



Congratulations! You have just received an internship or full-time job offer. Receiving a phone call from a recruiter that you have been eagerly awaiting is exciting and gratifying. However, it must be handled with careful thought and consideration. Here are some pointers to follow:

DECIDE...Evaluating & Negotiating Job Offers

**Have an offer? Do not accept on the spot.
Come and see a career coach for advice.
NO APPOINTMENT NECESSARY!**

Look Before You Leap

While the process of interviewing, weighing pros and cons, and accepting a job offer may be exhilarating, it can also create anxiety and a certain amount of confusion. There are many factors to consider when deciding on whether the offer is right for you. We want you to make an informed decision, not a hasty one that you will regret later. The UCS is here for support with this important decision, and we offer these guidelines to assist you in this process based on concerns students have shared with us. Stop by or call to discuss your offer with a coach. **No appointment is necessary to discuss this important decision.**

When you receive an offer, you may have many of the following questions:

- What do I do when I receive an offer?
- How do I evaluate an offer?
- Should I negotiate the offer?
- How do I accept an offer?
- How do I decline an offer?
- How do I report my employment?

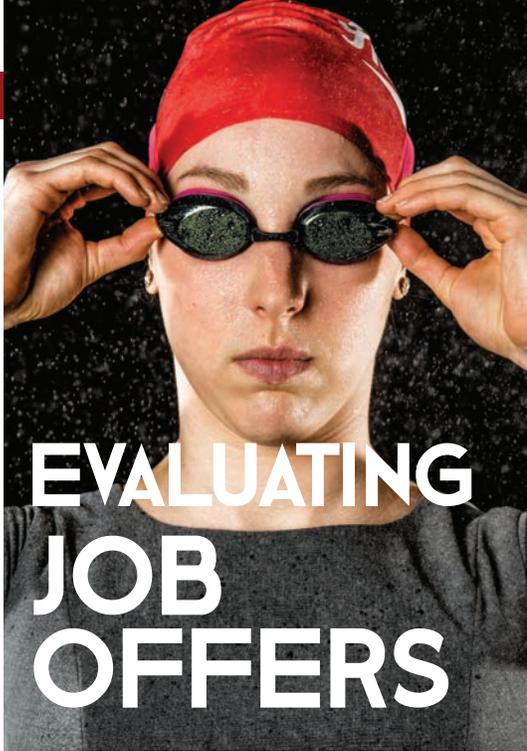
What to Do When You Receive an Offer

You almost never want to accept an offer when it is first given. Regardless of how much you want a given job, you need to give yourself time to see the written offer (including all aspects of salary, benefits, vacation/sick time, etc.) and evaluate its contents. Stepping back for at least a couple days will allow you time to assess the offer and identify any potential points for negotiation.

When given a verbal offer, you could say: “Thank you for the offer. I am excited about this position and the potential within (insert company name). I would like an opportunity to review the written offer (and/or complete my interview process with other companies) before making a final decision.”

First and foremost, you want to appreciate the employer’s interest in you. Even if you ultimately decline the offer, the world is too small for you to burn bridges. Employers should provide two weeks from the written offer to make a decision. If you need an extension, ask. If, however, the employer requests you to make a decision sooner, you need to make sure that you are still able to review a written offer. You also need to think about the ethics of pressuring you to make a decision before you are ready and if you really feel comfortable accepting the offer within that timeframe. You cannot renege on an offer once you have accepted it, so you need to make sure it is the correct decision before accepting. Also, avoid delaying a response to an employer for too long. Holding on to an offer for weeks and weeks just in case you do not find anything better is also unprofessional.

Students and employers have a joint responsibility when accepting or extending a job offer. We encourage recruiters to abide by ethical standards noted in the National Association of Colleges and Employers guidelines, which includes “refraining from undue time pressure for acceptance of employment offers.” Students are encouraged to observe ethical practices as well, and we recommend you review the UCS Student Code of Ethics on page 4.



Evaluating Job Offers:

It is important to identify personal factors that are essential to accepting a position. Ideally, you created criteria for the selection of positions and industries when you developed your interview strategy. If not, it is important to determine the top criteria that are critical for you to determine whether or not the position is a good match for your career goals. These factors will vary in importance, but by knowing your priorities and weighing their value, you can develop a decision matrix. Once you have determined the criteria, prioritize them if you are looking at multiple offers. Below are criteria you may want to consider:

- Personal values
- Work/Life balance
- Salary/Signing bonus
- Level of responsibility, challenge, and intensity
- How you like to work: teams or independently
- Opportunities to use your skills, expertise, and interests
- Whether or not you like and fit into the company culture
- Geographic location
- Benefits
- Understanding of the industry and financial stability
- Physical environment and working conditions
- Training and professional development

What to Do When You Receive an Offer

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You should NOT accept an offer if you want to continue to interview with other organizations. When you accept an offer, you have made a commitment to that employer and it is your responsibility to discontinue interviewing with other employers.

If you accept an offer and later another offer which you prefer is extended to you, remember that you have made a personal commitment to the first employer and that you should honor that commitment. If you are unsure about accepting a job offer, it is better to negotiate for more time to make a decision than to accept the offer prematurely and later renege. This is unprofessional, and the UCS reserves the right to take appropriate action, which includes suspension or restriction of UCS privileges. Would you want an employer to call you and withdraw his or her offer to you because a potential better candidate came along?

The UCS recognizes that juggling job offers and employers' deadlines can be daunting, so we encourage you to discuss your situation with a career coach. An appointment is not necessary.

Think about and identify factors important to you beyond salary, then develop your "Decision Matrix" before you receive a job offer to best evaluate if the job is the right one for you. Use the following framework to help you evaluate an offer or multiple offers.

Decision Matrix Example

1. Record your criteria for a fulfilling job, such as your top values, interests, skills, work style, and environmental preferences.
2. Rank the criteria in terms of importance to you.
3. Evaluate the degree to which your criteria is fulfilled by each option.

Use a scale of 1 to 5 with 1 being low and 5 being high. In the example below, a quick summary would show that "B" had the highest overall score with "A" and "C" a close second.

Criteria	Ranking	A	B	C
Growth Opportunities	2	4 (=8)	3 (=6)	5 (=10)
Great Colleagues	4	4 (=16)	5 (=20)	3 (=12)
Company Culture				
Challenging Work	5	3 (=15)	5 (=25)	4 (=20)
Travel Opportunities				
Compensation				
Work/Life Balance	3	5 (=15)	4 (=12)	3 (=9)
Continuing Education				
Rapport with Supervisor				
Recognition	1	2 (=2)	4 (=4)	3 (=3)
Medical Benefits				
Location				
TOTAL		56	67	54

NEGOTIATING JOB OFFERS

You should not discuss salary or other items you would like to negotiate until you have an offer. Negotiate in Good Faith. If a firm meets your requests, you need to be ready to accept. The only reason to negotiate is if you have data or a personal need (e.g., you need to be off work soon for a wedding). It is unwise to negotiate for negotiation's sake. Some job seekers think that hiring managers expect them to negotiate. If you have a similar offer in terms of position and location, then you have strong data to support your negotiation. Review the total compensation package which includes all the benefits and perks to determine if there is a need to negotiate. Only negotiate with a company if you are willing to take the position. It is important to note the negotiation style should be win/win, since you will be working with this person in the future. Begin by gathering the data to support your negotiation.

Step 1: Know your market value

Collect information to establish a salary range for the job and other benchmarks for each element of your offer package

- Check salary statistics provided on the UCS website. Data is available by major, job function, and geographic location.
- Network with current and past employees in the company to determine market value for the position. Recent Kelley alumni are excellent sources. Also ask about benefits, bonuses, commissions, perks, moving expenses, and compensation structure.

Step 2: Compile information about cost of living

- Review websites that offer cost of living comparisons.
- Speak to contacts that live in the area.

Step 3: Assess the demand for your skills and experience in the marketplace

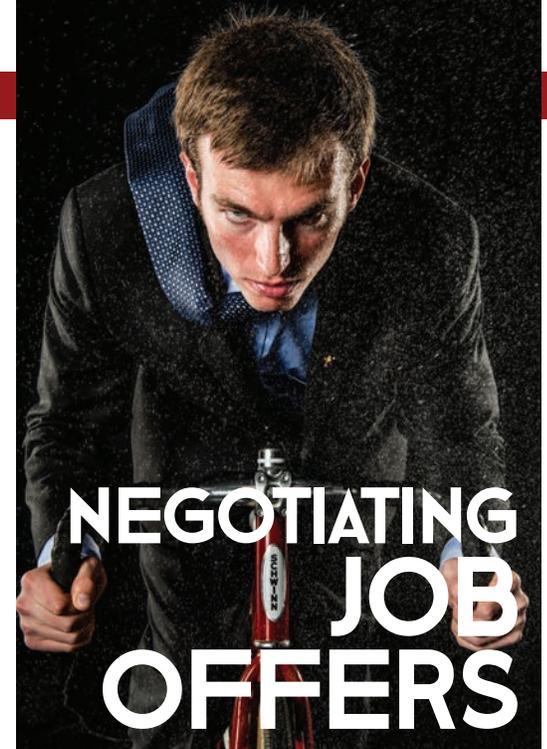
- Talk to Kelley alumni and UCS career coaches to evaluate how strong your negotiating position is in the current market.

Step 4: Determine any other questions you want to discuss when you call

- When is the start date?
- When and how does the company provide relocation assistance?
- Do you understand the benefits package? Benefits can add another 30% to 40% to your overall compensation.
- What formal, informal, on-the-job, or external training is provided?
- When and how does the company evaluate and reward performance? Can this be accelerated?
- When are the typical raises and bonuses for employees at your level?

Step 5: Develop a negotiation strategy

It is important to understand the components of your offer, review relevant data, and develop a negotiation strategy. Be aware of factors that can help or hinder your negotiation strategy:

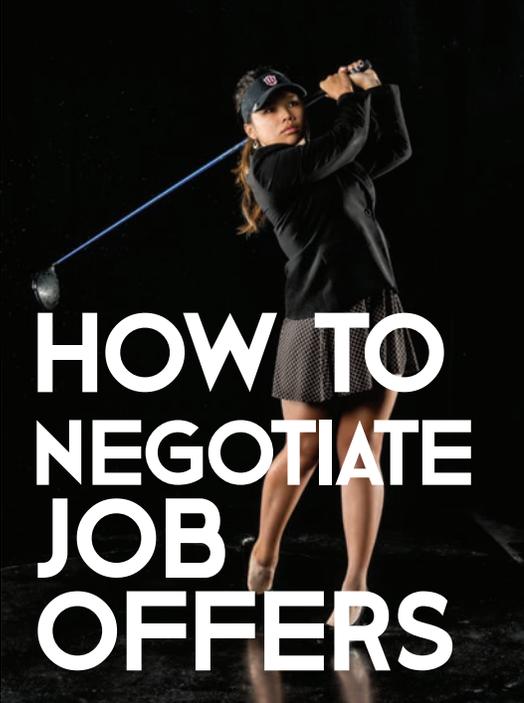


- Many large firms who recruit on campus might have strict policies on base salaries and will not negotiate.
- Do not try to negotiate everything. Identify ahead of time the item you want to discuss during the negotiation.
- When the economy is sluggish and the job market is depressed, you may want to be prepared to shift the focus of the negotiation from the salary to the benefits and compensation package.
- When the economy is robust, your skills might be in demand and will help your chances to negotiate.
- Practice your negotiation with a career coach.

Next, contact the person who made the offer and is most likely to be able to negotiate your offer with you, such as a human resources professional, supervisor, or recruiter.

If you have questions, see a career coach who will be glad to review your offer and help you with your negotiation strategy.

NO APPOINTMENT NECESSARY!



HOW TO NEGOTIATE JOB OFFERS

In the Discussion

- Begin by expressing enthusiasm about the opportunity to work for the company.
- Next, ask questions not related to money if possible: the position, the company, the career path, the performance review process, or the benefits package.
- If you do not have another offer, ask open-ended questions in an agreeable tone to determine how the company reached the offer. Below is a sample script for the negotiation process.

Student: I want to say again how extremely pleased I am to have this opportunity. Can you share how the salary was determined?

Company: [Will share their strategy or ask what you have in mind.]

Student: The average starting salary for Kelley students accepting similar positions last year was XYZ. With the cost of living, I was expecting something in the range of X*to X+.

*** Make sure the X is the base salary that you are willing to accept.**

Work on creative solutions, if necessary. The company may not be able to negotiate on base salary but might consider a higher signing bonus, change in start date, add in or increase to relocation assistance, or other perks. It is important to watch or listen for signals to determine if there is any room to negotiate. If not, you have to make a decision based on the current offer.

Act professionally by responding to employers promptly. Represent yourself honestly and with integrity. Always express your thanks for the opportunity and reaffirm your interest or let them know you need to decline.

The company representative may not be ready to commit to negotiations on the spot. Express understanding and state that you look forward to hearing back. Ask whether you should make the next contact or wait to be contacted. Ask when you can expect to hear back from someone. End by thanking the person for addressing your questions and expressing interest in the opportunity to work for the company.

After the Discussion

- Accept the offer when you are ready to commit and forgo other offers.
- Once you come to an agreement on your package, ask for the new offer in writing. When you receive the new offer, call the employer directly to accept. Send a follow-up letter of acceptance.
- Write thank-you notes to all who helped you obtain the position.
- Report your offer to the UCS.

Accepting an Offer

Remember, you should not accept an offer if you want to continue to interview. Once you have decided to accept an offer, it is best to communicate that decision as soon as possible to the employer. This allows them to move forward with the next phase in bringing you on board. This could include firming up your start date or arranging pre-employment training. Calling the individual who made the offer to you is the preferred way to communicate your acceptance. However, if all communication has been through email, it is acceptable to confirm your offer via email as well. Be enthusiastic to emphasize confidence in your decision, thank the hiring manager again, and express your pleasure at starting your career with the company. Be ready with any questions you still have and preferences, such as start date and relocation plans, that your employer may be waiting to confirm with you.

Declining an Offer

Sometimes an offer is not a good fit or you plan to accept another, more suitable internship or job. Declining an offer should be done as soon as you have made the decision not to accept the position. This allows the employer to move on to their next steps for filling the position. Calling the employer to communicate your decision is preferred. However, if your conversations throughout the process have been via email, you can use this method to share your decision. Be sure to thank the recruiter for his or her time and interest in you. Share a brief explanation about the reasons for your decision, focusing on your interest on the best fit for both of you. Leave the employer with a desire to continue professional interactions with you in the future.

REPORT EMPLOYMENT TO THE UCS!

Be sure to officially report your offer to the UCS via Kelley Connect. We want to celebrate with you! In addition, the data is reported in aggregate and is used to develop the annual Kelley employment statistics report. This data is important information for students to use for offer negotiations and employers to establish salary.