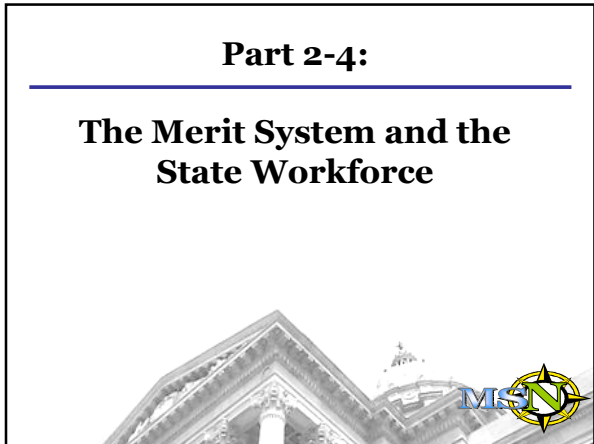


**Part 2-4:**

**The Merit System and the State Workforce**



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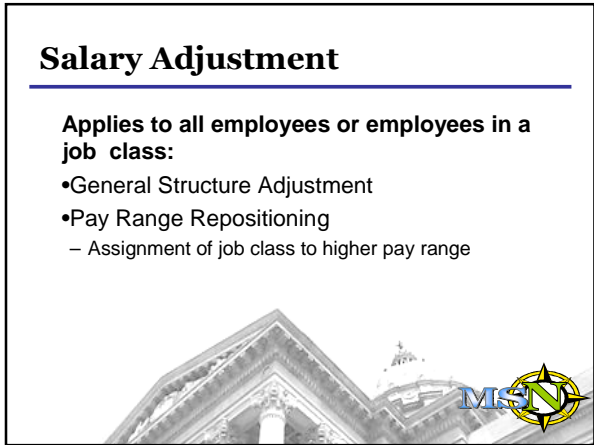
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**Salary Adjustment**

Applies to all employees or employees in a job class:

- General Structure Adjustment
- Pay Range Repositioning
  - Assignment of job class to higher pay range



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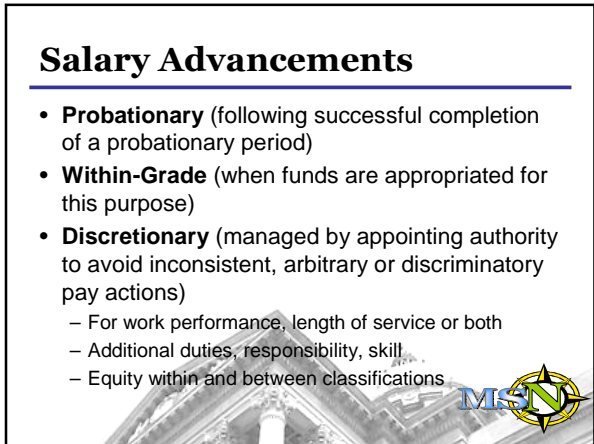
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**Salary Advancements**

- **Probationary** (following successful completion of a probationary period)
- **Within-Grade** (when funds are appropriated for this purpose)
- **Discretionary** (managed by appointing authority to avoid inconsistent, arbitrary or discriminatory pay actions)
  - For work performance, length of service or both
  - Additional duties, responsibility, skill
  - Equity within and between classifications



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## **Performance**

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- Encourages higher levels of motivation, effort and productivity
- Affects internal equity
- Affects external competitiveness
- Salaries not confidential in Missouri state government (compared to private organizations)



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