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Employment Offer Discussion Guidance

Industry best practice shows us that the more engaged a manager is with their selected candidates, the better the candidate's experience. This leads to new employees who feel valued more quickly which leads to retention and increased morale.

Below is guidance meant to help you present contingent and official employment offers to your selected candidate as well as guidance meant to help you discuss changes to the proposed salary should this happen. The talking points provided will help you make a good impression and ensure consistent messaging. This is not intended to be a complete list of examples or responses but instead is a tool that may help you with these important conversations.

TIP: It is strongly recommended that you have salary and benefits discussions with candidates BEFORE you even schedule interviews. By doing so, you'll save yourself time (unrealistic salary expectations = no interview) and ideally the following contingent and official employment offer discussions will have a more predictable outcome. Check out the [IDOH Hiring Process Instruction Guide](#) for an example of a pre-screen email with suggested salary and benefit discussion verbiage for future reference.

In this guide, you will find the following discussion examples:

- extending the verbal contingent employment offer
- notification of adjusted salary following internal hiring committee review (if applicable)
- extending the official employment offer (if successful background/salary results)
- extending the official employment offer (if adjusted salary following external hiring committee review)

If a contingent offer must be rescinded due to the results of a background check and/or the employment/education verification process, [IDOH Human Resources](#) will handle and provide you additional information and/or instruction at that time.

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EXTENDING VERBAL CONTINGENT OFFER

INSTRUCTION: This conversation should be finalized before notifying HR of the selected candidate.

I want to thank you for taking the time to interview for our **(position title)**. Based on the requirements of this position and your skillset, we feel you would be a great fit for this role and our team. I'm pleased to extend a contingent offer to you with a starting salary of **\$XX,XXX** per year. In addition to your salary, the State of Indiana offers a generous benefits and paid time off package. Are you interested in moving forward with the next steps in the hiring process at this time?

[If yes] That is great news! We are very excited about the possibility of you joining our team soon. At this point, the offer is contingent upon the favorable results of a background and pre-employment verification process as well as approval by an external hiring committee. Our HR office will initiate the next steps within 2-3 business days. Once the process is finalized and if all results are returned successfully, I will contact you to let you know this good news and we can identify an appropriate start date at that time.

[If no] I'm sorry to hear that but understand this is a very important decision. Would it help if I emailed you information on the total compensation package so that you can see how this could work in your favor? As a state employee you will be eligible for wonderful benefits and fringe such as low-cost insurance options, a pension, an alternative work schedule (if offered in your division), a full-time schedule that generally only requires 37.5 hour work weeks, public service loan forgiveness, and a generous amount of paid days off to name a few. You can view these benefits and more on the [Employee Experience](#) webpage.

[If yes] It was a pleasure speaking with you again today. Please enter the salary of **\$XX,XXX** into our [total compensation calculator](#). This tool demonstrates the full value of your contingent offer when taking into consideration the state's generous benefits and paid time off. I believe you'd be a great fit for this role and hope this additional information helps. Please let me know your decision by **[DATE]**.

[If no, thank them again for their time and wish them luck on their career search.]



PROPOSED SALARY DENIED AND ADJUSTED

WHEN: internal committee responds with salary other than what was proposed

INSTRUCTION: HR will notify you of the adjusted salary. Contact candidate and then provide outcome to HR.

I've received notification that the starting annual salary that has been approved by our internal hiring committee is **\$XX,XXX**. I understand this is different than what we previously discussed; however, it is important to us that all staff are equitably paid and this salary falls more in line with others in similar roles with comparable knowledge, skills, and abilities. We believe you are the best fit for this role and are excited about the opportunity to have you on the team. Given this updated information, would you still be interested in accepting this opportunity if officially offered following the background check and external committee salary approval?

[If yes] Great! I'll let HR know and they will initiate the next steps in the process. As a reminder, this includes a background check, employment and education verification, and a final salary approval by an external hiring committee. Once the process is finalized and if all results are returned successfully, I will contact you to let you know this good news and we can identify an appropriate start date at that time.

[If no] I'm sorry to hear that but understand this is a very important decision. Would it help if I emailed you information on the total [compensation calculator](#) so that you can see how this could work in your favor? As a state employee you will be eligible for wonderful benefits and fringe such as low-cost insurance options, a pension, an alternative work schedule (if offered in your division), a full-time schedule that generally only requires 37.5 hour work weeks, public service loan forgiveness, and a generous amount of paid days off to name a few. You can view these benefits and more on the [Employee Experience](#) webpage.

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[If no, thank them again for their time and wish them luck on their career search.]



EXTENDING OFFICIAL EMPLOYMENT OFFER

WHEN: all results are returned favorably

INSTRUCTION: Contact candidate once HR notifies you of successful results and upcoming start dates.

Congratulations! I have just received notice from HR that the results of the requested pre-hire verification process have been returned favorably. I am pleased to now officially offer you the position of **(position title)** within the **(division)** of the Indiana Department of Health at an annual salary of **\$XX,XXX**. Do you accept this offer?

[If yes] That's great news! We are very excited for you to join our team. The next available start dates are **(date)** or **(date)**. Which of these will work for you? **<pause for answer>** Great! I'll let our HR team know so they can email your offer letter to you. If you don't receive this email within the next two business days, check your junk or spam email folders. Please let me know immediately if you still don't see it as it will include details of this offer for your records as well as an attachment detailing important logistics for your first and second days of employment. Your work schedule will be Monday – Friday from **(time)** to **(time)**. Do you have any questions for me at this time? **<Answer questions>** Congratulations again on your offer of employment. If you think of any questions prior to your start date, you are welcome to contact me.

[If no, thank them for their time and wish them luck on their career search.]



EXTENDING THE OFFICIAL EMPLOYMENT OFFER – alternate scenario (rare)

WHEN: salary adjusted by external committee

INSTRUCTION: HR will notify you of the adjusted salary. Contact candidate and then provide outcome to HR.

I've received notification that the starting annual salary that was approved by our external hiring committee is **\$XX,XXX**. I understand this is different than what we previously discussed; however, it is important to us that all staff are equitably paid and this salary falls more in line with others in similar roles with comparable knowledge, skills, and abilities. We believe you are the best fit for this role and are excited about the opportunity to have you on the team. Given this updated information, are you still interested in being considered for this opportunity?

[If yes] That's great news! We are very excited for you to join our team. The next available start dates are **(date)** or **(date)**. Which of these will work for you? **<pause for answer>** Great! I'll let our HR team know so they can email your offer letter to you. If you don't receive this email within the next two business days, check your junk or spam email folders. Please let me know immediately if you still don't see it as it will include details of this offer for your records as well as an attachment detailing important logistics for your first and second days of employment. Your work schedule will be Monday – Friday from **(time)** to **(time)**. Do you have any questions for me at this time? **<Answer questions>** Congratulations again on your offer of employment. If you think of any questions prior to your start date, you are welcome to contact me.

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[If no, thank them again for their time and wish them luck on their career search.]