

# Wisconsin Human Resources Handbook

## Chapter 508

### Hiring Above the Minimum (HAM) and Temporary Appointment Maximum (TAM) for Represented and Nonrepresented Classified Positions

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This handbook chapter provides the information necessary for state agencies to submit Hiring Above the Minimum (HAM) and Temporary Appointment Maximum (TAM) requests to the Department of Administration, Division of Personnel Management (DPM) to complete the hiring process.

The purpose of HAM is to allow the appointing authority the flexibility to determine appointment rates for classified permanent, limited term employment (LTE), or project (05) positions not assigned to a broadbanded pay range. HAM flexibility is provided to attract candidates with specific job-related qualifications that **differ significantly** from the usual minimum requirements of the classification. HAM may also be used to compensate for a prospective candidate's work experience when they are assigned to classifications with semi-automatic pay progression structures or to address unique market rate conditions for a specific position or classification. Finally, HAM may be used when a recruitment effort has failed to produce or will likely not produce a full certification of candidates.

The purpose of a TAM is to allow the appointing authority the flexibility to temporarily set a higher appointment maximum rate for a specific position assigned to a broadband pay range. A TAM may be necessary when market rate conditions for a specific position requires a higher pay rate than the usual appointment maximum of the broadband pay range to attract qualified candidates.

**Note:** To review pay on appointment guidelines for classifications assigned to a broadband pay schedule, refer to Section I of the current State Compensation Plan.

To review pay on appointment guidelines for classifications assigned to non-broadbanded pay schedules, except for State Patrol Troopers and State Patrol Inspectors, refer to Section E of the Plan. Using HAM for State Patrol Troopers and State Patrol Inspectors will be in accordance with this chapter, except as modified or prohibited by the public safety collective bargaining agreement.

To review pay on appointment guidelines for LTEs, refer to Section D of the Plan.

**Note:** The *Wisconsin Human Resources Handbook* (WHRH) Chapter 560—Raised Minimum Rates (RMR), discusses recruitment and retention difficulties experienced by a defined occupational area or classification.

### Sec. 508.020 Statutory and Rule Authority

Section 230.12, Wis. Stats., and Sections D & E of the State Compensation Plan (Compensation Provisions for Limited Term Employees and Pay Administration for Classified Permanent and Project Employees in Non-Broadband Pay Schedules, respectively) authorize agency use of HAM to address specific recruitment and retention difficulties.

Section ER 29.03(1), Wis. Adm. Code, provides that pay shall be determined using hiring above the minimum in accordance with the rules of the Compensation Plan (or the public safety collective bargaining agreement, if applicable). It allows HAM for original, promotion, transfer, and reinstatement appointments (limited as noted below).

Section 230.12, Wis. Stats., and Section I of the State Compensation Plan (Pay Administration for Broadband Pay Schedules) authorize agency use of a TAM to address labor market conditions for a specific position.

### Sec. 508.030 HAM Limitations

HAM provision limitations include the following:

1. A HAM must be requested and approved by DPM *before* the position vacancy is announced.
2. Employees who voluntarily demote are not eligible to receive HAM consideration.
3. While DPM typically limits agency HAM requests to the mid-point of the pay range, in rare circumstances, the maximum hiring rate may be established above the mid-point.
4. The total percentage of all HAM criteria may exceed the maximum HAM rate requested and authorized. However, the total percentage should not exceed by more than 1.5 times the percentage that the maximum HAM rate is above the pay range minimum.

### Sec. 508.040 TAM Limitations

TAM provision limitations include the following:

1. A TAM is available for a specific position only, in a broadband job classification. With DPM approval, a TAM may be approved for multiple positions with the same duties if being recruited using the same announcement. However, Blanket TAM will not be provided because a TAM is “temporary” for the specific position(s) being announced.
2. A TAM must be requested and approved by DPM *before* the position vacancy is announced.
3. A TAM is approved based on a labor market need and, therefore, internal data is usually inappropriate for TAM justification. However, internal data may be used to limit or deny a TAM request.
4. A TAM rate generally should not exceed 90% of the broadband pay range from the minimum to the maximum.
5. Employees who voluntarily demote are not eligible to receive TAM consideration.
6. The approved TAM rate expires when the position(s) for which the TAM was requested is filled.

### Sec. 508.050 HAM/TAM Preparation

Agency management, the supervisor, and human resources (HR) office staff should consider the following points, including any current pay inequities and compression possibilities, prior to developing a HAM or TAM authorization request.

1. Ensure spending authorization has been secured for the requested HAM/TAM rate.
2. HAM and TAM requests up to the maximum of the pay range may be considered. However, they are rarely approved because of the potential future negative consequences of making such a request. Once approved,

the employee may not be eligible to receive base pay increases unless the pay structure is adjusted. While the affected employee may be eligible to receive lump sum payments in lieu of base pay increases, this practice will be allowed only if such provisions exist in the Compensation Plan or the public safety collective bargaining agreement.

3. Review the pay of other employees in the same classification who are employed by the same agency and work unit. Compensating new employees at a higher rate of pay than more experienced employee(s) may create (or exacerbate) low employee morale and/or create equity issues. Therefore, internal data may be used to limit or deny a request.
4. Identify the knowledge, skills, and/or abilities (KSAs) that **differ significantly** from the *minimum* requirements of the classification level. Review the current pay of employees requiring identical KSAs as the position under recruitment.
5. Review and document any industry standards or practices regarding pay for the specific occupational area or classification.
6. A “blanket” HAM may be requested if the appointing authority seeks pay on appointment flexibility for a specific classification and intends to use identical criteria that will be applicable to all subsequent hires within a given timeframe or project deliverable (e.g., the next six months, or the completion of the DOT Marquette Interchange). While blanket approvals do not require the agency to complete an original HAM request for each hire, **DPM must approve each HAM hire before the offer is made to ensure that the stated hiring criteria is observed.**
7. There is no blanket TAM provision as each TAM is “temporary” for one or more specific positions being announced.

#### Sec. 508.060 General Information

**Note:** The decision to request HAM or TAM must be made early in the recruitment process because HAM and TAM must be approved *prior* to announcing the position vacancy. The [HAM/TAM Request/Authorization form](#) (DOA-15333, Attachment #2) should be received by DPM a minimum of ten (10) working days prior to the recruitment announcement publication date. DPM cannot guarantee the timely publication or posting of the job announcement if the minimum processing deadlines are not met.

1. The roles and responsibilities of the appointing authority (including agency management, position supervisor, and human resources office) and DPM are identified in Section 540.100 of this chapter. After authorization to fill a vacant position is granted, hiring authorities should assess the necessity for requesting HAM/TAM.
2. The agency HR analyst is responsible for ensuring the appropriateness and accuracy of each request.
3. State agencies must use the [HAM/TAM Request and Authorization form](#) (DOA-15333, Attachment #2) to justify the use of HAM or TAM.
4. When a HAM or TAM request is submitted to DPM, a current position description (PD) that has received classification approval must be included. A signed PD, any and all required PD attachments, and a current organizational chart indicating the location of the position, may be requested for further documentation.
5. HAM is most appropriately applied to positions that require unique or otherwise different qualifications at the objective, senior, or advanced level for professional and/or highly-skilled technical positions. HAM may also be used to address unique market rate conditions. TAM is applied to a position that requires special labor market consideration.
6. Agency HAM requests for positions in professional semi-automatic pay progression or entry level classifications are based upon specific work experience or educational criteria.
7. The criteria approved by DPM as part of the HAM request are the *only* criteria that may be considered when evaluating the candidate’s KSAs to determine the maximum rate that may be offered. It is important that all agencies establish HAM criteria relevant to specific duties and department needs.
8. The HAM criteria cannot be changed after the announcement is published. In order to provide equal employment opportunity to potential candidates, the position *must* be re-announced if the HAM criteria are changed.
9. The appointing authority may offer no more than the amount for which the candidate is determined eligible based on the candidate’s work and education history, appropriate HAM criteria, and the maximum pay rate amounts approved for each criterion on the request form and as approved by DPM.

**Note:** The appointing authority is *not* required to offer the approved maximum rate for which a candidate is determined to be eligible. An approved HAM request allows the appointing authority the flexibility to offer an eligible candidate between the minimum pay rate up to the approved maximum amount, based on a comparison of the candidate's qualifications to the pre-determined HAM criteria.

11. Appointments may be made at an DPM-approved HAM rate only if the position has been authorized **and** the HAM criteria have been met.
12. No criteria are necessary for TAM. Therefore, the hire may be made at any rate at or below the DPM-approved TAM without DPM review.
13. The [HAM/TAM Hire Information form](#) (Attachment #3) must be used to receive DPM approval for all HAM hires, and Section III must be provided to DPM and Central Payroll to report **all hires** using HAM and TAM.

### Sec. 508.070 Criteria

#### HAM

HAM is used to provide pay on appointment flexibility in a non-broadband pay range for one (or a combination) of the following reasons:

1. A position's assigned duties require more highly-skilled and/or unusual technical qualifications than for other positions in the classification, **and** it is difficult to recruit candidates who possess the necessary knowledge, skills, and abilities (KSAs). It is important that these KSAs are documented in the position description and highlighted as part of the HAM request (e.g., an Education Consultant who needs to have extensive training in electronics, transportation and automotive areas with educational experience).
2. A position requires unusual qualifications. It is necessary to describe these qualifications specifically, including how they differ from those normally required for the position. It may be useful to compare the desired qualifications to the qualifications possessed by current employees within the class. A general analysis of availability of candidates with the desired qualifications is required (e.g., a Research Analyst who needs to have a background in complex economic surveys).
3. A legitimate business need exists to attract candidates with more than the minimum qualifications. This justification may be used when it is necessary to attract candidates who can function at an objective or advanced level with only minimum orientation **and** it is difficult to recruit candidates who possess advanced KSAs. These KSAs must be documented in the position description and highlighted as part of the HAM request. (For example, if a Civil Engineer-Advanced position requires extensive knowledge of project management and HVAC, it must be documented as part of the request.) This documentation may be in the form of current program requirements, specific work assignments, or comparing performance and productivity levels of candidates with the required qualifications to those who don't possess these skills. If possible, evidence should be provided that supports the request for a higher starting rate to attract candidates with the specified advanced qualifications.

A semi-automatic pay progression HAM may also be used to attract candidates who can function at an objective or advanced level. For example, a Special Agent with minimal experience is paid the minimum at Pay Point (PP) A, with 5 years law enforcement (LE) experience and 2 years relevant investigative experience is paid at PP B, with 5 LE and 3 years relevant experience is paid at PP C, and with 5 LE and 4 years relevant investigative experience is paid at PP D.

4. Unique market factors do not allow recruitment of qualified candidates at the current minimum. Criteria should be established based on the KSAs relevant to the unique market factors.

#### TAM

TAM does not require use of specific criteria, but is used to recognize special labor market consideration for a particular position when one or both of the following exist:

1. A previous recruitment at the regular appointment maximum failed to generate sufficient qualified candidates.

2. There is strong evidence in advance to indicate that a recruitment using the regular appointment maximum would fail to generate sufficient qualified candidates. Detailed justification will be necessary to support this position.

### **Sec. 508.080 Labor Market Data**

Agencies must submit relevant labor market data to substantiate the need for HAM or TAM. When compiling relevant labor market data, consider the following:

1. Determine the labor market area as the geographic boundaries within which potential candidates will be recruited. Most positions covered by HAM and TAM provisions are recruited from local labor markets and/or geographic areas where the vacancy exists. Extremely specialized professional and highly-skilled technical positions may include the surrounding North Central regional labor market (Illinois, Indiana, Iowa, Michigan and Minnesota) as labor pools from which to recruit potential candidates.
2. Extensive written justification is required to consider labor market pay rates beyond the North Central region.
3. Labor market data gathered by telephone is acceptable; however, a telephone number and contact name must be included in the event that DPM follow-up contact is necessary. Data compiled through internet searches and surveys is also acceptable.
4. Determine the rates paid by other employers for the *same* advanced or unique qualifications to ensure a valid job match, and each contact must be asked the same questions to maintain the integrity of the labor market data.
5. Items such as car allowances, stock options, bonuses, club memberships, and other employment perquisites should not be considered as part of the labor market wage rate.
6. Prior failed recruitment efforts in conjunction with labor market difficulties strengthen the justification for use of HAM or TAM as a viable recruitment tool, and should be noted as part of the agency request.
7. Agency-submitted labor market data in support of the request will be reviewed in conjunction with DPM labor market information. If the labor market data does not support the agency-requested HAM or TAM amount, the request may be amended to a lower rate or denied. Modifications and/or denials will be discussed with the requesting agency prior to issuance of a final decision.

### **Sec. 508.090 Limited Term Employees/Project Appointments**

HAM or TAM may be used for LTE and project appointments (05) under limited circumstances:

1. The HAM or TAM must be in accordance with this chapter.
2. If the position is announced, the HAM or TAM rate flexibility must be evident in the announcement.
3. If a position is not announced, the HAM or TAM rate must still be approved by DPM prior to making an offer to the candidate.

**Note:** See Section D & E of the State Compensation Plan for specific information related to HAM Requests for LTE and project (05) non-broadbanded positions, respectively. See Section I of the Compensation Plan for TAM requests.

### **Sec. 508.100 Roles and Responsibilities**

See Attachment #1 for specific information on the roles and responsibilities of individuals/units involved in processing HAM or TAM requests.

### **Sec. 508.110 Referral of Questions**

Questions regarding information included in this chapter should be addressed to DPM, Classification and Compensation Section.

### **Sec. 508.120 Administrative Information**

This handbook chapter was revised in February 2008 to indicate that HAM is allowed for project positions, pursuant to Section E, 1.03(4) of the Compensation Plan, in classifications that are normally excluded from HAM by collective bargaining agreements.

This hand book chapter was revised in August 2012 to fully incorporate provisions related to a TAM, to remove provisions related to collective bargaining agreements that are no longer applicable, and to further clarify provisions relating to HAM.

This handbook chapter was revised February 2016 to remove distinctions between represented and non-represented staff, to remove outdated information, and to clarify the use of TAM for multiple positions. Pursuant to the changes introduced by 2015 Wisconsin Act 55, in July 2015, the Office of State Employment Relations was eliminated and the functions were transferred into the newly created Department of Administration, Division of Personnel Management. This chapter was updated to reflect the changes in terminology that resulted from the organizational restructuring.

In May 2018, minor updates were made to ensure that the information is current and to update the formatting of the chapter to align with the Wisconsin Human Resources Handbook standards. In October 2017, the Bureau of Compensation and Labor Relations was modified to be the Bureau of Compensation and Employment Relations. Updates were made to reflect this name change. All links in the chapter were also updated.

Chapter 508 was updated in August 2018 to reflect organizational changes that occurred to the Division of Personnel Management in conjunction with the implementation of Shared Services. The Bureau of Compensation and Employment Relations was divided into two separate bureaus: The Bureau of Classification and Compensation and the Bureau of Employee Management.

**Attachment #1**  
**ROLES & RESPONSIBILITIES**

**ORIGINAL HAM or TAM HIRE REQUEST**

- 1. Agency Management/ Supervisor**
  - a. Determine a position's appropriateness and the rationale for HAM or TAM.
  - b. Identify the minimum requirements for the position.
  - c. Identify unique KSAs required for the position that are clearly reflected in the position description, or identify the advanced-level job duties to be performed immediately that are clearly reflected in the position description.
  - d. Ensure the position description is complete.
  
- 2. Agency Human Resources Office**
  - a. Ensure the position is classified appropriately.
  - b. Review all applicable chapter provisions.
  - c. Establish the required criteria for the HAM request.
  - d. Collect the labor market information to support the HAM or TAM request.
  - e. Complete the DPM [HAM/TAM Request and Authorization form](#) (DOA-15333, Attachment 2) .
  - f. Submit the completed HAM or TAM Request package to DPM via e-mail to [DOA DPM HAM TAM Requests@Wisconsin.gov](mailto:DOA.DPM.HAM.TAM.Requests@Wisconsin.gov), *allowing a minimum of ten working days prior to job announcement publication/posting date for DPM to review the request.*
  - g. Use the above e-mail address for all subsequent correspondence regarding the HAM or TAM request.
  
- 3. Bureau of Classification and Compensation , Compensation Analyst**
  - a. Assign a Control number and attach an internal review form to the completed HAM/TAM Request/Authorization form.
  - b. Review and determine the appropriateness of the HAM/TAM request.
  - c. Discuss any discrepancies and/or concerns with the agency HR analyst who submitted the HAM/TAM request.
  - d. Submit the request to the appropriate Employment Relations staff for review and recommendation, *if the classification is covered by the public safety bargaining unit.*
  - e. Notify the requesting agency HR analyst regarding DPM's final decision by e-mail or phone.
  - f. Document the decision and, if approved, send a [HAM/TAM Hire Information form](#) (DOA-15300, Attachment 3) to the agency HR analyst.

**UPON APPLICANT SELECTION**

- 1. Agency Human Resources Office**
  - a. Complete [HAM/TAM Hire Information form](#), DOA-15300, Section I (provided with the approved HAM or TAM Request).
  - b. For HAM only, attach the selected applicant's resume and HAM criteria documentation.
  - c. Submit the form and applicant information to the BCC by e-mail to [DOA DPM HAM TAM Requests@Wisconsin.gov](mailto:DOA.DPM.HAM.TAM.Requests@Wisconsin.gov).
  - d. For each TAM, submit to DPM and Central Payroll a report of the rate and date of hire (form DOA-15300, Section III only).
  
- 2. BCC Compensation Analyst**
  - a. Review the applicant's credentials and determine the appropriateness of the HAM hire including the hire rate.
  - b. Complete Section II of the HAM/TAM Hire Information form.
  - c. Notify the requesting agency HR analyst regarding DPM's HAM decision by phone or e-mail.
  - d. Return the HAM/TAM Hire Information form DOA-15300 to the agency.
  
- 3. Agency Human Resources Office**
  - a. Make an offer of employment to the applicant. After a HAM or TAM hire is made, complete Section III of the HAM/TAM Hire Information form. Send a copy to DPM and Central Payroll.

- b. If the applicant declines the offer of employment, the agency HR analyst must complete another [HAM/TAM Hire Information form](#) for any subsequent candidates to whom the position is offered. Remember to submit the new applicant information for DPM review in accordance with 1., above.
- c. Return the completed form(s) to the DPM BCC and copy Central Payroll for successful hires.

Attachment #2

STATE OF WISCONSIN  
DEPARTMENT OF ADMINISTRATION  
DIVISION OF PERSONNEL MANAGEMENT  
DOA-15333 (R08/2018)  
WI STATS., CH. 230



RETURN TO:  
CLASSIFICATION & COMPENSATION  
101 E. WILSON ST, 4<sup>TH</sup> FL  
MADISON, WI 53703

Completed by BCC

**HIRING ABOVE THE MINIMUM (HAM)  
TEMPORARY APPOINTMENT MAXIMUM (TAM)  
REQUEST AND AUTHORIZATION**

**Submitting Agency Information:**

Date Submitted \_\_\_\_\_ Agency \_\_\_\_\_

Assigned Agency HR Analyst \_\_\_\_\_

Telephone Number \_\_\_\_\_ E-mail Address \_\_\_\_\_

**HAM/TAM Classification Information:**

Class Title \_\_\_\_\_ Schedule/Pay Range \_\_\_\_\_

Working Title \_\_\_\_\_ Bargaining Unit # \_\_\_\_\_

% Of the Minimum Requested \_\_\_\_\_ Maximum Hourly Rate Requested \$ \_\_\_\_\_

Date plan to post position vacancy \_\_\_\_\_ (This request must be submitted to DPM 10 working days before the deadline date.)

**Division of Personnel Management Approval(s):**

Compensation Analyst \_\_\_\_\_ Date \_\_\_\_\_

Employment Relations Specialist\* \_\_\_\_\_ Date \_\_\_\_\_  
(\*HAM requests for represented positions only)

**HAM/TAM Request Completion Instructions:**

**An agency HAM/TAM request will not be considered complete unless all information required under 1. through 6. below, is provided.** Please attach any additional information you believe is necessary to fully document your request in accordance with the WHRH HAM Chapter 508. Attach a position description.

Send via inter-departmental mail to DPM/BCC, HAM/TAM, 101 E. Wilson Street, 4<sup>th</sup> floor, or e-mail to [DOA DPM HAM TAM Requests@Wisconsin.gov](mailto:DOA DPM HAM TAM Requests@Wisconsin.gov), or FAX to (608) 267-1020.

1. Identify the **minimum** requirements for this classification and level.
2. Describe the duties of this position that differ significantly from other positions within this classification. Specifically describe the necessary job qualifications, including why and how they differ from those normally required. Compare the qualifications desired to those possessed by current employees within that classification.
3. Provide a list of specific qualifications accompanied by HAM rate percentages or flat dollar amounts that reflect the total that may be paid for that qualification. These qualifications should be as objective and specific as possible, considering both the qualifications and classification levels of current agency employees. Criteria should not promote or exacerbate significant pay disparities between newly hired and current employees with the same basic qualifications.

Example:

Criteria Category	Maximum %	Flat Dollar Amount
MS degree in early childhood education	5% of minimum	\$0.25 per hour
Advanced Level Experience in policy analysis	10% of minimum	\$0.50 per hour
Wisconsin legislative work experience	2% per year of experience (Not to Exceed 10%)	\$0.25 per hour per year of experience (Not to Exceed \$3.00)

4. Describe the qualifications needed by the position incumbent and document the performance required at this level. This documentation may be explained by program requirements, specific and expected work assignments, or by comparing the performance/productivity of current employees with the desired qualifications to the performance/productivity of those without the qualifications. Also, supporting justification for a higher starting rate should be submitted in the form of documentation of wage rates of individuals possessing the desired qualifications.
5. Labor Market Information. Provide any labor market data collected from employers with similar positions, including a list of employers contacted and summarized data analysis. Information regarding previous recruitment problems (e.g., failed recruitments) for the identified classification should also be included.

STATE OF WISCONSIN  
DEPARTMENT OF ADMINISTRATION  
DIVISION OF PERSONNEL MANAGEMENT  
DOA-15300 (R08/2018)  
WI STATS., CH. 230



**Attachment #3**

RETURN TO:  
CLASSIFICATION & COMPENSATION  
101 E. WILSON ST., 4<sup>TH</sup> FL  
MADISON, WI 53703

BCC Control #

**Hiring Above Minimum (HAM)  
Temporary Appointment Maximum (TAM) Hire Information**

**I. AGENCY PERSONNEL**

Complete all boxes in this section and return this form to DPM/BCC. Only (HAM) hires must include supporting documentation (i.e. resume, application).

Class Title \_\_\_\_\_ Cert Number \_\_\_\_\_ Agency \_\_\_\_\_

Applicant Selected \_\_\_\_\_ Requested Hire Rate \_\_\_\_\_

Date Returned to DPM \_\_\_\_\_

**II. COMPENSATION ANALYST - HAMs Only**

Authorized HAM Action:  Approve  
 Deny  
 Modify

Authorized HAM Hourly Rate (for this applicant):

Authorized Maximum Range Penetration:  
 Percentage of Minimum \_\_\_\_\_  
 Number of Steps \_\_\_\_\_  
 Pay Point \_\_\_\_\_  
 Pay Range Mid-point \_\_\_\_\_

Completed by \_\_\_\_\_

Date returned to agency \_\_\_\_\_

**III. AGENCY PERSONNEL**

Complete this section after offering the position. Return to DPM/BCC.

Hired at authorized HAM/TAM rate - Hire Date \_\_\_\_\_

Hired at modified HAM/TAM rate - Hire Date \_\_\_\_\_ Modified Hire Rate (hourly) \$ \_\_\_\_\_

Declined offer of employment

Comments: