

STANDARDS OF PERFORMANCE FOR AWARDING OF SPECIAL SALARY INCREASES

SCHOOL OF PROFESSIONAL DEVELOPMENT

COLLEGE OF ENGINEERING

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 is a finite number of Special Increases available to faculty who have demonstrated meritorious performance 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 the minimum acceptable standard in all assigned duties and demonstrate meritorious performance in one or more of those duties.**

- 4. Rank affects expectations.** Salary committees will strive to measure meritorious performance in the context of rank, taking care to neither under-reward lower expectations of junior ranks, nor to over-reward accomplishments of senior ranks. For example, a full professor is expected to perform a wider range of tasks and to provide a higher degree of leadership within the college.

- 5. 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).

- 6. 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.**

- 7. 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.

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

- 8. Performance over multi-year periods can be considered for merit.** Salary Committees 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 been slightly less than the level needed to be awarded a special increase in those years.
- 9. A faculty member is best positioned to compile and assess his or her accomplishments.** The collective agreement gives each employee until September 1st 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 a clear assessment of the impact of his or her work during the specific time period. This information is particularly relevant when assessing teaching, administration and any type of collaboration when multiple people are involved. Formats for submitting information are specified in point b.
 - b. Each faculty member is responsible to complete the SoPD Salary Review Fillable form and produce a memo that clearly defines in what way their work is meritorious.
 - c. If a faculty member would like his or her contributions over a multi-year period to be assessed, he or she is responsible for providing information that demonstrates superior performance in his or her accomplishments over a longer period.
 - d. Faculty members are responsible for providing complete and accurate information. Merit will not be awarded to faculty members who provide inaccurate or misleading information to any committee.
- 10. The School Salary Committee is best positioned to assess the relative quality of contributions.** This committee is encouraged to articulate its rationales to the College Review Committee both in writing and through the department head's presentation.
- 11. Determining meritorious performance requires informed, subjective judgment.** This judgment is made by one's peers in a collegial environment (in Department Salary Committees, the College Review Committee, and the President's Review Committee), based on evidence and facts that have been provided in support of the case for a Special Increase.
- 12. Committees will strive for transparency in its processes.** Department, School and College Review Committees approve standards of performance that provide predictability in decisions. The Committee chair is responsible for communicating the committee's processes to all employees, and to senior committees/officials upon request.
- 13. Committee members will ensure deliberations remain confidential.** In order to facilitate extensive discussions 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 committee will only speak to the committee's decision, not to the opinions and perspectives of each committee member. The chair of a committee is solely responsible for discussing the specifics of an individual case with that individual.
- 14. 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 SPECIAL INCREASES

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 honour comparable efforts and achievements regardless of the category.

These standards are to be taken in context of the above established principles. Text within quotations 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 receives 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 Director. 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 for consideration.
- There is exceptional academic merit of one or more publications.
- There is exceptional unpublished research activity and outcomes within an area where publication is not a standard outlet.
- The faculty member receives or is nominated for a prestigious research prize, award, or peer-reviewed grant.
- The faculty member exhibits significant engagement with industry in respect of research-related activities, including successfully securing significant industry funding for research.
- The faculty member successfully completes graduate student(s) with recognition of the level (e.g., MSc, MA, 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 their professional skills.”

In the College of Engineering Academic Programming (AP) Appointments will typically be categorized as Engineering, Professional Communication or Educational Practice. Professional Communication Practice applies to faculty members engaged in professional practice of communication within the University, or in public or private organizations and professional associations.

- Performance of the faculty member in the practice of professional skills (e.g. courses, workshops, presentations to public and professional audiences, seminars or in-service to professionals)
- Peer recognition of the faculty member’s professional skills

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; 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 an Assistant Dean.”

To be recommended for a Special Increase:

- the administrative work is within the duties assigned by the Director (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 School, College or University.

6. 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.

7. 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 2014-17 Collective Agreement

8. 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 demonstrating a high level of 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.

9. 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 shall consider 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 Director 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 Director such information the member wishes to introduce in support of his or her case.
- Nov 30 Salary Review Committee submits recommendations to College Review Committee. Director 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 and/or College Review Committee decision to President's Review Committee.
- Mar 31 President's Review Committee completes all cases and submits decisions to President.