

COLLEGE SALARY COMMITTEE FOR DEPARTMENT HEADS & ASSISTANT DEANS

STANDARDS OF PERFORMANCE FOR AWARDING SPECIAL INCREASES IN SALARY

Responsibility:	College of Engineering Department Heads & Assistant Deans Salary Review Committee
Authorization:	College of Engineering Review Committee
Approval Date:	November 22, 2011 (v.1)
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PRINCIPLES

- 1. The purpose of awarding Special Increases in the College of Engineering is to:**
 - recognize and reward faculty excellence;
 - promote a culture of achievement and accomplishment; and
 - encourage contributions that advance Department, College, and University goals.
- 2. The College of Engineering is committed to supporting and encouraging every faculty member's contributions.**
 - a. Each year, eligible faculty receive a career development increase (CDI) in recognition of added experience, ability and scope of responsibilities (Article 17.1.1¹). In addition, there are a finite number of Special Increases available for faculty who have demonstrated excellence in one or more areas of their work (Article 17.1.3).
 - b. Special Increases are to be considered for excellence in any or all of a faculty member's assigned duties, with the review period being either a single academic year (July 1st to June 30th) or several years.
- 3. To receive a Special Increase, a faculty member must perform at no less than a minimum acceptable standard in all assigned duties and must demonstrate meritorious performance in one or more of those duties.**
- 4. Rank affects expectations.** The Department Head and Assistant Dean Salary Review Committee will consider meritorious performance in the context of rank. Faculty members in a senior rank (e.g., Full Professor) are expected to perform a wider range of tasks and provide a greater degree of leadership than a faculty member in a junior rank (e.g., Assistant Professor).
- 5. Merit history affects expectations.** The merit history of a faculty member will be considered in the award of merit. The Department Head and Assistant Dean Salary

¹ Article numbers refer to the 2014-2017 Collective Agreement between the University of Saskatchewan and the University of Saskatchewan Faculty Association.

Review Committee's expectations will be higher for those faculty members whose prior level of meritorious performance has been substantially recognized.

- 6. Type of appointment affects expectations.** Faculty members with specialized appointments (e.g. research/teaching chairs, department heads) will be expected to perform at a higher level compared to their peers in the areas of relevance to their appointment (see Article 17.1.3). In the case of department heads and assistant deans, this area would be their assigned administrative duties.
- 7. Faculty members on leave (e.g. parental leave, medical leave, sabbatical leave, administrative leave) or in reduced appointments and who demonstrate meritorious performance are eligible for a Special Increase.**
- 8. The significance of a faculty member's contributions will be the focus of the assessment.** Both the quality and quantity of contributions will be considered. An individual faculty member's role and contributions in group activities (e.g. collaborative research or committee work) will be considered when judging performance.
- 9. The College is committed to a balanced award of Special Increases consistent with contributions over time.** The Department Head and Assistant Dean Salary Review Committee will consider a faculty member's accomplishments over a multi-year period as needed to recognize someone whose cumulative accomplishments are deemed meritorious but in each year the accomplishments have fallen below the level needed to be awarded a special increase (see Article 17.1.3)
- 10. A faculty member is best positioned to identify his or her contributions and to describe their significance.** The Collective Agreement gives each faculty member until September 1 to do so. Neither the committee nor the Dean are obligated to seek out information to be considered in the salary review process.
 - a. Each faculty member should provide an assessment of the significance of his or her work during the evaluation period. This assessment is particularly relevant when considering collaborative contributions wherein it is necessary to distinguish one member's work from that of another.
 - b. A faculty member should submit material for a multi-year period if he or she deems this category to be appropriate.
 - c. Faculty members are responsible for providing complete and accurate information. A Special Increase will not be awarded to a faculty member who provides inaccurate or misleading information.
- 11. The Department Head and Assistant Dean Salary Review Committee is encouraged to articulate the rationale for recommendations made for Special Increases.** The Department Head and Assistant Dean Salary Review Committee is best positioned to assess the relative quality of contributions within this group of individuals. This information is also useful to the College Review Committee and President's Review Committee in assessing the relative quality of contributions between units.
- 12. Determining meritorious performance requires an informed, subjective judgment.** This judgment, which is made by one's peers in a collegial environment, is based on evidence and facts that have been provided in support of the case for a Special Increase.

- 13. Committees will strive for transparency in the salary review process.** The Department Head and Assistant Dean Salary Review Committee proposes standards of performance that provide predictability and consistency in decisions taken, which are in turn approved by the College Review Committee. The committee chair is responsible for communicating the committee's processes to all faculty members and, upon request, to senior committees or officials.
- 14. Salary review committees' deliberations are confidential.** In order to facilitate productive discussion by the committee, comments made by a committee member during deliberations will be held in the highest confidence by other committee members. Once decisions are made, the chair will only speak to the committee's decision, not to the opinions and perspectives of each committee member. The committee chair is solely responsible for discussing the specifics of an individual case with that individual.
- 15. The Collective Agreement governs the processes and procedures for awarding a Special Increase. These principles are intended to be consistent with the agreement; however, if a conflict exists, the agreement takes precedence.**

STANDARDS FOR THE AWARD OF A SPECIAL INCREASE IN SALARY

The College of Engineering is committed to a fair recognition of each faculty member's performance in any of the 10 categories below and strives to honor comparable efforts and achievements, regardless of the category.

While all 10 categories will be considered, the primary focus of the Department Head and Assistant Dean Salary Review Committee's deliberations will be on contributions made under Category 6.

These subsequent *Standards* are to be taken in context of the *Principles* described above. Text within quotation marks is verbatim from Article 17.2 of the USFA 2014-17 Collective Agreement.

1. TEACHING

"A Special Increase may be awarded to an employee for excellence in teaching."

Excellence in teaching can occur given recognition by others and/or additional work and development by a faculty member. The following list provides examples of teaching outcomes that would be favourably considered for an award of a Special Increase:

- The faculty member received a prestigious teaching award.
- The faculty member receives outstanding teaching evaluations.
- The faculty member demonstrates exceptional commitment to teaching by taking on additional responsibilities voluntarily or at the request of the Department Head. To be considered for a Special Increase, these additional responsibilities should not have already been rewarded through overload remuneration.
- The faculty member successfully creates and delivers a major new course or significantly revises the curriculum or content of an existing course.

2. RESEARCH AND SCHOLARLY WORK

“A Special Increase may be awarded to an employee for excellence in [...] research and scholarly work.”

The following list provides examples of research outcomes that would be favourably considered for the award of a Special Increase:

- The number and quality of publications within suitable peer-reviewed journals is exceptional. Documentation by reviewers and editors, and other evidence (e.g., journal impact factors), can be submitted as evidence.
- There is exceptional academic merit of one or more publications.
- There is exceptional unpublished research activity and outcomes within an area of engineering design or patents or similar areas where publication is not a standard outlet.
- Receiving or being nominated for a prestigious research prize or award.
- Significant success in peer-reviewed funding competitions.
- Significant engagement with industry in respect of research-related activities, including successfully securing significant industry funding for research.
- The successful completion of graduate students with recognition of the level (e.g., MSc or PhD) and quality of their supervision and theses.

Outcomes for which a faculty member has received or will receive a principal investigator fee as personal income shall not be considered in a decision on a Special Increase.

- It is intended that a faculty member be rewarded only once for any activity.
- A principal investigator fee is typically a form of overload remuneration as per Article 18.5.5 of the Collective Agreement.

3. PRACTICE OF PROFESSIONAL SKILLS

“A Special Increase may be awarded to an employee for excellence in the practice of professional skills.”

Both the Professional Practice and Scholarly Work subcategories will be considered. The following list provides examples of outcomes that would be favourably considered for the award of a Special Increase:

- Performance in presenting workshops or presentations to public and professional audiences. This includes teaching performed beyond assigned teaching, which is considered under category 1. To be considered for a Special Increase, these activities will not have already been rewarded through remuneration.
- Peer recognition of professional skills.
- Effectiveness as a professional role model.
- Success in obtaining external funding.
- Work published in peer reviewed scholarly journals or conference proceedings.
- Books or contributions to books.
- Work in the public realm that contributes to the development of public policy or programs.

- Other items subject to independent external validation.

4. EXTRA UNIVERSITY WORK AND PUBLIC SERVICE

“A Special Increase may be awarded to an employee for excellence in outreach and engagement, clinical service, committee work, or public service [... provided that ...] the work is outside of the assigned duties and is not done for extra pay that is more than a nominal fee.”

To be recommended for a Special Increase:

- The work must have been directly beneficial to the Department, College, or University; and
- The faculty member should have had a significant role in and commitment to the direction of the work.

The work could include, for example:

- service to a learned society or a professional association; or
- research activity for a faculty member with no research component in his or her assignment of duties.

5. ADMINISTRATIVE WORK

“A Special Increase may be awarded to an employee with administrative duties, other than duties associated with a Department Head or Assistant Dean.”

To be recommended for a Special Increase:

- the administrative work must be within the duties assigned by the Department Head (unlike Category 4, which is outside the assignment of duties);
- the faculty member must have played a significant role in the work; and/or
- the faculty member must have demonstrated an exceptional commitment to the Department, College or University.

6. ADMINISTRATIVE SERVICE AS A DEPARTMENT HEAD OR ASSISTANT DEAN

“A Special Increase may be awarded to a Department Head or an Assistant Dean for administrative service as a reward for excellence in serving the Department or College.”

Department head performance will be assessed in the context of the administrative duties assigned by the dean and the job profile for University of Saskatchewan department heads.

Examples of performance that would be favourably considered for the award of merit include:

- completing a project that significantly advances the college’s strategic directions;
- implementing operational efficiencies that have a significant impact on the work of the department/unit or college;

- effectively managing a complex change;
- demonstrating excellence in supporting faculty and/or staff development; and
- demonstrating a high level of leadership in overall college management.

7. IMPROVEMENT IN ACADEMIC QUALIFICATIONS

“A Special Increase may be awarded to an employee who has improved their academic qualifications by completing a degree, course of study, or similar program.”

For the award of a Special Increase in this category, the faculty member would have to show the following:

- the relationship of the improvement to assigned duties; and
- the improvement is beyond that required by the letter of offer.

8. OFFER OF EMPLOYMENT FROM A COMPARABLE INSTITUTION

“A Special Increase may be awarded to an employee who has received an offer of employment from a comparable institution. Such an offer normally would be in writing.”

- Consideration of a Special Increase in this category of assessment is described in Article 17.5.7.

9. PERFORMANCE OF THE FULL RANGE OF ASSIGNED DUTIES

“A Special Increase may be awarded to an employee when excellence in performance of assigned duties has been demonstrated through the combination of two or more categories listed above.”

- A faculty member providing very good performance in two or more categories of work but who may not otherwise be considered for a Special Increase may be considered in this category. In particular, members who make a substantial contribution to the Department, College and/or University in multiple areas would typically be considered here.

10. IMPROVEMENT AND DEVELOPMENT

“A Special Increase may be awarded to an employee demonstrating significant improvement or development in the categories listed above for reasons acceptable to the Department Head and Assistant Dean Salary Review Committee or the College Review Committee.”

- Salary committees will recognize the value of a faculty member’s substantially improved performance in one or more areas of their assigned duties and will consider such cases positively as a means of encouraging faculty development.
- Salary committees shall consider faculty members who demonstrate commitment to expanding their ability to deliver a broader range of the department’s curriculum.

KEY DATES

The following dates are to be followed as deadlines for the work of salary committees (Article 17.5.6):

- June 30 Dean advises faculty member to provide such information as the member wishes to introduce in support of his or her case.
- Sept 1 Faculty member provides to Dean such information the member wishes to introduce in support of his or her case.
- Nov 30 Department Head and Assistant Dean Salary Review Committee submits recommendations to College Review Committee. Dean informs faculty member of outcome.
- Jan 31 College Review Committee submits its decision to President's Review Committee.
- Feb 28 Deadline for faculty member to appeal Department Head and Assistant Dean Salary Review Committee or College Review Committee decision to President's Review Committee.
- Mar 31 President's Review Committee completes all cases and submits decisions to President.