

# FAST FACTS FOCUS SERIES:

## TECHNICIAN ENGAGEMENT & SATISFACTION

Each Friday in this 4-week series focused on pharmacy technician engagement and satisfaction, we will share what we have learned from our survey of nearly 1,000 pharmacy technicians from around the state of Wisconsin. We invite you to [SHARE](#) your own success stories of what you have done to improve technician engagement and satisfaction within your own pharmacy team.

### WEEK 3: TECHNICIAN TRAINING & DEVELOPMENT

#### Why focus on onboarding and training?

Creating a strong program for employees to become oriented into a new role has benefits for both the new hire as well as the hiring organization. New hires that have gone through a strong onboarding program have been shown to have higher confidence in their positions and have a better ability to work as a team with their coworkers.<sup>1</sup> Benefits for the employer go beyond heightened employee satisfaction and include lower incidence of turnover, increased employee productivity, and increased likelihood for the employee to achieve leadership roles within the organization.<sup>1,2</sup> These facts also lend themselves to financial incentives for the hiring institution to invest in their onboarding process. It has been found that filling one position can cost an employer over \$10,000, while it was found to cost only \$67 to successfully onboard a new employee.<sup>2</sup>

#### How can I build an effective onboarding process for my new employees?

Although the incentive to provide robust training at the point of hire seems to have a significant benefit for all involved, many pharmacies struggle to provide the appropriate support at this critical time in an employee's career. Based a survey of over 500 human resource professionals at a variety of different organizations, 5 opportunities often overlooked by organizations when establishing their onboarding processes were identified.<sup>2</sup>

#### 1. Clearly define expectations.

42% of organizations do not define clear job titles or expectations for their new hires. By simply reviewing and renovating the job descriptions to ensure expectations of the employee are clearly illustrated, you can improve the onboarding of a new employee before Day 1.

#### 2. Measure new hire productivity.

58% of companies do not measure new hire productivity. In order to justify your efforts and investments in the onboarding process as well as to improve current practices the impact of these efforts should be measured. Measuring productivity is one mechanism to understand the return on your investment into your onboarding program.

#### 3. Engage current employees.

44% of onboarding processes involve some sort of coaching or mentoring programs by current employees while only 35% have members of their management participate in the onboarding process. Creating mentoring programs not only increases engagement of your current employees and provides personalized support to the new hire; it also facilitates teamwork and relationship

development amongst your employees. Engaging members of management has an additional benefit of allowing new hires to feel a strong tie to the leadership and vision of their organization.

4. Set milestones.

39% of organizations set clearly defined milestones in employee development. Setting milestones facilitates a means for employees to set personal goals and allows for recognition of achievement that goes beyond the initial onboarding process.

5. Invest in the process.

80% of companies do not have a specific onboarding budget. To ensure the appropriate resources are allocated to onboarding, it is critical to include these expenses in the anticipated annual personnel spend. The amount that is spent on an onboarding process has been found to correlate with the ability of a program to be successful, making the need to provide adequate financial resources vital.

#### *References*

1. Training of employees – need and importance of training. Management study guide. Web. Accessed Mar 1 2017. Available at: <http://www.managementstudyguide.com/training-of-employees.htm>.
2. 2012 Allied workforce mobility survey: onboarding and retention. *Allied Van Lines Inc.* May 2012. Web. Accessed Mar 1 2017. Available at: <http://hriq.allied.com/pdfs/AlliedWorkforceMobilitySurvey.pdf>