



Residency Guide:

Transitioning from Residency to Workforce

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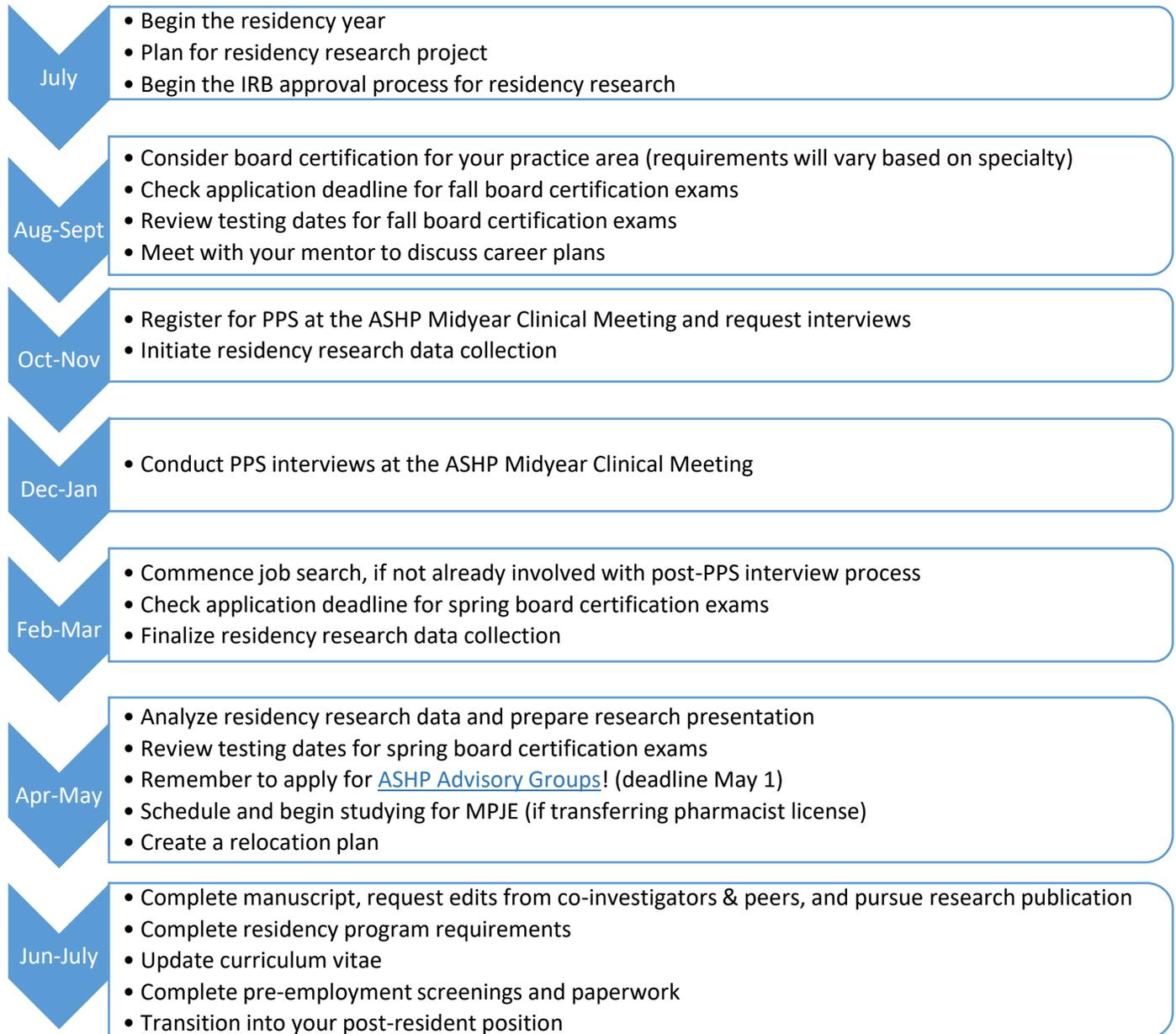
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I'm Finishing Residency — Now What?

Congratulations! You have almost completed your residency training. The next few months will be busy with the conclusion of residency requirements, job searching, and preparation for the next stage of your career. ASHP has several resources available to help you make this transition. Every journey will be different, and below you will find helpful resources on licensing, board certification, work-life integration, and more. Although the timeline for preparing for your transition into the workforce will vary by practice setting and job position, here is a general guideline of the steps you will take in the coming months.



Transforming Your Curriculum Vitae (CV)

When it comes to a CV, there are no true guidelines on what is right and wrong, but there are suggested general principles for your CV.

What To Do	What Not To Do
<ul style="list-style-type: none">• Submit your CV for review during the ASHP CV Review Program during the fall or spring review cycle. Make sure formatting is the same throughout.• Proofread, proofread, proofread!• Use consistent text size and formatting.• Use either chronological or reverse chronological order for each section and be consistent.• If completing a PGY1, keep student learning experiences and PGY1 learning experiences on CV. If finishing PGY2, keep only PGY1 and PGY2 learning experiences.• Make your CV creative but keep it professional.• Include a header or footer with your name and the page number, in case pages are separated.• Ask others to review your CV.• Update your CV monthly. Your CV will forever be growing and changing, and it's easier to update monthly rather than annually.• Use the ASHP CV Transition Toolkit and other CV Resources to refine your CV.	<ul style="list-style-type: none">• Do not allow any typos, grammatical errors, or misspellings to appear in your CV.• Do not use pictures and graphics.• Do not use inconsistent formatting.• Do not include experiences you cannot elaborate upon. Many interviewers will ask you questions about projects/positions, so make sure you can speak to each item on your CV.• Do not be the only one to proofread your CV; instead, have multiple reviewers.• Consider deleting student presentations or leadership positions held during pharmacy school if no longer relevant

Reading to consider: [Flannery AH, Winstead PS, Smith KM. Transforming the curriculum vitae as a new practitioner. Am J Health Syst Pharm. 2014; 71\(24\): 2115-7.](#)

Job Search

After you have reviewed your CV, you can move on to the job search. While completing a residency, some of us may decide to try to stay with the same organization. Spending one to two years in learning the organization and its staff may be an enticing opportunity to stay on-board. Most organizations will still require a job application, but the interview process may be a little less stressful when you and your interviewer are familiar with each other. Focus on putting your best foot forward and do not assume you will get the job over other candidates. It is also important to consider seeking job opportunities at other facilities. A different organization than where you completed residency training may offer new opportunities to grow your experiences and to share your acquired knowledge with others.

Resources for assistance with the job search

Your best resources will be your professional network, which may include your residency program director, director of pharmacy, preceptors, co-workers, co-residents, and mentors. You have spent one or two years at your residency location; use your networking skills. Pharmacy is a small world, and the people you have spent a year with might have a colleague in need of a pharmacist or who is in the process of creating a new pharmacist position.

Browse the [ASHP CareerPharm](#) job board for a listing of current opportunities. CareerPharm also regularly hosts [virtual career fairs](#) throughout the year that are free to candidates.

ASHP resources for the job search process:

- [CareerPharm](#)
- [Virtual Career Fairs](#)
- [Personnel Placement Service](#)
 - Register for PPS before searching the listed jobs
 - Request interviews to be held during the Midyear Clinical Meeting
 - Companies will also review applicants and extend interviews to candidates

Professionalism

As you transition from residency to a career, many simultaneous changes may occur, including: a new city, a new organization, new colleagues, and a new income. You will face not only new responsibilities, but also new aspects of professionalism. As you approach your transition from residency life to the workforce, consider the following pearls related to professionalism:

- Discuss with mentors/past preceptors the suggested minimum time on the job before considering switching positions (internal move) or changing organizations (external move).
- Maintain rapport with management members and your colleagues; colleagues include both those inside & outside of the pharmacy department.
- Plan for how you want to prioritize patient care, project/committee, and precepting involvements. Consider discussing your priorities with your supervisor.
- Identify an organizational method to stay on top of deadlines, appointments, meetings, and staffing requirements
- Maintain professional social media accounts and keep your CV up-to-date
- Maintain relationships with your mentors from residency, you never know when you may need to seek advice
- Strive for a balance between work and personal life

Throughout your career, seek advisors and mentors who can help you identify your career path, navigate your transitions, and develop your goals. It is important to still have mentors as you leave residency and enter the next steps in your career. Always maintain your old relationships, but do not be afraid to identify new mentors as well.

License Transfer

If you have found an out-of-state position, you will likely need to transfer your pharmacy license. Certain positions may not require new licensure (e.g., VA, pharmaceutical industry, government positions), while other positions within organizations that border state lines may require licensure in more than one state. If your site requires you to have a current pharmacist license, you should begin the process as soon as possible to ensure a smooth transition. The best resource for information on license transfer and reciprocity is the state's board of pharmacy website. State boards of pharmacy become busy with new graduates in mid-May, so plan ahead and submit your application early. Keep in mind that every state is slightly different. It is important to review the state board of pharmacy website very closely before beginning the application process. The following is a general outline of how to reciprocate your license:

- Review the board of pharmacy website for the state in which you would like to transfer your license to determine their requirements for reciprocity.
- Ensure your license will reciprocate to the state in which you wish to become licensed.
- Determine if you must take the law exam, appear in front of the state board, or complete any other requirements for reciprocity.
- Consider reaching out to your new employer for any resources to help you study for the law exam.
- Plan ahead for the costs involved, including fees for license transfer, the state board of pharmacy application, and the board exam.
- Apply for a license transfer through the [National Association of Boards of Pharmacy \(NABP\)](#).
- Gather information for the NABP application:
 - Demographic information
 - Pharmacy degree and date of conferral
 - Number of intern hours filed with any state board of pharmacy
 - Dates taken and scores for the NAPLEX and MPJE
 - Pharmacist license number and date acquired

Complete the NABP application for license transfer. The state board of pharmacy will review your application and provide you with further instructions. Once your request for license transfer is approved, schedule your MPJE (depending on state requirements).

Additional resources:

- [NABP - Transferring Your License](#)

Moving

If you are relocating, start looking at housing options as soon as possible. Plan ahead and prepare for upcoming expenses with the [Moving Budget Spreadsheet](#) and consider the following during your search:

- What is your budget for rent or a mortgage?
- Will you need or want a roommate?
- What is included in the rent (e.g. water, electric, cable, Internet)?
- Will you move your own furniture or need a furnished apartment?
- If you have a pet, will this apartment complex or rental home accept your pets? Does this include a pet deposit or monthly fee for your pet?
- Is it possible to move yourself or will you require movers? Some moving companies charge a flat rate, some charge by the mile, and some can include a combination of both. Check for online rates or call the company to inquire about price estimates.
- Will your future employer assist with moving and relocation costs? Each organization will have a different policy regarding the amount of reimbursement, and human resources can likely answer any questions you may have.

Personal Finance 101

Personal finance and money management are topics that often get pushed to the side during school and residency training. Regardless of whether you have been saving all along or are just thinking ahead to the future, taking a close look at your finances and savings plan is an essential step when entering the workforce. One common mistake when entering the workforce is to begin spending the higher salary you have earned before making a sound financial plan. Take time before your first paycheck to make a plan for your new salary that includes savings, debt management, and living costs. In reality, there is a lot to gain by taking control of your finances early and plenty to lose by making uninformed decisions. If you wait too long to take action, you may miss out on possible tax benefits and savings opportunities. Below are a few financial topics to consider as you begin your transition. This information is not all-inclusive and is meant to provide a broad overview. You may want to consult a financial planner for your individualized financial needs.

Start Paying Off Debt Now

Most of us have debt to some degree from credit cards, mortgage, car payments, and so on. If you are struggling to stay on top of your bills, it may be time to seek help managing debt before it gets out of hand. In addition to credit card debt, most of us struggle with repayment of student loans. This is one area where starting repayment early can shave thousands off your total debt. If you are considering going into public service or working at a not-for-profit hospital after residency, consider looking into the [Public Service Loan Forgiveness \(PSLF\) program](#). Under this federal program, the remaining balance of certain loans may be forgiven after 120 on-time payments. The best part is, under most income-based repayment programs, you may pay as little as nothing and still have those zero payments count toward the requirement. Keep in mind that you may have to consolidate your loans into direct loans and be enrolled in a qualifying repayment plan to meet the requirements.

If you are not going into public service and a steady income is in your future, refinancing to lower interest rates with private loans may save you money in the long term. Please consult a professional or do your own research and calculations to see if this makes sense for you.

Start Saving for Retirement

Most places of employment offer a retirement savings plan such as a 401(k) or 403(b) as part of the organization's benefits package. Contributions you make are taken out of your paycheck and may reduce your taxable income. Some employers offer a company match in which they match your contributions and pay a percentage of your contributions into your retirement fund. Try to maximize these contributions, as they are considered to be free money. Be aware, however, that company matching funds are not fully yours until you are vested or until retirement. Be sure to read the fine print or consult a financial adviser, especially during residency when you may stay at an organization for only one year.

When moving from one employer to another, don't forget to bring your 401(k) or 403(b) savings with you. Cashing out the funds is not a good idea, as you will have to pay large penalties and taxes on the money you withdraw. Instead, consider shifting the sum into your new employer's retirement plan or rolling the funds over into an IRA.

Prepare for the Unexpected

Unexpected events can have a huge impact on a budget and savings plan. Most employers will provide [individual professional liability insurance](#) in their employee benefits packages, but it is advisable to carry your own insurance to ensure that you are fully covered in the event of a lawsuit.

If you plan to get married, have children, or both, consider adding life and disability insurance to your personal portfolio. Life insurance is intended to provide financial support for your beneficiaries in the event of your death. It pays for items such as funeral costs, co-signed loans, and shared debt. Disability insurance will replace a portion of lost income in the event you are unable to work for an extended period of time due to illness or injury.

Finally, you should also plan to have an emergency fund for all of life's unexpected events not covered by insurance. This cushion will allow you to cover items such as a broken water heater or a flat tire without having to dip into your retirement savings. Set aside enough to cover three to six months of your standard living expenses.

Before taking action, however, it is always advisable to consult with a certified financial planner or other financial adviser so that you can start on a plan that is tailored to your short- and long-term financial goals.

Additional resources:

- ASHP Podcasts:
 - [Navigating Student Loans](#)
 - [When, Why, and How to Prepare for Retirement](#)
 - [How to Invest in Your Future](#)
 - Invest in Yourself: Raising Personal Financial Literacy
 - [Part 1](#)
 - [Part 2](#)
 - [Part 3](#)
 - [Job Negotiations – Focus on First Post-Residency Positions](#)
- [IRS Tax Information for Retirement Plans](#)

Insurance and Benefits

Starting a new job often involves orientation and paperwork. When you are completing your new hire enrollment, take time to research and understand your organization's insurance and benefits offerings. In most cases, the initial selections you make during benefits enrollment will be locked in until the next open enrollment period. Consider the following during your benefits enrollment:

- How much insurance do I need?
 - Many employers offer a variety of insurance options. Some benefits may be partially or entirely paid by your employer, such as life insurance and disability coverage. Other benefits may be offered by your employer for you to purchase, such as critical illness insurance, accidental death and dismemberment insurance, and hospitalization insurance. Choosing how much insurance you need is often a personal decision based on the amount of risk you are willing to assume and how financially prepared you are with personal savings to cover an unfortunate event. It is advised to consult with a financial planner to decide which insurance options are best for your individual situation.

- Which health plan is best for me?
 - Many companies will offer employees a choice of health plans. Plans often range from those with lower premiums and higher cost when seeking medical services to plans with higher premiums and lower cost when seeking medical services. Depending on your overall health and anticipated use of healthcare, you may decide that you would prefer to pay less up-front in premiums but then pay more if you were to get sick and need healthcare.

- When in doubt, ask your human resources department.
 - Each organization's benefits package is unique, so make sure you ask your human resources department if you have any questions about the options available to you and your financial obligations under your health plan.

Overview of Continuing Pharmacy Education

The Accreditation Council for Pharmacy Education (ACPE) is a national agency for the accreditation of continuing pharmacy education (CPE). The [ACPE website](#) lists a directory of accredited CPE providers.

CPE requirements vary by state, and it is advised you review pharmacist CPE requirements on the individual state board of pharmacy websites. Some factors to consider when creating a calendar or schedule for your required CPE include:

- State-specific CPE requirements and deadlines.
- Whether CPE is offered within your organization.
- The amount of funds available from your organization for CPE.
- The cost of CPE programs.
- The various CPE offerings from local, state, and national professional organizations.

[ASHP's eLearning library](#) is a great resource for identifying various on-demand CPE opportunities, including [free CE activities](#). You can also find a list of upcoming webinars on the [ASHP Live Webinar webpage](#). When claiming credit for CPE programs, you will need to provide your NABP e-Profile ID and date of birth.

[CPE Monitor](#) is an online system for pharmacists to track CPE credits from ACPE-accredited providers. Once you complete your CPE, you have 60 days from the date of the CPE to submit a claim to the CPE provider (though you should always take note of the deadline, because some providers may indicate a deadline earlier than 60 days). Once you submit your claim, the CPE provider will forward the information to ACPE, and ACPE will submit the data to NABP. You can retrieve your CPE information from your CPE Monitor transcript.

Board Certification

Your residency was only the beginning of your education. Additional opportunities for advancing your education after residency include the following:

Board Certification Programs

[Obtaining specialty board certification](#) demonstrates your skill competency and commitment to professional excellence. You can obtain board certification in a variety of practice areas, including oncology, psychiatry, pediatrics, critical care, nuclear pharmacy, nutrition support, ambulatory care, and pharmacotherapy. Certification requirements vary by specialty area but typically include having a current license to practice pharmacy, one to two years of residency training from an ASHP-accredited program or equivalent work experience, and a passing score on the certification exam. Testing cycles for these exams can be found on the Board of Pharmacy Specialties (BPS) website.

Why become Board Certified?

- Obtaining board certification is one way to validate your specialized training and competency in a specialty area.
- Jobs in pharmacy specialty areas are becoming increasingly competitive; board certification may set you apart from other candidates.
- Board certification can be a tool to help you negotiate salary.
- The process of studying for the board certification exam will help you stay current on national guidelines and practice areas.
- Recertification programming may also count toward continuing education credits.
- There are additional costs associated with board certification and recertification (every seven years), including exam costs, study materials, and live review courses.
- To pass the board certification exam, you will need to dedicate time to study and review the recommended materials.

If you are considering board certification, plan to take the exam during or immediately after completion of your ASHP-accredited PGY1 or PGY2. Some organizations may provide funding or incentives to assist residents seeking board certification. If you are in a specialty that offers their own board certification exam, consider if there is benefit to having one over the other, or both. Keep in mind the cost associated with obtaining and maintaining certification for each.

Additional resources:

- [Roadmap to Pursuing Pharmacist Board Certification \(webinar\)](#)
- [ASHP Review and Recertification Reward Program](#)
- [A Primer on Pharmacist Board Certification \(podcast\)](#)
- [Board Certification Study Outlines](#)
- [ASHP Certification Resources](#)
- [Board of Pharmacy Specialties](#)

Precepting and Teaching

Precepting and teaching are often incorporated into many pharmacists' roles. Pharmacists can be tenured faculty members, split faculty clinical pharmacists, or clinical pharmacists at sites with student and resident training where involvement is encouraged or required. Below is a comparison for tenure track and non-tenure/clinical track faculty members:

Comparison of Tenure vs. Non-Tenure/Clinical Track Positions		
	Tenure Track Faculty Member	Non-Tenure/Clinical Track Faculty Member
Didactic Teaching	Required to develop and deliver lectures	Required to develop and deliver lectures
Experiential Teaching	Minor to no expectation for experiential teaching	Required to participate in experiential teaching
Research	Large expectation to perform original research studies that are supported through grants	Minor expectation and is often completed in the clinical setting in collaboration with other healthcare providers
Scholarship	Large expectation to publish results of original research studies	Minor expectation and may include original research, case reports, and review articles
Service	Required services experiences, which may include serving on local and national committees	Required service experiences, which may include serving on local and national committees
Reporting Structure	Full employee of the school of pharmacy	Can be full employee of the school of pharmacy or split position between the school of pharmacy and local pharmacy or hospital
Contract Period	Longer contract period, generally up to five years	Shorter contract period, generally one year

Clinical pharmacists may have variable involvement in didactic teaching, research, and scholarship based on their practice site. The extent to which a clinical pharmacist participates in experiential teaching and service may reflect the affiliation agreements and relationships the employer has with academic institutions and the community.

Additional Precepting Resources Include:

- [Preceptor Toolkit](#)
 - [Student Preceptor Resources](#)
 - [Resident Preceptor Resources](#)
- [Learner Line-Up: Recommendations for New Preceptors](#) (podcast)

- [Finding Opportunities to Provide Constructive Feedback as a Preceptor](#)
- [Layered learning: Eight precepting strategies for the new attending pharmacist](#)
- [Preceptor's Handbook for Pharmacists](#)
- [The Effective Pharmacy Preceptor](#)

Post-Residency Research

The ASHP Foundation supports practice-based research, conducted by pharmacist investigators related to advancing pharmacy practice. Learn more about available research grants [here](#). Visit the [ASHP Research Resource Center](#) for additional resources for your next research project.

Peripheral Brain/Document Library

The demands of each job are unique. In the midst of a busy day, it is valuable to have quick access to evidence-based documents that can be helpful to you, the healthcare team, and patients. As you go through residency, it is important to collect and file documents you often refer to or use for support of clinical decisions. You can also keep a list of important references that you may need for clinical scenarios that may recur. The document library you assemble and grow over time will serve as a peripheral brain to allow you quick access to facts and evidence you may not readily remember.

Note that organizational guidelines, policies, or drug information resources may differ between organizations. Make note of these differences if you are beginning employment at a different organization after residency. If any algorithms or policies have been clinically relevant to your practice as a resident, consider taking them with you for your use as a new practitioner. Always be mindful of copyright laws and proprietary information when taking or sharing organizational documents.

Keep in mind that some important resources are available only in textbook form. You may want to confirm that your organization carries important print references.

Getting Involved with ASHP

There are many [opportunities to get involved](#) with ASHP, including the following:

- [ASHP Connect](#) offers opportunities to connect with fellow practitioners and to share ideas about practice related topics. Using the ASHP Connect blogs and discussion boards can help you gather knowledge and advice from pharmacists across the nation.
- ASHP offers opportunities for mentorship through the [Guided Mentorship Program](#). Using the program, you can apply to serve as a mentor or mentee for a structured, 6-month program.

For new practitioners, there are many resources and networking opportunities within the [New Practitioners Forum](#). Becoming involved with [ASHP Pharmacy Practice Sections](#), participating in the [ASHP CV Review Program](#) or [Guided Mentorship Program](#) are all excellent ways to contribute to ASHP and the profession of pharmacy. If you are interested in leadership opportunities, consider applying for an appointed position within ASHP. There are opportunities to advise the New Practitioners Forum through appointment to an [Advisory Group](#). Each Advisory Group consists of new practitioners who focus on the unique needs of new practitioner members and how ASHP can meet these needs. Advisory Group applications open annually in February with a May 1 deadline. The ASHP president-elect appoints members to the New Practitioners Forum Executive Committee and the ASHP councils and commissions. The [Executive Committee](#) is comprised of the chair, vice chair, and three members. New practitioners are also eligible to serve on [ASHP councils and commissions](#). Executive Committee and council applications open annually in September with a mid-November deadline.

Policy and Advocacy

The profession of pharmacy is continually evolving. Policy decisions at the local, state, and national level all have profound effects on the practice of pharmacy and how we as pharmacists can use our extensive medication knowledge to care for patients. It is important to become familiar with pharmacy legislation in your state. There are many ways to get involved, including writing to legislators, hosting a site visit for legislators, or simply talking with colleagues and administrators at your practice site about advocacy and policy issues impacting the pharmacy profession. Consider becoming involved in your local or state affiliate's policy initiatives.

Additional resources:

- [New Practitioners Forum Advocacy Toolkit](#)
- [ASHP's Advocacy website](#)
- [ASHP's Grassroots Network](#)

Evaluation Preparation

Evaluations continue after residency is completed. Once you are on the job, there are different types of evaluations that either you will go through or, if a supervisor/manager, you will conduct for others. Some organizations conduct new employee evaluations after a set period of orientation time has passed; subsequent employee evaluations occur at regular intervals specific by the organization. Evaluation time periods also differ from organization to organization; some organizations choose to evaluate its employees on the employee's anniversary date, while other organizations choose an annual evaluation period for all employees regardless of their hire date. Goals can be a combination of organizational, departmental, and personal goals. There may be annual performance goals or metrics in the evaluation, and there may also be individual goals regarding quality improvement projects or other contributions to the team.

After residency, no one is requiring you to evaluate yourself on a monthly basis, so you should consider methods and opportunities to routinely self-evaluate. Consider a quarterly update to capture the presentations you gave, students or residents you precepted, and significant interventions you made for a patient or as a part of the patient care team. Keeping updated documentation throughout the year allows you to not only be prepared for your evaluation, but also to exert continuous readiness to share your accomplishments with others.

Additional Resources:

- [A practical guide to feedback in the workplace: Transitioning from learner to independent practitioner \(AJHP\)](#)

Work-Life Integration

We can *have* it all, we just cannot always *do* it all. Here are some pearls to consider when combining work and personal in a way that is both manageable and fun.

- Work
 - Become a content expert in your field/job description
 - Ask lots of questions (remember the adage about no stupid questions?)
 - Accept new challenges or opportunities that may be outside of your job description; just make sure you are completing all of your assignments too!
 - Create to do lists to help you see all projects to be completed
 - Allot certain amounts of time to each project
 - Remember to work smarter, not harder
 - Professional development is a marathon, not a sprint
- Life
 - Socialize with your new co-workers by having lunch or dinner together
 - Survey your co-workers to see what they do outside of work to relax
 - Find group exercise classes or an intramural sports team
 - Identify a place to worship and get involved with your religious community
 - Invest in developing a new skill or hobby, such as taking foreign language classes or learning how to make sushi
 - If you like the outdoors, find outdoor adventure guides
 - Connect with people through organizations you belonged to in undergraduate and pharmacy school. Some of these organizations have alumni groups all over the country.

Additional Resources

Check out the [ASHP New Practitioner Resource Center](#) for an updated list of tools and resources relevant to new practitioners.