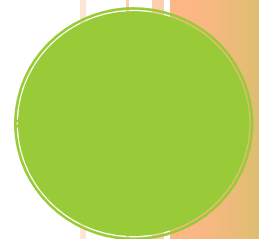


JOB OFFER GUIDE

Attracting and Retaining Top Talent through Pay Equity

Department of Administrative Services
Chief Human Resources Office



Job Offer Guide

Attracting and Retaining Top Talent through Pay Equity

GOOD BUSINESS SENSE

Pay equity requires employers to pay the same wages to everyone for work of comparable character. Work of comparable character requires similar knowledge, skills, effort, responsibility and working conditions to perform the work.

Pay equity makes good business sense. Some of the benefits are:

- Achieving fairness and respect in the workplace
- Creating a motivated, happy and productive workforce
- Becoming an employer of choice
- Attracting and retaining the best employees

CHANGES IN OREGON LAW

In the 2017 Legislative session, ORS 652, 659A was amended making it unlawful employment practices to:

- Discriminate between employees on the basis of a “protected class” in payment of wages or other compensation for “work of a comparable character”
- Seek the salary history of an applicant or employee before an offer of employment is made
- Screen applicants on the basis of current or past compensation
- Determine compensation for a position based on current or past compensation of a prospective employee

DETERMINING PAY FOR A NEW HIRE

When determining the salary to offer a new to state employee, the top candidate’s current salary and history cannot be asked or used, even if volunteered. Instead of determining the salary offer based on current or past salary, the pay rate must be determined in relation to current employees doing comparable work. This is called an internal assessment. It includes looking at current employees’ related education, training, and experience relative to the top candidate’s related education, training and experience. Other factors may be merit factors, travel, seniority, and work location if applicable to the position. You must offer pay that is in line with the current employees’ pay, and the offer must be made in writing.

What to consider:

- The compensation of incumbents in the agency in the same classification. *Note: the job classification is typically the best means available for determining which jobs constitute work of a comparable character. At times however, a sub-set of jobs within a classification, particularly a broad job classification like Principal Executive/Manager or Operations & Policy Analyst need to be identified for proper comparison purposes.*
- Compare the pay rates of employees by looking at education, training, experience, seniority, work location (if appropriate), and travel (if appropriate).
- The salary/pay offer made should be comparable to current employees with similar education, experience and training while taking their seniority into account.

MAKING THE JOB OFFER

It is important to prepare before making a job offer. This includes putting together an offer letter to provide to the top candidate as well as developing and defining your talking points. Making a job offer is a strategic sales pitch that targets the candidate's motivation for the job by emphasizing the ways the job, the team, and the agency meets the candidate's reasons for wanting the job. **(Tip: The best way to find out the candidate's motivation for the job is by asking why the candidate is interested in the job during the interview.)**

Talking points when explaining the total compensation package:

- Annual step increases
- Core Benefits (life, medical, vision, dental) – provide the out of pocket amount and the total amount.
- Additional Benefits (short-term disability, EAP)
- Retirement
- Paid Time Off: Vacation, Sick Leave, Personal Business, Holidays

Money is important but there are many driving factors that a candidate considers when accepting a new position. Prepare to discuss the non-monetary benefits as well.

- Work environment: work/life balance, telework, flex schedules
- Employment stability
- The work itself (mission, impact on Oregon, making a difference)
- Career growth and exploration

WHAT TO DO WHEN THE CANDIDATE WANTS MORE MONEY?

Negotiating salary starts by knowing your limits. Review your internal assessment before offering more money. If there is little difference in the requested salary, you may be able to match offer. If it is way off, decide if it is worth it or even with your capability.

Ask what the candidate **is expecting and why**. This why doesn't include salary, rather job related factors that you may have overlooked. You might ask: "I know that you have many of the qualifications that we are looking for. As I consider your salary expectations, is there experience and/or education that I've overlooked or that you would like to expound on to help me make my decision?"

Here are a few questions to ask yourself when determining to offer a higher pay rate.

- Would the salary create an inequity?
- Determine if the candidate possess skills and attributes that you cannot find anywhere else?
- Take a look at the long term, is there potential to promote?
- Were there other applicants who could adequately fulfill the position?
- Is it within budget?

Counteroffer

Regardless if you are prepared to offer additional money or hold firm to your first offer, reiterate the additional benefits and how the job meets the essential factors that attracted the candidate to the job in the first place.

Be upfront about your limits. If your first offer or if your counteroffer is the best you can offer, do not leave the door ajar for further negotiations.

If the final offer is turned down, always end the conversation by explaining that although this time things didn't turn out as you would have liked, that you hope the candidate continues to consider your agency and state government in the future.

KEY LINKS

[Pay Practices Policy Addendum A](#)

[Special Leaves with Pay Addendum](#)

[Internal Assessment Instructions](#)

[Pay Equity Tool](#)

[Internal Assessment Worksheet](#)

[Q&A for HR Professionals](#)