

# DEPARTMENT OF ADMINISTRATION BROADBAND PAY PLAN POLICY

## I. Mission and Pay Philosophy

The mission of the Department of Administration (Department) is to serve, satisfy and support our customers.

Employees are the Department's most important resource in its efforts to fulfill its mission. Therefore, the ability to attract and retain highly qualified, competent employees and to promote growth and professional development in a fiscally responsible manner is essential.

## II. Purpose and Goals

This pay plan establishes the Department's rules for administering pay. The Department has four primary goals for this pay plan:

- 1) reward employees for their performance and contributions to the organization;
- 2) use strategies that are equitable across the Department;
- 3) be fiscally responsible; and
- 4) remain externally competitive to similar positions within other state agencies and the regional labor market.

## III. Scope

This pay plan must conform to the Statewide Broadband Pay Plan Policy. If any provision in this plan conflicts with the statewide policy, the statewide policy applies. This pay plan is not a contract or an offer to contract between the Department and its employees.

All references to pay rates and pay ranges throughout this document refer to base pay. State contributions to group benefits provided in 2-18-703, MCA; overtime; fringe benefits as defined in 39-2-903, MCA; and longevity allowance provided in 2-18-304, MCA, are excluded.

This pay plan does not apply to employees of attached-to agencies or employees covered under the blue-collar pay plan. Attached-to agencies may adopt this pay plan at their discretion.

If any portion of this pay plan conflicts with a collective bargaining agreement, the collective bargaining agreement will apply for those employees in that bargaining unit.

At a minimum, this pay plan will be reviewed on a biennial basis immediately following the legislative session to ensure compliance with current and future State law.

## IV. Setting Pay Ranges

The pay ranges for all department positions are contained in Appendix A. The Department will periodically review and revise pay ranges based on changing labor markets, overall competitiveness, and ability to pay.

## V. Setting Base Pay Rates

Division administrators in consultation with the Department's HR Office are responsible for establishing base pay rates for their employees within the pay ranges described above and using the strategies contained in this policy. The minimum base pay for any employee, however, will be set no lower than the annual minimum salary for the position's assigned pay band.

An employee's pay rate may be above the stated pay range for various reasons that include, but not limited to: pay protection associated with a demotion, fluctuation in market survey data, or the need to attract/retain a specific skillset in support of critical Department operations.

When setting base pay rates, management should also consider:

- A. New Hires** – The hiring rate for newly-hired employees not serving under a training assignment (see Paragraph C below) will be set within the pay ranges contained in Appendix A and according to department and statewide pay plans. When setting hiring rates, management will consider the competencies of the new employee along with the base pay rates of existing division and department employees in similar occupations and with similar skill sets and related work experiences.
- B. Seasonal Employees** – Seasonal employees who return to the same position for consecutive seasons should be paid as if there were no break in service.
- C. Training Assignment** – A training assignment is a plan agreed upon between the Department and an employee new to a position when the employee needs to acquire certain job-specific competencies or work experiences. An employee's pay may be set below the beginning base pay rate for the position, but must be at or above the minimum pay for the position's assigned pay band.

A training assignment will be documented in writing; signed by the employee, the division administrator, and a human resource generalist; and may extend up to a maximum of one year.

Training assignment agreements must also include:

- 1) the base pay rate at the beginning of the training assignment, any pay increases allowed during the training assignment, and the base pay rate at the end of the training assignment;
- 2) the length of the training assignment;
- 3) the training, knowledge, skills, abilities, behaviors, and experiences the employee must acquire during the training assignment; and,
- 4) measures of the employee's performance in areas where the employee must acquire identified training, knowledge, skills, abilities, behaviors, and/or experiences.

The signed original of the training assignment agreement must be filed in the employee's permanent personnel record.

If the employee does not satisfactorily complete the training assignment, management may:

- 1) return the employee to the position held before the training assignment;
- 2) extend the training assignment for up to one additional year;
- 3) assign the employee to another position for which the employee is qualified; or
- 4) discharge the employee, in compliance with the Discipline Handling Policy, ARM 2.21.6505 et seq., or the Probation Policy.

**D. Supervisory or Lead Worker Pay** - An employee may be eligible for a pay adjustment when performing supervisory duties if:

- 1) an employee occupying a position in a non-supervisory classification performs supervisory duties, or
- 2) an employee who is performing supervisory duties is classified in the same occupation and band as the subordinates.

When determining this additional pay, an agency should consider levels of supervisory duties performed and internal equity. Supervisory pay may be given as a lump sum or as an increase to base pay.

If an employee assumes lead worker responsibilities, the employee's base pay rate may be adjusted up to 10 percent above the average base pay rate of the employees he or she leads, depending on the additional responsibilities associated with the lead worker designation.

If the lead or supervisory duties end for any reason, the employee's base pay rate may be reduced by the same percentage received when the duties were assumed.

**E. Demotion** – A demotion is the assignment of an employee to a position with a lower pay range or lower pay band. A demotion may result from any one of several reasons, including but not limited to: 1) an inability to perform the duties of the previously-held position; 2) an employee request to voluntarily take a position with a lower pay band; or, 3) disciplinary action.

Management will consider the job-related qualifications and the base pay rates of employees in similar positions with similar qualifications when setting the base pay rate.

**F. Permanent Promotion** – A permanent promotion is the assignment of an employee to a new position with a higher pay range or higher pay band as a result of a competitive hiring process.

There may be a need for a higher rate of pay as part of a promotional assignment. When setting the new rate of pay, management should consider the competencies of the employee along with the base pay rates of existing division and department employees in similar occupations and with similar skills sets and related work experiences.

**G. Temporary Promotion** – A temporary promotion is the temporary assignment of an employee to a new position with a higher pay range or higher pay band,

generally without a competitive process.

Employees may be temporarily promoted for up to two years in accordance with the State's Broadband Pay Plan Policy. When the employee returns to their previously-held position, their base pay rate will be set as if they had been in the position continuously, and will include any adjustments that would have occurred had the employee remained in the position.

- H. Reclassification** – When a position is reclassified to a different pay band or a different occupational title, management will consider factors listed in Section V when setting the base pay rate.

The decision to reduce the incumbent's pay will be made on a case-by-case basis, and must be approved by the Human Resource and Director's Offices.

## **VI. Types of Pay Adjustments**

The following pay adjustments may be given based upon the availability of division funds provided the adjustment is consistent with the MOM Broadband Pay Plan Policy and DOA Pay Plan Policy.

- A. Market** adjustments may be used when an employee's base pay rate falls below the midpoint of the pay range. Market adjustments may be used to address recruitment or retention issues. Market pay must be given as an increase to base pay.
- B. Competency** adjustments are used to compensate employees for their experience, training, or professional certification. Competencies must be identifiable, observable, and compared to like positions for internal equity. Competency pay adjustments are applied to the base pay rate.
- C. Career Ladder** adjustments are based on a series of pre-established, progressive steps within a specific occupational title (programmer, engineer, financial specialist, etc.). Each step must define the organizational requirements for achieving the pay adjustment, starting with the employee's entry into the career ladder. A career ladder must clearly define the route for legitimate career growth for the particular occupational title. Progress is based on years of experience, growth in responsibilities and demonstrated competencies and performance results.

Career ladder guidelines currently in place within the Department are referenced in Section VIII of this document.

- D. Performance** adjustments are based on the employee's performance. As part of the justification for a performance pay adjustment, managers shall demonstrate active use of the Department's performance appraisal tool and program. Performance pay adjustments may be given as in a lump-sum payment or as an increase to base pay. Performance pay adjustments may not exceed five percent per year of the employee's base annual pay.
- E. Results** adjustments are based on an individual's and/or a team's efforts toward

reaching a specified goal or goals. To award results pay adjustments, a division must establish results pay criteria, which have been approved by the Human Resource and Director's Offices. Criteria must be measurable by comparing accomplishments to established goals. Results pay adjustments are granted in lump-sum payments only, do not apply to the base pay rate, and may not exceed five percent per year of the employee's annual pay.

- F. Situational** adjustments are based on atypical situations or working conditions. To award a situational pay adjustment, a division must establish situational pay criteria, which have been approved by the Human Resource and Director's Offices. A division may use situational pay to address recruitment or retention issues related to certain requirements of the position such as extensive travel, hazardous duties, unusual work hours, or unusual physical demands. Situational pay may be given as a lump sum or as an increase to base pay. Situational pay adjustments must be discontinued when the employee is no longer working under the qualifying situation or condition.
- G. Strategic** adjustments may be given based on the organization's strategy to recruit or retain critical competencies, such as knowledge or skills. Strategic pay may be given as a lump sum or as an increase in base pay.

## **VII. Pay Adjustment Approvals**

Pay adjustments are approved by the division Administrator or their designee, Department Human Resources Manager, and Department Director or Department Deputy Director. Training assignment progressions may be approved by the division Administrator or their designee and a human resources generalist.

Pay adjustments are effective the first day of the pay period in which the adjustment is approved. Retroactive effective dates must be approved by the Department Human Resources Manager.

The head of any attached-to agency adopting this pay plan will approve all pay adjustments within their agency.

## **VIII. Career Ladder Guidelines**

[SABHRS Finance and Budget Bureau Career Ladder Guidelines](#)

[Human Resource Information Systems Bureau \(HRISB\) Career Ladder Guidelines](#)

[DBFI Career Ladder Guidelines](#)

## **IX. References**

[Montana Code Annotated \(MCA\) 2-18-301 through 2-18-304](#)

[Montana Operations Manual \(MOM\): Broadband Pay Plan Policy](#)

## Appendix A: Pay Ranges

Job Code	Classification Title	Band	Pay Range Hourly			Pay Range Annual		
			Beginning	Midpoint	Ending	Beginning	Midpoint	Ending
132115	Accountant	05	\$15.520000	\$19.400000	\$23.280000	\$32,282	\$40,352	\$48,422
132116	Accountant	06	\$19.653846	\$24.567308	\$29.480769	\$40,880	\$51,100	\$61,320
132117	Accountant	07	\$26.735000	\$33.418750	\$40.102500	\$55,609	\$69,511	\$83,413
433313	Accounting Technician	03	\$11.923077	\$14.903846	\$17.884615	\$24,800	\$31,000	\$37,200
433314	Accounting Technician	04	\$14.307692	\$17.884615	\$21.461538	\$29,760	\$37,200	\$44,640
436113	Administrative Assistant	03	\$13.405483	\$16.756854	\$20.108225	\$27,883	\$34,854	\$41,825
436114	Administrative Assistant	04	\$16.231530	\$20.289413	\$24.347296	\$33,762	\$42,202	\$50,642
113116	Administrative Services Mgr	06	\$27.153846	\$33.942308	\$40.730769	\$56,480	\$70,600	\$84,720
113117	Administrative Services Mgr	07	\$32.584615	\$40.730769	\$48.876923	\$67,776	\$84,720	\$101,664
131915	Administrative Specialist	05	\$15.547131	\$19.433914	\$23.320697	\$32,338	\$40,423	\$48,507
131916	Administrative Specialist	06	\$20.138750	\$25.173438	\$30.208125	\$41,889	\$52,361	\$62,833
431214	Administrative Support Sup	04	\$16.180549	\$20.225686	\$24.270823	\$33,656	\$42,069	\$50,483
171117	Architect	07	\$30.098638	\$37.623297	\$45.147957	\$62,605	\$78,256	\$93,908
433334	Auditing Technician	04	\$16.053846	\$20.067308	\$24.080769	\$33,392	\$41,740	\$50,088
132136	Auditor	06	\$19.653846	\$24.567308	\$29.480769	\$40,880	\$51,100	\$61,320
131735	Benefits Specialist	05	\$15.780311	\$19.725388	\$23.670466	\$32,823	\$41,029	\$49,235
131736	Benefits Specialist	06	\$19.076923	\$23.846154	\$28.615385	\$39,680	\$49,600	\$59,520
131737	Benefits Specialist	07	\$23.293428	\$29.116786	\$34.940143	\$48,450	\$60,563	\$72,675
132316	Budget Analyst	06	\$22.410858	\$28.013572	\$33.616287	\$46,615	\$58,268	\$69,922
173215	Civil Engineering Technician	05	\$19.547127	\$24.433908	\$29.320690	\$40,658	\$50,823	\$60,987
492235	Communications Technologist	05	\$19.846154	\$24.807692	\$29.769231	\$41,280	\$51,600	\$61,920
113437	Compensaton Benefits Mgr	07	\$32.764025	\$40.955031	\$49.146038	\$68,149	\$85,186	\$102,224
113438	Compensaton Benefits Mgr	08	\$44.091864	\$55.114831	\$66.137797	\$91,711	\$114,639	\$137,567
131717	Compensaton Classificaton Spc	07	\$25.570136	\$31.962670	\$38.355204	\$53,186	\$66,482	\$79,779
131416	Compliance Specialist	05	\$17.202846	\$21.503558	\$25.804270	\$35,782	\$44,727	\$53,673
151336	Computer Application Engineer	06	\$25.525577	\$31.906971	\$38.288365	\$53,093	\$66,367	\$79,640
151337	Computer Application Engineer	07	\$31.515367	\$39.394209	\$47.273051	\$65,552	\$81,940	\$98,328
113217	Computer Information Sys Mgr	07	\$35.684586	\$44.605733	\$53.526879	\$74,224	\$92,780	\$111,336
113218	Computer Information Sys Mgr	08	\$42.821538	\$53.526923	\$64.232308	\$89,069	\$111,336	\$133,603
151215	Computer Programmer	05	\$18.892314	\$23.615393	\$28.338471	\$39,296	\$49,120	\$58,944
151216	Computer Programmer	06	\$24.480769	\$30.600962	\$36.721154	\$50,920	\$63,650	\$76,380
151217	Computer Programmer	07	\$28.153077	\$35.191346	\$42.229615	\$58,558	\$73,198	\$87,838
151736	Computer Security Specialist	06	\$25.128323	\$31.410404	\$37.692484	\$52,267	\$65,334	\$78,400
151116	Computer Supervisor	06	\$22.620385	\$28.275481	\$33.930577	\$47,050	\$58,813	\$70,576
151117	Computer Supervisor	07	\$27.022964	\$33.778706	\$40.534447	\$56,208	\$70,260	\$84,312
151415	Computer Support Specialist	05	\$17.150554	\$21.438192	\$25.725831	\$35,673	\$44,591	\$53,510
151416	Computer Support Specialist	06	\$21.832563	\$27.290704	\$32.748845	\$45,412	\$56,765	\$68,118
151414	Computer Support Technician	04	\$13.422372	\$16.777965	\$20.133558	\$27,919	\$34,898	\$41,878
151495	Computer Systems Admin Spcl	05	\$16.888077	\$21.110096	\$25.332115	\$35,127	\$43,909	\$52,691
151496	Computer Systems Admin Spcl	06	\$25.525769	\$31.907212	\$38.288654	\$53,094	\$66,367	\$79,640
151497	Computer Systems Admin Spcl	07	\$31.515385	\$39.394231	\$47.273077	\$65,552	\$81,940	\$98,328
151516	Computer Systems Analyst	06	\$24.923077	\$31.153846	\$37.384615	\$51,840	\$64,800	\$77,760
151517	Computer Systems Analyst	07	\$29.942646	\$37.428308	\$44.913970	\$62,281	\$77,851	\$93,421

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Job Code	Classification Title	Band	Pay Range Hourly			Pay Range Annual		
			Beginning	Midpoint	Ending	Beginning	Midpoint	Ending
119216	Construction Manager	06	\$29.456154	\$36.820192	\$44.184231	\$61,269	\$76,586	\$91,903
434512	Customer Service Clerk	02	\$9.235769	\$11.544712	\$13.853654	\$19,210	\$24,013	\$28,816
434513	Customer Service Assistant	03	\$10.942308	\$13.677885	\$16.413462	\$22,760	\$28,450	\$34,140
431235	Customer Service Supervisor	05	\$25.520144	\$31.900180	\$38.280216	\$53,082	\$66,352	\$79,623
151913	Data Control Tech	03	\$12.684171	\$15.855213	\$19.026256	\$26,383	\$32,979	\$39,575
151914	Data Control Tech	04	\$15.221154	\$19.026442	\$22.831731	\$31,660	\$39,575	\$47,490
151616	Database Analyst	06	\$24.676537	\$30.845671	\$37.014805	\$51,327	\$64,159	\$76,991
151617	Database Analyst	07	\$29.972156	\$37.465195	\$44.958233	\$62,342	\$77,928	\$93,513
439712	Duplicating Machine Operator	02	\$11.326923	\$14.158654	\$16.990385	\$23,560	\$29,450	\$35,340
439713	Duplicating Machine Operator	03	\$13.307511	\$16.634389	\$19.961267	\$27,680	\$34,600	\$41,519
131537	Emergency Management Spc	07	\$29.155862	\$36.444828	\$43.733793	\$60,644	\$75,805	\$90,966
119417	Engineering Manager	07	\$38.200769	\$47.750962	\$57.301154	\$79,458	\$99,322	\$119,186
111928	Engineering Manager	08	\$43.930769	\$54.913462	\$65.896154	\$91,376	\$114,220	\$137,064
131477	Equal Opportunity Specialist	07	\$28.201923	\$35.252404	\$42.302885	\$58,660	\$73,325	\$87,990
132615	Financial Examiner	05	\$17.942652	\$22.428315	\$26.913978	\$37,321	\$46,651	\$55,981
132616	Financial Examiner	06	\$23.730198	\$29.662747	\$35.595296	\$49,359	\$61,699	\$74,038
132617	Financial Examiner	07	\$31.451128	\$39.313910	\$47.176692	\$65,418	\$81,773	\$98,128
113317	Financial Manager	07	\$32.812308	\$41.015385	\$49.218462	\$68,250	\$85,312	\$102,374
113317	Financial Manager	08	\$39.374615	\$49.218269	\$59.061923	\$81,899	\$102,374	\$122,849
132997	Financial Operations Sup	06	\$24.932485	\$31.165606	\$37.398727	\$51,860	\$64,824	\$77,789
132997	Financial Operations Sup	07	\$30.320540	\$37.900675	\$45.480810	\$63,067	\$78,833	\$94,600
132916	Financial Specialist	06	\$19.529297	\$24.411621	\$29.293945	\$40,621	\$50,776	\$60,931
131496	Government Property Inv Inp	06	\$24.252443	\$30.315554	\$36.378665	\$50,445	\$63,056	\$75,668
271255	Graphic Designer	05	\$16.310980	\$20.388725	\$24.466471	\$33,927	\$42,409	\$50,890
371214	Groundskeeping SupMgr	05	\$21.499231	\$26.874038	\$32.248846	\$44,718	\$55,898	\$67,078
211626	Health Program Representative	06	\$18.346154	\$22.932692	\$27.519231	\$38,160	\$47,700	\$57,240
434814	Human Resource Assistant	04	\$15.572093	\$19.465116	\$23.358140	\$32,390	\$40,487	\$48,585
113417	Human Resource Manager	07	\$32.730803	\$40.913503	\$49.096204	\$68,080	\$85,100	\$102,120
113417	Human Resource Manager	08	\$39.868020	\$49.835025	\$59.802031	\$82,925	\$103,657	\$124,388
131776	Human Resource Specialist	06	\$20.247922	\$25.309902	\$30.371883	\$42,116	\$52,645	\$63,174
131777	Human Resource Specialist	07	\$27.119140	\$33.898926	\$40.678711	\$56,408	\$70,510	\$84,612
131316	Insurance Claims Examiner	06	\$22.928832	\$28.661040	\$34.393248	\$47,692	\$59,615	\$71,538
131797	Labor Relations Specialist	07	\$29.649044	\$37.061305	\$44.473566	\$61,670	\$77,088	\$92,505
232025	Law Clerk	05	\$17.066971	\$21.333714	\$25.600457	\$35,499	\$44,374	\$53,249
231116	Lawyer	06	\$25.454090	\$31.817613	\$38.181135	\$52,945	\$66,181	\$79,417
231117	Lawyer	07	\$33.090385	\$41.362981	\$49.635577	\$68,828	\$86,035	\$103,242
231118	Lawyer	08	\$43.017692	\$53.772115	\$64.526538	\$89,477	\$111,846	\$134,215
436213	Legal Secretary	03	\$13.454608	\$16.818260	\$20.181912	\$27,986	\$34,982	\$41,978
515233	Lithographic Press Operator	03	\$11.415167	\$14.268959	\$17.122751	\$23,744	\$29,679	\$35,615

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Job Code	Classification Title	Band	Pay Range Hourly			Pay Range Annual		
			Beginning	Midpoint	Ending	Beginning	Midpoint	Ending
439512	Mail Clerk	02	\$9.580845	\$11.976056	\$14.371268	\$19,928	\$24,910	\$29,892
499415	Maintenance Worker	05	\$20.930996	\$26.163745	\$31.396494	\$43,536	\$54,421	\$65,305
131816	Management Analyst	06	\$20.560103	\$25.700129	\$30.840155	\$42,765	\$53,456	\$64,148
131817	Management Analyst	07	\$26.096154	\$32.620192	\$39.144231	\$54,280	\$67,850	\$81,420
491115	Mechanic Maintenance SupMgr	05	\$17.853891	\$22.317364	\$26.780837	\$37,136	\$46,420	\$55,704
172816	Mechanical Engineering Spc	06	\$27.606616	\$34.508270	\$41.409924	\$57,422	\$71,777	\$86,133
151716	Network Administrator	06	\$23.302100	\$29.127625	\$34.953150	\$48,468	\$60,585	\$72,703
151815	Network Systems Analyst	05	\$21.541443	\$26.926804	\$32.312165	\$44,806	\$56,008	\$67,209
151816	Network Systems Analyst	06	\$25.525769	\$31.907212	\$38.288654	\$53,094	\$66,367	\$79,640
151817	Network Systems Analyst	07	\$31.515385	\$39.394231	\$47.273077	\$65,552	\$81,940	\$98,328
299116	Occupational Health Safety Spc	06	\$21.933933	\$27.417417	\$32.900900	\$45,623	\$57,028	\$68,434
111218	Operations Manager	08	\$39.819231	\$49.774038	\$59.728846	\$82,824	\$103,530	\$124,236
152317	Operations Research Analyst	07	\$24.982645	\$31.228306	\$37.473968	\$51,964	\$64,955	\$77,946
232115	Paralegal Legal Assistant	05	\$15.947986	\$20.912500	\$23.921979	\$33,172	\$43,498	\$49,758
511113	Printng Duplicatng Svc Sup Mgr	03	\$10.479459	\$13.099324	\$15.719189	\$21,797	\$27,247	\$32,696
511114	Printng Duplicatng Svc Sup Mgr	04	\$13.939157	\$17.423946	\$20.908735	\$28,993	\$36,242	\$43,490
511115	Printng Duplicatng Svc Sup Mgr	05	\$18.541041	\$23.176302	\$27.811562	\$38,565	\$48,207	\$57,848
111916	Program Manager	06	\$25.519954	\$31.899943	\$38.279931	\$53,082	\$66,352	\$79,622
111917	Program Manager	07	\$33.730769	\$42.163462	\$50.596154	\$70,160	\$87,700	\$105,240
	Program Specialist	07	\$25.923077	\$32.403846	\$38.884615	\$53,920	\$67,400	\$80,880
131855	Project Facilitation Specialist	05	\$14.562308	\$18.202885	\$21.843462	\$30,290	\$37,862	\$45,434
131856	Project Facilitation Specialist	06	\$19.757308	\$24.696635	\$29.635962	\$41,095	\$51,369	\$61,643
131857	Project Facilitation Specialist	07	\$26.805430	\$33.506787	\$40.208144	\$55,755	\$69,694	\$83,633
273316	Public Relations Specialist	06	\$19.207954	\$24.009943	\$28.811931	\$39,953	\$49,941	\$59,929
273317	Public Relations Specialist	07	\$24.420005	\$30.525006	\$36.630008	\$50,794	\$63,492	\$76,190
131215	Purchasing Agent	05	\$16.444429	\$20.555537	\$24.666644	\$34,204	\$42,756	\$51,307
131216	Purchasing Agent	06	\$21.076923	\$26.346154	\$31.615385	\$43,840	\$54,800	\$65,760
433613	Purchasing Technician	03	\$13.177470	\$16.471838	\$19.766205	\$27,409	\$34,261	\$41,114
433614	Purchasing Technician	04	\$14.941697	\$18.677121	\$22.412545	\$31,079	\$38,848	\$46,618
291616	Registered Nurse	06	\$26.018301	\$32.522876	\$39.027452	\$54,118	\$67,648	\$81,177
111937	Regulatory Program Manager	07	\$28.539231	\$35.674038	\$42.808846	\$59,362	\$74,202	\$89,042
436412	Secretary	02	\$9.384335	\$11.730419	\$14.076503	\$19,519	\$24,399	\$29,279
436413	Secretary	03	\$11.577094	\$14.471368	\$17.365641	\$24,080	\$30,100	\$36,121
151835	Telecommunications Spc	05	\$20.879407	\$26.099259	\$31.319110	\$43,429	\$54,286	\$65,144
151836	Telecommunications Spc	06	\$25.473118	\$31.841398	\$38.209678	\$52,984	\$66,230	\$79,476
151837	Telecommunications Spc	07	\$30.567692	\$38.209615	\$45.851538	\$63,581	\$79,476	\$95,371
131756	Training Development Spc	06	\$19.653846	\$24.567308	\$29.480769	\$40,880	\$51,100	\$61,320
131757	Training Development Spc	07	\$25.536028	\$31.920035	\$38.304042	\$53,115	\$66,394	\$79,672
113457	Training Manager	07	\$31.615385	\$39.519231	\$47.423077	\$65,760	\$82,200	\$98,640
537632	Warehouse Worker	02	\$10.000000	\$12.500000	\$15.000000	\$20,800	\$26,000	\$31,200