

# NEGOTIATION GUIDE

FOR GRADUATE STUDENTS  
& POSTDOCS



Career Services  
UNIVERSITY of PENNSYLVANIA

# TABLE OF CONTENTS

Introduction . . . . .	1
The Basics & Timeline of Job Application . . . . .	2
Pre-Interview Research . . . . .	5
During the Interview . . . . .	8
After Receiving an Offer . . . . .	9
Starting the Negotiation Process . . . . .	10
Examining the Offer . . . . .	11
Setting the Tone for Negotiation & Planning . .	12
Best Practices . . . . .	14
Expressing Your Value & Finalizing . . . . .	15
What To Do If . . . . .	16
Tips & Considerations for Specific Groups . . . .	18
Real-Life Scenarios . . . . .	22
Do's and Don'ts . . . . .	25
Resources, Worksheets & Checklists . . . . .	27

# INTRODUCTION

Receiving a job or internship offer is an exciting time, but it can also feel a little overwhelming if you are unsure of the next steps. The negotiating advice in this guide is relevant for full-time jobs in almost all career industries. Always remember that negotiating varies across industries, organizations and types of positions.

This guide will help prepare you for some of the scenarios you might encounter during a job offer negotiation, but the advice can also be useful in preparing your application materials and in preparing to answer salary questions in an interview setting.

It is impossible to predict how every employer across industries and career fields will approach job offers and negotiations – they will do it differently! This guide is not meant to prepare you for every situation, but rather to give you best practices and resources to encourage you to take the opportunity to negotiate. With some careful planning and research as laid out in this guide, we hope that you will feel more optimistic about advocating for yourself, so that you will go into your next negotiation with confidence!

If you have questions and/or would like to discuss your offer in further detail, please [schedule an appointment](#) with a career advisor in Career Services.

Scan the QR codes to go to the mentioned resource!



*Note for doctoral students and postdocs:*

*If you are looking for advice on negotiating a faculty position, please also see page 18 of this guide for additional advice on negotiating academic positions.*

# THE BASICS OF DISCUSSING SALARY

The process of negotiating does not begin when you receive an offer, it actually begins back when you apply for the role and when you might be asked to report your expected or desired salary. In an ideal world, through the job application process, you will be collecting information and will be on the continual lookout for clues and additional opportunities to negotiate, even if the formal negotiation only takes place at the end of the process. Things rarely (if ever) go exactly according to even the best-laid plans, but here are some considerations on how to negotiate once you receive an offer.

## TIMELINE OF THE JOB APPLICATION & WHERE YOU MIGHT SEE SALARY

### IN THE JOB AD OR DESCRIPTION

- Some roles will have the salary range listed right in the job ad (so helpful!). This is particularly true for roles within the government, in which salary grades are generally public knowledge. Seeing a salary range in print may help you to decide whether you even want to apply.
- Whether you apply for the job or not, collecting this type of salary information is very helpful for future negotiations. You may want to start a file where you keep track of salaries mentioned in job ads.

### WITHIN THE ONLINE APPLICATION

- Most employers will require that you complete an online application, and very often this will ask you to provide an expected or desired salary or range. Some candidates feel that this is a trick question, and that

... aiming too low will result in a lower offer than an employer might have been willing to offer. Recruiters report that this is not generally the case, and that they want to understand what an applicant's expectations are early in the process, so they can have a discussion with candidates to adjust expectations if necessary. The online application will likely dictate how you have to answer this question – i.e., with numbers or characters, or a drop down range. If possible, you can answer with a salary range, or with words like “market rate” or “negotiable.”

## DURING THE INTERVIEW PROCESS

... It is not uncommon for an employer to address salary early in the interview process. Again, this is generally not so an employer can lowball you later, but so that they do not waste your time or theirs if the salary expectations and realities are far apart. If you are asked this question verbally early in the interview process, it is completely appropriate to turn the question back to the employer by asking, “Can you share with me what the hiring range for this position is expected to be?” If you do have a specific salary expectation or range, you can share that with the employer also. Just be mindful that your range is well researched and has data to back it up. Feel free to share where you got the information – from alumni, from other job postings, etc. And be sure to focus the conversation on what you know, and less on what you want.

{ Example: “From my research into salaries, and after talking to alumni who are in similar positions, I know that salaries often fall within this range for someone with my skills and experience. How does this match your projected salary range?”

## IN THE OFFER LETTER

This is where you should see – in writing – the salary that you are being offered, as well as other financial offerings, such as signing bonuses, relocation reimbursement, stock options, etc.

## DURING NEGOTIATIONS

Of course, salary will be a big part of any negotiation! During this stage, your research and data are crucial to the success of the process.







# PRE-INTERVIEW RESEARCH

## RESEARCHING THE JOB MARKET

As you prepare to look for jobs, you want to incorporate salary research into the process. This allows you to be a better informed job applicant, interviewer and eventually, negotiator. Here are some excellent resources from Career Services which can help you get started.

Research Salaries & Negotiate Offers - information page covering how to research the cost of living in various cities and salary negotiation video. <https://careerservices.upenn.edu/channels/research-salaries-negotiate-offers/>



Post-Graduate Outcomes – learn what Penn alumni from your graduate program are doing professionally and see average salaries from your program (where these have been shared).

<https://careerservices.upenn.edu/post-graduate-outcomes/>

VISIT PAGE 26 IN THIS  
GUIDE FOR A COMPLETE  
LISTING OF ONLINE SALARY  
RESOURCES!

## ESTABLISHING YOUR OWN PRIORITIES

While salary is an important component of any job offer, and often the first thing that candidates are interested in, it is not the only part of a job offer that may be important to you. As you conduct research and apply to jobs, keep track of your own personal priorities. There are often small differences between offers which may make the salary less important than other kinds of compensation. For instance, an employer may offer a lower salary, but a greater amount of paid time off, or a “summer schedule” offering reduced work in the summer. Other components of an offer which might be important to you could be location, commute time or expense, the ability to have tuition benefits or other professional development. While you may not be aware of all components of a compensation package until you have already begun interviewing, knowing what your own priorities are can be very helpful.

Connecting with alumni in various fields to learn more about some of the different elements that make up a compensation package in their field can be a helpful networking approach to take while you are exploring careers.

## HOW TO ANSWER THE "DESIRED SALARY" QUESTION ON AN APPLICATION

Many online job applications will have a section on the application which asks for your desired salary. There are many reasons that employers ask for this information on an application. Most commonly, the employer has a range in mind for the role, and they want to see if applicants are expecting a similar range. Many candidates express concern that if they put in too low of a number, they will then eventually receive a low offer. Or they are concerned that if they indicate something too high, they will not be invited for an interview at all.



Most recruiters indicate that the salary or range requested by an applicant is only a part of their decision to invite someone for an interview or to an extend an offer and is not generally a make or break question.

So how to best answer this question? If possible, you can avoid a specific number. Recruiters advise writing text such as “negotiable” or “market rate.” If the online application requires an actual number, you can do your best to provide a range. One recruiter indicated that one applicant wrote “\$0”. Since this was obviously not their desired salary, the recruiter realized that they were just avoiding answering the question. This did not hurt their application in this case, as they were invited for an interview.

In some cases, if the role is not going to offer you the salary you are seeking, it is going to be helpful to know this before you invest time in the interview process. So, putting a realistic number that matches the research you have done is usually a good approach to take.

## STATE AND CITY LAWS ON SALARY TRANSPARENCY & PAST SALARY DISCLOSURE

Increasingly, states, cities and local municipalities are creating laws which prevent employers from asking about previous salaries, or there are laws requiring that employers disclose salaries as a part of the job advertisement. In Pennsylvania, state agencies may not ask about an applicant’s compensation or salary history and all job listing must include a salary range. Since 2020, the City of Philadelphia prohibits all employers who do business in the city from asking for an applicant’s previous compensation history.

For a searchable list of laws by state, visit:

<https://www.hrdive.com/news/salary-history-ban-states-list>



# DURING THE INTERVIEW



Salary may come up at any time during the interviewing process. This is an uncomfortable position for many job seekers, because you are trying to GET the job and are likely not ready to negotiate. When this topic arises during interviews, here are some tips:

- Try to avoid negotiating during the interviewing process. The time to negotiate is AFTER you have an offer, and not before.
- When addressing salary with an employer, be sure to refer to it as “compensation” and not just as salary. There are so many other aspects to an offer besides just salary and acknowledging that during the interviewing process can be helpful.
- It is completely appropriate to turn the question back to the employer by asking, “Can you share with me what the hiring range for this position is expected to be?”

In some settings, recruiters will share the expected salary with you at the start of the interview process and will check in with you as the interviews progress. If you indicate early on that the salary that they are sharing seems OK – since you are waiting for an offer before starting to negotiate – they can sometimes be surprised when they do make an offer with the salary they already mentioned that you now want to negotiate for something higher. In conversations with some recruiters, they recommend that when they share salary information early on that you clearly communicate if this number does not match your goals. This provides an opportunity for a discussion about any flexibility and gives the recruiter the opportunity to advocate on your behalf.





# YOU RECEIVED AN OFFER! NOW WHAT?

Congratulations! The long process of applying and interviewing has culminated in you receiving an offer. This is great news, and you can now feel some level of relief. Rest assured, the employer wants you to accept this offer – you are valuable, and they want to hire you (and really don't want to have to go back to their candidate pool to restart their search.) So now is the time to be thoughtful and to take your time in the final stage of the process before accepting the offer.

Job candidates should always be prepared to negotiate; it is the norm. You do first need to know what the employer can or is willing to negotiate, and whether there are things about which they cannot negotiate. For employers who hire in classes – primarily consulting, investment banking, and accounting – there is often little room to negotiate on salaries, as these offers are tied very closely to your field of study and academic institution.

A few things to keep in mind up front – it is not an official offer until you see it in writing. If an employer reaches out to you on the phone to let you know that they would like to offer you the position, you can be excited (without saying that you accept the offer), thank them for letting you know, and then ask them when can they send you something in writing. There is no need for you to respond immediately; do not agree to anything quickly until you have had time to be thoughtful. When you receive the offer in writing, you should let them know you have received it, and indicate that you will be in touch with them soon with questions once you have had the opportunity to carefully review the offer.

# ONCE YOU HAVE THE OFFER IN WRITING, IT'S TIME TO START THE NEGOTIATION PROCESS

You will first need to identify who will be handling negotiations from the employer's side. This could be your contact from human resources, the hiring manager, or someone else entirely. This is part of the information gathering part of negotiation, where you can ask clarifying questions about things you do not understand and before you ask for anything. This part of the process could be handled over email. An email might look like this:

New Message

— ↗ ×

Hello!

Thank you so much for the opportunity to interview with [employer name] over the last few weeks. I am excited to have received an offer for [job title].

I am going to take some time to review the materials that you have sent to me. To whom should I direct any questions that I have about the offer? My first initial questions are what the expected start date would be and what date you would like to hear back from me.

Again, thank you!

Best regards,  
Job seeker

Send

# EXAMINING THE DETAILS OF THE OFFER

Look beyond salary! This is the one piece of information that job candidates are drawn to (and an important one), but there are other components to an offer to consider when negotiating. These could include, but are not limited to:

- Start date
- Signing bonus
- Relocation assistance
- Stock options
- Tuition reimbursement
- PTO – vacation and/or sick time
- Time to promotion review



## WHAT IS NEGOTIABLE?

While not everything in an offer is negotiable, it is rare for an employer to not be open to negotiation at all. Below are some of the components of an offer that an employer might be open to negotiating.

- Salary
- Bonus
- Relocation expenses
- Long term financial incentives (stocks, equity, options)
- Job title
- Remote or hybrid work, or financial assistance with these

- Professional support and development such as attendance at conferences, continuing education, laptop, mobile phone
- Earlier review for promotion
- Learning and development opportunities – one employer mentioned they offered 6 months of internal coaching. It is common for new hires to negotiate more of this.

## WHAT IS LESS LIKELY TO BE NEGOTIABLE?

While you can certainly inquire as to whether an employer would have any flexibility on other components of an offer, there are some things that they are likely unable to negotiate. Pieces of an offer which are often less negotiable include the prices and offerings of insurance (health, life, short-term and long-term disability) benefits, employer retirement plans and paid holidays and sick leave.







# SETTING THE TONE FOR NEGOTIATION

As you approach negotiating, keep in mind that if you accept this job, the people you are interacting with while negotiating will be your future colleagues and/or supervisors. So, you want to be appreciative and collegial in your interactions throughout the process. It is helpful to frame your “asks” as concerns to be addressed and issues to be solved, and not demands. This is the honeymoon stage of a new role and so be observant of the employer’s interactions with you as well and take the opportunity to evaluate how their negotiation approach can be indicative of the workplace.

You don’t need to use the word negotiation with the employer, and instead approach everything from the perspective and context of flexibility. Before you even start a new job, you want to be a collaborative and professional partner.

## NEGOTIATION PLANNING



When you feel ready to begin the negotiation conversation, resist the urge to do this over email or text. It is always better to have these conversations over the phone or video conference. You will want to schedule a time to speak to your contact, rather than getting into a game of phone tag.



## Example:

### New Message

— ↗ ×

Hello!

Thank you again for the offer of [position title] with [employer name]. I have had time to review the offer and was hoping that we could schedule a time to speak via Zoom or on the phone to go over a few questions I have. I am available to meet on the following days and times:

Tuesday 10 AM – 12 PM  
Tuesday 3 PM – 4 PM  
Wednesday 9 AM – 11 AM  
Thursday 1 PM – 5 PM

Please let me know if any of these times work or if you have other times that work with your schedule, as well as your preferred meeting medium.

Thank you and I look forward to speaking with you!

Best regards,  
Job seeker

Send



# BEST PRACTICES

Once your meeting with the employer is set, you must start planning for the meeting. Consider the following:

- Do I have other offers? If you do and there are deadlines associated with any of the decisions that you need to make, be sure to schedule the meeting at a time which gives you some room to collect information and then make decisions. Don't put off negotiating until the day before you must decide!
- Do I have other possibilities? Are you waiting to hear back on another interview? Are you waiting on another job offer than you prefer? See page xx of this document for how to address this specific situation.

You need to approach the meeting knowing what you want, and you need to prioritize what pieces of the offer that you want to negotiate. When you speak with the employer, you want to talk about the component that is the most important to you first.

You also need do your best to discern what the employer's needs and constraints are. Logrolling is a business term which involves trading across issues in a negotiation, and it requires that you, as the negotiator, know your own priorities as well as the priorities of the employer. When you confront a difference in what the employer is offering versus what you want, you need to be able to trade off or concede on those issues which matter to you less.

When you approach the conversation, you want to first ask permission to negotiate. This could be a simple statement such as, "I am really excited about this job opportunity and I have a few questions about the offer. I was hoping we could have a conversation about the salary?"

# EXPRESSING YOUR VALUE

Every job seeker always asks the salary question “how do I know what I am worth?” In reality this is a difficult question to answer and is largely based on what an employer is willing to pay you. During salary negotiations, it is important to collect objective criteria which will show the employer your value and worth, and why they should translate into a negotiated salary.

Here are some great examples of how to start a conversation about salary that allows you to highlight what you know about the value of your skills and experiences:

“I am having a difficult time reconciling the difference between your offer and what my research shows that comparable roles pay. Can I share some of the information that I have?”

“Is this salary range at the high end, low end or midpoint of your compensation structure? What skills would it take to get to the next level?”

# FINALIZING THE NEGOTIATION

- Get everything in writing before declining other offers
- You should then decline other offers and cancel other interviews
- *Celebrate!*

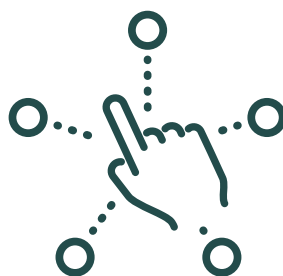


# WHAT TO DO IF...



IF...	THEN...
You have an offer from organization A, but you are waiting to hear back from another interview you had with organization B	While this can be a stressful situation to be in, there are things you can do! You first need to prioritize which of these opportunities are most interesting to you. If you know you are more interested in A, then you may not need to reach out to B. However, it may be nice to compare two offers and perhaps use one as leverage for a salary negotiation. You need to understand what the time frame is on offer A – i.e., when do they need an answer from you? It is fine to ask employer A for additional time in making your decision. Have a realistic idea of how much time you will need, while continuing to show appreciation for the offer. It is then perfectly acceptable to reach out to B and share that you have another offer and that you are wondering what their decision-making timeframe is. This may often push B to decide more quickly. Employers generally very much appreciate transparency, but you need to give them time to act.
You have multiple offers, but cannot decide which one stands out	First make an old-fashioned pro and con list for each opportunity. Then schedule an appointment with Career Services to chat with a career advisor! You can schedule a 30-minute appointment, or we offer 15-minute same day advising appointments on weekdays. We can assist you in moving through the differences in the offer.

IF...	THEN...
<p>You have an accepted an offer, but now an employer you are very interested in reaches out</p>	<p>While it can be tempting to explore a new opportunity when you have already accepted an offer, Career Services strongly advises against this. The world is smaller than it seems at times, and you never with whom you might interact with that would be aware that you had not acted professionally. To renege on an offer would also reflect poorly on Penn and our students, and your decisions can negatively impact the hiring of future Penn students. You can always explore other opportunities in the future. The right thing to do in this situation is to thank the employer for their interest, but to share that you are declining because you already accepted another offer.</p>
<p>You receive an offer that you are very excited about!</p>	<p>Your hard work has all paid off! Once you have finalized your negotiations and have an updated offer letter, don't delay in accepting the offer and be sure to inform and thank those who assisted you along the way. Feel free to share your news on LinkedIn as well to both share your excitement, as well as to offer public thanks to those who helped you through the process.</p>





# TIPS & CONSIDERATION FOR SPECIFIC POPULATIONS

## FACULTY ROLES & VISITING ROLES

If you've received an official offer letter from an institution, congratulations!

The time to negotiate an offer is after you've received a written offer. Many graduate students and postdocs often ask us if they should negotiate, and we believe that there are always opportunities to negotiate. You may want to negotiate because the start date is earlier than you anticipated, a salary offer is lower than what you expected, the start-up package is not sufficient for you to carry out your research, or the teaching load will make it difficult for you to publish your book, or any other reasons you may have.

Once you've decided that you'd like to negotiate with your potential employer, do your research if you haven't done so already. Research and understand your own needs and desires (for example, what's your financial "bottom line"? Will this job allow you to pursue your larger career goals? Will your family be willing to relocate?) as well as the institution's culture, context, and resources (for example, will making a request to teach fewer classes fit with the institution's mission?).

Next, prioritize the list of items you'd like to request and practice asking for those things out loud. You'll then want to have a phone call with your potential employer to negotiate because it's much easier to convey your enthusiasm for the job offer while making your requests in a polite conversation than it is to do in writing, where tone can easily be misread. In your discussion, be sure to speak with confidence, respect, and optimism.

After your conversation, it is best to summarize your requests and major discussion points by email so that you and your potential department chair (or chair of the search committee) can have a written record of what was discussed.

What resources can you take advantage of as you prepare to negotiate your academic job offer? If you're evaluating faculty salaries, be sure to consult the AAUP Faculty Compensation Report and the Chronicle's Data (<https://data.chronicle.com/>) on faculty salaries. If you receive an offer from a public institution, most salary data is publicly available. In general, take advantage of the academic and professional network you've developed to ask faculty mentors, colleagues, alumni, and friends about their advice and ideas when it comes to negotiating for an academic position.

In all situations, it is important to negotiate your offer with the kind and type of institution in mind, including its resources, mission, and values. We can help you brainstorm and strategize your approach to negotiations so that the outcome of the process is a win-win situation for you and for your future institution. Schedule a career advising appointment with Career Services to discuss any questions related to the process of negotiation. In most cases, academic institutions will expect that you will negotiate your offer for a tenure-track position, so chat with a Career Advisor before you begin this important process.

## INTERNSHIPS

Generally speaking, internships have less room for negotiation. This is partly because the compensation for most internships is limited to an hourly salary. You could inquire as to whether there is room to negotiate the salary, but it is very common that interns are offered a set pay rate. There may be room to negotiate other aspects of an internship offer, including the start date, housing assistance, and the possibility of unpaid time off for a brief vacation.

## INTERNATIONAL STUDENTS

Most employers will inquire early on during the application process as to whether you will require sponsorship to work. It is important to inform employers at the outset what your situation is – as early as possible so they are not surprised at the end of the process. Recruiters at larger employers can often have very little say in the process of sponsoring or not sponsoring international students and so they will generally not take a candidate through the end of the process if they cannot sponsor them. If you want an employer to sponsor you for an H1B visa in the long run, it is required that the employer pay the associated cost. If the offer letter makes no mention of the employer's willingness to file for an H1B visa, this may be something that international candidates can negotiate for, so that this is listed in the final job offer.

The most common item that international students need to negotiate is the start date. As international students cannot legally work without your OPT card in hand, you need to be upfront with the employer about when you applied for your card and when you expect it to arrive. Start dates may need to be adjusted accordingly. Stay in touch with [ISSS](#) (International Student & Scholar Services) throughout the OPT application process, as they are the best resource to answer these types of questions.



*Visit the ISSS website  
for resources and to  
schedule advising  
appointments!*



## WOMEN AND GENDER MINORITIES

It is well known that women earn less than men overall in the U.S. As recently as 2020, women earned \$0.81 for every dollar a man earns. So given that we know most women are not on a level playing field salary-wise, it becomes even more important to negotiate. Survey results have indicated that many women are less likely to negotiate compensation, which results in lower long-term earnings. Here are a few tips for women and gender minorities about negotiating:

- It is absolutely acceptable to ask for additional compensation. In most cases, it is expected! You are not bothering anyone by asking!
- Know what you want to earn and start with that information
- Be informed and be prepared to “pitch” your ask
- Keep it positive and professional

## ASKING FOR DISABILITY ACCOMMODATIONS

By federal law, employers are required to accommodate disabilities at work. You can request accommodations at any time of employment, and so there is no reason to ask for these as a part of the interview process. If you have an invisible disability or if the employer has not been made aware through the interview process, it is fine to bring this up after you have accepted the job but before you start. The ADA does not require that you submit requests for accommodations in writing, but it can be helpful to do so, and some employers have their own paperwork for you to fill out. Remember, employers are required to provide accommodations, so do not feel this is a part of the negotiation!



# REAL-LIFE SCENARIOS

## SCENARIO 1: POSTDOC

Veronica is a 5th year postdoc at Children's Hospital of Philadelphia. She has been interviewing for roles with biopharmaceutical firms and has recently received an offer from XYZ Pharma that she is excited about and would like to accept it. She has two things she would like to negotiate - the salary and some vacation time. Below is the approach that she took in asking for what she wanted:

1. XYZ had asked her for her desired salary range at the outset of the interviewing and she shared the range of \$110,000-\$120,000. XYZ offered her \$120K, but she is now wondering if she undersold herself with her original range. She is curious as to whether it is appropriate to ask for a higher salary when they already have offered the top of her salary range. Since the interviewing process began, Veronica did some research on Glassdoor and found that for some candidates, they were offered a higher base salary. She scheduled a conversation with XYZ, and they immediately offered her an additional \$5,000 signing bonus. While this was exciting, Veronica knew that it was better for the long-term to have additional base salary, instead of a one-time bonus. She asked XYZ if they could instead add that bonus to her base salary, and she shared some of the data she had gleaned from her research. XYZ readily agreed and offered her a \$125,000 base salary.



2. Veronica was finishing her postdoc in the spring, and she hoped to start her new role soon after. However, she had a long-scheduled 3-week trip in early August to visit family members in Vietnam. XYZ offered 3 weeks of vacation, and this trip would not only be within her first few weeks of work but would drain her entire vacation bank for the next year. In consultation with Career Services, we chatted about what Veronica's priorities were when it came to this vacation. She decided that it was a priority to visit her family in Vietnam, but that she did not want to use all her vacation so quickly. During her conversations with XYZ, she also realized that she would be accruing vacation, and would not have accrued very much vacation by the August timeframe. Veronica offered to shorten her trip to two weeks and inquired as to her vacation balance. The hiring manager agreed to the two weeks, and that Veronica could use what vacation she had, but then take the rest as unpaid. This allowed her to preserve additional accruals for the future.

## SCENARIO 2: MASTER'S STUDENT

Ting is a master's student in Environment Studies. They have been interviewing at environmental consulting firms and received a verbal offer from one employer. In this phone call, the hiring manager shared details of the salary, the start date, and provided a quick overview of the benefits. They stated that if Ting was happy with the details, they should let the hiring manager know and he would provide a written offer.

Ting came to Career Services and asked when negotiation should begin – after the verbal offer, but before requesting the written offer, or after the written offer was received.



Now, in most cases, the advice we share about negotiating is that once a verbal offer is received, student/postdocs should say thank you, and demonstrate excitement about the offer, but should specifically ask for the offer to be shared in writing (e.g., an email or attachment) before expressing any interest in accepting. In this case, the hiring manager seems to be suggesting that any negotiation should occur prior to the offer letter. Different organizations do manage the offer and negotiation process differently, and so candidates should be ready to adapt some of the best practices shared in this guide to the situation that they face. In this case, Ting shared information on salaries they had found online, and brought up the fact that they had met with a Penn alum who worked in environment consulting at a similar sized firm whose starting salary was higher. After a few more conversations, the hiring manager met Ting halfway with their requested salary and offered a one-time amount of \$1000. Ting was slightly disappointed at not getting everything that they asked for but was very happy that they had gone through the process of negotiating.

### **SCENARIO 3: PHD STUDENT - RELOCATION**

David received an offer for a position in industry that he's very excited about. One of the aspects that gives him pause is that it would require David to relocate to a different state. David met with an advisor in Career Services to ask if it would be reasonable to request a stipend/amount of money which David could use for moving/relocation costs. It was suggested that David ask the recruiting manager/HR representative who extended the offer if it is possible to have some money allocated toward these costs. David reached out to the employer and the company replied that they could give some money to help defray the relocation/moving costs. Please note that some employers are able to allocate money, and some are not. During the application process, some employers may clearly explain that the relocation costs are not possible and if so, then it wouldn't be appropriate to ask.



# DO'S AND DON'TS



DO	DON'T
<ul style="list-style-type: none"><li>✓ Wait until after you have an offer in writing to begin negotiating.</li><li>✓ Negotiate only if you are interested in accepting the offer; otherwise you are wasting both your time and the employer's.</li><li>✓ Negotiate after you receive the offer, but before you accept!</li><li>✓ Be cordial and kind – these people will be your co-workers someday.</li><li>✓ Approach the negotiation as a start to building a relationship.</li><li>✓ Be transparent in what you are asking for.</li><li>✓ Come to salary negotiations with data – recruiters want you to help them to help you. If you provide information or data to back up what you are asking for, it makes their job that much easier.</li><li>✓ Remember that in many states or cities, it is illegal for an employer to ask what your current or past salary is. But they can ask what your desired salary or range is.</li></ul>	<ul style="list-style-type: none"><li>✗ Wait until the last minute to start negotiating.</li><li>✗ Negotiate over email.</li><li>✗ Misrepresent that you have a competing offer when you don't.</li><li>✗ Engage in serial negotiating (completing one aspect of the negotiation and then beginning the process with a new component of the offer), or haggling late in the game. Discuss what you are looking for all at once, in priority order of importance. If an employer comes back with what you asked for, and then you in turn ask for something else, it makes their job difficult and can be frustrating.</li><li>✗ Use personal needs to justify as ask of a higher salary. It can be tempting to share the reason that you are asking for a higher salary – an upcoming wedding, the desire to own a house – but the justification is that YOU and your skills and experiences are worth a higher salary!</li></ul>

# RESOURCES, CHECKLISTS, AND WORKSHEETS



## RESOURCES, CHECKLISTS, AND WORKSHEETS



**HAVE MORE QUESTIONS ABOUT NEGOTIATING?**

**MAKE AN APPOINTMENT TO SPEAK WITH A  
CAREER ADVISOR!**