Policy 4.57  
Starting Salaries (Non-Faculty)  

**Responsible Official:** VP for Human Resources  
**Administering Division/Department:** Compensation  
**Effective Date:** March 30, 2007  
**Last Revision:** July 31, 2018

**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.**

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 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.

III. **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.

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.

IV. **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 recruiting specialists generally work with hiring officials to determine starting salaries for positions filled through open recruitment and the administrative decision process. Under special circumstances staff positions can be filled through administrative decision rather than open recruitment when (1) rehiring former staff (2) converting a temporary employee to a regular staff position or (3) hiring new staff employee.

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 close to 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.

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

Related Links

- Current Version of This Policy: [http://policies.emory.edu/4.57](http://policies.emory.edu/4.57)

Revision History

- Version Published on: Jun 17, 2014
- Version Published on: Jun 17, 2014
- Version Published on: May 07, 2007 (Amended 05/07)

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