

# COMPETITIVE SALARY OFFERS

**A competitive salary offer may be an option to retain mission-critical employees. Whether or not an employee is critical to the unit's mission is based on management's evaluation of the following:**

- The specific knowledge, skills and abilities the employee brings to the job
- Specialized training and/or licensure the employee has obtained that is critical to their current work tasks & duties
- The unavailability of specialized skills in the current labor market
- Excessive turnover in the position
- Other factors as identified by the department



## SPECIFIC GUIDELINES

- The offer **MUST** be in writing and shared with HR. If received electronically, the original email and attachments from the organization making the offer needs to include the position title and salary information.
- Supervisors **MUST** work with their HR Consultant to discuss the process and determine the appropriate salary – taking into consideration similarities of the two positions, internal equity and overall performance.
- This pay practice **MAY NOT** be used when a JMU employee is offered another position at JMU or at another state agency.
- Once a salary has been determined and before the competitive salary offer is extended, the supervisor must obtain the appropriate approvals and submit the appropriate paperwork based on the classification of the employee:
  - **A&P Faculty employees:** Complete the A&P Faculty Salary Adjustment Request Form and a Personnel Action Request form (PAR).
  - **Classified employees:** Complete the Pay Action Worksheet (PAW) and a Personnel Action Request form (PAR).

## FORM & RESOURCES

- A&P Faculty Salary Adjustment Request Form
- Guidelines for A&P Faculty Competitive Salary Offers
- Pay Action Worksheet (PAW)
- Personnel Action Request Form (PAR)
- Salary Administration Plan

## DO YOU KNOW...

*the total value of your pay plus benefits? Check out the [Total Compensation Calculator](#) to see an illustrated breakdown of the estimated value of your total JMU compensation package.*