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I. ORGANIZING YOUR JOB SEARCH

4 Steps to organizing a job search

1. Know yourself

- Identify clinical strengths and areas of growth
- Identify and define work values
- Identify interests (i.e. setting, population)

2. Know the market

- Select a radius or geographical area to conduct your job search and identify all possible employers in the area (e.g. hospitals, clinics, private practices, prisons, long-term care facilities, etc...)
- Know the hiring practices for each type of employer

3. Be ready to employ several job search strategies

- Networking: the number one way people find out about job opportunities is through word of mouth. Identify who is in your network:
 1. Professors, clinical instructor, and staff in the School of Nursing
 2. Fellow classmates
 3. Alumni or other professionals in your field of interest
 4. Colleagues at your clinical rotations
 5. Past employers in the healthcare field
 6. Family, friends, neighbors, etc...(you never know who might have a contact for you)
- Be open and flexible in terms of the setting, the geographical area you work in, the hours, schedule, etc...
- Join professional associations and go to local meetings
- Consider volunteering at a site you would like to work at
- Take additional CE's that will prepare you for your role and keep you connected to nursing community
- Find support. It can be difficult to stay motivated during the job search – so reach out for help! Connect with fellow students to share information and advice and to support each other. Also, consider meeting with a career counselor from the Office of Career and Professional Development (OCPD) to discuss your particular situation, brainstorm strategies, practice interviewing and ask about negotiation strategies.

4. Be prepared for the job search

- Do you know how to transform your current document into an APN CV?
- Do you know how to write a cover letter which highlights your strengths and conveys your motivation for applying to position and/or commitment to the nursing role?
- Do you know how to interview successfully?
- Do you know what, if anything, might be negotiable in your first job? Do you know how to ask? (e.g. training, ramp-up time, supervision/consultation, etc...)
- Do you know how to accept or turn down a position professionally?

II. WRITING YOUR CV

4 Steps to writing your CV

1. Start with a message
2. Arrange the skeleton of your CV and choose descriptive headings that highlight your experience
3. Fill in content and describe each experience in a way that is relevant to employer
4. Format the document to help content stand out

Step 1: Start with a message

Your message should address an employer's main concerns:

"If I hire you, do you have the training, skills and experience to be successful in this position?"

Based on the job description, the population and the setting, you decide what you want the employer to know about your academic background and all the relevant work, volunteer or school activities that demonstrate you have the skills and experience to be successful.

- **Academic training**
Include: where you went to school, degrees/specialties, date of graduation, comp if relevant, certifications/licenses, specialized trainings, honors and awards
- **Relevant Professional skills and Experience** - include relevant work, volunteer, school activities
Include: APN and RN clinical experience, health-related experience, teaching/training experience, management/supervision, consulting, counseling and advocacy, community health experience, international health, population specific experience (e.g. women's health), experience dealing with a particular clinical issue (e.g. oncology related experience), clinical research, clinical projects, related presentations and publications

Once you decide what your message is and why you're qualified, you communicate that message through choosing descriptive headings that highlight your experiences.

Step 2: Arranging the skeleton of your CV and choosing descriptive headings highlighting experience

How to Organize Document

1. Academic Training – specific training makes you qualified for advance practice nurse positions
2. Relevant Professional Skills and Experience – present experience using descriptive headings
3. Outcomes - Accomplishments/outcomes/ results/ from educational and professional experiences

Academic Training – Start with education – an employer needs to know you are academically qualified for the position

Example Headings:

Education
Certifications and Licensure

Relevant Professional Skills and Experience – Include relevant work, volunteer and school activities. Tailor your experience to the position by using very descriptive headings and organize the headings according to what is most relevant to employer/position.

Example Headings:

(Name of Specialty) Clinical Rotations	Consulting Experience
RN Experience	Public Health
Teaching Experience	Underserved Population Focused Experience
Community Health	International (or Global) Health
Counseling and Advocacy	Health Promotion
Management and Administrative Experience	Clinical Research
Case Management	Program Development and Implementation
Oncology Related Experience (clinical issue)	Health Administration
Women’s Health (population specific)	Health Education
Healthcare Related Experience	Leadership and Service

Outcomes –Accomplishments/ results/ outcomes from educational and professional experiences

Example Headings:

Selected Presentations	Publications
Specialized Training	Language Skills
Honors and Award	Clinical Projects
Continuing Education	

Step 3: Fill in the content and describe your experience in a way that is relevant to job

- When describing clinical and non-clinical experience, your text should include your range of experience in 5 areas: setting, population, clinical issues, clinical skills and team you worked with.
- Use active verbs, key words and phrases that you see in actual job description. Look at a variety of job descriptions at similar settings (*Find listings of jobs Indeed.com, Simpyhired.com, Juju.com*)

Step 4: Formatting

- 2 page document
- Margins – Top/Bottom .5 and Right/left .75 inch
- Fonts: Times New Roman, Calibri, Cambria, Garamond, Helvetica, Arial Narrow, Optima, Palatino, etc..)
- Font Size: 10-12 font (With smaller fonts like Times New Roman don’t go below 11)
- Headings: Bold and capitalize; heading font size can be same font size as document content
- Indent /bold/capitalize/bullet to highlight - Use bold and italics sparingly
- Put your name and page number on second page in lower right hand corner of document
- Do not include birth date, birth city, personal status, photos

III. NP COVER LETTER TIPS

Purpose of Cover Letter:

1. Introduce yourself and explain why you are writing
2. Highlight 2 or 3 of your main qualifications, skills and experiences to demonstrate you will be successful in the position if hired. Elaborate on how these skills or experiences are relevant to the position.
3. Clearly articulate your motivation for wanting the job. What is it about the role, population, clinic, or services that attracts you? The employer needs to understand your motivation to determine whether you would be a “good fit” with the organization and/or position.

Cover Letter Template

Opening paragraph

- **Introduce yourself:** This answers the basic question, “Who are you?” (e.g. *I am a UCSF trained Gerontological Clinical Nurse Specialist - or - I am a recent graduate of Pediatric Nurse Practitioner program at the University of California, San Francisco*).
- **Explain why you are writing:** Tell the reader what position you are applying for and where you heard about the job opening. (e.g. *I am writing in response to the Adult Nurse Practitioner position recently posted through the UCSF School of Nursing email listserv*).
- **Grab the reader’s attention:** Include at least one sentence in your opening paragraph previewing your strongest qualities, experience or skills, showing that you understand the role and are qualified. You will then expand on the your qualifications in the paragraphs that follow. (e.g. *The skills and experience I gained through my clinical training as a Midwife, as well as, my experience as a RN, lactation counselor, birth doula, and reproductive advocate, will enable me to provide both comprehensive and quality care to patients at your birth center and prenatal clinics*).

Body 2 or 3 paragraphs

- **Expand on your CV.** A cover letter is meant to complement your CV, not to repeat it. Instead of re-typing your CV, focus on two or three, qualifications (e.g. *clinical skills, population specific experiences, and language skills – or – clinical skills and related healthcare experience, etc...*). Remember to use specific examples to support each statement you make about your qualifications and be sure to make the connection between your experience and the position. (Refer to Cover letter examples in packet)
- **Organize paragraphs by skills/themes/positions:** There are different ways to organize the information you present. For example, in the paragraph following your opening paragraph you may focus on all the relevant experience you gained during the MS program at UCSF (e.g. *APN clinical skills, experience with relevant pop or in relevant setting, etc....*) in a different paragraph you may focus on all the relevant experience and skills you gained prior to entering the program. (e.g. *RN experience, teaching experience, community or women’s health experience, advocacy experience, etc...*). You could also organize paragraphs by different skill sets. (e.g. *clinical skills in one paragraph and teaching and language skills in a different paragraph*). In each paragraph include specific examples demonstrating the skill. (Refer to cover letter examples in packet)
- **Motivation:** Let the employer know why you are drawn to the position, population and/or the clinic/practice/unit/floor. Your letter isn’t only about you – an employer wants to hear how you will fit in with them. With this in mind, you will want to tie everything you write back to the employer and actual position or job requirements. You may need to do additional research on the employer beyond the job

description to gain a clear understanding of the position and organization. (e.g. *I view your current open position as a chance to provide care to the diverse and vulnerable population at San Francisco General Hospital, as well as, an ideal opportunity to share and further develop my skills as a member of a collaborative health care team*).

Concluding paragraph

- **Reiterate your interest:** Let the reader know once again your interest and/or summarize why you're qualified for the position and that you would be interested in talking with them further about your skills and experience and how you could contribute to their clinic/practice/unit/floor.
- **Thank you:** Your cover letter should end with a thank you. (e.g. *Thank you for your time and consideration and I look forward to hearing from you*).

Don't forget the details

- **Formatting** of your cover letter should be like a business letter, which includes your name and contact information, date, salutation (if you know the name of person – otherwise don't include salutation), opening paragraph, body and closing.
- **Length** should be no more than one page. A typical cover letter is three to five paragraphs.
- **E-mail:** When sending an application electronically, it is best to include a cover letter in the body of the e-mail with your resume as an attachment.

IV. INTERVIEWING

Format

- Interviews can last anywhere from 30 minutes to 2 hours depending on the number of people you are scheduled to meet
- You will most likely meet with your direct supervisor, and fellow staff including other APNs or physicians
- An interview may involve 1-3 interviewers but larger hospitals can have as many as 10 people on a panel
- When the employer calls to arrange the interview ask them what the format of the interview will be.

Preparing for the Interview - Two strategies:

1. Practice answering common interview questions
2. Create a "Tell/Know list" to map out your strategy during the interview

Practice answering typical questions - Online Resources:

- OCPD's handout on APN interview questions <http://career.ucsf.edu/nursing-students/job-searches/interviewing-effectively>
- Best-Job-interview – (index to left - Typical Questions, Difficult Questions, Questions to Ask) <http://www.best-job-interview.com/>
- 50 Common Interview Questions <http://bhuvans.wordpress.com/2006/08/19/50-common-interview-qa/>
- How to Answer 10 Tough Interview Questions <http://advice.careerbuilder.com/posts/how-to-answer-10-tough-interview-questions>
- *Tips on Phone Interviews and Panel Interviews* <http://www.best-job-interview.com>

Make a list

Make a list of everything you want to **tell** the employer during the interview and everything you want to **know** about this employer

During the interview you want to make sure you communicate that you have the training, skills and experience to be successful in the position. You also want the employer to know your motivation for wanting the position. By the time you finish the interview you want to be able to assess if the position is a “good fit” for you. To do this you may need to gather additional information from the employer. The interview is a perfect time to ask clarifying questions. Below is a sample Tell/Know List that a UCSF FNP prepared for her interview:

What I Want to Tell The Employer by the End of the Interview	What I Want to Know From the Employer by the End of the Interview
<p>Academic Training</p> <ul style="list-style-type: none"> • UCSF FNP/ SJSU BSN <p>Professional Skills</p> <ul style="list-style-type: none"> • Training included the full range of clinical issues and populations: including experience in primary and urgent care settings, women’s health, pediatrics, labor and delivery and stepdown/transitional care unit. • Experience in both outpatient and hospital settings. • 7 years of demonstrated commitment to women’s health, education, advocacy and community outreach • Experience using my Spanish language skills in a medical capacity <p>Desire: This job is a top choice because it will:</p> <ul style="list-style-type: none"> • Let me serve in as a primary care provider – I enjoy using my skills to support individuals/families at a key moment in their lives • Allow me to use my education and advocacy skills to do something personally meaningful to me: teach women what they need to know to care for themselves • Lets me give back to my community 	<ul style="list-style-type: none"> • Day to day responsibilities (i.e.caseload)? • Patient population & clinical issues? • Training/support in first year? • First/biggest challenges for person in the role over the next 6 months? • Growth opportunities?

Different Types of interview questions and strategies for answering

All of the questions you are asked will most likely fit into 1 of 5 categories or types of questions

Type 1: Open Ended Questions – These types of questions assess if you have the training, skills and experience to be successful in the position. These questions may also assess motivation for wanting the job.

Example Questions:

- Tell me about your self?
- Can you walk me through your CV?
- Why should we hire you?
- Why are you interested in this position?
- What do you see yourself doing in 5 – 10 years?

Strategy: With broad open-ended questions, the employer wants to know if you have the skills, experience, training and/or motivation to do the job. Keep in mind the selection criteria for the job and summarize your relevant, training, experience and skills in 2 minutes.

Question: *Tell me about yourself?*

Answer: I graduated in June from the UCSF Family Nurse Practitioner Program. My training includes a range of clinical issues and populations and includes experience in primary and urgent care settings, women's health, pediatrics, labor and delivery and a stepdown/transitional care unit. I also have 7 years of demonstrated commitment focused on women's health, education, advocacy and community outreach. Lastly I'm fluent in Spanish and have used my language skills in a medical capacity for the past 5 years. I was excited to learn about the job opening as the requirements of the position closely match my skills and experience. Also, I believe the values and mission of (name org) closely match my own. So, thank you so much for the opportunity to interview.

Type 2: Behavioral-Based /Skills-Based Questions

These types of questions will ask you for an example of a particular situation you dealt with or skill you used. Behavioral-based questions are based on the premise that past behavior is the best predictor of future performance.

Example Questions

- Tell me about a time when you disagreed with a colleague/physician on course of treatment. (communication/conflict/ability to manage stress)
- Tell me about a time you dealt with a difficult patient, coworker, colleague (communication/conflict/ability to manage stress)
- Tell me about a mistake you made (professional maturity/ability to take responsibility/self-awareness)
- Tell me about a professional disappointment and how you handled it. (resiliency)
- Tell me about a complex clinical problem you worked with (problem-solving)
- Tell me about a difficult decision you had to make (decision-making skills)
- Tell me about an ethical dilemma you faced? (analytical skills, reasoning, maturity)
- Tell me about an accomplishment you are proud of. (self-awareness)
- Give me an example of your initiative in handling a challenging situation. (Initiative)
- Tell me about your experience working on a team (communication skills/fit with org or team)

Strategy: To answer these types of questions use the **S.T.A.R.** Method

S = Situation T = Task A = Action R = Result

Lay out **S**ituation or **T**ask to be completed. What **A**ction did you take and why. What was the **R**esult.

Question: Tell me about a difficult/challenging patient you worked with

Answer: During my community clinic rotation A 40 year woman came into the clinic for a routine check-up. She was in her first trimester. The difficulty was that the patient was struggling with aspects of the medical examination, including disrobing and being touched. My response was to stop the examination and ask if she had any concerns. I also explained that my main goal during the visit was to make sure that she and her baby were doing well. The woman disclosed that she was a survivor of sexual assault and being touched by a stranger was

difficult for her. I acknowledged that I understood why she would be uncomfortable, and asked if there was any way I could make this process easier for her. She asked not to put her feet in the stirrups and if I could explain what procedures were going to occur prior to proceeding. I agreed and let her know if she wanted to stop at anytime that was okay. Ultimately I was able to complete the check-up. Both the mother and baby were fine. In the end the examination was challenging because she was tense throughout the examination but I realized how valuable it was to both inform her and give her some flexibility in how the examination proceeded. It is a lesson I have carried with me throughout my practice as a nurse practitioner.

Behavioral questions can be difficult if you are not prepared. Think about the type of skills that are needed to do the work and typical situations you might find yourself in day to day on the job. Identify situations from the past that demonstrate a particular skill or an ability to deal with a particular situation.

Type 3: General /Traditional Questions

These types of questions are frequently asked in in most interviews regardless of the position or role.

Example Questions:

- Tell me about your strengths/weaknesses (self-awareness/fit with organization)
- How do you handle stress? What overwhelms you and why? (ability to manage stress/fit with org or team)
- How do you handle conflict? (conflict/stress management/fit with org or team)
- How do you handle criticism? (self-awareness/conflict/stress management/communication)
- What do you think will be most challenging for you in this position (self-awareness/fit with org or team)
- How would peers/supervisor describe you? (fit with org/team)

Strategy: When answering general questions, always give an example demonstrating your qualities or your approach to handling a situation.

Question: *Tell me about a weakness.*

Answer: After hearing the responsibilities of this position, I feel very comfortable with the clinical responsibilities around labor and delivery, postpartum and newborn care. I also feel very comfortable working with bilingual and monolingual patients and as I shared earlier I have experience working specifically with Latina patients. However, I note that you also serve a significant number of Cantonese speaking patients. At this point, my weakness is that I have is limited understanding of how to provide culturally competent care to this population. What I would value, if I were the selected candidate, is both the opportunity to work with this population as well as feedback from staff around my own patient interactions. My goal would be to make sure that I am providing care in alignment with the standards or approach of this clinic.

Type 4: Hypothetical Questions

The employer may present a hypothetical situation or vignette that is common in their work place to assess how well you think on feet /solve problems.

Strategy: If you experienced the situation presented, then use a real example when answering. Tell the story using the **S.T.A.R.** method. If you have not experienced a similar situation and are answering the question hypothetically, you can still use the **S.T.A.R.** method. The employer has given you the **Situation**. You will describe what action you would take and why and what would you hope the result would be.

Question: A patient is frustrated because she has been kept waiting for an appointment. How would you handle this situation?"

Answer: When I worked as an RN in a community clinic, due to the high patient volume, all of the staff could run anywhere from 10 -30 minutes late in seeing a patient. On a particularly busy day, a patient who was being seen for a routine follow-up appointment had waited a full 40 minutes. When I entered the exam room, she was obviously angry. This impacted our initial interaction because although I apologized her responses were very curt. In an effort to move forward, I first focused on not getting defensive as I realized I would also be frustrated if I had to wait that long. Second, I realized I needed to regain her trust. So, in addition to the apology, I focused on listening to her, reflecting back what she was saying, using her name, asking if she understood the answers to her questions and repeatedly sharing that I had time to answer any other questions. Because the patient responded well to the personalized attention, the appointment took less than 20 minutes. As a result, I believe that she had an overall positive experience, which is my goal for all of my patients. As a clinician there are things that are always outside my control, but it helps to think of what is in my control and to do that to the best of my ability.

Type 5: Clinical Questions

Employers may ask general or open-ended questions regarding your clinical skills, ask you to talk about a particular clinical experience on your CV or give you a vignette.

Example Questions:

- Can you talk about your range of clinical experience?
- Imagine a patient with a history of fibroids is complaining of pelvic pain. How would you approach the situation?
- What would you do if a woman was in the second stage of labor and contractions stopped?
- What would you do if a woman at term was admitted with a slight vaginal blood loss and was discharged by a doctor?

Strategy: Employers are trying to assess your problem-solving skills. It's not about getting the "right" answer. The employer wants to understand how you would approach the situation and assess the patient. Discuss what you are thinking, what questions you would ask, what research would you do and how might you present the case to a more experienced clinician.

At the end of the interview make sure you understand the next steps in the process. "*Can you tell me when you hope to make a decision about the position?*" or "*Can you tell me the next steps in the process?*"

Thank You notes

Send a thank you note within 24-48 hours. Sample thank you notes can be found on the OCPD web site at

<http://career.ucsf.edu/nursing-students/job-searches/interviewing-effectively>

In addition to sending a thank you note after an in-person interview:

Send a thank you note after a phone interview

I appreciate the time you took on the phone with me today. I was impressed by....or it was very interesting hearing about.... I enjoyed our discussion and look forward to learning more about the position and organization/clinic/department at an on-site interview. Thank you again for your time and I look forward to hearing from you.

Send a thank you note if you don't get the job

Despite a rejection, always end an interview on a positive note. Send a personal thank you note to acknowledge the interviewer's time. Convey your desire to be considered for future opportunities. Your gracious response in the face of rejection may impress an employer enough to keep you in mind should another opportunity arise.

V. EVALUATING JOB OFFER

Before you accept any position be sure that you understand the conditions of the job.

When you are offered the position:

1. Thank the employer for the offer and let them know you are very excited about the position/offer.
2. Ask for the time you need (i.e. 2 days, a week, etc..) to consider all aspects of the offer (especially any new information – i.e. salary/benefits) Most employers are not going to expect you to accept the offer on the spot.
3. In evaluating the offer, consider all the conditions of the position and identify what you may need to negotiate to be successful in the position (i.e. ramp-up time, support, training).

By the time you finish the interview and are given an offer you want to have a clear understanding of:

- Scope of the job
- Organization, management and team
- Salary and benefits
- Opportunities for professional growth
- How the job meets your long-term and short-term goals

Scope of Job

1. Do I understand the job responsibilities clearly? What is the scope of my responsibility?
2. What are the work hours? Is overtime required? If so, how often? Is there flexibility in terms of work hours?
3. Must I travel? If so, how much? How far? How often?
4. How many patients will I see a day? Will there be a ramp-up period? What are the expectations of the job the first 3 months, 6 months and 12 months?
5. What types of cases will I see initially? Will this change after a certain period of time?
6. Are there standardized procedures in place?
7. What is a typical day like? What is a typical week like?
8. With whom will you primarily interact?
9. How much autonomy will you have?
10. Will you be recognized as a primary care provider?
11. Will there be opportunities for hospital admission? What is the reputation of the hospital where you will be admitting patients?
12. What are the expectations for taking call? Working evenings and weekends? Making hospital rounds?
13. What percentage of your time will be directed toward administrative duties and what will they entail?
14. What types of skills and experiences are key to succeeding in this position?
15. What are common qualities of individuals who are successful in this position?
16. What will be most challenging about working in this position? How will I address the challenge? Is there support available in this area?

Organization, Management and Team

1. What is the culture of the organization? Is this typical of the type of setting or unique to the employer?
2. What is the organization's philosophy in terms of practice/patient care
3. Is the environment supportive? What type of support is available?
4. What is the organization's future? Is it restructuring? Downsizing? Expanding?
5. Has the employer previously worked with a new practitioner?
6. Does the organization employ other advanced practice nurses?
7. What is the practice mix? Physicians, other providers, support staff? How many practitioners are scheduled during a shift?
8. How, by whom, and how often will I be evaluated?
9. Do I know my manager's style and work expectations?
10. What does the rest of the team look like? Do I feel that I will fit? Can I become a member of the team quickly and succeed immediately?

Salary and Benefits

1. What are the benefits offered? Are there full details, preferably in printed form, on the benefits and how they work?
2. What will I be paid in this position? How was salary determined? Is there a bonus, and if so, what is the criteria for a bonus?
3. How are salary increases determined? (Performance, length of employment, practice profits, etc...)

Professional Development

1. How are new employees oriented?
2. What type of training does the organization provide for new grads?
3. How does the organization support professional development (i.e. pay for training or paid time off)?
4. Will there be opportunities for me to learn from colleagues?
5. Is there opportunity for growth (i.e. skill level, level of responsibility) with this employer?

Career Goals

1. Does the position match my short term (i.e. skill development, needed support and training, supervision for furnishing license, etc...) and long-term career goals?
2. Is this position in line with my values?
3. Will my interests be satisfied?
4. Will the position use my existing skills and educational preparation well?
5. Will I have the opportunity to develop the skills I want/need to develop?

VI. NEGOTIATING

What you decide to negotiate is going to depend on what is most important to you at this time in terms of your first job (support, training, ramp up time, etc...)

Suggestions on determining what to negotiate:

1. Self assess – determine what an optimal offer would be in terms of support, training, ramp-up time, work environment, salary, benefits, etc...Consider what is most important to you.
2. Ask your supervisor at your current clinical site for feedback on where you are in terms of skills and knowledge and what you need to focus on during the next year.
3. Talk to recent alumni, faculty and other professionals about what they negotiated for or wish they negotiated for or what they think is important to ask for in that first job

Examples of what new practitioners have negotiated

Clinical Development	Work Values (environment, intrinsic, relationship, content)
<ul style="list-style-type: none"> • Ramp up period /Number of patients see initially • Training / Orientation • Support / Consultation • Administrative time • Complexity of clinical issues 	<ul style="list-style-type: none"> • Schedule / hours (flexibility) • Compensation package (benefits/security) • Start date (time freedom) • Reimbursement for professional dues (learning) • Increasing responsibility over time (autonomy)

Process of Negotiating

1. Process of negotiating begins in the interview. In the interview you are gathering information. You are not negotiating or asking for anything at that time
2. Once you receive an offer, thank employer, express interest/enthusiasm for the offer/position and ask for time to consider all aspects of the job offer.
3. Determine your priorities and the top aspects of the offer you wish to negotiate
4. When following up with employer at an agreed upon time, again thank the employer for the offer and express your enthusiasm. Let them know you have 1 or 2 questions concerning the offer and ask if you could discuss those now (*pause and wait for response*)
5. Let the employer know up front what you want to discuss. Name the 2 aspects of the offer you wish to negotiate. (*pause and let it sink in before proceeding.*)
6. Take the first aspect of the offer you wish to negotiate (start with the most important one first). State your understanding of the current offer and then ask for what you want. At that time provide a brief rationale for the request (not an excuse or apology)

Example:

This is a very attractive and fair offer. I only have questions in one area. I am wondering if there is any flexibility in terms of the number of patients I see initially. I understand that the expectation at this point is that I would see # (16-20) patients a day during office hours. In my current internship I see # (8) patients. As a new practitioner, in a new setting, would it be possible to have a ramp-up period for the first few months. (*pause and let sink in.*) If possible, I would like to ramp-up from # (8 – 10) patients a day during the first 3 months. From 3 – 6 months I'd like to see # (10-12) patients a day . After 6 months I would like to move toward seeing # (16+) patients. Would a schedule such as this be possible? I am wondering what has previously been the norm for new practitioners working in your clinic?

7. Respond professionally regardless of the outcome:
 - a) If the employer cannot be flexible on a particular aspect of the offer, then let them know you understand. Thank the employer for being willing to discuss the matter.

b) If an employer cannot make a decision at that time (needs to consult with others or they need time to reflect on the request), then let them know you understand, express appreciation for the fact they are willing to consider the request and make sure you understand the next step.

c) Finally, if the employer is able to be flexible with a particular matter, then thank the employer and express appreciation for his/her flexibility

Salary and Compensation

When thinking about the salary you are being offered, and before you negotiate, you want to consider benefits. Benefits are considered part of the total compensation; they can add a value of up to 30%–40% to your salary

List of Benefits

1. Health coverage – you, family, partners, choice of health plans
2. Dental coverage – you, family, partners, choice of dental plans, orthodontic care
3. Vision coverage – you, family, partners
4. Malpractice insurance – claims made, occurrence (tail coverage), amount of coverage
5. Vacation Days
6. Paid holidays
7. Unpaid leave
8. Sick days – accumulated, lost, taken as vacation
9. Family leave – sick child, parents
10. Retirement plan – company support, safety of investments, investment period, 403b plan
11. Life insurance
12. Long term disability
13. Child care
14. Parking
15. Office space and equipment - computer, beeper, cell phone, email, internet
16. Administrative support
17. Leave for CEU – paid time, conference fees, travel
18. Professional dues
19. Subscriptions

How to discuss salary

1. Ask employer how the salary was determined – try to understand their pay structure (i.e. fixed salary, pay range, open offer)
2. Ask if there is any flexibility in terms of salary
3. Let the employer know what you are asking for (within market value for particular employer)
4. Focus on the experience, skills and/or knowledge that you are bringing to the organization that may exceed the expectations of the role and/or will immediately benefit or add value to the setting.

When do you talk about salary?

When an employer offers you a job they will usually tell you more about the pay, benefits. If possible, avoid salary discussions before an offer is made.

Reasons:

1. It's challenging to give a salary range without understanding or knowing the full scope of the position.
2. You are jumping ahead in talking about salary before you or the employer knows whether you are the best candidate for the position.

If an employer wants to discuss salary before an official job offer, consider one of the following responses:

1. I'm very excited about the position and I am confident that we can find a salary that works for both of us. Right now, if it's agreeable to you, I would like to focus on making sure I am the best fit for the position before we actually discuss salary.
2. My salary requirements will of course depend upon the actual job requirements and benefits, but my research shows the salary range for a NP with my experience in (type of setting) is between \$XX,XXX and \$XX,XXX.

Decide not to take offer

If you decide that this is not the job for you, notify the employer by telephone first, if possible. Politely decline the offer. You do not need to explain why you are turning down the offer. Then decline the offer in the same way by letter.

Example letter declining offer:

Dear (Name)

Thank you very much for offering me the nurse practitioner position at St. Luke's Health Care Center. After careful consideration, I regret that I must decline your offer. I enjoyed meeting you and your team and was impressed by your clinic's goals, mission and commitment to quality and service. I wish you and your colleagues much continued success.

Decide to take offer

It's best to have a job offer in writing, summarizing the conditions of the offer, stating the position title, starting date, salary, and other pertinent information. Some employers send employment agreement letters automatically for others you might have to request. You can also right an acceptance letter showing mutual agreement on the conditions of the offer.

Example requesting employment agreement letter:

I am very excited about the position. It would be very helpful if I could see everything that you've just described in writing. Would it be possible for you to send me the basics of the offer in an email?

Remember to thank those in your network

After accepting the position, email or telephone everyone who agreed to serve as a reference for you, as well as, everyone who assisted you with your job search. Notify each of them of your new job and let them know how they were of help to you. People you thank will be more likely to help you again in the future.