



OFFERS, COMPENSATION & NEGOTIATION CHECKLIST

You've selected your frontrunning candidate and you're ready to make an offer! In recruiting, your goal is simply to make a successful hire, and crafting a great offer is a critical part of that process. But did you know that your approach to offers and negotiation can perpetuate wage disparity along gender and cultural divides?

Some people will ask for a better offer, and others will not. The reasons may be cultural, societal or something else - but it really doesn't matter who or why. The fact is if you don't lead with your best offer, you will end up with compensation packages that favour the negotiators, and penalize everyone else.

If you put your best offer forward every time, you won't compromise fiscal responsibility, but you *will* be on the road to growing a company built on equity, with employees who are valued for their most meaningful skills and contributions.

Here are some recommendations to get started:

- Do your research and define comp ranges for each role. Having leveling in place with comp ranges assigned to levels is helpful so there's transparency within the org.
- If possible, include comp ranges in the job description -- this will give candidates insight into what they're signing up for and avoid discrepancies for candidates who may have the experience but haven't been valued similarly before. This will encourage fairness within a diverse candidate pool.
- Get insight into a candidate's comp expectations at the beginning of the process so there are no surprises.
- Start with your best offer. No one enjoys playing the game, focus on the company mission, the scope of the role and the impact you see this individual making in the organization.
- As a startup it's often difficult to match / exceed a competitive base salary. You can always make up for it in options and really sell the candidate on what they will own and influence within the org and what the business impact looks like for this role.