

**The University of Western Ontario**  
**Report of the Librarians' and Archivists' Career Trajectory Fund Committee**  
**June 26, 2025: Portion pertaining to 2024-25 salary adjustments**

**Background and Mandate:**

The Librarians' and Archivists' Career Trajectory Committee (L/A CTC) was established by agreement between The University of Western Ontario (the Employer) and The University of Western Ontario Faculty Association (the Association) on behalf of the Librarians and Archivists. A Career Trajectory Fund (CTF) was also established through this agreement. The value of this fund is \$55,000 for the 2024-25 year. Previous Career Trajectory Funds distributed \$40,000 to members for the 2022-23 year, \$40,000 for the 2018-19 year and \$40,000 for the 2016-17 year. This report reflects the work of the L/A CTC in fulfilling the mandate of the 2024-25 Career Trajectory Adjustments. The Committee has now completed its work.

In 2024-25, Career Trajectory Adjustments are to be assigned first to address any Gender-Based Anomalies for Members with Probationary or Continuing Appointments whose salaries are determined to be anomalously low because of their gender. These adjustments are to be made from the CTF before any Career Trajectory Adjustments are considered. Any remaining funds are to be distributed to Members with Probationary or Continuing Appointments whose salaries are anomalously low relative to their experience and accomplishment using factors including, but not limited to, years of service, years since MLIS (or equivalent Archivist qualification), rank, recent PAI scores and career stage compared to similar Librarians and Archivists at comparator institutions.

In undertaking this work the L/A CTC examined relevant salary data and, following a case-by-case review, has recommended systematic adjustments to salary to be added to some Members' 2024-25 base salary after all other adjustments (scale, PLCP, etc.), effective July 1, 2025. All data viewed and used by the committee were de-identified. As the work of the Committee has been delayed, the adjustments will be retroactive to July 1, 2024, and will require adjustments to salaries in subsequent years. The recommendations of the Committee were made to the Provost through the Committee Chair.

**Summary of Recommendations:**

The L/A CTC reviewed relevant salary data and developed a systematic model to predict salaries of Librarians and Archivists at Western. The Committee found no evidence of systematic gender-based anomalies in the pay structure for Western's Librarians and Archivists. The Committee then proceeded to review salary information to determine any internal anomalies in salary trajectories, depending upon career stage and performance. A subsequent stage was to review data from comparable universities to determine how Western's Librarians and Archivists salaries compare to their colleagues at other universities, again depending upon career stage. As a result of this review, 26 members will receive Career Trajectory Adjustments retroactive to July 1, 2024.

**2024 Committee Membership:**

In accordance with the agreement of the Parties, the L/A CTC consisted of five members, with two appointed by the Association, two appointed by the Employer, and a Chair chosen jointly by the Employer and the Association. The Committee membership was:

**Chair:**

Laura Stephenson (Professor and Chair, Political Science)

**Association Appointees:**

Elizabeth Marshall (Director, C.B. "Bud" Johnston Library)

Kristi Thompson (Research Data Management Librarian, Western Libraries)

**Employer Appointees:**

Geoffrey Little (Vice-Provost and Chief Librarian)

Melanie Mills (Acting Associate Chief Librarian) sat in for Geoffrey Little for the June 23 and June 26 meetings

Nusha Keyghobadi (Acting Vice-Provost, Academic Planning, Policy and Faculty)

**Resource Person:**

Margaret Poirier, Senior Analyst, Office of the Vice-Provost (Academic Planning, Policy and Faculty)

**Deadlines:**

The Committee was struck in November 2024 and started to meet in early December 2024.

The Parties agreed that the L/A CTC would carry out its mandate to distribute the Career Trajectory Fund as expeditiously as possible.

**L/A CTC Meetings:**

The dates of the L/A CTC meetings were:

December 9, 2024

February 18, 2025

March 21, 2025

June 23, 2025

June 26, 2025

A significant amount of communication also occurred over email to facilitate moving forward with the project.

The Committee completed its work with an email exchange to review the final report after the June 26 meeting.

**Process****Adjustments from the 2023-2027 Career Trajectory Fund:**

The Committee reviewed the 2023-2027 Collective Agreement between the Parties to ensure that the mandate was clear. The agreement between the Parties indicated that the 2023-2027

Career Trajectory Fund was to be used first to correct any salaries for Members with Probationary or Continuing Appointments whose salaries were anomalously low because of their gender. After that, remaining funds were to be used to correct anomalies related to internal or external comparisons. The fund total was \$55,000.

The Committee discussed the report of the 2022-23 CTC. That Committee looked at gender, experience and accomplishments in building a model of salaries. For external comparisons, they looked to five Ontario Council of Academic Vice-Presidents (OCAV) institutions.

The Committee decided to investigate gender anomalies through a regression of salaries as well as looking at PAI scores by gender and rank to identify bias. The Committee decided to look at average PAI over 5 years, as the 2022-23 CTC also did. The Committee also had a discussion about whether to use the current rank or the rank as of July 1, 2024 and decided it was more appropriate to use the rank as of July 1, 2024 in all analyses, as that was the rank at the time that the salary data were established. Once again, Marg Poirier was immensely helpful in preparing all of the necessary data and analyses. The Committee thanks her for her hard work.

All members of the bargaining unit as of July 2024 were included in the dataset, regardless of whether they were eligible for an adjustment. The Committee used base salary amounts, excluding any administrative stipends, as the starting point of analysis. Using these salary amounts, the Committee undertook a detailed regression analysis of the salary data for Librarians and Archivists in order to define the relationships between an individual's salary and variables related to experience and accomplishment, as well as gender. This study showed no evidence of systematic gender bias in pay structure at Western for Librarians and Archivists. The analysis of PAI scores likewise showed no evidence of gender bias. The Committee considered a variety of variables, including rank, average PAI, years of professional experience, and years since MLIS, before determining their final model of salary structure. The Committee initially determined that the most appropriate model included just rank and years of professional experience, and excluded outliers, but after further review decided to include average PAI (5 years) in the model as well. The rationale was that PAI should be a factor in salary, even if the variable itself was insignificant in models of current salaries.

With the requirement to review salaries for gender-based anomalies addressed, the Committee was able to move on to consider internal career trajectory anomalies and external comparisons. The Committee attempted to get access to data collected by the Ontario Council of Academic Vice-Presidents (OCAV) from the five institutions used by the 2022-23 CTC: Guelph, McMaster, Queen's, Waterloo and Brock). After significant time, it became clear that data from only three (McMaster, Queen's and Waterloo) would be available in a timely fashion, so the decision was taken to move forward with what was available. The Committee had access to compilations of full-time salary data for all Probationary and Continuing Librarians and Archivists at Western as well as at the three comparator institutions.

The Committee grouped Probationary and Continuing Members of the bargaining unit into cohorts based on years of professional experience. The same grouping was done for comparable positions at the three comparator institutions. Mean, median, minimum and maximum salaries were determined for each grouping. The analysis was prepared for both 5-year and 10-year experience cohorts. The Committee reviewed the mean salary comparison data and in each case, for either 5-year or 10-year cohorts, the ratio of comparative salaries to

Western salaries was greater than 1.0. This means that mean salaries at Western were lower than comparator institution salaries in 2022 (the year for which the data were available).

### **Adjustments:**

The Committee met when all of the data for determining internal and external adjustments were determined. All data were de-identified. The main point of discussion was about which element (i.e., internal versus external comparisons) should be prioritized for adjustments. The Committee expressed concerns about the robustness of the external comparator data since only three institutions were available, the data was from 2022, and the categories used by different institutions differ. Further, the adjustments that would be needed to correct differences from external comparators were far beyond the scope of the CTF funding. The Committee discussed various options, such as creating lump sum distributions that would reflect the differences in external discrepancies by experience cohorts, but ultimately decided that it would be appropriate to prioritize internal anomalies over external ones. It decided to address only internal anomalies with the funds available (0% external comparison-based adjustments). The Committee strongly recommends that future Collective Agreement negotiating teams reconsider including external comparators as part of the CTF mandate, as the quality of the data are concerning and the possibility of adequately addressing the observed discrepancies with a CTF fund highly unlikely.

As the total of the adjustments exceeded the \$55,000 trajectory fund, the Committee prorated the adjustment amounts in order to allocate the entire \$55,000 fund to eligible Members. The Committee decided to exclude retired members from the adjustments, although they were included in the dataset used to determine the underlying statistical models.

### **Case-by-case review:**

The Committee reviewed each individual adjusted salary using a de-identified listing that indicated for each Member the total difference between the projected and actual salary. This was done to ensure that each individual adjustment appeared reasonable relative to their peers given their experience and PAI. No changes were introduced by this process. However, the Committee did decide that it would be appropriate to create minimum and maximum adjustments of \$500 and \$5,000, respectively. These were applied to the calculated adjustments and required only a slight ad hoc adjustment for the total to remain within the \$55,000 allocation.

### **Conclusion:**

The recommendations of the Committee were made to the Provost through the Committee Chair. The adjustments are expected to be implemented retroactive to July 1, 2024 on the July 2025 pay.