

## **Staff Compensation Program**

Emory's staff compensation program is intended to pay staff competitively for the work they do, and to attract, motivate, reward and retain the best staff.

### **Compensation Program Principles**

1. Emory will seek to maintain its target position relative to the market of our peers, both annually and over the long-term. In doing so, we will evaluate our market position in the aggregate and for each segment of our faculty and staff, when market data are available.
2. Factors that may be taken into consideration for an individual staff member's salary include education and experience credentials, performance and contribution, market value, retention risk, equity, and available financial resources.
3. Compensation increases should be based upon performance, market position for the employee, value of contribution, retention risk and other key strategic needs.
4. Compensation decisions must be applied in an equitable manner; metrics will be available to monitor this.

### **Process**

- Managers must make salary decisions that are consistent with these principles.
- The university establishes an overall salary pool each year. The pool may be supplemented at the unit's discretion if additional resources can be freed up and operationally absorbed through reallocation of expenses. All compensation increases must be based on the criteria outlined in #2 above.
- Managers must communicate the compensation principles to staff and faculty before and after decisions are made. Doing so reinforces the compensation decisions and strengthens the messages around the importance of performance, retention, market competitiveness, and rewards.

*Revised May, 2017*