide greater adjustments to those employees with more tenure. Employees at or above the market point are unaffected. **This option includes the Bring to Minimum Cost.**	$ 1,459,765.89	505	$ 2,890.63	8.8%	This option would best align with a compensation philosophy in which it is expected that employees' salaries will be progressed to the market point as the employee performs the duties of the position proficiently and satisfactorily. It does attempt to improve the market position of employees' salaries that are currently below the market point and utilizes an employee's tenure to vary the adjustments to this position.	PRO: This option simply places salaries into the new structure based on a calculation of the employee's salary relative to the market point (Compa-Ratio) and attempts to adjust salaries (or move them closer to the market point). The market point is the point (in terms of salary) that an employee is considered to be performing work at a fully proficient, satisfactory level. CON: This option may not change any perceived salary inequities by employees if they consider/compare their individual salary to another employee within the same classification.
Move Toward Market 3 Tier (Class Date)	Employees with less than 3 years in current classification (and at least 1 year total tenure) are moved closer toward the market point of the proposed pay grade range, employees with between 3 and 7 years class tenure are moved even closer toward the market point, and employees with more than 7 years class tenure are moved yet even closer toward the market point of the pay grade range. For example, an employee's salary at 75% of the market point (Compa-Ratio) would be brought to 79% of the market point if class tenure were less than 3 years, but would be brought to 80% if class tenure were 3 to 7 years, and to 81% if class tenure were greater than 7 years. These increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the market point and to provide greater adjustments to those employees with more class tenure. Employees at or above the market point are unaffected. **This option includes the Bring to Minimum Cost.**	$ 1,351,149.28	505	$ 2,675.54	8.2%	This option would best align with a compensation philosophy in which it is expected that employees' salaries will be progressed to the market point as the employee performs the duties of the position proficiently and satisfactorily. It does attempt to improve the market position of employees' salaries that are currently below the market point and utilizes an employee's tenure to vary the adjustments to this position.	PRO: This option simply places salaries into the new structure based on a calculation of the employee's salary relative to the market point (Compa-Ratio) and attempts to adjust salaries (or move them closer to the market point). The market point is the point (in terms of salary) that an employee is considered to be performing work at a fully proficient, satisfactory level. CON: This option may not change any perceived salary inequities by employees if they consider/compare their individual salary to another employee within the same classification.
Move Toward Market 2 Tier	Employees with at least 1 year and less than 10 years with the organization are moved closer toward the market point of the proposed pay grade range, and employees with more than 10 years are moved yet even closer toward the market point of the pay grade range. For example, an employee's salary at 75% of the market point (Compa-Ratio) would be brought to 78% of the market point if tenure were less than 10 years, but would be brought to 80% if tenure were greater than 10 years. These increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the market point and to provide greater adjustments to those employees with more tenure. Employees at or above the market point are unaffected. **This option includes the Bring to Minimum Cost.**	$ 1,048,400.44	505	$ 2,076.04	6.4%	This option would best align with a compensation philosophy in which it is expected that employees' salaries will be progressed to the market point as the employee performs the duties of the position proficiently and satisfactorily. It does attempt to improve the market position of employees' salaries that are currently below the market point and utilizes an employee's tenure to vary the adjustments to this position.	PRO: This option simply places salaries into the new structure based on a calculation of the employee's salary relative to the market point (Compa-Ratio) and attempts to adjust salaries (or move them closer to the market point). The market point is the point (in terms of salary) that an employee is considered to be performing work at a fully proficient, satisfactory level. CON: This option may not change any perceived salary inequities by employees if they consider/compare their individual salary to another employee within the same classification.
Move Toward Market 2 Tier (Class Date)	Employees with less than 10 years in current classification (and at least 1 year total tenure) are moved closer toward the market point of the proposed pay grade range, and employees with more than 10 class years are moved yet even closer toward the market point of the pay grade range. For example, an employee's salary at 75% of the market point (Compa-Ratio) would be brought to 78% of the market point if class tenure were less than 10 years, but would be brought to 80% if class tenure were greater than 10 years. These increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the market point and to provide greater adjustments to those employees with more class tenure. Employees at or above the market point are unaffected. **This option includes the Bring to Minimum Cost.**	$ 941,224.99	505	$ 1,863.81	6.0%	This option would best align with a compensation philosophy in which it is expected that employees' salaries will be progressed to the market point as the employee performs the duties of the position proficiently and satisfactorily. It does attempt to improve the market position of employees' salaries that are currently below the market point and utilizes an employee's tenure to vary the adjustments to this position.	PRO: This option simply places salaries into the new structure based on a calculation of the employee's salary relative to the market point (Compa-Ratio) and attempts to adjust salaries (or move them closer to the market point). The market point is the point (in terms of salary) that an employee is considered to be performing work at a fully proficient, satisfactory level. CON: This option may not change any perceived salary inequities by employees if they consider/compare their individual salary to another employee within the same classification.