



## **Principles of Compensation**

### **Opening statement**

It is critical that we re-affirm the priorities for the compensation program (i.e., a program to reward, retain, and attract the best faculty and staff).

We will continue our pursuit of excellence and in doing so, advance the University's vision to work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.

### **Compensation Program Principles**

1. The rewards practices will support Emory's intent to have competitive, salaries that will reward, retain, and attract the best faculty and staff. The practices must be aligned with the University's mission and its ongoing institutional needs.
2. 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 possible.
3. Compensation increases should be based upon performance, competitive market, criticality of the incumbent contributor, a promotion, and other key strategic needs.
4. Compensation decisions must be applied in a non-discriminatory manner; metrics will be available to monitor this.

### **Process**

- Managers must make salary decisions that are consistent with these principles. Human Resources will provide explicit guidelines and training to facilitate the process.
- Managers must communicate the compensation principles upon which compensation decisions are made to staff and faculty before and after decisions are made. Doing so reinforces the compensation decisions and strengthens the messages around the importance of retention, market competitiveness, and rewards.