



—
The *voice* of the
community
pharmacist.

You Can't Set It and Forget It – Establishing Recruitment and Retention Strategies that Actually Work

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Disclosure Statement

There are no relevant financial relationships with ACPE defined commercial interests for anyone who was in control of the content of the activity.



Learning Objectives

- Discuss how to adopt a **Strategic Recruitment Strategy**.
- Describe how **Employee Retention** impacts **Recruitment**.
- Discuss elements of an effective **Employee Retention Plan**.

How to adopt a Strategic Recruitment Strategy.

- 🔍 Recruitment...
- 🔍 Recruitment Strategy
- 🔍 Recruitment Agencies
- 🔍 Recruitment Plan
- 🔍 Recruitment Specialist



4 Steps to Adopt a Recruitment Strategy

1. Know and Understand Your Current Challenges
2. Build a Structured Talent Acquisition Program
3. Develop Positional Strategies
4. Assess and Pivot



Step #1. Know & Understand Current Challenges

Today's Labor Market

- Unemployment claims remain low.
- Job openings are historically high and outnumber workers by approximately 1.9 to every job seeker.
- Workers continue to feel comfortable switching jobs in pursuit of higher pay, growth opportunities, or better working conditions.



Step #1. Know & Understand Current Challenges

Common Challenges

- Not receiving applications or resumes
- Too many unqualified applications
- Unresponsive candidates
- No shows to interviews
- No shows to first day after hire
- Immediate turnover



Step #2. Build a Structured Talent Acquisition Program

- Hiring Processes and Procedures
- Talent Strategy
- Standard Candidate Notices (automate)
- Job Ad Template
- Recruitment Planning
 - Position Prompts
 - External Market Prep
 - Broadcasting
 - Candidate Pool Prompts
 - Interview Prompts
 - Job Offer Prompts
- Candidate Selection and New Hire Checklists
- Diversity Recruitment Strategy
- Veteran's Recruitment Strategy
- Succession Planning
- Career Path Program
- Future Talent Sourcing Strategy

Elements of a Well Written Job Ad

- Position Title w/ Similar Titles
- About the Company
- Job Purpose & Summary
- Qualifications
- Salary Range
- Posting Closing Date
- How to Apply
- EEO / Veteran's Preference Disclosures
- Accommodation Language



WE ARE HIRING
CLINICAL PHARMACIST

WANT TO REVOLUTIONIZE THE PHARMACY PROFESSION?

At AB Pharmacy, the Clinical Pharmacist is responsible for providing empathetic and compassionate patient care while ensuring the safe and correct dispensing of medications. Additionally, the Pharmacist is responsible for providing clinical services to patients, such as immunizations and CLIA-waived test and treat services.

Salary Range
\$124,000 - \$175,000

Starting salary is dependent upon qualifications. Compensation package includes benefits, such as retirement, health insurance, vacation time, and more.

Requirements

- Licensed Pharmacist in the state of Florida
- A minimum of 3 years of experience
- Clinically oriented
- Passionate for Independent Pharmacy
- Fluent in English and Spanish

SEND YOUR CV TO
jobs@abpharmacy.com

Applications will be accepted until: 2/28/2023

About Us
AB Pharmacy is an independent pharmacy serving the community of Clearwater, Florida. We are looking for caring and talented people who share in our values and can help us accomplish our mission of revolutionizing the pharmacy profession. Are you one of them? If so, we want to talk to you!

AB Pharmacy is an equal opportunity employer. We do not discriminate on the basis of race, color, religion, marital status, age, national origin, ancestry, physical or mental disability, medical condition, pregnancy, genetic information, gender, sexual orientation, gender identity or expression, or any other characteristic that is protected under federal, state, and/or local law.

If you require an accommodation to submit your application or resume, please contact our Human Resources office at 555.555.5545

AB Pharmacy is a Drug-Free Workplace.

Elements of a Well Written Job Ad

Beware of state requirements

- Pay disclosures in job ads

Colorado, Connecticut, Maryland, Nevada, New Jersey, Ohio, California, Rhode Island, Washington, and NYC

- Bans on use of AI to screen candidates

New York City

Other Recruitment Sources

- **Recruiting Agencies**

- Large database of candidates across the U.S.
- Handles the searching for you
- Typically charges a percentage of salary (25-30% is average) upon hire with a 30–90-day guarantee

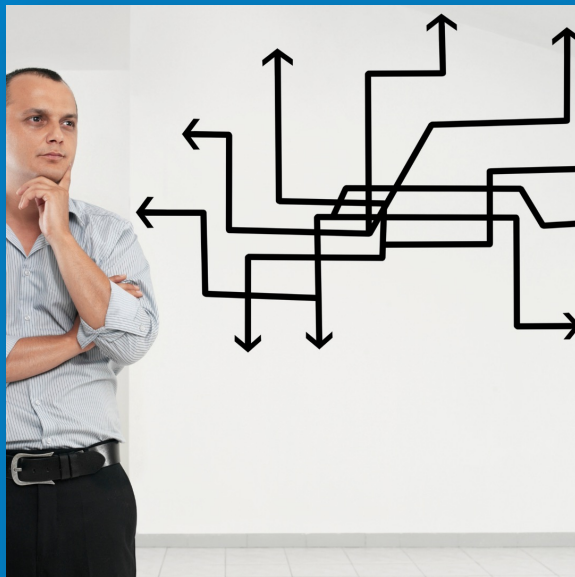
- **Placement Agencies**

- Large database of candidates across the U.S.
- Various options: Temp to Perm, Contract to Hire, Direct Placement
- For Temp to Perm and Contract to Hire – typically handles all payroll, taxes, reporting, benefits, etc.; charges an amount above the hourly rate the employee receives

Working for the Future

Start filling your career pipeline today

Career Paths



Succession Planning



Future Talent Sourcing





Step #2. Build a Structured Talent Acquisition Program

Turnaround Time

- The average turnaround time to connect with applicants has changed from 24-48 hours to 24-48 minutes.
- How long does it take to apply? Can it be done via a mobile device?
 - Applications should be online, quick, and easy.
- Use technology like AI, Chatbots, Self-Scheduling to connect with the applicant immediately.
 - Using an Applicant Tracking System (ATS) can help automate recruitment (a lot like a packaging robot), keep track of activities, and automate hiring and onboarding.



Step #3. Develop Positional Strategies

Do Something Different

- Don't just Post and Pray
- Don't rely solely on Indeed
 - Use all social media platforms, various job boards, schools, community boards, etc.
 - Betterteam - [18 Free Job Posting Sites](#)
- Triple the amount of advertising
 - Direct mailers, drivable billboards, lawn signage, posters in windows, agreements with local businesses to advertise for each other, etc.
 - Attend job fairs.
 - Contact your local AMVETs and Unemployment Centers.
 - Post on PTCB's website or other pharmacy specific sites.



Step #3. Develop Positional Strategies

Do Something Different

- Alternate Ads
 - Posters and Direct Mailers
 - Colorful / shows your brand
 - Add comp and benefits information
 - Add photos to show culture

Tip: Contact your state Board of Pharmacy and request a contact list of the certified or licensed in your area.



Step #3. Develop Positional Strategies

Do Something Different

- Use videos – *data shows placing a video in your post will get you 40% more applies*
- Engage Staff
 - Statistically, recruiters receive a 7-10% response rate from candidates whereas hiring managers receive a 50% response rate
 - Establish an Employee Brand Advocate Team
 - Establish an Employee Hiring Mentor Program
- Poaching
 - Think *Dirty Jobs* w/ Mike Rowe



Step #3. Develop Positional Strategies

Customize by Position

- What type of candidate are you searching for?
- Where do they search for jobs?
- Are they searching for jobs? If not, how do you reach them?
- What would attract this type of person? Video, direct mailer, invitation to apply, social media post.



Step #4. Assess and Pivot

Measure the Data

- Average number of applicants by position
- Percentage of applicants to interviews
- Percentage of interviews to offers
- Percentage of offers to hires
- Average time to hire (in days)
- Cost of Hire
- Source of Hire



Additional Tip

Watch for Biases

- Older Candidates
- Veterans
- Second Chance Candidates

Check your biases! Don't be judgmental based on characteristics or appearances (age, gender, race, tattoos, hair styles, makeup, religious clothing, etc.). You will lose top talent and may even find yourself on the losing end of a lawsuit.

Employee Retention
impacts
Recruitment.



Employee Retention

**Competitive
Compensation**

**Working
Conditions &
Environment**

**Growth
Opportunities**

Benefits

Employee Retention

COMPETITIVE COMPENSATION

- Understand the Market Pay for each position.
- Develop a Compensation Program with policy, pay plan, incentives.
- Benefits are part of total compensation.
- Conduct regular benchmarking to stay ahead.
- Consider Cost of Living Adjustments when needed to stay ahead of the market.
- Differentiate performance with merit rewards.

Employee Retention

WORKING CONDITIONS & ENVIRONMENT

- Culture of Belonging
- Supportive Management
- Purpose
- Positivity
- Consistent Application of Rules
- Empowered

Employee Retention

GROWTH OPPORTUNITIES

- Consistent Feedback
- Enabling and Managing Performance
- Career Pathing
- Succession Planning
- Training and Development
- Job Shadowing
- Cross-Trainings

Employee Retention

BENEFITS

Depends on stage of life

- Paid Holidays
- Paid Time Off (PTO)
- Health Insurance
- Work-from-Home Opportunities
- Employee Discount Programs
- Education Reimbursement Programs
- Access to 529 Payroll Contributions
- Retirement Plans (access to contribute and employer matching)
- EAP
- Life Insurance
- Disability Insurance
- Supplemental Insurance Products (cancer, accident, hospital confinement, etc.)

Do not neglect proper **Onboarding** for a new hire.

- Include everyone to make the employee feel welcomed.
- Assign a Mentor or a Buddy.
- Have structured training with milestones.
- Consistent communication is key.

Onboarding can last up to one year.



**If you treat
your staff
like royalty,
you will
forever
have their
loyalty.**

**Elements of an
Effective Employee
Retention Plan.**



Employee Retention Plan

Essential Elements

- Understand why employees stay
- Understand what motivates each employee before implementing anything new
- Performance Management Program
- Competitive Comp Program
- Employee Appreciation
- Consistent and Transparent Communication



Employee Retention Plan

Understand Why Employees Stay

- **Stay Interviews**
 - Conducted routinely by supervisors
 - 5 Simple Questions – Active Listening/Follow-up Q's
- **Employee Engagement Surveys**
 - Use of a Third-Party is Best
 - Anonymous
 - Measures Satisfaction and Dissatisfaction Levels across many areas
 - Conduct once a year



Employee Retention Plan

Stay Interviews

5 Simple Questions

1. What do you look forward to each day when you come to work?
 - *Give me an example*
 - *Tell me more about...*
 - *Who do you look forward to working with the most*
2. What are you learning here, and what do you want to learn?
 - *Which other jobs here look attractive to you?*
 - *What skills do you think are required for those jobs?*
 - *What skills would you have to build to attain those jobs or some responsibilities of those jobs?*



Employee Retention Plan

Stay Interviews

3. Why do you stay here?

- *Tell me more about why that is so important to you.*
- *Is that the only reason you stay or are there others?*
- *If you narrowed your reasons to stay to just one, what would it be?*

4. When is the last time you thought about leaving us, and what prompted it?

- *Tell me more about how that happened. Who said what?*
- *What's the single best thing I can do to make that better for you?*
- *How important is that to you now on a 1-10 scale?*

5. What can I do to make your job better for you?

- *Do I tell you when you do something well?*
- *Do I say and do things to help you do your job better?*
- *What are three ways I can be a better manager for you?*



Employee Retention Plan

Understand What Motivates Each Employee

Before changing or implementing anything new...

- **5 Appreciation Languages for Work**
 - Online assessment with group reporting
- **Survey Employees**
 - What do you like most about our benefits?
 - What do you wish we had?
 - What motivates you to work hard?
 - What makes you feel appreciated?



Employee Retention Plan

Performance Management Program

Consistently Enabling and Managing Performance

- Regular 1:1s
- Understand the Supervisor's Role in Employee Performance
- Annual Performance Reviews
- Goal Setting
- Performance Improvement Plans



Employee Retention Plan

Compensation Program

Policy & Procedures, Pay Plan, Incentives, Timetables

- Market Studies
- Pay Plan
- Merit Rewards
 - Pay Increases
 - Lump Sum Rewards (Bonuses)
- When are Rewards Issued
- Link to Performance



Employee Retention Plan

Employee Appreciation

Beyond Wages and Benefits (use Appreciation Assessment Results)

- Hand-written Notes
- Saying “Thank you”
- Luncheons
- Birthday & Workiversary Celebrations
 - Send a card to the employee’s home
- Employee Appreciation Party
- Personalize Gifts (shows you know the employee)
- Staff “Shout Outs” for Good Work



Employee Retention Plan

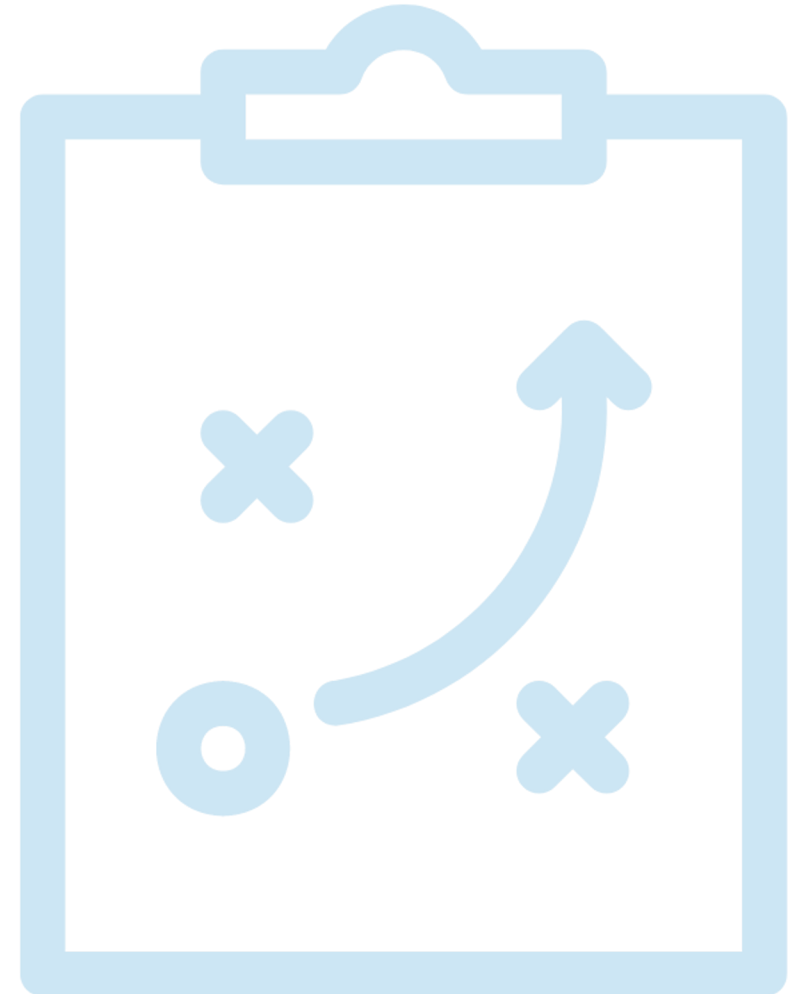
Consistent, Transparent Communication

Be open and honest with employees about the business

- All-Hands Meetings (once a quarter)
- Departmental Staff Meetings (once a month)
- Team Huddles (5-min daily or 30-min once a week)

Game Plan

1. Retention directly impacts recruitment, so focus on retention first and foremost. **Develop an Employee Retention Plan.**
2. Be intentional, strategic, and creative with recruitment. **Develop a Talent Acquisition Program.**
3. You can't "set it and forget it." Programs and strategies must be evaluated and adjusted for best results. **Regularly assess these programs and adjust as needed.**



Helpful Resources

eBooks: Upgrade your Quality of Hires | 10 Recruitment Best Practices and Other Tips

Recruitment Planning Tool

Talent Acquisition Key Performance Indicators



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