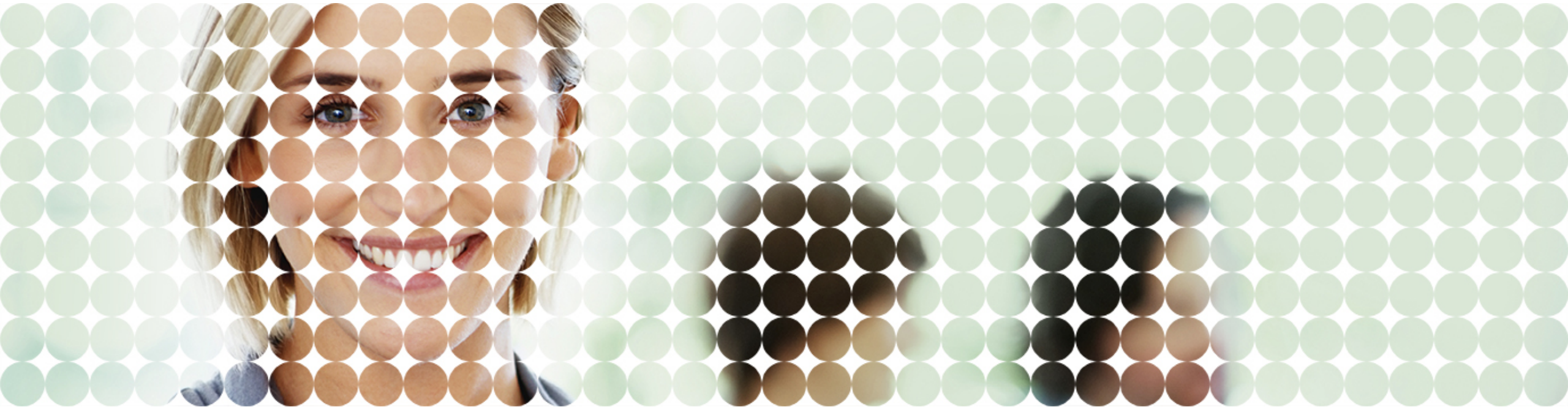




Helping Hands in an International Workforce – Maximizing Client Benefits through use of Global Teams

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Maximizing Benefits from Global Teams



- Resourcing Models
- Communication
- Training
- Retention

Resourcing Models



- What tasks should your international resources do?
 - Data sets and/or Tables, Listings, Figures
 - Producing the output and/or Validation of the output
- What regions should work together?
 - Should multiple international regions share tasks on a single project?
- Will the international resources have sponsor contact?
- What are the time zones?
 - How will multiple time zones impact timelines?
- Cost factors – Internal or External?
- Recruiting

Resourcing Models : Responsibility Grid Example 1



Task	Production	Validation	Sr Review
Custom Raw Data	India	US	US
SDTM - Specifications	US	US	US
SDTM - Programming	India	US	US
SDTM – Reviewers Guide	US	N/A	US
SDTM – annotated CRF	India	US	US
SDTM – Define.xml	India	US	US
....			
Tables	India – Safety / US-Efficacy	US	US
Listings	India	India	US
Figures	India	US	US

Resourcing Models : Responsibility Grid Example 2



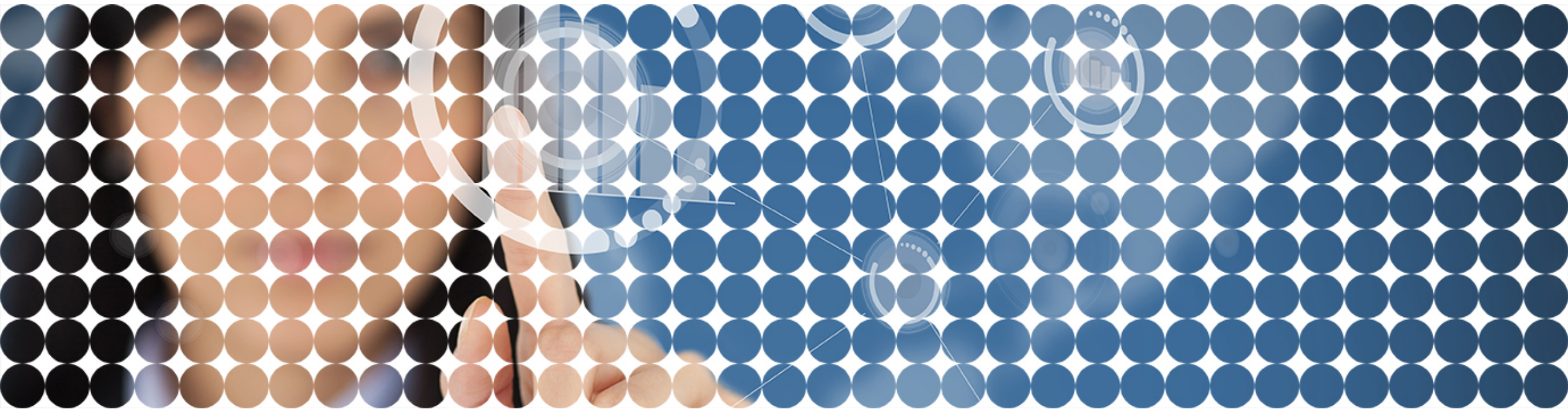
Task	Production	Validation	Sr Review
Custom Raw Data	India/Ukraine	Ukraine	US
SDTM - Specifications	Ukraine- Simple/US-Complex	US	US
SDTM - Programming	India/Ukraine	Ukraine	US
SDTM – Reviewers Guide	US	N/A	US
SDTM – annotated CRF	India	Ukraine	US
SDTM – Define.xml	India	Ukraine	US
....			
Tables	India/Ukraine– Safety / India/US-Efficacy	US	US
Listings	India/Ukraine	India/ Ukraine	US
Figures	India	US	US

Hand-offs across time zones



- Factors driving handoffs: Scope of work, Skillset, and Timelines
- How should the handoffs be done
 - Within a task – same program gets passed from region to region
 - Across task – production in one region and qc in a different region
 - No handoffs
- Determine at Kick off Meeting and Re-assess
- Communicate Process to all involved





COMMUNICATION

How do you communicate?

- Meetings:
 - Face-Face meetings
 - Web-ex meetings
 - Teleconferences
- Written communications:
 - Emails
 - Instant messaging
- Communication Tools:
 - Status Trackers
 - SharePoint portals
 - Timelines
 - Shared network space



Communication Follow Through



- Establish Message via Kick off Meeting
 - Communicate Project Scope of work
 - Project Responsibilities: What is each region going to be responsible for
 - Processes to be followed : Client or Internal
 - Share Timelines
 - Expectations of how to communicate during the project
- Confirm Message via Written Follow-up
 - Confirming via writing after a verbal meeting is important to emphasize key points
 - Confirm expectations and eliminate assumptions
 - Gives a reference for the future
- Maintain Communication via Project Management Tools
- Close the project with a Lessons Learned with region leaders
 - What worked and what didn't



Communication: Purpose, Method and Frequency

Type of Meeting	Purpose	Method	Frequency
Kick-off Meeting	Establish Clear expectations for scope, timelines, processes	Face to Face or Web-ex Meeting	Once
Team Calls - Internal	Status Updates	Teleconference with Written Follow-up	Weekly- during maintenance phase Daily- week leading up to deliverable
Team Calls - External	Status Updates/ Questions and Answers	Teleconferences with Written Follow-up	Weekly
Lesson Learned	Communicate Success and Areas for Improvement	Web-ex Meeting with Written Follow-up	Once



How to Ask Questions

- Confirm Understanding of the question being asked
 - Ask a team member to restate the question in their own words
 - Ask the question in another way if the team is unable to state the question correctly
- **DO NOT** Ask yes/no questions
- Details, Details, Details
 - How many are programming from scratch?
 - How many are using another program as the foundation?
 - Has the proc report code been written if a production program?
 - Has the proc compare been written if a validation program? If so, many variables have been compared? How many have discrepancies?
- Re-state the timelines and ask if there are concerns



Who Asks the Questions



- Depends on the Resourcing Model selected
- Establish clear ownership for the region leaders
- Model #1:
 - On-shore has ultimate ownership and should communicate to Regional Leaders
 - Regional Leaders should work with the staff in their region to get the details
- Model #2 and #3:
 - Off-shore has ultimate ownership and should communicate to Regional Leaders
 - Regional Leaders should work with the staff in their region to get the details



Beware: Challenges Facing International Resources



- Time zone differences from client and/or project leads
- Network Access and/or Speed
- Familiarity with Processes being used
- Familiarity with Subject Matter
- Team environment
- Holiday and/or Vacation Schedules



Communication : Success Factors

- Document and Share: **STEPS**
 - **S**tudy Specific Documents
 - **T**imelines
 - **E**xpectations
 - **P**rocess
 - Client Specific Requirements, Handoffs around the world
 - **S**tudy Purpose and Results
- Ask questions:
 - To establish true status
 - To gauge true understanding
- Establish Accountable local leadership
 - Provides a point of contact within the same time zone for questions and escalations



Communication with the Sponsor



Document and share: **STEPS**

Study Specific Documents

Timelines

- Critical Dates
- # and duration of review cycles

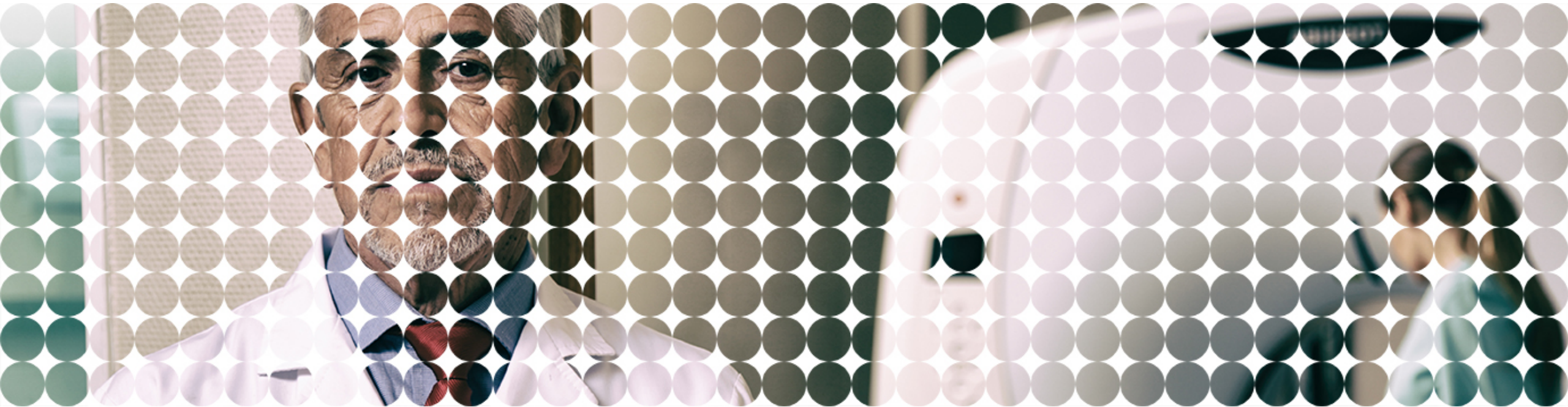
Expectations

Process

- Client Specific Requirements
- Handoffs around the world

Study Purpose and Results





TRAINING

Delivering the Right Training to Your Team



- Know your team:
 - Skillset
 - Experience level
- Gap analysis for training plan
- Training options
 - Train the trainer
 - train leaders within each region and train within their respective regions
 - Team training
 - One set of trainings used for the entire team
- Training Tools:
 - Classroom via Local Trainer
 - Classroom via expert visiting offshore site
 - WebEx
 - Self-paced
 - Recorded Trainings



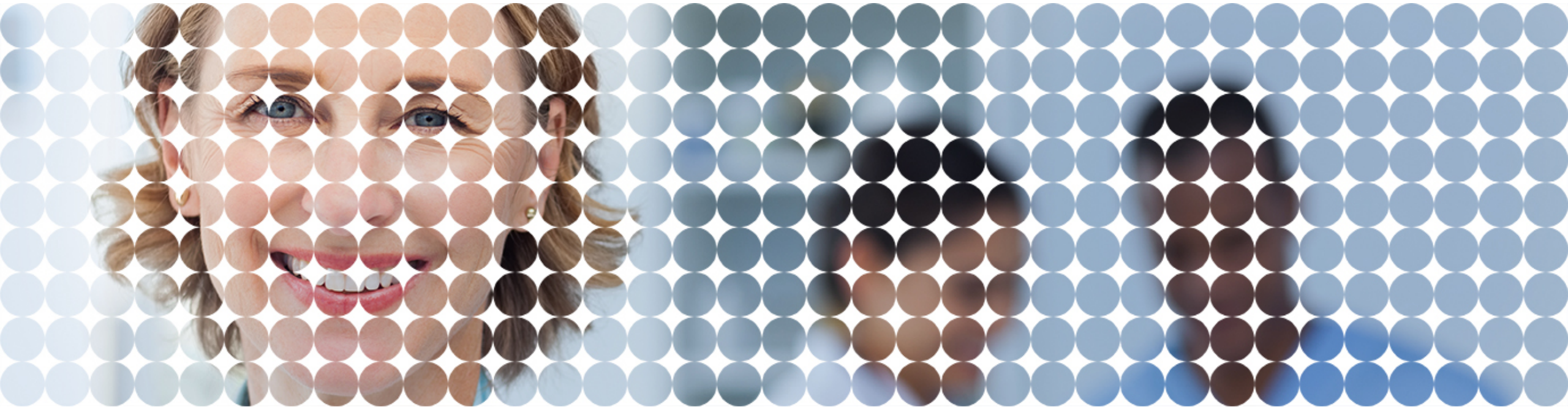
How to Determine Training Methods



Select the Training Methods Based on the following Factors:

- What is the task?
- How many trainings are being done?
- What is the level of experience of the person being trained?
- Is the trainer experienced in training or are they training based on experience?
- Is one trainer training on all topics or is it multiple trainers?
- How many team members need to be trained?
- What is the cost of face to face training?





RETENTION

Maintaining your Team: Follow RAKES



- **R**ecognition
- **A**ppreciation
- **K**eep them challenged
- **E**stablish Clear Communication and Expectations
- **S**taff development



Retention Methods: RAKES

- **R**ecognition
 - Highlight Successes within department and company through internal social media
 - Highlight Successes during Team meetings
 - Spotlight Team Members
- **A**ppreciation
 - Say Thank You
- **K**eep them challenged
 - Expose them to different tasks
- **E**stablish Clear Communication and Expectations
 - No assumptions
- **S**taff development
 - Career growth – communicate a clear direction for the staff



Why Build an International Team?



- Build a team before you need a team
- Costs will continue to be a driver as we live in an age of efficiency
- Build a bigger pool of resources
- Time zone efficiencies
- Expand your client pool as your international resources become stronger
- Process improvement



Making the Time Zone Differences Work for You



- **DO NOT**

- Rely on Teleconferences as the only mode of Communication
- Rely on Email as the only mode of Communication
- Use Email as a tracking tool
- Make Assumptions on the knowledge and skillset of your team
- Assume your team can work around the clock

- **DO**

- Synchronize clocks with your global team
- Have Processes in place
- Set and Communicate Clear and Reasonable Expectations
- Have expertise available in all time zones
- Be Prepared:
 - Address potential issues in advance (have scenarios ready)



Summary: Keys to Leading an International Team



- Leading an off-shore team is no different then leading an on-shore team
- Communication
 - Make no assumptions
 - Select and Communicate the resourcing model
 - Establish Expectations including Responsibilities, Processes, Scope of Work and Timelines
 - Maintain communication in different formats
 - Ask detailed questions to establish understanding and status of work
- Training
 - Make no assumptions
 - Identify Skillset
 - Provide necessary training
 - Follow up to make sure training was understood
- Maintain Your Team
 - Follow **RAKES**

