

# The President's High Growth Job Training Initiative Health Care Grant Employer Handbook



## CAPS

Career Prescriptions for Success  
A CVS Apprenticeship & Incumbent Worker Initiative



Submitted to:  
U.S. Department of Labor  
Employment and Training Administration  
Washington D.C.

Submitted by:  
**CVS CAREMARK | CVS/pharmacy**

CVS Regional Learning Center  
5901 Conner Road  
Detroit, MI 48213

# Workforce Initiatives

## **Vision Statement**

*To lead in the cutting-edge development of diverse employment, training, and education programs, establishing CVS Caremark as the distinguished model for innovative workforce initiatives.*

## **Mission Statement**

*To hire, train, develop, retain, and support life-long learning of diverse qualified associates, adding value to CVS Caremark by establishing partnerships with local, state, and federal agencies, educational institutions, non-profits, and faith-based organizations.*

CVS Caremark Workforce Initiatives Headquarters  
939 Route 146, Bldg. 600, Clifton Park NY 12065  
518-383-4517 x8012

The Employer Handbook was developed by

Lena Barkley  
Project Director, Career Prescriptions for Success  
Manager, Workforce Initiatives  
Markets in Michigan and Indiana

Michelle Voll  
Deputy Director, Career Prescriptions for Success  
Consultant, Workforce Initiatives

CVS Regional Learning Center  
5901 Conner Road  
Detroit, MI 48213  
313-267-4070

For more information, please contact:  
Lena Barkley at [lbarkley@cvscaremark.com](mailto:lbarkley@cvscaremark.com) or 248-888-6341



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# **The President's High Growth Job Training Initiative Health Care Grant**

Career Prescriptions for Success (CAPS)

Employer Handbook

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Funded by:

U.S. Department of Labor

Employment and Training Administration

The President's High Growth Job Training Initiative engages business, education, and the workforce investment system to develop solutions to the workforce challenges facing high-growth industries.

Submitted by:



2008



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“Our mission in Workforce Initiatives is to develop partnerships with organizations that can assist us in hiring good people. The CAPS program has been an excellent model for that mission. After the great success we have had in Detroit, hiring excellent store employees and training them for career path opportunities, we want to make this opportunity available nationwide. It works and it shows that partnerships can be very valuable in developing a strong store team. ”

—Steve Wing, Director, Workforce Initiatives

## Acknowledgments

Career Prescriptions for Success (CAPS) would not have been possible without the countless hours spent by district managers, pharmacy supervisors, pharmacists, store managers, and trainers. We thank everyone for mentoring the CAPS apprentices and helping these CVS employees advance their careers. We also give special recognition to regional managers and HR business partners for making this project a success.

Many thanks to the following CVS Workforce Initiatives Managers for replicating the Detroit CAPS pilot model in the following four cities:

Atlanta, Mike Romesburg  
Chicago, Leori Moore  
Dallas, Irvine Porter  
Indianapolis, Lena Barkley

We recognize the valuable contributions of all the project partners and give special thanks to the following people and organizations:

Diane Burroughs, Executive Assistant  
William Wubbenhorst and the Team at  
Macro International Inc.  
Consulting Services for  
Community Solutions  
Detroit Workforce  
Development Department  
Goodwill Industries of  
Greater Detroit

Holy Ghost and Fire Deliverance  
Church of God in Christ  
Michigan Works!  
National Retail Federation Foundation  
Operation ABLE  
Partnerships for Economic Independence  
Wayne County Community College District  
Wayne State University

## Workforce Initiatives

CVS/pharmacy, the retail division of CVS Caremark Corporation, is America's largest retail pharmacy with more than 6,300 retail locations. It is committed to improving the lives of those it serves by making innovative and high-quality health and pharmacy services safe, affordable, and easy to access, both in its stores and online at CVS.com.

To meet business growth and retention of its associates and to ensure high-quality service to customers, CVS used an innovative strategy through its CVS Workforce Initiatives Department. CVS started its first Welfare-to-Work training program in 1996. Retention of the associates hired through the program has been twice as high as those hired through more traditional methods, which represents a stark contrast to other entry-level service jobs in retail, where turnover can easily exceed 200 percent a year. Additionally, over half of the former welfare recipients who have come through customized training programs have been promoted at least twice.

The priority CVS gives to workforce and community partnerships is embodied in its Workforce Initiatives team that works with national, state, local government agencies, educational institutions, and faith-based and community organizations across the country. CVS has partnered with a number of markets to establish Regional Learning Centers, which offer training at several points along a career path leading from entry-level jobs to higher-paying career positions. Many of these facilities include freestanding prototype "mock stores" that allow for training individuals at entry-level retail jobs, photo positions, or with further training, to become pharmacy technicians.

## Career Prescriptions for Success

Given the needs of an aging population and the greater use of medication, employment of pharmacy technicians is expected to grow faster than average for all occupations through 2012. Since the number of degrees granted in pharmacy is expected to be fewer than the number of job openings created by retiring pharmacists, a shortfall of 157,000 pharmacists is projected by 2020.

CVS/pharmacy is addressing this nationwide shortfall of high demand occupations through Career Prescriptions for Success (CAPS)—a U.S. Department of Labor (USDOL) Registered Apprenticeship program in pharmacy. Funded with a health care grant from the President's High Growth Job Training Initiative (HGJTI) of USDOL competitively won in 2005, the CAPS program was piloted in Detroit and replicated in four other cities over 3 years. The CAPS team developed the following multipronged career path strategy:

1. Build community interest in pharmacy careers.
2. Target recruitment in high-unemployment neighborhoods.
3. Provide paid apprenticeships for pharmacy associate and technician occupations.
4. Assist incumbent workers with removing career barriers to become pharmacy technicians.
5. Advance workers through 2- and 4-year academic programs.
6. Provide technical assistance to replicate the Detroit model in Chicago, Indianapolis, Atlanta, and Dallas, followed by national replication after the end of the Federal grant.

## Program Outcomes and Benefits

The CVS Caremark vision is to be a cutting-edge leader in diverse employment, training, and education programs. The Workforce Initiatives department of CVS exceeded outcomes numbers for its HGJTI grant, with higher retention rates found among apprentices than among non-apprentices in the Detroit market. Apprentices came from diverse backgrounds and many had previously experienced employment barriers.

| Measures                                      | Grant Goals   | Outcomes |
|-----------------------------------------------|---------------|----------|
| # of Candidates in Pre-Employment Training    | 100           | 651      |
| # of CVS Interns                              | 90            | 185      |
| # of Apprentices in Detroit Pilot Site        | 80            | 96       |
| # of Apprentices in Four Replication Sites    | Not Specified | 134      |
| # of Incumbents                               | 130           | 130      |
| # of Employees in Continuing/Higher Education | 20            | 62       |

CVS and its project partners were able to provide matching training and in-kind resources equivalent to the 1.7 million dollar grant received from the Federal Government. The benefits of the CAPS program can be summarized as follows:

1. Faith-based and community organizations (FBCOs) provided pre-employment training and post-placement retention support.
2. Store Managers were able to hire apprentices from a highly screened and qualified pool of candidates.
3. USDOL Registered Apprenticeship offered a competitive credential in pharmacy technology to CVS workers.
4. The partnership with the public workforce system, community college, and institution of higher education created a new education career pathway and internal pipeline for the development of future pharmacists.
5. Motivated and trained employees are known to increase productivity and profitability.
6. Higher retention rates reduce the company's cost of recruitment, hiring, and training.
7. Marketing of apprenticeship and education opportunities improve local community relations and provide access to a new customer base in neighborhoods where stores are located.

## The Employer-Driven Apprenticeship Program

This handbook tells the story of CAPS with a step-by-step description of how to develop an employer-driven apprenticeship program. It offers key factors and lessons learned, followed by a sampling of apprentices' success stories. Every one of our 96 apprentices has a similar story to tell. Every one of them is a success story.

# 1

## Develop Apprenticeship Standards with the U.S. Department of Labor

The first step is to assess your training program to determine if you are ready to take the next step to create a career ladder that will give your employees an industry-recognized certification and a portable, nationally registered apprenticeship credential.

An employer or a group of employers who are interested in creating a registered apprenticeship program should meet with a field liaison from the USDOL Office of Apprenticeship. The field liaison will provide technical consultation services on the development of apprenticeship standards. To locate a field office at the state or regional level, go to <http://www.doleta.gov/OA> or call the national office at (202) 693-2796.

The process of setting up a program involves registering the apprenticeship track under a set of standards, which include on-the-job training modules, related classroom instruction curricula, and operating procedures. Since CVS is a national employer, the company wanted to develop national standards that could be used by any of its stores nationwide.

With the Office of Apprenticeship, CVS created a set of documents that can be used as a template by any CVS Regional Business Office to register the apprenticeship program with the corresponding USDOL field office. Wage rates and age eligibility may need to be adjusted in different markets.

# 2

## Select the Right Leadership Team to Drive Your Program

When you set up the registered apprenticeship program, the best team you can constitute will have experience in working with the business's field operations and human resources (HR) as well as with workforce initiatives and government programs. For the CVS initiative, the project director played a critical role.

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District Manager Cliff Riley commented: *Lena [Barkley] brings a passion to the entire mission, not just the program. She has a heart and a passion for people. This made it easier to get the buy-in from management. I think she has been the total driver in this program from both the corporate level, from the governmental level, as well as the store level.*

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An Apprenticeship Advisory Committee guided the program and was constituted by stakeholders from management, human resources, and educational institutions. The project also employed a coordinator to work with the FBCO service providers. The coordinator provided technical assistance on program development, service delivery, and outcomes measurement. This collaborative experience enhanced CVS's ability to work with service providers.

# 3

## Solicit the Support from Management at the Start of Your Initiative

A key success factor is to engage the HR business partners and regional managers at the beginning of your project. It is also important to have a clearly defined program structure—as outlined below—before involving other project partners.

- Illustrate the process of how candidates are referred.
- Show what pre-employment services and training will be offered.
- Demonstrate what support resources are provided by the collaboration.
- Create a clear flow of communication among all parties.
- Demonstrate how this program will impact retention rates.

The CAPS model and structure was being developed while the faith-based and community service providers were recruiting potential candidates, providing pre-employment services, and referring individuals to CVS. In retrospect, the project team should have spent more time upfront, solidifying the structure of the program with HR and management. Defining the structure of the program while it was in progress was challenging at times; it took the team close to 1 year to streamline the process.

When the HR managers became directly engaged in the program, the project director was able to generate the necessary support from field operations. According to HR Managers Steve Watkins and Wayne Melton in Detroit, the hiring, placement, and training of apprentices was coordinated more effectively once district managers and pharmacy supervisors bought into the program and communicated what was needed at the store level.

To obtain the buy-in from store managers, it was key that CAPS offered a payroll incentive. Offering to managers a wage subsidy that could be used toward the initial classroom training and on-the-job-learning made them more willing to participate in the program.

# 4

## Engage Faith-Based and Community Partners to Provide Pre-Employment Services and Retention Support

The business partnership needs to generate value for each partner involved. Ask the following two key questions: (1) What qualifications, capabilities, and services does the faith-based, community, or workforce agency have to offer to my business? (2) What opportunities and resources do I have to offer to these partners? Agencies that want to partner with employers need to—

- Understand the significance of organizational culture;
- Emphasize employer considerations;
- Build—and not break—the employer's trust;
- Drive the employer's bottom-line services; and
- Maximize opportunities to meet the employers' needs.

To recruit candidates and provide pre-employment services, CVS partnered with Goodwill Industries of Greater Detroit, Partnerships for Economic Independence, Operation ABLE, Holy Ghost and Fire Deliverance Church of God in Christ, and Michigan Works One-Stop Career Centers. Once apprentices were hired, these organizations also provided post-placement retention support to apprentices. CVS partnered with each of these agency and with Wayne County Community College District to conduct job fairs, community health fairs, and informational sessions on careers in pharmacy.

A solid pre-employment training program includes intake, screening, assessment, coaching, work identity formation, soft skills training, academic preparation, transitional employment, job development and placement, retention, and post-placement support.

The CAPS service providers incorporated these components to varying degrees. At opposite spectrums of organizational size and type were Goodwill Industries of Greater Detroit as a

large community organization, and Holy Ghost and Fire Deliverance Church as a grassroots church. What they both shared were pre-employment programs that produced results. Both programs helped individuals become job-ready who otherwise would not have been employed by CVS.

The following two key factors made the partnership with Goodwill Industries innovative: (1) The Goodwill program was guided by a Business Advisory Council and employer members worked with Goodwill staff to develop pre-employment skill training that was customized to various industry needs. (2) Goodwill coaches followed an effective case management system that included active retention support of program participants for up to 1 year after job placement.

### Key Success Factors: FBCO Collaboration

1. Service Provider staff provides a nurturing environment to candidates.
2. Direct involvement of and interaction with the FBCO leadership.
3. Inclusion of CVS training modules in the FBCOs' pre-employment curriculum helping candidates be better prepared.
4. Customizing the employability skill development according to the candidate's strengths and weaknesses.
5. Collaborative relationship and communication about suitable work environment for the candidate (e.g., fast-paced versus slower retail sales or higher versus lower volume of scripts in pharmacy).
6. Provision of consistent case management and ongoing retention support.

## 5

### Create a Pathway to Employment Through Work Experience Opportunities

Pairing transitional employment, work experience opportunities, and internships with employability skills training is an effective strategy for long-term employment.

Goodwill Industries provided the most extensive pre-employment program with 6 weeks of intensive service training and work experience opportunities. The Goodwill candidates came from five Temporary Assistance for Needy Families (TANF) agencies. Each candidate was given a customized plan for success, a targeted employment outcome, and the support of a coach along the way.

Once candidates were referred to CVS, they enrolled in a 2-week internship program. The internship component gave store managers the opportunity to hire apprentices from a pre-screened qualified pool of candidates. An important lesson learned was that unlike the project team's original estimates at the start of the grant, only one out of seven candidates ended up being qualified for employment with CVS. It took far more resources than anticipated to provide pre-employment services and screening.

Candidates from diverse backgrounds, who otherwise may not have had the opportunity to do so, were able to obtain employment with CVS. Many of these candidates were considered chronically unemployed and underemployed individuals with numerous barriers to employment. Goodwill Industries defines the "chronically unemployed" as persons who are more than one time TANF recipients and have lived with generational poverty.

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In an interview, Pharmacy Supervisor Bilal Bazzi commented: *The sense of urgency to succeed for them is much higher than a typical candidate. For some, it's their absolute last chance. The least thing we can do is to offer them support...we do challenge people in every way to bring out the best in them. We are not just trying to be a demanding company; we are a successful company.*

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Pharmacy Supervisor Bilal Bazzi and his pharmacy staff Rajeev Sharma and Ella Savisch have mentored many CAPS apprentices.

# 6

## Build a Career Ladder Through Registered Apprenticeship

Career advancement opportunities are more readily available in large businesses. Small companies may need to look externally and partner with other businesses in their industries to build successful career ladders for employees. Turnover rates are lower and retention rates are better when workers are given the opportunity to improve their skills and can move along a clearly defined career ladder.

CVS recognized that Registered Apprenticeship provides a structured training program to maintain the high level of skill and competence needed in its pharmacy industry. By creating workforce partnerships and investing in training, CVS has been able to achieve turnover rates that are lower than those of other retail businesses.

CVS developed its own training curriculum. Classroom instruction was provided by trainers at the CVS Regional Learning Center in Detroit, located on the Eastern campus of Wayne County Community College District.

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Pharmacist Darnell Jones commented: *I like the regional learning center because of the fact that it gives people the best of both worlds. Number one, you have the ivory tower vacuum effect. People are in a learning environment and they are not distracted. The learning center also has done a fantastic job replicating everything that people need to know once they get into a store setting. You actually have a mock store in the learning center. I'm going to go on record as saying that CVS has the best training program of any retailer I've ever seen in my life. They literally amaze me with how well they manage to train people before they get into the work environment.*

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Pharmacist-in-Charge Nina Patel poses with Project Director Lena Barkley. Patel has provided a nurturing environment for CAPS apprentices in her training store.



The on-the-job training component of the apprenticeship program was conducted in the pharmacy at either special training stores or stores where the apprentices were employed. Apprentices were broadly trained in all aspects of their job. Apprentices received systematic work experience in all areas of their responsibilities under the direction of a professional mentor.

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HR Business Partner Steve Watkins commented: *We have training stores that do a really good job. The CAPS project director continuously utilized these stores. We want to retain as many people as we can and help them be successful.*

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Lead Technician Connie Sims (right) mentored Heather Ramsey and other CAPS apprentices.

Recognizing that on-the-job professional mentors are the key to the transfer of knowledge from the master to the apprentice, great care was exercised in selecting mentors to train each apprentice. The apprentices' mentors were seasoned pharmacy technician trainers and pharmacists.

The CVS career pathway was structured over a 2-year training period. Apprentices completed training modules that constituted three levels of industry certifications for the positions of Pharmacy Service Associate (Level I), Pharmacy Technician (Level II), and Lead Technician (Level III).

By the end of the grant, most apprentices were certified at Level I and Level II. All apprentices will continue to complete Level III certification. After 2,000 hours of classroom instruction and on-the-job training, CVS technicians receive a nationally recognized, portable apprenticeship credential from USDOL.

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District Manager Dave Peterson provided the following perspective: *We want to be able to identify ourselves as leaders in health care, and one of the things that we can do is to partner with the Government. I think we have a responsibility not only to the communities we serve but to the Government.*

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Pharmacy Supervisor Bilal Bazzi added: *We are sending the message that CVS is a responsible corporate citizen and is giving back to the community. When you consider partnering with DOL—it's all about helping people find jobs and be successful.*

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# 7

## Develop a Pipeline Through Lifelong Learning Opportunities

Employers can greatly benefit from partnerships with their local workforce board, community college, and institution of higher education. By providing opportunities to employees to advance their education, employers can create a pipeline of workers for technical and professional jobs.

The CAPS program assisted incumbent workers faced with barriers to career advancement in pharmacy. By conducting assessment surveys and interviews with managers and incumbent workers, the CAPS project team identified incumbent workers who wanted to improve their customer service skills and/or were eager to continue their education if given the financial assistance.

To assist those incumbents interested in strengthening their customer service skills, CVS partnered with the National Retail Federation Foundation (NRFF) to offer a preparatory course for the national customer service certification exam. Incumbents first took a retail readiness assessment and then the preparatory course followed by the certification exam.

The CAPS project team was able to adopt and modify the customer service skill development curriculum of the NRFF to better accommodate the schedules of CVS managers and incumbent workers. Shortening the curriculum was a key success factor, given that the full-length curriculum would not have been realistic for incumbents to complete. Both CVS technician trainers and key staff from the faith-based and community partners participated in train-the-trainer workshops conducted by NRFF and were certified to train in the extended and modified curriculum.

CAPS gave scholarships to pharmacy staff to attend Wayne County Community College and Wayne State University, which houses the Eugene Applebaum College of Pharmacy and Health Sciences. To qualify for scholarship funding, CVS incumbents needed to obtain a letter of recommendation from their pharmacy supervisor, be in good academic standing, and demonstrate commitment to pursuing a career in pharmacy. The scholarships helped Mayada Dabajeh make ends meet and complete her pre-pharmacy degree.

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*She commented: I've always wanted to be a pharmacist, but school is very expensive; and the CAPS scholarship helped me to complete my studies for pre-pharmacy. Since I didn't get into the Pharmacy Doctoral program, I'm now working on getting my bachelor's degree in clinical pharmacy, to position myself better next time I apply. I am only able to work part-time, and my pharmacy manager is very flexible in working my schedule around my classes.*

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CAPS created a new education career path by fostering a strong partnership between CVS/pharmacy, the Detroit Workforce Development Department (administrative body for Workforce Investment Board), Wayne County Community College District, and Wayne State University. The partners committed themselves to sustain this education career path to meet the high demand for pharmacy technicians and pharmacists in Detroit and statewide.

Sonia Ross, an incumbent now in her second term studying pre-pharmacy at Wayne County Community College District with CAPS scholarship funding, says that the opportunity to return to school gave her a renewed sense of hope for her career.

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*She said: It means a lot to me that CVS is investing in my future. I attended Wayne County Community College District 10 years ago, but with raising a family and the costs, I couldn't keep it up. I've been working in the pharmacy as a tech for 6 years and was beginning to feel a little stuck. Now, with my kids older and with the financial support from the CAPS program, I have an opportunity to pursue a degree and can see a future for myself where I hadn't before.*

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A significant finding of the CAPS initiative in Detroit was that CVS managers had not realized the extent to which incumbent workers at the technician level are interested in becoming pharmacists if given the opportunity to enroll in continuing and higher education. The new educational path enabled workers to pursue lifelong learning and career advancement. While leveraging funding from the workforce system, CVS management is also assessing how it can make more corporate tuition assistance available to build an internal pipeline for the development of future pharmacists.

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District Manager Cliff Riley said: *My biggest takeaway is that sometimes we do not invest the time to consider employees' potential and find out what their interests and talents are... We need to make sure that we are capitalizing on all the talents in our stores.*

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## 8

### Replicate Your Pilot to Help Others in the Company Create the Program

Once you have invested in a team that has created a successful pilot, use their capabilities and expertise to build the knowledge and capacity of others in the company to replicate the results.

The CAPS director and deputy provided technical assistance to CVS Workforce Initiatives and Human Resource staff in Atlanta, Chicago, Dallas, and Indianapolis based on their experience in the pilot site. The Detroit team was able to assist the CVS apprenticeship managers in these cities to replicate the program by helping them understand how to—

1. Set up an Apprenticeship Advisory Committee with the needed stakeholders;
2. Work with the USDOL Employment and Training Administration (ETA) Regional Offices responsible for registering apprenticeship programs in their respective regions;
3. Conduct labor market analysis to assess and meet affirmative action requirements in each region;
4. Make necessary changes to wage rates or selection criteria in adopting the national apprenticeship standards and work processes to the local area; and
5. Enter demographic, training, and certification data in the national USDOL database for registered apprenticeship programs.

## 9

### Win New Resources with the Results You Achieve

It's important to develop a reliable outcomes measurement system and regularly report the results you achieve to the funding agency. Make sure you capture success stories and develop products useful to others. The results you achieve and the partnerships you develop can be leveraged to acquire new funding.

The partnership developed between CVS/pharmacy, Goodwill Industries of Greater Detroit, Detroit Workforce Development Department, and Wayne County Community College District enabled the partners to win a new grant from USDOL under the Community-Based Job Training Initiative. With this new funding, CVS will extend CAPS to develop a training curriculum and national apprenticeship standards in retail management.

The new project focuses on creating certification and degree programs at Wayne County Community College District, and integrating the programs with the CVS apprenticeship program to give incumbent workers' college credit for on-the-job-training. Other employers are also participating in this new project; CVS will be able to assist in building their capacity through the experience it gained with CAPS.



*Apprentice Dorcas Hamilton with Pharmacist David Rizzi and Project Director Lena Barkley.*

## Pursuing a Career in Pharmacy

Dorcas Hamilton was hired by CVS in September 2007 after completing the pre-employment training with Goodwill Industries of Greater Detroit.

Since then, Dorcas received her Level I Apprenticeship Certificate for Pharmacy Service Associate from the U.S. Department of Labor and recently was certified by CVS as a Pharmacy Technician.

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She says her experience with the CAPS program has been very positive: *Everybody is willing and able to help you. And if you need assistance, don't be afraid to ask because they definitely will be there for you, especially Lena [Barkley, Project Director] and Dave [Rizzi, Pharmacist].*

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Hamilton graduated valedictorian from California Paramedical Technical College in Riverside, California, from which she obtained a certificate in pharmacy technology. While continuing to work at CVS, her next step will be to enroll at Wayne County Community College District to obtain her Associate Degree in Applied Science. Her long-term goal is to become a pharmacist.

The CAPS apprentice has the following advice for other young people interested in pursuing a pharmacy career, "Don't be afraid to go after what you really want."

## Advancing Her Career as a CVS Apprentice

Ty-Kisha Jefferson joined CVS/pharmacy as a CAPS apprentice in September 2006. She had worked in a restaurant for 5 years and felt discouraged from some of her experiences in that industry.

Ty-Kisha enrolled in the 6-week pre-employment program with Goodwill Industries of Greater Detroit. As a single mom, Ty-Kisha faces a challenging schedule. She is raising her three girls, aged 10, 14, and 16, plus her sister's three children—whom she adopted after her sister passed away.

While in the Goodwill program, Ty-Kisha participated in workshops Mondays through Thursdays for 6 hours daily, followed by her shift work at Kentucky Fried Chicken until 1 or 2 a.m. On Fridays and Saturdays she attended classes at Wayne County Community College District, followed again by her evening work shifts.

Now, at CVS Ty-Kisha is working in a store located close to her home, which eases her busy parenting schedule. She continues to pursue an Applied Science degree while completing her 2,000 hours of apprenticeship training. Ty-Kisha already has received industry certifications as Pharmacy Service Associate and Pharmacy Technician. She is exploring whether to enroll at Wayne State University and become a pharmacist.



*Apprentice Ty-Kisha Jefferson with Pharmacist Emeka Izueghunam.*



*Apprentice Tracy Moffett helps prepare a prescription.*

## Completing Industry Certifications in Pharmacy Technology

Tracy Moffett joined CVS/pharmacy as a CAPS apprentice in March 2007. Goodwill Industries of Greater Detroit referred Tracy after she completed the pre-employment training program.

Previously certified as a nurse assistant, Tracy had been interested in the medical field for a long time. She is now completing the 2,000 hours of apprenticeship training with CVS and has already received industry certifications as Pharmacy Service Associate and Pharmacy Technician.

Tracy is a student at Wayne State University. She is trying to decide whether to pursue pre-pharmacy as her major.

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Tracy commented on the CAPS apprenticeship training: *The program is very beneficial and I like the fact that the hours are flexible. I'm a single parent, and flexibility is important to me. The people I work with are helpful and don't hold you back from learning. They let you experience all parts of the pharmacy.*

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Tracy compared the work environment to a family atmosphere, "We all help each other out. Everybody is on the same level no matter what their education or background is; and we all work well together."

## On the Fast Track to a Successful Management Career

Teresa Riggins learned about the CVS CAPS program through Goodwill Industries, where she completed the pre-employment program. Teresa joined CVS as an apprentice in August 2006.

Before joining CVS, Teresa was looking for a challenging job in a new field, with advancement opportunities. Since her enrollment, Teresa has excelled and obtained industry certifications as Pharmacy Service Associate and Pharmacy Technician.

Her mentor, Pharmacist-in-Charge Darnell Jones, very quickly identified her as a “fast-track employee.” He encouraged her to consider a career in retail management. He could see from day 1 that she had supervisory talent. Within a short time, Teresa became shift supervisor and then assistant store manager.

Regional Manager Mark Hall was greatly impressed with Teresa’s outstanding people skills and dedication to customer service. According to Darnell, “Even though she [Teresa] had been there the least amount of time, she was the one that customers were relating to the most. Mark Hall was completely blown away by how she was interacting with him and the customers.”

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Darnell commented: *The biggest lesson I have learned from the CAPS program is that we should never make any assumptions about where a person is at in their life and what they can contribute. Now it is just a matter of time and Teresa will be a store manager.*

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Teresa is the mother of two young sons and is pregnant with her third child. She and her husband also just bought their own business—the child day care center where their children attend.



Apprentice Teresa Riggins with Pharmacist Darnell Jones.

## Appendix

**Chart 1: CAPS Program**

**Chart 2: Internship and Apprenticeship Model**

**Chart 3: CVS Career Ladder**

Chart 1: CAPS Program

## Activities Flowchart

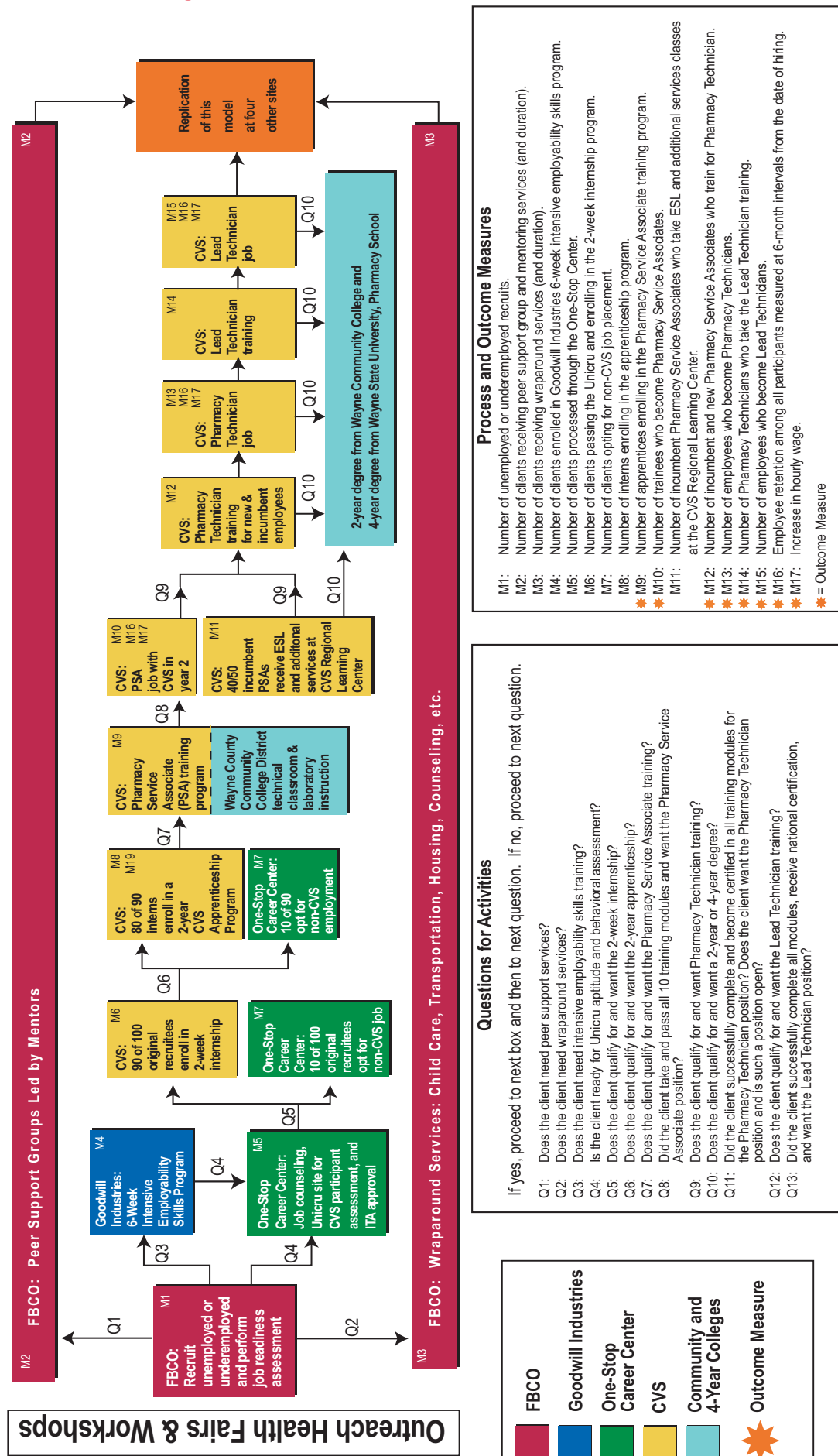
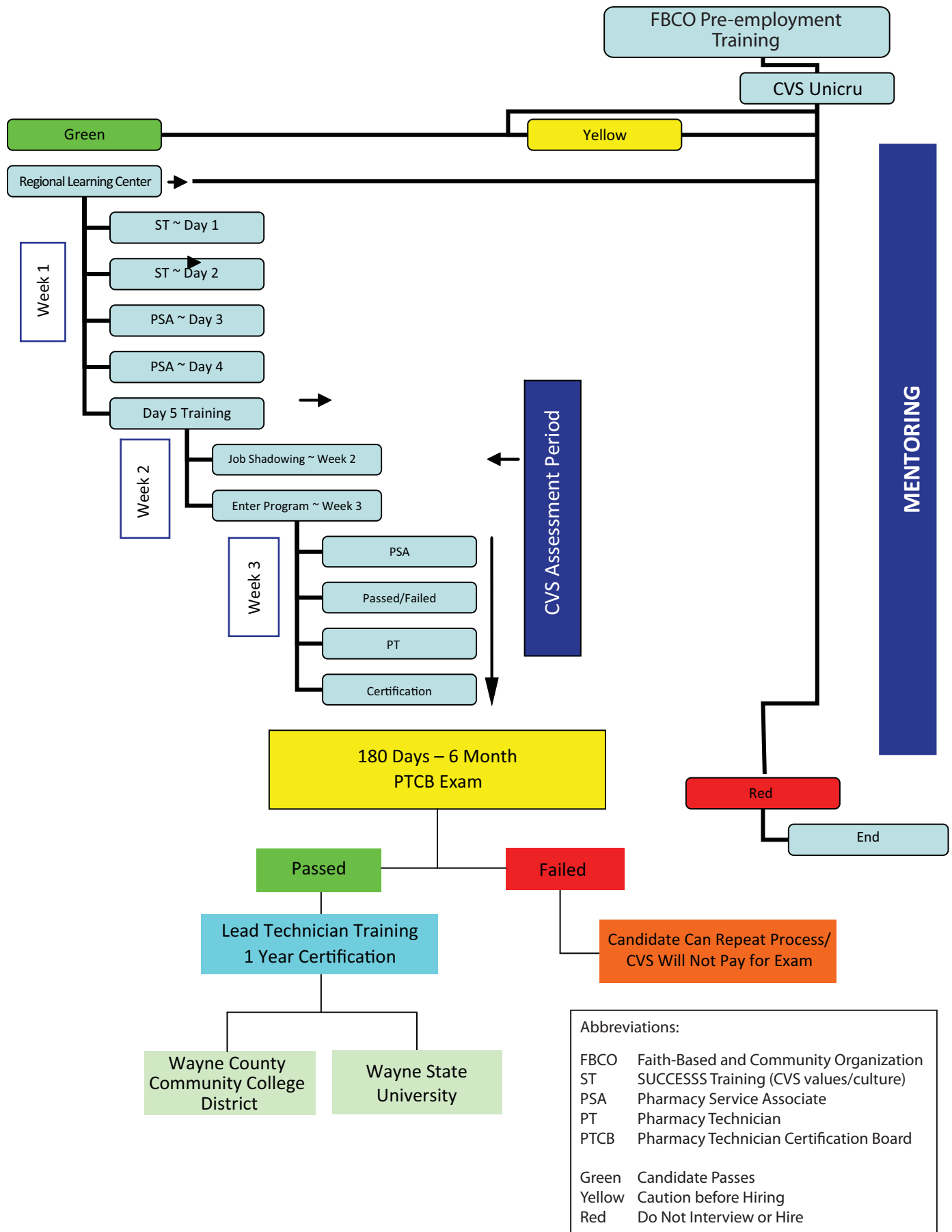


Chart 2: Internship and Apprenticeship Model



**The following steps describe how CVS executed the screening, internship, and hiring process that is illustrated in Chart 2.**

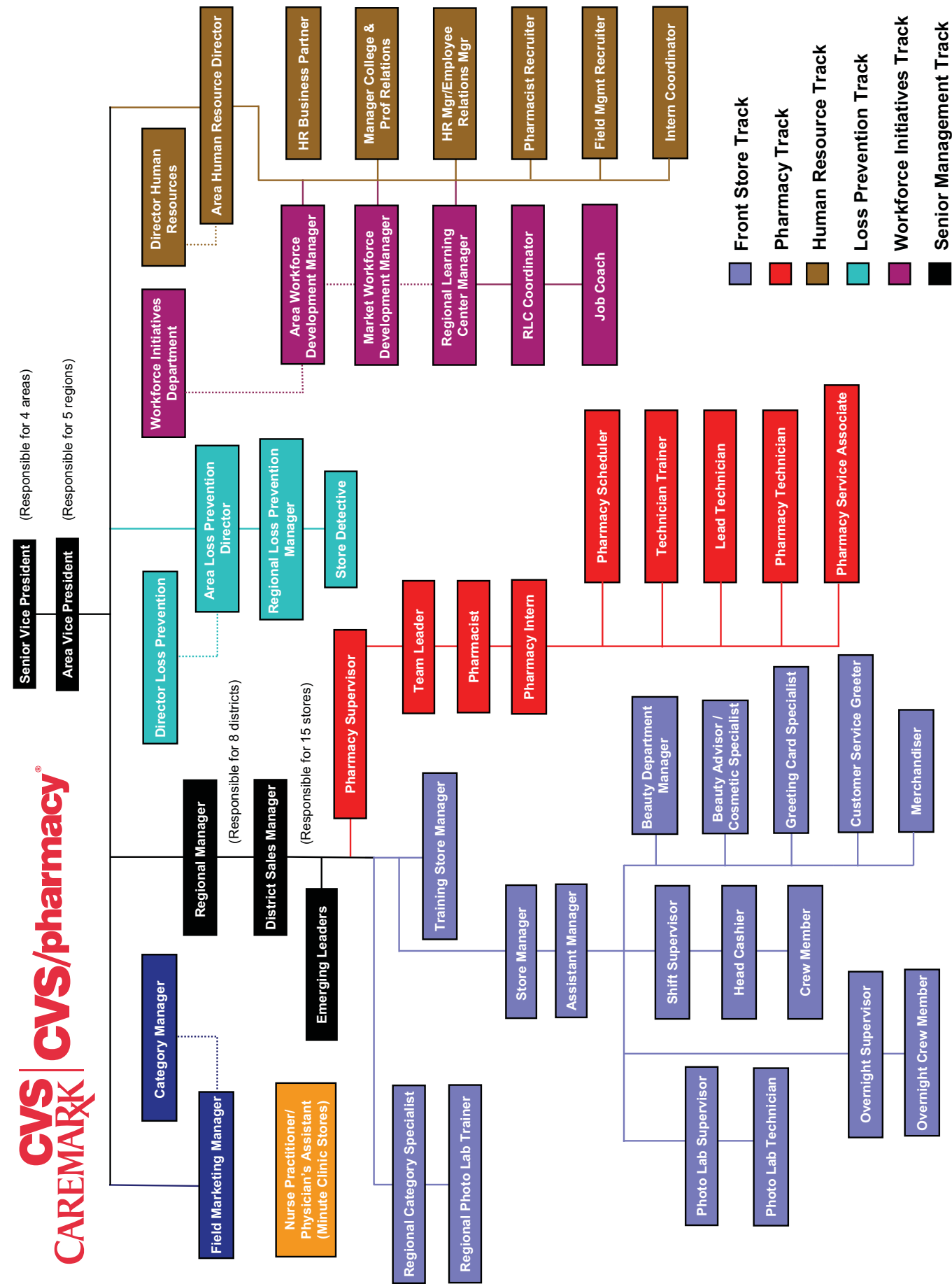
- Step 1:** Faith-Based and Community Organizations (FBCOs) conduct outreach activities (e.g., job fair) and recruit potential apprenticeship candidates.
- Step 2:** FBCOs administer skill assessment tests, preferably the Test of Adult Basic Education or an equivalent test to assess language and math skills (CVS requires an 8th grade level at a minimum to be considered for employment). Candidate takes initial drug test required by the program.
- Step 3:** FBCOs provide employability skill development and support services. Activities may range from 40 hours of skill development up to 6 weeks of intensive services.
- Step 4:** FBCOs show candidate how to take Unicru online in order to complete a CVS job application and customer service aptitude test. Unicru includes a basic background check.
- Step 5:** If candidate passes Unicru (results will be known within 48 hours), CVS project staff arranges for job interview to take place within 2 weeks of the candidate passing the Unicru. The interview will be with the CAPS project director and 1-2 store managers; it will take place at a store location.
- Step 6:** Candidates accepted by the store manager will enroll in a 2-week unsubsidized work experience opportunity, which takes place in part at the CVS Regional Learning Center (RLC). Waiting time to begin the RLC training varies depending upon the start of the next class with openings, but normally no more than 2 weeks from the Unicru green light date.<sup>1</sup>
- Step 7:** During Week 1 of the unsubsidized training, the candidate is exposed to SUCCESS<sup>2</sup> (CVS orientation on values/culture) and classroom instruction on beginning modules in pharmacy technology. During this time, the company will begin the internal process of issuing an “intent to hire” that allows the store manager to authorize payment of a CVS agency-approved drug screen and full background check.
- Step 8:** Toward the end of Week 2 of the job shadowing in the pharmacy, a job offer is made to the candidate contingent upon the following conditions: (1) The candidate successfully completes both weeks of orientation and training. (2) The candidate passes the drug screen and background check. A definitive offer/no offer decision is communicated within 2 weeks of the end of the job shadowing.
- Step 9:** CVS hires the candidate as a USDOL Registered Apprentice in pharmacy technology. The CVS administrators of the apprenticeship program send the candidate a letter confirming the job offer and reiterating program benefits and career progression opportunities. The first level of certification is for the Pharmacy Support Associate position. The training and certifications that follow are for the Pharmacy Technician and the Lead Technician positions.

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<sup>1</sup> The results of the Unicru assessment categorize a candidate as **Green**, **Yellow**, or **Red**. According to CVS guidelines, candidates with **Green** scores are recommended for interview, since they possess the traits that are likely to help them be successful in the job for which they are applying. **Yellow** scores suggest caution before hiring; the candidate might not be the best match for the job in some of the personality traits that are typically needed to be successful or happy in the job. **Red** scores suggest extreme caution since that candidate is not likely to have the characteristics that have been shown to lead to success on the job. Candidates with **Red** ratings for either assessment should not be interviewed or hired.

<sup>2</sup> SUCCESS is the company's acronym that stands for successful training in how to Stock-Shop-Service.

Chart 3: CVS Career Ladder



Apply on-line at [www.CVS.com/careers](http://www.CVS.com/careers)

## Our Mission

## Our Values

We are passionate and relentless in our goal to continuously innovate and improve service to our customers ... every day, every way and every customer.

We work as a team. We are committed and act with integrity. We all deserve respect as well as a supportive work environment that recognizes and rewards our contributions ... we accept nothing less.

In the end, it's all about results – achieving our financial goals as well as giving back to the communities we serve. We hold each other accountable for all aspects of our performance . . . without exception.



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