Determination of Counterparts

For purposes of salary review, there are a number of bases on which one may judge whether any two persons are or are not counterparts. These include (i) quality of performance, (ii) nature of duties to be performed, (iii) title, when appropriate, (iv) seniority at Urbana-Champaign and professional experience elsewhere, and (v) responsibility of position.

In some instances it may not be possible to identify a set of counterparts for a given petitioner such that every counterpart is the equal of the petitioner in all of the previously noted terms; but, counterparts can be ranked and may be selected to bracket the petitioner. That is, it may be determined that counterpart Y ranks higher than the petitioner overall or on the average, while counterpart X ranks lower.

Because market factors can vary to a considerable degree among academic professional positions, it is essential to look for counterparts for a petitioner within similar positions. In the case of small departments, however, counterparts may need to be sought outside the petitioner's department and in rare cases outside the campus, but in closely related jobs in institutions of higher education with which Urbana-Champaign is traditionally compared. The use of external counterparts will be permitted only upon the presentation to the Office of Equal Opportunity and Access of demonstrable evidence of the elimination of internal prospects for the selection of appropriate counterparts. Further, the acceptance of any proposed set of external counterparts will be predicated upon the aforementioned criteria and the appropriateness of the settings (i.e., institutions) from which the proposed counterparts are selected.

Major Factors Determining Salary at Urbana-Champaign

Statistically speaking, differences in salaries are correlated with such measures as quality of performance, title, years of experience since highest degree, years at Urbana-Champaign, etc. Yet within any group of academic professionals of roughly the same seniority there can be large differences in salary. The differences can be categorized in terms of the effects of merit (which might include such things as quality of performance, level of responsibility, educational requirements, number of staff supervised, budget administration, etc.), market factors and unique and distinctive contributions to the furtherance of the University's mission.

A. Merit Factors
Merit factors consist of the indications of relative merit of performance of the tasks which are part of one's job expectations. Objective indicators of merit in the areas of performance must be evident in order to recommend salary increases above a minimum. It should be noted that the specification of indicators of performance and the assessment of these varies greatly among the large number of units on campus.

B. Market Factors

In addition to merit and seniority considerations, individual and overall Urbana-Champaign salaries are influenced by other factors.

Job-Related Factors

1. Different positions which involve different skills, and people with certain skills may have substantially better alternate employment opportunities in industry or government. In order to retain high quality personnel in such positions, campus salaries must be competitive.

2. Positions in some areas, considered overall, will be in greater demand within academic institutions than will those in other areas. Areas in which many desirable positions are available in prestigious academic institutions, then, can also be expected to have higher salaries overall.

3. Some positions require persons who have had particular types of experience in other settings; e.g., public agencies or industry. In those instances, starting salaries tend to be higher, and those somewhat higher salaries may be maintained relative to salaries of other positions.

Market Factors Affecting Individuals

As in the case of job-related factors, market factors affecting the compensation of individuals have to do both with merit and supply/demand. More meritorious academic professionals in all areas are more "visible" off-campus and have the opportunity to obtain employment elsewhere. Higher salaries may be required for Urbana-Champaign to attract and retain such individuals.

All of the foregoing factors (i.e., merit, job-related, and market) are legitimate considerations in the determination of whether an individual's salary is appropriate. All of them will be considered when the salaries of a petitioner and his/her counterparts are compared. In some cases, it should be noted, it may be useful to analyze the impact of these factors on salaries over several years.

Means for Comparing Salaries Among Academic Professionals

A. Position Description

Descriptions of the responsibilities, duties, special skills and particular tasks attendant to their respective academic professional positions will be available in departmental offices. In instances
where persons need to seek counterparts outside of their departments (i.e., acceptable counterparts are not available within the department, but are believed to exist elsewhere on the campus), the Office of Equal Opportunity and Access (Swanlund Administration Building, 3-0885) will obtain the needed materials from the departmental office(s) for the prospective petitioner's review.

B. **Salary Data**
These data are available in, among other locations, departmental offices, the Library, and the Office of Equal Opportunity and Access. The names of persons for whom salary data are maintained are also available.

C. **Resumes**
Each department is to have these prepared and updated each year by its academic professionals. These will be available for review in the departmental office. Again, as noted above, the Office of Equal Opportunity and Access will obtain needed resumes for prospective petitioners who are required to identify counterparts external to their home departments.

**Other Review Mechanisms**

As noted previously, an employee may file a discrimination grievance under the Urbana-Champaign Campus Administrative Procedures for Complaints of Discrimination Faculty-Academic/Professional Staff. These procedures may be used independently of the Salary Equity Review Process which is described here. The Office of Equal Opportunity and Access should be informed in writing that such a grievance is being filed.

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Personnel Policies, Section IX/C - 32, Attachment I