



**UBC Faculty of Medicine  
Guide and Best Practices on Merit, Performance Salary Adjustment, and  
Outstanding Academic Performance Recommendations  
(Version 4)**

## CONTENTS

<a href="#">Overview</a> .....	2
1. <a href="#">Merit</a>	
2. <a href="#">Performance Salary Adjustments (PSA)</a>	
3. <a href="#">Outstanding Academic Performance (OAP)</a>	
4. <a href="#">Eligibility for Merit, OAP, and PSA</a>	
5. <a href="#">Annual Academic Activity Reports</a>	
6. <a href="#">Department/School Policies &amp; Procedures</a>	
7. <a href="#">Establishing the Department/School Merit Review Committee</a>	
8. <a href="#">Funding Support for Salary Increases</a>	
9. <a href="#">Joint Appointees</a>	
<a href="#">Recommendation Process</a> .....	11
1. <a href="#">Review &amp; Circulate Policy and Procedures</a>	
2. <a href="#">Consultation Process</a>	
3. <a href="#">Department Head / School Director Recommendations for Merit, OAP, and PSA</a>	
4. <a href="#">Timelines</a>	
5. <a href="#">Notification of Award Decisions</a>	
<a href="#">Appendix A – Faculty of Medicine PSA Request Form</a> .....	16
<a href="#">Appendix B – Sample Instructions to Dept Merit Committee – Assessment and Scoring</a> .....	18
Appendix C – Sample Scoresheet .....	Excel
<a href="#">Appendix D – Sample Head and Director’s Merit and OAP Rank Ordered List</a> .....	20
<a href="#">Appendix E – RAD Consultation Request Letter</a> .....	21



## OVERVIEW

The University strives to foster excellence in teaching, scholarly activity and service; awarding merit and performance salary adjustment (PSA) is one way, among many, to recognize and reward the meritorious academic performance of faculty members within the Faculty of Medicine. Other mechanisms for awarding academic achievement include awarding Departmental/Faculty awards, one of which is outstanding academic performance (OAP).

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### 1. *Merit*

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#### **What is “Merit”?**

Merit is a specific type of award that has been negotiated by UBC and the UBC Faculty Association and is to be awarded to eligible faculty members after a review of their academic performance, including teaching, scholarly activity, educational leadership, and service to the University and to the community, during the previous calendar year. Each Department/School is obligated to consider all eligible faculty members for the award of merit, as well as to assign the number of merit units that have been allocated to the Department/School annually.

Each spring, all eligible members in each Department/School are to be ranked on their academic performance for the year. Those members high enough in the ranking are awarded a ‘merit’ increase to their academic salary on July 1<sup>st</sup>. Merit increases are not applied to other types of earnings, such as clinical earnings or honoraria. Merit recommendations are provided to the Dean from each Department Head/School Director via a rank-ordered list of all eligible faculty members.

#### **How are merit units distributed and what is the value of a merit ‘unit’?**

Each Department/School receives an allotment of merit units they must award as determined by the Collective Agreement. Each unit receives an allotment of merit units based on their departmental academic salary expenditure and the total FTE of eligible faculty members (joint faculty are pro-rated).

Each Department/School is to use their entire allotment of merit annually to ensure the practice of awarding merit is kept consistent from year to year, and to recognize those whose performance has been meritorious.

Merit awards shall be awarded in units of 0.5, 1, 1.5, 2, 2.5 or 3. The dollar value attached to each merit ‘unit’ is determined by the University annually. For example, in 2021, the value of 1 unit = \$2,119 applied to one’s annual academic salary.

#### **What is to be assessed when recommending merit?**



The Academic Performance (i.e., scholarly activity/educational leadership, teaching, and service) within the review period is to be assessed within the context for their academic appointment and against the criteria and Departmental/School norms for their faculty rank. The mechanism for a faculty member to declare their activities over the review period is the “Annual Academic Activity Report” (see Section 5).

Assessments shall be based on the duties expected of a member in the review period and shall not be based on activities in which the member did not have the opportunity to engage. For example, a faculty member in the educational leadership stream is not expected to perform research, but is expected to carry out teaching, educational leadership and contribute to service and therefore should be considered on those criteria only. A member whose assigned duties consist of teaching and service (e.g., a full or part-time Lecturer) should be considered only on those two criteria. Other key contextual considerations might include agreed upon teaching relief, protected time for research, administrative roles, leaves, etc.

Those on reduced appointments are considered 'full-time' for this purpose and continue to be eligible, although the quantity of their contribution is to be assessed on a pro-rated basis.

If a faculty member is on leave for a portion of the review period, they are to be assessed on the portion for which they were active. For example, the quantity of publications should be assessed on a pro-rated basis but expectations regarding quality should remain unchanged.

Please note that faculty members within each rank are to be compared against each other (e.g., examine all Associate Professors with tenure together); avoid comparisons across different ranks where possible. Please refer to the ‘Recommendation Process’ section of the Guide for how to best approach this.

### **What do I do if a faculty member declines the award of Merit?**

For a variety of reasons, a faculty member might opt to decline merit or request that they not be considered for merit.

In all cases, faculty members are still required to submit their annual academic activity report. Their academic activities will still be reviewed by the Department/School Merit Review Committee, and they will still be ranked. If, after consultation, that particular faculty member has been deemed meritorious, the Department Head/School Director will award OAP instead of merit.

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## ***2. Performance Salary Adjustments (PSA)***

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### **What is “PSA”?**



Performance salary adjustment (PSA) is a University and Faculty Association negotiated salary increase for eligible faculty members within the Bargaining Unit. The salary of each continuing member of the bargaining unit shall be considered to determine whether PSA is appropriate.

Recommendations for PSA awards are made having regard to overall performance of the faculty member. It is not intended to make up for salary discrepancies as a result of non-meritorious performance in previous years. Please also note that PSA is not to be awarded in lieu of merit as a result of Department/School's merit unit allotment being exhausted. Faculty members must be active in an eligible rank, and have at least 3 years of service. Normally, PSA is not be awarded within the first 3 years of employment as a faculty member at UBC.

PSA is awarded as a dollar value, applied to the faculty member's base academic salary on July 1<sup>st</sup>.

### **What is to be considered when recommending PSA?**

Recommendations for PSA awards are made taking into consideration for the following factors:

1. Performance over a period of time which is worthy of recognition.
2. The relationship of a faculty member's salary to that of other faculty taking into consideration years in their current rank, previous merit rankings and total years of service at UBC. It is inappropriate to recommend PSA to compensate for salary differentials that result from the differential award of career progress increments and merit.  
Note: If your Department/School doesn't have enough relevant comparators to make an informed assessment, please feel free to contact the Dean's Office for assistance.
3. Market considerations - specifically applicable for those in a particularly sought-after field.

**Tip:** Run the 'Academic Bargaining Unit Salary Report – Distributed' in Workday to generate a report of academic salaries for your unit.

### **How is PSA distributed across the Faculty of Medicine?**

The Faculty of Medicine receives an allotment of PSA that must be awarded each year. Each Department/School is to assess each eligible faculty member based upon the above factors, and submit recommendations for PSA awards using the *Faculty of Medicine PSA Request Form* (Appendix A).

Department Heads/School Directors should seek advice on individual's performance from a reasonable number of colleagues representative of each of the ranks in the unit before deciding whether or not to recommend PSA. This could be in the form of a standing committee, or consultation with Division Heads, Departmental executive leadership, Joint units, in addition to the Dean of Medicine.



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### 3. *Outstanding Academic Performance (OAP)*

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#### **What is “OAP”?**

OAP is unique to the Faculty of Medicine and is used to recognize those whose academic performance during the previous calendar year was deemed by the Merit Review Committee to be meritorious (i.e., above the merit cut-off), but where the person has not received merit pay. This could be as a result of an insufficient number of merit units available within the Department/School or the faculty member declining the merit award. The assessment of, and criteria for, ranking merit and outstanding academic performance are the same.

Note: Although Partner appointees are not eligible for merit and PSA, they are eligible to receive OAP based upon an assessment of their academic performance during the review period.

Those awarded OAP will receive a personalized letter from the Dean.

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### 4. *Eligibility for Merit, OAP, and PSA*

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#### **Who is eligible for Merit and PSA?**

All full-time and part-time faculty who are members of the Bargaining Unit (Faculty Association) and are active on June 30<sup>th</sup> and July 1<sup>st</sup>, namely:

- Tenure, grant tenure, tenure track, grant tenure track faculty
- Without Review faculty
- Part-Time faculty
- Lecturers

Assistant Deans and Centre Directors are expected to be ranked by the Departments/Schools of where their professoriate positions reside. In addition, they will be reviewed in their administrative role, and may be recommended for merit based on their performance in that role.

Department Heads/School Directors are eligible for merit and will be assessed by the Dean. However, if their administrative roles started or ended during the review period, they should be ranked by the Department/School's Merit Review Committees for their professoriate activities to provide context for the Dean's assessment. The Collective Agreement requires the Dean to consult with colleagues prior to recommending merit/PSA on the Department Heads/School Directors. Therefore, the Dean will solicit feedback from the senior leadership of each unit which will form part of the Dean's consideration.

Those holding the following Senior Leadership positions are not eligible and will be reviewed by the Dean; therefore, no action is required of the Department/School:



- Associate Dean
- Regional Associate Dean
- Vice Dean

**Who is eligible for OAP?**

- Those who are eligible for merit
- Partner appointees

**Other Notes:**

- Faculty members who have explicitly declined merit and who were ranked above the merit cut-off are to be awarded OAP in place of merit.
- Tenure stream faculty members who fall under the BCCA Agreement and who are meritorious are to be recognized through the award of OAP.

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## *5. Annual Academic Activity Reports*

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The ‘Annual Academic Activity Report’ is the main mechanism used to assess eligible faculty members for merit, PSA, and OAP. According to the Collective Agreement, “All members eligible for consideration for merit shall submit to the Head a summary of their relevant scholarly, teaching and service activities and may include an indication of the nature and significance of the activities.”

Annually, all eligible faculty members are required to submit an updated annual academic activity report of their academic activities. The deadline for faculty members to submit their report is January 31<sup>st</sup> annually; if they do not submit a report, they cannot be considered or recommended for merit, OAP, or PSA without the agreement of the Department Head/School Director.

Similarly, Department Heads/School Directors must submit their annual academic activity reports to the Dean by January 31<sup>st</sup>.

On occasion, an eligible faculty member might notify the Department Head/School Director that they don’t want to be considered for merit. The faculty member should still be submitting an annual academic activity report for the purposes of supporting their development, performance assessment, and for recognition of their achievements. If they submit an annual academic activity report but indicate that they don’t want to be considered for merit, they are still to be ranked and then considered for OAP instead of merit.

Faculty members who are currently on leave but were active for any portion of the assessment year, should be invited to submit their annual academic activity report so that their academic activities during the review period may be considered for merit or OAP. It is not a requirement for



individuals who are on leave to submit their annual academic activity report but an option given in case if they would like to be assessed and considered.

Should an active faculty member refuse to submit an annual academic activity report, please reach out to the Faculty of Medicine Faculty Affairs team for guidance as it is a requirement under the Collective Agreement.

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## ***6. Department/School Policies and Procedures***

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Each Department/School is required to have a written policy and procedure on the allocation of merit, OAP, and PSA, including procedures for members holding joint appointments. The purpose of the unit policy on the review for merit, OAP and PSA is to guide Department Heads/School Directors and the Merit Review Committee in its assessment of each eligible faculty member.

It is best practice for the policy and procedure to reflect the following:

- Academic deliverables expected for each rank
- General expectations of percentage of time allotted to teaching, scholarly and professional activities or educational leadership, and service
- Procedure for managing joint appointments
- How years in rank, gender or other inequities (such as starting salaries and market) can be addressed through PSA
- How Division Heads and Program Directors will be assessed
- How input from Regional Associate Deans, Vice-Dean, Education, and Vice-Dean, Research, will be received if applicable.

To assist your Merit Review Committees, please refer to the [FOM Guide to Academic Activities](#), unless your Department/School already has defined academic deliverables that meet or exceed the FOM standards.

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## ***7. Department/School Merit Review Committee***

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According to the Collective Agreement, “the Head shall consult with a reasonable number of colleagues reflecting diverse perspectives and ranks in the unit before making a recommendation on the award of merit.”

As such, it is recommended that each Department/School establish a Merit Review Committee as part of the consultation process for recommending merit and OAP.



### Considerations:

The Department Head/School Director should exercise careful judgment when considering representation, and be mindful of the need to consult with a diverse group that includes a mix of perspectives and expertise. For example, appoint members who:

- Have a breadth of experience and knowledge of disciplines and scholarship beyond the committee member's own area of research and teaching.
- Have excellent communication skills.
- Are sensitive to issues of privacy and confidentiality.
- Understand the different roles and expectations of faculty in both the Research and Educational Leadership streams.
- Will apply rigorous standards of performance with consistency and fairness.
- Are mindful of issues or concerns related to equity, diversity, and inclusion.

### Best Practices:

The Merit Review Committee members are typically appointed by the Department Head/School Director following a call-out for an expression of interest to serve, or via a peer nomination process.

- Smaller Departments - There may be a need to include members from other Departments/Schools to remove bias and to ensure diversity of perspectives and ranks.
- Larger Departments – It is possible to create sub-committees for the assessment of each rank under consideration. Please stay away from creating sub-committees that follow Division lines so that there is cross-representation and diversity.
- Include junior ranks in the Merit Review Committee to not only better reflect the diverse perspectives and ranks in the unit, but to also enable their growth from the experience, including familiarizing themselves with the expectations of the higher ranks.

Membership Turnover – It is important to balance the need for consistency of review and the provision of opportunity to a broad range of faculty members. Suggestions:

- A term of 3 years for each committee member will allow opportunities to introduce new perspectives while ensuring consistency in review
- Establish committee membership annually but require a 3-year break before a particular faculty member can be a member again
- Approximately 1/3 of the committee rotate each year

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## 8. *Funding Support for Salary Increases (i.e., to fund Merit, PSA, and any other negotiated faculty salary increases such as General Wage Increases)*

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For grant tenured or grant tenure track faculty, Departments/Schools will need to refer to the documented commitment agreements with external funders. It is normally expected that the external funding source will pick up the cost of any merit, PSA and General Wage Increases. If the





funding source cannot afford the increase or has not committed to fund the increases, then the Department/School is expected to use its own resources to support these increases. As a best practice when recruiting, please request that external funders build in a commitment to support faculty salary increases into their guaranteed funding letter (i.e., when possible, avoid ‘fixed’ funding support).

If an individual is awarded merit by the Dean (e.g., Heads, Directors, Assistant Deans, and Distinguished Achievement Awardees), the Dean’s Office will pay the merit amount for the first year. For all other increases, the Department/School are expected to cover the cost.

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## 9. *Joint Appointees*

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### **Joint Faculty Members – Consultation Process**

Departments and Schools should have documented procedures around how merit and PSA will be assessed for each joint faculty member. Those procedures may vary between joint faculty members. For those faculty members whose home Department/School is within the Faculty of Medicine, the review period under consideration is from January 1<sup>st</sup> to December 31<sup>st</sup> for ease of review.

According to the Collective Agreement, “Merit and PSA for members with Joint Appointments will be awarded by the Dean of the member’s home Faculty, on the recommendation of the Head of the member’s home unit. In making the recommendation, the Head of the member’s home unit shall consult with the Head of the member’s other units(s) as appropriate. The Dean of the member’s home Faculty may also consult with the Dean of the member’s other Faculty in the case of cross-Faculty appointments.”

Therefore, the joint faculty member is to be reviewed by both the home and joint Department/School, and there is to be consultation between the Department Heads/School Directors of both units. Each Department/School is responsible for ranking the faculty member in their own separate rank-ordered list. Then, the home Department Head/School Director is to consult the joint (non-home) academic unit, with the final recommendation being submitted by the home unit.

### **Best Practices:**

- The home and joint Department Heads/School Directors are to make themselves available to discuss as needed, particularly in the instances whereby recommendations differ or where concerns are identified.
- If the faculty member’s home unit is outside of the Faculty of Medicine, the home unit will determine the review period under consideration. Example: The review period for the home unit follows the fiscal year instead of the calendar year. Contributions should be



considered in the same manner as those whose annual academic activity report reflects activities performed over the calendar year.

- There are two considerations/decisions that must be made around merit awards for joint faculty:
  - Recommendation (yes/no to awarding merit): As the home unit makes the final determination regarding the award of merit, following consultation with the joint unit, the merit unit normally comes from the home unit's allocation pool. Alternatively, both units could award the faculty member merit from their own merit allocation pool if this is the established procedure.
  - Funding/Costing Allocation: Decisions regarding the costing allocation for merit awards is a separate discussion. It is best practice to have an established agreement on the shared cost of merit awards, documented in an internal commitment agreement.



**UBC Faculty of Medicine**  
**Guide and Best Practices on Merit, Performance Salary Adjustment, and**  
**Outstanding Academic Performance Recommendations**

**RECOMMENDATION PROCESS**

In order for the Dean to make recommendations to the Provost and Vice-President Academic about merit and performance salary adjustment (PSA) awards, and for the Dean to confirm recommendations about outstanding academic performance (OAP), each Department/School is asked to complete the following steps:

**1) Review & Circulate Policy and Procedures on the Review for Merit, OAP, and PSA and Establishment of a Merit Review Committee**

Please review your Department/School's procedures and share it with your eligible members annually. Refer to the 'Overview Section 7' for guidance on eligibility and best practices for establishing this committee.

**2) Consultation Process**

Consultation is a key component of the recommendation process as per the Collective Agreement. Each Department Head/School Director is to make recommendations to the Dean regarding the allocation of merit, OAP, and PSA, based on consultation with colleagues, usually accomplished through a Merit Review Committee. Consultation with Regional Associate Deans and joint Department Heads/School Directors, where applicable, is also required.

**A. Department/School Merit Review Committee Assessment:**

Each year, the Faculty HR team will provide each Department/School their list of eligible faculty members to be assessed and ranked. Utilizing the annual academic activity reports, the Department/School Merit Review Committee is to provide the Department Head/School Director with an initial rank-ordered list of recommendations for merit and OAP. The basis for this rank-ordered list is the expected academic performance in the calendar year (Jan to Dec) as appropriate for the individual's rank.

Provide the Merit Review Committee Department/School guidelines on the assessment process and criteria (Appendix B for sample) and utilize scoresheets (Appendix C for samples) to assess all eligible faculty members within each rank. The Merit Review Committee may decide to apply a weighting system for each category of assessment to adjust for Departmental/School norms, contextual factors, etc. Finally, consolidate scores to generate a single rank-ordered list.



## Faculty of Medicine

- Example 1: Score each rank separately and consolidate scores using their overall percentage
- Example 2: Consolidate by taking the top scores from each rank i.e., top rated Assistant Professor is ranked #1, top-rated Associate Professor is ranked #2, and so on.

Establish a cut-off point within the rank-ordered list, above which are deemed 'meritorious' and deserving of merit or OAP (those below the cut-off are not meritorious). It is best practice to have the Department/School process for determining the cut-off point documented in its policy and procedures.

One common challenge is that the number of available merit units is not known at the time of the creation of the rank-ordered list. As such, the following are suggested ways of establishing the cut-off point within the Faculty of Medicine:

- Use the previous year's allocation as a guideline to establish the cut-off and when proposing merit awards
- Set the meritorious cut-off at around 30%
- Have multiple cut-off points, with the 1st meritorious cut-off for those who 'must' receive merit/OAP and a 2nd cut-off for those who 'should' receive merit if there are enough merit units available, and then an indicator for those who were 'not meritorious'
- Please refer to the *SAMPLE Department Head/School Director's Merit and OAP Rank-Ordered List* (Appendix D) for additional guidance on how to complete the ranking list.

Reminder: If a faculty member does not submit an annual academic activity report, they cannot be considered or recommended for merit, OAP, or PSA without the agreement of the Department Head/School Director.

### Best Practices:

- Committee members are to remain impartial and judge each individual case against the criteria based exclusively on the presented evidence (i.e., academic activity report)
- Committee members must declare any conflicts of interest prior to any discussions of a file. The Department Head/School Director shall consider whether that conflict can be managed and decide on the appropriate action to be taken. Where the Chair decides that a conflict of interest cannot be managed, the Committee member must recuse themselves from that review (e.g., spouse or close friends)
- The Merit Review Committee is to have a dedicated meeting to assess and make merit recommendations due to the confidential nature of the annual academic activity reports

### B. Regional Associate Dean Consultation, as applicable:

Faculty members who are located at distributed sites are to be considered and ranked for merit by the Departmental Merit Review Committee following consultation with the Regional Associate Dean (RAD).



The RAD is to be invited by the Department Head/School Director to provide context and an assessment of the faculty member's contributions at the site. This assessment will be provided to the Department/School Merit Review Committee for inclusion in their deliberations.

Please utilize Appendix E - *Template – RAD Consultation Request Letter* when requesting RAD feedback.

**C. Joint Department/School/Faculty consultation, as applicable:**

Joint faculty are to be considered and ranked in each of their units, though the final merit recommendation is submitted only by the home unit. Please refer to the Joint Appointee section within the Overview section above.

**3) Department Head/School Director's Merit, OAP, and PSA Recommendations to the Dean**

**A. Finalize the Rank-Ordered List of Eligible Faculty Members:**

After appropriate consultation has taken place, the Department Head/School Director must evaluate and finalize the rank-ordered list of eligible faculty members in order from most meritorious to least meritorious. The Department Head/School Director will then recommend to the Dean the proposed merit unit awards, based on the Department/School merit allotment.

As Department Heads/School Directors have access to confidential information, such as teaching evaluations or personal extenuating circumstances, it is acceptable for the Department Head/School Director to make individual adjustments to the rank-ordered list, if those matters were not already considered during the consultation process. If there are questions related to this, please consult with Faculty Affairs.

**B. Merit Unit Recommendations:**

Recommendations for merit can be in units of 0.5, 1, 1.5, 2, 2.5 or 3. It is recommended that Departments/Schools take a consistent approach to allocating merit. Some units choose to award 1 unit to all faculty who have been deemed meritorious (above the merit cut-off) until the Department/School's full allotment has been used, while others may award more than 1 unit to the top rated in each rank, and award 1 unit to all others above the merit cut-off until the Department/School's merit allotment has been used. The Department Head/School Director has flexibility in the assigning of their merit units, as long as it is understood and the rationale can be explained.

Should there be extra merit units left after awarding all above the merit cut-off, remaining units should be allocated to the top ranked faculty members, if they were not already the maximum number of units.



**C. OAP Recommendations:**

After all merit have been assigned, please indicate OAP recommendation (yes/no) on the *Department Head/School Director's Merit and OAP Rank-Ordered List* (for sample see Appendix D) for each of the below:

- those who are deemed meritorious but did not receive merit due to insufficient merit units being available,
- those who declined merit but submitted an activity report and were deemed meritorious,
- meritorious BCCA appointees,
- meritorious Partner appointees.

**D. PSA Recommendations**

Individual recommendations for PSA, including dollar amounts, must be provided to the Dean's Office after appropriate consultation has occurred.

For each recommendation, please complete the *Faculty of Medicine PSA Request Form* (Appendix A). All recommendations for PSA must be accompanied by a justification which includes relevant salary information and the number of years in rank of the recommended individual along with comparison to others of equal rank in the department and in the same discipline.

Reminder: If a faculty member's academic salary is paid from multiple sources, please ensure to consult with the appropriate parties prior to submitting the request.

**4) Timelines**

The Faculty Affairs, Faculty HR team will normally communicate to the Departments/Schools of the upcoming timelines in February of each year. Please submit the Department Head/School Director's rankings and recommendations to the Faculty HR Team via OneDrive. In general, the deadlines for Merit, OAP and PSA recommendations are in mid-April.

**5) Notification of Award Decisions**

The Collective Agreement requires that a list of meritorious members and those who received PSA be distributed individually to all members of the unit after all merit and PSA awards have been given.

To accomplish this, it is acceptable to send a memo to all eligible members indicating that a list of merit and PSA awardees is available upon request. This should not be done until the increases are



approved and have been processed in Workday. The communication must include names of who received what type of increase, but not the actual amounts of the increase.

It is also best practice to notify funding partners of merit decisions for those faculty members whose academic salary is being funded from sources outside of your unit.

Separately, OAP recipients will receive a congratulatory letter from the Dean, coordinated by Faculty Affairs.



## Appendix A

### Request for Performance Salary Adjustment (PSA) Faculty of Medicine

*Salary Increase effective date: July 1, 2024*

*Review year: January 1, 2023 – December 31, 2023*

Name of Faculty Member	
Department/School	
Joint Department (if applicable)	
Distributed Site (if applicable)	
Faculty Rank	
Current Years in Rank	
Current Academic Salary (annual)	
Other Remuneration Salaried Through UBC (i.e. HON/ CLI)	
PSA Amount Requested (annual)	

**1. Please list all comparable faculty members\* in the Department/School at the same rank with a similar number of years in rank.** You may wish run Workday Report Academic Bargaining Unit Salary Report - Distributed to assist in your analysis. Please check with the Faculty HR Team, Faculty of Medicine Dean's Office, if you require additional comparators.

Other Comparable Faculty Members			
NAME	FACULTY RANK	CURRENT YEARS IN RANK	CURRENT ACADEMIC SALARY (ANNUAL)





**2. Please provide a rationale for the PSA request.** Please note that recommendations for PSA are made with consideration given to overall performance, such as performance over a period of time which is worthy of recognition; the relationship of a faculty member's salary to that of other faculty taking into consideration total years of service and rank at UBC; and market considerations.

**3. Has the Department/School and/or the faculty member made a request for PSA and/or retention funds in the past? If so, which year(s)? Was the request granted and for how much?**

**4. Merit history of faculty member requesting PSA:**

Year	Faculty member's merit ranking out of total faculty members in unit (e.g. 4 out of 29)	Did this Faculty member receive Merit?
Effective July 1, 20XX (current cycle)		<input type="checkbox"/> Yes <input type="checkbox"/> No. Reason _____
Effective July 1, 20XX		<input type="checkbox"/> Yes <input type="checkbox"/> No. Reason _____
Effective July 1, 20XX		<input type="checkbox"/> Yes <input type="checkbox"/> No. Reason _____
Effective July 1, 20XX		<input type="checkbox"/> Yes <input type="checkbox"/> No. Reason _____

I understand that normally PSA is not awarded to members in their first three (3) years of employment as a faculty member at UBC.

I confirm that this PSA request has been consulted with a reasonable number of colleagues representative of each of the ranks within the unit, including Regional Associate Deans/ Centre Directors (if applicable) and funding partners (if the faculty's academic salary is being funded from sources outside of your unit).

\_\_\_\_\_  
Department Head/School Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Head/School Director, Joint Unit (if applicable)

\_\_\_\_\_  
Date

\*Joint appointments must be authorized by the Department Head/School Director responsible for each unit



## Appendix B

### **SAMPLE: Instructions to the Departmental Merit Committee Assessment and Scoring**

Merit will be determined using a numerical scoring system.

For each academic area, the faculty member will be given the following score:

- 0 – none/minimal
- 1 – requires improvement / contributing but not meeting expectations
- 2 – meets expectations
- 3 – exceeds expectations
- 4 – outstanding / greatly exceeds expectations

The scores across the categories will be tabulated and the faculty members will be ranked based on score. For all categories, the score will be based on overall activity. Ties, however unlikely, will be broken at the discretion of the Department Head/School Director.

The Faculty Merit Committee will evaluate annual academic activity report submissions using the following parameters, as applicable, and will produce a ranked list:

#### **A. Research Stream:**

- a. Teaching (amount of teaching, documented quality, teaching awards, etc.);
- b. Scholarly & Professional Activity (funding support, invitations, visiting lectures, demonstrable impact on practice or field, prominence in the field, quantity and quality of publications, awards, etc.);
- c. Extent of academic service to the Department, Faculty, University, and community. This will include any committee involvement, activities, or initiatives within the area of equity, diversity, and inclusion.

#### **B. Educational Leadership Stream:**

- a. Teaching (amount of teaching, documented quality, teaching awards, etc.);
- b. Educational Leadership (activities that advance innovation in teaching and learning with impact beyond one's classroom, e.g., significant contributions to curriculum development, application of/engagement with the scholarship of teaching and learning, etc.);
- c. Extent of academic service to the Department, Faculty, University, and community. This will include any committee involvement, activities, or initiatives within the area of equity, diversity, and inclusion.

#### **C. Lecturers (full and part-time):**

- a. Teaching (amount of teaching, documented quality, teaching awards, etc.);
- b. Extent of academic service to the Department, Faculty, University, and community. This will include any committee involvement, activities, or initiatives within the area of equity, diversity, and inclusion.



**Please review the Department's Policy on Workload Expectations.** [\[provide link or attach it\]](#)

Committee Members should keep in mind the academic faculty member's current rank as the expectations for Academic Activities will vary depending on their rank.

Evaluations of a given faculty member will be based upon activities and duties expected for the period in question and will not be based upon activities or duties in which the member has not had an opportunity to participate.

The following identifies those faculty members with relevant contextual factors that are also to be taken into consideration. *Name – Description – months impacted*

**Faculty with Salary Awards / Protected Research**

- Last Name, First Name—MSFHR 0.7 FTE protected for research – November & December 2021

**Faculty with Teaching Buyout**

- Last Name, First Name—0.4 FTE CBL Faculty Lead – January 1st to June 30th

**Faculty on Leave (partial/full)**

- Last Name, First Name— maternity leave – January 1 to March 15th
- Last Name, First Name— partial return to work: 0.2 FTE Jan – Feb, 0.5 FTE March – April, 1.0 FTE May – December

**Faculty on Reduced Appt / Retirement Plan**

- Last Name, First Name—0.6 FTE reduced appointment – January - December



## Appendix D

## SAMPLE - Head Director's Merit and OAP Rank Ordered List

2022 Faculty of Medicine - Merit and Outstanding Academic Performance (OAP) Ranking List  
For the Calendar Years' Activities: January 1, 2021 to December 31, 2021  
Salary Increase Effective Date: July 1, 2022

Department/School:	Department of Name
Department/School Contact:	Head, Director, Administrator or HR Manager
Date of Submission:	April 15, 2022

RANKING	FACULTY MEMBER NAME (Last, First)	FACULTY RANK (ie: Assistant Professor, Partner, Professor, Grant Tenure)	JOINT DEPARTMENT (if applicable)	PROPOSED MERIT UNITS (0, 1, 1.5, 2, 2.5, 3)	PROPOSED OAP (if not eligible for merit; Yes / No)	PROPOSED PSA	COMMENTS (ie: BCCA agreement, on disability leave)
1	Lastname, Firstname	Assistant Professor, Tenure Track		3.0			
2	Example, Name	Professor, Grant Tenure		3.0			
3	Faculty, Partner	Associate Professor, Partner		n/a	Yes	n/a	Partner Appt
4	Member, Faculty	Assistant Professor, Grant Tenure Track		2.0		5,000.00	PSA request form submitted
5	Sample, Name	Associate Professor, Tenure	Electrical Engineering	1.5			Consulted with Electrical Engineering
6	Educational, Leadership	Assistant Professor of Teaching, Tenure Track		1.0			
7	Declined, Merit	Professor, Tenure		0.0	Yes		Declined Merit so awarding OAP
8	BCCA, Example	Associate Professor, Grant Tenure		1.0			BCCA Agreement
9	Term, Example	Assistant Professor, Without Review		1.0			
10	OAP, Example	Associate Professor, Grant Tenure		0.0	Yes		Insufficient Merit available but has been meritorious, so awarding OAP
11	Lastname, Firstname	Professor, Grant Tenure		0.0	No		Assistant Dean
12	Lastname, Firstname	Associate Professor, Grant Tenure		0.0	No		
13	Lastname, Firstname	Assistant Professor, without review		0.0	No		
14	Lastname, Firstname	Associate Professor, Tenure	Psychology	0.0	No		Consulted with Joint Dept.
15	Lastname, Firstname	Lecturer		0.0	No		
16	Lastname, Firstname	Professor, Tenure		0.0	No		Reduced appointment; remember to pro-rate quantity of deliverables
17	Lastname, Firstname	Assistant Professor, Partner		n/a	No	n/a	Partner Appt
18	Lastname, Firstname	Associate Professor of Teaching, Tenure		0.0	No		On Mat Leave Jan 2021 to March 2021; still eligible for Merit
19	Lastname, Firstname	Associate Professor of Teaching, Tenure		0.0	No		
20	Lastname, Firstname	Professor of Teaching, Tenure		0.0	No		
21	Lastname, Firstname	Assistant Professor, Without Review		0.0	No		
NOT RANKED	Lastname, Firstname	Assistant Professor, Tenure Track		n/a	n/a		On disability leave; did not submit activity report
NOT RANKED	Lastname, Firstname	Professor, Grant Tenure		n/a	n/a		Department Head - to be considered for Merit by the Dean
NOT RANKED	Lastname, Firstname	Professor, Tenure		n/a	n/a		Associate Dean - to be considered for an equivalent increase by the Dean
NOT RANKED	Lastname, Firstname	Professor, Grant Tenure		n/a	n/a		Did not submit activity report; could not be assessed
TOTAL				12.5		5,000.00	

MERIT LIST CUT OFF - all  
faculty above this line  
were deemed meritorious



## Appendix E

### Template - RAD Consultation Request Letter

Dear [RAD name]:

**RE: [candidate name] – Merit Review**

The [Department/School of Name] is considering [candidate's name] for merit as part of its annual allocation process. I am writing to ask, in your capacity as Regional Associate Dean, that you provide information regarding the context and environment of the [Northern Medical Program, Island Medical Program, Southern Medical Program] and the ways in which they impact [candidate name's] teaching, educational leadership, scholarly activity, and service contributions (as applicable) within the prior calendar year (January 1, 2021 – December 31, 2021).

The University strives to foster excellence in teaching, scholarly activity and service and awarding merit is one way to recognize and reward the meritorious academic performance of faculty members within the Faculty of Medicine. The award of merit comes with an increase to one's academic salary which is applied to the base academic salary on July 1st. Merit increases are not applied to other types of earnings, such as clinical earnings or honoraria. Consultation with colleagues prior to the award of merit is a critical aspect of the recommendation process.

As part of establishing the context for the candidate's contributions within the [Northern Medical Program, Island Medical Program, Southern Medical Program], your letter will be provided to the candidate, as well as to the [Department/School of Name] Merit Review Committee. The Merit Review Committee will review your letter along with the candidate's Annual Academic Activity Report to serve as additional context for their assessment. Each eligible faculty member will be assessed on its own merits and the context for the candidate's appointment will be carefully weighed alongside all other factors to ensure sound recommendations are made.

We would be grateful for candid and specific comments about all aspects of the candidate's teaching, educational leadership, scholarly activity, and service (as applicable) within the context of the available opportunities within the [Northern Medical Program, Island Medical Program, Southern Medical Program]. We have provided questions concerning the type of information we would find helpful, but we hope you will also refer to any other matters you believe will assist in evaluating the candidate (e.g., direct knowledge of the candidate's teaching effectiveness, administrative performance, etc.).

I look forward to receiving your letter by [deadline]. If I do not hear back from you by [deadline], I will consider that there is no additional context at the site that you wish to provide. Thank you for your assistance.

Yours sincerely,  
Department Head/School Director