

SALARY NEGOTIATIONS

PARTICIPANT GUIDE



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OFF-BASE TRANSITION TRAINING



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Workshop Introduction

Welcome to the Salary Negotiations workshop. This two-hour workshop is provided by the Department of Labor (DOL) to veterans, including those veterans currently serving in the Reserve Component (National Guard and Reserve members), and their spouses seeking information on how to conduct a salary negotiation after receiving a job offer or how to prepare to negotiate one.

Learning Objectives

In this workshop, you will learn how to:

- Determine a reasonable salary range.
- Compare a job announcement posting and requirements to your experience and education.
- Evaluate job offers.
- Identify and discuss three ways to respond to a job offer.

Section 1: Salary Negotiation

Preparation

In this section, we review basic information on pay, market value, and company research.

Why is understanding salary negotiations important?

- Knowing your worth can affect your annual earnings.
- Pay, market value, and company research are linked to your worth and your annual earnings.
- You want to be compensated at an amount that meets industry standards.
- You want to deal with facts. Do not negotiate out of emotion.

*“In business and in life, you don’t get what you deserve, you get what you negotiate.” ~
Dr. Chester L Karrass, Author of Give and Take: The Complete Guide to Negotiating
Strategies and Tactics.*

It takes courage to know your worth and advocate for it. Evaluate it and create a win/win situation for you and the employer.

Pay

PAY

- Salary or Wage
- Regular time or Overtime
- Exempt or Non-exempt
- Fair Labor Standards Act

The employer usually pays a salary or wage to the employee for work done during a fixed period, such as bi-weekly or monthly. Wages are usually calculated on the number of hours worked and are identified as regular time and overtime. Other terminology you might hear is exempt and non-exempt. One of the main differences between exempt employees and non-exempt employees is that exempt employees receive a salary for the work they perform, while non-exempt employees earn an hourly wage. An exempt employee is not eligible to receive overtime pay and is excluded from minimum wage requirements.

The amount of salary or wages paid to an employee is usually determined by the company and is based on what similar positions are paid in the same region and industry. Many positions have a salary range or pay scale set up by the employer. The salary range has a minimum and maximum pay rate for a particular job or function and may have a mid-point increment identified for a pay raise. Consequently, a salary range provides the company the opportunity to offer an amount to the candidate based on job elements and their expertise. The candidates can often negotiate their pay and sometimes their benefits.

According to DOL, <https://www.dol.gov/general/topic/wages/minimumwage>, the federal minimum wage for covered non-exempt employees is \$7.25 per hour. In addition, states have their own minimum wage laws. A state's minimum wage could be set higher or lower than the federal requirement. However, the actual minimum wage received can never be lower than the federal minimum wage requirement. For example, Georgia's minimum wage is legally set at \$5.15 per hour, but employers subject to the Fair Labor Standards Act must pay the \$7.25 Federal minimum wage to employees.

Employees covered by the Fair Labor Standards Act, <https://www.dol.gov/agencies/whd/flsa>, must receive overtime pay for hours worked more than 40 in a workweek of at least one and one-half times their regular rates of pay. The FLSA does not require overtime pay for work on Saturdays, Sundays, holidays, or regular days of rest, unless overtime hours are worked on such days. The law applies to many full-time and part-time employees in the private sector and those who work for federal, state, and local governments. Review the Handy Reference Guide to the Fair Labor Standards Act, <https://www.dol.gov/agencies/whd/compliance-assistance/handy-reference-guide-flsa>, for information on basic wage standards, tipped employees, computing overtime pay, and other labor laws.

For those who wish to pursue a career with the federal government, the U.S. Office of Personnel Management (OPM) provides links to current information on pay programs for Federal employees, including the General Schedule (GS), Law Enforcement Officer

(LEO) Pay Schedules, and the Federal Wage System (FWS) from their website, <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/>.

Market Value

MARKET VALUE

The price **your knowledge, skills, and abilities** would bring based upon the industry and location of the position.

Market value can be defined as the price an asset would be worth or bring in the marketplace. To gain a better understanding to this definition in relation to your job search, replace the words an asset with your knowledge, skills, and abilities (KSA). Then the statement will read:

Market value can be defined as the price your knowledge, skills, and abilities would bring based upon the industry and location of the position.

Consider your education, experience, performance, and compensable attributes, i.e., what are your knowledge, skills, and abilities. Your soft skills may include communication, critical thinking, relationship building, and teamwork. While hard skills may include technical knowledge such as skills in Microsoft Office, typing, mechanical ability, foreign language, and equipment operating.

Let's take a deeper look at a hard skill and see how it relates to a market value.

For example, your title in the Marine Corps was Cannoneer. As part of the infantry, you had additional administrative duties. You oversaw the battery's supplies and acquisition including the office credit card. You worked within the annual budget constraints of 10K.

You used Excel spreadsheets to assist with tracking. You also used Outlook to send emails to management and co-workers. Your hard skills would include technical knowledge in Microsoft Office, especially Excel and Outlook, plus typing (or keyboarding).

An employer needs a Facilities Manager who is familiar with Microsoft Office, especially with Excel and Outlook.

An employee with Microsoft Office skills, plus budgeting knowledge would be considered an asset. The employer's needs for someone with those skills would determine the price they would be willing to pay.

Pay rates and salary ranges are also set up by individual employers and recognize the level of education, knowledge, skill, and experience needed to perform each job. The employer's salary range is determined by market pay rates, established through market pay studies, for people doing similar work in similar industries in the same region of the country.

If an employer needed someone who was familiar with Excel and Outlook, and you were the only individual in a 50-mile radius, your skills would be very valuable. On the other hand, if there are 100 individuals in a 50-mile radius with those same skills, your skills might not be as valuable. But if you can provide additional qualifiers that you worked within the annual budget constraints of 10K, this adds additional market value based on your skill and ability. What skills or qualities do you think our Facilities Manager should possess to negotiate a higher salary?

When assessing your KSAs, think about how one ability might cross over into other areas, i.e., how knowledge of Microsoft Office, Excel, budgeting, and accountability can cross over into other areas. Use this information to persuade the employer that you are the best candidate and/or negotiate higher pay or better benefits.

You can research the U.S. Bureau of Labor Statistics, <https://www.bls.gov/oes/>, Occupational Employment and Wage Statistics (OEWS) for nearly 800 occupations. You can also conduct online research of the company to assess company information.

Company Research

COMPANY RESEARCH

- Learn about what a company does.
- Conducted before interviewing.
- Is the company a good fit on several levels?

Company research is the best way to learn about what a company does and what they look for in a candidate. A company may focus on a quality product while another company may focus on customer service.

You should have already conducted research on your own while job searching and definitely before interviewing. Company research was discussed in the OBTT workshop “Your Next Move.” Remember that this inquiry is an excellent way to see if their values align with yours. You can identify if a company does not have strong core values or possibly has fallen into a negative corporate culture. Does the prospective employer focus too much on profit, have high turnovers, or poor management or leadership? What do their employees say about them?

When conducting online research for a company, a good place to start is at the company’s “About Us” page. In many cases, it is not always the salary that keeps an employee at a company, but it is the culture. The company should be a good “fit” on several levels.

Know Your Worth: Salary Research and Cost of Living



What is the worth or market value of your industry skills? Knowing your value gives you knowledge as you interact with clients, supervisors, colleagues, or friends and can be used to help negotiate the salary you want. Knowing the standard salary or wage for a position along with identifying your KSAs, can assist in developing a strategy to ensure that you are paid your market value.

For example, employers may have you list your salary requirements on your application. It is okay to write "open" or "negotiable." If those are not options, provide a salary range based on salary research for your identified career. Including a cost-of-living comparison can provide you with additional qualitative information. This comparison is for you, the candidate, and not the employer.

While salary and cost of living are often used together, they are different. Your salary is pay for work done and cost of living is the amount of salary needed to sustain a certain standard of living in a specific location.

Salary Research

Conduct salary research to ensure your offer matches your market value. Consider factors that impact salary including job title, industry, location, job requirements, and your skills and experience.

Remember, your base salary is not what you take home. Employers deduct taxes, healthcare insurance, and retirement contributions from it.

For research purposes, salary may be grouped by job family which is a group of jobs that involve similar work and require similar training, skills, knowledge, and expertise. Some job family examples include:

- Administrative/Management
- Administrative/Support
- Communications/Marketing
- Human Resources (HR)
- Information Technology (IT)

Consider the IT job family which may include a Business Analyst, Help Desk Representative, a Database Developer, IT Policy and Planning Analyst, Telecommunications Specialist, Network Security Officer, and Product Manager and each of these positions may have ranges from entry-level to senior level.

Employment Wages

There are a variety of online options for conducting private-sector salary research. Let's walk through a few.

Search the U.S. Bureau of Labor Statistics site, <https://www.bls.gov/oes/home.htm>, and tap into your network to identify a pay range for your specific job and organization. The Occupational Employment and Wage Statistics (OEWS) program produces employment and wage estimates annually for nearly 800 occupations. These estimates are available for the nation as a whole, for individual states, and for metropolitan and nonmetropolitan areas; national occupational estimates for specific industries are also available.

Salary.com <https://www.salary.com/> has been in business for nearly 20 years. They continually update their information on pay, benefits, and career data for a world-wide audience providing information for more than 15,000 unique job titles in 16 countries. Salary.com pulls HR-reported aggregate market data to accurately report salary on thousands of jobs. This site offers products and services such as:

- Salary research
- Cost-of-living wizard
- Job listings

Glassdoor.com <https://www.glassdoor.com/Salaries/know-your-worth.htm>

- Know Your Worth is based on millions of real salaries from Glassdoor users. Glassdoor's economists and data scientists unearth important trends in hiring, pay, and the broader economy. Once you complete your profile, Glassdoor will calculate how much you could earn in today's job market. You can try the leading salary calculator for your next salary negotiation.

Calculator.net <https://www.calculator.net/salary-calculator.html>

- The Salary Calculator converts salary amounts to their corresponding values based on payment frequency. Examples of payment frequencies include bi-weekly, twice a month, or monthly payments. Results include unadjusted figures and adjusted figures that account for vacation days and holidays per year. Each calculator is coded and developed individually, and put through strict, comprehensive testing.

Website Activity: Identify a Salary Range using Salary.com



Conduct salary research using Salary.com, <https://www.salary.com/>

Locate the section for Individuals and enter a job title/keyword and a location. Enter additional factors to see the market value for this career.

Use the following example as a reference when conducting your salary research.

Step 1. Access Salary.com using <https://www.salary.com/>

Locate the **Individuals – What am I worth** section and enter a **job title/keyword** and a **location**.

INDIVIDUALS

What am I worth?

Job title or Keyword Location

[Get my salary estimate](#)

[Coronavirus Tips - Working and Protecting](#)

Step 2. Enter Transportation as the job title and Fort Hood, TX as a location. Then select, **Get my salary estimate**. Scroll down to find job titles and a brief description. Select more to expand the job description. Click on job titles to view salary data.

Transportation Manager

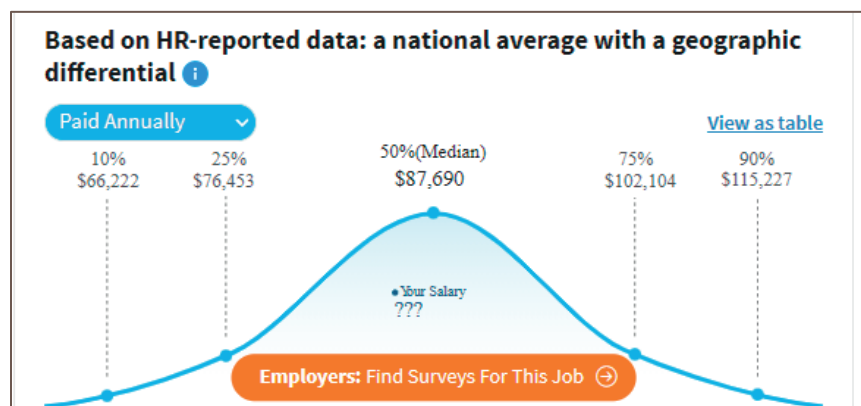
Alternate job titles: Domestic/International Transportation Manager | Transportation and Distribution Logistics Manager | Transportation Network Operations Manager

Manages and coordinates the daily operations of a transportation network including safety, compliance, equipment, and staff. Implements operational policies and procedures to ensure safety and efficiency in all transportation activities. Monitors transportation costs, service level agreements, and performance metrics to identify and resolve problems and achieve

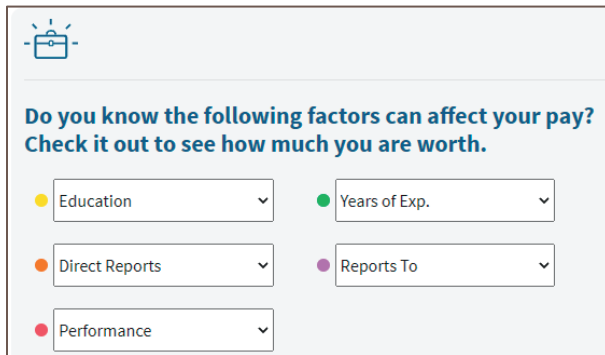
Or select 2 jobs to compare.

[View salary](#) Compare it [Compare](#)

Step 3. Salary data results based on HR-reported data for a Transportation Manager at Fort Hood, TX display a median or average salary of \$87,690 (data retrieved September 2021).



Step 4. Factors such as education and years of experience can affect your pay.



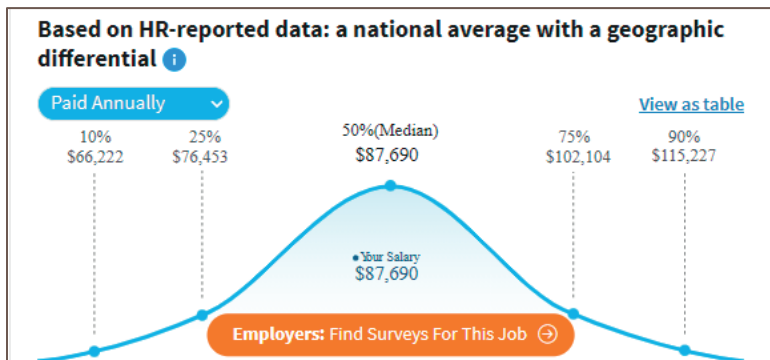
Do you know the following factors can affect your pay? Check it out to see how much you are worth.

- Education
- Years of Exp.
- Direct Reports
- Reports To
- Performance

Salary.com has a briefcase section which allows you to see your estimated salary by selecting from one to five of the following factors:

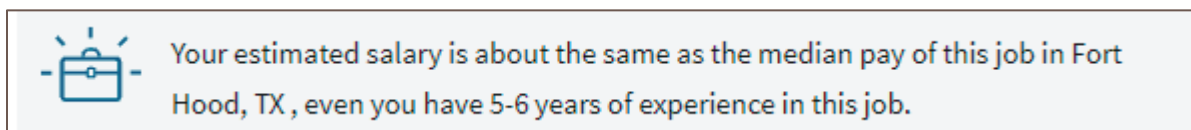
- Education
- Years of Experience
- Direct Reports
- Reports To
- Performance

With each factor that you select, market value information for this career will populate after the briefcase icon.



Step 5. By changing Years of Experience to 5–6 years, the **Your Salary** item changed from questions marks to displaying \$87,690.

The following market value information populated after the briefcase icon. Your estimated salary is about the same as the median pay of this job in Fort Hood, TX , even if you have 5-6 years of experience in this job.



Your estimated salary is about the same as the median pay of this job in Fort Hood, TX , even you have 5-6 years of experience in this job.

Salary Comparison Table

You can conduct salary research for multiple locations using the following table.

Salary Comparison for: _____ (occupation or position)

Location 1		Location 2	
City/State	Result	City/State	Result
Range or specific salary for this occupation in your preferred location (city/state)?		Range or specific salary for this occupation in your preferred location (city/state)?	
Does the salary range fit my requirements? Y/N		Does the salary range fit my requirements? Y/N	

In the following example, the participant lives at Fort Hood. After separating from the military, he and his family want to remain in Texas, but are unsure whether they want to remain in the immediate area. Salary research was conducted using the keyword Transportation with 5–6 years of experience for both Fort Hood and Corpus Christi, TX. The two cities are 4.5 hours apart. The salary is slightly higher in Corpus Christi, TX. In evaluating relocation criteria, salary should not be the single determining factor. Include a cost-of-living comparison when selecting a career path.

EXAMPLE: Salary Comparison for: Transportation (Transportation Manager)

Location 1	Result
City/State	Fort Hood, TX
Range for this occupation in your preferred location (city/state)?	\$56K – 115K
Specific salary for this occupation in your preferred location (city/state)?	\$87,690
Does the salary range fit my requirements? Y/N	Yes

Location 2	Result
City/State	Corpus Christi, TX
Range for this occupation in your preferred location (city/state)?	\$68K – 118K
Specific salary for this occupation in your preferred location (city/state)?	\$90,721
Does the salary range fit my requirements? Y/N	Yes

Cost of Living



A cost-of-living calculator compares the overall price of goods and services among different areas. You can use your current location and your new location to find what salary you will need to maintain the same standard of living at your new location.

Factors to consider include:

Energy/Utilities
Food
Healthcare
Housing

Transportation (car payments, fuel, or public mass transit)

State and Local taxes (sales, licensing, fuel, etc.)

Cost-of-living calculators are offered on Salary.com as well as these other websites:

- Numbeo.com <https://www.numbeo.com/cost-of-living/>
 - Numbeo is the world's largest cost-of-living database. Numbeo is a crowd-sourced¹ database of quality-of-life information including housing indicators, perceived crime rates, and quality of healthcare, among many other statistics.
- Bankrate.com <https://www.bankrate.com/calculators/savings/moving-cost-of-living-calculator.aspx>
- SmartAsset.com <https://smartasset.com/mortgage/cost-of-living-calculator>

Use the information from the calculators to answer questions such as

- Is the cost of living higher or lower than your current location?
- What preparations can you make, e.g., create a current and projected budget?

¹ Crowdsourcing involves obtaining work, information, or opinions from a large group of people who submit their data via the Internet, social media, and smartphone apps.

Job Offers

Evaluating a Job Offer

Industry	Position	Company
Schedules/work	Environment	Paid time off (PTO)
Paid sick time	Health insurance	Paid life insurance
Savings and profit-sharing	Retirement plans	Other benefits

Job Offers (Terms and Offer Factors)

Evaluate your job offer to ensure it matches your career goals, and then weigh your options.

Terms of the Offer

When reviewing a job offer, consider the entire package, not just salary. The total compensation package consists of many items, such as, salary, benefits, hours, flexibility, vacation time, and retirement plans.

Job Offer Benefits

Be sure to consider your benefits when reviewing your offer. Benefits packages can offer a wide range of options.

The quality of the benefits may impact what you are willing to accept as your salary. Some companies offer lower salaries, but the benefits of flexible schedules or work locations, i.e., remote opportunities, outweigh the difference in salary. Other companies may give you a higher salary to compensate for a lack of benefits.

Consider all benefits when reviewing your offer.

- Medical Insurance
 - For full-time employees, a typical employer may cover a portion of the cost of health insurance, splitting the cost with the employee.
 - Health insurance plans vary in their offerings, so read the terms of the plan.
- Dental and Vision Insurance
 - Many companies that offer a health insurance plan also offer some type of dental and vision insurance with preventive care at an added cost.
- Paid Time Off (PTO)
 - PTO includes a pool of paid time-off such as vacation time, sick days, and other leave. Some employers offer it as a bank of days, while others may offer vacation and sick leave as separate benefits.
 - Often, PTO must be accrued over time, usually earning a set rate of hours per pay period.
- Education Benefits
 - Employers may offer a type of benefit to compensate employees who invest in education or training. This benefit may require a time-with-the-company payback or full completion of the education or training prior to the company reimbursing expenses.
- 401(K) or Retirement Contributions
 - Employers may contribute to employees' retirement plans. The amount of compensation the employer contributes to an individual's account varies greatly.
 - Companies can require a vesting period, which means those dollars contributed to the individual retirement accounts are not immediately available to the individual. Once the worker is vested, those contributions transfer ownership to the individual.
- Stock or Equity
 - Some companies offer stocks or stock options, for small businesses in start-up mode, a percentage of ownership in the company. Stock or equity opportunities typically have a vesting period.
- Profit-Sharing
 - Some companies set aside a predetermined percentage of profits for distribution to employees who qualify under the terms of the benefit. Each of these terms varies from employer to employer.
- Transportation Allowance
 - Some employers offer transportation expenses like:
 - Monthly car allowances

- Employer-leased vehicles
- Other fees associated with travel or work commute (public transportation, parking, etc.)
- Be aware that some of these benefits are taxable to the employee.
- Other Benefits
 - Pre-Tax Deductions, Company Perks, and Other Insurance (Life, Short-term Disability, Long-term Disability, Identity Theft, etc.)

Evaluation

To evaluate your offer, make a checklist of what is acceptable and unacceptable. Compare how well the job matches your preferences and values. Keep in mind, your job decisions affect your family, so include them in the decision-making process.

Take Into consideration these factors when evaluating a job:

Industry	Position	Company
Schedules/Work	Environment	Paid time off (PTO)
Paid sick time	Health insurance	Paid life insurance
Savings	Profit-sharing	Retirement plans
Other benefits		

- What terms of the job offer are important to you?
- Are there any terms of a job offer that are non-negotiable for you?
- What are the key factors to you in accepting a job offer?

Use the following topics to evaluate items about a company's job offer. Use the question to help decide if the offer is acceptable or unacceptable. Add comments as applicable. Refer to the Appendix for an expanded Job Offer Evaluation Checklist.

Job Offer Evaluation Checklist Excerpt

Job Offer Evaluation Checklist		
Industry	Acceptable	Unacceptable
Interest in the industry Do I want to build a career in this field?		
Job Position	Acceptable	Unacceptable
Work duties Do the duties of the job interest me and use my skills?		
Potential for advancement What opportunities are available?		
Wages/benefits Do they meet my needs?		
Company	Acceptable	Unacceptable
Growth potential How has the company performed over the last five years?		
Schedules/Work	Acceptable	Unacceptable
Work schedule Does the job allow for flexible work schedules?		
Remote work Does the company have a main or primary location? Does it have branch locations? Are any closer to your location? Can you work remotely?		
Other Benefits	Acceptable	Unacceptable
Does the company offer cars or transportation allowance provided for executives, salespeople, or managers who must travel?		

Job Requirements and Candidate Skills

Job descriptions lay out tasks, responsibilities, and physical requirements that classify jobs into families, and show compensation structure, and other valuable information about a position.

Job announcements or job postings are an external marketing tool meant to attract viable candidates. Job postings may provide details about company values and culture and what the organization has to offer a potential candidate. Job postings are typically broken into several sections and often include:

- Description of the position
- Description of the responsibilities or tasks
- Listing of key qualifications (required or desired)
- Information about the company or organization's culture
- Directions on how to apply

Analyzing the job posting will assist in making a connection between your skills and the employer's requirements to determine your worth. This analysis will help in gauging your employment worth to that employer.

Items that you should consider in your evaluation are:

- Educational requirements
- Technical Qualifications
- Prior Work Experience
- Skills
 - Technology Skills – Microsoft Access (creating a database); Microsoft Publisher (create flyers); or Microsoft Outlook (communicate to vendors, caterers, participants, etc.).
 - Interpersonal Skills / Communication Skills (Teamwork / Team Building)
 - Time Management / Planning / Organization
 - Customer Service
 - Problem-Solving
 - Leadership
- Knowledge – Customer service, excellent written and public speaking skills, and strategic planning.
- Abilities – Organizing, planning, prioritizing, problem-solving, previous event coordination experience.
- Initiative
- Flexibility

- Company Knowledge – Review website and any provided company information to see if their needs and values are consistent with yours.

Let's practice reviewing a job posting's requirements and information and comparing them to the candidate's skills and current situation. Use this information to identify overlapping and missing areas. Review the fictitious military veteran bio and the Indeed.com job posting. Use the information to determine a strategy for negotiating higher pay.

BIOGRAPHY, Marc Gardner

Marc is a Marine Corps veteran. In the military, he was a Field Artillery Cannoneer. He recently separated and relocated to Elizabethtown, Kentucky to be closer to his brother.

Marc's career goal is to become a realtor and eventually have his own business. The following information is an excerpt from his resume.

- Experience:
 - Utilized Windows Systems to include Microsoft Word, Excel, Outlook, PowerPoint, Access, and Internet protocols. Extensive knowledge of Excel to include mail merge, conditional formatting, charts, and formulas
 - In charge of battery office supplies and acquisition including the office credit card operating within the annual budget constraints of 10K
 - Justified the purchase of new equipment, improved work methods, and procedures used to streamline assignments and increase productivity
 - Delegated work to 7 personnel based on priorities, selective consideration of the difficulty and requirements of assignments and the capabilities of the employees, set and adjusted short-term priorities, prepared schedules for completion of work and evaluated work performance
- Employment History:
 - U.S. Marine Corps, Field Artillery Cannoneer, Camp Lejeune, NC August 2016 – July 2021

Marc is currently pursuing a 96-Hour Sales Associate Real Estate Pre-License Course online. He has completed 9 credit hours to include the following classes:

1. Home Ownership Concepts
2. Financing Practices
3. Investments


Marc is prepared to relocate but would like to remain in the area. This area is also close to other family members who live in Tennessee and Florida. In his free time, he enjoys travelling throughout the state and boating on the various lakes.

JOB POSTING, Office Coordinator, Clinkenbeard Wade eXtreme Real Estate Team²

Salary:	\$25,000 - \$30,000 a year
Job Type:	Full-time
Qualifications:	<ul style="list-style-type: none"> • High school or equivalent (Preferred) • QuickBooks: 1 year (Preferred)
Full Job Description: Office Coordinator and Assistant	<ul style="list-style-type: none"> • Office duties such as filing, folders, listings, email, and excel spreadsheets. • Following up on leads, calling clients, and setting up appointments. • Must be proficient in Excel, Outlook, and Word.
Related keywords:	Administrative Assistant, Office Manager, Administrative
Schedule:	8-hour shift, Monday to Friday
Supplemental Pay:	Commission
Education:	High school or equivalent (Preferred)
Experience:	QuickBooks: 1 year (Preferred)
Work Location:	One primary location
This Job Is Ideal for Someone Who Is:	<ul style="list-style-type: none"> • Dependable -- more reliable than spontaneous • People-oriented -- enjoys interacting with people and working on group projects
This Company Describes Its Culture as:	<ul style="list-style-type: none"> • Aggressive -- competitive and growth-oriented • Team-oriented -- cooperative and collaborative
Work Remotely:	No
COVID-19 Precaution(s):	Sanitizing, disinfecting, or cleaning procedures in place

² Retrieved from Indeed.com 11FEB12, <https://www.indeed.com/q-All-I-Elizabethtown,-KY-jobs.html?vjk=cac6c94eaf4f0c9&advn=6529205775116939>

Skill Comparison Chart

SKILL COMPARISON CHART		
Job Posting	Comparison	My Skills (and Qualifications)
High school or equivalent (Preferred).		9 credit hours, Sales Associate Real Estate Pre-License Course
QuickBooks: 1 year (Preferred). Used for bookkeeping.		Excel: Have extensive knowledge. Have used in college for analyzing data.

In this activity, you will compare the two job posting qualifications requirements against the qualifications and skills of our candidate, Marc, using the Skill Comparison Chart.

In the first column list the employer's qualifications:

1. High school or equivalent (Preferred)
2. QuickBooks: 1 year (Preferred)

In the third column, enter the qualifications and skills of our candidate in relationship to these two qualifications.

In the middle column, compare the two. List overlapping or missing areas.

Skill Comparison Chart

Job Posting:	Comparison:	My Skills and Qualifications:
High school or equivalent (Preferred)		
QuickBooks: 1 year (Preferred) NOTE: Used for bookkeeping.		

Job Posting:	Comparison:	My Skills and Qualifications:
High school or equivalent (Preferred)	Exceeded education requirements	Have High school plus 9 credit hours towards Real Estate Pre-License
QuickBooks: 1 year (Preferred) NOTE: Used for bookkeeping.	Lacking QuickBooks. Excel is NOT good for bookkeeping. Excel is GOOD for: <ul style="list-style-type: none"> • Creating client listing and tracking calls • Setting up appointments 	Excel: Have Extensive knowledge. Have used in military and in college for: <ul style="list-style-type: none"> • Mail merge for creating unit memorandum, • Conditional formatting for identifying supplies, • Charts for work schedules, and • Formulas for evaluating supply usage.

How could he use the comparison chart as part of his negotiation strategy?

Marc's education level is higher than what the employer prefers. He can use this information to negotiate for higher pay. However, he does not have QuickBooks knowledge which the employer prefers. But QuickBooks is easy to learn. Marc does have extensive Excel knowledge. He could use this information to persuade the employer that he is a better candidate, because Excel could be used to manage office supplies and to track equipment, budgeting, preparing schedules, and contacting clients. Also, he is pursuing a realtor license and has some familiarity with the business.

Are there any other areas of comparison?

Use this method when negotiating a job offer to decide if the company's values align with yours, to find your weaknesses and strengths, and to show why you are the best candidate.

Section 2: Negotiating Job Offers

“Everything is negotiable. Whether or not the negotiation is easy is another thing.”

– Carrie Fisher, Actress (1956-2016)

Negotiation usually involves a strategic discussion aimed at reaching an agreement or resolving an issue that benefits both parties and both parties find acceptable. A salary negotiation is simply the process of coming to an agreement on the amount of pay that an employee will receive, and the employer will give. Many position announcements do not supply a salary or salary range.

Negotiation Preparation

NEGOTIATION PREPARATION

- Research the salary
- Determine the range you will accept
- Be willing to negotiate other terms
- Vacation Days
- Flex Time
- Remote Work
- Tuition for a Degree Program
- Travel Reimbursement

You may receive an offer that includes a mix of desirable and undesirable elements. Rather than turning down the offer, you may want to consider negotiating the terms of the offer with the employer.

Before you decide to negotiate, you must make decisions. First, be sure the issue is so serious that you would not take the job unless it was changed.

- **Salary**
 - If money is the issue, be sure you research and know the salary for the position in your market and the range you will accept. Having a range allows for compromise.

- For example, you can say, “My research confirms that based on my skills and experience, the range for this position in (location) would be \$___ to \$___.”
- If the employer is not willing to flex on salary, you may want to negotiate other terms of the offer instead.
- **Schedule Flexibility**
 - Time is money.
 - You can negotiate for more vacation days, flex time, and the ability to telecommute. These options can help maintain a healthy work-life balance and make the job more attractive to you.
- **Education and Training**
 - Negotiate for the employer to pay the tuition for a degree program or the cost of earning a professional certification. This option will help increase your skill set and add value to the organization.
- **Travel Reimbursement**
 - Gas, parking, and toll costs can add up quickly. You can negotiate for travel and transportation reimbursement, i.e., public transportation, bus or train fees, gas, parking fees, toll fees.
 - Put in the work and be creative! These little things can make a big difference in your quality of life.

Negotiation Actions



What is your desired salary?

“The unwritten rule when it comes to salary is this: whoever proposes a number first loses. When you interview, you should never feel pressured to answer this question. Simply let your interviewer know that the most important thing to you is how well you fit the position.”

– Travis Bradberry, American Author

It takes time and money to find the right candidate to fill a position, so the employer has already invested in you. Out of all the candidates they interviewed, they chose you. Keep in mind when you negotiate, they want this to work out; they want you to accept the offer. Strive for a mutually acceptable outcome.

If you like the potential job but are not happy with one or more of the offer components, negotiate the job offer. When you accept the offer, be sure it is what you want.

To negotiate a successful job offer, develop a plan. Conduct research and analyze the job, company, compensation and benefits packages, and opportunities for career growth. Be prepared because a negotiation is time sensitive.

Use hypothetical scenarios to prepare yourself for the negotiation. For example, ask yourself the “what ifs” of the negotiation and have a contingency plan for them: “If they offer me more vacation time instead of an increase in salary, will I accept it?”

Preparing for these possibilities in advance gives you time to react. Prepare before the negotiation or the employer has the upper hand.

Review the following list of **Actions to Take** and the **Actions to Avoid**.

- Research the average salary and salary ranges for the type of job you're interviewing for on www.salary.com or www.glassdoor.com or www.bls.gov (look for wage data)
 - Don't try to negotiate right after the offer is made, as you need time to analyze the offer package and come up with negotiation strategies.
- Be realistic in your expectations.
 - Don't accept an offer strictly for the money.
- Be aware of your strengths and accomplishments so you can show the value you'll bring to the employer.
 - Don't try to leverage one job offer against another job, as it can and typically will backfire.
 - Don't assume that a company will match another company's offer.
- Be open minded about the offer and maintain a professional and positive attitude during the negotiation phase.
 - Don't accept an offer until you've seen all the terms in writing.
 - Let the employer make the first move into the salary negotiation phase, by knowing the salary range you will have an idea of the interviewer's negotiating parameters.
 - Don't inflate your current earnings to get a higher salary offer.
- Consider every aspect of the compensation and benefits package, not just the base salary or any one part of the offer package.
 - Don't get overly aggressive in negotiating the salary you want, and don't negotiate using ultimatums.
- Try to negotiate other parts of your offer (e.g., shorter review period, sign-on bonus, more vacation, etc.) if the employer can't match your desired salary.
 - Don't accept the first salary offer you receive unless you're confident and excited about the job, company, and opportunity for growth.
- Aim high when stating your desired salary range, as you can always come down but cannot talk your way back up if you aim too low.
 - Don't act too eager to accept, even if the offer was more than you expected, as most employers leave room to negotiate.
- Prepare your list of skills, experience, and added value to support your requested compensation.
 - Don't provide your current compensation or your financial obligations as a reason the employer should pay more.

How to Negotiate

HOW TO NEGOTIATE

- Show your appreciation.
- Be excited.
- Identify:
 - What is acceptable.
 - What you want to negotiate.
 - Use a persuasive argument.
 - Be genuine.

An in-person negotiation offers the advantage of addressing the employer's objection(s) on the spot. If the job you are applying for is one where an offer may be made at the end of the interview, you should be prepared to negotiate at that point.

An in-writing negotiation can give you the opportunity to word your remarks carefully. It gives the employer a chance to evaluate your ideas, talk them over with others, and make a counteroffer. It avoids instant refusal. Remember to keep the letter positive and factual.

Whether negotiations are performed in person or in writing, you must think like an employer and strategize. Evaluate where you meet or exceed the job preferences or requirements.

A salary negotiation should have a win-win outcome. The plan is that you will establish a positive working relationship with this employer. Keep your salary negotiation emails polite, professional, and direct. Be respectful of the hiring manager's time. Be firm, but not pushy. Strive for a tone of thankfulness for the opportunity you've been given. You want to join their team and they want you to join their team.

Use the following guidelines when composing a salary negotiation email:

- **Recipient.** Usually, the hiring manager or interviewer who extended the offer.
- **Subject Line.** Clearly state what the email is about.
- **Salutation or Greeting.** A suitable greeting, such as Dear Mr./Mrs./Ms. First Name Last Name.

- **Paragraph 1 – Opening.** Start by showing your appreciation for the job offer (or for the Position Title) and the hiring manager's time throughout the job-hiring process. You can also include your excitement for the opportunity
- **Paragraph 2 – Proposal.** Make your case. Identify what is acceptable, i.e., the terms of the offer, and what you want to negotiate, i.e., the salary. Explain and justify why you are requesting the specified changes to the initial offer. Discuss the skills and experience that you offer. Use a persuasive argument in this initial communication. Include the new proposal along with supporting information. Restate your qualifications for the job, and whether you are willing to accept other forms of compensation, such as more paid-time-off, in lieu of a higher salary.
- **Paragraph 3 – Closing.** Reiterate your interest in the position. Be genuine so the employer knows it is worth their time to try to make your request work and thank them for the offer.
- **Signature.** Use the same method to sign this email as you did with other correspondence during the job search. You can end with any of the following: Sincerely, Regards, or Best.

Salary Negotiation Email Example

SALARY NEGOTIATION EMAIL EXAMPLE

Subject Line KP Enterprises Atlanta, GA Operations Manager Salary Discussion

Recipient / Greeting Dear Mr. Pham,

Opening Thank you for offering the Operations Manager job offer! I feel confident I will make a significant contribution to the growth and efficiency of the team over the short and long term. The terms you have described in the offer are acceptable, except for the base salary offer of \$40,000 per year.

Proposal The research I've completed on comparable salaries in Atlanta, Georgia shows that a base salary range of \$45,000 to \$52,000 would be appropriate. My eight years of expertise overseeing technical operations and supervising technical teams allows me to immediately be an asset to the organization with little to no training time involved. Additionally, my volunteer experience for local community programs not only increased my knowledge of how to develop personal and professional relationships, but also aligns with the company's core value of caring. Based on the above, I would ask you to kindly consider, as a compromise, a base salary of \$47,000.

Closing I am excited for the chance to work with KP Enterprises as an Operations Manager. I look forward to speaking with you again soon.

Signature Regards,
Jules Mendez

Let's review the following salary negotiation email example to find out how the guidelines apply.

KP Enterprises Atlanta, GA Operations Manager Salary Discussion

Dear Mr. Pham,

Thank you for offering the Operations Manager job offer! I feel confident I will make a significant contribution to the growth and efficiency of the team over the short and long term. The terms you have described in the offer are acceptable, except for the base salary offer of \$40,000 per year.

The research I've completed on comparable salaries in Atlanta, Georgia shows that a base salary range of \$45,000 to \$52,000 would be appropriate. My eight years of expertise overseeing technical operations and supervising technical teams allows me to immediately be an asset to the organization with little to no training time involved. Additionally, my volunteer experience for local community programs not only increased my knowledge of how to develop personal and professional relationships, but also aligns with the company's core value of caring. Based on the above, I would ask you to kindly consider, as a compromise, a base salary of \$47,000.

I am excited for the chance to work with KP Enterprises as an Operations Manager. I look forward to speaking with you again soon.

Regards,

Jules Mendez

Offer Evaluation and Negotiation

So far, we have discussed negotiation preparation, actions to take and actions to avoid, and reviewed guidelines when composing a salary negotiation email.

Let's put all of this into practice and discuss negotiation options you would provide to your friend – Lee Tang - when she receives a job offer for her dream job, but the salary is disappointing.

- Note: There is not a definitive timeline for salary discussions. Usually, a counteroffer is made between 24-48 hours after receiving the job offer. For today's practice, you are only going to take 5–10 minutes, so you can have the opportunity to experience a strategic discussion.

Activity: Job Offer Scenario



Lee recently moved and has been looking for a job for three months. This is her first offer, and she is extremely excited for the opportunity to work at ABC Corporation – her dream job. She calls you to tell you the good news.

During the call she confides that she was thrilled until she saw the salary. Lee conducted salary research and found the average salary for someone in this position with a bachelor's degree in Computer Science with 5 years of experience was \$68,000-110,000. She has a bachelor's degree in Computer Science with 8 years of experience in Network Management.

She was hoping that the salary was in the \$60,000 range, but she is simply happy she got a job offer. She likes the benefits and wants to accept the offer. She asks you if she should accept it or wait for a better job to come.

What should you say to her? First, read Lee's offer letter.

Dear Ms. Tang,

Following our recent discussions, we are delighted to offer you the position of Network Specialist with the Business Marketing Division at ABC Corporation. If you join ABC, you will become part of a fast-paced and dedicated team that works together to provide our clients with the highest possible level of service and advice.

As a member of the ABC team, we would ask for your commitment to delivering outstanding quality and results that exceed client expectations.

We are confident you will find this new opportunity both challenging and rewarding. The following points outline the terms and conditions we are proposing.

- Title: Network Specialist, Business Marketing Division
- Start date: June 1, 20xx
- Annual salary: \$55,000
- Probationary period: 90 days
- Group benefits: Health, dental, and vision - 75% cost share paid by the organization, paid educational benefits
- Position type: Full-time, exempt
- Reporting relationship: Reporting to the Director of Marketing Operations
- Annual vacation: 10 business days
- Annual sick leave: 5 business days
- Paid Holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day, plus three floating holidays.



Based on Lee's offer letter and your negotiation knowledge, should she:

- **Accept** the offer and keep looking for other work.
- **Negotiate** her salary. The average salary for someone in this position with a bachelor's degree in Computer Science with 5 years of experience was \$68,000-110,000.
- **Decline** the offer.

Consider the following before you answer:

- What are the consequences of accepting immediately?
- Remember, the unwritten rule when it comes to salary is this: whoever proposes a number first loses. The offer has already been extended – the employer has spoken first.
 - If she negotiates, what salary should she start with?
 - What are her reasons for asking for more money?
- She has been looking for three months and this is her first offer.

Lee's first choice is to accept the offer and keep looking for other work.

Write your recommendation to Lee. How might you advise her?

Lee's second choice is to negotiate her salary.

Write your recommendation to Lee. How might you advise her?

Lee's third choice is to decline the offer.

Write your recommendation to Lee. How might you advise her?

Let's review each evaluation and a possible recommendation.

- It was recommended that Lee accept the offer and keep looking for other work.
 - If you only take the offer to bridge the gap for something at a higher salary, you may regret it later. It can lead to short-term job retention and can burn bridges.
 - Or you may love the job but begrudge it because you missed out on negotiating the salary you deserve.
- It was recommended that she negotiate her salary but stand strong on the amount.
 - If you're happy with the job and benefits, negotiate your salary! The research shows the salary range starts at \$68,000, with your experience you need to stand strong and not go below \$68,000.
 - Negotiating a higher salary is the right move here. Lee wants the job, but knows she is worth more in the market.
 - But remember, negotiation is not an ultimatum; it is a conversation.
 - You lose out declining a job you want because you are stuck on an arbitrary figure. Find **your** walk-away amount.

- It was recommended that she negotiate her salary and begin by adding \$10,000 to their salary offer.
 - If you're happy with the job and benefits, negotiate your salary! Ask for \$65,000 so you have room to come down and still get the salary you want.
 - The suggestion to negotiate a higher salary with Lee's walk-away amount in mind is the best advice.
 - Always know your acceptable range and have a walk-away point. Remember, salary is not the only thing you can negotiate.
- It was recommended that Lee decline the offer.
 - You can always decline an offer. Lee may feel that she is worth so much more than the total compensation offered.
 - If you want the job and the salary is the only obstacle, always negotiate before declining an offer.

Communicating Your Decision

Negotiation Outcome

Remember, this is a collaborative negotiation where you and the employer want a positive outcome. If necessary, you can accept the offer as presented or if you are unable to find middle ground during your negotiations with your employer and you choose to decline their offer, you can thank them for their offer and respectfully decline.

Job Offer Communication

After all the work you have done researching, building your brand, networking, applying to jobs, and interviewing, you've been offered the position. Job well done! In this section, you will learn how to effectively communicate your decision to the employer.

Consider the following:

- Are you comfortable with asking for more time to consider? If not, what do you need to do to be comfortable?
- Do you understand that maintaining professionalism when accepting, delaying, or rejecting an offer can impact future opportunities?

After evaluating the job offer, and possibly negotiating, communicate your decision to the employer. Based on the timeline the employer provides, communicate your decision either verbally or in writing: accept the offer, request a delay of the decision, or reject the offer.

Let's review three example responses for the same Program Director position from our candidate, Kelly Barrett.

Accept the Offer

Accepting a job offer is a big decision. Do not rush to give an immediate answer. It is a good idea to ask for time to consider the offer. Use that time to talk to your family and friends about the opportunity and evaluate the job offer. If you accept the position, ensure you thank them for the opportunity, and verify the salary, benefits, position, and starting date.

When you receive a job offer, follow the instructions in the offer and meet the prescribed deadlines.

Offer Acceptance Example Email:

Dear Mr. Patel:

It was wonderful to speak with you on the phone yesterday about the Program Director position at Zen Company. I'm thrilled to formally accept this job offer. I'm looking forward to working with you and the rest of the senior management team on charting a new direction for our marketing strategy.

It is my understanding that the conditions of my employment are as follows:

My start date will be May 13th.

Annual salary of \$65,000.

Benefits include accident, health, and life insurance, which is effective on my start date.

My probationary period lasts 90 days, with an initial performance and salary review after that time.

Vacation and sick leave accrue at a rate of one day per month and are cumulative.

I'm looking forward to seeing you next Monday. Please let me know if there is any paperwork or additional information you need from me beforehand, or if there is any documentation that I should bring along on my first day.

Sincerely,

Kelly Barrett

Request a Delay / Ask for More Time

The employer may expect you to request time to consider the offer or to make a counteroffer. To request a delay of the decision, start by relaying your thanks and appreciation for the job offer. Then ask what the deadline is to get back with your decision.

Offer Delay Example Email:

Dear Mr. Patel:

Thank you very much for offering me the position for the Program Director position at Zen Company. I greatly enjoyed our conversation. Do you mind if I take a couple of days to consider your offer and discuss this opportunity with my family? Is there a deadline for my response?

Sincerely,

Kelly Barrett

Decline / Reject the Offer

If you decide to reject the offer, communicate quickly with the employer, and express your gratitude for their time. You never know to whom they are connected. Even if the negotiation did not go the way you hoped, continue being professional and gracious.

Offer Rejection Example Email:

Dear Mr. Patel,

Thank you for offering me the position of Program Director position at Zen Company and for reviewing my counteroffer with management. I fully understand that budgets are tight, but I must respectfully decline the position at the current compensation.

Thank you for your graciousness during the negotiation process. I wish you and Zen Company all the best.

Sincerely,

Kelly Barrett

In Conclusion

RECAP

- ✓ Determine your reasonable salary.
- ✓ Compare job announcement posting and requirements to your experience and education.
- ✓ Evaluate job offers – terms and other factors.
- ✓ Gain negotiation skills – identify and discuss three ways to respond to job offer.

Congratulations! You have taken significant steps toward setting yourself up for success. You can approach your next job search and salary negotiation with knowledge and confidence.

In this workshop, you have learned how to:

- **Determine** a reasonable salary range and **compare** a job announcement posting to your knowledge, skills, and abilities plus your experience and education in order to realize your market value.
- **Evaluate** job offers.
 - Define your walk-away point.
 - Never say a number first.
 - Ask for time.
 - Prepare talking points.
- **Identify** and **discuss** three ways to respond to a job offer (through practice negotiation scenarios).
 - Ask for more than your target number.
 - Be flexible.
 - Do NOT be afraid to walk away.

Also, ask yourself the following questions:

- What methods will you use to successfully negotiate?
- Which tips were most helpful to you?
- Are you comfortable negotiating your salary? If not, what makes you uncomfortable?
- What can you do to improve your comfort level?

By combining these answers with the information, you have gained during this workshop and with information acquired in other OBTT workshops, you are more informed, better prepared, and well on your way to a rewarding career.

Thank you

Thank you for your participation and your service.

Visit <https://www.dol.gov/obttworkshops> to register for all OBTT Workshops and download the Website Guide.

Appendix

Job Offer Evaluation Checklist

Use the following checklist (worksheet) to evaluate items about a company's job offer.

Job Offer Evaluation Checklist		
Industry	Acceptable	Unacceptable
Interest in the industry Do I want to build a career in this field?		
Potential for long-term growth Is this a growing industry?		
Job Position	Acceptable	Unacceptable
Work duties Do the duties of the job interest me and use my skills?		
Potential for advancement What opportunities are available?		
Position level Where is the job in the organization? To whom do I report?		
Wages/benefits Do they meet my needs?		
Hours Do I consider them reasonable?		

Job Offer Evaluation Checklist		
Company	Acceptable	Unacceptable
Growth potential How has the company performed over the last five years?		
Planned expansion What plans exist, and how do they fit with the economy?		
Success What are the company's debt/profit ratios and other indicators of success?		
Reputation What is the company's reputation in the industry and with its employees?		
Management team What is the tenure, growth, and origin of the management team?		
Schedules/Work	Acceptable	Unacceptable
Working conditions What are the company's expectations and work style?		
Work schedule Does the job allow for flexible work schedules?		
Job quality How long has the position been open, and why is it open?		

Job Offer Evaluation Checklist		
Schedules/Work	Acceptable	Unacceptable
Travel requirements How often would I have to travel?		
Remote work Does the company have a main or primary location? Does it have branch locations? Are any closer to your location? Can you work remotely?		
Environment	Acceptable	Unacceptable
Geographic location Is the job someplace I would like to live?		
Area factors Am I comfortable with the traffic, growth, cost of living, crime rate, etc.?		
Housing Is affordable housing available and to my liking?		
Recreation Are recreational opportunities available and within reason?		
Schools Are good schools available for my children, spouse, and self?		

Job Offer Evaluation Checklist		
Paid Time Off (PTO)	Acceptable	Unacceptable
<p>Paid vacations</p> <p>Am I eligible? How many days do I receive? How many days after a year of employment? After five years of employment?</p>		
<p>Paid sick time</p> <p>Is sick time provided? Is carry-over of unused days permitted?</p>		
Insurance	Acceptable	Unacceptable
<p>Medical and dental</p> <p>Do I receive medical benefits fully or partially paid by the employer? Is dependent coverage fully or partially paid by the employer? Does coverage include vision care or dental care?</p>		
<p>Paid life insurance</p> <p>What is the employer-paid life insurance coverage? How many times the annual salary is offered (earnings-based coverage) or is at least \$15,000 (flat dollar-amount coverage) offered?</p>		
Profit-Sharing	Acceptable	Unacceptable
<p>Does the company offer saving/thrift plans, cash profit-sharing, or deferred profit-sharing?</p>		
Retirement Plans	Acceptable	Unacceptable
<p>Is a pension plan (defined benefit) provided? Does the company offer 401K, 403B, or other tax-deferred retirement savings plans? Does the company offer association, professional, or union plans, or mutual fund retirement plans?</p>		

Job Offer Evaluation Checklist		
Other Benefits	Acceptable	Unacceptable
Do I get full or partial relocation allowance?		
Do I get full or partial reimbursement for educational expenses?		
Does the company offer financial or legal counseling plans?		
Does the company offer childcare?		
Does the company offer long-term incentive plans (stock options or other types of performance award)?		
Does the company offer cars or transportation allowance provided for executives, salespeople, or managers who must travel?		
Additional benefits not listed in checklist	Acceptable	Unacceptable

Company Culture Checklist

Use the following topics to research items about a company before a job interview. Add notes as applicable.

Company Culture	Notes
Company mission	
Work environment	
Core values	
Leadership style (team-based, or traditional or hierarchical management)	
What does the company do? <ul style="list-style-type: none"> • Manufacture products • Provide services • Work with clients 	
How long has the company been in business?	
Newsroom or Press Releases	
Social responsibility	
Military friendly?	
Inclusion and diversity	
Other	



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