

# Merit Increase Policy

## Institute for a Sustainable Environment (ISE)

5/2/14

Merit increases will take place according to University of Oregon policies (for unrepresented faculty) and the collective bargaining agreement (for represented faculty). Merit increases are tied to the performance of the faculty member in relation to their professional responsibilities. Merit increases are separate from (1) cost of living increases, and (2) equity adjustments. This document explains the process for allocating merit increases in conformance with UO policies and the Collective Bargaining Agreement. This evaluation process applies to all eligible faculty members whose home unit is the ISE. The process does not apply to tenure track faculty who have home departments elsewhere on campus.

### Purpose of merit increases

Merit increases are meant to recognize faculty whose performance meets or exceeds expectation. They are meant as an incentive and are meant to guide development in faculty and in the unit. All eligible faculty must be evaluated for merit. They are not permitted to opt out.

### Who does what

Supervisors (often the ISE director) will evaluate the faculty that they supervise. (The Vice President for Research and Graduate Education (VPRIGE) will evaluate the ISE director.)

After supervisors have completed their merit evaluations *but prior to sharing their rankings with their employees*, the ISE director will coordinate with supervisors to collectively determine merit evaluations, to maximize objectivity of the rankings across employees. The director will use this information to make recommendations to the VPRIGE about exactly how of an increase each employee should receive.

### Evaluation criteria

The merit evaluation will be based on metrics that reflect the most important core professional responsibilities as described in a faculty member's job description. Because the ISE is funded by sponsored projects, these metrics should also reflect the kind of activities that they have been funded to do.

The faculty member and their supervisor should work together to develop these metrics. In the event that they cannot reach agreement, the supervisor has final say on what the metrics are. To facilitate this process, the faculty member and their supervisor may want to have the faculty member propose draft metrics to their supervisor, and then reach agreement about these metrics prior to completing the rest of the evaluation process. A current job description is essential for this process and metrics should reflect core duties in the job description.

- For faculty who are PI and co-PIs (and therefore have fundraising responsibilities), one of these metrics should revolve around proposal development and funding success.

- For faculty who have publication as part of their responsibilities, one (or more) metric(s) should revolve around publication, including scholarly publication, if applicable. Because ISE faculty members seek to reach many audiences, publications will likely include other kinds of products.
- For faculty who have outreach and public engagement as part of their responsibilities, one (or more) metric(s) should revolve around this engagement. This engagement should be broadly defined and may include scholarly conferences, invited presentations, leadership roles in community, policy, education, or other outreach activities related to the faculty's job work.
- Faculty who do not have funding, publication, or outreach obligations, relevant to their jobs and reflect their job description.

Merit increase decisions should be based primarily on these formal evaluations. The evaluation is a primary but not the sole element in the merit increase decision. Other factors that might be involved include but are not limited to situational challenges or opportunities not covered in the merit evaluation and disciplinary actions.

### **Merit evaluation**

Supervisors will evaluate faculty for each metric and rank each metric on a 3-point scale. The supervisor will then average these rankings. In the case where an ISE faculty member is supervised by two different people to perform distinct bodies of work, the employee will be evaluated twice, and the ratings will be combined using a weighted average, based on the approximate FTE working for each supervisor.

- 4: Exceptional performance
- 3: Exceeds expectations
- 2: Meets expectations
- 1: Fails to meet expectations

Regardless of type of appointment or FTE, each faculty member being evaluated is eligible for consideration for the highest merit rating.

### **Allocating merit increases**

Faculty who receive an overall rating of less than 2.0 will not be eligible for available merit increases. Faculty who receive a rating of 2.0 or greater are eligible for a merit increase. The ISE allocates salary increases based on the principle that equal merit leads to equal dollar increases in base salary. Faculty who fall within the same general category may receive different raises based on small differences in merit to reflect differences in merit rankings.

The actual amount of an individual's increase will be based on funding available in the unit's merit pool established by the University. In order to maximize the likelihood that funds will be

available, it is policy of the ISE that proposal budgets include the annual inflation adjustments to the maximum allowed by the UO and project sponsors.

### **Material development**

The faculty member will provide their supervisor with:

1. **Complete updated CV**
2. **A report of activity.** The report must include:
  - A statement of each metric
  - A description or listing of activities performed that contributed to the accomplishment of that metric. This should include activities dating back to July 1, 2008 or beginning of employment in the ISE, which ever is more recent. Please put activities/accomplishments in reverse chronological order (most recent first).

The supervisor will provide the ISE director with:

1. A current job description
2. All of the documents provided to them by the faculty member.
3. **Completed, signed evaluation form**

*The documents provided by the faculty member and the supervisor will be placed in the faculty members' personnel file.*