Examples of Good Justifications:
1. Competitive Events: in addition to providing details on the promotion itself, please add details regarding the competitive nature.
   For instance, please add: “The position was posted externally; 17 people applied, and 5 were interviewed.”
2. Additional Duties: please add clear details demonstrating the difference between the current & proposed responsibilities.
   For instance: “Dr. Kildare was asked to assume the role of coordinating lab sections for introductory chemistry courses in addition to his instructional role in quantum and theoretical chemistry.”
3. Temporary additional duties: please be sure to state how long the temporary duties are expected to last; and that the employee will revert to former salary when done.
   For instance: “Due to retirement of current Head Lacrosse Coach, employee has been promoted to fill the Head Coach position until a permanent appointment is made. Employee’s salary will revert when temporary duties cease. We expect this interim appointment to last at least 10 months.”
4. Competency adjustments: this code should be used when the employee competency is changing. If the position competency is changing, the action is considered either a Promotion (Salary Code 1A) or Additional Duties (Salary Code 2A).
   For instance: “Ms. Miller has been assigned the financial management of a variety of accounts for two different academic departments--Public Policy and Biology. Ms. Miller has completed training and certification in order to take on 90% of the work. Due to the complexities involved with managing the financial needs of two diverse departments, we propose to increase the employee’s competencies within the Journey range.”

Common Mistakes:
1. Campus emails request to an individual rather than the BOG approval email box.
2. Campus fails to provide details on a competitive event (Salary Code 1B; see #1 above.). Campus fails to explicitly state that a competitive event was posted externally.
3. Campus requests effective dates outside that which is permissible for EPA/SPA employees.
4. Campus fails to provide a salary range. Salary ranges are needed for all requests. In the event that one is not available, an explicit reason must be provided in the justification.
5. The salary request does not attest that (a) the chancellor has reviewed the document, and/or (b) that all appropriate campus policies have been followed. Without confirmation that these two conditions have been met, the request must be returned to campus.
6. Campus does not indicate the current and new title. If the title does not change please list the current title again. Do not say “Same”.
7. The current salary is different from the June 30 salary, but no explanation for this earlier increase is provided in justification.
8. Non-state fund sources are indicated, but campus fails to provide the non-state fund source (NOT account code).
9. Please review your spelling and grammar. These requests are presented to the Board of Governors and they expect them to be proofed before they review them.

UNC General Administration * Updated September 4, 2013 *