



## Selecting Pharmacy Residency Candidates: How to Select the Best from the Rest

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### Objectives

- Explain criteria for evaluating application submissions to your residency training programs
- Describe ways to effectively evaluate a large number of applicants
- Evaluate interview process steps that allow for effective and efficient candidate ranking
- Explain an opportunity in the residency selection process at your own institution should be changed
- Describe how a change in the selection process would be implemented at an institution and how effectiveness would be measured



How many applicants do you receive for your PGY-1 program?

- A** 0-10 applicants
- B** 11-30 applicants
- C** 31-60 applicants
- D** 61-100 applicants
- E** 101+ applicants



More and more applicants!!



How many applicants do you receive for each PGY-2 program?

- A** 0-5 applicants
- B** 6-10 applicants
- C** 11-20 applicants
- D** 21-30 applicants
- E** 31+ applicants





## Formulation of Selection Criteria

- Describe your program purpose well
- Understand the role your hospital fits nationally in health system pharmacy residency training
- How do residents benefit the organization?  
Play to that strength
- Write the criteria out, get feedback from your preceptor group, explain the criteria to folks less involved, and monitor their effectiveness



## Criteria for Screening - Interviews

- Screening
  - Criteria determined
  - Weight assigned
  - Rubric created for scoring
- Each applicant scored against the rubric
- Scores created
- Discussion ensues with a group that determines selection
- Who gets an interview?



## Some Examples for Criteria

- Diversity and extent of clinical experiences
- Research experience
- Writing experience
- Publications
- Presentations and public speaking
- Transcripts
- Strength of letters of recommendations
- Leadership & involvement in extracurricular activities
- Previous work experience
- Letter of Intent



## Other criteria/examples

- Think about other criteria that may be important to your program
- Pair up with another participant close to you
- Share your ideas
- 5 minutes for pairing
- 5 minutes for sharing with the large group



## Selection Criteria/Rubric from UM

- Screening example
  - Leadership and Involvement in Extracurricular Activities
    - 4 – Excellent – Was president of or held 3 or more officer positions in a student organization(s), or participated in 8 or more community service projects or acted as chief intern.
    - 3 – Good – Held less than 3 officer positions in significant student organizations or participated in less than 8 community service projects or lead a single significant event
    - 2 – Average – Participated in community service or student organizations (more than one), but never took a leadership role
    - 1 – Poor – Participated in zero or one community service or student organization, but never took a leadership role



Who in the audience has a rubric created for scoring candidates that they screen for offering interviews?

- A** Yes
- B** No





## Sharing your criteria

- Sharing with others in your organization what criteria you use to select residents or other employees describes core values
- Make sure your whole preceptor group knows what characteristics your program is selecting for
- There may be a small committee involved in selection of the interviews, but the whole preceptor group needs to know how they are selected



## Interviews

- As many ways to approach interviewing as there are programs
- Take 3 minutes in your pair to discuss the interview approach at your hospital
- If you think you hear something that is innovative, we will have a chance to present your pair information



## Interviews

- Consider having a core set of preceptors have prearranged questions to assure you are asking the wide range of questions desired for helping you make a good decision
  - Examples:
    - Leadership
    - Communication (other criteria in the affective domain)
    - Research experience
    - Teaching desire
    - Others



## Interviews

- Behavioral/Situational interviewing
  - Ask for examples of how they handled situations in the past
  - How an individual handled a past situation is the best indicator for how they will handle a future situation
  - Understanding how the person reacted/acted in a situation will handle a situation as a resident



Who in the audience uses behavior interview questions?

**A** Yes

**B** No



Get into your pair

- Discuss what might be effective behavioral interview questions for 3 minutes
- We will have some shared with the large group





## Who in the audience uses scoring system for interviews?



Yes



No



## Scoring the Interview

Evaluating Criteria	Top 10%	Top 25%	Top 50%	Below 50%
<ul style="list-style-type: none"> <li>• Research experience</li> <li>• Writing and publication experience</li> </ul>				
<ul style="list-style-type: none"> <li>• Demonstrates impact during clinical experiences</li> <li>• Breadth and depth of clinical experiences</li> <li>• Quality, depth and understanding of presentations</li> </ul>				
<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Involvement in extracurricular activities</li> </ul>				
<ul style="list-style-type: none"> <li>• Motivation</li> <li>• Initiative</li> <li>• Responsibility</li> <li>• Maturity</li> <li>• Time Management</li> </ul>				
<ul style="list-style-type: none"> <li>• Personal confidence</li> <li>• Articulation</li> <li>• Professional presentation</li> <li>• Communicates in non-confrontational manner</li> <li>• Appropriate &amp; intelligent in responding to questions</li> </ul>				
<ul style="list-style-type: none"> <li>• Has characteristics of a team player</li> <li>• Predicted capability to fulfill residency goals</li> <li>• Fit with our program</li> </ul>				



## Scoring the Interview

- Compare candidate to the rest of the interview pool based on percentages
- Another option is to have the raters provide straight scores like 1-5
- Have open ended prompts for feedback as well



## Get into your pair

- How do you evaluate interviews?
- What tools do you use?
- Who is involved in interviewing and scoring?
- Does your site interview more than one candidate a day?
- Does your site have more than one candidate with a preceptor at a time?
- **Does anyone want to share with the large group?**



## Setting the Rank List

- Use calculations from your interview and screening assessments to create a list
- Discuss the list with your team to determine final rank list
- Document any changes from the numerical rank
  - Discuss briefly why there was alteration to the calculated list



Do you document changes from your calculated rank list, so you can explain the change in rank if needed?

**A** Yes

**B** No





## Get into your pair

- What is your process for setting the rank list?
- Who is involved in setting the rank?
- **Who wants to report to the group on their process?**



## Program Design Questions

- In designing your selection process, questions can occur regarding how these processes work and how to re-design your selection process
- Do participants have questions about re-design?
- Choose a part of the selection process you want to work on at your site and explain to your partner what you will work on and the time line for implementation
- Present to the large group



## Measure a Change

- Would someone describe if a change is made in their selection process how they would measure that change impact?
- Discuss measurement of change



## Conclusion

- Screening applicants
- Criteria for screening and interviews
- Interview questions
- Interview assessment
- Ranking candidates
- Measuring change



## Questions

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