

**Department of Human Resources and Organizational Behaviour
Procedure for Awarding Merit**

Approved by CRC: June 5, 2013

Merit Committee: all department members eligible to receive merit

1. Every committee member provides a merit package including a) updated CV, b) Form 1 (changes on CV since last merit award), and c) summary letter to committee.
2. Committee members individually review all merit packages and complete a preliminary ranking in preparation for the merit meeting. Committee members will rank all other committee members, except themselves.
3. At the merit meeting, the first step is a general discussion of each merit package, where each person being discussed leaves the room in turn. Throughout the discussion, each committee member is able to adjust their preliminary ranking in order to achieve a final ranking.
4. When discussions are completed, each committee member will submit their final ranking to the departmental administrative assistant and the results will be tabulated immediately in a spreadsheet. An average ranking for each committee member will be calculated.
5. The final average ranking of all committee members will be displayed and a discussion will ensue. It is expected that the average final rankings will be used as the basis for a 'final' ranking and that departmental merit will be awarded to the top ranking committee members.
6. After departmental merit has been awarded, a discussion will take place regarding the department's merit recommendations to CRC. A second individual ranking will take place, this time for the committee members to be recommended for merit at CRC.
7. Each committee member will submit their CRC merit recommendation rankings to the departmental assistant and the results will be tabulated immediately in a spreadsheet. An average ranking for each committee member will be calculated and displayed.
8. The average CRC merit rankings will be the basis for a discussion to determine the department's merit recommendations to CRC.

**Edwards School of Business
Department of Human Resources and Organizational Behaviour**

**Standards and Procedures
for Awarding Special Increases**

Approved by CRC: June 5, 2013

For the purposes of this document, three main categories of performance are established: (1) teaching, (2) research and scholarly work, and (3) university and public service. These categories are designed to incorporate the bases for special increases identified in Article 17.2 of the collective agreement (with the exception of Article 17.2.8 – Offer of Employment from a Comparable Institution, which would be handled separately – see Appendix A).

The guiding principle for these standards for awarding special increases in the Department of Human Resources and Organizational Behaviour, Edwards School of Business, and one that has been enshrined in practice for many years, is that special increases should not be awarded when accomplishments in one performance category have been achieved at the expense of expected performance in any of the other main categories. Therefore the Departmental Salary Committee (DSC) will examine information in all relevant performance categories when deciding on special increases.

At the Department level, all candidates will be ranked based on their achievements in the three main categories. The DSC will then allocate full or a half special increments based on the ranking (the 2011-2013 U of S and USFA Collective Agreement states that Departmental Salary Committees must award at least two-thirds of their special increase funds as full increments.) Once the DSC has made its decisions regarding the funds at its disposal, it may then make recommendations of two kinds to the College Review Committee. The first recommendation would be for a special increase to be awarded to a department member deemed deserving, but who could not be allocated a special increment due to the depletion of funds. The second type of recommendation would be for an additional special increase for those candidates who were awarded a special increase, but who are deemed to deserve more.

The collective agreement requires that all members of faculty be considered each year for special increases. Pursuant to Article 17.1.3.1, the process for collecting information is that each faculty member will submit a CV update (Form 1 – see Appendix B) covering the period since receiving their last special increase (for a faculty member who has yet to receive a special increase, it is from the time of hiring), along with any other information they wish to submit, to the Department Head by September 1. They should also submit a full, up-to-date CV (up to June 30). In a cover letter, faculty members should indicate which of the ten categories (see Article 17.2 of the Collective Agreement and Appendix A) for the award of special increases they believe to be particularly pertinent to their cases. They may cite more than one category (see Appendix C for a list of considerations for special salary increases). Faculty members are expected to provide sufficient evidence to support their case for a special increase. Such supporting evidence could include student teaching evaluations, peer teaching evaluations,

journal article acceptance letters, journal rankings, percentage contribution of each author, notification of awards or other letters of recognition, and so on.

The submissions from department members will then be circulated to the Department Salary Committee, which will consist of all department members eligible to receive special increases, chaired by the Department Head. Individual department members will not vote on their own cases and will not be present when their submissions are discussed. The DSC will rank the candidates and allocate the available special increments accordingly. Following that, recommendations for further increments may be made to the College Review Committee.

APPENDIX A: BASIS FOR THE AWARD OF SPECIAL INCREASES (ARTICLE 17.2)

1. Teaching
2. Research and Scholarly Work
3. Practice of Professional Skills
4. Extra University Work and Public Service
5. Administrative Work
6. Administrative Service as a Department Head or Assistant Dean
7. Improvement in Academic Qualifications
8. Offer of Employment from a Comparable Institution
9. Performance of the Full Range of Assigned Duties
10. Improvement and Development

APPENDIX B: FORM 1 CV UPDATE

Form 1

Name _____ Date: _____

College: _____ Department: _____

**INFORMATION FOR UPDATE OF CURRICULUM VITAE - NEW ITEMS
(ITEMS NOT PREVIOUSLY REPORTED)**

The cut off date for items to be reported is JUNE 30.

C.V. Category	Item Description

APPENDIX C: TEACHING, RESEARCH AND SERVICE CONSIDERATIONS FOR SPECIAL SALARY INCREASES

The information provided by the candidate must pertain only to the period under review. The period under review extends from the period in which the faculty member last received a special increase until June 30 of the most recent academic year. If the faculty member has never received a special increase, the period of review is from the date of appointment until June 30 of the most recent academic year. If the period of review is longer than one year, faculty accomplishments are cumulative from the beginning of the review period.

(1) Teaching

(a) Teaching Performance:

- a1. Teaching evaluations
- a2. Peer teaching evaluations
- a3. Other evidence of teaching performance

(b) Teaching Contributions:

- b1. Number of different courses taught
- b2. New course development
- b3. Graduate teaching
- b4. Honours supervision
- b5. M.Sc. or Ph.D supervision
- b6. Masters or Ph.D committee
- b7. Overload teaching
- b8. Other (describe below)

(c) Teaching Awards:

- c1. Undergrad, MBA, MPacc
- c2. USSU, Provost's Award

c3. Master teacher

c4. 3M Scholar

(2) Research and Scholarly Work

(a) Refereed Journal Articles:

a1. Provide evidence of Journal Quality and percentage contribution, if coauthored

(b) Books and Chapters in Books:

b1. Describe the peer review process (if any), contribution of each author, and scope of work (for subsequent editions)

(c) Conference Papers:

c1. Describe whether the conference was peer reviewed or invited, and whether the whole paper was published in the proceedings or just an abstract

(d) Other Papers:

d1. Papers in non-refereed or professional journals

d2. Technical reports relevant to academic field

d3. Published book reviews

d4. List and describe any other written material

(e) Research Grants

e1. Describe the grant and your role in the project

(3) University and Public Service (Includes contributions to Administration, if relevant.)

(a) University Service

a1. List your membership in university committees and your role (chair, member), and briefly describe responsibilities and work effort

a2. List and describe any other university service activities

(b) College Service

- b1. List your membership in college committees and your role (chair, member), and briefly describe responsibilities and work effort
- b2. List and describe any other college service activities

(c) Department Service

- c1. Course coordinator of core classes
- c2. Case competition coach
- c3. Other case competition support
- c4. Conducting peer teaching reviews
- c5. List and describe any other department committee and service activities

(d) External Academic Service

- d1. Refereeing articles or tenure/promotion cases
- d2. Board/committee of academic association
- d3. Editor, co-editor, associate editor for academic journal
- d4. List and describe any other external academic service

(e) Professional Service (indicate whether compensated)

- e1. Board/committee of professional association
- e2. Professional presentations/speeches/workshops
- e3. List and describe any other professional service

(f) Public service

- f1. List and describe any public and community service