



1. WHAT IS THE BACKGROUND ON THE SHRA SALARY RANGE REFRESH?

The UNC System Office, in cooperation with the Office of State Human Resources (OSHR) and an external consultant, performed an across-the-board assessment of SHRA pay ranges to ensure they accurately reflect current labor market values. SHRA salary ranges have not experienced a labor market refresh since 2007.

Because the ranges had not been updated for several years, the old, outdated ranges created a perception that many employees were being paid above their respective market rates, or even at the top of their range.

This project is strictly a refresh of outdated SHRA ranges. State agency ranges underwent a similar exercise in recent years, and the 2024 UNC project aligns about two-thirds of UNC System positions with those state ranges. Given the unique nature of higher education, national and regional labor markets were considered in about one-third of positions.

2. WILL THERE ALSO BE A REFRESH TO EHRA SALARY RANGES?

The UNC System Office is currently taking a similar look at refreshing all EHRA salary ranges. (Because two-thirds of the SHRA ranges had essentially already been refreshed through the state agency exercise, it was easy to examine those first.) Refreshed EHRA ranges are expected to be released by the UNC System Office by Fall 2024.

3. WHAT IS THE POLICY THAT EXPLAINS SALARY RANGES?

A&T's SHRA salary administration policy is consistent with that of the entire UNC System, which can be found at: [SHRA Salary Administration Policy](#)

The ranges themselves can be found at: [SHRA Salary Ranges](#)

4. I DON'T AGREE WITH MY SALARY. IS THERE A PROCESS TO REQUEST AN INCREASE?

You are encouraged to discuss this concern with your supervisor. Supervisors know their salary budget and how it is allocated. Supervisors should consult with Human Resources if they are unsure of factors and priorities that need to be considered.

5. I AM CONCERNED ABOUT PAY DISCRIMINATION. WHAT SHOULD I DO?

We take concerns of discrimination very seriously. Please refer to our [Equal Opportunity and Non-Discrimination Administrative Policy](#) and the [Unlawful Harassment and Discrimination Policy](#). For questions regarding these and other EEO policies and procedures, please contact Tadra Atkinson, Director of Employee Relations & Equal Employment Opportunity, for guidance and support.

6. ARE INSTITUTIONS REQUIRED TO ADJUST THE SALARIES OF EMPLOYEES WHO FALL BELOW THE NEW MINIMUM OF THE SALARY RANGE FOR THEIR CLASSIFICATION?

No, institutions are not required to adjust salaries to reach the new minimum. However, funding has been secured to ensure that the very small number of employees who fall into this category will receive the increase needed to reach the minimum of their classification's salary range.

7. WILL THE UNC SYSTEM OFFICE FUND INCREASES TO MOVE EMPLOYEES HIGHER WITHIN THE NEW RANGES?

No, funds for salary increases related to this initiative are the responsibility of each institution.

8. WHEN AM I GETTING AN INCREASE?

There are no guaranteed increases that come with these refreshed salary ranges. Supervisors, in conjunction with Human Resources, determine when increases are warranted for their employees based on the factors listed in the overview above: labor market, internal peer equity, business needs, and available funding.

9. WILL INCREASES BE RETROACTIVE?

No. Increases will be effective in the month in which they are requested by the supervisor.

10. WHAT POSITIONS ARE YOU LOOKING AT FOR INCREASES?

Only those positions whose salaries lie below new salary range minimums will receive an immediate increase, up to the minimum. Supervisors are being encouraged to focus their attention regarding increases on those positions that fall below the market rate. However, departments may have unique situations with hard-to-fill positions, salary compression, or internal equity, that force them to redirect their attention to other positions instead.

11. WHAT ABOUT EMPLOYEES IN AN AREA THAT CAN'T INCREASE SALARIES WHEN THEIR PEERS IN OTHER AREAS DO GET INCREASES?

Each department has its own salary budget that is managed by that unit's supervisor. Because of market demands, supervisors may have to make salary decisions that create inequity between departments. Correcting any such inequities will be an institutional priority as future opportunities become available.

12. WHAT ABOUT SEATED EMPLOYEES WHO HAVE NEW COWORKERS HIRED AT A HIGHER SALARY?

Supervisors are made aware of potential inequities that may arise as a result of the new ranges, particularly when hiring new employees. While concerns may not be able to be addressed immediately, supervisors are advised to work towards improving equity among employees classified the same and doing similar work.

13. WHAT IF MY SUPERVISOR DOESN'T ACT ON THESE CHANGES?

Supervisors must manage the salary budget they have, and that may mean they are unable to take any action with these refreshed salary ranges. That being said, you are encouraged to discuss with your supervisor any concerns you have.

14. FOR DEPARTMENTS THAT MAY NOT HAVE FUNDS FOR SALARY INCREASES, IS BONUS LEAVE AVAILABLE AS AN ALTERNATIVE?

No. Bonus leave is only made available through North Carolina legislative activity. No bonus leave provisions have been enacted.

15. HOW CAN I GET AN INCREASE?

If you believe your salary should be increased, you should discuss this concern with your supervisor.

16. CAN I GET PAID MORE BY APPLYING FOR A SAME-LEVEL POSITION?

Perhaps. Newly recruited positions may post a salary range that allows for a higher salary than seated employees.

17. DOES A GOOD PERFORMANCE APPRAISAL MAKE ME ELIGIBLE FOR AN INCREASE?

No. Appraisal-based increases are only made available through North Carolina legislative activity. There were no appraisal-based increase provisions enacted during this period.