

# Special Pay Increase (SPI) Guidelines For USPS and A&P Positions

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Salary increases that are not a result of a new hire, promotion, reclassification, conversion, or mandated raise process fall under the category of Special Pay Increases (SPI's). Such increases can be requested by a department or college administrator provided the specific criteria and/or conditions exist as indicated below.

The categories of Special Pay Increases (SPIs) include:

- A. Additional Duties – Higher Level Classification
- B. Additional Duties/Increase in Workload – Same Level Classification
- C. Temporary Pay Increase
- D. Counter Offer
- E. Market Adjustment
- F. Internal Equity or Compression Adjustment
- G. Merit

## **A. Additional Duties - Higher Level Classification**

An SPI for permanently increased duties that have substantially increased in the level of complexity, authority or accountability and that are above and beyond the scope of the employee's current class specification, not requiring an official change in classification.

1. If a more appropriate classification exists, a reclassification will be recommended by HR-Compensation provided the employee meets the minimum qualifications of the higher classification. A predominant portion of duties must be in the higher classification to merit a reclassification
2. An employee shall not be provided an SPI for the same work that is being paid in accordance with another policy or practice (such as a temporary pay increase).
3. The employee must normally perform the higher level duties for at least twenty-two (22) work days prior to the submission of the SPI.
4. The significant increase in workload or additional duties must be delegated by management and not voluntarily assumed or acquired by the employee.
5. The higher level duties must be permanently delegated to the employee.
6. An updated position description clearly demonstrating the additional higher level duties and written justification must be submitted at the time of the request.

### Pay Practice

An increase between 7-10% is recommended for an SPI for additional, higher level duties.

## **B. Additional Duties or Increase in Workload Within the Same Level Classification**

An SPI for a significant increase in workload or additional duties outside the current scope of the employee's position, but not of a higher level classification.

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1. The employee must normally perform the additional duties for at least twenty two (22) work days prior to the submission of the SPI.
2. An employee shall not be provided an SPI for the same work that is being paid in accordance with another policy or practice (such as a temporary pay increase).
3. The significant increase in workload or additional duties must be delegated by management and not voluntarily assumed or acquired by the employee.
4. The significant increase in workload or additional duties must be permanently delegated to the employee. For temporary reassignment of duties, review the Temporary Pay Increase Section below.
5. An updated position description clearly demonstrating the additional duties and written justification must be submitted at the time of the request.

## Pay Practice

An increase between 3-5% is recommended for an SPI for a significant increase in workload or additional duties outside the current scope of the employee's position, but not of a higher level classification.

## **C. Temporary Pay Increase**

An SPI for an employee who temporarily assumes the full or partial duties of another position. These duties are beyond the scope of the employee's current class specification. Typically, this occurs when an employee is assuming the duties of a vacant position or of a position in which another employee is out due to a leave of absence.

1. An employee shall not be provided an SPI for the same work that is being paid in accordance with another policy or practice (such as an SPI for additional duties).
2. The employee must normally perform the temporary duties for at least twenty-two (22) work days prior to the submission of the SPI.
3. Temporary pay increases are typically approved for a period up to six (6) months. An extension of a temporary pay increase beyond the initial end date requires subsequent review and approval by HR-Compensation.
4. The duties are not to be performed on a permanent basis.
5. The temporary duties are assigned by management and not voluntarily assumed or acquired by the employee.
6. When the employee is no longer performing the temporary, additional job duties, the employee's salary reverts to his or her former base salary, plus any annual across-the-board salary increases that may have occurred.
7. A detailed written justification must be submitted at the time of the request.

## Pay Practice

The recommended salary increase is subject to HR-Compensation review on a case-by-case basis based on the guidelines below:

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8. Typically, an increase between 3-5% is recommended for temporary pay increases in which the employee assumes a portion of the job duties.
9. An increase between 7-10% is recommended for temporary pay increases in which the employee assumes a significant portion of the job duties.
10. An increase of up to 10% or to the minimum of the new pay grade (for higher level positions), whichever is greater, is recommended for temporary pay increases in which the employee assumes the full (100%) of the job duties.

### **D. Counter Offers**

A department may request a counter offer to retain an employee who has received a written job offer from an external organization for a position that is comparable to the one the employee holds at UCF.

1. The department must submit the written job offer or appropriate documentation indicating a starting salary and start date of employment to HR-Compensation. The written job offer must be verifiable.
2. The counter offer does not have to match or exceed the external offer.
3. The counter offer shall not place an employee's salary higher than the appropriate market and should not cause salary inequities.
4. An appropriate division head; the president, provost, or vice president (or their respective designee), may approve a counter offer without submitting it through the SPI process to expedite the retention of a critical employee whose termination would disrupt the operation of the University.
5. Internal counter offers are not authorized as the university does not compete against itself.

### **Pay Practice**

All counter offer salary increases are subject to HR-Compensation review in order to inform the president or vice president of internal equity considerations.

### **E. Market Adjustments**

An SPI provided to an employee that is determined to be paid significantly below an external market rate as determined by official university sanctioned salary survey data, and to place the employee's salary appropriately in relation to the defined market.

1. HR-Compensation must verify the below market salary of the employee with official university salary survey resources. Unofficial salary survey sources shall not be used to justify a market increase for an employee.
2. The requesting department should contact HR-Compensation to obtain the appropriate market data and recommendation.

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3. The employee's credentials in relation to the minimum qualifications of the position are considered when determining the appropriate salary based on the salary recommendation guidelines.
4. A detailed written justification and updated position description must be submitted at the time of the request to confirm the job duties.

### Pay Practice

The recommended salary increase is subject to HR-Compensation review on a case-by-case basis. Official university sanctioned salary survey data and the employee's personnel record, experience, and credentials will be evaluated.

### **F. Internal Equity or Compression Adjustment**

An SPI provided to an employee to maintain an appropriate internal pay relationship among employees in the same classification or organizational unit or within a supervisory hierarchy.

1. An equity increase may be provided to an employee who earns less than another but who has a similar or greater level of education, work experience, or duties and responsibilities in the same classification or organizational unit.
2. It is expected that hiring officials will consider a new employee's overall credentials in relation to the credentials of existing staff in order to preserve internal equity within the work unit at the point of initial hire.
3. An internal compression adjustment may be provided to a supervisor for cases in which the salary of the direct report(s) is close to or above the salary of the supervisor. The employee's personnel record, experience, and credentials will be considered.
4. Direct reports receiving a higher salary should not automatically be considered an inequity. For example, a programmer may have a higher market based on technical skills. If the supervisor's position does not require the same or similar technical skills, an internal compression or inversion may not exist.
5. A detailed written justification and updated position description must be submitted at the time of the request to confirm the job duties.

### Pay Practice

The recommended salary increase is subject to HR-Compensation review on a case-by-case basis.

### **G. Merit**

An out-of-cycle merit increase may be processed in accordance with the procedures described in the USPS and A&P Out-of-Cycle Merit Increase Guidelines in Appendix 1.

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## **SPI Procedure**

1. A department or college must submit an ePAF for a requested SPI, including a detailed written justification or other documentation as indicated above.
2. HR-Compensation shall review the SPI request and provide a written analysis and recommendation to the department or college.
3. If the SPI is not approved, the SPI request will be returned to the requesting department or college by HR-Compensation with a written analysis and recommendation.
4. Supervisors should not communicate a pending SPI request to an employee until the request is approved by HR-Compensation.
5. SPI's are effective the first day of the pay period, following the date of final approval by HR-Compensation.
6. SPI's are subject to the availability of funds.
7. As a result of the BOT-UFF Collective Bargaining Agreement, SPI's related to equity, market, merit or counter offers for (E&G) A&P in-unit employees are subject to a 1% budget authority limit, as determined by the salaries of all E&G A&P employees in the college or VP area as of May of the preceding fiscal year (for example, May 2011 for the 2011-12 fiscal year). Increases for reclassifications, promotions, or temporary pay increases are not subject to the 1% total budget authority limit.
8. The college or department must fund the SPI from their own budget, following the approval process in accordance with their respective VP division.
9. SPI's for an increase of 20% or more require the president's approval.
10. HR will conduct a review, normally every two years, of these guidelines and summarize the findings to determine if the guidelines need to be revisited.

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## Appendix 1

### USPS and A&P Out-of-Cycle Merit Increase Guidelines

Colleges and departments may request a merit increase for an employee outside of university announced salary increases according to the eligibility and implementation guidelines indicated below.

#### **Employee Eligibility Criteria**

1. The employee must have an “above satisfactory” or “outstanding” rating (for A&P) or a “commendable” or “exemplary” rating (for USPS) on the employee’s recent performance appraisals on file with UCF Human Resources.

#### **Budget Requirements**

1. The college or department must fund the merit increase from their own budget, following the approval process in accordance with their respective VP division.
2. Equity, market, or merit salary increases and verified, written offers of employment for Education and General (E&G) in-unit A&P employees are subject to a 1% budget authority limit, as determined by the salaries of all E&G A&P employees in the college or VP area as of May of the preceding fiscal year (for example, May 2011 for the 2011-12 fiscal year). Increases for reclassifications or promotions, or stipends for temporary assignments are not subject to the 1% total budget authority limit.

#### **Approval and Processing Guidelines**

1. The merit increase request must receive VP (or designee) approval.
2. If the merit increase is 20% or more, it will require the president’s approval.
3. Requests should be submitted via ePAF, following the same established process for all other out-of-cycle increase requests.

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## **College or Department Justification**

1. Written justification must be submitted by the requesting college or department at the time of the request. Such justification should address the issues HR-Compensation will examine, as outlined in the following section, or additional justification will likely be required to substantiate the merit increase.

## **HR-Compensation Review**

1. HR-Compensation will confirm that the employee's recent performance ratings meet the employee eligibility criteria.
2. HR-Compensation will review the request against comparable positions in the same classification within the same unit. If there are employees within the same classification and unit with equal or higher performance ratings than that of the employee for whom the merit increase is being requested, additional justification will be required.
3. If there are employees in the same classification and within the same unit that may be impacted on the basis of other equity considerations, additional justification will be required. HR-Compensation will review the performance ratings and equity factors for each of the employees affected.
4. HR-Compensation review encompasses items 1, 2, and 3 above but does not include an assessment of the merit recommendation or the specific amount of the merit raise as these qualitative judgments are reserved to the dean or director and the vice president and president.

## **Appeals Process**

1. The appeals process for the out-of-cycle merit increase will follow the same guidelines as the VP Committee Override approval process listed on the HR-Compensation website.
2. Prior to requesting an override by the Provost and the VP Committee, the department hiring manager will meet and review their request with the HR-Compensation Department prior to submission of an override request.