

Pay Administration

Recruitment, Relocation, and Retention Incentives

FOR THE GOVERNOR:

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History. None

Summary of Changes. This regulation changes CNG FPR 575 dated 5 November 2010. In order to comply with the OPM procedures, the Adjutant General has revised incentive rules accordingly. Additional changes made are adding a service agreement; adds management accountability and controls; adds guidance for procedures when technicians receiving retention incentives who subsequently deployed and implements a certification checklist.

Applicability. California National Guard Full-time Personnel Regulation (CNGFPR) applies to all California Army and California Air National Guard technicians and to commanders, managers and supervisors (military or civilian) with authority or responsibility over technician personnel management.

Proponent and Exception Authority. The proponent of this regulation is the Joint Force Headquarters, J1, Directorate for Human Resources. The proponent has authority to approve exceptions to this regulation when they are consistent with controlling laws and regulations.

Supplementation. Supplementation of this regulation is prohibited.

Suggested Improvements. Users of this regulation are invited to send comments and suggested improvements to Joint Force Headquarters, Directorate for Human Resources, 9800 Goethe Road, Sacramento, CA 95826-9101.

Distribution. Distribution of the regulation is Army - A and Air Force - F.

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1. Purpose.

This technician personnel regulation establishes the policy and procedures for the California National Guard recruitment, relocation, and retention incentive programs.

- a. Incentive recognition is a management tool for recruitment and retention purposes only and is subject to funds availability and mission requirements. Recipients will plan annually for the termination of this incentive.
- b. When incentive recognition is found to be an approved valid option, it can improve the organization; its mission and recruiting retention efforts whereby increasing individual performance, increase productivity, and/or

create savings for the agency with reduced recruiting time and saving significant man hours and savings to the government.

c.. Incentives are not a right of the member/employee. Authorization and approval for incentives will only be granted when it is in the best interest of the organization and the mission and in accordance with established law, rule and regulation. Retention incentives will be certified annually by a review panel appointed by The Adjutant General.

(1) The Adjutant General will appoint in writing the members of the review panel.

(2) The Director for Human Resources will serve as a non-voting advisor.

(3) The Human Resources Office will provide the recorder.

(4) The review panel will forward for consideration to the Director, Joint Staff only those retention incentive recommendations which warrant consideration.

d. The establishment and continuation of this program will not be construed as establishing a “past practice” or a condition of employment which would otherwise violate management rights established by 5 USC 7106. Receipt of incentive recognition is not intended to create an entitlement and may be cancelled or revoked by proper authority.

e. Management Accountability. Managers are responsible for the quality and timeliness of program performance, increasing productivity, controlling costs and alleviating adverse aspects of organizational operations, and assuring that programs are managed with integrity and in compliance with applicable laws.

f. Managers/Supervisors should consider the utilization of other pay and non-pay authorities as retention tools. These include utilization of Compressed Work Schedules, Telework, Student Loan Repayment, recognition for job performance, or special act/service awards, in accordance with CNG FPR 451.

2. Reference.

a. Title 5, Code of Federal Regulations (CFR Parts 530, 536 and 575).

b. Under Secretary of Defense Memorandum dated, September 21, 2006; Subject: Implementation of Recruitment, Relocation, and Retention Incentives.

3. Definitions.

a. **Aggregate Pay Limitation** - An executive branch employee may not receive any adjusted basic salary, locality payment, incentive, allowance, differential, bonus, award, premium pay, or similar cash payment that would cause the employee’s aggregate (total) compensation that exceed the rate for level I of the Executive Schedule on the last day of that calendar year (5 CFR 530.203(a)).

b. **Current Employee** - An individual in the civil service (as defined in 5 USC 2101) who is relocated without a break in service upon appointment to a position in the California National Guard in a different commuting area; or a civil service employee, as defined in 5 USC 2101, of the California National Guard whose duty station is changed permanently or temporarily to a different commuting area. This does not include temporary employees and as such are excluded from consideration for these incentives.

c. **Geographic Area** - The area surrounding a work site which encompass the localities where people live and can reasonably be expected to travel back and forth daily to work. When an employee's residence is within the standard commuting area for a work site, the work site is within the employee's commuting area. When an employee's residence is outside the standard commuting area for a proposed new work site, the employee's commuting area is deemed to include the expanded area surrounding the employee's residence and including all destinations that can be reached via a commuting trip that is not significantly more burdensome than the current commuting trip. This excludes a commuting trip from a residence where the employee planned to stay only temporarily until he or she could find a more permanent residence closer to his or her work site. For this purpose, a commuting trip to a new work site is considered significantly more burdensome if it would compel the employee to change his or her place of residence in order to continue employment, taking into account commuting time and distance, availability of public transportation, cost, and any other relevant factors.

d. **Involuntary Separation** - A separation initiated by the California National Guard against the employee’s will and without his or her consent for reasons other than cause on charges of misconduct or delinquency. An involuntary separation includes a separation resulting from the employee’s inability to do the work following genuine efforts to do so, but does not include a separation under TPR 752 for reasons that involve culpable wrongdoing on the part of the employee.

e. **Likely to Leave** - The local determination that an employee is actively seeking other employment opportunities or has received a written job offer for employment outside the Federal Government (5 USC 5754(b)(2)) the agency determines that in the absence of a retention incentive, the employee would be likely to leave.

f. **Newly Appointed** - Refers to the first appointment (regardless of tenure) as an employee of the Federal Government, an appointment following a break in service of at least 90 days from a previous appointment as an employee of the Federal Government, or, in certain cases, an appointment following a break in service of less than 90 days from a previous appointment as an employee of the Federal Government.

g. **Rate of Adjusted Basic Pay** - For the purpose of calculating a recruitment/relocation/retention incentive, an employee's rate of adjusted basic pay includes a special rate under 5 CFR part 530, subpart C, a locality payment under 5 CFR part 531, subpart F, or similar payment under other legal authority, but excludes additional pay of any other kind. Recruitment, relocation, and retention incentives are not considered part of an employee's rate of adjusted basic pay for any purpose.

h. **Separation for Cause** - A separation initiated by the California National Guard for reasons of misconduct or delinquency. A separation for cause is covered under TPR 752 for reasons that involve culpable wrongdoing on the part of the employee, but does not include a separation resulting from the employee's inability to do the work following genuine efforts to do so.

i. **Service Agreement** - A written agreement between the California National Guard and a newly appointed employee or a current employee under which the employee agrees to a specified period of employment with the appointing agency in return for payment of a recruiting or relocation incentive.

4. Recruitment Incentive.

a. **Introduction:** The California National Guard may pay a recruitment incentive under 5 USC 5753 and 5 CFR part 575, subpart A, to an employee newly appointed to a position that is likely to be difficult to fill in the absence of an incentive. The employee must sign an agreement to fulfill a period of service with the agency to receive a recruitment incentive. This recruitment incentive plan applies uniformly across the California National Guard.

b. **Covered Positions:** A recruitment incentive may be paid to an eligible individual who is newly appointed to a General Schedule (GS) or Federal Wage System (FWS) position. Employment status may be permanent or indefinite. Temporary employees are not eligible.

c. **Excluded Positions:** Temporary technicians whose period of appointment is less than 6 months are excluded from consideration for a recruitment incentive.

d. **Groups of Positions:** The California National Guard may target groups of similar positions identified as difficult to fill, establish criteria in advance for offering recruitment incentives to all newly appointed employees in the targeted group. Group incentive shall not exceed 10 percent.

e. **Process:** Recruitment incentives are requested by the nominating supervisor using the CNG Form 690-19 (Recruitment Incentive Nomination/Justification). Incentives require coordination and certification of the appropriate Wing Commander, Primary O6 Director or Army Staff equivalent (COL). This certification process will not be delegated. Additionally, for Air National Guard funded positions, the appropriate wing comptroller must certify the availability of funds and that the aggregate pay limit established by law will not occur. Actions without the appropriate certification will be returned without action. The incentive request is forwarded to the Director for Human Resources, who will review and ensure the request meets basic requirements. The J1, Director for Manpower and Personnel will ensure requests determined as unsupportable are noticed to the appropriate Deputy Adjutant General-Army, Deputy Adjutant General-Air or Director of Joint Staff. They, in turn, will advise the nominating supervisor. The review panel will weigh the justification and only forward those incentives which are determined to be necessary to the Director, Joint Staff. Those incentives deemed necessary and required by the Director, Joint Staff, acting as the state level reviewer and certifier, will be forwarded to NGB for approval consideration. Only those incentives approved by NGB will be paid. Recruitment incentives must complete this process and be approved by NGB prior to appointment. In all circumstances incentives must be made in accordance with statutory and regulatory requirements and will not exceed the established annual aggregate pay limits published by the Office of Personnel Management. If denied, the incentive request will be returned without action.

f. **Criteria:** For each determination to pay a recruitment incentive, the California National Guard must document in writing the basis for determining whether the unusually high or unique qualifications of an employee or a special need of the agency for an employee's services makes it essential to recruit the employee to the position and is therefore likely to be difficult to fill in the absence of a recruitment incentive, the amount and timing of the incentive payments, and the length of the service period. The determination to pay a recruitment incentive must be made before the prospective employee enters on duty in the position for which recruited. A recruitment incentive will be considered prior to offering a Superior Qualifications Appointment. Selecting officials may not contractually obligate the California National Guard to pay a recruitment incentive absent NGB approval. Requests for a recruiting incentive received after appointment will be returned without action. The California National Guard may determine that a position will be difficult to fill if the agency is likely to have difficulty recruiting candidates with the competencies (i.e., knowledge, skills, abilities, behaviors, and other characteristics) required for the position (or group of positions) in the absence of a recruitment incentive based on various consideration of factors.

g. Payment: A recruitment incentive may not exceed 25 percent of the employee's annual rate of adjusted basic pay in effect at the beginning of the service period multiplied by the number of years (including fractions of a year) in the service period (not to exceed 4 years). The incentive is to be paid as an initial lump-sum payment at the beginning of the service period. In the event that payment of a recruitment incentive would exceed the aggregate limitation in pay, an alternate payment method will be determined.

h. Documentation of Justification: The CNG Form 690-19, Recruitment Incentive Nomination/Justification, will be used to document the justification for payment of a recruiting incentive by the California National Guard. Justification must be well founded, researched and documented with current market data. This data must strongly support and precisely and specifically address and completely address the questions posed on the nomination form. Requests which are not supportable will be returned without action. Commanders and Directors will submit the completed certification checklist and supporting justification documentation with each request/nomination. Specifically, nominating supervisors must document that the position is hard to fill by addressing all of the following criteria:

- (1) Employment trends and labor market factors such as the availability and quality of candidates in the labor market possessing the competencies required for the position and who, with minimal training, cost, or disruption of service to the public, could perform the full range of duties and responsibilities of the employee's position at the level performed by the employee;
- (2) The success of recent efforts to recruit candidates and retain employees with competencies similar to those possessed by the employee for positions similar to the position held by the employee;
- (3) Special or unique competencies required for the position;
- (4) Agency efforts to use non-pay authorities to help retain the employee instead of or in addition to a retention incentive, such as special training and work scheduling flexibilities or improving working conditions; (i.e. Compressed Work Schedule, Telework)
- (5) The desirability of the duties, work or organizational environment, or geographic location of the position;
- (6) The extent to which the employee's departure would affect the agency's ability to carry out an activity, perform a function, or complete a project that the agency deems essential to its mission;
- (7) The salaries typically paid outside the Federal Government (i.e. Bureau of Labor Statistics data for the appropriate Standard Occupational Classification within the 75 percentile); and
- (8) Other supporting factors.

i. Service Agreement: The CNG Form 690-20, Employment Agreement for Recruiting Incentive, has been developed to document the service agreement. Before receiving a recruitment incentive, an employee must sign the CNG Form 690-20 agreeing to complete a specified period of employment with the agency. The CNG Form 690-20 specifies length, commencement, and termination dates of the service period; the amount of the incentive; the method and timing of incentive payments; the conditions under which an agreement will be terminated by the agency; any agency or employee obligations if a service agreement is terminated (including the conditions under which the employee must repay an incentive); and any other terms and conditions for receiving and retaining a recruitment incentive. The CNG Form 690-20 must accompany the CNG Form 690-19, Recruitment Incentive Nomination/Justification. Requests without a properly executed service agreement will be returned without action.

j. Service Period: The employee's required service period may not be less than 6 months and may not exceed 4 years. The service period must begin upon the commencement of service with the agency and end on the last day of a pay period. An employee serving under a service agreement for a recruiting incentive is not eligible for a retention incentive.

k. Aggregate Pay Limitation: Payment of a recruitment incentive is subject to the aggregate limitation on pay under 5 CFR see Aggregate Pay Limitation definition in paragraph 3.

l. Calculating Incentive Amounts: The incentive amount is calculated by multiplying the employee's annual rate of adjusted basic pay, at the beginning of the service period \times maximum incentive percentage \times length of the service period. The maximum recruitment incentive the California National Guard may authorize is 25 percent. Service periods exceeding one year may not exceed 25 percent for each year or portion thereof. As an example: with a two year service agreement the maximum incentive amount authorized will be 50 percent of the employee annual rate of adjusted basic pay. In no event may a recruitment incentive exceed 100 percent of the employee's rate of adjusted basic pay. The California National Guard may always choose to pay a lower incentive rate for the same period of service.

m. Termination of Service Agreement:

(1) *Discretionary* - The California National Guard may unilaterally terminate a recruitment incentive service agreement based solely on management needs, in which case the employee is entitled to recruitment incentive payments attributable to completed service and to retain any incentive payments already received that are attributable to uncompleted service.

(2) *Mandatory* – The California National Guard will terminate a service agreement if an employee is demoted or separated for cause (conduct), involuntarily separated, (i.e. unacceptable performance or failure to complete probationary period), receives a rating of record lower than "Fully Successful" or equivalent during the service period, or otherwise fails to fulfill the terms of the service agreement. In such cases, the employee may retain any recruitment incentive payments attributable to completed service, but must repay any portion of the incentive attributable to uncompleted service. The California National Guard is not obligated to pay the employee any outstanding incentive payment attributable to completed service unless such payment was required under the terms of the recruitment incentive service agreement. The California National Guard will notify an employee in writing when it terminates a recruitment incentive service agreement. The termination of a service agreement is neither grievable nor appealable.

n. Payment and Termination Calculations:

(1) *Payment options:* A recruitment incentive, once approved, will be paid as an initial lump-sum payment at the beginning of the service period. However, if the payment will make the employee exceed the aggregate limitation on pay, the "excess" payment amount will be paid on the first full pay period at the beginning of the following calendar year.

(2) *Payment calculation:* The California National Guard must determine the total amount of the recruitment incentive that will be paid to an employee for a service period when authorizing the incentive. The total amount of the recruitment incentive payment received during the service period may not exceed 25 percent of the employee's annual rate of adjusted basic pay in effect at the beginning of the service period multiplied by the number of years (including fractions of a year) in the service period (not to exceed 4 years).

(3) For the purpose of computing an annual rate for an employee who does not have a scheduled annual rate of adjusted basic pay, multiply the applicable hourly rate in effect at the beginning of the service period by 2,087.

(4) *Rate of adjusted basic pay:* For the purpose of calculating a recruitment incentive, a rate of adjusted basic pay includes a special rate under 5 CFR part 530, subpart C, a locality payment under 5 CFR part 531, subpart F, or similar payment under other legal authority, but excludes additional pay of any other kind. For example, a rate of adjusted basic pay excludes night shift differentials under 5 USC 5343(f) and environmental differentials under 5 USC 5343(c) (4) for Federal Wage System employees.

(5) *Determining the number of years in a service period:* To determine the number of years in a service period, divide the total number of calendar days in the service period by 365 and round the result to two decimal places. For example, a service period covering 39 biweekly pay periods equals 546 days, and 546 days divided by 365 days equals 1.50 years.

(6) A recruitment incentive service period must begin on the first day of a pay period and end on the last day of a pay period and may not exceed 4 years. A recruitment incentive service period may not be less than 6 months.

(7) *Recovering or waiving a debt owed the Government:* If an employee must repay a portion of a recruitment incentive and fails to reimburse the California National Guard for the full amount owed, the amount outstanding must be recovered from the employee under the Department of Defense regulations for collection by offset from an indebted Government employee under 5 USC 5514 and 5 CFR part 550, subpart K, or through the appropriate provisions governing Federal debt collection if the individual is no longer a Federal employee.

o. Documentation and record keeping requirements: The CNG Form 690-19, Recruitment Incentive Nomination/Justification, and CNG Form 690-20, Employment Agreement for Recruitment Incentive have been created to document the requirements, justification, certifications, service agreement, and approval of a recruitment incentive. The approved forms will be filed on the left side of the Official Personnel Folder (OPF) for a minimum of the period of time covered by their service agreement. The Directorate of Human Resources will also maintain a separate record of each approved recruitment incentive.

5. Relocation Incentive Policy.

a. Introduction: The California National Guard may pay a relocation incentive to a current employee who must relocate to accept a position in a different geographic area if the California National Guard determines that the position is likely to be difficult to fill in the absence of an incentive. A relocation incentive may be paid only when the employee's rating of record under an official performance appraisal or evaluation system is at least "Fully Successful" or equivalent. The employee must sign an agreement to fulfill a period of service with the agency to receive a relocation incentive. This relocation incentive plan applies uniformly across the California National Guard.

b. Covered Positions: A relocation incentive may be paid to an eligible individual who relocates to another geographic area in a General Schedule (GS) or Federal Wage System (FWS) position. Employment status may be permanent or indefinite. Relocation may be on a permanent basis or on a temporary basis (temporary relocations must be for a minimum of 6 months).

c. Excluded Positions: Temporary technicians are excluded from consideration for a relocation incentive. Temporary relocations of permanent or indefinite employees for less than 6 months are also excluded from consideration of a relocation incentive.

d. Relocation to Different Geographic Area: Relocation incentives may be paid to an employee of the Federal Government who must relocate to a different geographic area without a break in service to accept a position in the California National Guard or to an employee of the California National Guard who must relocate to a different geographic area (permanently or temporarily) to accept a position. A position is considered to be in a different geographic area if the worksite of the new position is 50 or more miles from the worksite of the position held immediately before the move. If the worksite of the new position is less than 50 miles from the worksite of the position held immediately before the move, but the employee must relocate (i.e., establish a new residence) to accept the position, the Director for Human Resources may waive the 50-mile requirement and pay the employee a relocation incentive. In all cases, an employee must establish a residence in the new geographic area before the agency may pay the employee a relocation incentive.

e. Process: Relocation incentives are requested by the nominating supervisor using the CNG Form 690-21, Relocation Incentive Nomination/Justification. Incentives require coordination and certification of the appropriate Wing Commander, Primary O6 Director or Army Staff equivalent (COL). This certification process will not be delegated. Additionally, for Air National Guard funded positions, the appropriate wing comptroller must certify the availability of funds and that the aggregate pay limit established by law will not occur. Actions without the appropriate certification will be returned without action. The incentive request is forwarded to the Director for Human Resources, who will review and ensure the request meets basic requirements. The J1, Director for Manpower and Personnel will ensure requests determined as unsupportable are noticed to the appropriate Deputy Adjutant General-Army, Deputy Adjutant General-Air or Director of Joint Staff. They, in turn, will advise the nominating supervisor. The review panel will weigh the justification and only forward those incentives which are determined to be necessary to the Director, Joint Staff. Those incentives deemed necessary and required by the Director, Joint Staff, acting as the state level reviewer and certifier, will be forwarded to NGB for approval consideration. Only those incentives approved by NGB will be paid. In all circumstances incentives must be made in accordance with statutory and regulatory requirements and will not exceed the established annual aggregate pay limits published by the Office of Personnel Management. If denied, the incentive request will be returned without action.

f. Criteria: For each determination to pay a relocation incentive, the California National Guard must document in writing the basis for determining whether the unusually high or unique qualifications of an employee or a special need of the agency for an employee's services makes it essential to relocate the employee to the position and is therefore likely to be difficult to fill in the absence of a relocation incentive, the amount and timing of the incentive payments, and the length of the service period. The determination to pay a relocation incentive must be made before the employee reports to the new duty station. Requests for a relocation incentive received after the employee reports to the new duty station will be returned without action. The California National Guard may determine that a position is likely to be difficult to fill if the agency is likely to have difficulty recruiting candidates with the competencies (i.e., knowledge, skills, abilities, behaviors, and other characteristics) required for the position (or group of positions) in the absence of a relocation incentive based on various consideration of factors.

g. Groups of Employees: California National Guard determinations to pay a relocation incentive must generally be made on a case-by-case basis. The California National Guard may waive the case-by-case approval requirement when the employee is a member of a group of employees subject to a mobility agreement or when a major organizational unit is being relocated to a new duty station. Under such a waiver, the California National Guard must specify the group of employees covered, the conditions under which the waiver is approved, and the period of time during which the waiver may be applied. Groups of employees must be approved for relocation incentives using the same criteria that apply to individuals.

h. Payment: A relocation incentive may not exceed 25 percent of the employee's annual rate of adjusted basic pay in effect at the beginning of the service period multiplied by the number of years (including fractions of a year) in the service period (not to exceed 4 years). The incentive is to be paid as an initial lump-sum payment at the beginning of the service period. In the event that payment of a relocation incentive would exceed the aggregate limitation in pay, an alternate payment method will be determined. The California National Guard may not pay a relocation incentive until the employee establishes a residence in the new geographic area.

i. Documentation of Justification: The CNG Form 690-21, Relocation Incentive Nomination/ Justification will be used to document the justification for payment of a relocation incentive by the California National Guard. Justification must be well founded, researched and documented with current market data. This data must strongly support and precisely and specifically address and completely address the questions posed on the nomination form. Requests which are not supportable will be returned without action. Commanders and Directors will submit the completed certification checklist and supporting justification documentation with each request/nomination.

Specifically, nominating supervisors must document that the position is hard to fill by addressing all of the following criteria:

- (1) Employment trends and labor market factors such as the availability and quality of candidates in the labor market possessing the competencies required for the position and who, with minimal training, cost, or disruption of service to the public, could perform the full range of duties and responsibilities of the employee's position at the level performed by the employee;
- (2) The success of recent efforts to recruit candidates and retain employees with competencies similar to those possessed by the employee for positions similar to the position held by the employee;
- (3) Special or unique competencies required for the position;
- (4) Agency efforts to use non-pay authorities to help retain the employee instead of or in addition to a retention incentive, such as special training and work scheduling flexibilities or improving working conditions; (i.e. Compressed Work Schedule, Telework)
- (5) The desirability of the duties, work or organizational environment, or geographic location of the position;
- (6) The extent to which the employee's departure would affect the agency's ability to carry out an activity, perform a function, or complete a project that the agency deems essential to its mission;
- (7) The salaries typically paid outside the Federal Government (i.e. Bureau of Labor Statistics data for the appropriate Standard Occupational Classification within the 75 percentile); and
- (8) Other supporting factors.

j. Service Agreement: The CNG Form 690-22, Employment Agreement for Relocation Incentive, has been developed to document the service agreement. Before receiving a relocation incentive, an employee must sign a CNG Form 690-22, which is a written agreement to complete a specified period of employment with the agency. The service agreement must specify the length, commencement, and termination dates of the service period; the amount of the incentive; the method and timing of incentive payments; the conditions under which an agreement will be terminated by the agency; any agency or employee obligations if a service agreement is terminated (including the conditions under which the employee must repay an incentive); and any other terms and conditions for receiving and retaining a relocation incentive. The CNG Form 690-22 must be signed by the employee and accompany the CNG Form 690-21, Relocation Incentive Nomination/ Justification. Requests without a properly executed service agreement will be returned without action.

k. Service Period: The employee's required service period may not be less than 6 months and may not exceed 4 years. The service period must begin upon the commencement of service at the new duty station and end on the last day of a pay period. An employee serving under a service agreement for a relocation incentive is not eligible for consideration of a retention incentive. However, an employee already receiving a retention incentive may receive a relocation incentive if the conditions described in the retention incentive justification still apply and are documented.

l. Aggregate Pay Limitation: Payment of a relocation incentive is subject to the aggregate limitation on pay under 5 CFR see Aggregate Pay Limitation definition in paragraph 3.

m. Calculating Incentive Amounts: The incentive amount is calculated by multiplying the employee's annual rate of adjusted basic pay at the beginning of the service period \times maximum incentive percentage \times length of the service period. The maximum relocation incentive the California National Guard may authorize is 25 percent. Service periods exceeding one year may not exceed 25 percent for each year or portion thereof. As an example: with a two year service agreement the maximum incentive amount authorized will be 50 percent of the employee annual rate of adjusted basic pay. In no event may a relocation incentive exceed 100 percent of the employee's rate of adjusted basic pay. The California National Guard may always choose to pay a lower incentive rate for the same period of service.

n. Termination of Service Agreement:

(1) *Discretionary* - The California National Guard may unilaterally terminate a relocation incentive service agreement based solely on management needs, in which case the employee is entitled to relocation incentive payments attributable to completed service and to retain any incentive payments already received that are attributable to uncompleted service.

(2) *Mandatory* – The California National Guard will terminate a service agreement if an employee is demoted or separated for cause (conduct), involuntarily separated, (i.e. unacceptable performance or failure to complete probationary period), receives a rating of record lower than "Fully Successful" or equivalent during the service period, or otherwise fails to fulfill the terms of the service agreement. In such cases, the employee may retain any relocation incentive payments attributable to completed service, but must repay any portion of the incentive attributable to uncompleted service. The California National Guard is not obligated to pay the employee any outstanding incentive payment attributable to completed service unless such payment was required under the terms of the relocation incentive service agreement.

The California National Guard will notify an employee in writing when it terminates a relocation incentive service agreement. The termination of a service agreement is neither grievable nor appealable.

o. Payment and Termination Calculations:

(1) *Payment options:* A relocation incentive, once approved, will be paid as an initial lump-sum payment after the employee has relocated to the new geographic area. However if the payment will make the employee exceed the aggregate limitation on pay, the “excess” payment amount will be paid on the first full pay period at the beginning of the following calendar year.

(2) *Payment calculation:* The California National Guard must determine the total amount of the relocation incentive that will be paid to an employee for a service period when authorizing the incentive. The total amount of the relocation incentive payment received during the service period may not exceed 25 percent of the employee's annual rate of adjusted basic pay in effect at the beginning of the service period multiplied by the number of years (including fractions of a year) in the service period (not to exceed 4 years).

(3) For the purpose of computing an annual rate for an employee who does not have a scheduled annual rate of adjusted basic pay, multiply the applicable hourly rate in effect at the beginning of the service period by 2,087.

(4) *Rate of adjusted basic pay:* For the purpose of calculating a relocation incentive, a rate of adjusted basic pay includes a special rate under 5 CFR part 530, subpart C, a locality payment under 5 CFR part 531, subpart F, or similar payment under other legal authority, but excludes additional pay of any other kind. For example, a rate of adjusted basic pay excludes night shift differentials under 5 USC 5343(f) and environmental differentials under 5 USC 5343(c) (4) for Federal Wage System employees.

(5) *Determining the number of years in a service period:* To determine the number of years in a service period, divide the total number of calendar days in the service period by 365 and round the result to two decimal places. For example, a service period covering 39 biweekly pay periods equals 546 days, and 546 days divided by 365 days equals 1.50 years.

(6) A relocation incentive service period must begin on the first day of a pay period and end on the last day of a pay period and may not exceed 4 years. A relocation incentive service period may not be less than 6 months.

(7) *Recovering or waiving a debt owed the Government:* If an employee must repay a portion of a relocation incentive and fails to reimburse the California National Guard for the full amount owed, the amount outstanding must be recovered from the employee under the Department of Defense regulations for collection by offset from an indebted Government employee under 5 USC 5514 and 5 CFR part 550, subpart K, or through the appropriate provisions governing Federal debt collection if the individual is no longer a Federal employee.

p. Documentation and record keeping requirements: The CNG Form 690-21, Relocation Incentive Nomination/Justification, and CNG Form 690-22, Employment Agreement for Relocation Incentive, have been created to document the requirements, justification, certifications, service agreement, and approval of a relocation incentive. The approved forms will be filed on the left side of the OPF for a minimum of the period of time covered by their service agreement. The Directorate of Human Resources will also maintain a separate record of each approved relocation incentive.

6. Retention Incentive Policy.

a. Introduction: The California National Guard may pay a retention incentive to a current employee if the California National Guard determines that the unusually high or unique qualifications of the employee, or a special need of the agency for the employee's services makes it essential to retain the employee and that the employee would likely leave the Federal Government in absence of a retention incentive. The loss or potential loss of an employee to another Federal agency, Active Duty military, or Active Guard Reserve tour may not be considered leaving the Federal Government. A retention incentive may be paid only when the employee's rating of record under an official performance appraisal or evaluation system is at least "Fully Successful" or equivalent. This retention incentive plan applies uniformly across the California National Guard.

b. Covered Positions: A retention incentive may be paid to an eligible individual in a General Schedule (GS) or Federal Wage System (FWS) position. Employment status may be permanent or indefinite. Temporary employees are not eligible.

c. Excluded Positions: Positions already currently covered by a service agreement for a recruitment incentive or relocation incentive are excluded from consideration for a retention incentive. Once the service agreement has expired, the individuals can be considered for a retention incentive. Employees with a less than “fully successful” performance rating on their last technician performance appraisal are excluded from receiving a retention incentive. Additionally, technician positions which exercise management authority over the retention incentive program are excluded (e.g. Director, Joint Staff; Chief of Staff, Joint Staff; J1, Director for Manpower and Personnel; and the Director for Human Resources.)

d. Process: Retention incentives are requested by the nominating supervisor using the CNG Form 690-23 (Retention Incentive Nomination/Justification). Incentives require coordination and certification of the appropriate Wing Commander, Primary O6 Director or Army Staff equivalent (COL). This certification process will not be delegated. Additionally, for Air National Guard funded positions, the appropriate wing comptroller must certify the

availability of funds and that the aggregate pay limit established by law will not occur. Actions without the appropriate certification will be returned without action. The incentive request is forwarded to the Director for Human Resources, who will review and ensure the request meets basic requirements. The J1, Director for Manpower and Personnel will ensure requests determined as unsupportable are noticed to the appropriate Deputy Adjutant General-Army, Deputy Adjutant General-Air or Director of Joint Staff. They, in turn, will advise the nominating supervisor. The review panel will weigh the justification and only forward those incentives which are determined to be necessary to the Director, Joint Staff. Those incentives deemed necessary and required by the Director, Joint Staff, acting as the state level reviewer and certifier, will be forwarded to NGB for approval consideration. Only those incentives approved by NGB will be paid. In all circumstances incentives must be made in accordance with statutory and regulatory requirements and will not exceed the established annual aggregate pay limits published by the Office of Personnel Management. If denied, the incentive request will be returned without action.

e. Criteria: For each determination to pay a retention incentive, the California National Guard must document in writing the basis for determining whether the unusually high or unique qualifications of an employee or a special need of the agency for an employee's services makes it essential to retain the employee in the position and is therefore likely to be difficult to replace in the absence of a retention incentive. The California National Guard must also consider the extent to which the employee's departure would affect the California National Guard's ability to carry-out an activity or perform a function that is essential to the mission of the California National Guard; the success of recent efforts to recruit candidates with similar qualifications; and, the availability of qualified candidates in the labor market. Requests for a retention incentive received prior to appointment will be returned without action.

f. Groups of Employees: The California National Guard HRO may target groups of similar positions identified as difficult to fill, establish criteria in advance for offering recruitment incentives to all newly appointed employees in the targeted group. Group incentive shall not exceed 10 percent.

g. Payment: The California National Guard must establish a single retention incentive rate for the employee, expressed as a percentage of the employee's rate of adjusted basic pay, not to exceed 25 percent. The retention incentive will be paid in bi-weekly installments after the completion of the specified period of service (two weeks). The California National Guard may not pay a retention incentive as an initial lump-sum payment at the start of service or in advance of service. Retention incentives will not be paid to individuals in a non-pay status (Leave without Pay – LWOP). The California National Guard may not offer or authorize a retention incentive for an individual prior to employment with the agency and may not begin paying a retention incentive during the service period established by an employee's recruitment or relocation incentive service agreement. However, a relocation incentive may be paid to an employee who is already receiving a retention incentive.

h. Documentation of Justification: The CNG Form 690-23, Retention Incentive Nomination/ Justification will be used to document the justification for payment of a retention incentive by the California National Guard. Justification must be well founded, researched and documented with current market data. This data must strongly support and precisely address and completely address the questions posed on the nomination form. Requests which are not supportable will be returned without action. Commanders and Directors will submit the completed certification checklist and supporting justification documentation with each request/nomination. Specifically, nominating supervisors must document that the position is hard to fill by addressing all of the following criteria:

(1) Employment trends and labor market factors such as the availability and quality of candidates in the labor market possessing the competencies required for the position and who, with minimal training, cost, or disruption of service to the public, could perform the full range of duties and responsibilities of the employee's position at the level performed by the employee;

(2) The success of recent efforts to recruit candidates and retain employees with competencies similar to those possessed by the employee for positions similar to the position held by the employee;

(3) Special or unique competencies required for the position;

(4) Agency efforts to use non-pay authorities to help retain the employee instead of or in addition to a retention incentive, such as special training and work scheduling flexibilities or improving working conditions; (i.e. Compressed Work Schedule, Telework)

(5) The desirability of the duties, work or organizational environment, or geographic location of the position;

(6) The extent to which the employee's departure would affect the agency's ability to carry out an activity, perform a function, or complete a project that the agency deems essential to its mission;

(7) The salaries typically paid outside the Federal Government (i.e. Bureau of Labor Statistics data for the appropriate Standard Occupational Classification within the 75 percentile); and

(8) Other supporting factors.

i. Calculating Incentive Amounts:

(1) The incentive percentage is determined as the least amount possible to still retain the employee. The incentive amount is calculated by multiplying the employee's annual rate of adjusted basic pay at the beginning of the service period × incentive percentage. The maximum retention incentive the California National Guard may authorize is 25 percent.

(2) A retained rate is not basic pay for the purpose of computing a retention incentive. The maximum rate of basic adjusted pay for the employee's grade must be used in place of the retained rate to calculate the retention incentive.

j. Retention Incentive Conditions: Before receiving a retention incentive, an employee must sign a written condition statement. The CNG Form 690-24, Retention Incentive Conditions, has been developed to document their understanding of these conditions. It must be signed by the employee and accompany the CNG Form 690-23, Retention Incentive Nomination/ Justification. Requests without a properly executed conditions statement will be returned without action. The statement describes:

(1) That a retention incentive may be paid as long as the conditions giving rise to the original determination to pay the incentive still exist;

(2) That managers may reduce or terminate an incentive if, for example, a lesser amount would be sufficient to retain the employee, the agency no longer feels a retention incentive is warranted for the position, or for budget considerations;

(3) Recipients are cautioned to not place themselves in financial jeopardy. Advance notice is not required to be given to an employee when a retention incentive is being reduced or terminated;

(4) Supervisors are required to review at least annually the conditions warranting continuation of the Retention Incentive. Annual re-certifications not received in the Directorate for Human Resources by the annual anniversary review date will be terminated on the anniversary date by the Directorate for Human Resources;

(5) A disciplinary or adverse action (e.g. counseling, written reprimand, suspension) or a technician appraisal system rating of unsatisfactory exclude employees from continuation of a retention incentive.

k. Service Agreement: A minimum 12 month service agreement is required to receive a retention incentive.

l. Performance Appraisals: At a minimum a technician performance appraisal rating of "fully successful or rating of three (3)" is required for an employee to receive a retention incentive. However, a performance appraisal is often not available for a new employee or required for a temporary employee. Supervisors can consider a new or temporary employee for a retention incentive as long as he/she is performing in a satisfactory manner and the employee has been employed for a minimum of six months as a military technician with the California National Guard. In these situations where a current or historical appraisal is not available a presumptive performance rating of "fully successful" is considered. Supervisors can consider past or historical performance ratings for this requirement for all other employees.

m. Aggregate Pay Limitation: Payment of a relocation incentive is subject to the aggregate limitation on pay under 5 CFR (see Aggregate Pay Limitation definition in paragraph 3).

n. Payment Options: A retention incentive once approved will be paid in bi-weekly installments after the completion of the specified period of service (two weeks). Payments are received along with normal salary. However if payment of a retention incentive will make the employee exceed the aggregate limitation on pay, the "excess" payment amount will be paid on the first full pay period at the beginning of the following calendar year.

o. Termination of Retention Incentive:

(1) *Discretionary* - The California National Guard may unilaterally terminate a retention incentive based solely on management needs (i.e. budget, no longer needed, or other managerial factors).

(2) *Mandatory* – The California National Guard will terminate a retention incentive if an employee is demoted for cause (conduct), receives a rating of record lower than "Fully Successful" or equivalent while receiving the incentive; failure to re-certify at least annually the retention incentive; or if the employee is moved to another position (management directed or voluntary). Retention incentives will be terminated for technicians entering Absent – US or LWOP and whose incentive recertification is due while away from technician service. The effective date for termination will be the effective date of the Absent – US or LWOP. Technicians whose incentives have been terminated while absent may re-nominated upon return to technician service if conditions warranting an incentive remain.

(3) The California National Guard will notify an employee when it terminates a relocation incentive service agreement by issuing a SF-50, Notification of Personnel Action. The termination of a retention incentive is neither grievable nor appealable.

p. Continuation, Reduction, or Termination of a Retention Incentive: The California National Guard must review each retention incentive annually to determine whether payment is still warranted and to certify the documentation in writing.

(1) *Continuation* - Annual recertification is initiated by the supervisor/director and fully documented on a CNG 690-23 (Retention Incentive Nomination/Justification) with supporting documentation required for original

submission. A completed CNG Form 690-23 must arrive at the Directorate for Human Resources 90 days before the annual recertification date. The retention incentive will be terminated on the annual review date if recertification has not been approved by NGB.

(2) *Increase* - To increase a percentage amount on a retention incentive, supervisors must submit the CNG 690-23, Retention Incentive Nomination/Justification and the CNG 690-24, Retention Incentive Conditions.

(3) *Reduction* - To decrease a percentage amount on a retention incentive, supervisors must submit the CNG 690-23, Retention Incentive Nomination/Justification and the CNG 690-24, Retention Incentive Conditions.

(4) *Termination* - To terminate a retention incentive, a management official (supervisor, commander, director, and comptroller) need only submit a memorandum or e-mail to the Directorate for Human Resources that clearly identifies the individual(s), the effective date of the requested termination of retention incentive, and reason(s) for the termination. Normally, a termination of a retention incentive is made effective at the beginning of the next pay period.

q. Documentation and record keeping requirements: The CNG Form 690-23, Retention Incentive Nomination or Justification and CNG Form 690-24, Retention Incentive Conditions have been created to document the requirements, justification, certifications, re-certification and approval of a retention incentive. The approved forms will be filed on the left side of the OPF for a minimum of the period of time while receiving a retention incentive. The Directorate of Human Resources will also maintain a separate record of each approved retention incentive.

Appendix A

Helpful Guidance on How to Write Retention Incentives Justifications

What is a retention incentive? A retention incentive is money an agency may pay to entice a current employee to remain working in their current federal position with the agency. Given the agency's mission requirements and employee's competencies, the agency has a special need for the employee's services that makes it essential to retain the service of the employee in their current position.

Criteria/Eligibility. An agency may pay a retention incentive to an individual employee under the conditions prescribed in this subpart when the agency determines that—

- (1) The unusually high or unique qualifications (*i.e.*, competencies) of the employee
- (2) Special need of the agency for the employee's services makes it essential to retain the employee; and
- (3) The extent the employee would be likely to leave the service in the absence of a retention incentive.

With the criteria and eligibility above, the following must also be substantiated and submitted with nomination packages:

Factors for authorizing a retention incentive for an individual employee. An agency must consider the following factors, as applicable to the case at hand, in determining whether the unusually high or unique qualifications of an employee or a special need of the agency for an employee's services makes it essential to retain the him/her and that the worker would be likely to leave the Federal service in the absence of a retention incentive:

- (1) Employment trends and labor market factors such as the availability and quality of candidates in the labor market possessing the competencies required for the position and who, with minimal training, cost, or disruption of service to the public, could perform the full range of duties and responsibilities of the employee's position at the level performed by the employee;
- (2) The success of recent efforts to recruit candidates and retain employees with competencies similar to those possessed by the employee for positions similar to the position held by the individual;
- (3) Special or unique competencies required for the position;
- (4) Agency efforts to use non-pay authorities to help retain the employee instead of or in addition to a retention incentive, such as special training, work scheduling flexibilities, or improving working conditions;
- (5) The desirability of the duties, work or organizational environment, or geographic location of the position;
- (6) The extent to which the employee's departure would affect the agency's ability to carry out an activity, perform a function, or complete a project which the agency deems essential to its mission;
- (7) The salaries typically paid outside the Federal Government; and
- (8) Other supporting factors.

CNG Form 690-23, Retention Incentive Nomination/Justification General Guidance.

Section III, Block 1 - High or Unique Qualification Justification:

Emphasize unusually high or unique qualifications, development, and training of the employee by expanding on specific KSAs (Knowledge, Skills, and Ability) that the individual possesses.

K- Level of education, training, experience, competency, and expertise of position: (military/civilian) above that which is required/typical of peers.

S- Mental, manual, or verbal skills possessed relating to the position (military/civilian) above that which is required/typical of peers. These 'skills' may deal with manipulation of data, people, speed, productivity level, etc.

A- Refers to mental or physical ability to perform within the position (military/civilian) above that which is required/typical of peers; i.e. ability to train, multi-task, initiate.

* emphasize the high or unique qualifications of the individual that is above and beyond the job requirement; i.e. that not all individuals possess

* do not simply list job description &/or typical daily duties

Section III, Block 4(b): *Success of recent efforts to recruit candidates with similar qualifications and the availability of qualified candidates in the labor market.*

Explain why the position is likely to be difficult to fill by the organization with the competencies required for the position in the absence of a retention incentive.

- The availability and quality of candidates possessing the competencies required for the position, including the success of recent efforts to recruit candidates for similar positions using indicators such as offer acceptance rates, the proportion of positions filled, and the length of time required to fill similar positions;
- The salaries typically paid outside the Federal Government for similar positions;
- Recent turnover in similar positions;
- Employment trends and labor-market factors that may affect the agency's ability to recruit candidates for similar positions;
- Special or unique competencies required for the position

In general, ensure you answer the specific questions asked in each block of the CNG Form 690-23. Try keeping information in the appropriate block. In other words, try not to “bleed” or reiterate the same information of justification in every block. Instead focus on answering the questions being asked in that section (sell your talent to the reader).

Section III, Block 4(f): *Extent to which the employee’s departure would affect the organization’s ability to carry out an activity or perform a function that is essential to the CNG:*

Specifically explain how the loss of the employee would adversely impact the organization and its mission, or the mission of units supported by the individual. Paint the picture!

Section III, Block 4(g) – Justification Continued - Wage Comparison Analysis: See Item (1)

Evaluation Incentives: The evaluation method used to measure output or track performance and decide whether or not to award incentives are based on supervisor’s opinion and associated with observable output of the employee. The subjective portion of the evaluation can provide a more complete measure of performance by taking into account the nature of the job and the variation of duties required when compared to a civilian counterpart as some federal jobs are “uniquely federal” in that there are no “one to one” comparable jobs in the civilian sector. Identified below are web sites for job and wage data:

- www.indeed.com/salary
- www.payscale.com
- www.bls.gov

Bureau of Labor Statistics

The Bureau of Labor Statistics Office of Compensation Levels and Trends (OCLT) produce the National Compensation Survey (NCS), which provides the following statistics:

- Local, regional, and national occupational earnings

- Average hourly wages for over 800 occupations in approximately 80 metropolitan and selected nonmetropolitan localities
- Weekly and annual earnings and hours for full-time workers
- Earnings by work level that permit wage comparisons across occupational groups
- Data at three levels: localities, broad regions, and the nation
- Workers are shown as a total (all workers) and broken out by private industry and state and local government
- Wage data is shown by industry; occupational group; full-time and part-time status; union and nonunion status; establishment size; time and incentive status; and job level

EXAMPLE: Unmanned Aerial Vehicle Operator in Riverside, CA

- Job falls under Electro-Mechanical Technicians with job description of:
 - Operate, test, and maintain unmanned, automated, servo-mechanical, or electro mechanical equipment. May operate unmanned submarines, aircraft, or other equipment at worksites, such as oil rigs, deep ocean exploration, or hazardous waste removal. May assist engineers in testing and designing robotics equipment.
- Mean national annual salary of \$48,000 and 75th percentile of \$73,000
- Regional mean annual salary is \$63,769 and the 75th percentile is \$73,278
 - Based on 2080 hours per year at \$30.66/hr mean and \$35.23/hr in the 75th percentile

ALTERNATIVE METHOD

- Note in the Bureau of Labor Statistics data the San Jose region area employs 740 people in this job with annual mean wage of \$61,000
- Using federal GS regional salary tables as reference, the cost of living in Riverside is about 5% less than in San Jose
- With this information the manager can establish that the mean salary should be about \$58,000 and apply judgment for merit increases and bonuses

NOTE 1: Reference the following tables:

- **Table 2.** Civilian workers: Mean hourly earnings for full-time and part-time workers by work levels, Los Angeles-Long Beach-Riverside, CA CSA, April 2009
- **Table 5.** Combined work levels for civilian workers: Mean hourly earnings for full-time and part-time workers, Los Angeles-Long Beach-Riverside, CA CSA, April 2009
- **Table 11.** Full-time civilian workers: Mean and median hourly, weekly, and annual earnings plus mean weekly and annual hours, Los Angeles-Long Beach-Riverside, CA CSA, April 2009

Process for wage comparison of jobs:

1. Identify the job of the individual. Use the Bureau of Labor Statistics Standard Occupational Classification (SOC) searchable database at http://www.bls.gov/soc/2010/soc_alpha.htm
2. Go to Occupational Employment Statistics, May 2009 National Occupational Employment and Wage Estimates United States at http://www.bls.gov/oes/current/oes_nat.htm#11-0000

3. Go to National Compensation Survey – Wages to determine local/regional wages at <http://www.bls.gov/ncs/ocs/compub.htm>
 - Fresno, CA, March 2009 (TXT) (PDF)
 - Los Angeles – Long Beach – Riverside, CA, April 2009 (TXT) (PDF)
 - Sacramento – Arden – Arcade – Truckee, CA-NV, June 2009 (TXT) (PDF)
 - Salinas, CA, November 2009 (TXT) (PDF)
 - San Diego – Carlsbad – San Marcos, CA, December 2009 (TXT) (PDF)
 - San Jose – San Francisco – Oakland, CA, April 2009 (TXT) (PDF)
 - Visalia – Porterville, CA, July 2009 (TXT) (PDF)
4. With the information obtained above the manager can then apply assessment to the appropriate merit or bonus compensation for the employee
5. **Illustrated Example:** UAV Operator based in Riverside, California
Go to http://www.bls.gov/soc/2010/soc_alpha.htm and type “UAV” in the search box:



The search returns the link to “Electro-Mechanical Technicians.” Follow this link for a job description.



The description returned is: 17-3024 Electro-Mechanical Technicians Operate, test, maintain, or calibrate unmanned, automated, servo-mechanical, or electromechanical equipment. May operate unmanned submarines, aircraft, or other equipment at worksites, such as oil rigs, deep ocean exploration, or hazardous waste removal. May assist engineers in testing and designing robotics equipment.

This description resembles the duties of a UAV Operator.

Go to Occupational Employment Statistics, May 2009 National Occupational Employment and Wage Estimates United States and get the wage data.

http://www.bls.gov/oes/current/oes_nat.htm#11-0000



Follow the link to find the 17-3024 Electro-Mechanical Technicians and follow that link to the wage data.

May 2009 National Occupational Employment and Wage Estimates - Windows Internet Explorer

http://www.bls.gov/oes/current/oes_nat.htm#17-0000

BLS Search Results May 2009 National Occ...

Occupation	Occupation Title (click on the ...)	Employment	Median	Mean	Mean	Mean
17-2121	Marine Engineers and Naval Architects	5,270	\$35.74	\$38.10	\$79,240	4.9 %
17-2131	Materials Engineers	22,510	\$39.99	\$41.18	\$85,660	0.8 %
17-2141	Mechanical Engineers	232,660	\$37.03	\$38.74	\$80,580	0.5 %
17-2151	Mining and Geological Engineers, Including Mining Safety Engineers	6,310	\$38.19	\$39.46	\$82,080	1.7 %
17-2161	Nuclear Engineers	16,710	\$46.59	\$48.25	\$100,350	1.6 %
17-2171	Petroleum Engineers	25,540	\$52.36	\$57.67	\$119,960	2.1 %
17-2199	Engineers, All Other	159,680	\$43.06	\$43.56	\$90,600	0.5 %
17-3011	Architectural and Civil Drafters	105,320	\$21.92	\$22.94	\$47,710	0.6 %
17-3012	Electrical and Electronics Drafters	30,590	\$25.04	\$26.34	\$54,800	0.7 %
17-3013	Mechanical Drafters	71,890	\$22.98	\$23.94	\$49,790	0.5 %
17-3019	Drafters, All Other	18,290	\$21.79	\$23.18	\$48,210	1.0 %
17-3021	Aerospace Engineering and Operations Technicians	7,940	\$27.39	\$28.76	\$59,820	2.8 %
17-3022	Civil Engineering Technicians	82,690	\$22.10	\$22.80	\$47,420	0.4 %
17-3023	Electrical and Electronic Engineering Technicians	154,050	\$26.36	\$26.64	\$55,410	0.4 %
17-3024	Electro-Mechanical Technicians	15,640	\$23.08	\$23.98	\$49,880	1.2 %
17-3025	Environmental Engineering Technicians	20,630	\$20.36	\$21.99	\$45,730	1.0 %
17-3026	Industrial Engineering Technicians	65,460	\$22.48	\$23.57	\$49,030	0.5 %
17-3027	Mechanical Engineering Technicians	43,580	\$23.54	\$24.38	\$50,700	0.6 %
17-3029	Engineering Technicians, Except Drafters, All Other	69,070	\$27.66	\$28.04	\$58,330	0.7 %
17-3031	Surveying and Mapping Technicians	62,940	\$17.88	\$18.98	\$39,470	0.5 %

Life, Physical, and Social Science Occupations [top](#)

Wage Estimates

Occupation Occupation Title (click on the ...)

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Electro-Mechanical Technicians - Windows Internet Explorer

http://www.bls.gov/oes/2009/may/oes173024.htm

BLS Search Results Electro-Mechanical Tec...

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TECHNICAL DOCUMENTATION

Occupational Employment and Wages, May 2009

17-3024 Electro-Mechanical Technicians

Operate, test, and maintain unmanned, automated, servo-mechanical, or electromechanical equipment. May operate unmanned submarines, aircraft, or other equipment at worksites, such as oil rigs, deep ocean exploration, or hazardous waste removal. May assist engineers in testing and designing robotics equipment.

[National estimates for this occupation](#)
[Industry profile for this occupation](#)
[State profile for this occupation](#)
[Metropolitan area profile for this occupation](#)

National estimates for this occupation: [Top](#)

Employment estimate and mean wage estimates for this occupation:

Employment (1)	Employment RSE (3)	Mean hourly wage	Mean annual wage (2)	Wage RSE (3)
15,640	4.0 %	\$23.98	\$49,880	1.2 %

Percentile wage estimates for this occupation:

Percentile	10%	25%	50% (Median)	75%	90%

Internet | Protected Mode: On 100%

Note the mean wages and the hourly percentiles.

National estimates for this occupation: Top

Employment estimate and mean wage estimates for this occupation:

Employment (1)	Employment RSE (3)	Mean hourly wage	Mean annual wage (2)	Wage RSE (3)
15,640	4.0%	\$23.98	\$49,880	1.2%

Percentile wage estimates for this occupation:

Percentile	10%	25%	50% (Median)	75%	90%
Hourly Wage	\$14.64	\$18.29	\$23.08	\$28.94	\$35.21
Annual Wage (2)	\$30,450	\$38,040	\$48,010	\$60,200	\$73,240

Also note the San Jose – Sunnyvale – Santa Clara region has wage and employment data for this job description that can be used for comparison purposes.

Top paying metropolitan areas for this occupation:

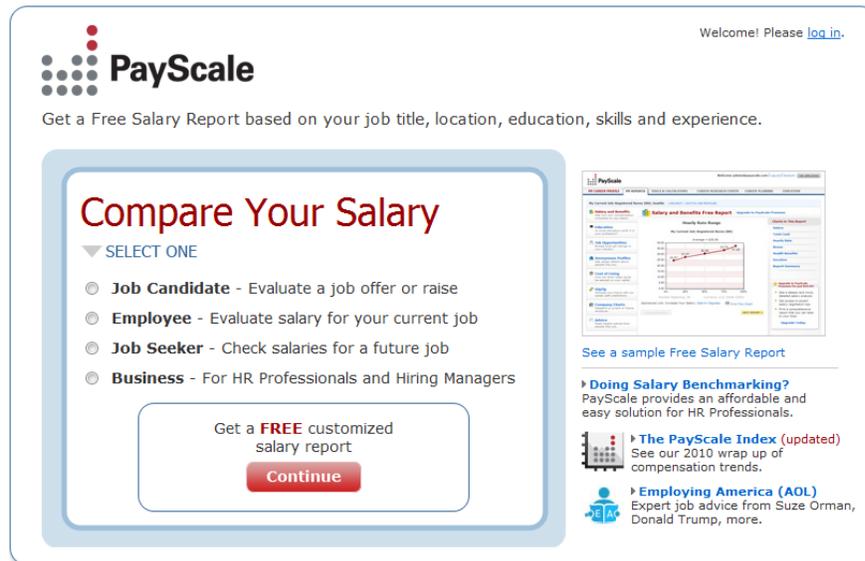
MSA	Employment	Hourly mean wage	Annual mean wage	Employment per thousand workers
Green Bay, WI	(8)	\$33.42	\$69,520	(8)
Warren-Troy-Farmington Hills, MI Metropolitan Division	230	\$29.40	\$61,150	0.216
San Jose-Sunnyvale-Santa Clara, CA	740	\$29.37	\$61,090	0.835
Cleveland-Elyria-Mentor, OH	90	\$28.77	\$59,850	0.092
St. Louis, MO-IL	90	\$28.42	\$59,120	0.066

Payscale.com: How-to

How-to obtain comparable pay based on location, education, and job category

Step 1 – Go to PayScale.com

- Open the web browser and navigate to www.payscale.com
- Select **Employee**, then click on the red **Continue** button.



- Enter the **Job Title, Years in Field/Career, Country, City, and State**, then click **Next**.
- Confirm** the answer for Job Title.
- Enter the top 3 skill/specialty categories critical to your job. You are not limited to the check boxes, you can fill in the blank, then click on the Add another Skill/Specialty link. Do the same for Certifications.
- Enter the # of people supervised or managed, and the Job Title of the person reported to (e.g. Director of Engineering).

Any Special Considerations?

Enter any job skills or attributes if they apply to you.

* required information

Skill/Specialty

Enter skill/specialty critical to your job (limit to top 3):

Enter skill/specialty critical to your job (limit to top 3):

Enter skill/specialty critical to your job (limit to top 3):

[Add another Skill/Specialty](#) [Remove last Skill/Specialty](#)

Or choose from popular answers:

Microsoft Excel

Microsoft Word

Engineering Design

Project Management

Windows NT / 2000 / XP Networking

Project

C++

HTML

Microsoft Office

AutoCAD

Microsoft Windows 3.x, 95/98/Me, 2000, or XP - General Use

Autocad 2000i

AutoDesk

Matlab

Visual Basic (VB)

Certification

Enter Relevant Certification/License:

[Add another Certification](#)

Or choose from popular answers:

Engineer in Training (EIT)

General Contractor

Certified Professional Engineer (PE)

Number Supervised

Enter the # of people you supervise or manage: * 3 people

Reports To

Who do you report to? Job/Title/Position:

g. After filling in the Special Considerations, Click **Next**.

h. Complete the **Current Employer** information, then click **Next**.

* required information

Current Employer

Type of Employer: *

Employer Name:

Your Official Job Title (according to your employer):

Employer's Product/Business: *

Years with this Employer: * 27 years

Number of Employees (entire organization): 15,000 people

Commute

Average One-way Commute Time (in minutes): 45 minutes

- i. Complete the **Compensation Information** (Pay Type, Currency, Annual Salary, etc.) *Note: Enter the salary WITHOUT your retention allowance included.*
- j. Click **Next** to continue.

* required information

Pay Type

Pay Type: * Annual Salary
 Hourly Rate
 Monthly Income
 This is not my job

Currency

Currency: * U.S. Dollar (USD) ▼

Annual Salary

Annual Base Salary: * 89000 \$89,000 per year
Salary reported is for: * Standard Full-Time 40+ Hours Per Week ▼

Other forms of pay you receive

Overtime Rate

Bonus

Annual Bonus: * 0 \$0.00 per year

Cash Profit Sharing

Annual Profit Share (disbursed to you): 0 \$0.00 per year

Commission on Sales

Annual Commissions: 0 \$0.00 per year
Annual Sales Volume (gross sales): 0 \$0.00 per year

Tips/Gratuity

Next -->

- k. Complete the Health Benefit information. Other information on this page is optional. Then click **Next** to continue.

* required information

Vacation Time

Weeks of Paid Vacation? (e.g. 0, 2, etc.) 5.2 5.2 weeks

Health Benefit

Check health benefits you receive as part of your compensation: *

None Dental
 Vision Medical / Health

All other Benefits/Perks

- l. Enter the Security Clearance information. (Note this information is optional, **consider OPSEC**; however it may impact the salary comparison.) Hit **Enter** to continue.

Security Clearance

Enter your relevant security clearance (if any):

Select the status of your security clearance:

- m. Answer the **Last Questions** and click **Next**. (This information is optional; however the education information may impact the salary comparison.)

School, Degree, or Major

School You Attended:

Degree:

Major:

Select the year you graduated:

[Add another School, Degree, or Major](#)

Demographics

Your Age (in years):

Gender:

Job 5 Years Ago

What was your job title 5 years ago?

- n. Answer the final page of questions, but they are all optional and will not impact the salary comparison. Click **Next** to continue.

Long-Term Job Prospects

What are long-term prospects for jobs like yours?

12 Month Job Prospects

What are prospects for your job over the next year?

Job Satisfaction

How satisfied are you in your job?

Job Stress

How stressful is your job/work environment?

Job Flexibility

How flexible is your job?

Job Meaning

Does your work make the world a better place?

- o. Do not enter your email information unless you want to receive email from PayScale.com. Recommend you select **No thanks...just show my salary report**.

Save Your Information to a FREE and Anonymous Account

No thanks...just show my salary report

Create an account and receive:

- Real-time updates on your market value
- Full access to PayScale's library for salary information and career tools
- Monthly email with career tips and related job postings

[See Payscale's Privacy Policy](#)

Email

Password

Confirm Password

Subscribe to Email

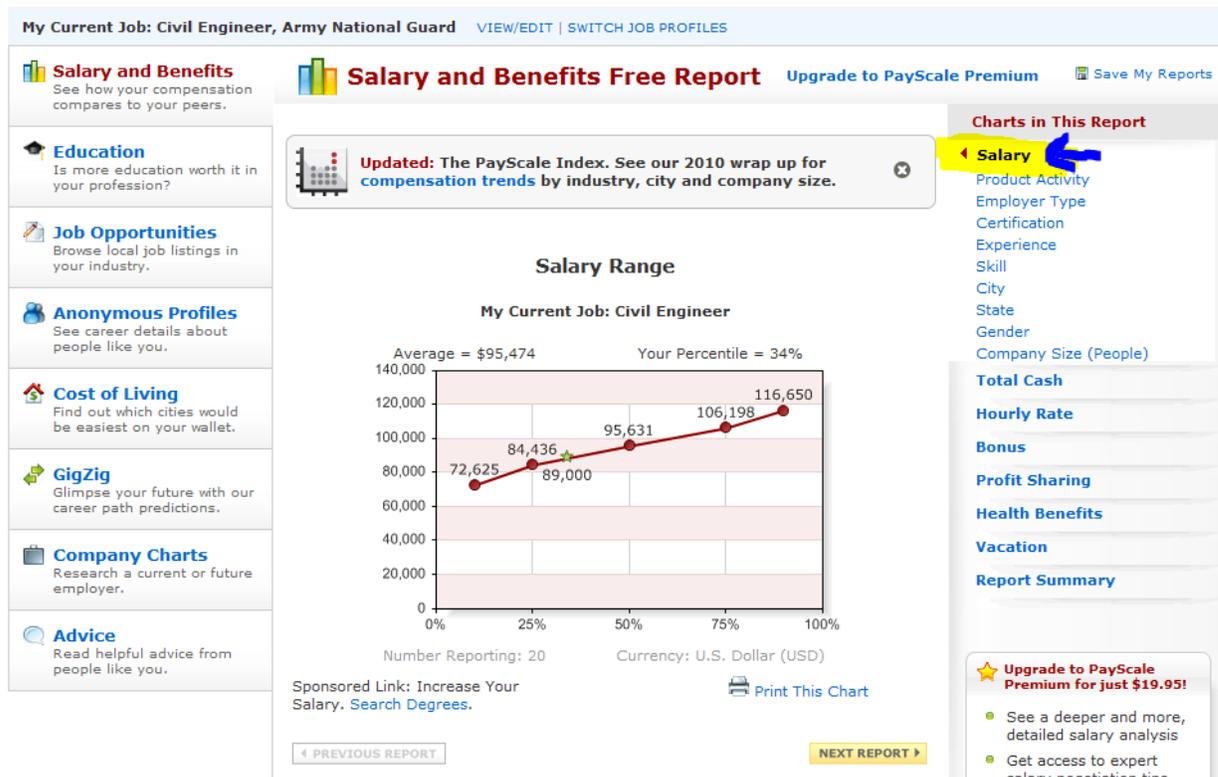
Receive PayScale Salary News

Receive PayScale Partner Offers

I agree to the [Terms and Conditions](#)

Submit

- p. View the report. The default chart shows the hourly rate. Make sure you click on **Salary** from the list of available Charts.

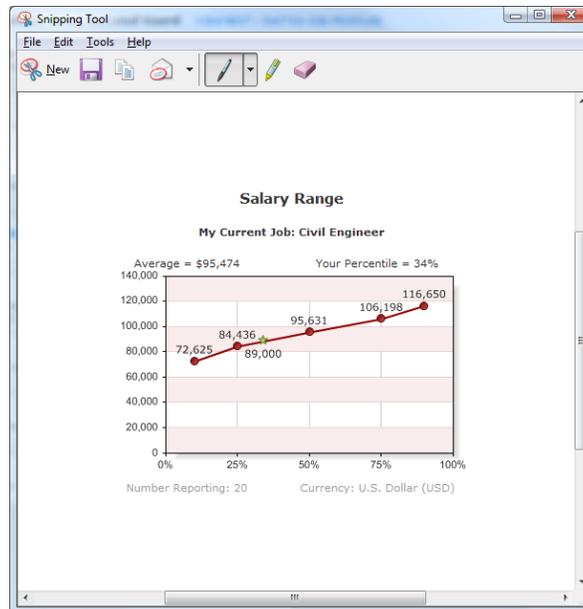


Step 2 – Snip the Chart and copy to Word.

- a. In the lower left hand corner of the screen, click on

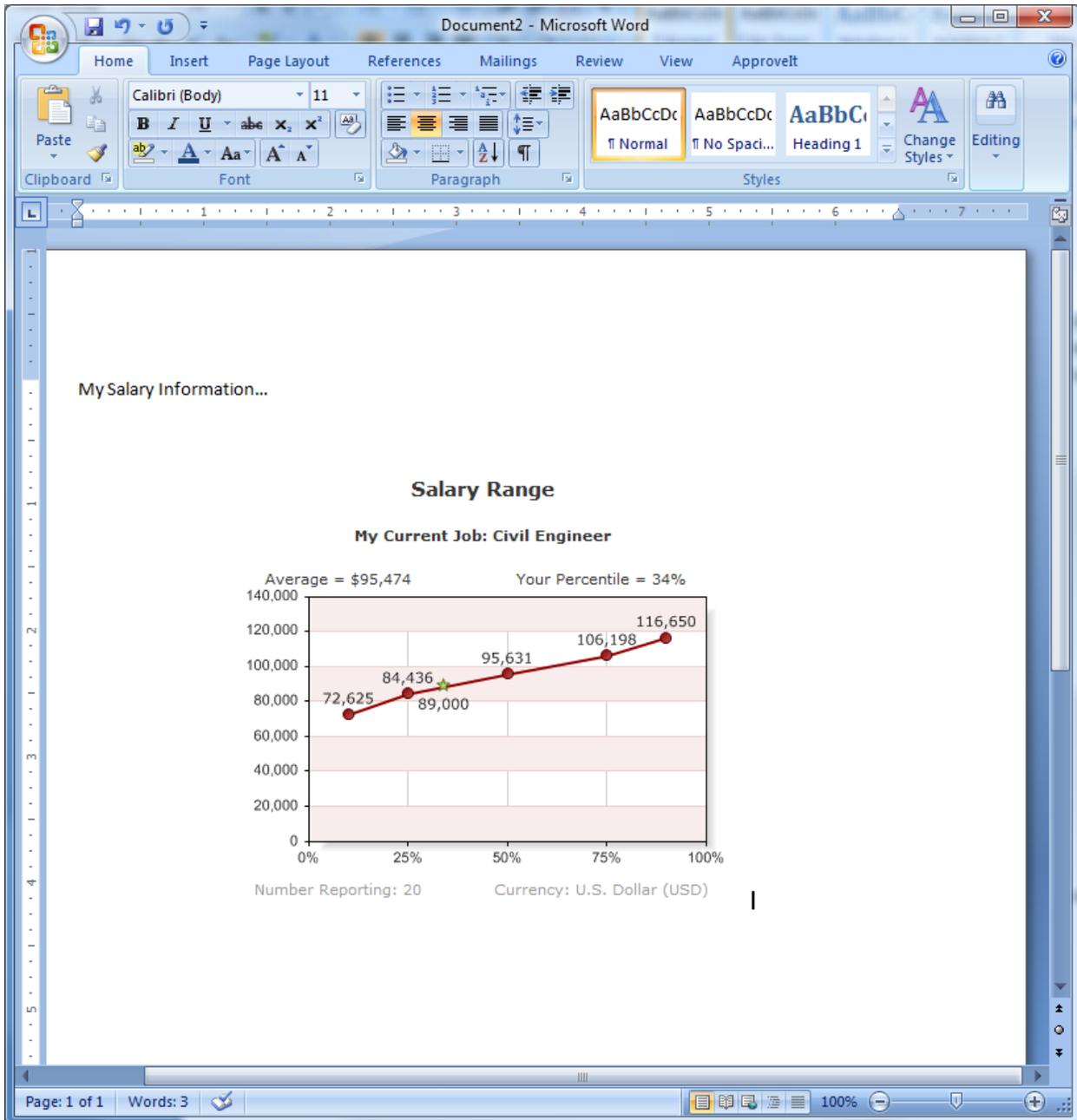


- b. In the search box, type “snip”. Windows will search for and find the “**Snipping Tool**”. Select it. Your screen show turn pale white and you will see a cross-hairs mouse icon. Drag the + over the area you want to copy (snip). The Snipping Tool will open a new window with your snapshot of what you copied. If this is not what you want, close the window and try this step again.



- c. On this Snipping Tool menu, select **Edit**, then **Copy**. Open a Microsoft Word document, select where you want the chart to go. ***NOTE: DO NOT CLOSE THE PayScale.com browser window!!***

- d. Within Word, **Paste** the chart where you want it.



- e. This is the chart for the Salary before you apply the retention incentive. Once you're satisfied with chart, go to Step 3. The green star represents your salary.

Step 3 – Adding in your Retention Incentive

- a. Go back to your PayScale.com window. On the blue bar at the top where it lists the Current Job, click on the **VIEW/EDIT** link.



- b. On the My Profiles page, select Edit from the menu box.

My Profiles

Get serious about advancing your career. [Upgrade to PayScale Premium](#). Your free account is limited to four active profiles.

My Current Job

Civil Engineer, Army National Guard

MY JOB DETAILS

Job	Civil Engineer
Years In Field/Career	15
Job Location	Sacramento, California, United States
Skill/Specialty	Engineering Design, Computer Aided Design (CAD), HVAC System Design
Certification	Certified Professional Engineer (PE)
Number Supervised	3
Reports To	Director, Department of Public Works and Engineering

MY WORKPLACE

-  Hide Details
-  Edit 
-  Delete
-  View Salary Report
-  Create a Scenario

- c. From the pop-up menu, select correct a mistake or **my pay has changed**.

- d. In the **MY WORKPLACE** section, click on the **Edit** button. Click **Next** until you get to the Annual Salary section.
- e. Update the salary to include your pay WITH retention allowance. Click **Next** until you get back to your overall profile page. Then click the **Save Changes** button.
- f. PayScale.com will recalculate the free salary comparison. Click **Continue** when you are able.
- g. Remember, the default chart shows the hourly rate. Make sure you click on **Salary** from the list of available Charts.
- h.** Now, go back and repeat **Step 2 – Snip the Chart and copy to Word.**
- i. See **SAMPLE**, attached.

Salary Analysis

Employee: McAdams, Jon E.

Pay Plan-OCC-Grade: GS-0810-12

Current Retention Incentive: 15%

Job Title: Civil Engineer

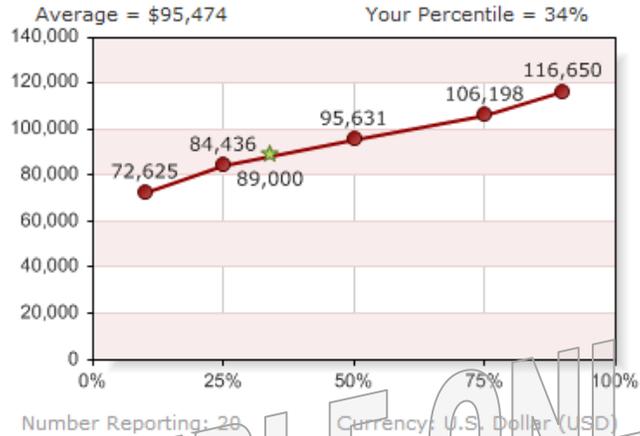
Salary w/o Incentive: \$89,000

Area: Sacramento, CA

Salary w/ Incentive: \$103,385

Salary Range

My Current Job: Civil Engineer



Salary Comparison without Incentive

Salary Range

My Current Job: Civil Engineer



Salary Comparison with Incentive