

Temporary Additions to Compensation for Staff

UW Tacoma HR | April 20, 2016

TYPES:

| CLASSIFIED STAFF | |
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| Temporary Salary Increase (TSI) | |
| What For? | <ul style="list-style-type: none"> For taking on the duties of a higher-level classified or professional staff position This often occurs when filling in for a higher level position during a vacancy or leave of absence |
| NOT For? | A TSI is not appropriate for taking on additional work consistent with or at the same level as the current classification, or for serving on department or campus committees. |
| How Much? | <ul style="list-style-type: none"> At least a 2-step salary increase (~5%; typical), can be more than 2 steps Cannot exceed the top automatic step for the higher-level classification |
| Who Approves? | UWT = Department → VC → AVC Finance (via UW Tacoma HR) UWS = Campus HR Operations |
| PROFESSIONAL STAFF | |
| Temporary Pay Increase (TPI) or Administrative Supplement (ADS) | |
| What For? | <ul style="list-style-type: none"> TPI is for taking on additional duties for ten working days or more, such as during an extended vacancy or a peer's absence and an employee must cover for part of their peer's while retaining all their own accountabilities ADS is for taking on higher level administrative responsibilities (OT-exempt ONLY) This may occur when filling in during a vacancy or leave of absence |
| NOT For? | A TPI or ADS is generally not appropriate for simply taking on special projects or additional, short-term duties consistent with regular responsibilities, for serving on department or campus committees, or for tackling unfamiliar stretch assignments related to an individual's professional development. |
| How Much? | <ul style="list-style-type: none"> Typically a 5-10% increase, but can be higher |
| Who Approves? | UWT = Department → VC → AVC Finance (via UW Tacoma HR) UWS = UWHR Compensation Office |
| Excess Compensation – Professional OT-exempt Staff ONLY | |
| What For? | <ul style="list-style-type: none"> For work that is not part of the position's regular duties, and is typically performed outside of the employee's regular department Expected to be used on RARE occasions |
| NOT For? | Excess Compensation is not appropriate for taking on additional duties consistent with job responsibilities within the employee's regular department |
| How Much? | <ul style="list-style-type: none"> May not exceed 25% of an employee's regular salary; the paying department should provide clear rationale for the amount requested |
| Who Approves? | UWT = Paying Department → Home Department Supervisor & Director → VC → AVC Finance (copy UW Tacoma HR) UWS = none required |

TPI/TSI FAQ's:

Q. What if an assignment will require extra hours?

- A. OT¹-ELIGIBLE EMPLOYEES – Full-time employees receive OT pay or Comp Time for extra hours worked. Hence, assignments similar in scope and complexity as the employee's normal work are not generally eligible for temporary pay, and instead the employee receives additional pay for additional hours worked.
- A. OT-EXEMPT EMPLOYEES – Inherent in the nature of an exempt position is recognition that work hours are more flexible than those of non-exempt employees, and work demands may require additional hours beyond 40 per week. Occasionally working extra hours is not an uncommon occurrence.

Q. Can an employee refuse an assignment that will require them to work additional hours on evenings or weekends?

- A. ALL EMPLOYEES – Employees may only refuse assignments that jeopardize their safety or would require them to do something illegal. Refusing to perform any lawful assignment is insubordination subject to applicable disciplinary and corrective action rules.

Note: Classified employees required to change their work schedules even on a temporary basis must be provided proper notice according to their collective bargaining agreement.

Q. How can I recognize the extra effort an employee puts in if temporary pay is not appropriate?

- A. There are many ways to recognize extraordinary effort.
- [Discretionary leave](#) can be used to provide additional time off to professional staff, subject to the rules of the University.
 - Provide specific positive feedback. Lynn Gaertner-Johnston of Syntax Training advises when giving positive feedback to :
 - Be specific
 - Avoid using the word *but* right after a compliment
 - Use the pronouns *you* and *your* when making positive comments
 - Include why the person's performance or traits are valuable
 - When appropriate, share positive feedback with others beyond the recipient²
 - Help employee mine their work for lasting lessons that will serve them well in the future.
 - Invest in a special professional development opportunity, such as helping make a mentoring connection, a field visit, or conference.
 - For other ideas, see the excerpt from Bob Nelson's [1001 Ways to Reward Employees](#), attached, courtesy of UW Seattle's Facilities Services Division. Dr. Nelson's latest book lists [1501 Ways to Reward Employees!](#)

¹ OT=overtime. Employees are either "OT Eligible", meaning they receive additional pay for work in excess of 40 in a workweek, or "exempt", that is exempt from overtime pay for additional hours works.

² Adapted from *Business Writing With Heart: How to Build Great Work Relationships One Message at a Time*, by Lynn Gaertner-Johnston, Syntax Training, 2014.

Excerpts from *1001 Ways to Reward Employees*³

By Bob Nelson

WORDS OF WISDOM:

1. Match the reward to the person
2. Match the reward to the achievement
3. Be timely and specific

POSSIBLE RECOGNITION OPTIONS

- a) Personally congratulate employees who do a good job
- b) Writes personal notes about good performance
- c) Have upper managers stop in at the first meeting of a special project team to express his or her appreciation of the members' involvement
- d) When individuals present an idea or suggestion, thank them for their initiative and contribution. Encourage involvement in the group's goal setting process, problem solving, brainstorming, etc.
- e) Celebrate progress, interim findings, and final results, letting team members decide how to celebrate.
- f) Open the floor for team members to praise anyone at the beginning or end of the meeting. Provide a "praising barrage" by the team for one or more of its members.
- g) Have members of the team create awards for each other. Invest in team mementos and symbols of a team's work together, such as T shirts or coffee cups with a team motto or company logo.
- h) Conduct team building activities and field trips such as bowling, laser tag, a visit to a state fair, a "popcorn lunch", or a team challenge or contest against a group goal or another team.
- i) Invite upper management to attend a meeting with the team during which individuals ask questions and the group is thanked for its efforts.
- j) Send letters or emails to every team member at the conclusion of a project, thanking them for their contributions. Consider thanking the team members' families, as well, if the team effort was significant.

³ Adapted by UWS Facilities from Bob Nelson, The 1001 Rewards & Recognition Fieldbook, NY: Workman, 2003