

# Starting Salary Policy and Guidelines

5 September 2022

Approved by the SLT

# Starting Salary Policy and Guidelines

## 1. Purpose and scope

The procedure enables recruiting managers to make fair and consistent starting salary decisions according to defined principles and guidelines that are evidence based.

This policy applies to appointments at all levels other than the Senior Staff as defined in the Articles of Association.

This policy should be read and applied in conjunction with the [University's Recruitment and Selection Guidelines](#)<sup>1</sup>.

Following a recruitment process, using these guidelines, recruiting managers can, with approval from the budget holder (normally the Dean, Head of School, or PSD Director), communicate offers of employment including starting salary offers to applicants selected.

These guidelines apply where we want to make an offer of employment with a defined starting salary to a selected internal or external applicant.

## 2. Procedure for determining starting salaries

The recruiting manager determines the starting salary they want to offer their selected applicant according to the criteria and guidelines below.

**NOTE:** There is no requirement to contact Human Resources (HR) at this stage however, your [School/PSD HR contact](#)<sup>2</sup> can provide you with advice and a sense check on your starting salary assessment if requested.

2.1 Recruiting manager completes the starting salary section of the [Recommendation of Appointment form](#)<sup>3</sup> including the section setting out the rationale for the starting salary if it is above the entry level (first incremental point of the relevant grade)

1.2. Recruiting manager obtains approval from their senior manager for the starting salary. For academic posts including L/SL and PL posts, this would from the Dean or Head of School. For research posts the approval should come from the PVC (Research) and for Professional Services Departments it is the Professional Services Director or SLT member.

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<sup>1</sup> <https://staff.londonmet.ac.uk/employment-support/policies-and-procedures/recruitment-and-selection/>

<sup>2</sup> <https://staff.londonmet.ac.uk/admin-and-finance/administrative-departments/human-resources/human-resources-teams-and-contacts/>

<sup>3</sup> The form can be downloaded from the Recruitment and selection document templates section of our online Recruitment and Selection Policy pages <https://staff.londonmet.ac.uk/employment-support/policies-and-procedures/recruitment-and-selection/>

### 3. Procedure for issuing offers of employment

3.1 Recruiting manager communicates the starting salary together with the formal offer of employment to the selected applicant using the offer letter template<sup>4</sup>.

NOTE: Your [School/PSD HR contact](#)<sup>5</sup> is available for support and advice. If preferred, recruiting managers are able to ask HR to issue the offer letter directly to the selected applicant.

3.2 Recruiting manager to provide their HR contact with a copy of:

- the Recommendation of Appointment
- senior manager approval
- offer letter

3.3 Upon receipt of the above, HR will progress the appointment by undertaking the necessary pre-employment checks, issuing the contract of employment and setting up on payroll.

### 4. Guiding principles

To ensure consistency and equity across groups of staff employed in similar jobs, appointments are:

- made within the incremental points of the evaluated<sup>6</sup> grade of the advertised role and;
- are normally made to the first incremental point of the relevant grade.

Recruiting managers should carefully consider making an offer above the first incremental point of the grade, ensuring they apply the criteria in section 5 of this policy.

Recruiting managers should be mindful of the current salaries of existing staff within their teams/departments with the same or similar responsibilities and duties and, seek to maintain parity across the profile of existing employees. Advice should be sought from HR if recruiting managers have any concerns about parity and/or wish to sense check decision making.

### 5. Starting salary levels and criteria

There are three normal starting salaries within each grade as set out in the table below covering an entry level, experienced level and an expert level. The criteria in the table should be used to support the determination of which point to offer as a starting salary.

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<sup>4</sup> The template can be downloaded from the Recruitment and selection document templates section of our online Recruitment and Selection Policy pages at: <https://staff.londonmet.ac.uk/employment-support/policies-and-procedures/recruitment-and-selection/>

<sup>5</sup> <https://staff.londonmet.ac.uk/admin-and-finance/administrative-departments/human-resources/human-resources-teams-and-contacts/>

<sup>6</sup> Your HR Officer can advise on the evaluation if you have a new or updated job description that needs to be evaluated.

	<b>Entry Level</b>	<b>Experienced Level</b>	<b>Expert level</b>
Grade spine point / annual salary	Offer bottom of scale	Offer midpoint of scale	Offer near top or top of scale

An exceptional business case can be made to go above this norm, provided it is still within the grade range and can be agreed by the relevant senior manager.

	<b>Entry Level</b>	<b>Experienced Level</b>	<b>Expert level</b>
Experience	Meets all essential criteria	Exceeds a number of or all of essential criteria and/or has significant demonstrable experience relevant to the role.  Has demonstrable experience working in the same type and level of role and is familiar with all aspects of it	Demonstrates significant experience against all of the essential criteria.  Has significant experience working in the same type and level of role and has sufficient familiarity and expertise to be able to advise others in all aspects of the role
Education and training	Meets all essential criteria *OR* in the case of a redeployee will do so within a reasonable timeframe with reasonable support and/or training	Meets or exceeds all essential criteria.  May have additional qualifications and / or good evidence of CPD	Meets or exceeds all essential criteria.  Has additional qualifications and/or good evidence of CPD
Knowledge, skills and abilities	Meets all essential criteria *OR* in the case of a redeployee will do so within a reasonable timeframe with reasonable support and/or training	Meets or exceeds all essential criteria.  Demonstrates the ability to hit the ground running and immediately add value in the role	Meets or exceeds all essential criteria.  Demonstrates sufficient knowledge and skill to be able to advise on all aspects of the role and to be a source of information and guidance for others

## 6. Current or prior earnings

We do not seek to directly base our starting salary offers on current or prior earnings as this would risk us perpetuating pay inequalities that exist in the marketplace.

Current or recent earnings can however be a good indicator of the level of role an applicant has been undertaking and can be used to help evidence experience.

Current or recent earnings are also a good indicator of salary expectations. If recruiting managers determine a starting salary below the applicant's current or recent salary, they may wish to explore with applicants what their salary expectations are, ahead of making an offer, to avoid disappointment. Advice should normally be sought from HR prior to such discussions.

## **7. Assessing prior experience**

It is important to be aware that understanding of, promoting, and appreciating prior experience can also perpetuate pay inequalities. In assessing prior experience, there is the opportunity for bias due to similar or divergent experiences or because candidates from different demographics feel more or less comfortable highlighting their previous experiences.

To counteract this, recruiting managers should:

- Ensure a diverse interview panel and actively seek views from all members in assessing prior experience;
- Ask open questions during the interview which encourage candidates to highlight the experience they feel is relevant to the role, in addition to questions focused on specific elements of the person specification;
- If a successful applicant requests a salary higher than the bottom point on the range, encourage them to set out in writing their rationale for this, highlighting the skills, experience and qualifications they feel justify this, including any items which they did not have the opportunity to highlight via the selection process;
- Seek advice from HR to sense check decision making.

## **8. Policy Review and consistency**

HR will review this policy and guidelines at least every two years.

HR Teams will monitor the application of the policy for consistency including by reviewing the content of the Recommendation of Appointment forms against the identified starting salary.

HR Officers will report on consistency of application across the University via the weekly HR Operations team meetings. HR Officers will feedback to recruiting managers if they identify potential misalignment of starting salary offers with the guidelines.