Scoring of non-technical skills in a pharmaceutical technology unit

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Attitude - Team Working - Communication are fundamental non-technical skills

We need to make non-technical skills (communication, leadership…) part of our training methods

Create a non-technical skills (NTS) qualitative questionnaire

Apply it in the chemotherapy sector of our pharmaceutical technology unit (PTU)

Understand which NTS should be improved in our PTU

1. Literature review and brainstorming (3 hospital pharmacists) ➔ creation of a qualitative questionnaire for each NTS
2. Everyday, all operators score all their colleagues by choosing an answer between the 3 qualitative possibilities (Table 1) ➔ Daily turnover of the operators ➔ homogeneous results
3. Qualitative answers converted afterwards in quantitative scores (+1; 0; -1)
4. Quantitative scores converted in % of maximum score (depending on how many items were filled)

The 3 categories and 11 related NTS

Communication
- Ability to communicate
- Feedback
- Listening
- Negotiation
- Understanding
- Emotional management
- Initiative spirit

Team-working
- Leadership
- Engagement
- Work quality

Attitude
- Commitment
- Emotional management
- Understanding
- Initiative spirit

Table 1: Examples of questions and related scores

<table>
<thead>
<tr>
<th>Engagement</th>
<th>Related scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gives spontaneous help (+1)</td>
<td></td>
</tr>
<tr>
<td>Does the expected work (0)</td>
<td></td>
</tr>
<tr>
<td>Tries to dodge the work (-1)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Negotiation</th>
<th>Related scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seeks to reach a consensus (+1)</td>
<td></td>
</tr>
<tr>
<td>Agrees to compromise (0)</td>
<td></td>
</tr>
<tr>
<td>Remains closed to a compromise (-1)</td>
<td></td>
</tr>
</tbody>
</table>

15 Dec 2019 - 317 NTS

Average results in our PTU

- Emotional management 92.7%
- Initiative spirit 93.3%
- Leadership 56.7%
- Commitment 82.0%
- Work quality 85.9%
- Engagement 97.2%
- Listening 94.3%
- Negotiation 90.1%
- Feedback 96.0%
- Ability to communicate 89.9%

3 team-working NTS are below this cut-off

Final average score: 88%

Peer-to-peer assessment instead of an assessment by the line manager ➔ Qualitative questionnaire instead of a quantitative one ➔ Better acceptability from the team

Overview of the 3 NTS that should be trained ➔ set up of team-working workshops