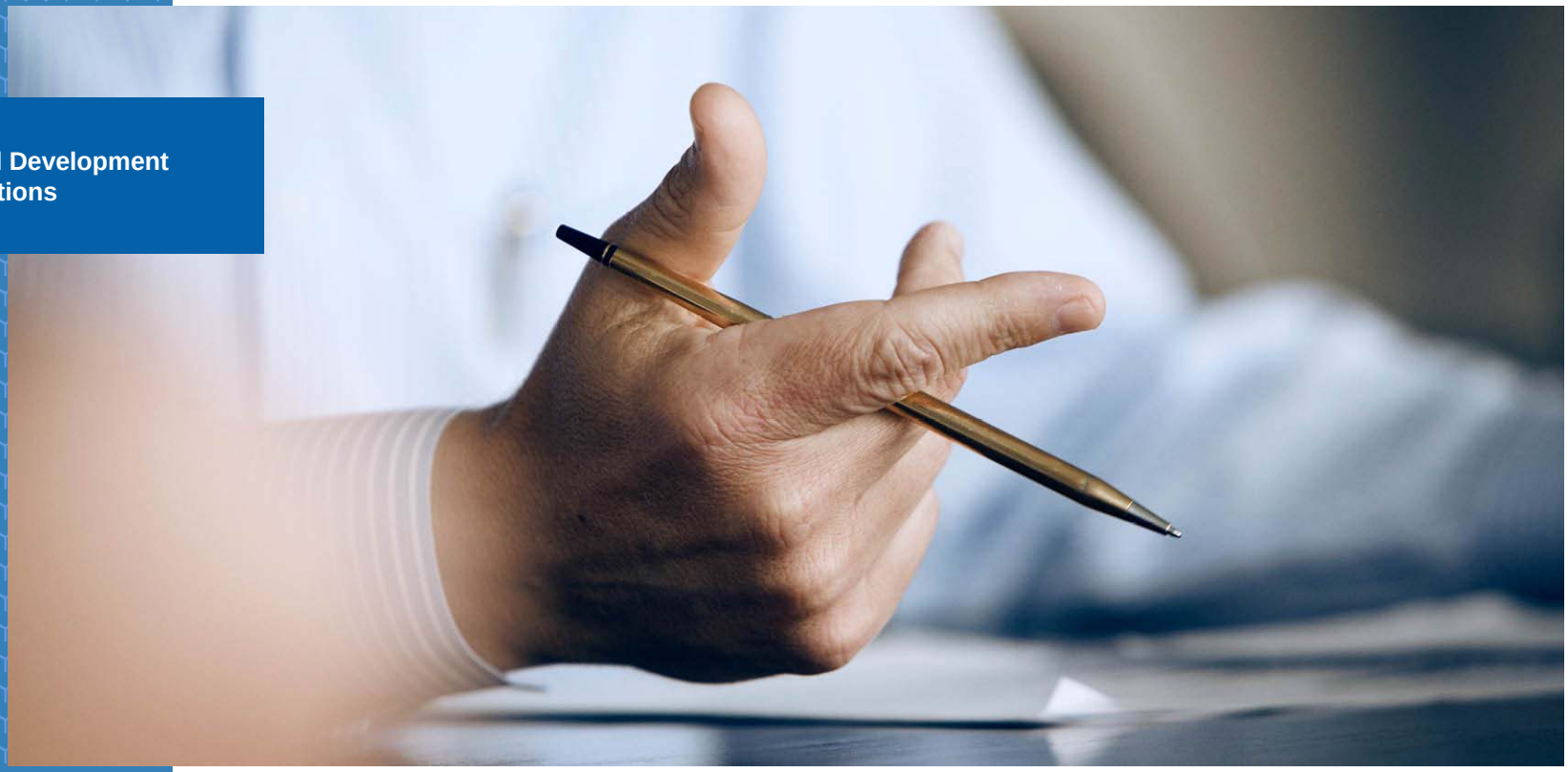
Global Development Operations



Data Operations Global Webcast
November 9, 2017

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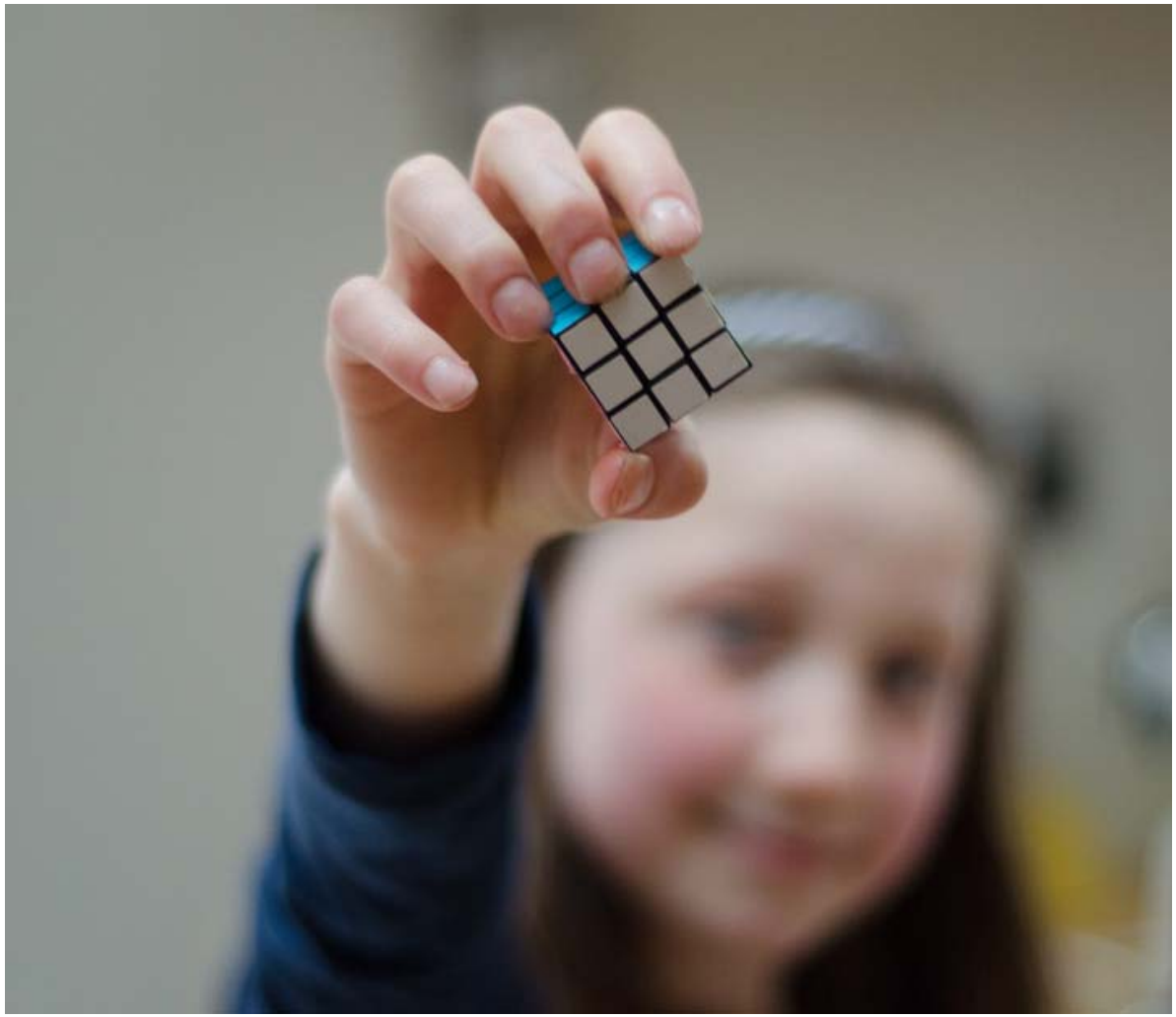
The puzzle is almost complete ...

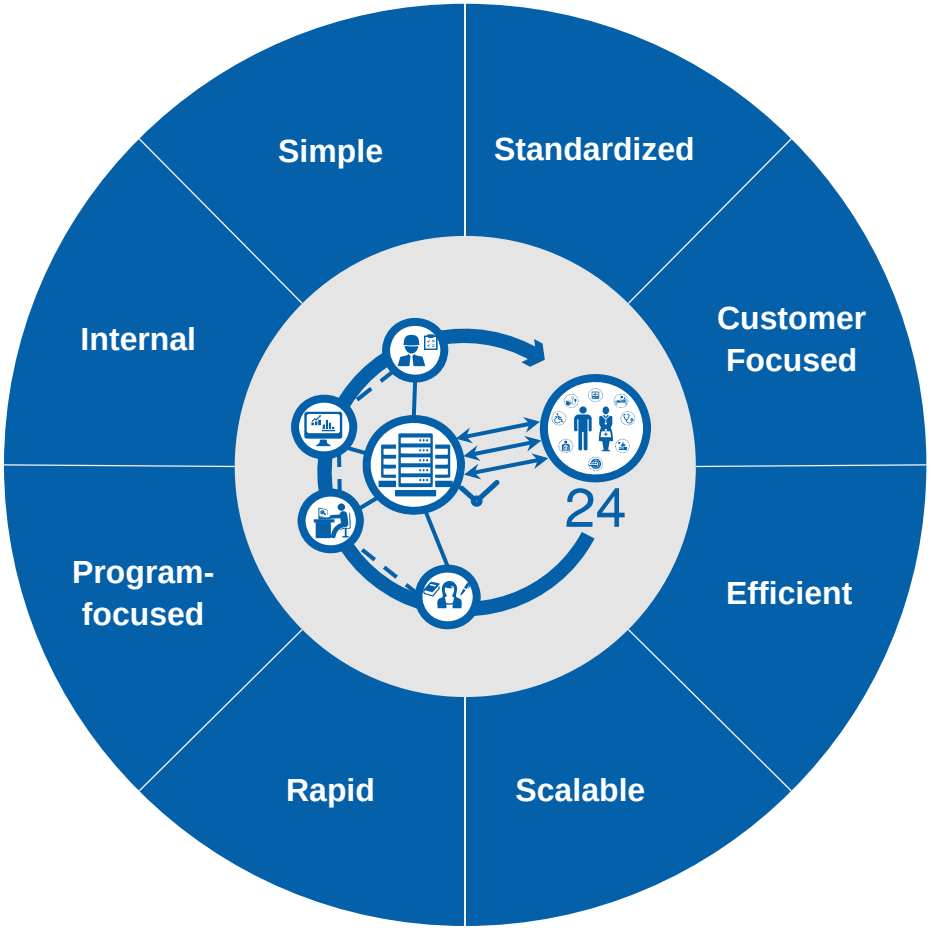


Objectives for this webcast

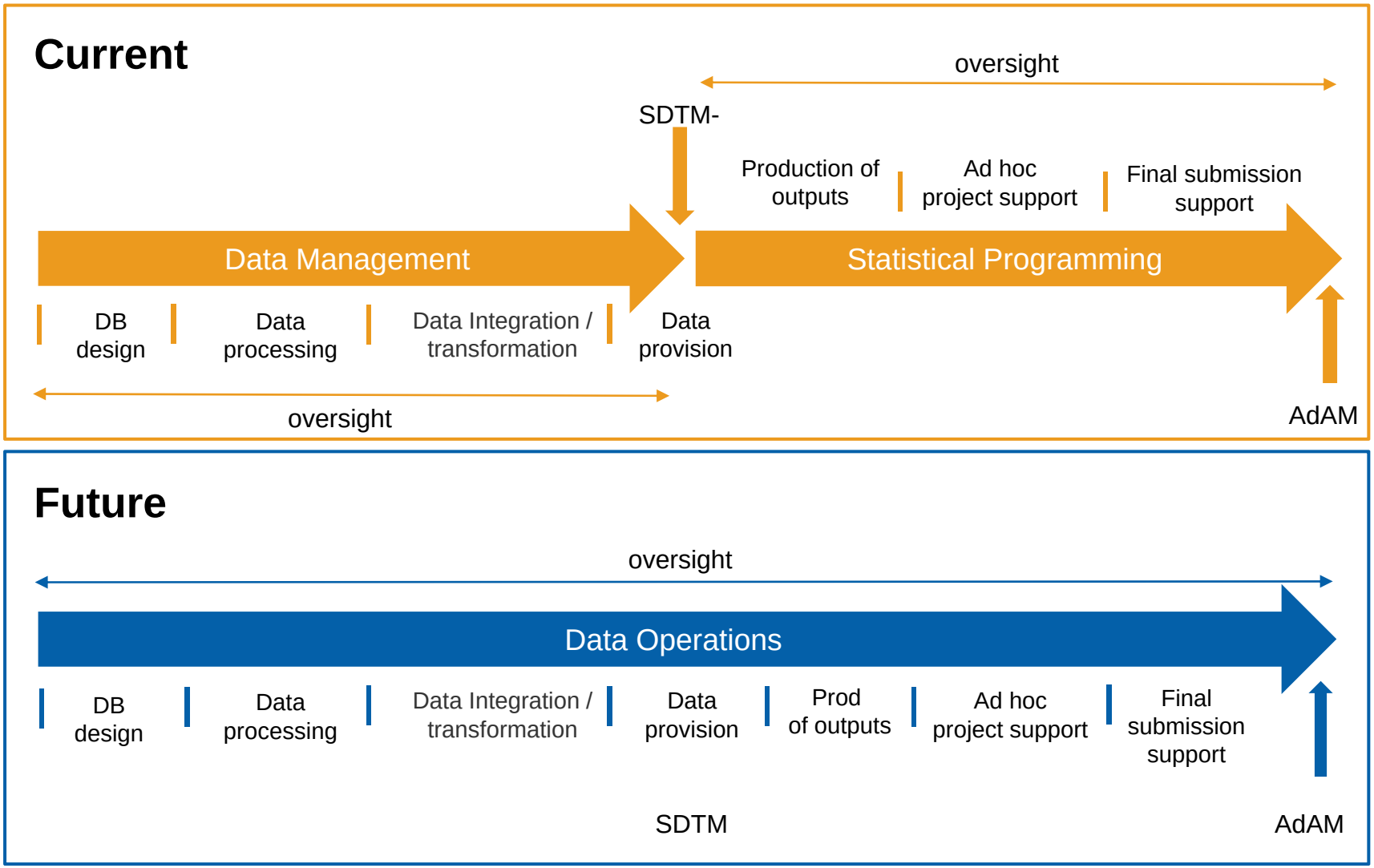
- **Share progress on the ongoing Data Operations transformation effort**
- Update on the n-4 organizational design
- Outline the recruitment process for the remainder of DO organization

* n: Vas Narasimhan, n-4s are the direct reports of the Data Operations LT

RECAP: Data Management & Statistical Programming: focus areas



RECAP: together we are stronger...



What success looks like..

Organizational design endorsed by senior management

Recruitment process for leadership roles complete

Continued delivery of portfolio amidst the DO transformation

Accelerated delivery of NEO Rave-X processes with two active early adopter trials

Successful delivery of other STRIDE components driven by DO

Internal and vendor recruitment ahead of schedule with more than 300 people successfully onboarded

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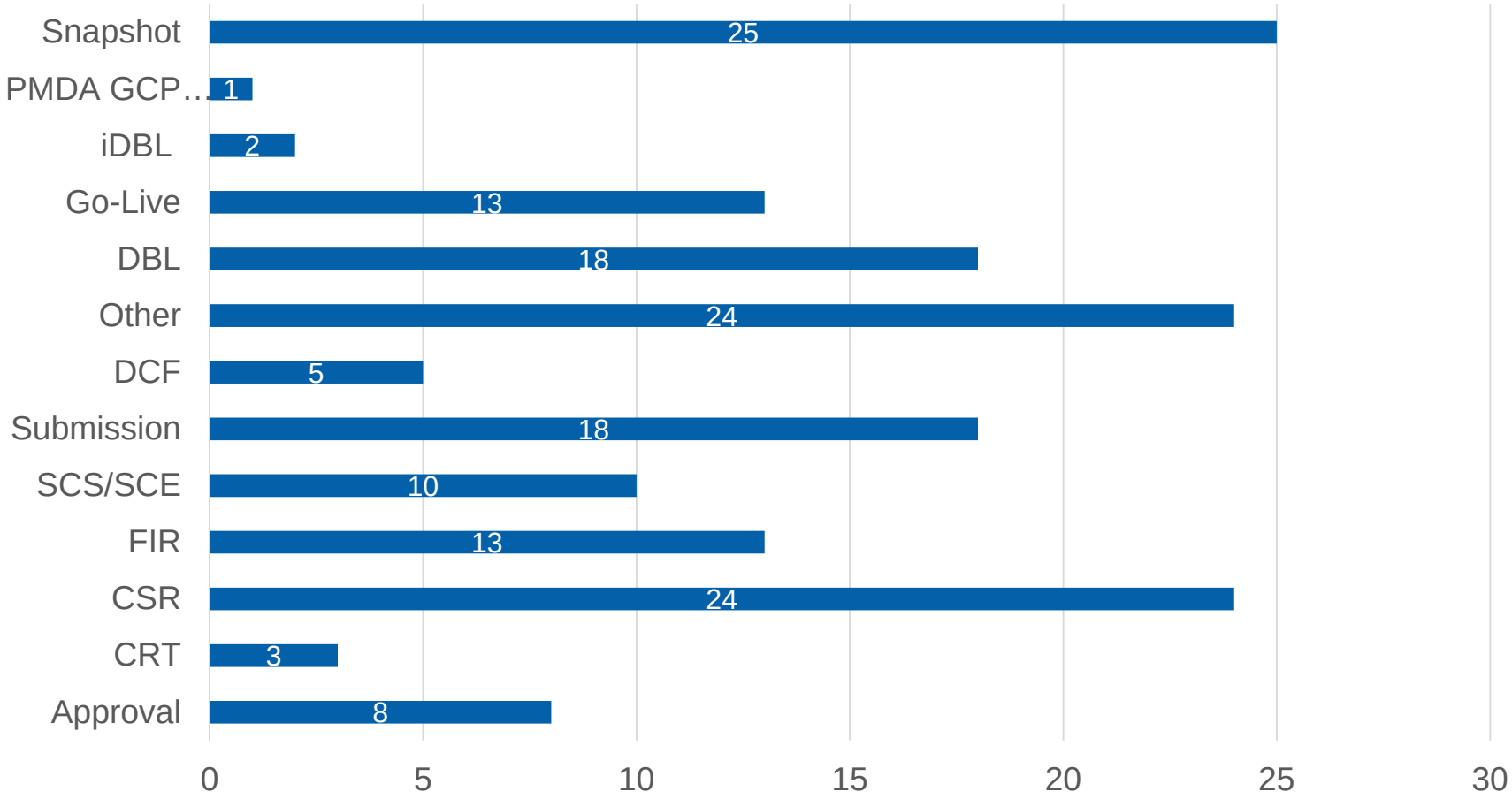
Our achievements (Q3 / Q4)



UPDATE : DO transformation

① Footprint shift to HYD

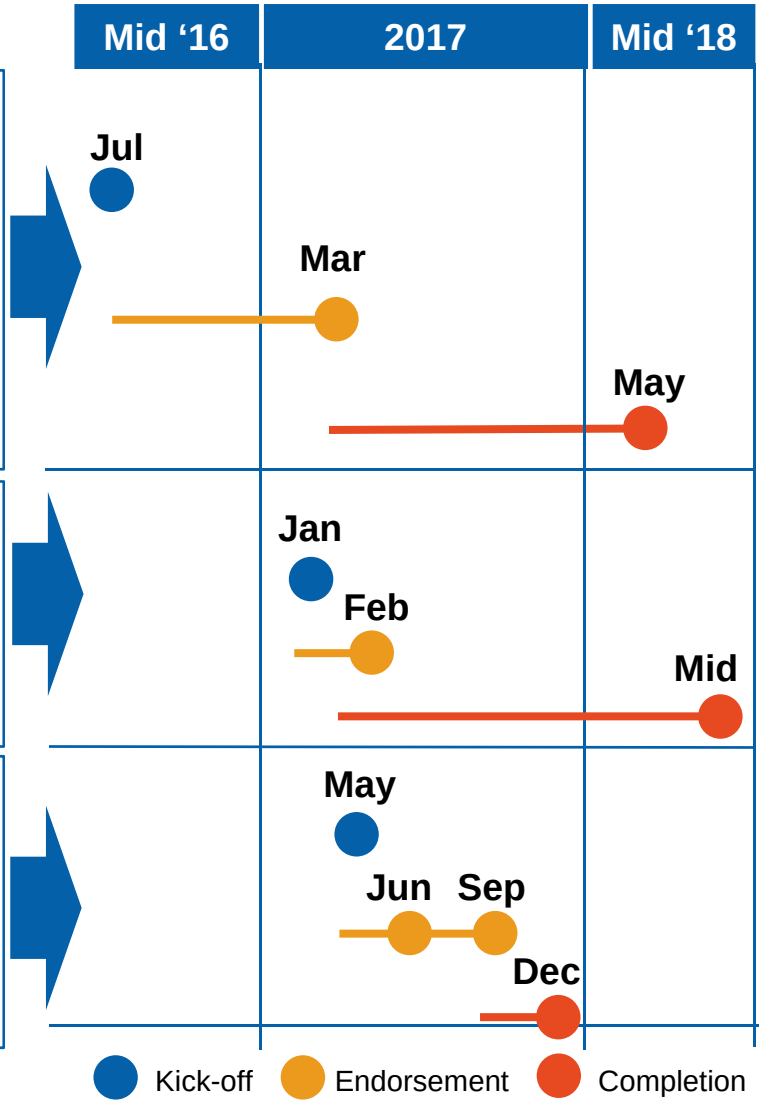
- Moving positions from EH/BS to HYD
  - EH, confirmed 18 May
  - BS, confirmed 11 Sep
- Build up Hyderabad
- Establishing support via 3rd party vendor

② Vendor consolidation

- Consolidating FSP activities from 11 vendors to 2 vendors: ICON and GCE
- Transition from an FSP pricing model to a unit based pricing model

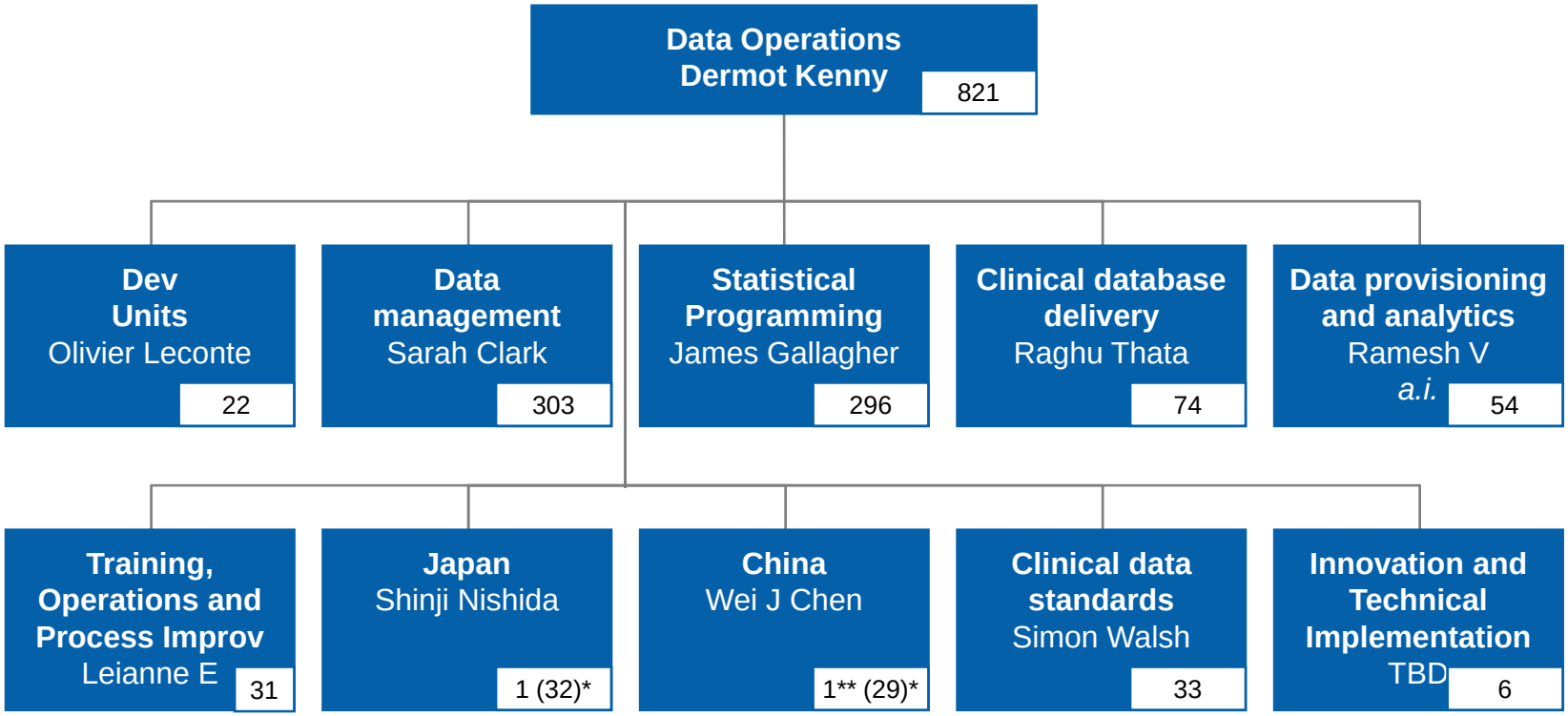
③ Single DO org design

- Continue to combine ONC/ Genmeds/ALCON/ Sandoz into a single org structure
- Consolidating DM and SP activities under one Data Operations umbrella



Global DO organization

US/CH	18
Ind / Others	803
Total	821
Externals (tbc)	641



* Other FTEs in JP and CN included in the DM and SP organization numbers
** China head double counted in SP organization figure

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RECAP : Talent selection objectives for 41 n-4 roles

1. Ensuring an inclusive pool of candidates (relevant profiles from all legacy functions will be considered)

2. Implementing with no disruption to the business: only new roles or those undergoing substantial change will be in scope for selection to preserve business continuity and knowledge transfer. Unchanged roles will be mapped directly

3. Providing transparent, fair, robust, rigorous and objective processes

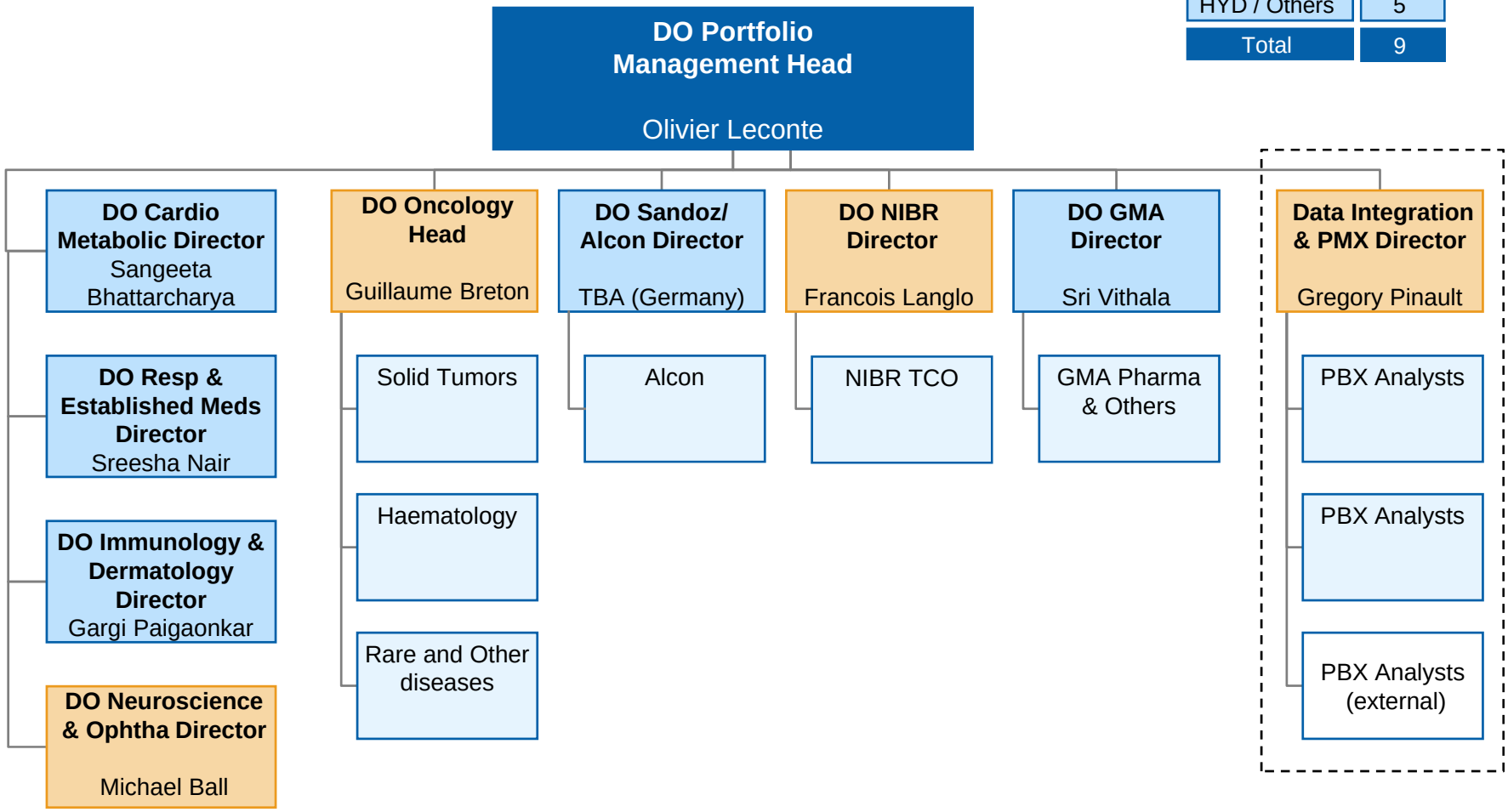
3 differentiated selection processes, 41 n-4 positions, 37 confirmed

	Rationale	Process	Positions	Selected
1 **Mapping**	• Unchanged or slightly changed roles where there is one incumbent	• Direct appointment of an incumbent into the new role • Mapping does not preclude candidates to apply to other roles	12	11 • *1 position to be opened (DM)*
2 **Closed**	• New or significantly changed roles where there is a discrete population of suitably qualified / experienced incumbents	• Direct contact with the relevant associates and conduct a closed recruitment process, standard interview process (no internal/external advertisement • Identified candidates will be invited to a follow up meeting in the coming days	12	11 • *1 position to be confirmed by the Workers Council in Germany (DODU)*
3 **Open**	• New or significantly changed roles where there are no incumbents *or* many potential incumbents	• Selection process initially internally via Brassring • Externally only if we fail to identify a suitable internal candidate	17	15 • *1 position to be opened (CDP&A)* • *1 US position to close (CDS)*

DO Development Units

n-4 distribution

Basel / EH	4
HYD / Others	5
Total	9



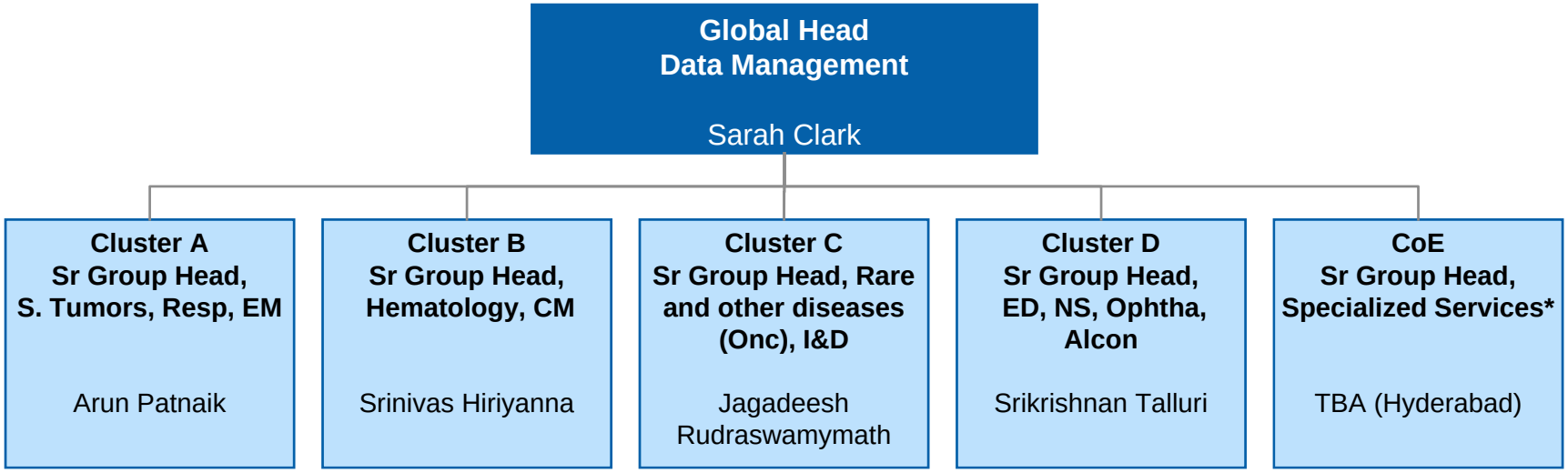
Sizing criteria

- DO Directors (n-4 and n-5) will handle an average of 3-5 projects in/post submission + Phase II / III projects

Data Management

n-4 distribution

Basel / EH	0
HYD / Others	5
Total	5



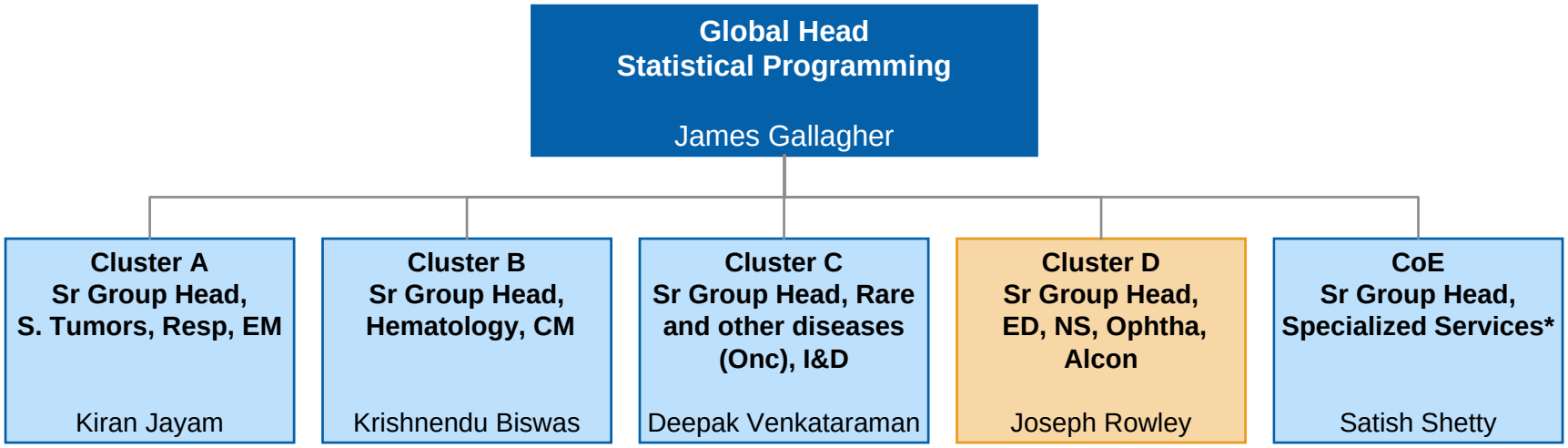
- **Cluster :** A cluster is a collection of associates working on a specific set of TAs / franchises aiming to provide further flexibility and across franchise exchange
- **CoE :** A center of excellence is created to support central activities (eg. DB Testing, Data Coding..)

** Includes responsibility for Sandoz*

Statistical Programming

n-4 distribution

Basel / EH	1
HYD / Others	4
Total	5



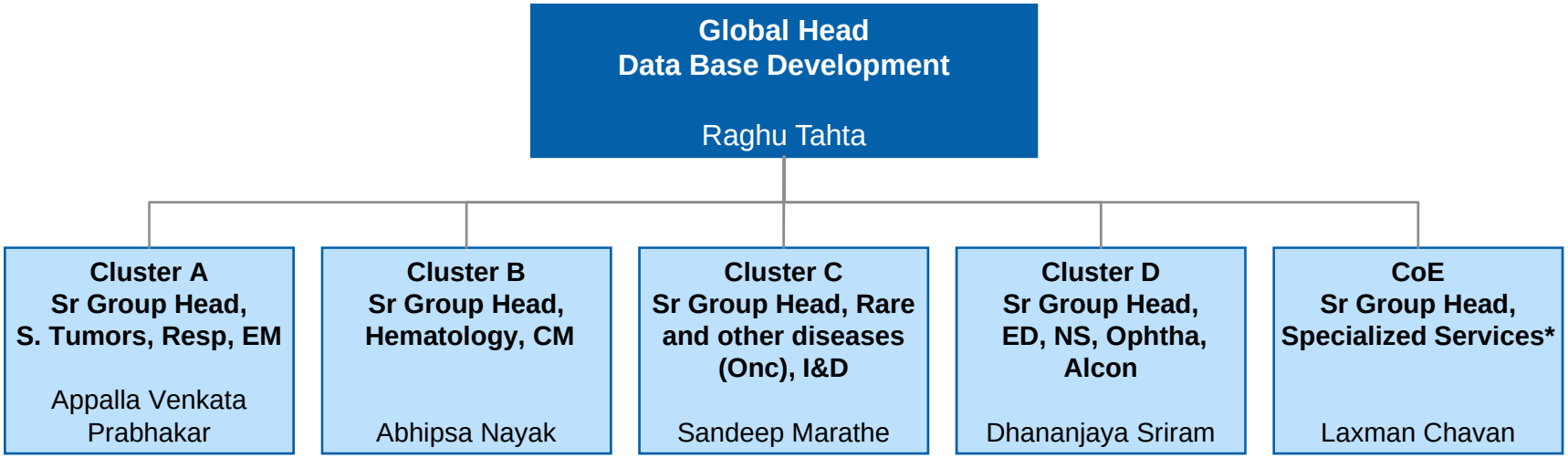
- **Cluster :** A cluster is a collection of associates working on a specific set of TAs / franchises aiming to provide further flexibility and across franchise exchange
- **CoE :** A center of excellence is created to support central activities (Sandoz, GMA activity to sit within CoE)

** Includes responsibility for Sandoz*

Data Base Development

n-4 distribution

Basel / EH	0
HYD / Others	5
Total	5



- **Cluster :** A cluster is a collection of associates working on a specific set of TAs / franchises aiming to provide further flexibility and across franchise exchange
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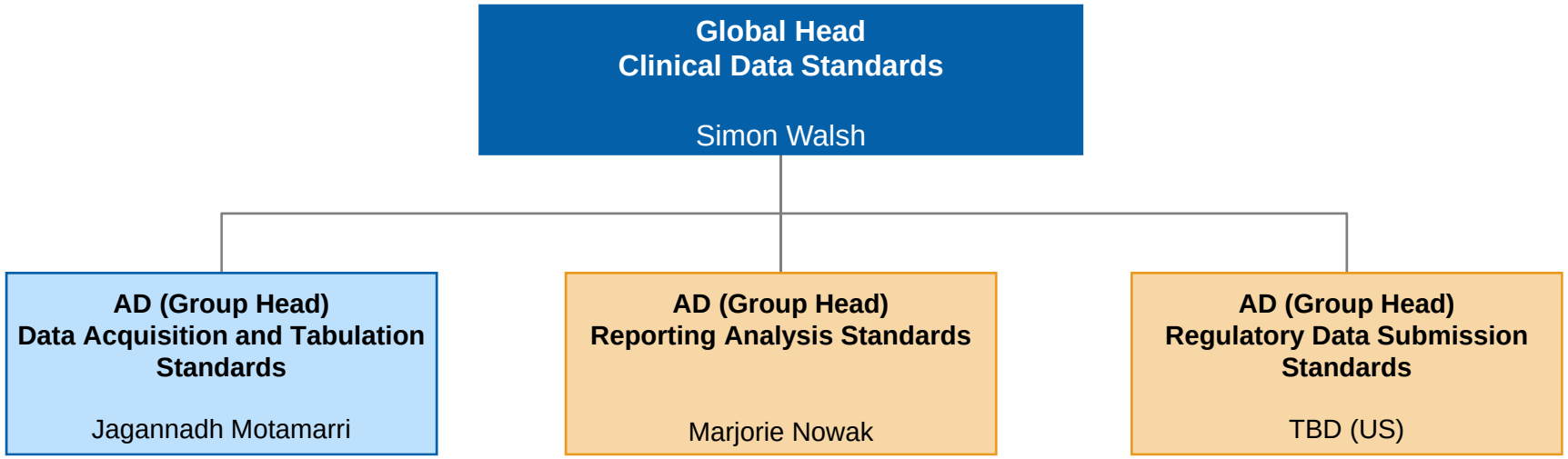
Clinical Data Standards

n-4 distribution

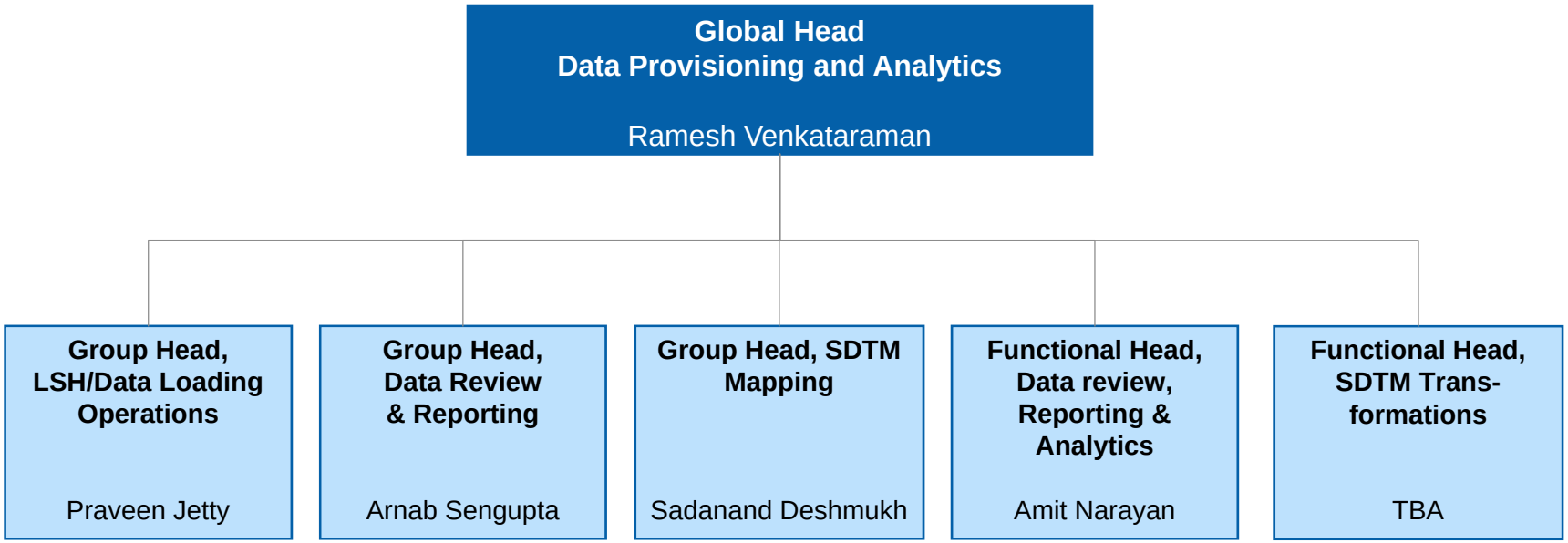
Basel / EH	2
HYD	1
Total	3



Data Provisioning & Analytics

n-4 distribution

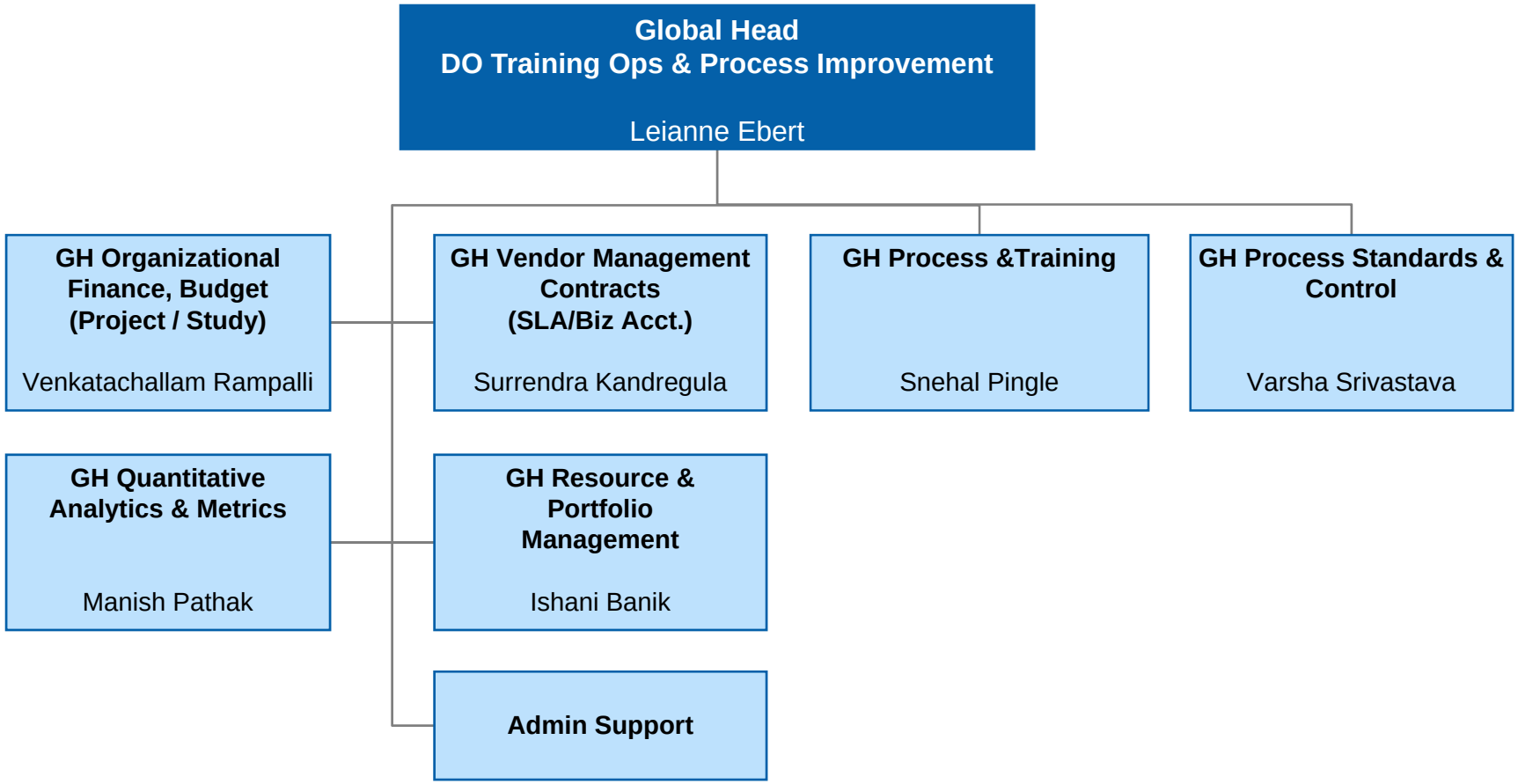
Basel / EH	0
HYD / Others	5
Total	5



Training, Operations & Process Improvement (TOPI)

n-4 distribution

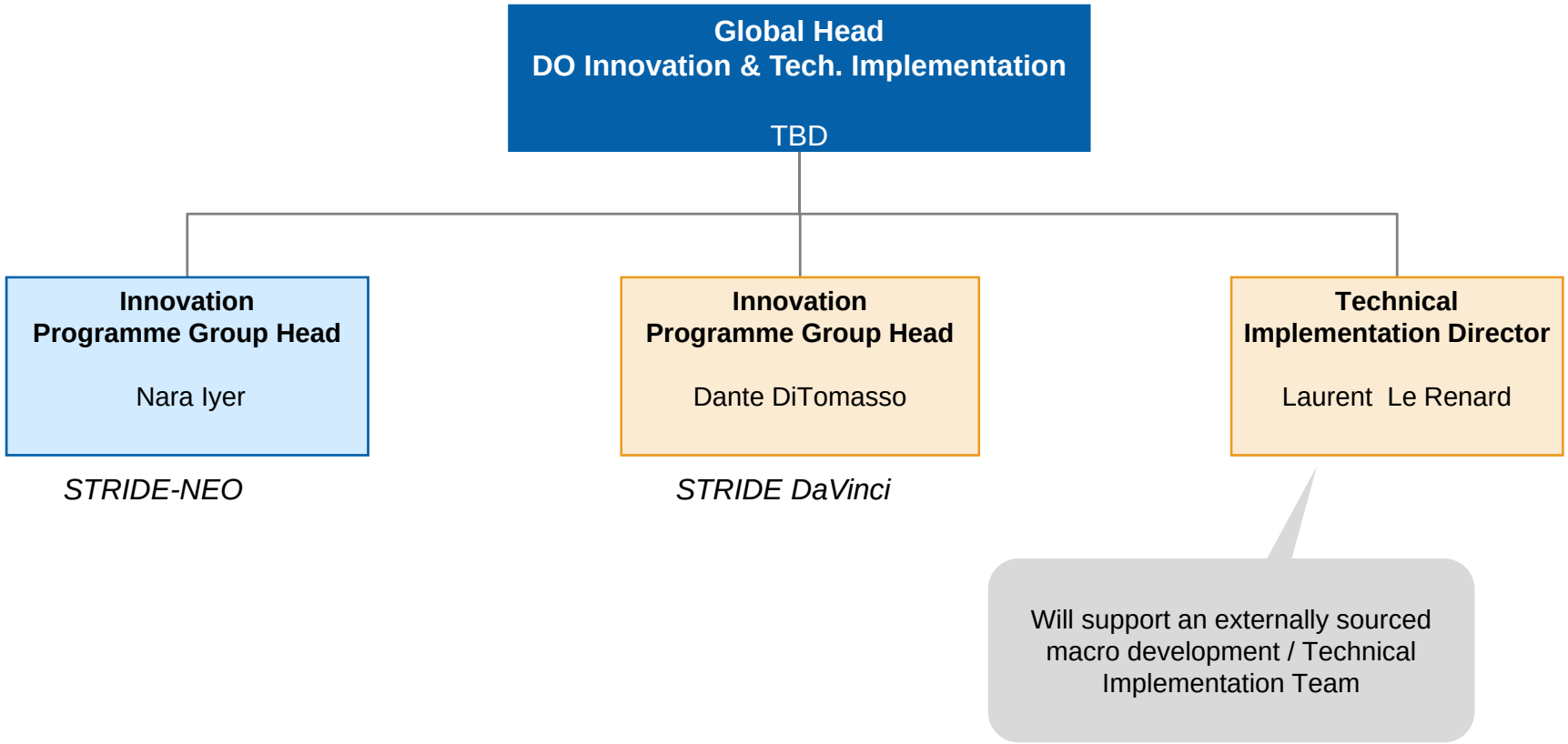
Basel / EH	0
HYD / Others	6
Total	6



Innovation & Technical Implementation

n-4 distribution

Basel / EH	1
HYD / Others	2
Total	3



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Agreed selection processes for all remaining DO positions

	Rationale	Process	N-5 positions/Areas
1 **Open**	• New or significantly changed roles with no clear incumbents	• Selection process initially internally via Brassring • Externally only if we fail to identify a suitable internal candidate	15 • Data Management (n-5 positions) 21 • Statistical Programming Group Head positions
2 **Mapping/ Lift and shift**	• Roles for which assessment of interest is required • Not a promotional exercise, mapping will be to equivalent GJFA	• Survey sent through Survey Gizmo to provide all DO associates with the opportunity to expand their breadth in Data Operations for positions in TOPI, CDD and DP	14 • **TOPI:** - Process and Training - Process and Standards Control 14 • **Clinical Data Standards** - Acquisition/Tabulation - Reporting & Analysis - Regulatory Submission 13 • **Clinical Data Provisioning** - SDTM Programmer
	• Roles for which legacy org adaptation is required	• Mapping based on legacy job title adapted to the new job descriptions/tittles	• All the rest of the DO organization: 211 job titles (legacy) mapped to 49 new DO positions

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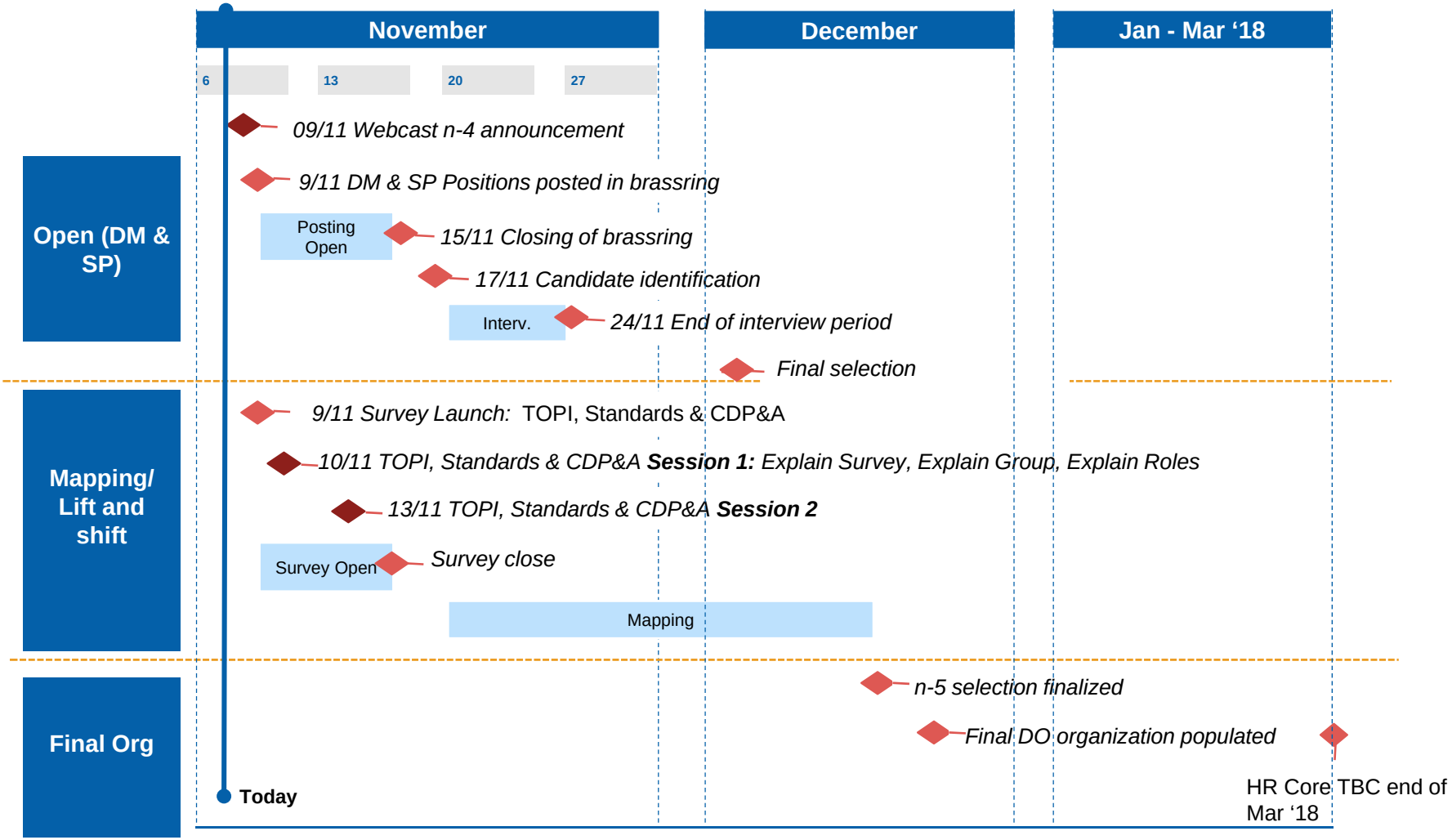
Rest of the organization selection process



In Summary

- [x] Global organization design has been completed *and* endorsed
- [x] 41 leadership roles will be appointed by mid November
- [ ] Mapping and recruitment of remaining roles to be completed by the end of the year
- [ ] Next Webcast: December