

Managers may propose Special Pay Increases (SPIs) in order to increase salary for Staff and Administration employees for the following defined reasons: increased higher-level duties (either temporary or permanent), internal salary inequity, external market equity, counteroffers, and retention of employees. (Other mechanisms exist for promotional, performance-based, or mandated raises, including position reclassification actions or the Pay for Performance processes.) Supporting documentation for SPIs varies depending on the requested increase category. Please refer to the [Hiring and Pay Action Authority](#) documents for SPI parameters. SPIs must be future dated and may not be paid retroactively.

Procedure

1. Complete the [Classification/Compensation Request Form](#). Provide all information requested on the form in order to prevent potential delays.
2. Obtain required signatures from department representatives and delegated signature authority.
3. Email the form with required documentation to the Central Human Resources (CHR) Classification & Compensation mailbox (classcomp@usf.edu), USF Health (hr-healthcompclass@health.usf.edu), or the appropriate branch campus HR office (St. Petersburg: hr@usfsp.edu; Sarasota-Manatee: sarasotahr@sar.usf.edu) for final review, approval and implementation.

Increased Higher-Level Responsibilities

SPIs for increased higher-level duties recognize new assignments that require greater skills, new knowledge, a greater level of authority and responsibility, or other changes in duties that enhance the value of a position to USF. Typically, SPIs for increased higher-level responsibilities are 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 higher-level duties may be requested either on a permanent or temporary basis.

- **Permanent:** Submit an updated position description in GEMS that includes the new permanent duties. CHR will review the changes. Based on the review, reclassification of the position may be necessary.
- **Temporary:** Submit a description of the added duties with requests for temporary increases. Changes to the position description in GEMS are not required.
 - Temporary SPIs are limited to a duration of up to one calendar year, though an additional year in temporary status may be granted with approval from Class & Comp. Multiple-year temporary stipends should be avoided unless the funding is non-recurring.
 - If the duration of the assigned duties exceeds one calendar year, submit a new request for review. If the duties become permanent or indefinitely assigned, the request is no longer temporary and a request for a permanent SPI should be submitted.

Additional Responsibilities

Permanent or temporary Special Pay Increases due to increased scope of work (new duties or increased volume) may be awarded as deemed appropriate by the department and within the authority granted by the Hiring and Pay Action Authority document. In the case of non-exempt Staff employees, payment of overtime or accumulation of compensatory leave time may be more appropriate, especially for short-term situations (less than six weeks).

Internal Salary Inequity

Salary equity does not require that all employees in the same classification have identical pay. Determining an appropriate level of compensation involves consideration of numerous variables and typically results in a range of pay for a group of employees. Funds must be available to address equity issues, as they may ultimately involve more than one employee. When considering increases for individuals and groups, it is important to take a broad look at funding and develop an overall equity plan for the group.

Internal salary inequities may result when:

- Compensation for work that 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 is paid at a lower rate. Pay increases for individual employees may cause this type of salary inequity. In these circumstances, a differential may be justified by factors including, but not limited to, performance, market salary conditions, and/or length of service.
- Compensation for a supervisor with at least comparable education, training, and experience is less than that paid to the position's highest paid direct report. Factors to consider when determining if inequity exists include, but are not limited to, value to the organization, special knowledge, skills, or abilities required, and/or length of service.

Market-Based Special Pay Increases

While every effort is made to ensure that hiring and salary ranges are consistent with the overall market, on occasion changing market conditions outside USF may not be reflected in the pay of current employees. If there is evidence that an employee or group of employees is paid significantly below the external market rate, pay may be adjusted via Special Pay Increase. Managers who believe this type of inequity exists should contact the Classification and Compensation team in CHR to obtain relevant information. The request for a market-based SPI must include current market data.

Counter-Offer

When an employee receives or anticipates a formal written job offer from a non-USF employer for a similar position to their current job at USF, a counter-offer is a mechanism to retain the employee. 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; consider internal and external market data 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. Delayed pay increases are not backdated but are effective when formally requested.