

Title 383 WAC
PRODUCTIVITY BOARD

Chapter
383-07 Teamwork incentive program.

Chapter 383-07 WAC
TEAMWORK INCENTIVE PROGRAM

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WAC 383-07-010 Purpose. The purpose of this chapter is to provide rules for the development and administration of the teamwork incentive program (TIP) administered by the productivity board under the authority of chapter 41.60 RCW.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-010, filed 7/14/88.]

WAC 383-07-020 Definitions. As used in this chapter, these definitions refer only to the teamwork incentive program unless the context requires otherwise:

- (1) "Board" means productivity board.
- (2) "Program" means teamwork incentive program developed by the productivity board under chapter 41.60 RCW, and is frequently abbreviated as TIP.
- (3) "Program administrator" refers to the person hired by the board to administer the program known as TIP.
- (4) "The act" referred to in this chapter is chapter 41.60 RCW.
- (5) "Agency" includes every subdivision of state government eligible to participate under chapter 41.60 RCW, including all merit system agencies and institutions of higher education.
- (6) "Unit" means a subdivision with a common mission within an agency. A unit may also be referred to as a "team" or a "group".
- (7) "Director" means the appointed or elected chief executive of the agency.
- (8) "Supervisor" means the person responsible for unit operations in accordance with WAC 356-05-400 or 251-01-395. (Merit system rules and higher education personnel board rules defining supervisor.)
- (9) "Steering committee" means a representative group of individuals responsible for planning and implementation of TIP within an agency.

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(10) "Liaison" means the individual who is the key contact from an agency to the productivity board. The TIP liaison is a member of the steering committee in agencies using them.

(11) "Award" means the percentage of savings allowed by chapter 41.60 RCW.

(12) "Cost savings" refers to cost efficiencies which occurred as a result of productivity improvements. Cost savings may be reflected in budget reductions and/or cost containment.

(13) "Outcome" refers to the accomplishments or results achieved by the unit.

(14) "Project year" means the twelve-month period during which performance and fiscal measures are monitored.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-020, filed 7/14/88.]

WAC 383-07-030 Functions of the board. The responsibilities of the board shall include:

- (1) Promotion of the program to agency directors and the legislature;
- (2) Establishment of policies under which the program shall be promoted and administered, including guidelines cited in WAC 383-07-045, 383-07-050, and 383-07-060 concerning the responsibilities of agency management, TIP liaisons and agency employees;
- (3) Adoption of rules and regulations necessary for the administration of this act;
- (4) Final determination in approving unit participation in the teamwork program;
- (5) Final approval of any amount awarded to an eligible unit;
- (6) Submission of reports required by chapter 41.60 RCW.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-030, filed 7/14/88.]

WAC 383-07-040 Duties of the program administrator. The program administrator shall be responsible and accountable to the board for the administration of the program, and shall:

- (1) Attend meetings of the board and ensure a record of its actions regarding the program is maintained.
- (2) Propose policies, rules, and regulations appropriate for the administration of the program.
- (3) Establish and maintain records and procedures necessary for the administration and maintenance of the program.
- (4) Review applications and reports submitted by units to ensure compliance with chapter 41.60 RCW and to recommend necessary changes.
- (5) Supervise staff and interface with agency TIP liaisons and/or other agency personnel about the program.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-040, filed 7/14/88.]

WAC 383-07-045 Responsibilities of agency management. Under the following guidelines, agency management shall be responsible for facilitating agency

involvement at all stages of the teamwork program, including the following:

(1) Promotion and administration of the TIP program within the agency, offering assistance in the completion of unit applications, including documentation of approval and denial of applications;

(2) Providing support throughout unit participation in the TIP project through encouragement, records management and training assistance, and facilitating cooperation between shifts, other units, other divisions, etc.;

(3) Review of quarterly and final TIP reports, verifying sustained or improved performance and quality measures, and fiscal impact;

(4) Cooperation and assistance in recognizing TIP units for their efforts and achievements, including timely payment of awards.

The agency head shall appoint an individual as TIP liaison to coordinate agency TIP activities with the productivity board. A group of individuals, including the agency TIP liaison, may be designated as a steering committee within the agency to implement and maintain the program.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-045, filed 7/14/88.]

WAC 383-07-050 Responsibilities of the TIP liaison. The TIP liaison, under these guidelines, serves as the primary link between the board and the agency, and is responsible and accountable to agency management. The TIP liaison shall:

(1) Coordinate the TIP program within the agency as a member of the agency's TIP steering committee or as an individual liaison between the agency and the board.

(2) Oversee the completion and submission of all TIP applications, working within agency chain of command and with productivity board staff. Ensure that all applications meet the criteria established by RCW 41.60.100, WAC 383-07-070 and 383-07-080.

(3) Monitor on-going TIP activities within the agency, reviewing all quarterly reports for completeness and accuracy and transmit reports to the program administrator in a timely manner.

(4) Represent the agency on TIP-related issues at board meetings. Attend regularly scheduled board meetings when the agenda includes TIP projects or issues relevant to the agency.

(5) Promote the program within the agency through on-site presentations, written communications, facilitation of meetings and other effective means to acquaint employees and supervisors with the purpose and benefits of the program.

(6) Ensure that award authorizations are processed, and that payments are made to individuals and the board in a timely manner.

(7) Identify and encourage use of internal resources, such as training staff and management analysts, to assist units participating in TIP.

(8) Identify and encourage use of other resources inside and outside state government, such as the state energy office, the career executive program, and other knowledgeable experts.

(9) Coordinate with agency management and the board recognition of groups completing the year-long project.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-050, filed 7/14/88.]

WAC 383-07-060 Employee responsibilities. Employees within a unit form a team under these guidelines. As team members, individuals should:

(1) Understand the mission of the unit and be aware of performance goals and fiscal targets identified in the TIP data base.

(2) Identify problem areas which the team should address as a means to improve performance outcomes.

(3) Share ideas with other team members and build upon ideas shared by others.

(4) Propose solutions to unit problems and develop action plans.

(5) Submit action plans to management as needed to implement proposals.

(6) Implement changes and evaluate their effectiveness.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-060, filed 7/14/88.]

WAC 383-07-070 Application procedures. Units interested in being considered for participation in the teamwork incentive program shall complete a TIP application form.

(1) Application forms shall be available from the productivity board office or the TIP liaison within the agency.

(2) Applications which are approved by the agency shall be submitted by the TIP liaison to the program administrator.

(3) Applications should be submitted prior to the beginning of the project year and must be received by the board staff by the 10th of the month preceding board action to approve a unit's participation in the teamwork incentive program.

(4) Applications presented to the board for action shall contain authorizing signatures and outcome and fiscal information.

(5) In accordance with RCW 41.60.110 (1)(b), units completing a TIP project year may reapply by the submission of an abbreviated application, including authorizing signatures, timeframes and a confirmation of the previous results as the data base to be used.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-070, filed 7/14/88.]

WAC 383-07-080 Application format. For applications to be considered by the board, units interested in participating in the teamwork incentive program must meet these eligibility criteria:

(1) An identification of the data base against which savings shall be evaluated at the end of the project year, including the following:

(a) A general description of the unit and its mission;

(b) Performance measures which quantify the workflow and outcome measures of the unit;

- (c) Fiscal information pertinent to outcomes;
 - (d) A list of participating personnel, with special notation of those working less than full time; and
 - (e) A statement of how the unit expects to achieve gains.
- (2) Signatures of agency management authorizing the unit's participation in the TIP project, including:
- (a) The head of the agency in which the unit is located, as required by RCW 41.60.100;
 - (b) The supervisor of the participating unit;
 - (c) The fiscal officer of the agency and/or the agency accounts officer of the agency; and
 - (d) Other signatures specified by the agency, such as the personnel manager and division directors.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-080, filed 7/14/88.]

WAC 383-07-090 Approval or denial of the application. Upon receipt of the official application, the program administrator shall:

- (1) Review the application for completeness and accuracy, coordinating with the agency TIP liaison on any points needing clarification.
- (2) Schedule the application review for board action at the next appropriate meeting.
- (3) Prepare an executive summary about the unit, its performance measures and its TIP goals to be sent to board members prior to scheduled action.
- (4) Make a recommendation to board members concerning the application, based on whether or not the application is reasonable and practical and includes program indicators which lend themselves to a judgment of success or failure.
- (5) The board may approve or deny an application based upon whether or not the proposal is deemed reasonable, practical and includes program indicators which lend themselves to a judgment of success or failure.
- (6) Communicate with the TIP liaison and interested others about dates for the anticipated board action approving the application, the quarterly reports and the anticipated final review and approval of any unit award.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-090, filed 7/14/88.]

WAC 383-07-100 Reports to the productivity board. Each unit accepted to participate in the program shall submit regular progress reports to the board through the agency's TIP liaison.

- (1) Quarterly reports shall be submitted to the board in accordance with a schedule arranged by the program administrator and shall contain, as a minimum, the following information:
 - (a) An update on unit accomplishments relative to TIP performance measures;
 - (b) An update on personnel changes; and
 - (c) An indication of quality of outcomes.
- (2) Final reports shall be submitted to the board within two months following the TIP completion date and shall include, as a minimum, the following information:

- (a) Annual accomplishments relative to TIP performance measures as compared to TIP data base measures, expressed in both quantitative and qualitative terms, including the total net savings, the unit award and the amount of a full award share;

- (b) A list of personnel eligible to receive full award shares;

- (c) A list of personnel eligible to receive partial award shares, based on the fraction of the year each has worked for the unit;

- (d) A statement of quality of services written by agency management; and

- (e) Specific information requested by the program administrator on behalf of the board.

(3) In their final report, the unit shall submit documentation which quantifies performance measures, fiscal measures, and outcome measures for the TIP project year. Acceptable documentation may include, but is not limited to:

- (a) Fiscal documents, such as budgets and accounting reports;

- (b) Agency management reports quantifying outcomes;

- (c) Reports from other agencies, such as the state energy office or federal agencies;

- (d) Reports made to other agencies or governmental units;

- (e) Personnel reports quantifying overtime hours;

- (f) Other reports relevant to TIP performance outcomes and operational costs.

(4) The program administrator may extend due dates for reports.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-100, filed 7/14/88.]

WAC 383-07-110 Criteria for evaluation of savings. TIP savings shall be evaluated using the following criteria:

- (1) Savings achieved during the TIP project year shall be evaluated in accordance with criteria set forth in RCW 41.60.110.

- (2) The TIP application shall provide the data base of performance measures, fiscal measures, and outcome measures to be used as the basis of comparison for units participating in TIP for the first year.

- (3) For units reapplying to participate in a subsequent year, the data base shall be in accordance with RCW 41.60.110.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-110, filed 7/14/88.]

WAC 383-07-120 Distribution of awards. Awards shall be distributed to employees and supervisors of the unit as follows:

- (1) If the board determines in its judgment that a unit qualifies for an award, the board shall award to the employees and supervisors of the unit a percentage of net savings as specified in RCW 41.60.120.

- (2) The unit award shall be divided and distributed in equal shares to employees and supervisors of the unit, except those who have worked within the unit for less

than twelve months of the TIP-year or less than full time during the twelve months of the project shall receive a pro rata share based upon the fraction of the TIP-year worked.

(3) Units not demonstrating cost efficiencies may receive special recognition of merit in the form and manner determined by the board.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-120, filed 7/14/88.]

WAC 383-07-130 Award authorization and payment procedures. Following approval of a teamwork incentive award by the productivity board, the program administrator shall submit an award invoice to the agency authorizing payment of awards and transfer of fees in accordance with RCW 41.60.120.

(1) The award authorization invoice shall include:

(a) The total amount of savings;

(b) The unit award based upon the percentage specified by RCW 41.60.120;

(c) A list of employees and the amount of each individual's award share; and

(d) The amount to be transferred to the department of personnel service fund in accordance with RCW 41.60.120.

(2) The award authorization invoice shall be sent to the agency's TIP liaison for processing payments of awards and fees. A copy of the authorization shall be forwarded to the unit supervisor, the agency accounts officer for the department of personnel, and the agency accounts officer for the board.

(3) The award authorization invoice shall be sent within five working days following board action.

(4) The agency shall arrange for payment of awards in a timely manner.

[Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-130, filed 7/14/88.]

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