


# Responding to faculty concerns: an approach to salary equity analysis and course correction

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125,058	154,568	95,054	124,5
125,487	56,845	97,511	125
124,000	110,000	99,011	15
105,450	150,000	99,216	9
86,502	35,000	101,090	1
	83,000	101,684	
	45,000	101,962	
		102,747	
		006	

# Catalyzing the investigation

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“What concrete, actionable steps will Libraries’ administration take to ensure an equity pay increase for female assistant librarians in the 2020-2021 academic year? How will this be reported to the faculty?”

# Collaboration

## Administration

- Senior Director of Administrative and Financial Services
- Associate Dean for Learning and Undergraduate Services

## Assessment

- Head of Library Assessment
- Analysis and Planning Consultant

## Library Faculty Organization

- Librarian Representative

## Human Resources

- Human Resources Strategic Partner
- Human Resources Generalist

# Goal

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## Identify and address salary inequities in University Libraries

- Minimize subjectivity in selecting and reviewing cases
- Maintain transparency and trust among faculty

# Data & Analysis

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- **External - Market Analysis, benchmark against BTAA**
  - Requested 2019 Salary Survey Data from BTAA peers, received data from 14/14 BTAA institutions
- **Internal – Compression Analysis and Group Differences**
  - Compiled internal data using HR data from October 2021 (n=122)
  - Containing information on salary, rank, tenure track, tenure status, years since tenure, manager status, job title, education, hire date, years since hire, campus, age, gender, race/ethnicity, ...

# Method

<b>Principle</b>	<b>Method for identifying cases</b>
<b>Below market value</b>	Flagged cases below the BTAA 25% percentile
<b>Compression issues</b>	Overlapping ranks - Flagged cases below the PSU 25% percentile at associate and librarian ranks  Regression – Flagged cases where the residual (difference between the actual and estimated salary) was less than or equal to (-1.0), using rank and years of experience
<b>Group differences</b>	Regression – Looked at group differences, specifically gender and tenure track

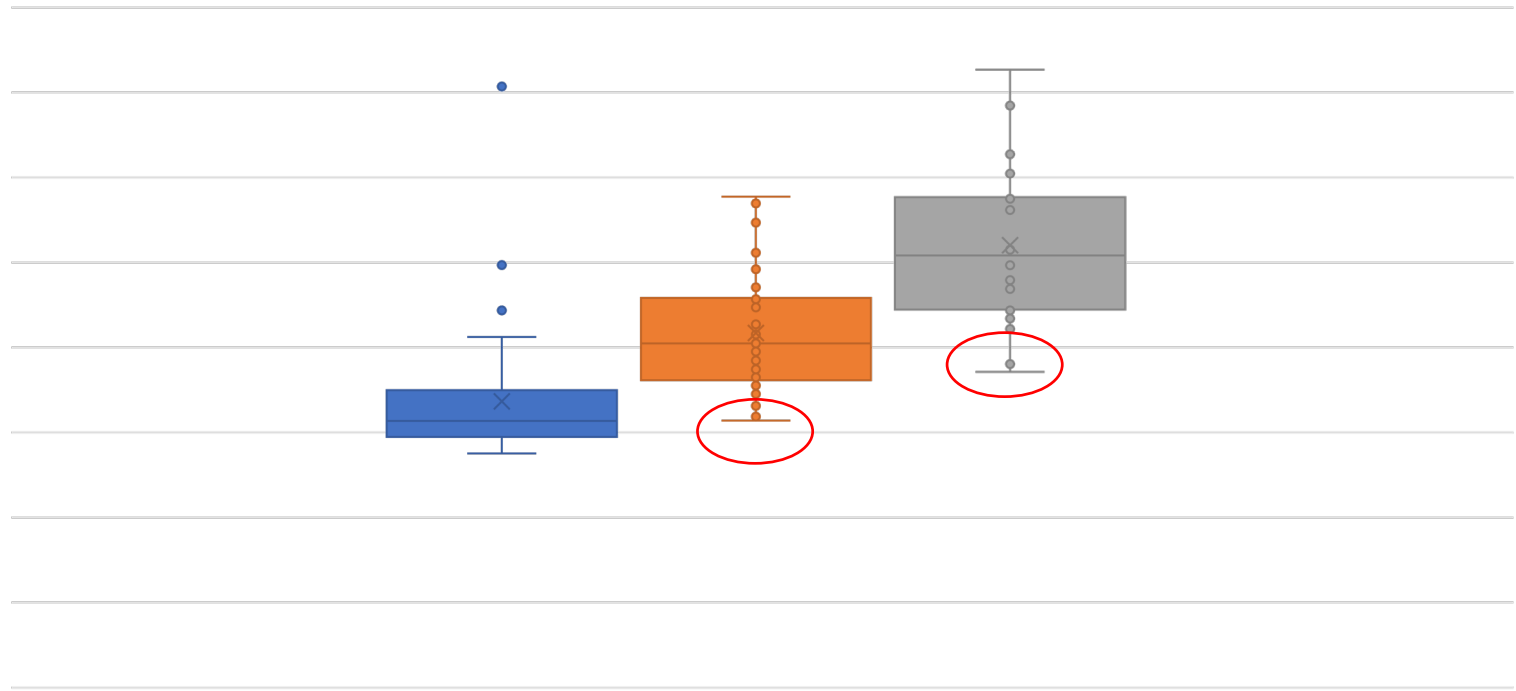
Below  
market:  
(n=26)

	Assistant	Associate	Librarian	Total
Below 25%	13 (28%)	7 (14%)	6 (23%)	<b>26 (21%)</b>

Potential  
compression:  
Overlapping  
rank  
(n=18)

Salary by Rank

■ Assistant ■ Associate ■ Librarian





# Correlations

	Correlation Coefficient	Significance	
ARL Yrs. Experience*	0.729	0.000	***
Rank	0.673	0.000	***
Tenure Track	0.603	0.000	***
Age*	0.599	0.000	***
Dept. Head Flag	0.532	0.000	***
Sex (Male)	0.190	0.036	*
Race/Ethnicity (White)	0.140	0.123	

- Moderate relationship .5-.7; Strong relationship .7-.9
- \* Years of Experience and Age highly correlated at .881, cannot include both in regression

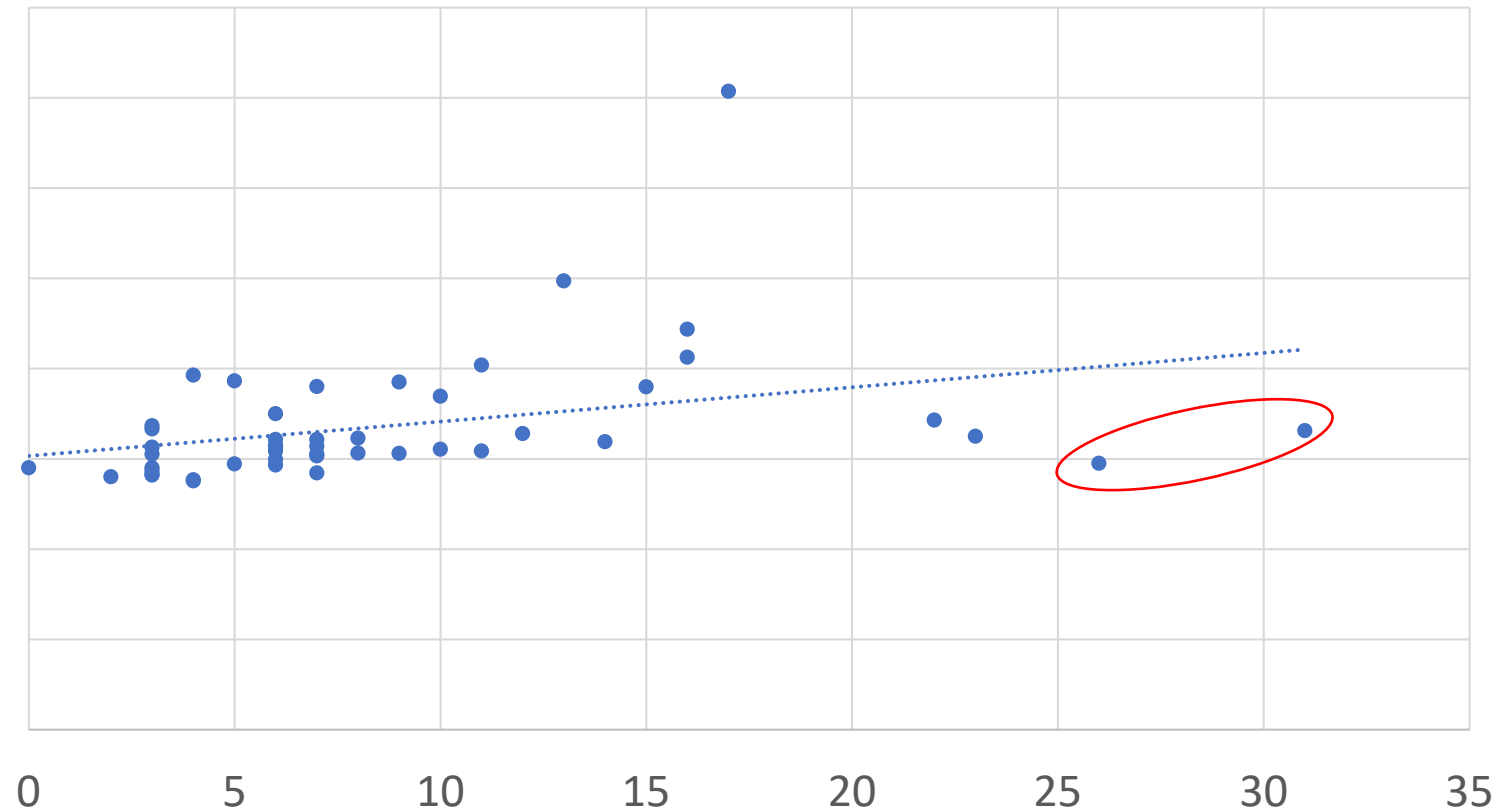
# Regression

	Model 1			Model 2 (adding demographic)		
<b>R2</b>	<b>.767</b>			<b>.770</b>		
<b>Factors</b>	<b>Coefficient</b>	<b>Sig.</b>		<b>Coefficient</b>	<b>Sig.</b>	
Gender (Male)				1972.127	0.320	
Race/Ethnicity (White)				1328.973	0.576	
Rank (Assistant)						
Associate	2404.869	0.317		2170.925	0.369	
Librarian	12949.590	0.001	***	13043.014	0.001	***
Tenure Track (On Tenure Track)	10982.915	0.001	***	11033.385	0.001	***
Dept. Head Flag	15687.581	0.001	***	15578.330	0.001	***
ARL Yrs. Experience	954.039	0.001	***	929.169	0.001	***

- Able to explain 77% of variance in salaries (adding demographic factors contributes nothing .003)
- What explains the other 20%? Could be performance, education, or job title (market demand for particular skills/specialties)

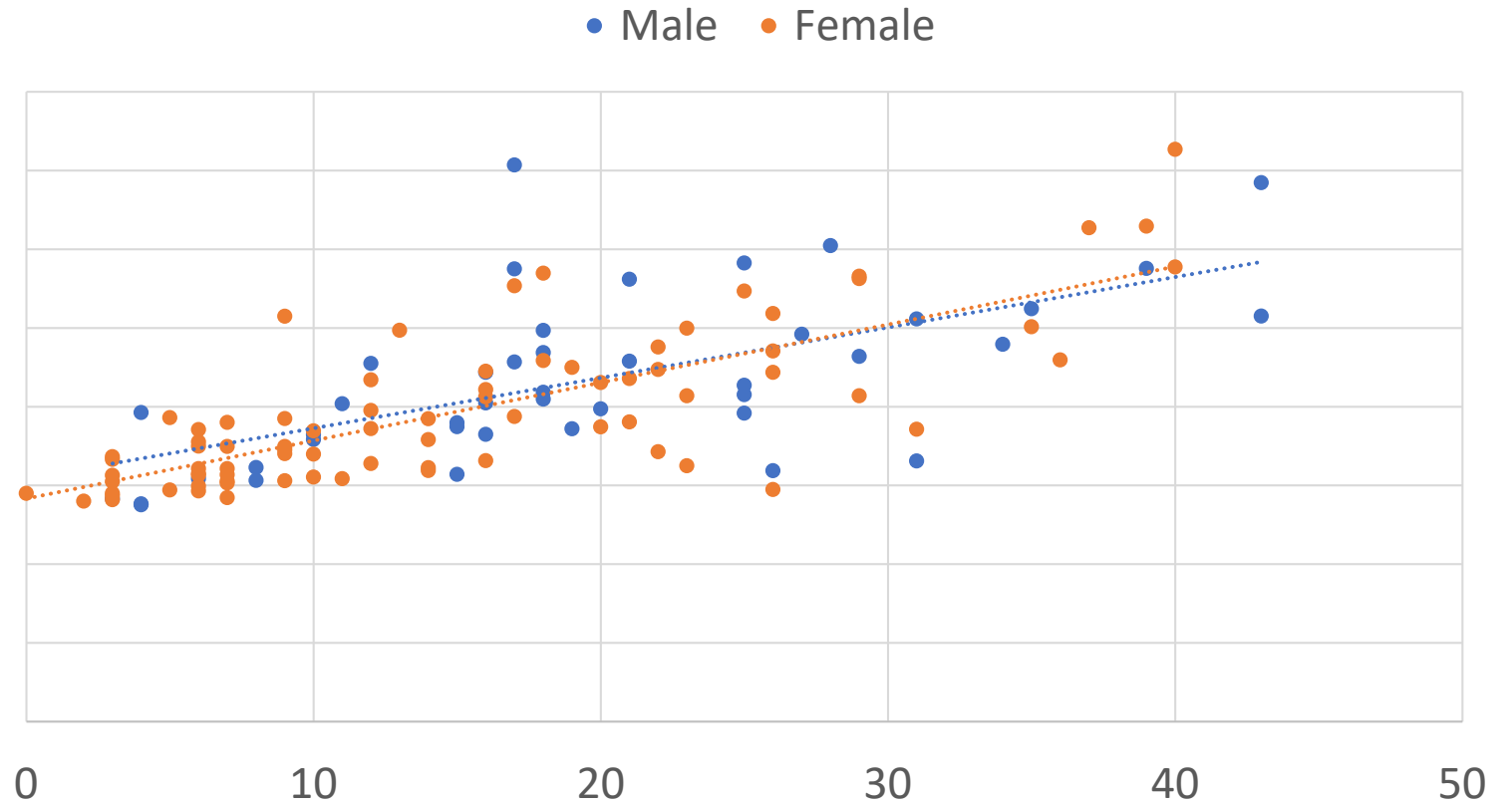
Potential  
compression:  
Years of  
experience  
(n=12)

Assistant - Salary by Years of Experience



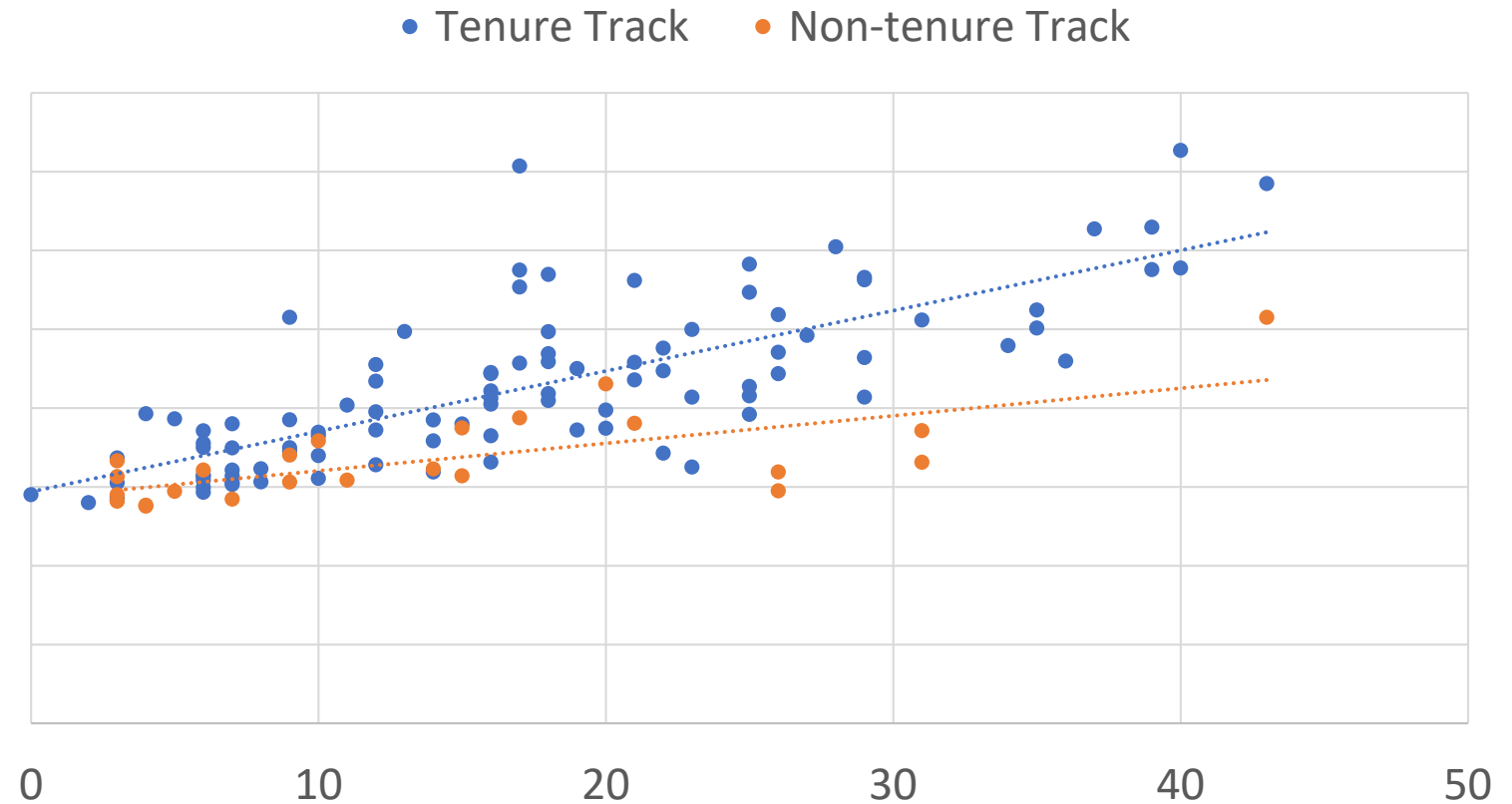
# Group Differences: Gender

Salary by Years of Experience and Gender



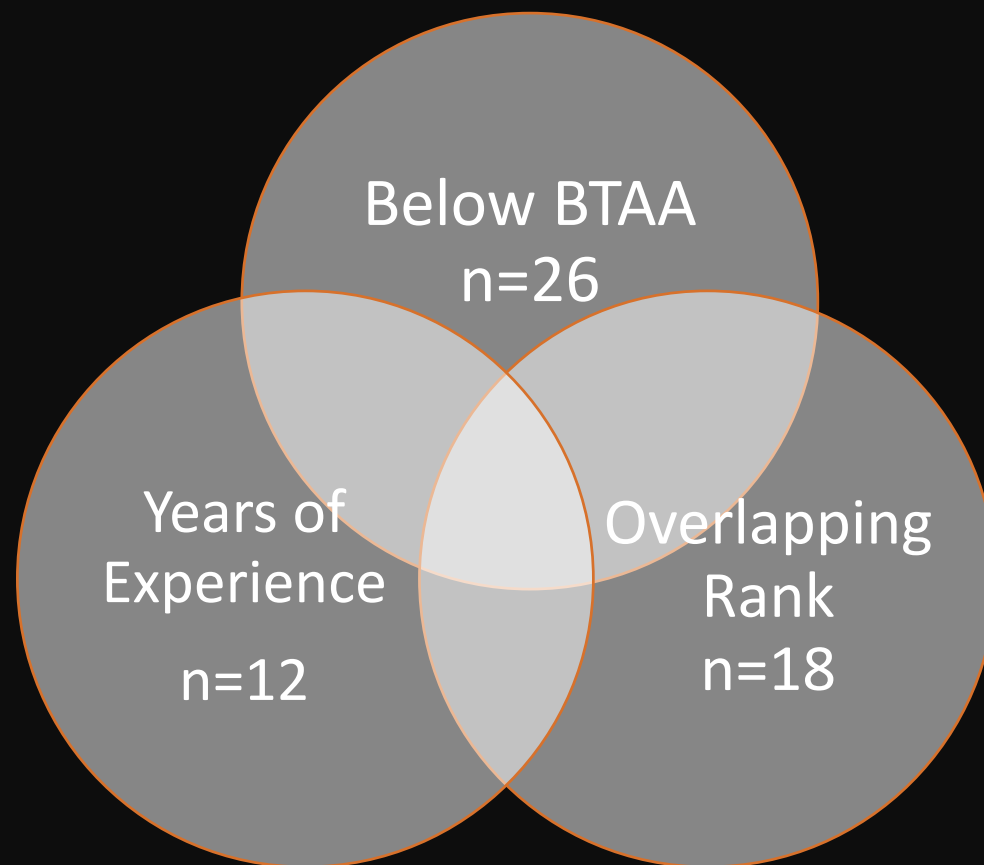
# Group Differences: Tenure track (n=6)

Salary by Years of Experience and Tenure Track



# Findings

- 35 *unique* cases identified for salary adjustments (~29% of base population)
- Additional 6 tenure track cases flagged for review, not already identified
- Estimated cost to fix \$242,999



# Implementation

- Self-funded initiative, current budget restraints
- Tiered roll-out to distribute financial impact

## Increases effective 1/1/2023

- 50% budget impact on 22-23 budget
  - 20 BTAA Adjustments
  - 4 NTT Adjustments

## Increases effective 1/1/2024

- 50% budget impact on 23-24, 24-25 budget
  - 10 Years of Service Adjustments
  - 7 Rank Adjustments

Some employees have multiple adjustments

# Communication

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- **Library Faculty Organization**

- Overview of methodology, findings and adjustments

- **Notifications to supervisors/employees**

- Communication to supervisors/employees – employees receiving adjustment; those who requested review, but adjustment not supported by data



# Additional Outcomes and Next Steps

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- Increased starting salary offer
- Informed the process of initial salary offers, reducing time to calculate
- Continue to monitor and review salaries