

## ***Requirements for Salary Adjustments and Position Approvals and Consultation for UNC System Constituent Institutions FY 2017-2018***

### **Overview**

This document is intended to provide campuses with information and mandatory requirements for salary adjustments and position actions that require UNC General Administration (UNC-GA) and Board of Governors (BOG) pre-approval or consultation.

### **Key Requirements**

**For both EHRA and SHRA Employees** – All cumulative salary adjustments fiscal year-to-date of 5% or greater for proposed total salaries that are \$100,000 or greater must be submitted for consultation by the BOG. This includes permanent and temporary salary actions as well as those resulting from competitive events. In instances where the proposed total salary increase exceeds the thresholds that would require both pre-approval *and* consultation, pre-approval by the Committee on Personnel and Tenure of the UNC BOG (“P&T”) will take priority.

**For both EHRA and SHRA Positions** – The creation of any new position where the associated budgeted salary is \$70,000 or greater must be submitted for consultation with the BOG. This includes permanent and temporary positions.

**EHRA Employees** – The President has granted constituent institutions delegated authority for most EHRA salary actions up to 20% and \$15,000. The President has been delegated authority by the BOG for salary actions above 20% and \$15,000, up to and including 25% and \$25,000 in most cases, and all externally posted competitive events. Salary actions that exceed the President’s delegated authorities require pre-approval by P&T. There are also higher delegations in place for certain temporary salary adjustments (see “Supplement/Temporary Salary Actions” section for more details) and for retention of an employee actively under recruitment (see Code 3: in the “Current Salary Codes” section for more details). In instances where the proposed total salary increase exceeds the thresholds that would require both pre-approval *and* consultation, pre-approval by P&T will take priority.

**SHRA Employees** – Salary actions that exceed 20% require the pre-approval of UNC-GA Human Resources under delegation from the Office of State Human Resources. Temporary SHRA salary actions that exceed 12 months, regardless of percentage, also require pre-approval. Also, a general note on SHRA salary increases: any across-the-board Legislative Increase (“LI”) that was awarded at the start of the fiscal year may be included in the “June 30” salary calculation, even if it

was effective on July 1. This only applies to across-the-board SHRA LIs; it does not extend to EHRA increases under the annual raise process.

## **UNC-GA Compensation and Position Databases**

All actions (salary adjustments or position actions) that require UNC-GA or BOG consultation or pre-approval must be submitted through the UNC-GA Compensation and Position Databases, [www.comp.northcarolina.edu](http://www.comp.northcarolina.edu)

## **Current Salary Codes**

Each salary adjustment submitted for pre-approval must be assigned to one of the salary codes listed below. These salary codes were created by the North Carolina Office of State Budget and Management (OSBM), and align with the codes utilized for reporting on the quarterly salary increase report.

### **1a: Internal Competitive Event**

- Employee applies for an internally-recruited job vacancy, is selected competitively, and changes jobs to a different position
- Internal promotions and waivers of recruitment for a position are reported here.

### **1b: External Competitive Event**

- Employee applies for an externally-recruited job vacancy, is selected competitively, and changes jobs to a different position

### **2a: Increase in job duties or responsibilities**

- Includes reallocation or reclassification of job
- Includes salary stipends/supplements with no specific end date for department chair appointment, faculty center director appointment, faculty administrative rank, and named or distinguished professorship.
- Stipend/supplements with no specific end date DO count cumulatively towards the permanent base salary exception process, and should be included in the submission with specific details regarding the amount and timeframe of the secondary appointment.
- Faculty rank promotions are reported here. Faculty rank promotions are subject to the salary pre-approval process, and count towards the cumulative fiscal year salary increase.
- For more information on the calculation of supplements and temporary/interim pay, see Section titled "Supplement/Temporary Salary Actions."

### **2b: Temporary Adjustment Related to an Increase in Job Duties or Responsibilities**

- Accompanying justification must clearly state that the salary will revert when the temporary duties cease.
- UNC-GA salary pre-approval is not needed on temporary, acting, or interim increases that do not exceed 25% and \$25,000 of cumulative salary adjustments fiscal year-to-date up to 12 months in duration,

however, if the proposed total salary results in a cumulative salary adjustment fiscal year-to-date of 5% or greater and a proposed total salary of \$100,000 or greater the increase must be submitted for P&T consultation.

- Faculty Department Head/Chair appointments are not considered temporary increases, even if the stipend reverts, UNLESS the position will be held for an academic year or less in an interim capacity. If there is no specific end date the increase should be coded as 2a.
- Temporary salary increases with a specific/projected end date DO NOT count cumulatively towards the permanent base salary exception process, but should be clearly mentioned in the salary request's written justification with specific details regarding the amount and timeframe of the temporary adjustment.
- For more information on the calculation of supplements and temporary/interim pay, see Section titled "Supplement/Temporary Salary Actions."

### **3: Retention**

- SHRA retentions must comply with OSHR policy and procedure, which specifies that the employee must have an official written offer. The offer of employment must be external to the state system and include the salary offered, location, and new job title.
- There is currently an expanded delegation for EHRA retentions that allows the President to approve retention adjustments up to and including 30%. This expanded delegation only applies to retention situations where it can be demonstrated that the individual has a written offer of employment or is under active recruitment. However, if the proposed total salary results in a cumulative salary adjustment fiscal year-to-date of 5% or greater and a proposed total salary of \$100,000 or greater the increase must be submitted for P&T consultation.

### **4: Career Progression Adjustments for Demonstrated Employee or Position Competencies within the Same/Current Level**

- SHRA employees only.
- SHRA reallocations from one competency to another within the same class. Also includes SHRA competency improvements within the same class and competency code.
- "Additional duty" requests for SHRA employees would use Code 4, not Code 2A.

### **5: University Cancer Research Fund**

### **6: Distinguished Professors Endowment Fund**

- Applies to professorships that are supported by the state matched Distinguished Professors Endowment Fund

### **7: Faculty Recruiting and Retention Fund**

- Specific allocation from UNC-GA
- Increases approved by the President through the Faculty Recruitment and Retention Fund do not require additional UNC-GA pre-approval but do count cumulatively towards the permanent base salary exception process. However, if the proposed total salary results in a cumulative salary adjustment fiscal year-to-date of 5% or greater and a proposed

total salary of \$100,000 or greater the increase must be submitted for P&T consultation

**12: Other**

- Detailed explanation must be provided in the justification.
- Includes adjustments for market, equity, and merit. NOTE: Merit adjustments should only be considered during the annual raise process

## **Supplement/Temporary Salary Actions**

Both types of supplement/temporary actions with and without specific end dates are subject to all existing UNC-GA salary pre-approval and consultation guidelines.

### **Increases that Include an Existing Stipend/Supplement without a Specific End Date:**

When calculating the cumulative salary increase amount in a fiscal year, any stipend/supplement without a specific end date (i.e. Department Head/Chair, Director, Distinguished Faculty) SHOULD be included in the numeric calculations. We generally expect to see these coded as "2A."

*Example:*

- *June 30 total salary is \$120,000 (\$100,000 base + \$20,000 stipend/supplement without an end date).*
- *Proposed total salary is \$150,000 (\$100,000 base + \$50,000 stipend/supplement without an end date),*
- *The cumulative fiscal year increase would be \$30,000/25% as the stipend/supplement with a non-specific end date SHOULD be included in calculations.*

### **Increases that Include Existing Stipend/Supplement/Temporary/Interim Pay with a Specific End Date:**

When calculating the cumulative salary increase amount in a fiscal year, any additional, unrelated Stipend/Supplement/Temporary Increase/Supplement with a specific/projected End Date (i.e. interim, acting appointments) should NOT be included in the numerical calculation. The only time the temporary stipend/supplement should be included is when the action is directly related to the temporary duties. We generally expect to see these coded as "2B."

*Example:*

- *June 30 total salary is \$120,000 (\$100,000 + \$20,000 interim salary with a specific/projected end date).*
- *Proposed total salary is (\$120,000 and \$0 no remaining interim pay).*
- *The cumulative increase would be \$20,000/20% rather than zero percent. The temporary pay, with its established end date, is NOT included in the calculation.*
- *However, the written justification should detail the specifics on any additional interim pay.*

## **Key Elements to Address in Written Justifications:**

### **Salary Actions**

#### **1a: Internal Competitive Event**

- Number of internal applicants that applied and the number interviewed
- If a waiver of recruitment was awarded, provide the Equal Opportunity Officers approved justification for the waiver
- Brief details regarding the change in duties/scope/complexity
- Education and experience if relevant to the proposed total salary
- Summary of the relevant external market and internal equity evaluation
- Any other relevant factors, i.e., recruitment difficulties, declined offers, relevant position eliminations, cost savings, etc.
- If there is an increase in base salary and a supplement/stipend, provide details for both
- In all the details you present, it must be clear *why* or *how* you chose the proposed total salary that you're recommending.

#### **1b: External Competitive Event**

- Number of external applicants that applied and the number interviewed. Clearly restate in written justification that the position was posted externally.
- Brief details regarding the change in duties/scope/complexity
- Education and experience if relevant to the proposed total salary
- Summary of the relevant external market and internal equity evaluation
- Any other relevant factors, i.e., recruitment difficulties, declined offers, relevant position eliminations, cost savings, etc.
- If there is an increase in base salary and a supplement/stipend, provide details for both
- In all the details you present, it must be clear *why* or *how* you chose the proposed total salary that you're recommending.

#### **2a: Increase in Job Duties or Responsibilities**

- Details regarding the change in duties/scope/complexity, which will help establish context for the additional pay
- Education and experience if relevant to the proposed total salary
- Summary of the relevant external market and internal equity evaluation
- Any other relevant factors, i.e., recruitment difficulties, declined offers, relevant position eliminations, cost savings, etc.
- If there is an increase in base salary and a supplement/stipend, provide details for both
- In all the details you present, it must be clear *why* or *how* you chose the additional pay salary that you're recommending.

#### **2b: Temporary Adjustment Related to an Increase in Job Duties or Responsibilities**

- Brief details regarding the duties/scope/complexity of the temporary appointment
- The proposed begin-date and end-date are required
- Summary of the relevant external market and internal equity evaluation
- Any other relevant factors, i.e., recruitment difficulties, declined offers, relevant position eliminations, cost savings, etc.

- In all the details you present, it must be clear *why* or *how* you chose the temporary pay that you're recommending.

### **3: Retention**

- Details of the offer or active recruitment activities. This code may no longer be used for pre-emptive retentions
- Details of how the loss of the employee would impact the university
- Summary of the employee's special skills, experience, and/or qualifications
- Summary of the relevant external market and internal equity evaluation
- Any other relevant factors, i.e., recruitment difficulties, declined offers, relevant position eliminations, cost savings, etc.

### **4: Career Progression Adjustments for Demonstrated Employee or Position Competencies within the Same/Current Level**

- Details regarding the additional skills, education, or certifications obtained by the employee
- Summary of how the skills, education, or certification benefits the institution
- Summary of the internal equity evaluation

### **7: Faculty Recruitment & Retention Fund**

- Upload packet that includes the following details into the UNG GA Salary Pre-approval Submission System:
  - ❖ Strong endorsement by the chancellor and/or provost for support of request for funds from the *University Faculty Recruitment and Retention Fund* to recruit and/or retain an exceptional faculty candidate/member.
  - ❖ Faculty members' curriculum vitae
  - ❖ Supporting documents, i.e., letter of offer from competing organization, summary of institutional funds committed to the recruitment and/or retention of the faculty candidate/member, etc.
  - ❖ Details of the compensation analysis that was conducted to support the proposed total salary.

### **12: Other**

- Justification for the salary increase (i.e. market, equity, merit, or pre-emptive retention)
- Summary of the relevant external market and internal equity evaluation
- For pre-emptive retentions, describe the impact of losing the key employee
- If there is an increase in base salary and a supplement/stipend, provide details for both
- In all the details you present, it must be clear *why* or *how* you chose the proposed total salary that you're recommending.

### **Position Requests**

1. If the request requires consultation, please provide a clear but condensed 3-4 sentence justification that explains the primary purpose and business need for the position. (Any position with a budgeted salary that exceeds \$70,000 requires consultation.)

*Supporting Documentation* - Upload an organization chart if one is available. In the absence of a formal organization chart, you can upload a memo explaining the structure.

2. If the request requires Pre-Approval by the HR Advisory Board, please provide a longer justification explaining the primary purpose and business need, as well as addressing any specific details regarding reclassification or position modification. In the event of a reclassification or position modification, be very clear about what, specifically, is changing. In most cases, this longer justification will be identical to the text in the written Chancellor of CHRO memo provided as part of the document upload. (Full review is required for all SAAO-I and SAAO-II submissions, as well as any IRPS submission from a campus that does not have delegated authority to create their own IRPS positions.)

*Supporting Documentation* - Upload the entire submission package as a single PDF. (Full review is required for all SAAO-I and SAAO-II submissions, as well as any IRPS submission from a campus that does not have delegated authority to create their own IRPS positions.) The PDF package should include these documents in the following order:

- Memo from Chancellor or Chief HR Officer explaining the reason for the new position, reclassification, or position modification. A Chancellor memo is generally expected for any high-level new position request.
- The proposed job description.
- The proposed organization chart.

3. In a situation where the request requires consultation and pre-approval, the justification should begin with the condensed 3-4 sentence summary mentioned in #1. Following that, at the start of a new paragraph, you should include the fuller justification mentioned in #2.

*Supporting Documentation* – Provide the documents mentioned in #2.

## **Key Terms and Definitions**

**90% Market for SHRA Increases:** UNC-GA generally views 90% of the established market rate as a defensible proposed total salary for competitiveness into new career progressions. Increases that are above 90% of the established market rate will be considered, but should include a strong salary argument with quantifiable data on market, comparable peer salaries, and/or special skills and experience.

**Appointment Length and FTE Adjustment:** UNC-GA approval is not required for appointment conversions and FTE adjustments as long as there is no additional change in the rate of pay (examples include a routine 9-to-12-month conversions, or a straight FTE change from 0.75 to 1.0).

**Base Salary:** A rate for a defined specific job or activity that excludes additional payments for overtime, summer school, course overloads, one-time bonuses, incentives, temporary activities, or secondary roles.

**Budgeted Salary:** The amount or range of state and/or non-state funding that has been allocated for the position. This is a key element of the consultation process.

**Coaching and Athletic Director Contracts:** UNC-GA acknowledges that contracts for head coaches and athletic directors often structure staggered salary increases over a period of years. It is acceptable to include those future, explicit, staggered

increases on the original salary increase that is being reviewed & approved under the Salary Review Process. The provisions for future increases must be clearly defined; and a copy of the contract should be submitted at the same time as the salary increase. For instance, if Coach A receives a \$100,000 increase every January 1<sup>st</sup> for the next 5 years, a single salary increase covering all 5 payments could be initially sent to GA along with the contract. However, if Coach A is to receive an undetermined salary increase every January 1<sup>st</sup> based on prior year performance, then each increase would be reviewed as a single request as they happen. (Additionally, please remember that GA Legal should always be copied on BOT-approved athletic director and coaching contracts.)

**Clinical Faculty Pay Plans:** Since it is commonplace that substantial components of salaries of full-time faculty members in clinical departments of schools of medicine derive from receipts for patient care by approved institutional clinical practice plans, it is acknowledged that the total salary of faculty members for full-time service in these disciplines should reflect their levels of productivity. Thus, it is consistent that the salary of a faculty member in a clinical department be subject to a positive adjustment if there is a substantial increase in the individual's level of participation in the practice plan. These increases are exempt from the pre-approval and consultation processes as they are contractual obligations, and should be included in the June 30<sup>th</sup> salary for the purpose of calculating the increase above the June 30<sup>th</sup> salary.

**Compensation Analysis:** In every written salary justification, we expect to see details regarding the compensation analysis that was conducted to determine the proposed total salary. In other words, we need to know how or why you chose the proposed total salary you're requesting. These details could include the average salary of similarly-situated positions, the 50<sup>th</sup> and 75<sup>th</sup> percentiles, the salary range of the incumbents in similarly-classified positions (i.e. lowest paid vs. highest paid), any special skills and qualifications of the incumbent, or any resulting cost savings to the university. *The details may vary from request to request and are extremely important on any increase with a sizable percentage or dollar increase.* This information helps build and support your case for the salary adjustment and provides UNC-GA with stronger grounds for a defensible approval.

**Competitive Event:** For an offer to be considered a competitive event (internal or external) the expectation is to generally see at least three candidates interviewed. However, we recognize that there are some circumstances in which it will not be possible to obtain a pool of three viable candidates to interview. In those instances, please provide specific details regarding the search process and limited candidate pool. The request should always explicitly state whether the position was posted externally or internally.

**Course Overloads:** Course overloads are considered task-based compensation and are not included in the salary pre-approval process.

**Cumulative Increase:** The salary pre-approval process is based upon the cumulative increase for the fiscal year, not the increase between the current & proposed total salary. The June 30 salary typically consists of all compensation being received on that date -- whatever amounts would have been reported as W-2 "wages, tips and other compensation" (not including overtime pay). Also, a general note on SHRA salary increases: any across-the-board Legislative Increase ("LI") that was awarded at the start of the fiscal year may be included in the "June 30" salary

calculation, even if it was effective on July 1. This only applies to across-the-board SHRA LIs; it does not extend to EHRA increases under the annual raise process.

**Current Salary:** The employee's current total salary. If the current salary is different from the June 30 salary, the justification should always include an explanation for the earlier increase.

**Employee:** Any permanent (benefits-eligible) full-time or permanent part-time employee with a recurring appointment of at least 9 months, a total FTE of .50 or more, and eligibility to participate in the State Health Plan. For this purpose, temps, student workers, post-docs (if not considered regular EHRA employees) and part-time, per-course adjuncts/lecturers do not fall under pre-approval review process. However, in accordance with General Assembly rules, temporary workers are not exempted from the consultation process.

**Funding Source:** For each request the detail on the amount of the salary paid on state and non-state funds is required. When non-state fund sources are indicated, the name of non-state fund source must be listed.

**Intra-Campus or Agency Transfers:** Employees hired into an SHRA role from another campus or North Carolina state agency fall under the UNC-GA salary pre-approval and consultation guidelines. Employees hired into an EHRA role from another campus or agency do NOT fall under the UNC-GA salary pre-approval and consultation guidelines, as these employees are considered by the BOG to be new hires.

**June 30<sup>th</sup> Salary:** The employee's total salary on June 30<sup>th</sup> of the prior fiscal year. This would include the base salary + any long term stipends/supplements with no defined end date. Interim stipends/supplements with a defined end date should not be used to determine the percent and amount of increase above the June 30<sup>th</sup> salary. Also, a general note on SHRA salary increases: any across-the-board Legislative Increase ("LI") that was awarded at the start of the fiscal year may be included in the "June 30" salary calculation, even if it was effective on July 1. This only applies to across-the-board SHRA LIs; it does not extend to EHRA increases under the annual raise process.

**Pre-Approval:** The process in which UNC-GA and/or the BOG approves salary increases that exceed the current established thresholds. Requests that fall within the thresholds delegated to UNC-GA are reviewed on a weekly basis, and increases that exceed those thresholds are reviewed during BOG meetings, which occur approximately every six weeks.

**Proposed Total Salary:** Base salary and non-base temporary pay and/or salary supplements. Examples of applicable non-base compensation include interim/acting pay, temporary additional duties, supplements for faculty department chairs, center directors, and other administrative appointments, and distinguished faculty titles.

**Reclassifications/Title Changes:** For reclassifications/title changes, the current and new title must be listed. If the title does not change, please list the current title as the proposed title as well. Do not say "Same" or leave the field blank.

**Retroactive Increases:** Approved EHRA increases may be effective as early as the first of the calendar month in which approval is granted. Longer EHRA retroactive

increases are only approved for exceptional circumstances. Approved SHRA increases are effective no earlier than the day approval is given. SHRA retroactive increases are not permitted in accordance with OSHR rules. If a retroactive effective date is submitted, the request must include specific details regarding the request for the retroactive adjustment.

**Consultation:** The process in which the Chair of the BOG and Chair of the Chair of P&T review salary increase requests that result in a cumulative salary adjustment fiscal year-to-date of 5% or greater for proposed salaries that are \$100,000 or greater, and the creation of any new position where the associated salary budget is \$70,000 or greater. This includes permanent and temporary actions on permanent and temporary positions. Actions are submitted for review on the 1<sup>st</sup> and 15<sup>th</sup> of every month. There is a 5 calendar day review period for these requests.

**Salary Ranges:** Salary ranges are required for all requests (salary and position). For each submission it is required that campuses note whether the salary range was set by UNC-GA or at the campus level. Providing the Salary Range Minimum and Maximum is always required, and the campus will also have the option of providing a 50<sup>th</sup> and 75<sup>th</sup> percentile, if available on salary increase requests. Any proposed total salary below the established Minimum, or above the established Maximum, must be addressed in the justification. An exception must be granted for approval on salary increases that are below the salary Minimum and exceed the salary Maximum. If you have any questions about ranges or justifications for EHRA Faculty or Non-faculty requests, please contact your UNC-GA Representative for assistance.

**Stipend/Supplement (Non-Specific End Date):** A rate outside of the base salary paid for a secondary appointment, or honorary award. (I.e. Department Head/Chair, Director of Graduate Programs, Distinguished Faculty) with no specific end date, typically 13 months of greater. Stipend/supplements with no specific end date DO count cumulatively towards the permanent base salary exception process, and should be included in the submission with specific details regarding the amount and timeframe of the secondary appointment. If a salary request includes an increase to base salary and the addition of a salary supplement/stipend, a justification should be provided for each portion of the increase. (For instance, a market adjustment to the base salary that brings the base salary more in line with a CUPA market rate, accompanied by a supplement/stipend for serving in the secondary administrative role, should be carefully explained in the justification.)

**Stipend/Supplement (Specific/Projected End Date):** A rate outside of the base salary paid for interim, acting, or temporary duties that have a specific end date, typically less than 13 months. Stipend/supplements with specific/projected end dates DO NOT count cumulatively towards the permanent base salary exception process, but should be clearly detailed in the justification.

**Total Salary:** Base Salary + Stipend/Supplement (Non-Specific End Date) The total salary should be used to determine the percentage of increase when the stipend/supplement is scheduled to be in place for an indefinite period of time.

## **Sample Justifications**

**Internal Competitive Search** - Ms. Jane Smith is the selected candidate of an internal search; 17 people applied, and 6 were interviewed. She is being recommended for a promotion from a Study Abroad Advisor (EHRA) in the Office of International Affairs to an Assistant Director (EHRA) in the same department. As the Assistant Director Ms. Smith will be responsible for providing oversight for the study abroad operations, designing intercultural learning programs, and planning and supervising the activities of assigned staff. Ms. Smith possesses a Master's in International Studies and five years of directly-related experience. The salary is equitable to similarly-situated positions within the department and University, which are paid an average salary of \$50,000.

**External Competitive Event** - Ms. Jane Smith is the selected candidate of an external search; 17 people applied and 6 were interviewed. She is being recommended for a promotion from a Study Abroad Advisor (EHRA) in the Office of International Affairs to an Assistant Director (EHRA) in the same department. As the Assistant Director Ms. Smith will be responsible for providing oversight for the study abroad operations, designing intercultural learning programs, and planning and supervising the activities of assigned staff. Ms. Smith possesses a Master's in International Studies and five years of directly-related experience. The salary is equitable to similarly-situated positions within the department and University, which are paid an average salary of \$50,000.

**Increase in Job Duties or Responsibilities** - Mr. Thomas' current position is being reclassified from an Assistant Dean of Study Abroad to an Associate Dean of Study Abroad. Current duties include managing faculty-led programs in Northern Europe including budget oversight, creating marketing materials, advising students on preparations for study abroad, and serving as the senior leadership for the Study Abroad Office. Due to program expansion, new duties will include assuming leadership of Central and Eastern European programs as well. Dr. Smith possesses a PhD in Higher Education and 10 years of directly-related experience. The proposed total salary is equitable to similarly-situated deans; the average salary for similarly situated positions is \$90,000.

**Temporary Adjustment** - Due to retirement of current Head Lacrosse Coach, Mr. Gupta, Assistant Lacrosse Coach has been temporarily assigned as the interim Head Coach. As Interim Head Coach Mr. Gupta will be responsible for the day to day management and administration of the Lacrosse program. While performing these interim duties, Mr. Gupta will continue to serve as the Assistant Lacrosse Coach. For this temporary appointment Mr. Gupta will receive a temporary supplement/stipend of \$9,000, which is the standard temporary supplement in athletics for this type of temporary role. The supplement/stipend will revert when the temporary duties cease. The interim appointment will last 10 months, starting on 7/1/16 and ending on 3/30/17.

**Retention** – Professor Greg Anderson has received an external offer from Stark Industries for \$132,000. He is recognized nationally as an extremely valuable member of our Department. He is a leading scholar in social movement studies who has distinguished himself through the collection and sharing of primary data, the testing of theory-driven and substantively significant hypotheses, the use of novel methods of data analysis, and a highly effective collaborative working style. The research endeavors and grants would be significantly harmed by the loss of Dr. Anderson's contributions. The average salary for other Professors in the department is \$130,000. The department is opting to provide Dr. Anderson with a salary above the average to reflect his advanced knowledge and skill in the field.

**Career Progression** - Ms. Trish Trilby is being recommended for a salary adjustment following the completion of her law enforcement training. She is currently a Public Safety Officer - Contributing in the University Police Department within the Division of Environmental Health & Public Safety. Ms. Trilby was originally hired into the University Police Department on August 15, 2016 with a requirement of completing Basic Law Enforcement Training (BLET), which is a police academy that provides the knowledge, skills, and abilities required for entry-level employment as a law enforcement officer with the state, county, municipal governments, or private agencies. She is now a sworn police officer; and this request is to increase her salary to \$41,615, to align her salary with the minimum salary for other sworn police officers in the unit.

**Market** – The Biology department would like to provide a market adjustment to Dr. Timothy Hicks. Dr. Hicks current salary is below the CUPA 50<sup>th</sup> percentile. A salary increase to 150K will bring Dr. Hicks to the 50<sup>th</sup> percentile, and more closely align him with the other Associate Professors in the department whose average salary is \$159,000.

**Equity** – The Academic Affairs department would like to provide an equity adjustment to Ms. Tiffany Jones, Assistant Director of Student Services. Ms. Jones current salary of \$40,000 is significantly below the salaries of comparable peers within the university, whose salaries are detailed below:

Low - \$50,000,  
High - \$75,000,  
Average - \$63,111.

The proposed total salary adjustment will address this inequity.

**Increase that Includes Base Adjustment and a Supplement/Stipend** - For this appointment the employee will receive a \$10,000 stipend – stipends in this college range from \$5,000 - \$15,000 based on the scope and complexity of the department, in addition to the stipend the employee will also receive a market adjustment to the base salary that brings the base salary more in line with a CUPA market rate.

**Distinguished Faculty Award** - Dr. Tyler Kennedy has been selected as one of the 2016/17 recipients of the Distinguished Faculty in Biology Award Program. The Distinguished Faculty in Biology Award Program was established in 1955 by the Chancellor to recognize and reward emerging academic leaders among our faculty. Faculty members selected for this award carry the title for as long as the recipient

remains a full time faculty member and receive a \$20,000 stipend/supplement. \$20,000 is the standard stipend/supplement for this award.

**Increase that Includes an Appointment Length Change or FTE Adjustment –**

This request includes an FTE adjustment from .75 to 1.0. For the purposes of this increase, the June 30 salary (\$30,000 at 0.75 FTE) and Current salary (\$30,000 at 0.75 FTE) were recalculated and represented at 1.0 FTE.”

The salaries should be represented on the submission in the following fashion:

- June 30 Salary Numeric Field: recalculated as \$40,000 (1.0 FTE)
- Current Salary Numeric Field: recalculated as \$40,000 (1.0 FTE)
- Proposed Total Salary Numeric Field: \$65,000 (1.0 FTE)

**Position Consultation** – *(The key element to address in your brief justification is the business case for the decision.)* Given the 25% growth in our student population since 2011, we have need for a sworn-officer deputy chief of police to back up the chief of police. We will eliminate an existing, vacant University Program Manager position, and apply that budgeted salary to this new role.

## **Related Links**

[http://old.northcarolina.edu/hr/unc/class\\_comp.htm](http://old.northcarolina.edu/hr/unc/class_comp.htm)

<http://old.northcarolina.edu/hr/unc/classcomp/epasalinst.htm>

- EHRA Position and Salary Action Delegation Matrix
- FAQ on New BOG Procedures
- Memo on New BOG Procedures
- Procedures for BOG Reporting and Consultation
- Salary Guidelines
- SHRA Position and Salary Action Delegation Matrix

## **Document History**

- Document creation September 4, 2013.
- Revised to new fiscal rules January 23, 2015.
- Revised to new fiscal rules April 5, 2017.
- Revised to new fiscal rules on October 26, 2017

## **Further Information and Technical Assistance**

For additional information or assistance with salary pre-approval matters, please contact one of the following in General Administration Human Resources:

- EHRA Non-Faculty/SHRA - Keith Dupuis, Senior HR Consultant of Classification and Compensation ([kedupuis@northcarolina.edu](mailto:kedupuis@northcarolina.edu))
- EHRA Faculty - Mary Richardson, Senior HR Consultant of Classification and Compensation ([mtrichardson@northcarolina.edu](mailto:mtrichardson@northcarolina.edu))

**Classification and Appointment Authorization Requirements  
for Employees Exempt from the NC Human Resources Act**

	Position Type	Authority Retained by Board of Governors	Authority Delegated to the President	Authority Delegated only to BOTs with Management Flexibility	Authority Delegated to All BOTs (may delegate to Chancellor)
SAAO TIER 1	<ul style="list-style-type: none"> <li>Chancellors</li> <li>CEO, UNC Health Care</li> <li>UNC TV General Manager</li> </ul>	<ul style="list-style-type: none"> <li>Establish / modify salary ranges</li> <li>Appointment / Initial salary</li> <li>Appointment changes</li> </ul>			
	<ul style="list-style-type: none"> <li>Provosts</li> <li>Vice Chancellors</li> <li>Deans</li> <li>Other SAAO Tier 1</li> </ul>		<p><b>For All Institutions</b></p> <ul style="list-style-type: none"> <li>Establish new positions budgeted below \$70,000<sup>5</sup></li> <li>Modify positions</li> <li>Establish / modify salary ranges</li> <li>Approve salary range exceptions</li> </ul> <p><b>For Institutions without Flex</b></p> <ul style="list-style-type: none"> <li>Appointment / Initial salary</li> <li>Appointment changes</li> </ul>	<ul style="list-style-type: none"> <li>Appointment / Initial salary</li> <li>Appointment changes</li> </ul>	
SAAO TIER 2	<ul style="list-style-type: none"> <li>Associate/Assistant Provosts</li> <li>Associate/Assistant Vice Chancellors</li> <li>Vice Deans</li> <li>Associate/Assistant Deans</li> <li>Athletic Directors<sup>1</sup></li> <li>Other SAAO Tier 2</li> </ul>	<ul style="list-style-type: none"> <li>Advance reporting and consultation with Board of Governors required for establishing new positions (temporary or permanent) budgeted at \$70,000 or more<sup>5</sup></li> </ul>	<p><b>For All Institutions</b></p> <ul style="list-style-type: none"> <li>Establish new positions budgeted below \$70,000<sup>2,5</sup></li> <li>Modify positions<sup>2</sup></li> <li>Approve salary range methodology</li> </ul> <p><b>For Institutions without Flex</b></p> <ul style="list-style-type: none"> <li>Establish / modify salary ranges</li> </ul>	<ul style="list-style-type: none"> <li>Establish/modify salary ranges</li> </ul>	<ul style="list-style-type: none"> <li>Appointment / Initial salary</li> <li>Appointment changes</li> </ul>
IRPS	<ul style="list-style-type: none"> <li>Instructional</li> <li>Research</li> <li>Public Service</li> <li>Head Coaches<sup>1</sup></li> <li>Other IRPS</li> </ul>		<p><b>For Institutions without Flex</b></p> <ul style="list-style-type: none"> <li>Establish new positions budgeted below \$70,000<sup>5</sup></li> <li>Modify positions in coordination with UNC-GA HR/OSHR</li> <li>Establish / modify salary ranges</li> </ul>	<p><b>For institutions with Delegated IRPS Authority:<sup>4</sup></b></p> <ul style="list-style-type: none"> <li>Establish new positions budgeted below \$70,000<sup>5</sup></li> <li>Modify positions<sup>2</sup></li> <li>Establish / modify salary ranges<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>Appointment / Initial salary</li> <li>Appointment changes</li> </ul>
FACULTY			<p><b>For Institutions without Flex</b></p> <ul style="list-style-type: none"> <li>Establish new positions budgeted below \$70,000<sup>5</sup></li> <li>Establish / modify salary ranges</li> <li>Confer tenure</li> <li>Confer distinguished professorships</li> </ul>	<ul style="list-style-type: none"> <li>Establish / modify salary ranges<sup>2</sup></li> <li>Confer distinguished professorships<sup>2</sup></li> <li>Confer tenure</li> </ul>	<ul style="list-style-type: none"> <li>Establish new positions budgeted below \$70,000<sup>5</sup></li> <li>Modify positions</li> <li>Appointment / Initial salary</li> <li>Appointment changes</li> </ul>

<sup>1</sup> ADs/Head Coaches: The Board of Governors approves contracts for athletic directors and head coaches only if certain terms and conditions are included in the contract (Section 1100.3 of the UNC Policy Manual); otherwise, the Boards of Trustees retain authority on these contracts, and this authority cannot be delegated to the Chancellors.

<sup>2</sup> BOT Authorities Which May be Delegated: The indicated actions may be delegated by formal resolution from the BOT to the Chancellor and the Chancellor's authorized designees.

<sup>3</sup> SAAO Tier 2 Positions: Per agreement with the Office of State Human Resources (OSHR), SAAO Tier 2 positions are established by UNC-GA HR.

<sup>4</sup> IRPS Authority: The ability to establish or modify IRPS positions and salary ranges is a special delegation given by the President. Campuses with this special delegation must report on IRPS positions on an annual basis. Campuses with management flexibility but without IRPS authority are treated the same, in this instance, as campuses without management flexibility.

<sup>5</sup> New Position Reporting and Consulting: "New position" means a position that did not previously exist or that existed without any previously attached funding. The BOG reporting and consulting requirement also applies to new positions established with a budget below \$70,000 when the resulting salary offer is \$70,000 or more. BOG reporting and consulting must be completed before a non-conditional salary offer can be made. Secondary faculty administrative titles that do not represent a primary appointment are not considered a new position.

(Rev 07-26-2017)

Salary Pre-Authorization Requirements  
for Employees Exempt from the NC Human Resources Act

	Salary Increase/Adjustment Type	Special Legislative Provision for BOG Monitoring	Board of Trustees' or Chancellor's Authority (or Chancellor's Designee <sup>1</sup> )	President's (or Designee's) Authority	BOG Committee on Personnel & Tenure
PERMANENT BASE SALARY ACTIONS	<b>Base Pay Increase Due to Promotion</b> <ul style="list-style-type: none"> <li>Internally-posted competitive event</li> <li>Waiver of recruitment</li> </ul>	<ul style="list-style-type: none"> <li>All cumulative salary adjustments fiscal year-to-date of 5% or greater for salaries that are \$100,000 or greater (or would become \$100,000 or greater with the salary action) must have advance reporting and consultation of the Board of Governors</li> <li>This includes permanent and temporary actions on permanent and temporary positions</li> <li>All other salary actions follow the guidelines provided in the columns to the right</li> </ul>	<ul style="list-style-type: none"> <li>Not to exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date</li> </ul>	<ul style="list-style-type: none"> <li>Not to exceed 25% and \$25,000 of cumulative salary adjustments fiscal year to-date</li> </ul>	<ul style="list-style-type: none"> <li>All Other</li> </ul>
	<b>Base Pay Increase Due to Promotion</b> <ul style="list-style-type: none"> <li>Externally-posted competitive event</li> <li>Change in faculty rank</li> </ul>			<ul style="list-style-type: none"> <li>All Other</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> </ul>
	<b>Base Pay Increase Due to Retention</b> <ul style="list-style-type: none"> <li>Employee actively under recruitment or in receipt of an offer</li> </ul>			<ul style="list-style-type: none"> <li>Not to exceed 30% and \$25,000 of cumulative salary adjustments fiscal year to-date</li> <li>All retention increases formally approved under the Faculty Recruitment &amp; Retention Fund</li> </ul>	<ul style="list-style-type: none"> <li>All Other</li> </ul>
	<b>Other Base Pay Increases<sup>2</sup></b> <ul style="list-style-type: none"> <li>Reclassification, equity, labor market, permanent additional duties, etc.</li> </ul>			<ul style="list-style-type: none"> <li>Not to exceed 25% and \$25,000 of cumulative salary adjustments fiscal year to-date</li> </ul>	<ul style="list-style-type: none"> <li>All Other</li> </ul>
SUPPLEMENT/TEMPORARY SALARY ACTIONS <sup>3</sup>	<b>Salary Supplement with no specific end date for a special appointment or title</b> <ul style="list-style-type: none"> <li>Department chair appointment</li> <li>Faculty center director appointment</li> <li>Faculty administrative rank</li> <li>Named or distinguished professorship</li> </ul>		<ul style="list-style-type: none"> <li>Not to exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date</li> </ul>	<ul style="list-style-type: none"> <li>Not to exceed 25% and \$25,000 of cumulative salary adjustments fiscal year to-date</li> </ul>	<ul style="list-style-type: none"> <li>All Other</li> </ul>
	<b>Salary Supplement with specific end date</b> <ul style="list-style-type: none"> <li>Interim/acting appointment, temporary additional duties, etc.</li> </ul>		<ul style="list-style-type: none"> <li>Not to exceed 25% and \$25,000 of cumulative salary adjustments fiscal year to-date up to 12 months in duration</li> </ul>	<ul style="list-style-type: none"> <li>Not to exceed 30% of cumulative salary adjustments fiscal year to-date and 13 months in duration</li> </ul>	<ul style="list-style-type: none"> <li>All Other</li> </ul>

Footnotes:

- <sup>1</sup> BOT may delegate all or part of this authority to the Chancellor; the Chancellor in turn may delegate authority to the executive vice chancellor, provost, chief financial officer/chief business officer, chief and deputy chief human resources officer, or other senior officer with responsibility for campus-wide faculty human resources actions.
- <sup>2</sup> Federally-mandated prevailing wage decisions are excluded from the BOG salary increase process; campuses are delegated full authority to respond to such situations.
- <sup>3</sup> For specific information on the calculation of supplements and interim/temporary pay, please consult the Salary Pre-Approval Process Notes, posted on UNC-GA's website. ([http://old.northcarolina.edu/hr/hr\\_council/UNCGA\\_Salary\\_Pre-Approval\\_Process\\_FY\\_16-17.pdf](http://old.northcarolina.edu/hr/hr_council/UNCGA_Salary_Pre-Approval_Process_FY_16-17.pdf))

Additional Notes:

- The "June 30 salary" must include any across-the-board legislative salary increase (LSI) that was effective for the following fiscal year.
- Boards of Trustees may not further delegate pre-approval of salary actions for Tier I SAAO employees such as the Provost, Vice Chancellors, and Deans.
- For campuses without management flexibility, all Tier I SAAO salary actions require the endorsement of the Board of Trustees and pre-approval by the President.

(Rev 07-26-2017)

**Classification and Appointment Authorization Requirements  
for Employees Subject to the NC Human Resources Act**

Position Type	Authority Retained by Board of Governors	Authority Delegated to Institutions with Position Authority	Authority Retained by UNC GA HR
<ul style="list-style-type: none"> <li>Human Resources Consultant</li> <li>Human Resources Manager</li> </ul>	<ul style="list-style-type: none"> <li>Advance reporting and consultation with Board of Governors required for establishing <b>new positions</b> (temporary and permanent ) <sup>1</sup> budgeted at <b>\$70,000 or more</b> <sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>All Position Actions</li> </ul>
<ul style="list-style-type: none"> <li>All Other Classifications</li> </ul>		<ul style="list-style-type: none"> <li>Refer to the University Delegated Authority for Career-banding Classifications (revised 4/10/2015)</li> </ul>	<ul style="list-style-type: none"> <li>All Position Actions not authorized on the Delegated Authority document</li> </ul>

<sup>1</sup> "New position" means a position that did not previously exist or that existed without any previously attached funding.

<sup>2</sup> The BOG reporting and consulting requirement also includes new positions established with a budget below \$70,000 when the resulting salary offer is \$70,000 or more. BOG reporting and consulting must be completed before a non-conditional salary offer can be made.

**Salary Pre-Authorization Requirements  
for Employees Subject to the NC Human Resources Act**

Salary Increase/ Adjustment Type	Special Legislative Provision for BOG Monitoring	Authority Delegated to Institutions with Salary Authority	Authority Retained by UNC GA HR
<ul style="list-style-type: none"> <li><b>Permanent Salary Adjustments</b></li> </ul>	<ul style="list-style-type: none"> <li>All cumulative salary adjustments fiscal year-to-date of <b>5% or greater</b> for salaries that are <b>\$100,000 or greater</b> (or would become \$100,000 or greater with the salary action) must have advance reporting and consultation of the Board of Governors</li> <li>This includes permanent and temporary actions on permanent and temporary positions</li> <li>All other salary actions follow the guidelines provided in the columns to the right</li> </ul>	<ul style="list-style-type: none"> <li>Not to exceed <b>20%</b> cumulative salary adjustments fiscal year to-date for salaries remaining below <b>\$100,000</b></li> </ul>	<ul style="list-style-type: none"> <li>In excess of <b>20%</b> cumulative salary adjustments fiscal year to-date</li> </ul>
<ul style="list-style-type: none"> <li><b>Temporary Salary Adjustments</b></li> </ul>		<ul style="list-style-type: none"> <li>Not to exceed <b>20%</b> cumulative salary adjustments fiscal year to-date or <b>12 months</b> duration</li> </ul>	<ul style="list-style-type: none"> <li>In excess of <b>20%</b> cumulative salary adjustments fiscal year to-date or <b>12 months</b> duration</li> </ul>

(Rev 07-01-2017)

2017-2018 BOG APPROVAL PROCESS

**BOG's Personnel & Tenure Committee Submission Schedule  
(March 2017-May 2018)**

Deadline – 12PM on Following Dates:	Friday Meeting Date:
Tuesday, February 7, 2017	3/3/2017
Tuesday, April 25, 2017	5/19/2017
Tuesday, June 20, 2017	7/14/2017
Tuesday, August 15, 2017	9/8/2017
Tuesday, October 10, 2017	11/3/2017
Tuesday, November 21, 2017*	12/15/2017*
Tuesday, January 2, 2018	1/26/2018
Tuesday, February 27, 2018	3/23/2018
Tuesday, May 1, 2018	5/25/2018

\*May be rescheduled or cancelled; will confirm in Fall 2017

**Additional note:**

All EHRA increases (Faculty and Staff) that fall within the President's delegation will be reviewed on a weekly basis. Please submit increases by **12pm on Tuesdays**. Except when a state holiday shortens our work week, we will attempt to have a response by the following Friday.

SHRA Increases will be reviewed on a weekly basis. Please submit by **12pm on Tuesdays**. Except when a state holiday shortens our work week, we will attempt to have a response by the following Friday.

**BOG Consultation Submission Schedule  
(November 2017 – June 2018)**

<b>Cycle</b>	<b>Submission Deadline (2pm)</b>	<b>Approval By (5pm)</b>
November 1, 2017	Friday, October 27, 2017	Monday, November 06, 2017
November 15, 2017	Thursday, November 09, 2017	Monday, November 20, 2017
December 1, 2018	Tuesday, November 28, 2017	Tuesday, December 05, 2017
December 15, 2017	Tuesday, December 12, 2017	Tuesday, December 19, 2017
January 2, 2018	Wednesday, December 27, 2017	Friday, January 05, 2018
January 16, 2018	Wednesday, January 10, 2018	Monday, January 22, 2018
February 1, 2018	Monday, January 29, 2018	Monday, February 05, 2018
February 15, 2018	Monday, February 12, 2018	Monday, February 19, 2018
March 1, 2018	Monday, February 26, 2018	Monday, March 05, 2018
March 15, 2018	Monday, March 12, 2018	Monday, March 19, 2018
April 2, 2018	Wednesday, March 28, 2018	Friday, April 6, 2018
April 16, 2018	Wednesday, April 11, 2018	Friday, April 20, 2018
May 1, 2018	Thursday, April 26, 2018	Monday, May 07, 2018
May 15, 2018	Thursday, May 10, 2018	Monday, May 21, 2018
June 1, 2018	Tuesday, May 29, 2018	Tuesday, June 05, 2018
June 15, 2018	Tuesday, June 12, 2018	Tuesday, June 19, 2018