

May 13, 2016

Anomalies Committee Report

To: Dr. Anne Forest, WUFA President

Dr. Douglas Kneale, Provost and Vice-President, Academic

From: Dr. Gokul Bhandari, 2015 Anomalies Committee Chair

Anomalies Committee Members: Tanya Basok, Iva Gentcheva, Andrew Kuntz, Valerie Newell,
and Dr. Jeff Noonan

Dataset used in anomalies study:

- Scope of data used in anomalies study:
 - ✓ Members active as of January 1, 2015
 - ✓ The dataset consisted of 512 records with the following breakdown:
 - Total tenured or tenure-track faculty - 459
 - Total faculty in limited term positions - 29
 - Total librarians - 24
- Excluded from the data:

14 people who are in senior administrative positions and their current salaries are a single component (no faculty salary identified), e.g. President, VP, Research and Innovation, Provost and VP, Academic, Vice-Provost, Teaching & Learning, Vice-Provost, Student Services and Dean of Students, Associate VP, Academic and 8 academic Deans.

Identification of anomalies

- Based on two regression models developed by Dr. Ornstein.
 - ✓ Salary model for faculty: The final model included these predictors: Current Rank - relative to Associate Professor, Age when hired at Windsor, experience in Years at Windsor, Rank when Hired - relative to Assistant Professor, Career Trajectory, Hired as a Dean, Hired as coordinator, Highest Administrative Position - relative to no such position, and Holder of a chair - other than CRC.
 - ✓ Salary model for librarians: The final model included these predictors: Current rank, whether hired as Librarian II, years of experience and age when hired (with additional terms to account for non-uniform effects of a year of experience and age), and measures of whether the librarian had served as university librarian or law librarian.
 - ✓ Factors **NOT** associated with anomalies: The following factors do not seem to have influenced salary anomalies.
 - Gender
 - Year of Hire
 - Salary Inversion
 - and Discipline

Process for allocating anomalies fund of \$120,000

- ✓ Consider Group faculty members and librarians together for the purpose of calculating the anomaly adjustment.
- ✓ Provide an anomaly adjustment to all individuals with anomaly amounts (that is, predicted salary less actual salary). except for individuals in the following groups:
 - Date of hire was later than July 1, 2015. **Rationale:** The overarching purpose of the anomalies fund is to redress the long-term and historical discrepancy observed in individuals' salary. The cut-off date of July 1, 2015 serves as a basis of dataset that is at least one year old.
 - Intend to retire or resign on or before June 30, 2016. **Rationale:** Given that the anomalies fund is \$120,000 only, the committee felt that limiting the anomalies fund to only those individuals who still intend to serve the university for some foreseeable future will address the issue of anomalies much more effectively.
 - Non-tenure track members. **Rationale:** As stated earlier, the overarching purpose of the anomalies fund is to redress the long-term and historical discrepancy observed in individuals' salary. Limiting the dataset to tenured members only is expected to provide a more robust benchmark for comparison among members by lowering the variance in the dataset. Furthermore, this has also been the past practice and the committee found no reason to break away from it.
 - Individuals recognized as "outliers" in the anomaly regression analysis. **Rationale:** This has also been the past practice and the committee found no reason to break away from it. The "outliers" were also excluded by Dr. Ornstein in his 2015 regression models and report.
- ✓ Allocate the anomaly adjustment based on the percentage differential [(predicted - actual)/actual] in order to weight the anomalies against current salaries.
- ✓ Distribute the full anomaly adjustment to all qualifying individuals based on the ratio of the percentage differential to the entire pool of qualified differentials. **Rationale:** The committee felt that selecting any cut-off would be arbitrary. In the absence of any established guidelines or practices, the committee therefore opted to distribute the fund among all qualifying members.
- ✓ Compare adjusted salary against maximum salary ranges and revise anomaly adjustment for salaries that now exceed maximum salary ranges. **Rationale:** Allocating the fund to those individuals who have already reached their maximum salary range would result in excess salary, thus violating the Collective Agreement.
- ✓ Compare anomaly adjusted salaries with current actual salaries to confirm appropriateness of anomaly adjustments.
- ✓ The following table provides a summary of the distribution of the allocation of anomalies fund.
 - Number of individuals who received adjustment (Count): 220
 - Maximum amount of allocation per person (Max): \$2780.03
 - Minimum amount of allocation per person (Min): \$36.32
 - Average amount of allocation per person (Mean): \$ 545.46
 - 50th percentile of allocation amount per person (Median): \$437.36