Getting What You Deserve and Knowing What to Ask for: Negotiating During Your Job Search

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Objectives

• Briefly review the fundamentals of the job search
• Discuss the principles of negotiation
• Review the information you need to succeed
• Empower each and every one of you to ask for what you deserve and no less
Case Study

• Dr. Sanjay Gupta is a 1st year Pediatric ID fellow at the CNN School of Medicine. He sees an ad on the PIDS website for a faculty job and it gets him thinking.....

• He knows that:
  • he looks good on TV
  • he can take care of his patients

• He does not know:
  • what kind of position he wants
  • what to ask for when negotiating
  • How to get what he deserves
Anatomy of a job search

The 7 step program for finding a job:

- Step 1: Decide what you are looking for
  - Early to Middle of your fellowship
- Step 2: Identify what is out there
  - About one year ahead of time
- Step 3: Make preliminary contact/get info
  - 9-12 months ahead of time
- Step 4: Go for your 1st interview
  - 6-9 months ahead of time
- Step 5: Go for your 2nd interview
  - 5-6 months ahead of time
- Step 6: Receive your offer letter
  - 3-4 months ahead of time
- Step 7: Accept the job
Factors to consider in a job

• Academic and clinical fit

• Nature and quality of your chief & colleagues

• Location and personal fit

• Compensation package (last on purpose!)
Take time for introspection

• There is no perfect job!

• Every position will require a trade-off

• Take time to ask yourself what are the things most important to you
If you are a clinician/educator...

• What is the nature/quality of residents/fellows?
• Is there a role for you as PD/APD?
• Could you get an advanced degree?
• Does the institution value educational scholarship?
• Do they value educators at promotion?
If you are a clinical/basic researcher...

• Will you get appropriate protected time?
  • Generally 75-80% minimum
• What is the quality and depth of the research community?
• What are the local resources available to you?
• Can you get an advanced degree? (MPH, etc)
• Are funding expectations realistic?
  • It will take 2-3 years to get a K award or equivalent.....
Who do you ask for advice?

• Division Chief and/or Senior Faculty you trust
  – This can be a good place to start but may be problematic

• National peers that just completed the search process are a tremendous resource
  – Look across the table at today’s lunch....
Who do you ask for advice?

• Advisors outside your immediate division/environment can offer you objective advice that is free of a conflict of interest
  – This can be a person at your institution but outside your division
  – This can also be someone in Peds ID somewhere else in the country
Fundamentals of Negotiation

• Negotiation: a process in which two or more parties resolve a dispute or come to a mutual agreement.
Fundamentals of Negotiation

• What are the determinants in a negotiation?
  – Who has the limited resource/desired goods?
  – Who has the urgent need?
  – Who has the best information?
  – Will there be a long-term relationship vs. one-off?
Potential outcomes

- One party makes out like a bandit, while the other is left feeling exploited
  - Fine in a one-off situation
  - Never should happen in a long-term relationship
Potential outcomes

• Both parties have needs that the other can fill, reach mutually agreeable terms and leave feeling satisfied and ready to work together again
  • Absolutely essential in a long-term relationship
  • Great in a one-off situation too as it may lead to a long-term relationship or good will that leads to unanticipated future success
Negotiation Process

• When you buy a car, do you just walk into a dealer and pay what they ask?

• You gather information on:
  – MSRP
  – What is in stock
  – What manufacturer financing/rebates are available?

• Why should your job search be different?
Your view?

• Early in 2\textsuperscript{nd}/3\textsuperscript{rd} year of fellowship
• Desperately seeking a position
• Job market is tight
• I’ll take whatever they give me
• I’ll do whatever they ask
Division Chief’s View?

• I run an understaffed division
• I have several faculty approaching retirement
• I need thoughtful and reliable clinicians to care for the patients and form the basis of my succession plan

AND/OR

• I need new researchers to help drive innovation in my division/department
Division Chief’s View?

• I will dedicate resources to get good candidates to come

• I will advocate for them at every step

• I am not recruiting someone so they can fail...
Your view reconsidered...

- I have shown I can care for patients with complex ID problems
- I have demonstrated accomplishments in scholarship/clinical care/education/QI/stewardship
- I have plans and goals for the future and want a division that will offer me what I need to succeed so we can mutually benefit from it
Bottom Line

• You are a highly desirable candidate and can more than fill their needs
• You have shown that you deserve the things you are asking for
• So ask for them!

• My personal philosophy: Make people say No to you. You will often be surprised by Yes....
You miss 100% of the shots you never take.

Wayne Gretzky
Things to consider in any position

- Compensation package: salary, benefits, other
- Time for patient care/research/teaching/other
- Academic Rank and policies for promotion
- Philosophy and culture of the institution
  - This is the only one that you can’t influence
Be Realistic about your position in the market...

• Most trainees now finish with a clinician/educator, stewardship or QI focus

• You have to work harder to distinguish yourself from others
  • Need to demonstrate your achievements (papers!)

• Researchers of any kind are in demand as they could get grant support to cover their salary
  • Those that already have grant support will command the market
Compensation

• Most people tend to limit their focus to salary, but that is a mistake

• You should think about all the aspects of your total compensation

• Many things beyond salary can enhance your quality of life
Salary

- Important to realize that at many institutions, this may not be something the chief has any control over
  - National benchmarking at 50th centile for rank

- Goal should be a fair salary that you deserve and is in line with your qualifications and experience

- **How do you know what is fair?**
Peds ID Salary info

• Two sources of data are available
  – AAMC annual faculty salary survey
    • This is available at virtually every HSL in the Reference section
  – AAAP faculty salary survey
    • Harder to get as this is proprietary and limited to Pediatric departments
    • Thanks to UNC Peds for allowing me to review
2016-17 AAAP data-national only

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# 2016-17 AAAP data - regional variation

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AAMC faculty survey data 2015-2016

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<tr>
<td>Assistant Professor</td>
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Thousands of Dollars
Salary is still used as leverage

• Institutions that see themselves as prestigious will often offer people lower salaries
  – Prestige does not pay the mortgage....

• One strategy used in the past was to give people that wanted to stay on after fellowship low ball salaries at the Instructor level
  • I am quite sure this still happens
Salary ≠ Happiness or Satisfaction

• A great salary in a job where you are asked to do much with too little time with people you don’t like will never make you happy

• A fair salary where you are valued for what you do with great colleagues that care about the patients and their peers will always work
Other aspects of compensation

• Benefits and (Bonuses)
  • Health, Retirement, Vacation, (Productivity, Grants, Citizenship)

• Educational allowances
  • Support for advanced degrees, society membership, CME, college tuition for children

• Living allowances and Family Friendly policies

• Parking and Transport

• Other
Strategies for negotiating compensation

- Many places have benchmarked salaries
  - Most often AAAP 50% for rank in division

- Can negotiate inpatient/clinic time vs. salary

- Chiefs may be able to offer other resources:
  - Money to support an MPH, MSCE, MSCI, etc.
  - More generous CME, society memberships,
  - Seed money for start up projects, technical support
Considering Academic Rank

• What is Tenure and Is it Worth Getting?
  – Used to mean Academic Freedom

• At most institutions, tenure means less and there is little difference between a tenure and non-tenure track
Considering Academic Rank

• Starting at Instructor offers you a lower starting salary but may be a good option for the long term
  • Again, if you get all the other things you want (clinical time, benefits/education, seed money), this is a good thing
  • Should get in writing that this is temporary (1-2 yrs)
  • If you are not on a tenure track, this is probably not a good option
Considering Academic Rank

• Starting at Assistant Professor comes with a higher starting salary, but also starts the tenure clock
  • If you are non-tenure, this is a non-issue

• This is often the only way to secure a research package
  • This is fine, but you have to be productive pretty soon
Final Thoughts

- You have already achieved a lot to get to this point
- You are highly qualified at what you do
- You should take the time to find and ask for what you deserve
• Thank you for your attention

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• Questions?