

COST OF PHARMACIST TURNOVER

	Best Case ^a	Typical Case ^b	Worst Case ^c
Separation			
Paperwork	\$500	\$500	\$500
Vacancy coverage ^d			
Premium pay to cover	\$2,915	\$ 8,745	\$17,491
Recruiting			
Advertising	\$1,000	\$2,000	\$18,700
Signing bonus	\$3,100	\$3,100	\$10,000
Relocation expense	\$ 0	\$ 0	\$ 4,000
License transfer	\$ 500	\$ 500	\$ 1,000
Travel to interview	\$ 0	\$ 500	\$ 1,000
Referral fee	\$ 0	\$ 500	\$ 1,000
Manager/staff time	\$ 500	\$ 500	\$ 500
Hiring			
Interview	\$ 500	\$ 500	\$ 500
Training ^e			
Trainee/trainer/coverage	\$11,372	\$34,116	\$34,116
Total	\$20,387	\$50,961	\$88,807

^a assumes new hire is found soon after position is vacated and is trained and licensed. Training is minimal, primarily to departmental procedures

^b assumes typical case where it takes 3 months to hire into the vacant position. New hire has limited experience and no knowledge of departmental procedures.

^c assumes a lengthy recruiting process (6 months), possibly including the cost of a recruiter, productivity delays due to training and re-licensure. Assumes recruiter at 25% fee.

^d assumes premium pay of staff or agency personnel at 1.5 times regular rate for time of vacancy. Savings associated with not paying original position has been deducted.

^e assumes one month of training time for best case and three months for typical and worst care scenarios. Also assumes that trainer is working closely with trainee and their productivity averages 50% while training and demonstrating departmental procedures (lower in the beginning of training, higher as the trainee becomes more independent).

Base salary assumed to be \$36.44 (pharmacyweek.com data).

Based on methodology of the University of Wisconsin Coop – www.uwex.edu/ces/cced/publicat/turn.html