

SFU-SFUFA Salary Anomaly Joint Committee  
Final Report  
March 3, 2021

## Executive Summary

The SFU-SFUFA Salary Anomaly Joint Committee was formed in January 2019 as an initiative of the Vice President, Academic and Provost and the Simon Fraser University Faculty Association (SFUFA) to review the faculty salary anomaly process at SFU. The terms of reference for the Committee were based on the recommendations of the 2016 Gender Salary Equity Report<sup>1</sup>:

- Conduct a joint survey and assessment of best practices in place at other Universities.
- Consult widely with faculty and administration to ensure that a diversity of perspectives and voices are included in more deeply understanding the problems with the current process and how it could be improved.
- Compile a report with themes that emerge from the joint survey and the consultation process and to suggest priorities that could be addressed in a new salary anomaly process.

The salary anomaly review process is an important part of the University's responsibility to achieve, monitor, and maintain fairness, transparency, and equity in salaries for faculty members. The recommendations of the SFU-SFUFA Salary Anomaly Joint Committee to improve this critical process are based on best practices at other University and consultation with SFUFA members.

### **Summary of the assessment of policies at other Universities:**

Our review focused on summarizing the policy landscape within Canada at 21 institutions of comparable size to SFU:

- Based on review of salary anomaly policies in other academic institutions, the Committee developed the following definition of a salary anomaly process that formed the basis for community consultations: *A salary anomaly process addresses inequities in individual salaries relative to a comparable group, normally within a unit (such as a department, school, or faculty).*
- The majority of salary anomaly processes examined during the Committee's review of policies in comparable Canadian Universities focus on a review of the salary of an individual. Under those processes, an individual's salary is reviewed relative to a comparison group within the unit, department, or discipline. Universal approaches that periodically review salary for all faculty and hybrid approaches that combine individual and universal reviews are relatively rare, existing only at 2 of the 21 Universities included in our sample.

---

<sup>1</sup> The 2016 Gender Salary Equity Report of the Salary Equity Recommendation Committee is available at <http://www.sfu.ca/salary-equity-recommendations-cmte-report/>

- The most common criteria utilized in review processes to compare salaries across faculty members and identify salary anomalies were: discipline or unit (15 Universities), length of experience (13 Universities), and performance (12 Universities).
- Some salary anomaly policies specify the type of payment to be made when an anomaly is identified: lump sum, percentage of salary, or allocation of salary step increments. Lump sum awards were the most common. Several policies include limits on the available total or individual awards.
- It is more common for policies to require that anomaly decisions be made by a committee rather than for assessments to be made by the Chair/Director, Dean, VPA, or President, although examples of both approaches exist.

**Summary of the community consultation findings:**

The committee conducted community consultations through a survey and interviews. The survey was distributed in February 2020 to all faculty represented by SFUFA. It received 223 responses, a response rate of 23%. The completion rate was 96%. Respondents were also given the option to provide further information through individual interviews. Eight individuals participated in these supplemental interviews.

- Survey responses indicated that knowledge of the current salary anomaly review process is not widespread: 52% of respondents were unaware that SFU has a process for addressing individual salary anomalies. A much larger proportion of respondents (87%) did not know how to request that their salaries be reviewed.
- A majority of survey respondents believe that salary anomalies are widespread at SFU and 34% stated that they believe their salary is anomalous in their unit, while 6% had previously tried to initiate a salary anomaly review.
- The survey asked respondents about their key priorities for a new salary anomaly review process. Respondents' views were varied. The most common priorities were equity, diversity and inclusion (27%); transparency of the process (25%); and total salary considered rather than considering only step placements (18%).
- Consistent with their prevalence in policies at other institutions, achievements, discipline, and experience were considered the most important factors to consider in establishing a comparison group for the purposes of reviewing whether or not an individual salary is anomalous within a unit.
- 65% of respondents indicated that salary anomaly reviews should be both individual and universal (be conducted periodically for all SFUFA members).
- In interviews with eight SFUFA members, participants emphasized the need for better awareness and information about the salary anomaly process at SFU, and the problem or perception that anomalies may actually arise in part because of attitudes or unconscious bias within the hierarchical management structures of the

university. Participants also spoke of problems with salary review and promotion processes, which they believed contributed to anomalies.

**Recommendations:**

Based on our review of policies and salary anomaly processes at other comparable institutions, as well as our analysis of responses to our online survey and in-person interviews with SFUFA members, we recommend that SFU should:

- Ensure greater transparency, build awareness, and proactively communicate to SFUFA members the existing Salary Anomaly process.
- Ensure that robust data about SFUFA members are collected so that meaningful salary comparisons can be made.
- Ensure that the Salary Anomaly process is sufficiently independent and free of any conflicts of interest.
- Develop an improved Salary Anomaly process that advances the Equity, Diversity, and Inclusion commitments of SFU and that is responsive to the concerns raised in the 2016 Gender Salary Equity Report and this consultation report.

We recommend that a new Salary Anomaly process should:

- Retain the right of individuals to request a Salary Anomaly review and should introduce new periodic triggers for all SFUFA members, such as automatic review at promotion.
- Consider achievements, discipline, and experience in the creation of comparison groups.
- Include the ability to appeal a Salary Anomaly review decision.
- Ensure that the Salary Anomaly review and appeal processes are sufficiently independent and free of any conflicts of interest.

Additionally, once a new Salary Anomaly process is agreed and implemented, SFU should:

- Ensure transparency and awareness around the improved Salary Anomaly process.
- Take affirmative steps to reduce causes of salary anomalies, such as making reducing anomalies the mandate of a senior administrative position (Vice President, People, Equity and Inclusion).

## I. Background

The Salary Equity Recommendation Committee released its report in 2016 following the quantitative analysis of gender disparity in faculty salaries and the 2015 report of the SFU Salary Equity Working Group. It issued a set of recommendations to both address inequities documented in the 2015 report and to prevent future inequities. A summary of those recommendations follows:

- A permanent salary increase of 1.7% for all female tenure-track or tenured full-time research faculty members;
- Initiatives to address current and future disparities including:
  - regular data collection and monitoring of salaries – particularly among all disadvantaged and equity-seeking groups;<sup>2</sup>
  - transparency regarding starting salaries, market differentials, and the use of other off scale supplements;
  - establishment of a Vice President and additional senior staff roles dedicated to a human rights and equity portfolio; and,
  - revision of the anomaly review process and development of a transparent and robust mechanism for correcting individual salaries.

The Salary Equity Recommendations Committee further suggested that the following cases should be prioritized for consideration under a revised anomaly review process:

- a. Women hired after 2004 should have their starting salaries examined for disparity.*
- b. Women hired in higher paying units prior to 2004 should have their entire salaries examined for lost wages and pension contributions (2016 report, p. 5).*

Based on these findings, steps were taken to reduce salary inequality in 2018 (across-the-board salary increases and back pay for female faculty). Further, SFU is in the process of establishing a new Vice President, People, Equity and Inclusion.

The SFU-SFUFA Salary Anomaly Joint Committee was formed in January 2019 as a shared initiative of the Vice President, Academic and Provost and the Simon Fraser University Faculty Association (SFUFA), following a recommendation in the 2016 report.

The SFU-SFUFA Salary Anomaly Joint Committee consisted of six members: three appointed by the University and three appointed by the University Faculty Association (SFUFA):

- George Agnes, Chemistry, Science and Associate Dean, Graduate and Postdoctoral Studies
- Bertille Antoine, Associate Professor, Economics, Arts and Social Sciences

---

<sup>2</sup> SFU and Universities participating in the Canada Research Chair program are required to collect Equity, Diversity, and Inclusion (EDI) data.

- Paul Kingsbury, Associate Dean, Environment
- Brenda Lautsch, Associate Dean, Beedie School of Business
- Kendra Strauss, Director, the Labour Studies Program, Arts & Social Sciences
- Ljiljana Trajkovic, Professor, Engineering Science, Applied Sciences

The terms of reference for the SFU-SFUFA Salary Anomaly Joint Committee are based on the recommendations of the Salary Equity Recommendation Committee’s 2016 report:

- Conduct a joint survey and assessment of best practices at other Universities.
- Consult widely with faculty and administration to ensure that a diversity of perspectives and voices are included in more deeply understanding the problems with the current process and how it could be improved.
- Compile a report with themes that emerge from the joint survey and the consultation process and to suggest priorities that could be addressed in a new salary anomaly process.

This report contains the results of these investigations.

## II. Review of Best Practices<sup>3</sup>

The first question addressed by the Committee concerned the appropriate scope of the review of policies that related to resolving “salary anomalies”. We identified numerous definitions of salary anomalies in our review of policies across Universities. Representative examples are:

***Dalhousie University:*** *Salary adjustments shall be assigned to Members whose salaries are judged to be anomalously low, when compared with the salaries of other Members accounting for experience and rank within their Faculty.*<sup>4</sup>

***University of Calgary:*** *An academic staff member may receive a salary increase to address a salary anomaly, relative to colleagues in the same department or other appropriate academic unit, that can be demonstrated to have been present at the time of hire. A salary anomaly is not to be confused with a market supplement (CA 15).*<sup>5</sup>

Although varied, many of these definitions have two common characteristics: (1) they focus on individual salary adjustments, and (2) they assess anomalies relative to other members within a discipline or a unit. The definition of salary anomaly process used by our Committee in community consultations was:

---

<sup>3</sup> The COVID-19 pandemic delayed the completion of this report, and the review of best practices was conducted in the summer of 2019. Some policies may have changed since the review was completed. We would like to thank our research assistant, Kayla Philips, for her work on the review.

<sup>4</sup> Dalhousie University Article 31A.06, <https://www.dfa.ns.ca/publications/collective-agreement-2017-2020/article-31a-the-anomalies-fund>

<sup>5</sup> <https://www.ucalgary.ca/hr/work-compensation/labour-relations/academic-labour-relations/salary-anomalies>

*The purpose of a salary anomaly process is to address inequities in salaries relative to a comparable group normally within a unit (such as a department, school, or faculty).*

### ***Methodology for reviewing practices at other Universities***

The Committee began its investigations with a broad examination of relevant salary anomaly policies at other academic institutions. Data were gathered from academic institutions that met the following criteria:

- Public, non-religiously affiliated, research Universities
- Located in Canada, USA, UK, Australia, and New Zealand.

While the public facing webpages of 166 universities were queried, only 55 were found to have public salary anomaly policies. They were primarily within Canada and the United States. To ensure the greatest comparability with SFU, we focused on summarizing the policy landscape within Canada at 21 institutions of comparable size to SFU (with 500 or more faculty members). A list of these institutions is provided in Appendix 1.

### ***Characteristics of observed policies***

#### **1) Triggers for salary anomaly review: individual, universal, and hybrid**

Our review identified three policy options related to the salary anomaly review: individual, universal, or hybrid. Individual-focused policies were triggered by circumstances focused on an individual, including submissions by an individual or someone in leadership (Chair or Dean). Universal policies examine salaries of all faculty members while hybrid approaches combined the universal and individual reviews.

The majority of salary anomaly processes in our examination of comparable Canadian institutions focused on review of the salary of an individual. Under these processes, an individual's salary is reviewed relative to a comparison group within the unit, department, or discipline.

The University of Toronto provides an example of a salary anomaly review process focused on individual cases:

*In order to establish the case for an adjustment, divisions are requested to provide to the Office of the Vice Provost, Faculty and Academic Life, the following information:*

- *A letter from the unit head describing the rationale for the increase.*
- *In the case of retention adjustments, details of the offer from a peer institution.*
- *A current CV of the individual.*
- *A summary of the candidate's progress through the ranks (PTR) assessments for the last three years relative to the candidate's pool.*
- *A standard salary curve for the entire unit mapping salaries against the age of each faculty member.*
- *A data table showing the name, rank, age, highest degree and year of conferral, and salary of each faculty member of the unit.*

Universal and hybrid approaches are rare, existing only at 2 of the 21 institutions: University of Windsor and University of Waterloo.

Key features of universal salary anomaly review processes include the schedule when the review occurs and the methodology for its implementation. Universal approaches may be scheduled to occur at set career milestones such as at promotion or tenure for all faculty members. Alternatively, they may occur according to a defined schedule (for example, every five years).

The University of Waterloo is an example of a University with a hybrid system. While their long-standing practice required individuals to self-identify any salary anomaly and request review, in 2015 a Working Group was formed with a mandate to “investigate all cases where faculty salary inequities, including but not limited to gender-based inequities, may exist and recommend how such cases should be resolved using the Faculties' existing anomaly funds.”<sup>6</sup> A universal examination was conducted for all faculty members. The Working Group also released a report recommending the adoption of universal review, with annual reviews recommended within faculties and review across the University recommended every five years. Based on the Working Group recommendations,<sup>7</sup> the Vice-President Academic and Provost and Faculty Association subsequently agreed that every five years a university-wide anomaly review would be conducted.

In their universal anomaly review, the Working Group at the University of Waterloo relied on regression analysis as a methodology for assessing the presence of anomalies. The regression model fitted salary as a linear function of 11 factors, with data provided centrally. The universal approach taken at the University of Windsor similarly utilizes a regression methodology, taking into account multiple factors including rank, age, and career trajectory.

## **2) Creation of comparison group**

A key consideration with individual, universal, and hybrid salary anomaly processes is how to structure comparisons across faculty members to identify an anomaly. Key characteristics of policies at other Canadian Universities, highlighting in particular the dimensions that form the basis of comparison for assessing whether or not a salary anomaly exists, are summarized in Appendix 2.

The factors used in policies to identify anomalies include rank, measures of experience (length of service or years since degree), performance, discipline or unit, highest degree and other measures of qualification, the strategic importance of the role or individual, and market or economic factors. Across compared institutions, the most common factors considered were:

- discipline or unit (reported at 15 Universities);

---

<sup>6</sup> [salaryanomalyworkinggroup.pdf \(uwaterloo.ca\)](#) 2016, p. 3; [Highlights from the Salary Anomaly Working Group Report | Faculty Association | University of Waterloo \(uwaterloo.ca\)](#)

<sup>7</sup> [joint memo on salary anomaly reviews 2016-12-12.pdf \(uwaterloo.ca\)](#)



- experience (13); and,
- performance (12).

### **3) Compensation**

Certain salary anomaly policies specify the type of payment to be made when an anomaly is identified: lump sum, percentage of salary, or allocation of salary step increments. Lump sum increments were the most common. Several policies include limits on the total or individual awards:

- Limits on total awards range from \$120,000 spread over the 4-year life of the agreement (Queen’s University) to \$1M (Memorial University).
- Totals are sometimes expressed relative to other funds. For example, at University of British Columbia, the limit is 0.5% of the Performance Salary Adjustment for each faculty reduced by career progress and other increments.
- Limits are also present in case of individual awards. The University of Western Ontario limits awards to \$7,500 for an individual. At Dalhousie University, there is a lifetime maximum award of \$5,000 per person.

### **4) Decision authority and consultation**

Many policies require a Committee to make anomaly decisions (Brock, Dalhousie, Ryerson, University of Manitoba, University of Ottawa, University of Western Ontario). In other cases, final decisions are made by the Chair, Dean, VPA, or President (Carleton, University of Calgary, UNBC, UVic).

In a minority of Universities in our sample, salary anomaly review processes are codified as part of a collective agreement between the University and their faculty union. In such cases, consultation with faculty representatives may be included as part of the process. One example is Carleton University that requires two members named by the employer and two members named by the association (union) to participate in a committee that assesses salary anomaly requests.

## **III. Community Consultation**

### **1) Introduction**

The SFU Salary Anomaly Survey was designed and administered online through the SFU Surveys using Survey Monkey. It included 21 questions on knowledge and experiences of the existing salary anomaly process at SFU, preferences for a new or revised process, and socio-demographic information about respondents. (The full questionnaire is included in Appendix 3.) The latter was important because salary anomalies have been associated, at SFU and in the academic literature, with belonging to equity-seeking groups. Therefore, the Committee sought to understand how respondents identify with reference to these groups.

The survey was distributed in February 2020 to all faculty represented by SFUFA. It received 223 responses, a response rate of 23%. The completion rate was 96%. Respondents were also given the option to provide further information through individual interviews. Eight individuals participated in these supplemental interviews. Interviews were conducted by an independent consultant. Given the small number of respondents and the important need to protect privacy, we are only able to report aggregate information and limited quotes from the interview data.

### ***Characteristics of respondents***

The proportion of respondents who identified as cisgender women (and answered the question on gender identity) was the highest (53%) compared to cisgender men (29%). The largest proportion of respondents who provided their age were in the 41-50 age group (38%), followed by 51-60 (28%); 86% of respondents to this question were 41 and older. 65% percent of those who indicated the ethno-national/racialized group identified as white while 19% preferred not to say. Additional information about the characteristics of respondents is included in Appendix 4.

Responses were received from all faculties as shown in Table 1. The most respondents (just over 30%) were from the Faculty of Arts and Social Sciences Appendix 4). Table 1 also shows survey respondents from each Faculty as a proportion of the total members of that Faculty (column 3). The Faculty of Health Sciences had the highest response rate.

**Table 1. Responses by Faculty**

Faculty	2020 Headcount <sup>8</sup> and Percentage of all SFUFA Members, by Faculty	Number of Survey Respondents and Response Rate, by Faculty
Faculty of Arts & Social Sciences	299 (28%)	66 (22%)
Faculty of Science	243 (22%)	53 (22 %)
Faculty of Applied Science	112 (10%)	13 (12%)
Beedie School of Business	100 (9%)	21 (21%)
FCAT	95 (9%)	17 (18%)
Faculty of Education	67 (6%)	14 (21%)
Faculty of the Environment	55 (5%)	10 (18%)
Faculty of Health Sciences	43 (4%)	11 (26%)
Library	70 (6%)	11 (16%)
Total	1084	216 *

\*Note: Total number who responded to this question, which is lower than the total number of survey respondents.

<sup>8</sup> Faculty Headcount by Department, Rank and Tenure Status, SFU Institutional Research & Planning Table FS-03 <http://www.sfu.ca/irp/faculty-staff.html>; Library headcount from: Table FS-10 Academic and Support Staff Employees - Sep. 2020.

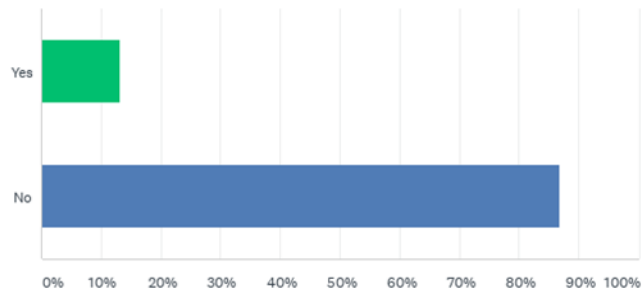
## 2) Findings

### *Knowledge and experience of existing anomaly process*

A slight majority of respondents (52%) was unaware that SFU has a process for addressing individual salary anomalies. A much larger proportion of respondents (87%) did not know how to request to have their salaries reviewed, as shown in Figure 1.

**Figure 1.**

Q2 Do you know how to request to have your salary reviewed for an anomaly?



As one interviewee noted:

“If I have a question about process it takes 1-2 months in our Faculty to get an answer... And then [you] have to take it to the Office of Faculty Relations and they might know.... Anything slightly unusual, people do not know the process. It would be nice if there was a designated person at SFUFA or at the Faculty level and that the process was clearly laid out. Having a colleague with experience would also be helpful.”

While a majority of respondents believe that salary anomalies are widespread at SFU, and 34% (72 out of 213) stated that they believe their salary is anomalous in their unit, only 6% had previously tried to initiate a salary anomaly review. Faculty members who provided additional qualitative responses to this question identified the following factors contributing to anomalies (included are responses provided by 5% or more respondents): market differentials (13%), negotiation (11%), ethno-racial and gender differences (9%), starting salaries (6%), timing of hire/salary, inversions and generational effects (5%), and cohort effects (5%).

These perceptions of the sources of anomalies were also reflected in the eight in-depth interviews held with SFUFA members. Participants noted that, “I did not receive a market differential when I moved to a different department and Faculty ... now I have learned that I am the lowest paid person in the faculty” and “Market differentials have not helped me ... [they are] given out on an ad hoc basis and in certain departments”. Several respondents argued that market differentials benefit men and units in which men dominate. Two of those interviewed also identified lower starting salaries as the underlying cause of what they perceive as their

anomalous salaries and stated that the effects of lower starting salaries are cumulative (over time) and impact benefits including pensions.

### ***Priorities for a new or revised anomaly process***

Respondents were asked questions about their preferences and priorities for a new or revised salary anomaly process at SFU.

*Principles and Priorities.* Respondents were asked about their key priorities for a new process. They most often ranked first equity, diversity, and inclusion (27%), transparency of process (25%), and total salary considered rather than only step placement (18%). A table of responses is given in Appendix 5.

In the survey, individuals had the option of providing additional qualitative suggestions about priorities for an improved salary anomaly process at SFU. Twenty-five individuals identified other principles that might be considered in the design of an improved salary anomaly process. Little consensus emerged in these responses. For example, one interviewee noted the importance of making salary anomaly comparisons within a unit and discipline, stating:

“Any process must be able to keep an open mind toward what is valued in the field and advances SFU's standing in that field. For example, Arts and Business cannot be compared on the same factors. Also, amounts of grants brought in cannot be compared equally in different fields.”

Another interviewee indicated the opposite perspective, stating that “equity across units for similar career progress and achievements” should be prioritized.

The most common comment (raised by four individuals) was for a neutral party to make decisions about salary anomaly awards, with two of these specifically noting that Deans may not be neutral decision makers.

In-depth interviews with eight faculty members were similarly varied, with recommendations highlighting a preference for neutral decision makers (raised by most interviewees), universal and hybrid review processes (raised by three individuals), and additional encouragement to incorporate an appeal process in a revised salary anomaly process (raised by two individuals).

“The Chairs have a lot of power and that affects us. They do not feel responsible towards people. They stay in that position for 10 years. They do not respond to us.”

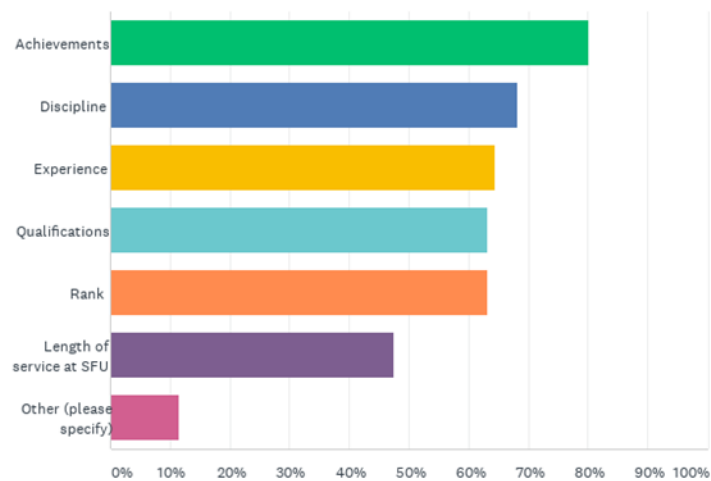
“I was given an appeal process but I still feel that the system is flawed when a Dean is basically the gatekeeper.”

*Comparison Group Characteristics for Identifying Anomalies.* The survey also collected information on characteristics that respondents believe are important regarding the selection of a comparable group for the purposes of reviewing whether an individual salary is anomalous

within a unit. The most important factors were consistent with their prevalence in policies at other institutions: achievements, discipline, and experience.

**Figure 2.**

Q6 In developing a salary anomaly process, a key consideration is the identification of characteristics used to create a “comparable group”. A comparable group is a group of faculty members, created based on similar characteristics, to which the salary under review is compared. Which characteristics do you think are important in selecting a comparable group? Check all that apply.



The importance of identifying the comparison group was highlighted in the interviews. As one interviewee stated:

“The major concern with the process is that for comparison purposes the person with the salary anomaly request is compared to persons at the same level to see if there is a difference in salary. This discriminates against people who were impeded in the ranks by delayed promotion.”

In other words, there is concern among some that comparison groups could be created without taking into account how inequities stemming from institutional processes contributed to the potential anomaly in the first place.

*Triggering Reviews and Implementation.* Respondents were also asked about how salary reviews should be instigated. 65% of those who answered the question indicated that reviews should be both individual and universal (conducted periodically for all SFUFA members).

Similarly, asked when salary reviews (if universal) should be conducted, 43% of respondents indicated that they should be undertaken both according to a set schedule and triggered at career milestones. This implies that respondents feel reviews should be conducted for all

faculty regularly (for example, every five years) and also done on an individual basis when a faculty member undergoes tenure or promotion.

Other qualitative responses from faculty members reinforced the survey results on the triggers and frequency of review. 58% of respondents answered an open-ended question requesting feedback on the current salary anomaly process. The most common feedback was that reviews should be regularized and triggered by the university rather than by the individual.

These views were also reflected in the interviews. Comments included:

“It should be done for everyone periodically. You should not rely on people doing it on their own. Some people do not know. Some people feel intimidated.”

“It should be done like every 5 years. It should be part of the university process. So, people who work for SFU feel equal.”

“It should be done for everyone, both men and women.”

### **3) Recommendations**

Based on our review of policies and salary anomaly processes at other comparable institutions, as well as our analysis of responses to our online survey and in-person interviews with SFUFA members, we recommend that SFU should:

- Ensure greater transparency, build awareness, and proactively communicate to SFUFA members the existing Salary Anomaly process.
- Ensure that robust data about SFUFA members are collected so that meaningful salary comparisons can be made.
- Ensure that the Salary Anomaly process is sufficiently independent and free of any conflicts of interest.
- Develop an improved Salary Anomaly process that advances the Equity, Diversity, and Inclusion commitments of SFU and that is responsive to the concerns raised in the 2016 Gender Salary Equity Report and this consultation report.

We recommend that a new Salary Anomaly process should:

- Retain the right of individuals to request a Salary Anomaly review and should introduce new periodic triggers for all SFUFA members, such as automatic review at promotion.
- Consider achievements, discipline, and experience in the creation of comparison groups.
- Include the ability to appeal a Salary Anomaly review decision.
- Ensure that the Salary Anomaly review and appeal processes are sufficiently independent and free of any conflicts of interest.

Additionally, once a new Salary Anomaly process is agreed and implemented, SFU should:

- Ensure transparency and awareness around the improved Salary Anomaly process.
- Take affirmative steps to reduce causes of salary anomalies, such as making reducing anomalies the mandate of a senior administrative position (Vice President, People, Equity and Inclusion).

## APPENDIX 1

### Comparable Canadian Universities with Salary Anomaly Policies

University	Province/Area	Full time Faculty	Students
University of British Columbia	BC	5000	61,000
University of Toronto	ON	2,500	90,000
University of Northern BC	BC	500	3,500
Queen's	ON	1,100	28,000
University of Victoria	BC	900	23,000
Carleton	ON	850	30,000
University of Ottawa	ON	1200	42,000
York	ON	2400	52,000
Brock	ON	600	19,000
Ryerson	ON	900	42,000
Memorial University of Newfoundland	NL	1,300	18,000
University of Calgary	AB	1,800	32,000
University of Manitoba	MB	1,100	30,000
Dalhousie	NS	1,000	20,000
University of Waterloo	ON	1200	40,000
University of Western Ontario	ON	1400	35,000
University of Windsor	ON	500	15,000
McGill	QB	1600	40,000
Simon Fraser	BC	1,100	35,000
University of Guelph	ON	800	28,000
University of Alberta	AB	2,000	38,000
University of Saskatchewan	SK	1100	25,000



## APPENDIX 2

### Comparison dimensions in Canadian salary anomaly processes

	School	Rank	Length of service, years since degree or experience	Performance	Discipline or unit	Highest degree, qualifications	Strategic importance	Market, economic factors	Other
1	Brock*								
2	Carlton				X			X	
3	Dalhousie	X	X		X				
4	McGill*								
5	Memorial			X			X		Existing differentials
6	Queens		X	X	X		X		
7	Ryerson	X	X		X				
8	York	X	X		X				Business school has separate process
9	University of Alberta			X	X		X		
10	University of British Columbia		X	X	X			X	
11	University of Calgary		X	X	X	X			
12	University of Guelph*								
13	University of Manitoba	X	X		X	X			Other as determined by committee
14	UNBC		X	X		X			
15	University of Ottawa		X	X	X	X			
16	University of								

	Saskatchewan*								
17	University of Toronto	X		X	X	X			
18	University of Victoria	X	X	X	X	X		X	Starting salary
19	University of Western Ontario		X	X	X	X			
20	Waterloo	X	X	X	X	X			
21	Windsor	X	X	X	X				Age, highest admin position held
<b>Total Count</b>		8	13	12	15	8	3	3	

\*No information available on comparison dimensions

### APPENDIX 3: Questionnaire

#### QUESTIONNAIRE:

The purpose of a salary anomaly process is to address inequities in salaries relative to a comparable group normally within a unit (such as a department, school or faculty).

1. Are you aware that SFU has a process for addressing individual salary anomalies?  
 Yes  
 No
  
2. Do you know how to request to have your salary reviewed for an anomaly?  
 Yes  
 No
  
3. Have you ever tried to initiate a salary anomaly review?  
 Yes  
 No  
  - If yes,
    - which aspects of the current process work well and why?  
[open text, maximum 500 characters]
    - which aspects of the current process do not work well and why?  
[open text, maximum 500 characters]
  
4. Do you think that your salary is anomalous within your unit?  
 Yes  
 No
  
5. Do you think that salary anomalies are widespread at SFU?  
 Yes  
 No  
  - If yes, what do you think is contributing to this problem?  
[open text, maximum 500 characters]

6. In developing a salary anomaly process, a key consideration is identification of characteristics used to create a “comparable group”. A comparable is a group of faculty members, created based on similar characteristics, to which the salary under review is compared. Which characteristics do you think are important? Check all that apply.
- a. Achievements
  - b. Discipline
  - c. Experience
  - d. Length of service at SFU
  - e. Qualifications
  - f. Rank
  - g. Other [text box, 500 characters]
7. What are the principles that should inform a new Salary Anomaly process? Please select all that apply and rank them in order of importance, where 1 is your highest priority.
- Accessibility of the process
  - Equity, diversity, and inclusion
  - Regular data gathering and monitoring of the process and its impacts
  - Regularity of salary review for anomaly
  - Right of appeal
  - Speed of resolution
  - Total salary considered, rather than only step placement
  - Transparency of process
  - Other. Please explain. [text box, 500 characters]
8. Should reviews of potential salary anomalies be instigated by an individual or implemented universally for all faculty members periodically, or both?
- Reviews should be individual, triggered by the faculty member
  - Reviews should be universal and conducted periodically for all SFUFA members
  - Both individual and universal
9. If salary anomaly reviews were to be universal, should they be triggered automatically at a certain stage in everyone’s career (e.g., on promotion), or conducted regularly according to a set schedule (e.g., every 5 years), or both?

- Triggered at career milestones
- Conducted according to a set schedule
- Both

10. The terms of the existing salary anomaly process from the current collective agreement are as follows:

*42.41 Consideration of salary anomalies may occur at any time, but Members are not permitted to apply more than once in any five-year period.*

*42.42 To initiate a salary anomaly consideration, a request, in the form of a memo, should be sent to the Chair outlining the reasons that a Member believes their salary is anomalous.*

*42.43 Salary anomaly considerations may also be initiated by the Department Chair or the Dean. If the request is initiated by the Department Chair, the Member should have the opportunity to comment on the request. If the request is initiated by the Dean, the Chair (or TPC Chair in a non-departmentalized faculty) and the Member should have the opportunity to comment on the request. In order to address anomalies, extra steps may be awarded (anomaly steps). The Chair and the Dean should include any recommendations they may have for addressing the anomaly.*

*42.44 The submissions should be forwarded to the Vice-President, Academic who will consider the request and who will make a recommendation to the President.*

Do you have any additional suggestions on how to improve the current process?

[open text, maximum 500 characters]

## ABOUT YOU

These questions are designed to help us understand the characteristics of faculty responding to the survey. They are not mandatory, and all information will be treated with confidentiality.

11. In which unit do you work?

- Faculty of Applied Sciences
- Faculty of Arts and Social Sciences
- Beedie School of Business

- Faculty of Communication, Art and Technology
- Faculty of Education
- Faculty of Environment
- Faculty of Health Sciences
- Faculty of Science
- Library

12. What is your appointment type?

- Continuing research faculty (Assistant, Associate, Full)
- Continuing teaching faculty (Laboratory Instructor, Lecturer, Senior Lecturer, University Lecturer)
- Grant tenure faculty
- Librarian and archivist faculty (Librarian or Archivist 1, 2, 3 or 4, Division Head)
- Post-retirement faculty
- Practitioner faculty
- Term appointment (teaching, research or librarian and archivist)

13. How long have you been at SFU?

- 0-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 20 + years

14. How old are you?

- Under 30
- 31-40
- 41-50
- 51-60
- 61-70
- Over 70

15. With which gender identity do you most closely identify? Check all that apply:

- Woman - Cisgender
- Woman - Transgender
- Man - Cisgender
- Man - Transgender
- Non-Binary Person
- Not listed above. Please specify: \_\_\_\_\_ [text box ]
- Prefer not to say

16. Please indicate your sexual orientation. Check all that apply:

- Asexual
- Bisexual
- Gay
- Heterosexual
- Lesbian
- Pansexual
- Queer
- Two-Spirit
- Not listed above. Please specify [text box needed]
- Prefer not to say

17. With which of the following ethno-racial/racialized groups do you self-identify? Please select all that apply.

- Aboriginal
- African
- Caribbean
- East Asian
- Latino/Hispanic
- Middle Eastern
- South Asian
- White
- Not listed above. Please specify [text box]
- Prefer not to say

18. Do you identify as a person with an impairment, disability or chronic condition?

- Yes
- No
- Prefer not to say

19. Have you taken any short-term health-related leaves of absence while at SFU?

- Yes. Please specify: \_\_\_\_\_ [text box ]
- No
- Prefer not to say

---

Thank you for taking the time to complete this survey.

If you are interested in sharing your additional thoughts with us in-person, please email us at

[salary-anomaly-consultation-2019@sfu.ca](mailto:salary-anomaly-consultation-2019@sfu.ca).



## APPENDIX 4: Survey Respondent Information

Figure 1: Unit of respondents

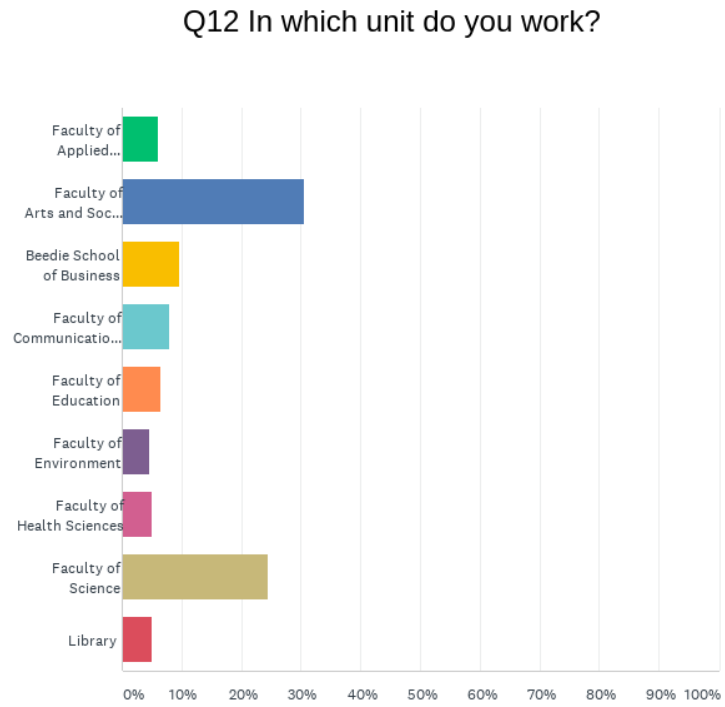
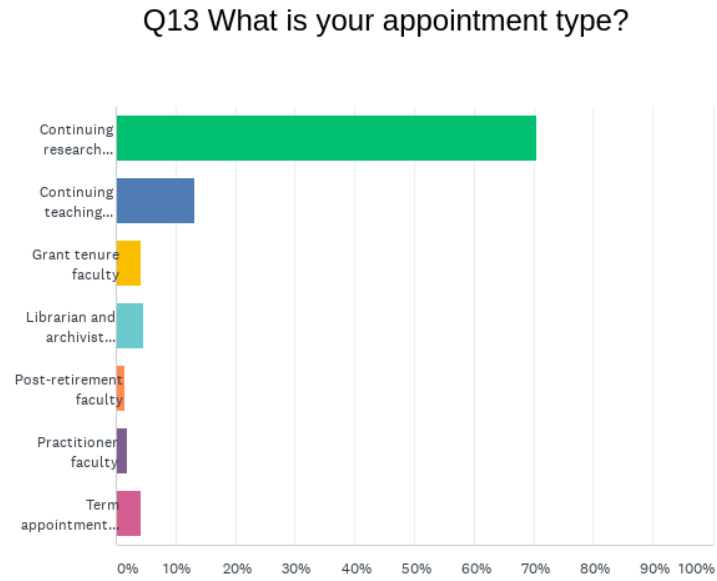


Figure 2: Appointment type of respondents



## Appendix 5

**Table 1. What are the principles that should inform a new Salary Anomaly process?** Please select all that apply and rank them in order of importance, where 1 is your highest priority.

	1	2	3	4	5	6	7	8	9
Accessibility of the process	15% 28	21% 39	16% 29	16% 30	15% 27	9% 17	3% 6	4% 7	0% 0
Equity, diversity, and inclusion	27% 49	14% 25	17% 31	12% 22	10% 18	4% 7	4% 8	11% 19	1% 1
Other	4% 3	1% 1	0% 0	4% 3	1% 1	0% 0	1% 1	5% 4	82% 61
Regular data gathering and monitoring of the process and its impacts	11% 20	16% 28	16% 28	18% 32	11% 19	13% 23	9% 16	6% 11	1% 1
Regularity of salary review for anomaly	11% 20	14% 25	13% 23	16% 28	13% 22	15% 26	11% 20	6% 10	1% 2
Right of appeal	1% 2	2% 3	10% 18	7% 13	22% 39	22% 38	25% 43	9% 16	1% 2
Speed of resolution	1% 1	4% 6	3% 5	11% 19	11% 19	18% 31	22% 37	29% 49	1% 1
Total salary considered, rather than only step placement	18% 32	24% 44	13% 23	12% 22	6% 11	8% 14	7% 13	11% 20	1% 2
Transparency of process	25% 48	15% 28	20% 38	10% 19	11% 21	5% 10	7% 14	6% 12	1% 2