



# Effective Offer Management



# Why is this important?

Before you reach the job offer stage, it's essential you've covered all your bases during the interview process so you have all the information you need to make the offer, and the candidate has all they need to make their decision (outside of package information).

Are they legally permitted employment in the country and if not, have you taken the steps to cover sponsorship/visa requirements? Is there agreement on the working conditions (hours, location, definition of the role)? Have all the questions you had about the candidates' experience, background and motivation been answered? Have you given the candidate all they need to make the right informed choice? Do you know what other opportunities the candidate might be considering and how they compare? Do you really know how the candidate is feeling about the opportunity with you?

This is a key area where it's vital to dot the I's and cross the T's – neither party should take anything for granted. The devil can be in the details and ignoring it can bring some nasty surprises!

Here's our advice when making a job offer.

# 1. Deliver the offer with positivity

- It's great news for both parties, so make sure you generate excitement at the point of delivery!
- Don't appear complacent and assume they'll accept; you want them to feel like they've chosen you too



## 2. Act with urgency

- Speed can be the decisive factor to securing the right person, particularly in the competitive situation
- Mobilise the offer as soon as you can to show it's a priority



### 3. Verbalise the offer

- It's important to know how the person reacts, or you may lose control of any negotiations
- Have the main details to hand so you can 'sell' the offer and handle any questions



## 4. Explain the full package value

- Don't under-estimate the value of your employment proposition, give a picture of the total package value and wider company benefits where you can
- Make sure you've addressed any areas that might be contentious



## 5. Understand and manage expectations

- Don't shy away from difficult conversations! Negotiations are part of the process and you can more effectively come to an agreement if you understand each other's motivations, aspirations and constraints
- Make sure your initial offer is fair and try to ensure it at least meets realistic expectations
- Have a plan for adjustments, or make it clear if it's a first and final offer



## 6. Ask how they feel about it?

- You can't deal with any issues if you don't know about them, so don't forget to ask if they have any questions and how they feel about the offer you've made and prospect of working with your firm



## 7. Secure commitment

- Where possible try to gain a verbal commitment from them so you know where you'll stand
- Agree a timeframe upon with they'll give you a firm indication of their verbal acceptance, and ensuing written acceptance once documents have been issued





## 9. Raise the counter-offer scenario

- One of the main reasons someone will pull out having verbally accepted a job offer, is to accept a counter-offer from their current employer, so it's prudent to know where you stand, so you can plan accordingly
- Over 50% of people who've accepted a counter-offer will be back on the market within a year, so it's worth reminding the candidate to think about why they were opting to leave in the first place



## 10. Keep in touch before they start

- Look for opportunities to make them feel included in the organisation/team, such as informal coffees, join a team meeting or activity, inviting to business events
- Be proactive to make sure they have all the necessary paperwork, don't make them chase you





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