

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

Speaking of career development, most people think of progressing their job titles as high as possible in their area. With the evolving changes in a fatter organization and job scope, it has to find another way to retain and engage employees. Career lattice is a good alternative for career development. It is about adding new skills, experience, abilities, and networks to those that already exist. It helps employees to broaden their skills, find challenging and rewarding work, and contribute the company in new areas. For the organization, key tasks can be performed by demonstrated performers through this arrangement.

PROCESS OF JOB ROTATION

Job rotation is one way of lattice arrangement. There are 4 easy steps to help employees for job rotation (Figure 1): (1) Discuss the development needs with home manager, (2) Investigate the options and priority, (3) Identify possible opportunities, and (4) Start rotation and reflection. At Roche, we think employers are accountable for their own career development. Managers, on the other hand, have leadership commitment to discover and develop potential in people. To ensure the success of job rotation, the hosting manager also play an important role, including defining the expectations, providing the adequate trainings, and frequent feedback on the performance to the employees.

Figure 1: Process of Rotation



BUSINESS BACKGROUND

In late 2015, several Statistical Programmer Analysts (SPAs) in Shanghai expressed their interests in rotating to other Biometrics functions to explore different scope of work, learn new skills, and connect closely with our stakeholders. Considering the future study resource demands, the strengths and interests of employees, and business needs, we selected four employees to rotate in three different Biometrics functions, 50% of their time each, starting in March 2016 for one year. Three biometrics functions are as follows:

- 2 rotating to Real World Data Science as Analysts
- 1 rotating to Biostatistics as Biostatistician
- 1 rotating to Biometrics Strategic Operation (BSO) as Data Standard Specialist

CASE1 IN POINTS

DRIVING CLINICAL DEVELOPMENT IN CHINA THROUGH ROTATING AS BIOSTATISTICIAN

- **Business needs:** To develop the talent in the knowledge of clinical development in China from Biostatistics perspective
- **Competencies:** Statistics background, great communication skills, and good knowledge of China regulatory environment

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- **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
- **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

CASE 2 IN POINTS

LEARNING ANALYTICS TOOLS IN REAL WORLD DATA (RWD) THROUGH ROTATING AS RWD ANALYST

- **Business needs:** 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
- **Competencies:** Passion in learning new analytics tools and methodologies in real world data setting
- **Achievements:** 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
- **Reflections:** (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

CASE 3 IN POINTS

DEVELOPING DATA STANDARD EXPERTISE FOR HBV THROUGH ROTATING AS DATA STANDARD SPECIALIST

- **Business needs:** To increase awareness of CDISC standards in China and build data standard for HBV, which is China/APAC prevalence disease
- **Competencies:** Good understanding in ADaM and data standard process within Roche and good communication skills to engage different stakeholders
- **Achievements:** 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) 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 employee's competencies and provide adequate trainings if needed
- If the rotation commitment is not 100%, it may be difficult to balance the workloads and priorities from two functions
- Both home and host managers should keep transparent and alignment in the 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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