



## **Pay Philosophy for SHRA and EHRA Non-Faculty positions**

The UNC Eshelman School of Pharmacy is committed to offering fair and competitive compensation with the goal to attract, engage, and retain the best employees. The following guidelines describe the School's approach to the starting salary determination and pay progression for SHRA and EHRA Non-Faculty employees.

### **Hiring range and starting salary determination**

1. **SHRA state-funded positions, partially state-funded positions, administrative and school-support positions funded by non-state funds:** all vacancies will be posted at 90-110% of the respective market rate (MR) to accommodate a variety of circumstances and skillsets. However, the School will make every effort to offer at least 100% of MR to all qualified candidates at the time of hire.
2. **SHRA research positions:** the hiring range will start at 90% of MR to accommodate a variety of circumstances and skillsets. However, the School will make every effort to offer at least 100% of MR to all qualified candidates at the time of hire. The top of the hiring range is at the discretion of the hiring manager/budget holder as permitted under the OHR policy.
3. **EHRA Non-Faculty state-funded positions, partially state-funded positions, administrative and school-support positions funded by non-state funds:** the hiring range will start at 90% of MR (also known as 'reference rate'); the top of the hiring range will be determined in consultation with the hiring manager/budget holder, HR Director, and Executive Vice Dean - Chief Operating Officer (EVD-COO) prior to posting a vacancy. If a salary recommendation for the preferred candidate is greater than the initial agreed position budget, the hiring manager will seek approval from HR Director and EVD-COO before moving forward with the offer.
4. **EHRA Non-Faculty research positions:** the hiring range is at the discretion of the hiring manager/budget holder as permitted under the OHR policy.
5. **Temporary SHRA and EHRA Non-Faculty positions:** the hiring range will follow the same rules as comparable permanent positions.
6. **Postdoctoral Scholars/Fellows:** the hiring range will start at the minimum stipend for that fiscal year. The top of hiring range will follow the NIH guidelines for postdoctoral stipend levels provided funding is available. The starting salary will be determined based on the years of relevant experience. If a postdoctoral appointment is funded by an external fellowship program, the starting salary is set by the program.

The ESOP HR consultants are responsible for ensuring that each position is classified correctly prior to posting a vacancy and will consult with HR Director as needed. Once the preferred

candidate is identified, the hiring manager (in consultation with the HR consultant) is responsible for ensuring that the proposed starting salary is commensurate with the candidate's qualifications (using the FAIR framework for SHRA hires and the EHRA Non-Faculty salary determination guidelines for EHRA Non-Faculty hires).

### **Salary progression post-hire**

All requests for salary adjustments must have confirmed available funding and a valid justification reason as defined under the OHR policy.

#### Justifications

1. There are six justification reasons for SHRA salary increases: external labor market, internal equity, Employee Competency Assessment (ECA) change, additional duties, position reclassification, and retention. The School uses ECA-based increases as the closest available equivalent to performance-based pay for permanent SHRA employees. ECA-based salary adjustments can be for component competency changes (up to 5% increase) and for the overall ECA rating change (up to 10% increase).
2. There are six justification reasons for EHRA Non-Faculty out-of-cycle increases: external labor market, internal equity, additional duties, position reclassification, retention, and prevailing wage for H1-B visa holders. Performance/merit-based salary increases will be addressed through the Annual Raise Process (ARP).
3. There are five justification reasons for postdoctoral scholars: external labor market, internal equity, additional duties, retention, and prevailing wage for H1-B visa holders. Annual salary progression (labor market adjustment) for postdoctoral scholars is based on the years of relevant experience and will follow the NIH guidelines.

#### Funding

For state-funded positions and school-support positions funded by non-state funds: funding availability will be determined each fiscal year as part of the annual budget planning process.

For research (non-state) funded positions: funding availability is determined by the Principle Investigator/budget holder.

#### Timing

1. Salary adjustments for SHRA employees can occur anytime during the year provided funding is available.
  - Supervisors of SHRA employees are responsible for ensuring that employee competency assessments are completed, and position descriptions are reviewed annually as part of the performance review in March-April each year.

2. Performance-based salary increases for EHRA Non-Faculty employees will be processed during the Annual Raise Process (July-October).
3. Salary adjustments for EHRA Non-Faculty employees based on labor market, internal equity, additional duties, position reclassification, retention, and prevailing wage can occur anytime during the year provided funding is available. These increases are also referred to as 'out-of-cycle'.
4. Labor market adjustments for postdoctoral scholars may be requested at the time of reappointment (or an anniversary date for multiple-year appointments).
5. The ESOP HR office will conduct annual salary audits to identify any employees paid below the market rate. These will be adjusted as soon as the funding becomes available.

#### Pre-approval process

All salary adjustment requests for SHRA positions and 'out-of-cycle' increases for EHRA-Non-Faculty positions must be pre-approved by HR Director (for state funded positions - in consultation with EVD-COO and Sr. Director of Finance).