



Human Resources
Offer of Employment Process

HR (8.103)
Rev. # 0.1

Date 04/17/2023
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Purpose:

States the process of gathering the information from the candidate and writing a thoughtful offer of employment as well as delivering that offer to the candidate.

Procedure:

A. Gathering Information for the offer:

- 1) Once the final candidate has been selected by the manager, HR will call the candidate and/ or the recruiter and gather information on items that are important to the candidate such as:
 - a) Salary expectations, including bonus, PTO expectations, estimated start date, expectations for truck allowance, relocation, etc.
- 2) Reference Check
 - a) Calling references is a good idea but not required. It is best to include a past supervisor.
 - b) If possible, finding references from past coworkers/ companies that were not offered up by the candidate is preferable. Discretion is important when calling others for candidate information.

B. Content of Offer Letter

- 1) HR will draft the offer letter using the Offer template. This includes consistent information about benefits and contingencies. However, to customize the offer, the following details need to be decided:
 - a) Compensation: HR and the Manager/ Executive team will discuss the compensation considering information from candidate, experience level, and others within that job title. Company pay ranges (if available) will be used. If not, other industry benchmarks will be reviewed as well.
 - i. Exempt employees' pay is listed weekly.
 - ii. Non-exempt employees' pay is listed hourly, including the rate of overtime pay.
 - b) Signing Bonus: because total compensation is important, the use of signing bonuses paid in lump sums typically on a schedule (ex. ½ paid first check, other ½ paid at 60 days; or payments at 30, 60, 90 & 180 days) will be used. It's best practices to include a pay-back clause for 1-2 years of employment.
 - c) Fringe Benefits: Cell phones, truck allowances or company vehicle will be discussed with the manager and will be based on the needs of the job.
 - i. Superintendents and Project managers offer vehicle(s) or allowances.
 - ii. Cell phones are offered to management positions, PMs, and PEs and APMs as well as field employees including Assistant Superintendent, Superintendent. As an exception, we may offer a cell phone allowance of \$75 a month instead of a phone. Also, as an exception, for employees who can transfer their personal number free and clear, they may keep their personal number on a company phone.
 - iii. Offers should include approximately a one-week decision period with a time at which the offer expires.



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C. Making the Offer to the Candidate

- 1) The offer is reviewed by the manager and CEO. Once approved, the manager will call the candidate with details of the offer.
- 2) HR will follow up with an email to the candidate including the written offer and summary of company benefits.