



TenStep Supplemental Paper

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Salary Negotiations

An employer is usually unaware of a prospective employee's expectations, either in terms of salary or other non-monetary options. An early attempt to discover as much as possible helps in selecting the right candidate.

Some guidelines for a successful negotiation follow:

- **Gauging the position worth.** An employer must determine the relative monetary worth of the job. Ignoring this aspect of the negotiation process can spoil hiring efforts. Candidates are not very open about their last drawn or expected pay. A candidate's salary information is critical. Employers should quote a reasonable figure and ask the candidate if it is acceptable. The candidate's reaction gives the employer a fair idea about the success of the negotiation.
- **Revealing the salary range.** Every organization has a salary range specific to every job position and job description. A job with a similar profile might have variations in salary because of different skills possessed by employees. HR specialists recommend non-disclosure of the range because they feel that candidates often fix expectations on the higher end of the range, often leading to disappointment. However, at times it helps the right candidates make it to the offer stage, saving both time and money.
- **All in the attitude.** Hiring managers should realize that negotiating is about identifying points of mutual agreement and basing a relationship on them. Employers should be sensitive enough to understand the candidate's monetary demands. If his expectations are way above what the company has to offer for the job, then the manager should gracefully call off the process.

Summary

The above guidelines help both employers and candidates understand that the process of negotiation is not a debate or contest. They must realize that it is a cooperative attempt towards a healthy working relationship.