

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. All salaries will be determined by evaluating market data, skill level of the candidate, internal equity within the Eshelman School of Pharmacy, and comparable positions across UNC-Chapel Hill.

Pre-approval process

All requests for new positions, recruitment of vacant positions, and salary adjustments must receive approval from the Workforce Optimization Workgroup (WOW) via designated HR Consultant. The WOW is comprised of the Executive Vice Dean-Chief Operating Officer/Chief Financial Officer, Executive Vice Dean-Chief Academic Officer, Senior Director of Finance, and Director of Human Resources and Engagement. No salary adjustments shall be communicated to the employee prior to receiving WOW and OHR approval.

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 skillsets. In rare occurrences, vacancies may be posted above 110% of the market rate for hard to fill positions, as determined by the WOW. 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: all vacancies will be posted at 90-110% of the respective MR, dependent on funding. 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: in order to accommodate for the wide salary ranges in the EHRA Non-Faculty salary structure, the hiring range will generally fall between 90% and 100% of the market rate (also known as 'reference rate'); the top of the hiring range will be determined in consultation with the hiring manager/budget holder, and the WOW 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 the WOW via your HR Consultant 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 as stated by the Office of Postdoctoral Affairs. 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 the Director of HR and Engagement 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: 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: 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: 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.
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. Supervisors can initiate conversations with their HR Consultant at any time to propose a salary increase for their employee.
6. The ESOP HR office will conduct regular salary audits to identify any employees paid below the market rate. HR will make recommendations to adjust salaries where appropriate, dependent on available funding.