



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2016-06-22(2)

**Date:** June 22, 2016  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** Revised Variable Pay Policy

---

This resolution would authorize Tacoma Housing Authority to revise the current Variable Pay policy to extend the program to maintenance personnel and to make minor program alterations.

### **Background**

Our most recent Trades Council contract allows us to add a section to extend THA's existing Variable Pay program to its maintenance personnel.

We created the Variable Pay Program in 2013 to serve THA's non-represented and Office and Professional Employees International Union (OPEIU) staff. That program has been in place every year since. The policy allows supervisors and department directors and the Executive Director to recognize top performers through either a merit salary increase and/or a lump sum recognition award. Supervisors, department directors and the Executive Director recommend staff for such increases and awards. A Compensation Committee receives the recommendations and makes the final decision. Departments each have their own budget for these purposes.

### **The Variable Pay accomplishes several important Agency objectives:**

1. It first serves our vital objective of providing a workplace that attracts, develops and retains motivated and talented employees;
2. This is an important part of the agency's response to requests from the Employee Opinion Surveys to include variable pay in our Total Rewards program;
3. It makes excellent performance financially worthwhile to the staff. This creates a climate in which excellent performers are encouraged to sustain their performance;
4. It communicates to satisfactory performers the importance of improved performance. This creates a climate in which employees understand that superior performance is financially worthwhile and provides encouragement for them to improve their performance where possible to earn financial rewards; and
5. It provides a pay system that encourages excellence and not mediocrity.

### **Recommendation**

Approve this resolution.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2016-06-22(2) Revised Variable Pay Policy**

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma

**WHEREAS**, THA Policy HR-20.35 establishes THA's Variable Pay Policy; and

**WHEREAS**, the most recent collective bargaining agreement that the Board approved with the Trades Council allows THA to extend this policy to the Maintenance staff making them eligible to receive incentives for excellent job performance; and

**WHEREAS**, the Variable Pay policy sets forth the criteria and process for such incentives; and

**WHEREAS**, THA and the Trades Council recognize that this policy covers mandatory subjects of bargaining and thus the content or application of this policy to Trades Council represented employees may be re-opened for bargaining as permitted by applicable law; and

**WHEREAS**, THA should implement the extension of the Variable Pay program to maintenance staff. Doing so will reinforce the culture, climate and work performance that THA needs in order to be effective; now, therefore, be it

***Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:***

The Board authorizes the revision to THA Policy HR-20.35 Variable Pay in substantially the form set forth in the attached redlined version.

**Approved: June 22, 2016**

  
\_\_\_\_\_  
Stanley Rumbaugh, Chair