

Shift from a pay-plan driven to a pay-plan assisted paradigm

Initiative	Pay-Merit Paradigm: Shift from a pay-plan driven to a pay-plan assisted paradigm. Create portfolio of tools to identify, recognize and reward merit.
Campus Priority	Retain and recruit the best faculty and staff, and reward merit
Sponsor/ Decision Maker	Provost Paul M. DeLuca, Jr.
Project Lead	Steve J. Stern (Vice-Provost for Faculty & Staff)
Key players	Administrative and governance leaders: BM/PDL/DB, Deans, Provost Office; UC/ ASEC/Chairs and Directors
Aims. (What do we want to accomplish?)	<p>We wish to create a portfolio-driven paradigm of the relationship of merit and pay:</p> <ul style="list-style-type: none"> • an enhanced toolkit for noticing and rewarding merit; • a new language of conversation about ways we align merit and pay; • new resource investment to undergird the tools and language above. <p>A benefit is that we will unshackle the campus from overdependence on the old pay-plan driven paradigm, which has lost psychological and material credibility and thereby fostered a one-dimensional retention psychology (either I stay at UW and fall behind, or I constantly consider the possibility leaving) and a morale problem.</p>
Indicators of Success (How will we know we have made progress?)	<ol style="list-style-type: none"> 1. We have in reality a new portfolio of tools and the campus culture understands them. For example, on the faculty side, a portfolio of five major tools might include the following: reasonable pay plans; high-demand fund; doubled promotion increments, appropriately indexed; a post-tenure review increment system after promotion to full professor; a compression-equity fund. 2. The retention pressure rate is measured and falls back from the historically high 4-5% rate of recent years, toward a 2-2.5% rate. 3. The ethnographic evidence available to Chairs, Deans, and other leaders including UC confirms improved morale, specifically improved confidence that merit will be recognized and rewarded. 4. Climate surveys reflect awareness of # 1, confirmation of #3.
Current Efforts, if any	Chancellor's announcement to faculty, 8/09; SJS presentation to Chairs, 8/09; Ongoing discussions with UC and faculty, 2008-09 (included forums) and 2009-10; Discussions with ASEC, 2009-2010.
Key strategies or actions	<ol style="list-style-type: none"> 1. Continuous discussion and engagement of players and those affected. 2. Continuous data analysis and refinement. 3. Bold action announcements, e.g., Chancellor's letter to faculty, 8/09.
Timeline	Foundation began in 2008-2009; announcement and implementation of two big steps (faculty promotions, post-tenure reviews), Fall 2009; definition, announcement, and implementation of any remaining steps, 2009-2010; cultural roll-out and consultation process, 2009-2010.
Next Steps	Covered in "timeline" answer above.