



You work as a Human Resources manager. A lot of your time is focused on recruitment, pay issues and staff retention. You have been approached by an employee who is insisting on a pay rise. He claims that he is not being paid the market rate for his skills, and for the job he does. He is threatening to leave. You have checked his file, and his pay cannot be increased without breaking existing pay policy.

Please rate the following responses:

1. Ask him to speak to his line manager about the issue
2. Emphasize that the company really values his skills, but a pay increase is not possible under present policy
3. Challenge him on market rates – point out that he is getting a fair deal
4. Email him the company's pay policy
5. Do nothing - reluctantly take the chance that he may just leave
6. Initiate a review of existing pay policy