Negotiation Skills and Strategies: How to get what you want and need

Andrew Green
aegre@berkeley.edu
A couple of questions

Go to www.govote.at and use the code 32 65 51

Show results  Show Results
Your Questions

- Show results
Agenda

• Why you should negotiate
• What are you negotiating about?
• How to negotiate comfortably and successfully
• Timing
• Industry versus the Academy
• Common mistakes
When you think of negotiating, what words come to mind?
If Everyone Hates It: Why Negotiate?

- Employer’s have limited resources

- Your terms of employment will significantly impact your level of professional productivity and success

- They will also significantly impact your quality of life and that of your family

- No one enjoys feeling the fool

- Ramifications will extend out decades
Dear Dr. Green,

I'm emailing to thank you for your helpful workshop on negotiation for Ph.D.s last week. I attended in preparation for signing an upcoming limited term contract, and I was able to negotiate at 120% of their first stipend offer.
On-Campus Recruiting

Hundreds of employers use OCR every year to interview students on campus. Sign up through Callisto.

LEARN MORE ABOUT OCR. →
Graduate Students, PhDs & Postdocs

Whether you are interested in pursuing a career in academia or exploring the broad range of other professional options, the Career Center has workshops, events and online resources that can help you find job announcements, prepare your credentials, and bring you face-to-face with potential employers. Take a look at the Grad Student & PhD Services we offer, and be sure to sign up for one of the two PhD CareerMail lists.

If you’re not sure what you want to do after grad school, PhD advisors Debra Behrens and Andrew Green can provide counseling and assessments that will help you in that decision-making process.

Academic Job Search
Careers Beyond the Academy
<table>
<thead>
<tr>
<th>Event Title</th>
<th>Date</th>
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<tbody>
<tr>
<td>Academic Job Search in the Sciences + Engineering I (PDF)</td>
<td>Aug 4</td>
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<tr>
<td>Understanding the Search Process, Finding Job Announcements, and Managing your Online Presence</td>
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<tr>
<td>Academic Job Search in the Sciences + Engineering II (PDF)</td>
<td>Aug 11</td>
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<tr>
<td>Creating Your Written Credentials: CVs, Cover Letters, Etc.</td>
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<tr>
<td>Academic Job Search in the Sciences + Engineering III (PDF)</td>
<td>Aug 18</td>
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<tr>
<td>Gong Live - Interviews, Job Talks, and Negotiating the Offer</td>
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<tr>
<td>Academic Job Search in the Humanities + Social Sciences I (PDF)</td>
<td>Aug 20</td>
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<td>Understanding the Search Process, Finding Job Announcements, and Managing your Online Presence</td>
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<td>Academic Job Search in the Humanities + Social Sciences II (PDF)</td>
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<td>Creating Your Written Credentials: CVs, Cover Letters, Etc.</td>
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<td>PhD Career Colloquium - Let’s Do Something Together!</td>
<td>Sept 1</td>
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<td>Enhancing Your Collaboration Skills</td>
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<tr>
<td>Academic Job Search in the Humanities + Social Sciences III (PDF)</td>
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<td>Gong Live - Interviews, Job Talks, and Negotiating the Offer</td>
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<tr>
<td>Looking Beyond Academia (Session 1)</td>
<td>Sept 15</td>
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<tr>
<td>Preparing for the Masters &amp; PhD Career Fair and On-Campus Recruiting for Grad Students &amp; PhDs</td>
<td>Oct 5</td>
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<td>Nailing the Job Talk or Erudition Ain’t Enough</td>
<td>Oct 13</td>
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<td>Masters &amp; PhD Career Fair</td>
<td>Oct 15</td>
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<tr>
<td>Nailing the Job Talk or Erudition Ain’t Enough</td>
<td>Nov 5</td>
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<tr>
<td>The Strategic Postdoc: How to Secure It and What to do Once You Have It</td>
<td>Dec 1</td>
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<tr>
<td>PhD Negotiation Skills and Strategies</td>
<td>Dec 3</td>
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</table>
What are we negotiating about?

- Financial = Salary + Benefits +++
- Research Support
- Teaching & Service
- Quality of Life
- Tenure Clock
- Intellectual Property Rights
Financial = Salary + Benefits +++

- Salary
- Moving Expenses
- Sabbaticals/Vacation*
- Tuition Reimbursement (Partner and Children)
- Summer Research Stipends/Opportunities to Teach Summer School
- Intellectual Property/Patent Rights
Research Support

- Start Up Package
- Size and Location of Office/Lab Space
- Computing/Software
- Research Assistants (how many/what level; included in start up $?)
- Conference & Travel Funds*
- Intramural Research Funds
- Grant-Writing Support
- Journal Subscriptions/Books
- Maintenance Funds
We don’t have labs, but

• travel to archive including the plane fare, lodging, meals, (may be able to justify two shorter trips during school break, especially if the collection will have new additions after the first trip)

• copying of documents in the archives (about 25 cents a page, plus shipping)—or a quality digital camera to take photos of the documents if not intending to have the archive make copies

• payment of copy editor for book manuscript

• payment of person to index book

• purchase of access to data sets
Teaching & Service

• Teaching Load (preps vs. courses)
• What Courses
• Teaching Assistants/Readers/Graders
• Buying Out of Courses
• Starting in January
• Advising, Theses, and Committee Work
Quality of Life

• Work Schedule*
• Faculty Housing
• Employment Assistance for you Spouse/Partner
• On-Site Childcare
• Parking
Tenure Clock

- If You’re ABD
- If You Have Prior Full-Time Experience
- Unpaid Leaves if Externally Funded
- Maternity & Family Leave
Intellectual Property Rights

- Industry
- Academia
- Negotiating with your current PI
How – The Basics of Negotiation

- Negotiation is a process, rather than a point in time event.
- Preparation is key: the process starts before you get to the offer.
- Enter the negotiation process with a clear sense of what you want.
- Negotiation is interactive, a dialogue, rather than a simple exchange.
- The successful negotiator has the ability to understand the viewpoint of others.
- The ability to listen is often underrated, as you may make strategic decisions during the negotiation based upon what you hear.
- Look for Win-Win scenarios - build upon points of agreement.
3 Primary sources of leverage

- Information about your “Market Value” using salary surveys, public databases, scholarly or professional associations, informational interviews.
- Making your value visible
- Competing offers: in hand or potential
- Have a detailed start-up package list that over-represents your assessment of your needs
## Chronicle of Higher Education salaries

### Salaries by Institution 2013-14

<table>
<thead>
<tr>
<th>Institution</th>
<th>Professors</th>
<th>Associate Professors</th>
<th>Assistant Professors</th>
<th>Instructors</th>
<th>Lecturers</th>
<th>Unranked</th>
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<tbody>
<tr>
<td>University of Connecticut</td>
<td>$140,652</td>
<td>$95,625</td>
<td>$77,373</td>
<td>$67,347</td>
<td>$74,187</td>
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<tr>
<td>Connecticut College</td>
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<td>$81,639</td>
<td>$69,048</td>
<td>$55,890</td>
<td>$63,000</td>
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<tr>
<td>Western Connecticut State University</td>
<td>$92,772</td>
<td>$71,955</td>
<td>$61,218</td>
<td>$51,210</td>
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<tr>
<td>Central Connecticut State University</td>
<td>$89,910</td>
<td>$72,387</td>
<td>$58,554</td>
<td>$52,344</td>
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<tr>
<td>Southern Connecticut State University</td>
<td>$88,263</td>
<td>$72,054</td>
<td>$58,140</td>
<td>$48,969</td>
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<td>Eastern Connecticut State University</td>
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<td>$56,151</td>
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<td>Northwestern Connecticut Community College</td>
<td>$77,499</td>
<td>$65,205</td>
<td>$52,389</td>
<td>$46,044</td>
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Showing 1 to 7 of 7 institutions (filtered from 4,644 total entries)
Sunshine Laws

Top results

Academic Personnel Office
Offers local Academic Personnel policy and guideline information. Also provides links to systemwide sources of Academic Personnel policies, relevant directives, and other related information.
http://apo.berkeley.edu/

Google search results

Report on the UC Berkeley Faculty Salary Equity
File Format: PDF/Adobe Acrobat
2015 Report on the University of California, Berkeley, Sal:
vpf.berkeley.edu/.../Equity%20Study%20Report%20final

Academic Salary Scales 2014-15
Feb 9, 2015 ... ACAD EMIC SALARY SCALES USED ON THE BER
apo.berkeley.edu/scales14-15.htm

ACADEMIC SALARY SCALES USED ON THE BERKELEY CAMPUS
Salary Scales for Faculty and Non-Represented Academic Personnel Adjusted by 3% Increase, effective 7/1/13

- Academic Title - by Title Name
- Academic Title - by Title Code
- .5 & .9 Steps

- Table 1: Faculty--Ladder Ranks--Professor Series, Academic Year
- Table 2: Faculty--Ladder Ranks--Professor Series, Fiscal Year
- Table 3: Faculty--Ladder Ranks--Business/Economics/Engineering, Academic Year
- Table 4: Faculty--Ladder Ranks--Business/Economics/Engineering, Fiscal Year
- Table 5: Faculty--Ladder Ranks--Law School Professor Series, Academic Year
- Table 6: Faculty--Ladder Ranks--Law School Professor Series, Fiscal Year

<table>
<thead>
<tr>
<th>Rank</th>
<th>Step</th>
<th>Years at Step</th>
<th>Minimum Scale 7/1/13 Annual</th>
<th>Monthly</th>
<th>Adjusted Scale 7/1/13 Annual</th>
<th>Monthly</th>
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<tr>
<td>Instructor</td>
<td>--</td>
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<td>54,300</td>
<td>4,525.00</td>
<td>55,900</td>
<td>4,658.33</td>
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<td>Assistant Professor</td>
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<td>2</td>
<td>62,900</td>
<td>5,241.67</td>
<td>64,900</td>
<td>5,408.33</td>
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<td></td>
<td>II</td>
<td>2</td>
<td>66,700</td>
<td>5,558.33</td>
<td>68,700</td>
<td>5,725.00</td>
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<td>III</td>
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<td>70,400</td>
<td>5,866.67</td>
<td>72,500</td>
<td>6,041.67</td>
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<tr>
<td></td>
<td>IV</td>
<td>2</td>
<td>74,500</td>
<td>6,208.33</td>
<td>76,700</td>
<td>6,391.67</td>
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<tr>
<td></td>
<td>V</td>
<td>2</td>
<td>78,100</td>
<td>6,508.33</td>
<td>80,500</td>
<td>6,708.33</td>
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<td>84,400</td>
<td>7,033.33</td>
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</table>
Where can I find University of California employee salaries?

The Sacramento Bee maintains an online database of California state worker salaries. You can search for employee salaries from the last five years by employee name and department. To find salaries from the University of California Berkeley, for example, select UC Berkeley from the department dropdown list. The University of California Office of the President also maintains a public record of UC employee pay. You can search the UCOP database by pay range and job title as well as employee name and campus. For more information, check out the Compensation at the University of California website.

University of California Employee Pay

As part of its commitment to transparency and public accountability, each year the University of California publicly reports employee pay data. The report covers UC's career faculty and staff employees, as well as part-time, temporary and student employees.

UC has released its employee pay data for 2014. A summary analysis of UC's 2014 payroll, along with breakdowns of pay by individual employee, personnel category and fund sources is available at http://compensation.universityofcalifornia.edu/payroll2014/

2014 UC compensation information has also been reported to the California State Controller's Office.

Below is a searchable database of payroll data. It may be used to search for pay information on an individual UC employee or a group of employees (e.g., employees with the same job titles). By clicking on the category headings at the top of the display, data may also be sorted by location, salary level, and other criteria.

Search UC Annual Wage Data

Calendar Year: 2014  Location: Select a Location  First Name  Last Name

Title  Gross Pay Range  -

Search Results

Year  Location  First Name  Last Name  Title  Gross Pay  Regular Pay  Overtime Pay  OtherPay

No records to view.
Strategic Issues

- Not a zero-sum game
- Information is power
- The tools to do the job
Using a Win-Win Approach

• We both want the same thing
• You’ve made me an offer and I want to be able to accept it
• Make your value visible; what differentiates you from a typical starting Asst Professor?
• How to respond to a high, spot on, and, especially low offer
Sources of Leverage

- Information
- Other offers both potential and in hand
- How your request will benefit them
- Remind them of your strengths
- Talk to your future colleagues

- What is negotiable?
  - And, what I should be asking for (local knowledge)
Help them be creative

• If you are unable to get “A”, be prepared to move on to “B” and “C”

• Help the people you are negotiating with be creative in solving your problems, e.g., I understand you can’t fund “X” but can you increase the amount for “Y”? 

• Focus on the substantive outcome not how they get there
I asked them to convert my moving expenses ($6k) into a slightly smaller signing bonus ($5k) and to pay my membership fees for the two professional associations. For reasons of accounting/funding they weren't able to convert my moving expenses into a signing bonus, but they counter offered with a reduction in moving expenses by $3k and an equivalent salary increase provided I pay my own dues ($250). I was not expecting that type of counter offer, but it's a good deal! Thanks again. I wouldn't have been so assertive in my negotiations without your help, and I'm very happy with the final offer.
How to deal with elements that can’t be included in an official offer letter

• “I don’t remember offering you that lab space?!”

• Email the chair/dean with your summary of the negotiations and what was agreed upon

• “Hi. It was great talking to you today…”
Timing - When to start negotiating

• Not until they make an offer – Why?

• What If they insist on an expected salary up front?*

• But be prepared with a list of start up needs at the interview stage

• Who goes first?
Common Mistakes in Salary Negotiation

- Accepting an offer too quickly. Take at least 24 hours to evaluate the offer before accepting.

- Understating or not clearly understanding how your skills will benefit the organization. The ability to articulate how you bring value to the organization will help in the negotiation process.

- Declining an offer without factoring in the value of the benefits package or “quality of life” benefits.

- Being unprepared to counter arguments that the organization can’t afford to pay the salary you are asking, or to negotiate for additional benefits.
“Many women are so grateful to be offered a job that they accept what they are offered and don't negotiate their salaries, and often don't know the market value of their work.”
• Men starting salary 7.6% ($4000) higher than women.

• Only 7% of Women negotiated vs 57% of Men.

• Students who negotiated increased their salary by 7.4% or $4053.
The final piece of advice is for would-be powerful female leaders themselves: be aware that, at least until social attitudes shift radically, you are not immune from these effects.

That doesn’t mean not negotiating but, rather, being strategic about it. “We’ve found that you need to offer an explanation for your demands that gives a legitimate reason that the other side finds persuasive,” Bowles says. “You need to signal concern for the broader organization: ‘It’s not just good for me; it’s good for you.’
Brief Review

- Research the salary ranges
- Gauge your relative status
- Rank order your priorities
- Call future colleagues
- If they can’t do A, be prepared to move on to B & C
- They will not simply “Pull the Offer”
- Get it in writing (FedEx) before withdrawing elsewhere
Negotiate Now

• You have leverage - they want you

• You’re asking them to provide you with the research support you need to meet their expectations

• By Summer, the all the discretionary goodies will be gone (along with your leverage)

• You will be reminded (and pissed off) every time you see colleague X who isn’t as productive as you, but got a better deal