



## **Anomaly and Retention Allocations for Academic Staff Process and Criteria for Decision-Making**

The following applies to all academic staff eligible for McGill's Academic Salary Policy (ASP).

### **Overview**

Each year McGill earmarks funds within the budget assigned to the university's ASP to permit increasing staff members' base salaries to correct an anomaly or retain a professor. This amount has been \$600K/an for the last nine years. As part of ASP2023-26, this envelope will increase to **\$750K/an**.

Anomaly-based salary allocations are intended to address situations where an academic staff member's salary is inequitable relative to relevant benchmarks, according to the criteria set out below.

Retention-based salary allocations are intended to address situations where an academic staff member, whose departure would have significant adverse consequences for their academic unit or the university broadly, presents a risk of leaving McGill.

### **Process**

Deans and Chairs/Directors are required to assess academic staff salaries proactively and regularly to identify and rectify salary inequities. Within the Provost's Office, the Associate Provost (Equity & Academic Policies) (AP-EAP) reviews all salaries for the same purpose. Potential inequities should be raised with the AP-EAP for assessment and action.

Deans are invited to make well-justified requests for anomaly- and retention-based salary adjustments for members of their academic staff as part of the annual merit process. Adjustments granted in response to such requests are applied as of 1 June, the same date that ASP takes effect. Exceptionally, salary adjustments can be requested and granted at other times.

The University will provide Deans, Chairs, and Directors with training on equitable, proactive practices related to anomaly and retention allocations.

Any staff member eligible for ASP may make a request to their Chair/Director (or, in the case of Faculties without Departments, the Dean or Vice-Dean) that their salary be reviewed to determine whether an increase is warranted. Upon receiving such a request, a Chair/Director should present this to their Dean. Where a Dean accepts to advance the request, it is forwarded to the Provost, who makes the final determination drawing on the reasons and recommendation from the Faculty.

In making determinations as to whether a salary adjustment is warranted for anomaly or retention reasons, Chairs/Directors, Deans, and the Provost rely on salary data available to them in Workday (Chairs, Deans, Provost) and in the Tableau worksheet (Deans and Provost only). This allows for analyses informed by the factors indicated below. Requests for salary adjustments are reviewed and can be accepted, rejected, or accepted in part at each step.

Throughout, all decision-makers are to be guided by the criteria set out below. Where an individual academic staff member has made a request that is declined or accepted in part, reasons should be provided for the decision. Both the request and the decision should be recorded in writing. These conversations must take care to protect the confidential personal information of other staff members (related, for example, to salaries or past academic performance).

The University will review these guidelines annually and will make adjustments where appropriate based on feedback from Deans, Chairs, Directors, and members of academic staff.

### **Criteria for Decision-Making**

#### **Anomaly:**

- Merit history and recent/current academic performance (in all areas)
- Time since PhD
- Time in rank
- Special considerations/extenuating circumstances
- Total compensation relative to appropriate comparator peers

#### **Retention:**

- Merit history and recent/current academic performance (in all areas)
- Analysis of whether the staff member has had prior anomaly/retention allocations
- Presence of other measures of academic recognition (notably research chairs, which are highly coveted)
- Total compensation relative to appropriate comparators, relying on a regression curve that examines all of an academic unit's members, plotting salary and years since PhD while also considering rank and gender. The goal is to ensure that retention allocations do not result in internal inequities/salary compression.