

# Title 383 WAC

## PRODUCTIVITY BOARD

### Chapters

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**383-07** Teamwork incentive program.

### Chapter 383-06 WAC

#### GUIDELINES FOR THE EMPLOYEE SUGGESTION PROGRAM

#### WAC

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**WAC 383-06-010 Purpose.** The purpose of this chapter is to provide guidelines for the employee suggestion program developed and administered by the productivity board under the authority of chapter 41.60 RCW.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-010, filed 1/30/86; 83-15-063 (Order 831), § 383-06-010, filed 7/20/83.]

**WAC 383-06-020 Definitions.** As used in these rules, these definitions refer only to the employee suggestion program unless the context requires otherwise:

- (1) "Board" means the productivity board.
- (2) "Program" means the employee suggestion program developed by the board under RCW 41.60.020.
- (3) "The act" referred to in these rules is chapter 41.60 RCW.
- (4) "Employee" is any person subject to chapter 41.06 or 28B.16 RCW.
- (5) "Suggestion" is a unique, useful or workable, constructive proposal offering a specific change or form of improvement which contributes to state efficiency, service, safety, economy or employee well-being.
- (6) "Agency" includes every subdivision of government which is eligible to participate under chapter 41.60 RCW, including institutions of higher education and merit system agencies.
- (7) "Multi-agency suggestion" meets the criteria for a suggestion, as defined in WAC 383-06-100, and requires evaluation by two or more agencies.
- (8) "Award" means monetary or noncash recognition.

(1992 Ed.)

(9) Agency "directors" include the chief executive, whether appointed or elected, of each state agency or institution of higher education.

(10) "Administrator" is the executive manager of the employee suggestion board and serves as staff to the productivity board.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-020, filed 1/30/86; 83-15-063 (Order 831), § 383-06-020, filed 7/20/83.]

**WAC 383-06-030 Functions of the board.** The responsibilities of the board shall include:

- (1) Promoting the program to agency directors and the legislature.
- (2) Establishing policies under which the program shall be promoted and administered, including criteria for suggestion acceptability for evaluation and the granting of awards.
- (3) Adopting rules and regulations necessary for the administration of the act.
- (4) Making the final determination as to whether or not an award should be made and the nature and extent of any award or recognition given.
- (5) Hearing of appeals pursuant to WAC 383-06-140.
- (6) The board shall meet upon the call of the chairman or a majority of the board at least four times per year. Four voting members shall constitute a quorum. Ex officio members may not vote.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-030, filed 1/30/86; 83-15-063 (Order 831), § 383-06-030, filed 7/20/83.]

**WAC 383-06-040 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 all meetings of the board and ensure an official record of its actions.
- (2) Propose policies, rules, and regulations appropriate for the administration of the program.
- (3) Report to agencies about implemented suggestions, indicating those requiring a post audit.
- (4) Establish and maintain records showing the use and effectiveness of the system, including the participation rate and results of involved agencies.
- (5) Interact with agency coordinators regarding program promotion and participation.
- (6) Perform other duties as required by the board.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-040, filed 1/30/86; 83-15-063 (Order 831), § 383-06-040, filed 7/20/83.]

**WAC 383-06-045 Role of agency management.** Each agency director or designee shall:

- (1) Appoint a coordinator to act as liaison between the agency and the board.

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(2) Encourage all levels of management to promote and participate in the program.

(3) Make the final decision to implement a suggestion.

(4) Ensure that new employees receive orientation about the program.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-045, filed 1/30/86.]

**WAC 383-06-050 Responsibilities of agency coordinators.** Coordinator(s) shall function as agency liaison with the board and shall be responsible to:

(1) Promote and coordinate the program among agency employees.

(2) Distribute suggestion forms in their agency.

(3) Facilitate timely evaluation of all suggestions referred by the productivity board office.

(4) Maintain documentation of all agency evaluations and implementation plans.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-050, filed 1/30/86; 83-15-063 (Order 831), § 383-06-050, filed 7/20/83.]

**WAC 383-06-060 Responsibilities of agency evaluators.** Evaluators designated by the agency to review a particular suggestion shall:

(1) Conduct the review in a timely manner; and

(2) Recommend adoption, partial adoption, conditional adoption, or rejection of the suggestion as submitted; and

(3) Return evaluated suggestion with their recommendation to the agency coordinator within thirty days. If more than thirty days is required, agency coordinators must be notified of the need for an extension of time. An interim report may be required when lengthy delays are anticipated.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-060, filed 1/30/86; 83-15-063 (Order 831), § 383-06-060, filed 7/20/83.]

**WAC 383-06-070 Procedures for processing multi-agency suggestions.** Multiple-agency suggestions require evaluation by two or more agencies. The program administrator will nominate to the board any suggestion which meets the criteria enumerated in WAC 383-06-020(7), following processing according to procedures developed in accordance to WAC 383-06-100. The administrator will coordinate investigation of the suggestion through the multi-agency evaluation processing. Such coordination may entail:

(1) Obtaining all pertinent information concerning the merits of the suggestion from representative agencies; and

(2) Making a formal report to the productivity board about the suggestion.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-070, filed 1/30/86; 83-15-063 (Order 831), § 383-06-070, filed 7/20/83.]

**WAC 383-06-080 Eligibility for participation.** (1) Employees of merit system and higher education system agencies under chapters 41.06 and 28B.16 RCW may submit suggestions.

Employees whose normal duties involve research and planning may participate but may not receive cash awards unless the subject matter is unrelated to their routine work assignment.

Employees with the authority to make the change suggested may not receive an award.

(2) Productivity board members and staff may not participate.

(3) If a suggestion is adopted for implementation, an employee is eligible to receive an award in accordance with WAC 383-06-110.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-080, filed 1/30/86; 83-15-063 (Order 831), § 383-06-080, filed 7/20/83.]

**WAC 383-06-090 Suggestion format.** (1) Suggestions shall be submitted:

In a legible manner on the special forms to be provided by agency coordinators or the productivity board office.

(2) To the program administrator at the address indicated on the form: P.O. Box 1789, Mailstop: FE-11, Olympia, WA 98504.

(3) Submitted suggestions shall contain:

(a) A specific statement of what is suggested and how it can be accomplished;

(b) A brief statement describing the present methods, practices or problem;

(c) A statement of the savings, improved services, or benefits which will accrue from adoption of the suggestion.

(4) Suggestions must also include the suggester's signature, title of position, department and division, mailing address and Social Security number.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-090, filed 1/30/86; 83-15-063 (Order 831), § 383-06-090, filed 7/20/83.]

**WAC 383-06-100 Suggestion acceptability.** Suggestions considered acceptable are those which improve the efficiency and/or the effectiveness of state government.

(1) This may include, but is not limited to:

(a) Savings in time or money;

(b) Elimination of waste or duplication;

(c) Improved service or product;

(d) Energy conservation [conservation];

(e) Improved working conditions.

(2) Suggestions shall be considered in the order of the date by which they are officially received by the program administrator.

(3) Suggestions may be unacceptable when a remedy exists through other established administrative procedures, such as:

(a) The need for routine maintenance of buildings or grounds;

(b) Personalized complaint affecting suggester only;

(c) Recommendation for a study, review, survey, design, audit, research, development, investigation, etc., without stating what the expected outcome should be or what solution might result from it;

(d) Proposing items in state stock be issued and used for their intended purpose;

(e) Changing salary, position or classification;

(f) Enforcement of laws, policies, procedures, regulations, rules, etc.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-100, filed 1/30/86; 83-15-063 (Order 831), § 383-06-100, filed 7/20/83.]

**WAC 383-06-110 Eligibility for cash awards.** Qualified employees are eligible for awards for adopted suggestions, except that awards shall not be made for:

- (1) Suggestions which are within the scope of an employee's assigned responsibilities.
- (2) Suggestions submitted more than sixty days after the idea is implemented. Implementation means the time the idea becomes operational. When the decision of the agency to adopt the suggestion is withheld until the close of a trial period, the board may in its discretion provide for a certificate of award.
- (3) Suggestions wherein the suggester, either directly or indirectly, has a proprietary interest in the suggestion.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-110, filed 1/30/86; 83-15-063 (Order 831), § 383-06-110, filed 7/20/83.]

**WAC 383-06-120 Payment of cash awards.** (1) No cash awards shall be for less than twenty-five dollars or for more than the maximum amount permitted by RCW 41.60.041.

- (2) Awards for suggestions which will result in demonstrable savings of money shall be determined by the board after consideration of the savings to be effected.
- (3) Suggestions which will result in intangible improvements, such as benefits in safety, health, welfare, morale, etc., may be granted cash awards in amounts to be determined by the board. The board shall set guidelines, insofar as possible, to make such awards commensurate with the benefits anticipated from the suggestion.

(4) The board may direct incremental payment of any award.

(5) The acceptance of cash awards shall constitute an agreement that the use by the state of Washington of the suggestion for which the award is made shall not form the basis for a further claim of any nature upon the state by the employee or the employees heirs or assignees.

(6) When a suggestion is submitted by more than one employee, any resulting award will be shared by the cosuggesters listed on the suggestion form.

(7) Cash awards may not be used for the purpose of computing a retirement allowance under any public retirement system of the state.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-120, filed 1/30/86; 83-15-063 (Order 831), § 383-06-120, filed 7/20/83.]

**WAC 383-06-130 Recognition of merit.** The board may issue noncash recognition of merit in such form and manner as it determines.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-130, filed 1/30/86; 83-15-063 (Order 831), § 383-06-130, filed 7/20/83.]

**WAC 383-06-140 Appeal/perfection of right to appeal.** (1) A suggester, or the suggester's representative, may, by written appeal, request that either a denial of award or the amount of an award be reconsidered. To be valid, the appeal must be postmarked within thirty calendar days of notification of board action. Such appeal must state with specificity the grounds for the appeal and a statement of the relief sought.

(2) At the direction of the productivity board, an agency shall reconsider appealed suggestions based upon new

information provided in the written appeal and report its findings to the productivity board. The board shall reconsider the suggestion in light of new evidence and evaluations.

(3) If a rejected suggestion is placed in effect within two years of board action, the employee may file an appeal based on the suggestion's implementation. Such appeal must be filed within sixty days of the date that the suggestion was placed into effect.

(4) The board reserves the right to rule on cases which involve extenuating circumstances.

[Statutory Authority: Chapter 41.60 RCW. 86-04-039 (Order 85-1), § 383-06-140, filed 1/30/86; 83-15-063 (Order 831), § 383-06-140, filed 7/20/83.]

**Chapter 383-07 WAC  
TEAMWORK INCENTIVE PROGRAM**

**WAC**

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- 383-07-040 Duties of the program manager.
- 383-07-045 Responsibilities of agency management.
- 383-07-050 Responsibilities of the TIP liaison.
- 383-07-060 Employee responsibilities.
- 383-07-070 Application procedures.
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- 383-07-090 Approval or denial of the application.
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- 383-07-110 Evaluation of savings.
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**DISPOSITION OF SECTIONS FORMERLY  
CODIFIED IN THIS CHAPTER**

- 383-07-110 Criteria for evaluation of savings. [Statutory Authority: Chapter 41.60 RCW. 88-15-033 (Order 88-1), § 383-07-110, filed 7/14/88.] Repealed by 89-19-006, filed 9/7/89, effective 10/8/89. Statutory Authority: Chapter 41.60 RCW.

**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) "Executive director" is the administrator of the programs and staff to the productivity board.
- (3) "Program" means teamwork incentive program developed by the productivity board under chapter 41.60 RCW, and is frequently abbreviated as TIP.
- (4) "Program manager" refers to the person hired by the executive director to administer the program known as TIP.
- (5) "The act" referred to in this chapter is chapter 41.60 RCW.
- (6) "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.

(7) "Team" means a subdivision with a common mission within or between agencies. A team may also be referred to as a "unit" or a "group."

(8) "Director" means the appointed or elected chief executive of the agency.

(9) "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.)

(10) "Steering committee" means a representative group of individuals responsible for planning and implementation of TIP within an agency.

(11) "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.

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

(13) "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. Gains to state funds may be reflected in higher receipts or revenue recoveries as a result of improved methods used by the team.

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

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

[Statutory Authority: Chapter 41.60 RCW. 92-09-048, § 383-07-020, filed 4/10/92, effective 5/11/92; 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 and marketing 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 team participation in the teamwork program;

(5) Final approval of any amount awarded to an eligible team;

(6) Submission of reports required by chapter 41.60 RCW.

[Statutory Authority: Chapter 41.60 RCW. 92-09-048, § 383-07-030, filed 4/10/92, effective 5/11/92; 88-15-033 (Order 88-1), § 383-07-030, filed 7/14/88.]

**WAC 383-07-040 Duties of the program manager.** The program manager shall report to the executive director and 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) Interact with agency managers regarding team participation and facilitate understanding and involvement in the program.

(5) Review applications and reports submitted by teams to ensure compliance with chapter 41.60 RCW and to recommend necessary changes.

(6) Interface with agency TIP liaisons and/or other agency personnel about the program.

[Statutory Authority: Chapter 41.60 RCW. 92-09-048, § 383-07-040, filed 4/10/92, effective 5/11/92; 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 team applications, including documentation of approval and denial of applications;

(2) Providing support throughout team 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 teams for their efforts and achievements, including timely payment of awards.

(5) Ensurance that gains obtained during the TIP-year are sustained.

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. 92-09-048, § 383-07-045, filed 4/10/92, effective 5/11/92; 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 key 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. Ensure an executive summary for board meeting packets is prepared and submitted with the TIP application.

(3) Monitor on-going TIP activities within the agency, reviewing all quarterly reports for completeness and accuracy and transmit reports to the program manager 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 and market 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. Coordinate recognition of groups completing the year-long project.

(6) Ensure that award authorizations are processed, and that payments are made to individuals 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. 92-09-048, § 383-07-050, filed 4/10/92, effective 5/11/92; 89-19-006, § 383-07-050, filed 9/7/89, effective 10/8/89; 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 team and be aware of performance goals and fiscal targets identified as a baseline in the TIP application.

(2) Identify 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 efficiencies and develop action plans designed to achieve and maintain ongoing productivity gains.

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

(6) Implement changes and evaluate their effectiveness.

[Statutory Authority: Chapter 41.60 RCW. 92-09-048, § 383-07-060, filed 4/10/92, effective 5/11/92; 89-19-006, § 383-07-060, filed 9/7/89, effective 10/8/89; 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 manager.

(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 team'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), teams completing a TIP project year may reapply by the submission of an abbreviated application, including authorizing signatures, timeframes and either a confirmation of the previous results and/or revised performance measures as the baseline to be used.

[Statutory Authority: Chapter 41.60 RCW. 92-09-048, § 383-07-070, filed 4/10/92, effective 5/11/92; 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 baseline as specified in RCW 41.60.110(1), against which savings shall be evaluated at the end of the project year, including the following:

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

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

(c) Fiscal information pertinent to outcomes;

(d) A list of participating personnel and their Social Security numbers, with special notation of those working less than full time; and

(e) A statement of how the team expects to achieve gains.

(2) Signatures of agency management authorizing the team's participation in the TIP project, including:

(a) The head of the agency in which the team is located or his or her designee;

(b) The supervisor/manager of the participating unit;

(c) The appropriate fiscal/budget 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. 92-09-048, § 383-07-080, filed 4/10/92, effective 5/11/92; 89-19-006, § 383-07-080, filed 9/7/89, effective 10/8/89; 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 manager shall:

(1) Review the application for completeness and accuracy, coordinating with the agency TIP liaison on any points needing clarification.

(2) Schedule the application for board action at the next appropriate meeting.

(3) Prepare an executive summary about the team, 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 on the application, the quarterly reports and the anticipated final review and approval of any team award.

[Statutory Authority: Chapter 41.60 RCW. 92-09-048, § 383-07-090, filed 4/10/92, effective 5/11/92; 89-19-006, § 383-07-090, filed 9/7/89, effective 10/8/89; 88-15-033 (Order 88-1), § 383-07-090, filed 7/14/88.]

**WAC 383-07-100 Reports to the productivity board.** Each team 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 manager and shall contain, as a minimum, the following information:

(a) An update on team 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 three 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 baseline measures, expressed in both quantitative and qualitative terms, including the total net savings, the team 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 manager on behalf of the board.

(3) In their final report, the team 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 manager may extend due dates for reports.

[Statutory Authority: Chapter 41.60 RCW. 92-09-048, § 383-07-100, filed 4/10/92, effective 5/11/92; 89-19-006, § 383-07-100, filed 9/7/89, effective 10/8/89; 88-15-033 (Order 88-1), § 383-07-100, filed 7/14/88.]

**WAC 383-07-115 Evaluation of savings.** Teams must demonstrate cost efficient operations during the TIP year through lower costs, improved productivity, and/or higher level of receipts with no decrease in level of service. Legitimate cost efficiencies are savings or gains to the state and may be achieved in one or more of the following ways:

(1) Net cost reductions, when spending levels decrease;

(2) Cost containment or cost avoidance, when spending levels are not reduced but additional funding does not have to be requested to handle increased workloads;

(3) Revenue recoveries, when more moneys owed to the state are collected as a result of enhanced operations leading to higher yield of receipts; or

(4) Other means considered by the board to represent true costs savings or enhanced generation of revenue.

[Statutory Authority: Chapter 41.60 RCW. 92-09-048, § 383-07-115, filed 4/10/92, effective 5/11/92.]

**WAC 383-07-120 Distribution of awards.** Awards shall be distributed to employees and supervisors of the unit identified as team members in the final report as follows:

(1) If the board determines in its judgment that a team qualifies for an award, the board shall authorize payment of the award to the team a percentage of net savings as specified in RCW 41.60.120.

(2) The team award shall be divided and distributed in equal shares to members of the team, except those who have worked within the team 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) No individual share of the team award shall exceed the maximum suggestion award allowed in RCW 41.60.041(2).

(4) Funds for paying awards shall be drawn from the agency in which the team is located. Awards for generating increased revenue to a state fund or account may be paid from the benefitted fund or account. In the case of general fund revenue, the award shall be drawn from the general fund in accordance with productivity board policy.

(5) Teams 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. 92-09-048, § 383-07-120, filed 4/10/92, effective 5/11/92; 89-19-006, § 383-07-120, filed 9/7/89, effective 10/8/89; 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 executive director shall submit a notice to the agency authorizing payment of awards in accordance with RCW 41.60.120.

(1) The award authorization notice shall include:

(a) The total amount of savings;

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

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

(2) The award authorization notice 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 team supervisor.

(3) The award authorization notice shall be sent as soon as possible following board action.

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

[Statutory Authority: Chapter 41.60 RCW. 92-09-048, § 383-07-130, filed 4/10/92, effective 5/11/92; 89-19-006, § 383-07-130, filed 9/7/89, effective 10/8/89; 88-15-033 (Order 88-1), § 383-07-130, filed 7/14/88.]