



Offer of Employment

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To date, in these columns, I have covered a number of issues relating to recruitment including reference checks, salaries, the importance of job descriptions, current trends in job vacancies, staff retention and issues effecting corporate Australia. I hope you are finding them useful reference tools. This month I have decided to focus on letters of offer to a candidate.

DURING THE INTERVIEWING PROCESS, YOU WILL obtain from the candidate, information on salary, performance bonuses, key motivators, core competencies, expectations (such as career advancement or equity options) and the threshold level at which a candidate will accept the position without remorse.

The offer will generally be located in the middle of the candidate's current or previous level of pay and the level they expect. This is the level where the best outcomes for both parties are likely to be achieved.

Try to avoid extending the offer below the candidates realistic expectations. If the candidate perceives lack of flexibility to move on the offer, they may accept for the wrong reasons (eg as a filler until they find something better). They will enter the job with a level of remorse, loss of dignity and pride and perhaps even resentment. They will probably soon become disenchanted and leave. This will be a costly exercise which could have been avoided but also may result in the candidate moving to a competitor who is more willing to cater for the candidate's compensation needs.

The best advice is to equip yourself with an adequate understanding of the current market conditions and salaries. Be prepared to explore a number of different compensation programs which will enable you to be a little creative when structuring an offer.

Of course a candidate's level of flexibility will be dependent on a number of factors. If they are prepared to display some flexibility as a result of being genuinely excited about the position, this is the best outcome for all involved. You want them at your doorstep on Monday morning positive, excited and ready to take on the world!!

Once the offer has been verbally agreed upon, it is important to provide a written record of an employment offer. The purpose of this letter is to document the terms and conditions of the offer and ensure both candidate and employer agree to them. Important components in an offer letter should include:

- Job Title

- Start date and time
- Who to report to on the first day and where
- Hours of work
- Dress code (if applicable)
- Salary or wage and compensation package
- Benefits overview
- Additional considerations (eg relocation assistance, provision of a laptop computer, mobile phone)
- Additional documentation (eg confidentiality agreements)
- A warm welcome
- A signature line for the candidate to sign and return to the company
- Orientation or induction materials optional

This information is pretty straightforward, however it is imperative to ensure that both parties are covered for any impending issues that may arise.

We are interested in your feedback. Here are some suggested topics for upcoming articles. Please tick those that you would be interested in hearing about and fax back to us on 02 9223 0302

- How to prevent resume overload
- The new role of the HR Professional
- Tips for hiring great employees
- Creating the perfect interviewing experience
- Paper vs People
- The employee value proposition
- Planning your recruitment strategy
- Employee termination
- Maximise your recruitment dollar
- Family friendly workplaces

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