

Recruitment, Retention and Motivation of your Team

- Against a Background of change..

Louise Webber

Associate Director, Statistical Programming, i3 Statprobe

With thanks to

Gail Kniveton, Director, Data Services, i3 Pharma Resourcing

Jyothi Suresh, Senior Manager, Statistical Programming, i3 Statprobe, India

Content

- A background of Change
 - Of market place
 - Within our companies
 - Of roles
- What does this mean for recruitment
 - Offshoring, Global resourcing and recruitment
 - Skills needed
 - How to find the right candidate, and attract them to your organisation
- Retention
 - In general
 - In emerging markets
 - Managing our teams through change

A Background of Change

- Looking for more cost effective research
 - Use of lower cost resource
 - Increased outsourcing (strategic alliances, functional service providers)
 - More efficient use of resource
 - Global resourcing
 - Global working
 - Increased standardisation
 - CDISC, company standards
 - Change in type of work, skills
 - Reorganisations, acquisitions and mergers, reduction or movement of workforce



Impact on recruitment?

Use of lower cost resource and increased outsourcing

- Shift to more work done overseas, and / or externally (for pharma)
- Increasingly EU and US Lead Programmers are project management, leadership roles

↑ Importance of soft skills

- Communication
- Leadership
- Organisation
- Planning and tracking

- But...Still a technical role, still need technical skills too



Impact on recruitment?

Global resourcing, Global working

- More flexible resourcing, increases efficiency
 - More efficient use of resources reduces need globally
 - Increased competition for roles (from a low baseline)
- Allows flexibility in where hiring can take place
 - Can consider cost and availability of skills
- Increased importance of need for soft skills
 - Virtual teams
 - Working cross culture and with people who are not using their first language
 - Greater need for excellent communication, teamwork and leadership skills



Impact on recruitment?

Increased standardisation

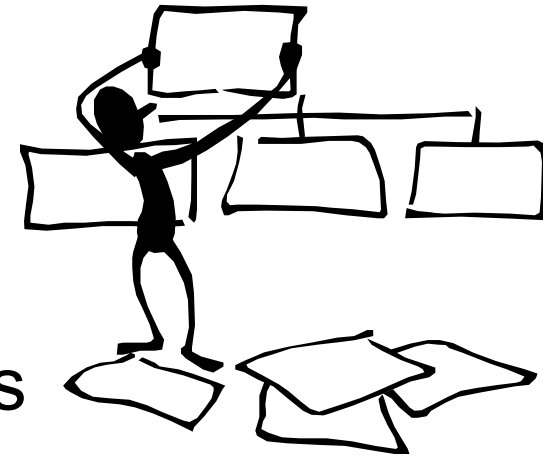
- Specialist knowledge, for now
- Polarises technical skill set needed
 - ↓ Reduces level of technical skill needed – to use standard reporting systems, but
 - ↑ Increased skill set to build and maintain them
- Increases efficiency, less labour intensive



Impact on recruitment?

Reorganisations, acquisitions and mergers

- If not managed carefully
 - Impact on retention of key staff to retain
 - And on motivation and performance of those who do stay
- Also can have negative impact on corporate image



Managing successfully through change is business critical

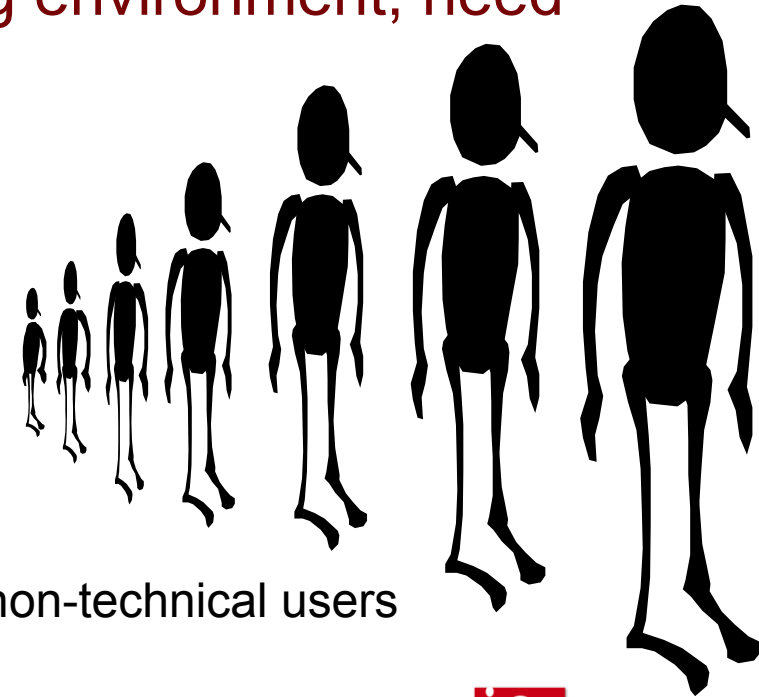
Impact on recruitment?

- ↑ More flexibility re location (global working and resourcing)
- ↓ But, need techies with excellent soft skills, not always easy to find
- ☹️ Also need to recruit in emerging markets which brings its own challenges
- ☹️ If candidates have the skill set, and mind set we need competition for them is still fierce

Not getting any easier!

Skills needed and how to find the right candidates

- Excellent communication skills
 - Excellent team work
 - Ability to work well in virtual, geographically dispersed teams
 - Cultural awareness, experience of working across regions (esp with AP)
 - Project management skills
 - **Flexible – key to retention in a changing environment, need positive attitude to change**
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- Technical skills
 - Attention to detail
 - Ability to work under pressure
 - Starter/ Finisher
 - Organised
 - Logical thinking
 - Problem solving
 - Ability to simplify complex ideas to communicate to non-technical users



Recruitment – identifying the right candidates

Tools and techniques

- Behavioural competency interviewing
 - probing questions based on detailed real examples of past behaviour
- Personality profiles
- Technical tests
- Technical interviews
 - Test applied not just text book knowledge



Attracting candidates to your organisation

Will they apply?

- Not just money!!
- Profile of organisation
- Image / reputation of organisation
 - No negative perceptions
 - Nice place to work, respected, pay competitively
- Personal contacts
 - Know people and they like working there / would recommend..



Attracting candidates to your organisation

Will they accept?

- Role they're looking for?
- Training and development opportunities
- Clear career paths, scope for progression
- ↑ Flexibility
- Was the interview a good experience?



**Many factors which impact recruitment
also impact retention**

Emerging markets: recruitment

Same factors impact recruitment

But..

- Competition for candidates is more fierce
- Numbers of applicants are far higher
 - Effective and efficient ways of screening are key
- Market data for salaries can change quickly
 - Stay close to it, and be able to make changes rapidly
- Understand the market and support appropriately
 - HR / recruitment, senior management



Retention: Building on what attracted candidates to your organisation

Covered some under recruitment:

- Training and development opportunities
- Clear career paths, scope for progression
- ↑ Flexibility - especially working hours (not fixed), location (home-working?)

Anything else?

- Challenging work
- Allow people sight of the overall goals, their contribution and role.
- Rewarding good performance is key: timely rewards, annual reviews
- Recognition, status and thanks are often as important as €£
- Strong leadership and management, trust



Emerging markets: retention

Same factors impact retention...but..



- Be inclusive, Involvement of all levels, managers and team members
 - Leadership
 - Global initiatives
 - Participation in training, career development opportunities etc..
- Build personal relationships
- Encourage understanding of cultural differences, between and within all regions
 - ie EU vs US not just EU vs AP

Managing through change

■ TRUST

- If people do not trust the leaders in the organisation they will not stay with you

■ Communication!

- Lots, as much as possible, in different ways, and in all directions
- Surface rumours and address them.

■ Communication!

- Openness, as far as possible
- Tell as much as you can as soon as you can.
- Explain reasons behind decisions

■ Communication!

- Do not stop communicating, especially if times are hard, they will assume the worst, and this will usually be worse than reality.



Managing through change

And finally..

- Keep in mind that people will be looking for clues of what is to come,
 - They will find them (or what they think are clues) in the smallest details



Managing through change – real example

- Senior manager coming to visit the office
 - No agenda has been sent round, no reason has been communicated
- Rumour starts
 - They must be coming to sack people / close the site..
- Real reason
 - Feel it will reassure people if I visit them in person!
- Lesson
 - The truth is rarely worse than rumour!



Summary

- Some shift in emphasis in EU roles
- Recruitment is still a challenge
 - Those who have or who can develop skills needed are still in great demand
- Change can bring new, different and exciting opportunities
- Old key factors to recruitment and retention still apply
- Strong change management is increasingly key to retention
- Understand emerging markets,



Changes bring opportunities for those who are willing to embrace them

Questions?

