



How do I determine an appropriate salary to offer?

- What are the salary expectations of the candidate?
- What is their highest level of education?
- How many years of experience do they possess in a professional and/or related field?
- Does your candidate exceed the minimum requirements on their role-specific job description and their job profile assigned by INSPD?
- List the employees on your team that are in comparable roles, their current salary, their highest level of education, years of experience in this role, and years of other professional and/or related work experience. Does this requested salary make sense as compared to others on your team? If the candidate were hired at that salary, would this negatively impact current team morale?

Reminder

Determine an appropriate salary request BEFORE scheduling interviews. Use the [pre-screening tool](#) to help you promote employment benefits and the salary range (minimum salary of the role to the highest you think you could equitably request) for that specific candidate. This tool should narrow your interview pool to those that you know would accept a salary that would not create conflict within your current team.

Justification

The required [Final Candidate Justification Form](#) is a detailed summary of the nature of the request and the specific candidate and salary request information. These are vital parts of the offer approval process, and having a thorough justification for all offer approvals is necessary for proper and timely evaluations. Include the following information for each request.

- Candidate Name (indicate if candidate is a current state employee or rehire)
- Position Title
- Requested Salary
- Summary of Education and Experience
- Comparator Details (1-3 employees with similar levels of education/experience)
- Rationale of why the candidate was selected and should be offered this salary if hired.

Example 1: Is the candidate's salary request reasonable?

External candidate for Program Director 2 (GEN 36: \$47,320- \$68, 614) Candidate has a Bachelor's degree, 10 years of relevant experience, and is requesting \$60,000.

Compare to our current team.

- Employee 1 is a Program Director 2 at \$52,000 with a Bachelor's degree, 3 years in this role, and 7 years of external experience.
- Employee 2 is a Program Director 2 at \$61,000 with a Bachelor's degree, 10 years in this role, and 10 years of external experience.

Is the candidate's request of \$60,000 reasonable amongst the current team? No, the candidate is most comparable to Employee 1. Therefore, a salary offer between \$47,320 (minimum) to \$52,000 would be reasonable. **TIP:** Use the [Interview Pre-Screen Template](#) and/or [Employment Offer Guidance](#) to help with this conversation.

Example 2: What is comparable?

Internal candidate for Biologist 3 (GEN 34: \$42,900- \$60,122) Candidate currently is a Clerical Assistant 2 (GEN 22) at the minimum salary of \$29,588 and has a Master's degree in Biology with 7 years of relevant scientific experience.

Compare to our current team.

Name	Salary	Education	Prior Experience	Years in Role	Total Equity
Employee 1	\$44,187	BA (= 4yrs)	3 years	1 year	8 years
Employee 2	\$47,203	BA (=4yrs)	8 years	3 months	12.25 years
Employee 3	\$51,503	MA (=6yrs)	5 years	9 years	20 years

What is an appropriate salary range to offer? A salary offer of \$47,000- \$47,500 would be most comparable as the candidate's education and experience level falls slightly higher than Employee 2. Remember to determine if offering a salary higher than Employee 2 could cause morale issues and if so, offer \$47,000.

For additional information:

[IDOH-Hiring-Process-Instruction-Guide.pdf](#)



Indiana State
Personnel Department