

## Standards of Performance for Award of Special Increases

As per 2010-2013 USFA Collective Agreement Section 17

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### 1. College Review Committee

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Article 17.3.4 For departmentalized Colleges, the membership of the College Review Committee shall be the same in the case of salary recommendations as in the case of tenure.

A committee member whose own case is considered shall still participate on the committee, except that when the committee member's own case is considered the committee member will be excluded from the proceedings of the committee.

Note: The College of Medicine Review Committee members have historically excluded themselves from deliberations pertaining to their own department. Exclusions also must occur if immediate family members' cases are presented or if a serious conflict of interest exists.

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### 2. Powers of the College Review Committee

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Article 17.4.4 states that along with approving departmental standards and developing and communicating college standards, the powers of the College Review Committee with respect to salaries shall be to:

- Receive the decisions made by the Salary Committees and not revise these in any way
- Review recommendations from the Salary Committees and award up to 2 Special Increases (provided that the maximum award for any individual from the department and college is no more than 2 special increases in total)
- Award up to 2 Special Increases to employees who may not have been recommended for merit by the Salary Committee
- Recommend additional Special Increases to the President's Review Committee for those employees in the College who have been awarded more than 1 Special Increase
- Inform:
  - a) individual employees of the outcome of their salary review
  - b) Salary Committees of the CRC's rankings, decisions for awards and recommendations to PRC and the reasons for such rankings, awards and recommendations.
- Submit the College's and Departments' decisions for the award of Special Increases to the President for the information of the Board
- Review the consistency and appropriateness of the rankings, awards and recommendations of the Salary Committees in the College and communicate the results of the review to those committees

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### 3. Documentation from Department Salary Committees and Employees

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A Form 1 is required in order to be considered for a Special Increase for the past academic year.

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A complete CV is required in order to be considered for a cumulative period of time. (Special Increases may be awarded for a period of time back to the date of the last Special Increase awarded.)

A Teaching Dossier along with evaluations from students and peers is required to be considered for Teaching, other than if a Teaching Award was received.

Other dossiers: Research Dossier, Professional Practice Dossier and Administration Dossier would be required when considering faculty in related special increase categories. Faculty members are encouraged to use any applicable templates (attached).

Note: All information in the above documents will be complete to June 30<sup>th</sup> of the current year.

In order to understand the significance of the information in the above documents, annotations should accompany entries for:

- Awards received: criteria, who made the nomination, frequency of award, scope (regional, provincial, national)
- Publications: role and contribution including percentage of contribution (should be discussed with co-authors)
- Grants: role and contribution including percentage of contribution (should be discussed with co-authors)
- Administrative/Committee Work: hours spent in committee meetings and in preparation; your role and participation; explanation of specific projects and/or letters from the committee chair or organization

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### 4. Categories of Special Increase Awards

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**It is preferable to base one's merit request on a single category.**

As per Article 17.2, these are the categories for the basis of award of special increase when excellence is shown in:

#### 17.2.1 Teaching

Requirements: Teaching dossier with evaluations from students and peers; or a Teaching Award

Example: Consistent teaching with student evaluations above average and peer evaluation above average plus hours at/or above the average along with one or more of the following: an award, commendation, course developed, teaching materials, publications on teaching or workshops presented on teaching.

#### 17.2.2 Research and Scholarly Work

Principles:

- Publication or attachment of a letter/email (dated prior to June 30<sup>th</sup>) accepting a finished manuscript for publication will be considered
- Grants must be awarded prior to June 30<sup>th</sup> in order to be considered
- Grants will be evaluated based on contribution, value, source and type/competition

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- Expectations of grant funding will be different for junior faculty as opposed to senior faculty; ie. junior faculty will be recognized when they attain grants without necessarily producing papers; however, senior faculty will be expected to also show scholarly productivity from grants.

(i) **Publication.** Consideration of an award will take into account the faculty member's amount of time and contribution to produce the publication, the academic merit of the work and the impact factor of the journal in the field.

(ii) **Unpublished Work.** Unpublished research or scholarly work are grounds for recommending an employee for a Special Increase if it is established that the work has academic merit and that there is no appropriate publication outlet for a particular subject matter.

### 17.2.3 Practice of Professional Skills

#### a) *Clinical Practice:*

Quality of Care as expected in an academic center, participation in quality assurance process, maintenance of competence, maintain an appropriate service load; willingness to participate in out of hours duties; provision of peer consultation, communication and collaboration; consultation with colleagues beyond the base practice; consultation to service organizations relevant to their program; willingness to participate in multidisciplinary care delivery will be considered the standard.

A Special Increase may be awarded for:

- Regional, provincial, national or international recognition.
- Consistent provision over many years of high quality care as defined above including leadership roles ie. Lifetime contributions.

#### b) *Scholarly Work:*

- a. Publications: Merit may be award for publications in peer reviewed journals above the average number or a publication that occurs while carrying out equivalent clinical and teaching duties to peers adjusted for junior/senior faculty.
- b. Evidence of research funding or institutional support for research as an individual or major member of program based practice – consideration of contribution, value, source and type/contribution while carrying out equivalent clinical and teaching duties to peers/adjusted for junior/senior faculty.
- c. Scholarship Awards:

### 17.2.4 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 the following criteria are met:

- (i) the work is outside of the assigned duties of the employee
- (ii) the work is not done for extra pay that is more than a nominal fee

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### 17.2.5 Administrative Work

- An Administration Dossier should be completed and submitted where a substantial percentage of a faculty member's duties are administrative. These duties are not adequately captured in a CV or Form 1.
- A letter commenting on or substantiating meritorious work, from a Committee Chair or another authority needs to be attached. Example: a new program developed or a program proves successful and is adopted by others.

### 17.2.7 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.

### 17.2.8 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.

### 17.2.9 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.

### 17.2.10 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 College Review Committee.

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## 3. Determination of Ranking

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The College Review Committee's guiding principles in this process are:

- College equity
- To enhance the merit of those employees recommended
- To base evaluations on each faculty members' rank, career path and assignment of duties

### Procedure:

- CRC will review and rank all employees' submissions for special increase prior to reviewing the Department Salary Committees' decisions to award and recommend merit increases.
- Each submission will be discussed by the committee, followed by each member allocating a score in confidence (1=low, 6=high) to each submission.
- The committee's score will be averaged to provide the final individual ranking for each.
- The committee will compare the Departments' awards and recommendations to the CRC's awards and evaluate the outcome
- The Department Heads shall appear before the CRC to discuss the Departmental recommendations for special increases for each eligible employee in the department
- The committee will grant their awards and recommend further special increases to the President's Review Committee

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### **4. Right to Appear (Article 17.5.4)**

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When the College applies for a Special Increase on behalf of an employee in the College, the Dean and the Department Head shall be entitled to appear before the President's Review Committee.

Whenever an individual employee appeals to the President's Review Committee, the respective Salary Committee shall be given an opportunity to state the reasons for its earlier decision. A copy of the statement of reasons by the College Review Committee shall be sent to the individual appellant, who shall be entitled to respond to the President's Review Committee.

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**TIMELINE for SALARY REVIEW PROCEDURE**

- By:**
- June 30 Department Head to advise candidates to provide information they wish to introduce to support their own case (categories in Art. 17.2)
- Sept 1 Candidate to provide the Department Head with information supporting their case
- Nov 30 Department Head to meet with each employee to discuss the salary recommendation (Art.17.5.2)  
Department Salary Committee to have:  
- considered all reviews (Art.17.4.1 iii)  
- made awards (Art.17.4.1 iii)  
- submitted recommendations to the College (Art.17.4.1 iv, v, vi, vii)  
- informed employees of the rankings, awards and recommendations along with the reasons for the awards and recommendations (within 1 week following decision) (Art.17.4.1 viii)
- Jan 31 College Review Committees to have:  
- considered all reviews (Art.17.4.4. v and vi, and 17.5.4)  
- made awards (Art.17.4.4. vi and vii)  
- submitted recommendations to the President's Review Committee (Art.17.4.4.viii)  
- informed individual employees of decisions and recommendations (within 1 week following decision) (Art.17.4.4.ix)  
- informed Salary Committees of CRC's decisions and recommendations to PRC along with the reasons for the rankings, awards and recommendations (Art.17.4.4.x)  
- submitted those decisions to the President for the Board's information (Art.17.4.4.xi)
- Feb 28 Employees wishing to appeal any decision of the Department Salary Committee or the College Review Committee must submit the appeal to the secretary of the President's Review Committee (Art.17.5.5 and Art.17.5.4)
- Mar 31 President's Review Committee to have considered all cases and submitted its decisions to the President for the Board's information (Art. 17.4.5)