

Salary Increase Reason	Documentation Requirements (if Employee Competency Assessment (ECA) or Performance Evaluation (PE) are missing or incomplete on Carolina Talent contact your HR Representative)	Procedural Steps	Effective Date
SHRA Promotion/Lateral Increase	Salary Adjustment Form as appropriate	<p>Step 1: If an internal candidate is selected for hire a Salary Adjustment Form must be completed and sent to OHR Employment for Approval.</p> <p>Employment has the authority to approve: •Salary recommendation that is less than or equal to 115% of the assigned market rate and within the established range •For final salaries exceeding an annual rate of \$135,000, a market index of up to 105% Salary actions above those thresholds would need to be sent for pre-approval at the UNC System Office.</p> <p>Step 2: Initiate Hire ePAR once the start date is finalized (ePAR must be fully approved in workflow prior to making any commitment to a person for an open position no later than 5:00 p.m. on Wednesday before the new employee orientation session).</p>	Date that the hire/transfer action is effective
SHRA Branch/Role Change	<p>1) Updated position description and organizational chart 2) Annual ECA and PE in CarolinaTalent. For a probationary employee, any required Probationary Review must be in Carolina Talent; an ECA is not required if no annual review has been due. 3) Salary Adjustment Form</p>	<p>Step 1: Check to make sure the employee's most recent required ECA and PE are in Carolina Talent Step 2: Submit updated Job Description, Org Chart, and Salary Adjustment Form to Classification & Compensation Step 3 (if necessary): For sections where there are multiple similarly-classified staff, the department may need to complete a "Summary of Internal Opportunity Selection Form" that describes how the employee was selected for the advancement opportunity. (Link at bottom) Step 4: C&C or UNC System Approval</p> <p>Class & Comp has the authority to approve: •Salary recommendation that is less than or equal to 115% of the assigned market rate and within the established range •For final salaries exceeding an annual rate of \$135,000, a market index of up to 105% Salary actions above those thresholds would need to be sent for pre-approval at the UNC System Office.</p> <p>Step 5: Complete an "Add/Update Position" ePAR in ConnectCarolina. For the reason code, use Branch/Role Change. Step 6: The Manager will need to update the employee's performance plan to reflect new job responsibilities. Step 7: Adjust the employee's salary to coincide with the position change by submitting an "Edit Existing Job" ePAR in ConnectCarolina. For the reason code, select Branch/Role change. Be sure to attach the approved Salary Adjustment form from C&C. Also, be sure the totals match the ConnectCarolina salary action.</p>	Mondays following all necessary approvals
Additional Duties	<p>1) Updated position description and Organizational Chart 2) Annual ECA and PE in CarolinaTalent. For a probationary employee, any required Probationary Review must be in Carolina Talent; an ECA is not required if no annual review has been due. 3) Salary Adjustment Form</p>	<p>Step 1: Check to make sure the employee's most recent required ECA and PE are in Carolina Talent Step 2: Submit updated Job Description, Org Chart, and Salary Adjustment Form to Classification & Compensation Step 3 (if necessary): For sections where there are multiple similarly-classified staff, the department may need to complete an "Summary of Internal Opportunity Selection Form" that describes how the employee was selected for the advancement opportunity. (Link at bottom) Step 4: C&C or UNC System Approval</p> <p>Class & Comp has the authority to approve: •Salary recommendation that is less than or equal to 115% of the assigned market rate and within the established range •For final salaries exceeding an annual rate of \$135,000, a market index of up to 105% Salary actions above those thresholds would need to be sent for pre-approval at the UNC System Office. <i>Note: It is standard for increases for additional duties in the same classification to be 10% or less. Larger increases would be for exceptional circumstances.</i></p> <p>Step 5: Complete an "Add/Update Position" ePAR in ConnectCarolina. For the reason code, use Update Duties. Step 6: The Manager will need to update the employee's performance plan to reflect new job responsibilities. Step 7: Adjust the employee's salary to coincide with the position change by submitting an "Edit Existing Job" ePAR in ConnectCarolina. For the reason code, select Additional Duties. Be sure to attach the approved Salary Adjustment form from C&C. Also, be sure the totals match the ConnectCarolina salary action.</p>	Mondays following all necessary approvals
SHRA Position Competency Change	<p>1) Updated position description and Organizational Chart 2) Annual ECA and PE in CarolinaTalent. For a probationary employee, any required Probationary Review must be in Carolina Talent; an ECA is not required if no annual review has been due. 3) Salary Adjustment Form</p>	<p>Step 1: Check to make sure the employee's most recent required ECA and PE are in Carolina Talent Step 2: Submit updated Job Description, Org Chart, and Salary Adjustment Form to Classification & Compensation Step 3 (if necessary): For sections where there are multiple similarly-classified staff the department may need to complete an "Summary of Internal Opportunity Selection Form" that describes how the employee was selected for the advancement opportunity. (Link at bottom) Step 4: C&C or UNC System Approval</p> <p>Class & Comp has the authority to approve: •Salary recommendation that is less than or equal to 115% of the assigned market rate and within the established range •For final salaries exceeding an annual rate of \$135,000, a market index of up to 105% Salary actions above those thresholds would need to be sent for pre-approval at the UNC System Office.</p> <p>Step 5: Complete an "Add/Update Position" ePAR in ConnectCarolina. For the reason code, use Position Competency Change. Step 6: The Manager will need to update the employee's performance plan to reflect new job responsibilities. Step 7: Adjust the employee's salary to coincide with the position change by submitting an "Edit Existing Job" ePAR in ConnectCarolina. For the reason code, select Position Competency Change. Be sure to attach the approved Salary Adjustment form from C&C. Also, be sure the totals match the ConnectCarolina salary action.</p>	Mondays following all necessary approvals

Salary Increase Reason	Documentation Requirements (if Employee Competency Assessment (ECA) or Performance Evaluation (PE) are missing or incomplete on Carolina Talent contact your HR Representative)	Procedural Steps	Effective Date
Equity / Internal Pay Alignmnt	1) Salary Adjustment Form 2) Annual ECA and PE in Carolina Talent. Note that in the case of equity, relative ECA ratings are a factor in approval, so will need to be on file.	Step 1: Check to make sure the employee's most recent required ECA and PE are in Carolina Talent Step 2: Submit Salary Adjustment Form to Classification & Compensation Step 3: C&C or UNC System Approval Class & Comp has the authority to approve: •Salary recommendation that is less than or equal to 115% of the assigned market rate and within the established range •For final salaries exceeding an annual rate of \$135,000, a market index of up to 105% Salary actions above those thresholds would need to be sent for pre-approval at the UNC System Office. An equity/internal pay alignment adjustment can be considered when an employee is in the same branch/role/competency level and performing similar work with the same overall ECA rating and level of experience as a peer employee with a higher salary. Step 4: Adjust the employee's salary by submitting an "Edit Existing Job" ePAR in ConnectCarolina. For the reason code, select Equity/Internal Pay Alignment. Be sure to attach the approved Salary Adjustment form from C&C. Also, be sure the totals match the ConnectCarolina salary action.	Mondays following all necessary approvals
Employee Competency Assessment Adjustment	1) Salary Adjustment Form: in explanation section indicate if it's a component change or overall competency rating change 2) Annual ECA and PE in Carolina Talent. For a probationary employee, a Probationary Review must be in Carolina Talent and an ECA that was completed at least 90 days apart from the new ECA. 3) New ECA showing component or overall competency level change.	Step 1: Check to make sure the employee's prior (typically last year's) ECA and PE are in Carolina Talent Step 2: Check to make sure new annual ECA or an Off Cycle ECA is in Carolina Talent Step 3: Submit Salary Adjustment Form to Classification & Compensation. In the notes indicate the changes to the ratings. If this is a change in a component competency or competencies, a salary adjustment of up to 5% may be allowed if it is within local authority. If the overall competency rating increases, a salary adjustment of up to 10% may be allowed if it is within local authority. Step 4: C&C or UNC System Approval Class & Comp has the authority to approve: •Salary recommendation that is less than or equal to 115% of the assigned market rate and within the established range •For final salaries exceeding an annual rate of \$135,000, a market index of up to 105% Salary actions above those thresholds would need to be sent for pre-approval at the UNC System Office. <i>For ECA increases requiring System Office review, departments will need to provide specific examples of how the employee demonstrated the competency at a higher level. Additionally, increases over 115% of market may be limited for employees not at the Broadly Demonstrated level, and departments may need to provide additional justification regarding the compelling need to pay above 115% of market.</i> Step 4: Adjust the employee's salary by submitting an "Edit Existing Job" ePAR in ConnectCarolina. For the reason code, select Employee Competency Assessment. Be sure to attach the approved Salary Adjustment form from C&C. Also, be sure the totals match the ConnectCarolina salary action.	Mondays following all necessary approvals
Retention	1) Salary Adjustment Form 2) Annual ECA and PE in Carolina Talent. For a probationary employee, any required Probationary Review must be in Carolina Talent; an ECA is not required if no annual review has been due. 3) Offer letter from external employer OR job posting and employee's attestation of offer or pending offer	Step 1: Check to make sure the employee's most recent required ECA and PE are in Carolina Talent Step 2: Submit Salary Adjustment Form along with the offer letter OR posting and attestation confirming the employee has an external offer for a similar position (not an obvious promotion to a higher-level job) to Classification & Compensation. Step 3: C&C or UNC System Approval Class & Comp has the authority to approve: •Salary recommendation that is less than or equal to 115% of the assigned market rate and within the established range •For final salaries exceeding an annual rate of \$135,000, a market index of up to 105% Salary actions above those thresholds would need to be sent for pre-approval at the UNC System Office. <i>The requested salary should not exceed the external offer.</i> Step 4: Adjust the employee's salary by submitting an "Edit Existing Job" ePAR in ConnectCarolina. For the reason code, select Retention. Be sure to attach the approved Salary Adjustment form from C&C. Also, be sure the totals match the ConnectCarolina salary action.	Mondays following all necessary approvals
Market Rate	1) Salary Adjustment Form 2) Annual ECA and PE in Carolina Talent. For a probationary employee, any required Probationary Review must be in Carolina Talent; an ECA is not required if no annual review has been due.	Step 1: Check to make sure the employee's most recent required ECA and PE are in Carolina Talent. Step 2: Submit Salary Adjustment Form to Classification & Compensation. The salary recommendation is capped at 110% of the market rate. Step 3: Adjust the employee's salary by submitting an "Edit Existing Job" ePAR in ConnectCarolina. For the reason code, select Market Rate. Be sure to attach the approved Salary Adjustment form from C&C. Also, be sure the totals match the ConnectCarolina salary action.	Mondays following all necessary approvals

Salary Increase Reason	Documentation Requirements (if Employee Competency Assessment (ECA) or Performance Evaluation (PE) are missing or incomplete on Carolina Talent contact your HR Representative)	Procedural Steps	Effective Date
Temporary Adjustment/Start	1) Salary Adjustment Form 1) Annual ECA and PE in Carolina Talent. For a probationary employee, any required Probationary Review must be in Carolina Talent; an ECA is not required if no annual review has been due.	Step 1: Check to make sure the employee's most recent required ECA and PE are in Carolina Talent. Step 2: Submit Salary Adjustment Form to Classification & Compensation. Step 3 (if necessary): For sections where there are multiple similarly classified staff, the department may need to complete a "Summary of Internal Opportunity Selection Form" that describes how the employee was selected for the temporary opportunity. (Link at bottom) Step 4: C&C or UNC System Approval Class & Comp has the authority to approve: •Salary recommendation that is less than or equal to 115% of the assigned market rate and within the established range •For final salaries exceeding an annual rate of \$135,000, a market index of up to 105% Salary actions above those thresholds would need to be sent for pre-approval at the UNC System Office. Step 5: Adjust the employee's salary by submitting an "Edit Existing Job" ePAR in ConnectCarolina. For the reason code, select SHRA Temporary Adjustment/Start. Be sure to attach the approved Salary Adjustment form from C&C. Also, be sure the totals match the ConnectCarolina salary action. Be sure to use the flat rate line in ConnectCarolina, dividing the annual amount of the supplement by 12. Step 6: C&C and department HR will need to track these Temp Increases to ensure they do not exceed the approved timeframe. Important Note: Temporary Increases beyond 1 year, regardless of market rate percentage, require UNC System Office pre-approval, so extension requests should be submitted prior to official end date.	Mondays following all necessary approvals

NOTE:

The approval of the relevant Dean or Vice Chancellor is required for all salary increase actions.
 All salary increases except promotions require a current performance rating of "Meets Expectations" or better and the most recent required employee competency rating to be on file (For probationary employees, the most recent required quarterly check-in is required.)
 Departments should exercise discretion in awarding adjustments to temporary employees only for sound business reasons. The salary should remain within the defined range for the equivalent career banded classification.
 Employee Competency Assessments must be completed using only the competencies for the title as defined in the State profile
 Career banding base salary adjustments may not exceed the max of the established range for the classification. Temporary supplements may exceed the range in some circumstances; consult your Classification & Compensation Consultant.
 OHR does not have salary administration authority for a small number of career-banded titles. Your C&C Consultant will advise you about approvals in those cases.
 FTE changes that are a direct pro-ration of salary do not require pre-approval. Just be sure that all annual salaries are rounded to the nearest whole dollar amount.

Salary Increase Guidelines

Increases are allowed for lateral transfers if justified by the application of the career banding pay factors.
 For additional duties within the same classification, increases should be 10% or under. Greater amounts can be considered on a case-by-case basis in exceptional circumstances.
 Other conditions apply to retention increases. Please contact your Classification and Compensation Consultant.
 Across-the-board legislative increases do not count towards local approval thresholds. Discretionary ARP increases are counted toward the thresholds.
 Any increase or new-hire offer salary for a classification title for which UNC-CH does not have delegated authority will require System Office pre-approval.
 All increases must meet the career banding pay factors (FAIR). Financial Resources, Appropriate Market Rate, Internal Pay Alignment, Required Competencies
 Increases that require System Office pre-approval should be limited and additional factors that are outside of the department's control (i.e. external equity, optics, etc.) may be taken into consideration. Therefore, an increase might not receive approval even when it is within the university's pay philosophy. An extremely compelling reason must be provided.

Links
Career Banding Rates
Career Banding Profiles
SHRA Job Description Electronic Form Template
Salary Adjustment Form
Internal Opportunity Selection Process
Summary of Internal Opportunity Selection Form