Special Pay Increases

Salary increases which are not due to new hires, promotions, or mandated raise processes fall under the broad category of Special Pay Increases (SPI's). Such increases are proposed by managers to meet distinctive, case-by-case circumstances, as outlined in the explanations of the various categories listed below.

Proposed increases are documented on an SPI form by the requesting manager, reviewed by appropriate administrators as described under *Delegation of Authority for Pay Actions*, and submitted to Human Resources for final review and action. Delegated authority sets limits on the amount of an SPI which may be exceeded only upon approval of the Associate Vice President for Human Resources. Like a new hire or promotion, an SPI is based on present circumstances, and therefore is not backdated. It may be effective on the date on which the circumstances are appropriately documented and the action is approved by an administrator with delegated salary authority.

A Special Pay Increase Request for Administration and Staff form should be prepared by the appropriate supervisor or manager to initiate the pay request. Other documentation may be required as specified in the sections below for each type of action. Documentation is routed through the appropriate department chair/dean/director and must be approved by an administrator with delegated signature authority before it is sent to the Classification and Compensation Unit in Human Resources.HR. The amount and the approval process for SPIs are limited by delegated salary authority.

Internal Salary Inequity

A salary inequity can occur, for example, when an employee is paid an inequitable rate for work which requires at least equal knowledge, skills, abilities, effort, and responsibilities, and is of equal or greater value to the organization than the work of a comparison employee or employees in the same or comparable classification, unless a differential is justified by factors including, but not limited to, performance, market salary conditions, and/or length of service. Another example of a salary inequity would be a supervisor with at least comparable education, training, and experience that is being paid inequitably less than his/her highest paid direct report. Consideration should still be given to factors including, but not limited to, value to the organization; special knowledge, skills, or abilities required, and/or length of service. Salary equity does not mean that all employees in the same classification have identical pay. It may be appropriate to request varying equity amounts for a group of employees. Other internal salary inequities may be created as the result of an increase for a single employee. Also, funds must be available to address the equity issues which may involve more than one employee. A broad look at funding and an overall equity plan may be necessary when considering increases.

Permanently Increased Responsibilities

SPIs for permanently increased duties recognize new assignments which require greater skills, new knowledge, a greater level of authority and responsibility, or other changes in duties which enhance the value of a position to USF. SPI requests for permanently increased duties are initiated through the *Special Payment Request for Administration and Staff* form but also require the position description to be updated through *Careers@USF*. If the changed duties justify a classification change, a reclassification will be recommended by HR in association with the pay increase. Increased workload with the same or similar duties does not justify a special pay increase. In the case of non- exempt Staff employees, increased workload is compensated through payment of overtime or accumulation of compensatory leave time. In the case of exempt Administration employees, workload fluctuations are a normal part of payment for a job (salary) rather than payment for work time (hourly pay). Assignments which justify SPIs for duties are typically the result of departmental reorganizations or job consolidation. They may also result from assigning primary responsibility for a new function or program to an employee who has not had a function with this level of responsibility previously. SPIs for increased responsibilities will not be made effective prior to the documentation of the assignment of the duties and approval by an administrator with delegated authority.

Temporarily Increased Responsibilities

The duties which justify a temporary increase for duties, like those which justify a permanent increase, must also be new assignments requiring greater skills, new knowledge, a greater level of authority and responsibility, or other changes in duties which are considered higher level than previous duties. A request for a temporary pay increase involves preparation of a description of the added duties, but not a new formal job description. All SPIs for temporary duties are given as stipends with assigned end dates, which may be extended if necessary. If such duties are indefinitely assigned and there is no intention by management to make changes which would remove the duties, then the SPI should be permanent rather than temporary.

There are two closely-related situations involving temporary assignment of duties in which job titles and appointments are treated differently. If an employee assumes all (or substantially all) of the job of a higher-level position, typically due to a temporary vacancy in that position, the employee may receive a short-term or acting appointment to that position, going on leave from the current position. If the employee retains many of the current duties, and gets only a portion of the duties of the vacant position, then the employee remains on the same position and may receive an SPI for temporary duties. The performance of some of the duties of a temporarily vacant position may not justify a temporary SPI if the temporary duties are similar in overall level of skill and responsibility to the permanent duties.

Market-Based Special Pay Increases

Since changing market conditions outside USF may not be reflected in the pay of current employees, SPIs may be given on evidence that an employee or group of employees is paid significantly below an external market rate. Since HR has current competitive market data for many of the Staff and Administration jobs at USF, an administrator who contemplates giving such an adjustment should call the Classification and Compensation Unit in Human Resources to obtain relevant information. The request for a market-based SPI must include current market data.

Counter-Offer

This kind of SPI may be requested by an administrator when the employee has a formal (usually written) job offer from outside USF for a job that is substantially the same as the job that the employee holds at USF. A counter-offer is not appropriate when another department at USF offers an employee a job at a higher salary. The objective of a counter-offer is to retain a high-performing, valuable employee, and the special skills of the employee are a significant part of the justification for this type of SPI. The counter-offer does not have to match or exceed the external offer and internal and external market data should be considered when determining the appropriate salary to offer.

Retention

A retention SPI is very similar to a counter-offer, but is given when there is a likelihood that an employee will receive an outside job offer. Like counter-offers, retention SPIs are not given in response to other job offers at USF. The objective of a retention SPI is to keep a high-performing, valuable employee, and the special skills of the employee are a significant part of the justification for this type of SPI. The amount of this type of SPI still has a market component, and the requested salary should be in line with a likely salary which the employee could receive for employment outside USF.

Delayed Pay Increase

If budget restrictions or unusual circumstances prevent a department from setting an appropriate hiring salary, giving a promotional increase, or giving the employee an appropriate SPI for permanently increased duties, the department may document the intention to give such an increase if money is subsequently available. This intention is documented at the time the initial salary is set. An SPI request may then be prepared when the increase is given. Delayed pay increases are not backdated, but are effective when formally requested.