



Compensation in Recruiting

Hispanic Foundation of Silicon Valley
April 15, 2026



Topics We'll Cover

1. Recruiting Process
2. Compensation in Recruiting
3. Evaluating and Negotiating Job Offers

6 Stages of Full Cycle Recruiting

PREPARING

- Analyze and define the job requirements
- Develop or update the job description
- Identify the ideal candidate profile



SCREENING

- Review CVs and cover letters
- Conduct preliminary interviews (phone or video)
- Assess candidates' qualifications and fit for the role



HIRING

- Extend job offers to selected candidates
- Negotiate terms (salary, benefits, etc.)
- Manage the acceptance and contract signing process



SOURCING

- Source candidates through various channels
- Engage in active and passive candidate sourcing
- Leverage employee referrals and talent pools.



SELECTING

- Conduct in-depth interviews with shortlisted candidates
- Perform skills assessments and personality tests
- Evaluate candidates thoroughly for final selection



ONBOARDING

- Implement orientation and training sessions
- Complete necessary HR paperwork
- Integrate new hires into the company culture and team





Recruiter OKRs/KPIs

Objectives & Key Results and Key Performance Indicators

1. Hiring Velocity (Time-to-hire)
2. Quality of Hire
3. Offer Acceptance Rates
4. Candidate Experience
5. Proactive Sourcing

*Agency Recruiters



“What’re your salary expectations?” Pt. 1

- ✓ “I’m flexible on salary, as I’m focused on finding the best role fit. Do you have a budget or range you can share for this role?”
- ✓ “Is the salary range posted in the job description still accurate? If so, I’m happy to consider something in that range.”
- ✓ “I’d like to know more about the role before committing to any compensation numbers, so we can continue moving forward.”
- ✓ “Given my experience, I’m looking for something between \$X and \$Y compensation.”
- ✗ “My current salary is \$X, so I’m looking for at or above that.”
- ✗ “At least \$X compensation.”
- ✗ “I don’t know.”

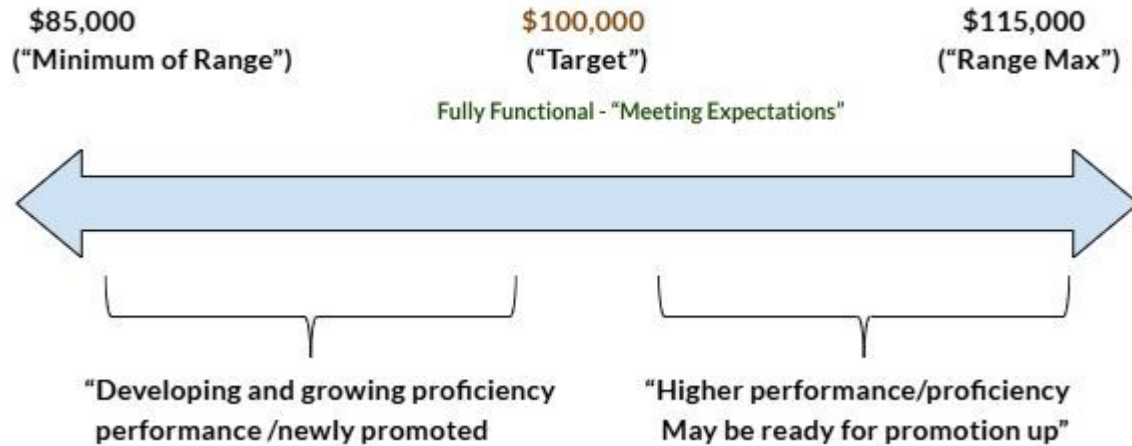


“What’re your salary expectations?” Pt. 2

- ✓ “Can you confirm the compensation structure and other benefits? I want to make sure I evaluate the offer holistically.”
- ✓ “I want to ensure my expectations align, so I’d like to know what sort of range or budget there is for this role and level.”
- ✓ “I’m looking for something between \$X-\$Y compensation, and here’s why... ”
- ✓ “Let me think about it and get back to you.”
- ✓ “Can I set up a meeting with the hiring manager to discuss more on the role? That will help me evaluate my expectations.”
- ✗ “At least \$X compensation.”
- ✗ “I don’t know.”



How an Offer is Generated





Evaluate Your Offer

1. Compensation
2. Benefits
3. Team
4. Career Growth
5. Personal Fit



Negotiating Your Offer

What's negotiable?

- Salary (Base, Equity, Sign-On Bonus, Incentives, etc.)
- Working Location*
- Level*

Benefits like PTO, 401k matching, etc. are typically not negotiable.*



Negotiating Your Offer

- ✓ Use data
- ✓ Explain your thought process
- ✓ Justify the negotiation
- ✓ Partner with your recruiter
- ✓ Negotiate in good faith
- ✗ Demand
- ✗ Negotiate against your recruiter

✓ “I’m targeting \$X compensation. I have an offer from Y company for \$Z amount. I am leaving \$A money on the table at my current role.”

✓ “It’s an exciting opportunity, but I want to make sure I’m considering the long term impact of a good offer.”

✓ “I have an upcoming promotion, which could increase my salary by \$X/year, but COMPANY is a better fit.”

✓ “I understand this might be a big ask, so let me know your thoughts. Thank you for your support so far.”

✓ “I enjoyed the conversation with the team and am excited about the chance to join and make an impact.”

✗ “I need \$X to accept the offer.”

✗ “I know someone on the team who makes \$X amount.”

Good morning [recruiter's name] -

First and foremost, I want to thank you for everything that you've done for me throughout the process. I know that without your guidance and support, I would not be at this stage of the process and I cannot express my appreciation for everything that you've done to help. All of the team members that I met with throughout the interview process were extremely knowledgeable and provided great insight to the organization. The hiring Manager conversation was valuable and informative, but it also reconfirmed my excitement about this opportunity. When I look at the next stages in my career, Meta is certainly one of my top choices.

In terms of the offer, I want to thank you for sharing the initial numbers with me and allowing me some time to think through things. I also want to thank you for clarifying the location, just because it looked like New York was a potential, but wanted to confirm. I do think that the initial offer was a great starting point and in keeping things transparent with you, I want to let you know where I'm at and the decision-making process. I have the initial offer that you shared with me and I am currently engaged in later stages of the interview process with Google, Intuit and Lyft. I'm working on getting through these processes, but I feel like the timelines will not align and I do not want to miss this opportunity. These other opportunities would allow some flexibility in terms of location and potentially I would not have to move across the country. However, I know that this is the right opportunity for me in my career and my family is willing to make that cross-country move in order for us to move forward. I would be willing to cancel the remaining interviews and agree to sign an offer letter to join the Meta team in the very near future, if we can get to the following offer. How can we get there?

Base: \$225k

Bonus: 15%

Equity: 500k over 4 years

Sign on: \$25k

I look forward to working with you to come to an agreeable solution and have me join the team in the near future. Please let me know what additional information you need from me.



Hi RECRUITER,

Thank you again for the extension, I really appreciate the flexibility. I continue to be very excited about this role and the X team - it aligns well with the work I'm hoping to do next, and Uber remains a top choice for me.

To be transparent, I'm wrapping up other processes on a similar timeline. These opportunities also have compelling scope, but at the end of the day I do feel most aligned with the work at Uber.

As I think through the decision, I wanted to ask if we could bring the offer closer to \$400K in total compensation (e.g. through equity or sign-on). Based on what I'm seeing in the market, that would make this a much more straightforward decision for me given the timeline.

Please let me know your thoughts, and thanks again for all your support and advocacy so far!

Best,


Hi CANDIDATE,

MANAGER and I connected following your discussion last week, and we are committed to making this the best offer possible. We believe the compensation team will approve the following updated figures:

- Base Salary: \$211,000
- Sign-on Bonus: \$30,000
- Equity: \$375,000
- Total Compensation: 407,250 (slightly above your ask)

This proposal has not yet been officially approved. However, I am happy to advocate for these terms with my leadership and the compensation team upon your verbal acceptance. Please let me know as soon as possible!

Good afternoon [COO Name] -



First and foremost, I want to thank you for sending everything over to me for my review. I appreciate the transparency that you and the team have shown me throughout the entire process, and I'm excited that we have come to this stage in order to have me potentially join the organization on a full-time basis. I have really strong beliefs that the organization is setting itself up for tremendous success in the future and I look forward to potentially being a part of that journey.

In terms of the actual offer, I've taken some time to really think through the entire offer versus my current situation and living status. I think the initial offer was a good starting point, however, I definitely have some concerns that I would like to see if we can get addressed. First and foremost, the lack of any medical benefits or retirement to something that really stands out in my mind, more so with a focus on the medical benefit. Secondly, the cost of living to make the move to live in California versus where I'm currently at in X is significant and definitely impacts the overall compensation when you consider the move. Third, I don't see anything in regards to an actual relocation package for me, so I want to make sure that that is addressed somewhere in the document if there is something that is going to be offered. Lastly, I think that we can get to a mutually agreeable place, but I want to talk through what that would look like. What I am outlining below is what would make the offer and ideal opportunity for me to move and join the organization on a full-time basis. I know that based on my background experience, not only will I have the expectations to deliver our product to COMPANY before or on the delivery date, but I will also be building a team out in order to start expanding the business to other potential airlines and hospitality type environments. Because of those additional responsibilities, I want to make sure that there's also a budget to hire the appropriate team of individuals in order to accomplish the goals.

In terms of the offer, I would like to see the following implemented per some of the conversations that we've already had. Ideally, a base salary of \$225k, which is significantly less than other organizations hiring for similar executive level roles and similar in size and status. Most the companies that I have been looking at have compensation packages that are paying somewhere around \$250 to 300K for a VP of product type of opportunity. Secondly, there was conversation and mention of potentially subsidizing my housing for an apartment because I need to be on site part of the time in Y, so is there a baseline where we can add a monthly payment or stipend in order to pay for rent an apartment close to the office? Thirdly, I would like to see if there's a way to subsidize and offset insurance cost for healthcare until a formal plan is put into place? Lastly, I do believe in the organization in the future, so I would like to see if there's the possibility of getting the equity increase to 1% versus 0.5%. and I would also like to see a performance incentive plan increase overall compensation based on future contracts and deliverables that have been met with other clients. I'm willing to talk through all of these details with you, however, these are some of my initial thoughts about what I believe it will take to help get me to come on board full-time and make the cross country move to be a part of the team in the very near future.

I look forward to speaking with you very soon and talking through this.



Q&A

<https://www.linkedin.com/in/bnguyen151/>

brian@levels.fyi