

Job Interviews and Negotiation

Handout Version with extra slides

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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 fellow at the CNN School of Medicine. He sees an ad in his specialty journal 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-pre-COVID era

- 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

Post-COVID impact on job interviews

- Heavy emphasis on telephone and/or Zoom triage process
 - Consider practice sessions to make sure you present yourself well
- With fewer in person visits, you will need to better scout what an institution has to offer – do your homework!
- Will be a greater challenge to find the important hidden details/weaknesses of a program or position
 - Key discussions with current junior faculty
 - Identifying people who have recently left the institution and ask why

Anatomy of a job search

- Step 3: Make preliminary contact
 - Announce yourself as a candidate, send your CV with a cover letter/executive summary
 - May need multiple versions depending on job/audience
 - You should get help with the cover letter/executive summary
 - This is your chance to make a 1st impression
 - You can summarize what you have to offer
 - You should lay out your short term and long term plans
 - Be true to yourself and don't promise what you cannot deliver
- Most of this is done by email (unless specified)

Anatomy of a job search

- Step 3: Make preliminary contact
 - Ask screening questions:
 - Who does what? Who are the junior faculty? Are there any?
 - What are they looking for exactly and could you fit?
 - Why are they looking for someone (and why did the person whose position you are likely filling leave?)
 - When are they hoping to fill the position by?
 - Get a sense of what resources are there and whether you will be charting a new course
 - Make a list of questions and take notes

Factors to consider in a job- in general order of importance

- Academic and/or clinical fit
 - This includes culture too: Me vs. We
- Nature and quality of your chief & colleagues
- Location and personal/family 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 students/residents/fellows?
- Is there a role for you as PD/APD?
- Could you get an advanced degree?
- Does the institution value educational scholarship?
 - Available funding and other resources for faculty and trainees, recognition of teaching excellence, educators society
- Do they value educators at promotion
 - Educator friendly advancement pathway

If you are a clinical/basic researcher...

- Will you get appropriate protected time?
 - Generally 70-80% minimum if seeking K-type award
- Is there an appropriate mentor for you?
- 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.....

If you are interested in ASP/IP&C

- Will you get appropriate institutional support for your time?
- Are there an appropriate number of support staff for the team?
 - For ASP, pharmacists and data analytics/informatics
 - For IP&C, nurses, specialists and data analytics/informatics
- Are there senior faculty/staff to help mentor you/show you the ropes?
- How does the institution value these efforts at promotion?

If your position is more private practice

- What are the criteria and expectations for partnership?
- Are there capital costs you would be partially responsible for?
 - Are these fairly allocated?
- How are leadership and admin tasks assigned or delegated?
- Are they interested in your non-clinical career goals?

Other things to consider in any position

- Do they value diversity?
- What is their philosophy and track record for those who take time for family/person reasons?
- Would there be an option for part-time positions?
 - This probably should not be your first question....

Who do you ask for advice?

- Division Chief, Research Mentor, PD and/or Senior Faculty you trust
 - This can be good place to start but comes with caveat (next slide)
- Fellows just ahead of you in your own or different specialties
- National peers that just completed the search process are a tremendous resource
 - Need to network during your fellowship
- Your partner/spouse/significant other

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 your specialty somewhere else in the country
 - Internal advisors can be a great source of advice but should acknowledge the potential for COI

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
- I have one or more key niches to fill

AND/OR

- I need new researchers or scholars to help drive innovation in my division/department

Division Chief's View?

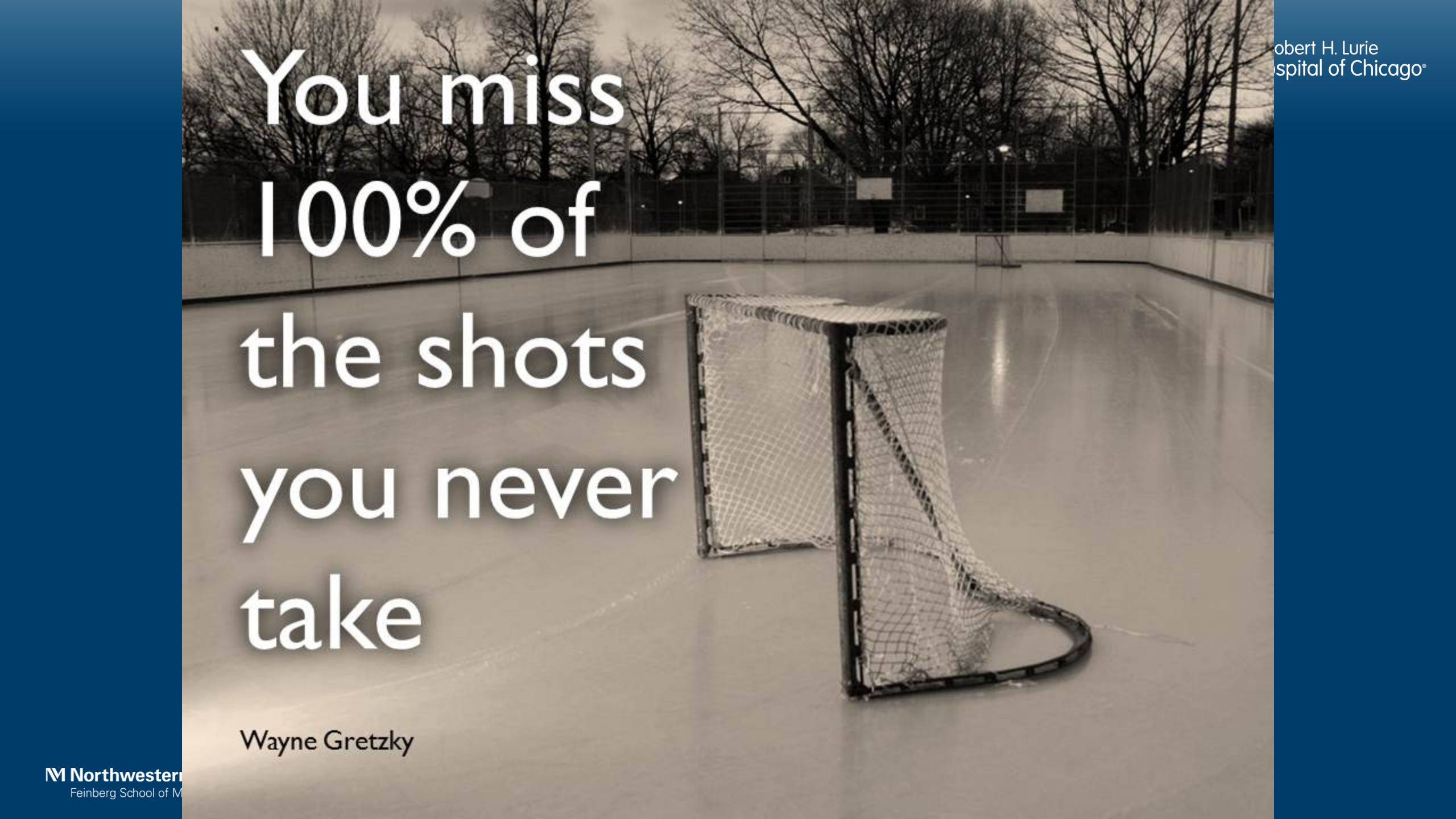
- I will dedicate resources to get good candidates to come
- I will advocate for them at every step
- I am not recruiting someone so they can fail...

Your view reconsidered...

- I have shown I can care for patients with complex clinical 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 the opportunity to grow professionally and what I need to succeed so we can mutually benefit

Bottom Line

- You are a highly desirable candidate and can more than fill their needs
 - You are offering something of significant value - this is not a one sided negotiation
- 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
 - Do you want to be promoted --- YES
 - Is there a pathway compatible with your career interests & strengths
- 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, work products)
 - Do you have a **niche**?
- 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

Elements of Compensation

- Base Salary
 - Only at the outset: Moving allowance, signing bonus
- Variable compensation or bonus structure
 - Based on wRVU mostly for clinical positions
 - Some academic and citizenship components at many institutions
 - May not always get paid out due to financial performance (COVID 19)
- Other benefits of monetary equivalence
 - Health, retirement, other financial (mortgage, personal loans, loan repayment plans), tuition assistance
- Quality of life benefits
 - Selected access to childcare, sporting event tickets, faculty clubs

Salary

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

Pediatric salary benchmarks

- For private practice, many use MGMA but there are others
- For academic positions, two sources of data are available
 - AAMC annual faculty salary survey
 - This is available at virtually every HSL in the Reference section
 - AAP faculty salary survey
 - Harder to get as this is proprietary and limited to Pediatric departments

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
 - At Lurie, our Instructor and Asst Prof base salary range are the same
- Many academic programs have adopted a clinical salary range for faculty recruited to clinician roles – e.g outreach programs

Salary ≠ Happiness or Satisfaction

- A great salary in a job where you are asked to do too much in 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
- Moonlighting as a solution to make ends meet is not a sustainable plan for most

Other aspects of compensation

- Vacation and CME time
- Educational allowances
 - Support for advanced degrees, society membership, CME, college tuition for children/spouse
- Living allowances and family friendly policies
 - Family medical leave
- Parking and Transport
- Other

Strategies for negotiating compensation

- Many places have benchmarked salaries
 - Most often AAAP 50% for rank in division
 - Could negotiate for higher signing bonus as offset
- Can negotiate inpatient/clinic time vs. salary
- Chiefs may be able to offer other resources:
 - Money to support an MPH, MSCE, MSCl, etc.
 - More generous CME, society memberships,
 - Seed money for start up projects, technical support

Considering Academic Rank

- Starting at Instructor may offer you a lower starting salary but may be a good option for the long term
 - As said before, this is not how it works at Lurie
 - If this position is a temporary waystation until something else you have planned, this is fine too
- 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 at some institutions, but also starts the tenure clock
 - If you are non-tenure, this is a non-issue
- At many institutions, this is often the only way to secure a research package
 - This is fine, but you have to be productive pretty soon
- **Caveat:** you need to meet criteria to be appointed as an Assistant Professor

Considering academic rank/tenure

- 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
- Many institutions are getting rid of tenure entirely

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

- Be prepared!

Thank you for your attention!

Questions?

