

DEPARTMENT OF ELECTRICAL AND COMPUTER ENGINEERING

**STANDARDS OF PERFORMANCE FOR AWARDING
SPECIAL INCREASES IN SALARY**

PRINCIPLES

- 1. The purpose of awarding Special Increases in the College of Engineering is to:**
 - recognize and reward faculty excellence;
 - promote a culture of meritorious 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 meritorious contributions.**
 - a. Each year, eligible faculty (according to Article 18 of the Collective Agreement) receive a career development increase (CDI) in recognition of added experience, ability and scope of responsibilities. In addition, there are a finite number of Special Increases (Article 17) available for faculty who have demonstrated meritorious performance in one or more areas of their work.
 - b. Special Increases are to be considered for meritorious performance in any or all of a faculty member's assigned duties.
- 3. Rank affects expectations.** 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). Salary committees will strive to measure meritorious performance in the context of rank.
- 4. Performance is assessed against duties assigned at the beginning of the year, while also taking reasonable account of mid-year changes in circumstances as they affect those duties.**
 - a. In order to provide both a faculty member and those assessing his or her performance with better information about what is expected, the College will work towards more clearly documenting expected outcomes for all faculty positions.
 - b. A faculty member on sabbatical leave has an assignment of duties that is detailed in the sabbatical plan; the outcomes of the leave will be documented in the sabbatical leave report and made available to salary committees.
- 5. Faculty members who have irregular appointments (e.g., parental leave, medical leave, reduced appointments) and demonstrate meritorious performance will be considered for a Special Increase.**
- 6. When assessing contributions, both the quality and quantity will be considered, however, the significance of the accomplishments will be the focus of the assessment as much as possible.** In particular, an individual faculty member's role and contributions

in group activities (e.g., collaborative research or committee work) will be considered when judging performance.

- 7. To receive a Special Increase, a faculty member must perform at no less than a minimum acceptable standard in all assigned duties and demonstrate meritorious performance in one or more of those duties.**
- 8. A faculty member is best positioned to identify his or her contributions and to describe the significance of them.** The Collective Agreement gives each faculty member until September 1 to do so. Neither the committee nor the Head 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. Performance over multi-year periods can be considered for a Special Increase as a way of accounting for accumulated outcomes that are judged to be meritorious.
 - 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 to any committee.
- 9. The Department Salary Committee is encouraged to articulate the rationale for recommendations made for Special Increases.** The Department Salary Committee is best positioned to assess the relative quality of contributions within a unit. This information is also useful to the College Salary Committee and President's Review Committee in assessing the relative quality of contributions between units.
- 10. Determining meritorious performance requires both informed and subjective judgments.** This judgment, which is made by one's peers in a collegial environment, should be based on evidence and facts that have been provided in support of the case for a Special Increase.
- 11. Committees will strive for transparency in the salary review process.** The Department Salary Committee proposes standards of performance that provide predictability and consistency in decisions taken, which are in turn approved by the College Salary Committee. The committee chair is responsible for communicating the committee's processes to all faculty members and, upon request, to senior committees or officials.
- 12. Committee members will ensure that deliberations remain confidential.** The chair is solely responsible for discussing the specifics of an individual case. Such discussion may be with an individual faculty member upon his or her request and/or with other committees as required by the Collective Agreement.
- 13. 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

These 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 2010-13 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 can lead to an award of a Special Increase:

- The faculty member received a prestigious teaching award.
- The faculty member receives outstanding teaching evaluations by a representative group of students in more than one course.
- The faculty member demonstrates exceptional commitment to teaching by taking on additional responsibilities voluntarily or at the request of the Department Head.
- 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 favorably 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 for consideration.
- 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, award, or peer-reviewed grant.
- 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.” Currently, no faculty within the College have this type of assigned duty; thus no standards are developed here.

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 is considered to have been directly beneficial to the Department, College, or University;
- The work could include such things as service to a learned society (e.g., IEEE) or a professional association (e.g., APEGS); and
- The faculty member should have had a significant role in and commitment to the direction of the work.

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 is within the duties assigned by the Department Head (unlike category four which is outside the assignment of duties);
- the faculty member has demonstrated having played a significant role in the work; and/or
- the faculty member has 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 favorably 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;
- demonstrated 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.” Award of a Special Increase in this category would have to show the following:

- the improvement would typically be related 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 of the USFA 2010-13 Collective Agreement.

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 Salary 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.

KEY DATES

The following dates are to be followed as deadlines for the work of salary committees (Article 17.5.6 of the USFA 2010-13 Collective Agreement):

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| June 30 | Department Head 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 Department Head such information the member wishes to introduce in support of his or her case. |

Standards for Awarding Special Increases

- Nov 30 Salary Review Committee submits recommendations to College Review Committee. Department Head 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 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.