

Salary Increases: How to do 'em

1. General

Reasons for Increases: Here follows a procedure together with criteria for the allocation of raise money when it is available. This should occur on a yearly basis, but, as recent experience has shown there will be years when no raise money is available. Generally there are four reasons for raises: (1) promotion; (2) individual level salary adjustments-e.g., to rectify inequities; (3) rank and departmental level salary adjustments-e.g., for cost-of-living increases and also to maintain salary levels consistent with those of the profession; (4) merit. As promotion increments are handled by the central administration, they will not be considered in this document.

Responsibility for Determining Increases: In general the Chair is responsible for allocating raise money. This document is intended to explicate the basic procedures and criteria which the Chair, with help from Departmental faculty as specified below, follows in allocating raise money. It is to be understood that special circumstances can arise where the Chair, in promoting the interests of the Department, may act in ways which deviate from the procedures and criteria set forth below.

Connection to Annual Review Process: The allocation of raises is part of the yearly review of faculty. The results of the annual review of faculty will play a larger role in determining merit increases and individual level salary adjustments to rectify inequities than in determination of cost-of-living adjustments and adjustments to maintain appropriate salary levels.

Dividing the Overall Raise Pool: Each year the total pool of money available for salary increases shall be divided into three portions: that for individual salary adjustments; that for rank and departmental level salary adjustments; and that aimed to reward meritorious work. The manner in which this division is made shall be a function of: (1) the overall amount of money available; (2) the needs for individual level adjustments, in particular to correct inequities; (3) the needs for rank and departmental level adjustments, in particular to correct for inadequate basic salary levels. Each year, in line with the suggestions set forth below, the Chair determines how to apportion the pool of raise money available.

Whole Dollar versus Percentage Raises: Equity adjustments will be made on an absolute dollar basis. Thus, the appropriate number of dollars will be added to a faculty member's salary to bring that salary in line with other faculty in the Department.

In general, basic salary level adjustment increases will be made on a percentage-of-salary basis. However, in some cases, these salary increases will be made on a whole dollar basis.

Merit increases will be made on an absolute dollar basis. The size of the increase will depend on the total pool of merit money available, and the judgement of a relative merit made by the Chair. Judgements of merit will take into account the entire record of performance since the previous merit increase.

Informing the Faculty: The faculty will be informed of the total amount of raise money available to the Department and the manner in which it has been divided for allocation for one of these three basic reasons. The faculty will also be informed as to the basis for determining increases for each of these three

reasons. Thus, for example, during 1998-99 the faculty might be informed that \$30,000 of raise money was made available to the Department. Of this \$5,000 was used for equity adjustments, \$15,000 for general salary level adjustments and \$10,000 for merit. The general salary level adjustments were determined by computing 3% of salary. Merit adjustments were determined on the basis of the following scale: Exceptional Merit: \$900, High Merit: \$600, Merit: \$300, No Merit: \$0.

In informing a faculty member of his or her salary increase, the Chair will specify the nature of its composition. For example, if Professor X received a \$2,300 salary increase, he or she might be informed that, e.g., \$500 was for an equity adjustment, \$1,200, or 3% of salary, was to bring his or her salary up to an appropriate level for his or her place in the profession, and \$600 was for merit.

2. Individual Level Salary Adjustments

Individual level salary adjustments can be made for several reasons. They can be made to correct individual inequities, which may arise for a variety of reasons. For example, if a faculty member does exceptionally meritorious work during a year or period of years when little money is available, his or her salary level may suffer, and through no fault of anyone, an inequity may result. Individual level salary adjustments are aimed to correct this kind of situation. They can also be made to correct for rank inequities. For example, if one rank has fallen further behind appropriate professional levels than other ranks, faculty in this rank may be due an added adjustment to rectify this situation.

Wherever possible, equity considerations should take precedence over other salary considerations. That is, adjustments for inequities should be made before money in the salary raise pool is used for other purposes. However, the overall interests of the Department require that a significant portion of the available raised money be used to recognize merit and for rank and department level adjustments. Thus, in a single year, a major inequity may be only partially redressed.

Equity considerations will be based on the total record of faculty. In general these considerations are those set forth in the Department's current (15 April 1993) T&P documents. They include:

- I. Active years in the profession;
- ii. Rank;
- iii. Total Research Record, as judged to be: Exceptional, Very Strong, Strong, Good, Fair.
- iv. Total Teaching Record, as judged to be: Exceptional, Very Strong, Strong, Good, Fair.
- v. Total Service Record, as judged to be: Exceptional, Very Strong, Strong, Good, Fair.

The "equity level" of a faculty member shall be determined as a "gestalt" combination of all of these factors. That is, the level shall not be analyzable into components- 15%rank, 30% research record, etc.- but will consider all these features as parts of a whole.

Faculty will be judged to be equitably paid (1) faculty with equivalent overall records have salaries within \$2,000 of each other; and vice-versa, faculty with salaries within \$2,000 of each other have equivalent overall records, and (2) Any faculty member earning more than \$2,000 more than another faculty member has a stronger overall record than the other faculty member.

Comparisons of equity levels between two faculty may require balancing a "high value" in one factor- e.g., active years in the profession- against a "high value" in another factor- total research record. In any case, whenever a faculty member has a salary which is more than \$2,000 higher than another faculty member, it must be possible to justify this in terms of a higher equity level as expressed in terms

of these factors.

3. Rank and Department Level Adjustments

In order to insure that salaries in the Department remain competitive- allowing the Department to both attract and retain a high quality faculty- it is vital that salary levels in the Department keep pace with salary levels in the profession generally. To this end, the proportion of all raise money available allocated for this purpose shall be a function of the degree to which Departmental salaries fall short of levels in the profession. Depending on the total amount of raise money available and the total needed for equity adjustments, the following apportioning of raise money shall be followed:

% Below Level for the Profession	% of Raise Money For Level Adjustments
15	100
10	50
0	0

For values falling in between 0 and 10 and in between 10 and 15 percent, the percentage of raise money for level adjustments is determined by linear interpolation. Keep in mind, however, that determining the percent the Department salaries are below appropriate levels for the profession is not an exact science.

It is the responsibility of the Chair to gather data to determine acceptable basic salary levels in the profession generally for all ranks. This data will be used to establish appropriate (for the profession) salary floors for each rank. Once these have been established, the percentage Departmental salaries fall below these floors (if they do) can be determined. Based on these considerations, the Chair will determine the amount of the available raise money to be allocated to general salary level adjustments. These considerations will also allow the Chair to determine the percentages for each rank to be used to make these adjustments

It is important that at least once every four years, some money be set aside for merit increases. Consequently, at least once every four years, even if the general Departmental salary levels remain low, a significant enough portion of the total pool of money available be used for merit increases. The amount used for merit increases must be enough that faculty deserving a merit increase receive at least a \$300 increase.

4. Merit

Whether or not there is money for merit increases, each year the Chair will assign a merit ranking to each faculty member. Faculty will be informed of their ranking in a letter which accompanies their annual review report from the Chair. These rankings will be: Exceptional Merit; high Merit; Merit; No Merit. The point of doing this during years when no merit money is available is to leave a record of the recognition of meritorious performance both as an end in itself and to serve as part of the justification of a merit increase at a later date. During years when no money is available for merit increases, the judgements of Exceptional Merit, High Merit, etc. will be made on the basis of that year's performance. During years when merit money is available, these judgements will consider the overall cumulative records. A side point, "exceptional" means exceptional; it should be a rare year when a faculty member gets an exceptional ranking, perhaps a year when a book of long gestation is published.

Criteria of meritorious performance are a subset of the general equity considerations, and as in that case, follow those set forth in the Department's current (15 April 1993) T&P document. Rank or active years in the profession are not part of the determination of meritorious performance. Increases for meritorious performance are based on a faculty member's contributions to the research, teaching and service record made since the last merit increase. Consideration also will be given to the cumulative record.

Once each faculty member is assigned a merit ranking, the Chair will determine the dollar increases which come with each merit ranking. This will be done so that the total pool of merit money available and no more, will be given out in merit increases. In usual circumstances, High Merit will be 2/3 of Exceptional merit; Merit will be 1/3 of Exceptional Merit; No Merit will be \$0.