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
  – AAAP 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, MSCI, 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?