



Policy 4.57 Starting Salaries (Non-Faculty)

Responsible Official: VP for Human Resources

Administering Division/Department: Compensation

Effective Date: March 30, 2007

Last Revision: June 17, 2014

Policy Sections:

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Policy Details

- I. **Responsibility.** The Compensation Department provides guidance to hiring departments to ensure that starting salaries offered to external candidates are market competitive, internally equitable and non-discriminatory.
- II. **Jobs Filled Through Open Recruitment or Emory Search Group.**
 - a) Designated recruiters work with hiring officials to determine an appropriate starting salary for positions filled through the open recruitment and administrative decision processes.
 - b) **Factors.** Starting salaries are determined as the result of considering numerous factors *related to the position*, which include, but are not limited to the following:
 - i. The candidate's education relative to the position; and
 - ii. The candidate's related work experience, as measured in years; and
 - iii. Credentials and pay rates of existing employees in the same or similarly-situated positions jobs within the business unit (also known as "internal equity"); and
 - iv. The availability of qualified candidates in the work force; and
 - v. Available funding.
 - c) Upon request, the Compensation Department will review unique situations or requests in terms of determining a starting salary that does not adhere to the factors set forth above.
 - d) **Minimal Related Work Experience.** For jobs which do not require previous related work experience *or* where the candidate's qualifications meet only the minimum qualifications of the position, the starting salary offered would generally be close to the minimum of the salary range.
3. **Accountability.**
 - a) **Business Unit.** The department hiring official, after consulting with Recruiting or Compensation on a recommended starting salary, will offer the starting salary to the candidate based on the factors listed in Section II, as well as the immediate needs of the business unit, and the external candidate's salary requirements.
 - b) **Internal Equity.** The department hiring official is responsible for ensuring the starting salary is appropriate, reasonable and internally equitable within the immediate business unit.

4. **Confidentiality.** Departments are not authorized to solicit or exchange salary information from other employers. Calls from other organizations regarding salary data must be referred to the Compensation Department.

JOBS FILLED THROUGH OPEN RECRUITMENT OR ADMINISTRATIVE DECISION

Human Resources is responsible for providing guidance to hiring departments to ensure that starting salaries offered to external candidates are market competitive, internally equitable and non-discriminatory. Designated employment recruiters generally work with hiring officials to determine starting salaries for positions filled through open recruitment and the Compensation Department provides consultation for jobs filled through the administrative decision process. Consideration will be given to the candidate's education and related work experience, pay rates and credentials of existing employees in the job, available funding, and the availability of qualified candidates in the work force when determining starting salaries.

For jobs which do not require previous related work experience or where the candidate's qualifications meet only the minimum requirement of the position, the starting salary offered will generally be the minimum of the salary range.

For positions where previous work experience contributes to the candidate's ability to perform the job and/or for jobs which are market-sensitive, the hire rate will be determined based on years of related experience. Up to 4% per year may be granted for years of experience which exceed the minimum qualifications, with the percentage for each year determined by the applicability of that year's experience to the new position.

Starting salaries generally should not exceed the midpoint of the range.

The starting salary, as calculated above, is generally the maximum rate which will be offered to the candidate. The department may decide that a lower rate is necessary due to budget constraints or internal equity issues. The departmental hiring official, considering advice received from Human Resources, will determine the starting salary using the formula described above.

Departments are not permitted to solicit or exchange salary information with other employers. Calls from other organizations regarding salary data should be referred to the Compensation Department.

JOBS FILLED THROUGH SEARCH COMMITTEES

The classification and salary for all non-faculty positions filled through a search must be reviewed by Human Resources.

At the beginning of the search process, the department should contact the Compensation Department to determine an appropriate classification and to review the hiring range for the job.

Before salaries are preliminarily discussed or an offer is extended to the selected candidate, the department should provide the Compensation Department with the candidate's resume. Starting salaries for external candidates will be determined using the criteria previously mentioned for positions filled through open recruitment and administrative decision.

The Search Activity Report (SAR) form must be approved both by EOP and Human Resources before an offer is extended.

These procedures apply to all non-faculty searches, exclusive of deans and vice presidents.

Related Links

- Current Version of This Policy: <http://policies.emory.edu/4.57>

Revision History

- Version Published on: May 07, 2007
- Version Published on: May 07, 2007 (Amended 05/07)

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