

Pharmacists Career development plan

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Three major groups of different pharmacist positions have been already agreed upon last year. Those are: Pharmacist position, senior pharmacist position, and consultant pharmacist position.

Pharmacist position:

Pharmacist position will be further classified into 3 different grades. The starting grade is Grade I with basic salary of SR3500. Increment from one grade to another will be associated with SR200 addition to the basic salary. The grades with associated basic salary are presented in the following table:

Newly hired pharmacists will be placed in special category “grade under evaluation” for 1-2 years; the category will be further classified into two main grades I & II. Outstanding performance will pass the evaluation period within one year and others within 2 years upon certain achievements. Initially they will be hired with basic salary of 3200 SR and 12 hrs duty. The second They will pass to GI from GUE within one year if they score outstanding performance.

Position grade	Basic salary	Other benefits
Pharmacist GUE I	3200	Working 12 hrs per day
Pharmacist GUE II	3500	Working 12 hrs per day
Pharmacist G I	3500	Working 10 hrs per day PLUS married status
Pharmacist G II	3700	Maximum 15% of total pharmacists could be placed in this category
Pharmacist G III	3900	Maximum 15% of total pharmacists could be placed in this category

Hiring policy:

All new pharmacists hired whether they have previous experience or newly graduates should be hired in pharmacist grade I position. Exception to this policy is only allowed for the general manager upon justified proposal submitted from pharmacies management department.

Annual upgrades:

Pharmacists are upgraded from one level to another automatically in annual basis, only if:

1. Score 90% or more in the annual pharmacist evaluation appraisal.
2. Achieve 90% or more in the annual pharmacy sales target.
3. Did not receive more than one single warning letter as per the penalty list available in pharmacies operation.

4. Score 90% or more on the Audit report.
5. Attending at least 10 different internal training sessions.
6. Presenting at least one topic related to pharmacy practice in continuous education program.
7. Participating in various activities of the company development will be a definite plus.

The transfer from Pharmacist position to the senior pharmacist position will require following the criteria of development related to senior pharmacist position.

Initial hiring:

All new pharmacists will be hired with salary of 3200 SR and will be graded as Pharmacist UE (Under evaluation). The minimum for upgrade is one year where they could be transferred to pharmacist GI. Close follow-up have to be maintained for proper evaluation. The evaluation will be based on four axes:

1. Target achievement.
2. Pharmacist performance evaluation.
3. Audit pharmacy report
4. Core competency report from both the pharmacist as well as the QC.

Senior pharmacist position:

The senior pharmacist position category is classified into three different grades starting from Grade I with Basic salary of SR4000 and increment of SR200 from one level to another. The grades and associated basic salary are presented in the following table:

Position grade	Basic salary	Other benefits
Senior Pharmacist G I	4100	Maximum 5% of total pharmacists could be placed in this category
Senior Pharmacist G II	4300	Maximum 5% of total pharmacists could be placed in this category
Senior Pharmacist G III	4500	Maximum 5% of total pharmacists could be placed in this category

Criteria for upgrade

The pharmacist will be considered for promotion upon achieving the following criteria:

1. Score 90% or more in the annual pharmacist evaluation appraisal.
2. Achieve 90% or more in the annual pharmacy sales target.
3. Did not receive any single warning letter as per the penalty list available in pharmacies operation.
4. Score 90% or more on the Audit report.
5. Attending at least 10 different internal training sessions.
6. Presenting at least 3 different topics related to pharmacy practice in continuous education program.
7. Participating in at least one single program related to the company development.
8. Participating at least in one single committee with clear demonstration of high contribution to the development of that committee.

9. Attending at least 5 days trainings (either in continuous or separated sessions) outside the company in issues related to the company strategic goals.

Upgrade methodology

The upgrade in this category is not done in automated manner. However, in January each year, pharmacy management department develop specific general evaluation report for particular pharmacists. Based on that report, the general manager decided on who deserve the transition from one level to another.

Consultant Pharmacist position:

Detailed procedures and financial related issues will be drafted when suitable candidates become available.

The pharmacists hired before January 2004:

We have mix of pharmacists whom hired before 2004 and after this date. The differences mainly involve at least SR300 in their basic salary in favour of pharmacists hired earlier. Furthermore, the newly hired pharmacists are hired based on specific criteria and follow strict training program. That's leads to an overall average better performance (at least anticipated) for the newly hired pharmacists compared to the pharmacists hired earlier. Hence, the career development and the respective financial status will be confounded by this factor. Two different scenarios are proposed each with pros and cons as presented in this text.

1st scenario:

The pharmacists hired before first of January 2004 will stay in their current financial status for at least two years (which include the full year of 2004 and the coming year 2005). They will be considered for promotion or upgrade if they achieve the same criteria mentioned earlier in two consecutive years. The drawback mainly is that most of pharmacists will be placed in Pharmacist position G IV or even senior pharmacist positions while their capabilities and skills do not match the company vision on those positions. Furthermore, the new pharmacists will feel big gap between their current status and pharmacist hired only one or two years before them while they might be in much better standard. To complicate the issue, I don't believe that the old pharmacists will be able to perform in level compatible with their position status.

2nd scenario:

All pharmacists hired even before January 2004 will be categorized as Pharmacist Grade I with their current salary. They will follow the same system for career development in term of position upgrade, keeping their financial benefits as per the current situation. Once the pharmacist upgraded to position with financial benefits above his current package, the necessary adjustment will be made. The drawback that old pharmacists, especially those with higher standards, will feel that they are downgraded and they are in the same level with the new hired pharmacists even though still they have better financial package. I would strongly recommend following the 2nd scenario. To overcome the drawback of de-motivating the previously hired pharmacists, we could announce that at the end of this year, any

pharmacist who believes that he should be in higher position, they could send their detailed proposal which include their achievement, contribution, and skills pertinent to the required pharmacist position.

Time of upgrade:

All upgrades or promotion will be proposed in January each year. The proposal is submitted from the pharmacy management department to the general manager for approval. The promotion is applicable only for those who complete one full year (the definition of one full year is 10 months per calendar year).

The process of upgrade:

The process of upgrade involving two major dimensions: financial aspects and career development. The pharmacists fail to achieve the transition from one level to another should re-evaluate themselves. Any pharmacist score below 80% in both achievement of sales target and pharmacist performance appraisal should be considered for replacement.

Different nationalities salary scheme:

Due to the fact that different nationalities might require different financial packages to be attracted for certain jobs and due to various reasons we might hire different nationalities, we need to create the system to accommodate those variables. To avoid writing specific detailed financial scheme for each nationality, specific factor will be created for each position in respect to each nationality. Whenever, any nationality hired, the same salary scheme will be applied multiplied by this factor (NB: the factor could be less or more than 1 according to the situation).