



Extending an Offer to Join Our Team – What, How, Why

Extending an Offer – The Why

Our ability to make communities healthier and happier is centered around bringing people together who genuinely believe in our mission and vision. Our job as a company is to create clarity for those people and support them while they work to change lives in their communities.

That support begins during the interview and job offer process. We must create clarity around not only our mission and vision but also the expectations we have of our team members and the expectations they should have of their team leaders and RPI as a whole.

In addition to creating clarity for the role, we want to create clarity that we are open to discussing pay at any point. Research indicates that if it isn't made clear that compensation is negotiable, women are much LESS likely to negotiate than men. We are committed to making sure our team members are paid fairly for their contribution to our team and our patients. When we make it clear to all team members that we are not only open to having discussions about pay, but we SHOULD regularly have discussions about pay, that helps prevent pay gaps.

Extending an Offer – The How and What

The best way to extend an offer is in person. The second-best way is over video call. If you must, you can do it over the phone, but that is not preferred because it doesn't give you the ability to go over benefits line-by-line.

Cover the Benefits:

It's good to do this first because once you start talking about a salary number, that's all people will hear. Start with the awesome benefits we have and the value they add. Go line by line through the "Clinician Team Member Benefit Information" sheet. Highlight the following in particular:

- Between vacation, sick, holiday, volunteer, and CEU days, they'll get more than 5 weeks paid time off a year.
- We offer an extra 1% of salary to 401k than most employers do
- Our health insurance is FANTASTIC for singles and it's still a good plan for families. RPI covers the vast majority of the premiums either way.
 - The \$1,000 to the HSA and the fact that we write off more \$1,000 in care to employees and dependents each year means that singles actually make money on the RPI plan. This saves them about \$10,000 a year versus getting a plan off the marketplace



- Every employer says that mentorship and continuing education are important to them, we actually back it up
 - Unlimited continuing ed dollars
 - \$1,000 on travel per year
 - Pay for tests like NPTE, OCS
 - Pay for licensure and APTA dues
 - Formal mentorship that includes the following:
 - ThinkTank sessions weekly (describe what this is)
 - Regular meetings with mentor
 - Online courses developed specifically by our team to help our clinicians succeed in our unique environment
 - When we say 1-on-1 care we mean it. No overlap. This gives you the ability to learn from every patient visit you have. You'll know what works and what doesn't because you have the time and energy to do test-retest on every patient.

The total value of our benefits is about \$36,000...and that doesn't even include our very attainable bonus.

A way to phrase it - "If you are the kind of person who values professional growth and the ability to created financial and career opportunities for yourself, you won't find a better benefit package"

So, before you go onto the salary strategy and make your offer, discuss those benefits.

Explain our salary strategy:

Every position in our company has a salary range attached to it. We find that range based on the most accurate local information available, and we update it every two years.

We do this because we must pay people fairly. We can't underpay team members. That wouldn't be right. It's also essential that we don't overpay team members. If we were, we wouldn't be able to provide one-on-one service and thus provide our patients with the excellent care they deserve.

We like all team members to discuss salary as they see fit. There are two parts to that discussion that we always need to be asking ourselves:

- 1. Is the range we have for this position accurate?*
- 2. Does your position on this range accurately reflect your contribution?*

The range we have for your position is \$X-\$Y (yearly pay for salaried positions, hourly rate for non-exempt positions)

We think a good starting point for you along that range is ____, because of these factors - ____, ____, ____.

Everyone in our company is working toward the top end of the salary range. Some people are working there faster than others.



If you need some time to review the benefits and the offer, that is perfectly fine. Because we have other candidates who have applied, I would appreciate it if you could let me know by ____ so that I can inform them that the position has or hasn't been filled in a timely manner.

When making an offer, you should go into the process with a mini-range within the range for the position. Your range for the person should include what you believe to be the low end of fair for that person, the high end of fair for that person, and the number you think is most reasonable.

Example Offer Number and Strategy:

You are offering a staff physical therapist position to someone who is just coming out of school.

Our range for that position in IN and KY is \$64,000-82,000.

You would develop an idea of a fair range for that person. Let's say it's \$64,000-\$68,000.

You choose to offer \$66,000 because this person already has SFMA L1 complete, they were a student with us and did a fantastic job, and they already built a good connection with patients and team members.

The person may accept your offer right away, or they may choose to negotiate. You've already said that up to \$68,000 is reasonable, and you have cleared this range with our CEO. You do not need to consult the CEO as long as you negotiate within that range. In general, you shouldn't go outside of that range unless new information is presented to you that makes you believe your range is no longer accurate. If you think you need to do something outside that range, consult with the CEO to discuss if we can do that and potentially find creative ways to do it.