

# CAREER DEVELOPMENT THROUGH JOB ROTATION: CASES AND LESSONS LEARNED

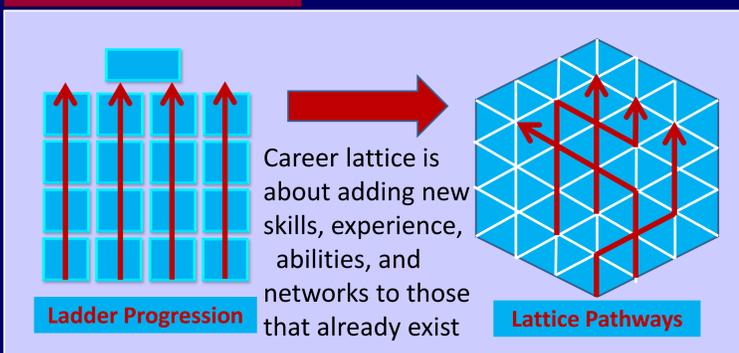


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## ABSTRACT

Career development is essential to all employees who are eager to grow in their careers and advance within their organizations. Those companies unable to facilitate that growth will continue to be haunted by a bad engagement and retention problems. Traditionally ladder model is the only solution. With the flatter organizational structure and limited positions available to the next level, the lattice model offers employees more variety and extensive opportunities. Last year, at Roche China several job rotation opportunities were created to our staff to help them explore their career interests, based on the business needs and their competencies. This poster will introduce these cases, including their backgrounds, purposes, competencies requirements, and outcomes. My personal lessons learned will be shared at the end to provide the audience the key success tips in designing the job rotations for their own.

## INTRODUCTION



## PROCESS OF ROTATION



## CASES IN SUMMARY

CASE	CASE 1 IN POINTS	CASE 2 IN POINTS	CASE 3 IN POINTS
VISION	Driving Clinical Development in China through rotating as Biostatistician	Learning Analytics Tools in Real World Data (RWD) through rotating as RWD Analyst	Developing Data Standard Expertise for HBV through rotating as Data Standard Specialist
BUSINESS NEEDS	To develop the talent in the knowledge of clinical development in China from Biostatistics perspective	To support local RWD scientist, enhance collaboration between RWD-science and Statistical Programming & Analysis (SPA) functions, and develop experience in different analytics tools for talents	To increase awareness of CDISC standards in China and build data standard for HBV, which is China/APAC prevalence disease
COMPETENCIES	Statistics background, great communication skills, and good knowledge of China regulatory environment	Passion in learning new analytics tools and methodologies in real world data setting	Good understanding in ADaM and data standard process within Roche and good communication skills to engage different stakeholders
ACHIEVEMENTS	Involved clinical trial application (CTA) activities for 5 studies, clinical development plan (CDP) for 2 local studies, and final synopsis clinical study report (CSR) for 2 studies	Contributed to QC activities in different real world data bases, exploratory analysis in biomarker data for RWD use, and multiple statistical analysis plan (SAP) reviews	Familiarized with publicly available HBV guidelines and coordinated a working group to develop reporting/analysis standards for HBV key primary endpoints and related documents
REFLECTIONS	(1) Understand the disease background, molecule development strategy, and statistical methods for China drug development; (2) Always learn from people by listening and asking questions; and (3) Learn how to deal with uncertainties	(1) Expose to new analytics tools and technologies, e.g., SAS Studio, Teradata, Tableau; (2) Adopt "Analyst Mindset" by proactively discussing with scientists; and (3) Build close connections with local and global RWD scientists and RWD analysts	(1) Build a bigger picture of data standard development; (2) Achieving goals by working with different SMEs

## LESSONS LEARNED

It's very valuable for our SPAs to rotate in different Biometrics functions because they learned the related work process and expertise through their experience and shared the common sense of purpose. The knowledge will be transferred back to home function and benefit to other peers. In addition, this will build a close connection with their stakeholders. From these rotation opportunities, some of my takeaway points are also worth sharing:

- Expectations from both functions should be aligned before rotation
- At the start of the rotation, evaluate the talent's competencies and provide adequate trainings if needed
- If the rotation commitment is not 100%, it may be difficult to balance the workloads from two functions
- Both home & host managers should keep transparent and alignment in the priority of deliverables along the rotation period, keep agile, and make the adjustments accordingly
- Regular catch-ups between host manager and rotating employees are helpful
- Reflections after the rotation are also beneficial for other colleagues



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