



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

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

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2017 IDWeek Pediatric Fellows Day
October 4, 2017



Pediatric Infectious
Diseases Society

October 4-8 • San Diego, CA • www.idweek.org



IDWeek 2017™

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 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 2nd/3rd 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

Peds ID salaries			
	20%ile	50%ile	80%ile
Instructor			
Clinician-Educator	94	106.1	117.5
Research	90	107.1	117.3
Assistant Professor			
Clinician-Educator	130	138.6	155
Research	120	132.4	139.1



2016-17 AAAP data- regional variation

Peds ID salaries	<u>50%ile</u>	
	Clinician-Educator	Research
Assistant Professor		
Midwest	140.9	135
Northeast	138.6	131.4
Southern	134.6	128.5
West	136.2	136.5



AAMC faculty survey data 2015-2016

Peds ID salaries	Mean	Median	25%ile	75%ile
		Thousands of Dollars		
Instructor (low counts)				
	107	113	98	122
Assistant Professor				
	140.7	140	130	151



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?

