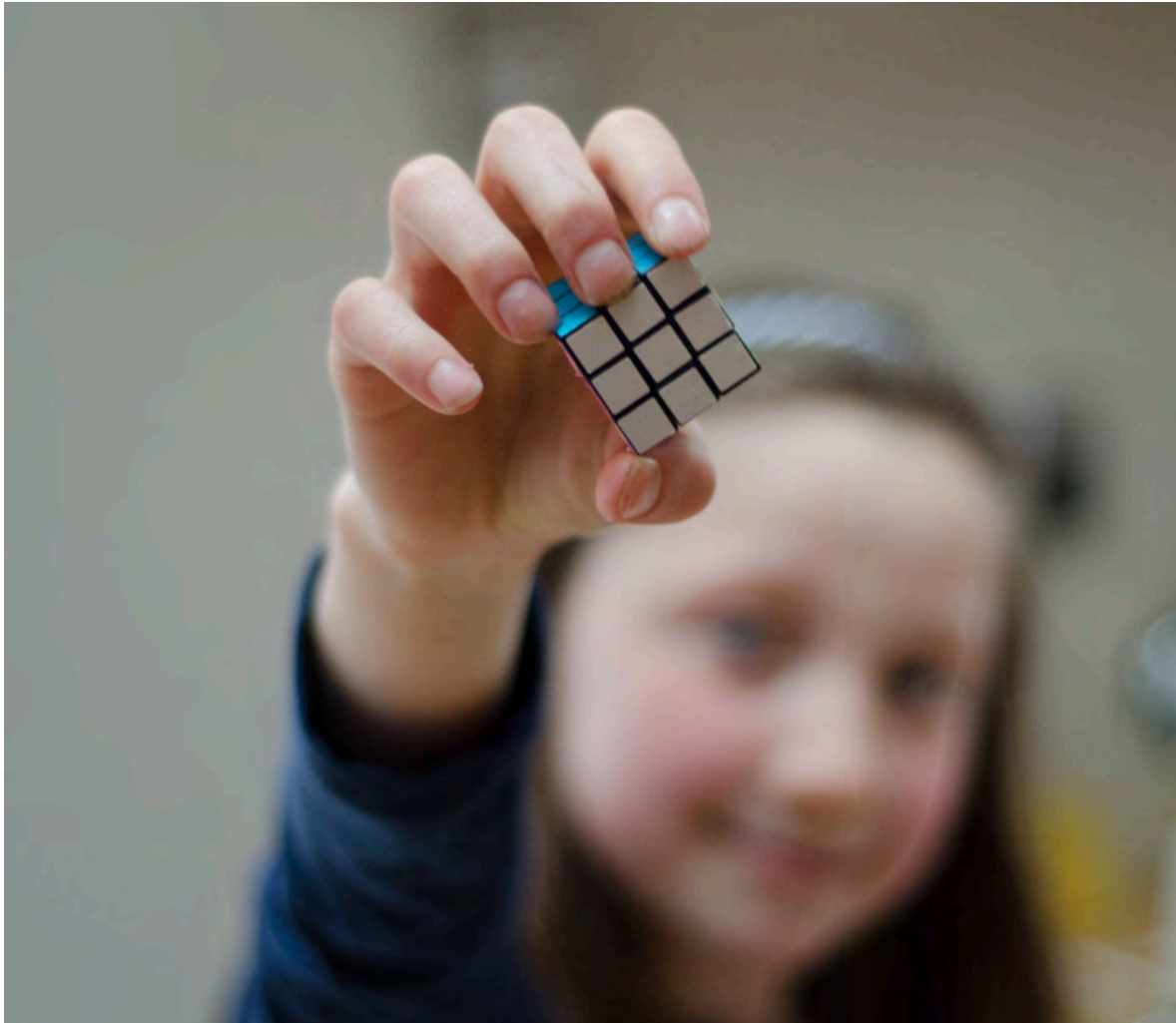




Mapping Process and Career Ladder Finalization

February 2018

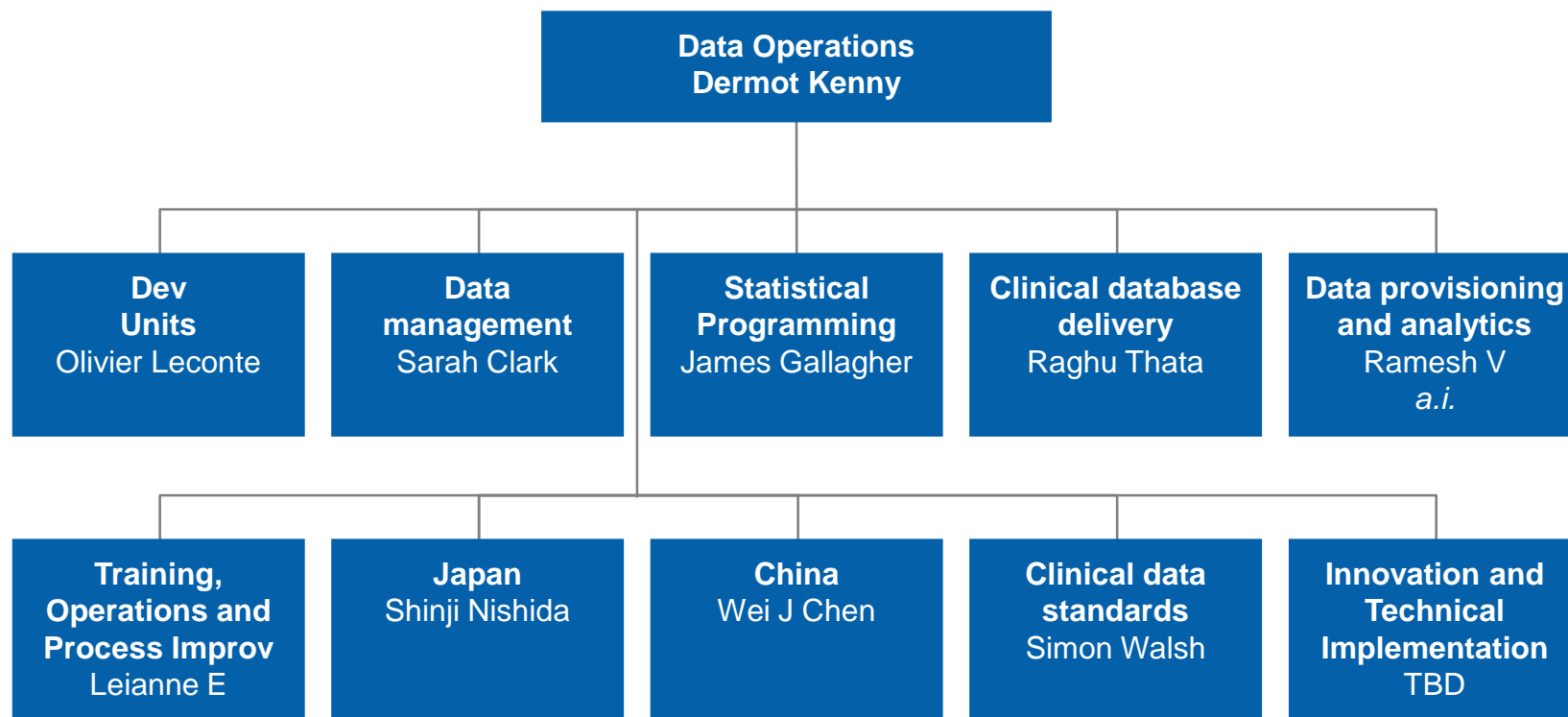
The puzzle is complete ...



Data Operations Mapping Exercise

- Scope
 - GDO Data Operations teams in India
 - Global organization will be assessed subsequent to India transition
- Background
 - Differing career ladders from legacy organizations
 - Oncology, Pharma, Alcon and Sandoz
 - Mapping exercise applies to associates in legacy Data Management and Statistical Programming organizations.
- Objectives
 - Harmonize career ladders for Data Operations and map all India associates into the new model.
 - Map all Data operations associates into the 8 sub streams of Data operation.

Global DO organization



* Other FTEs in JP and CN included in the DM and SP organization numbers

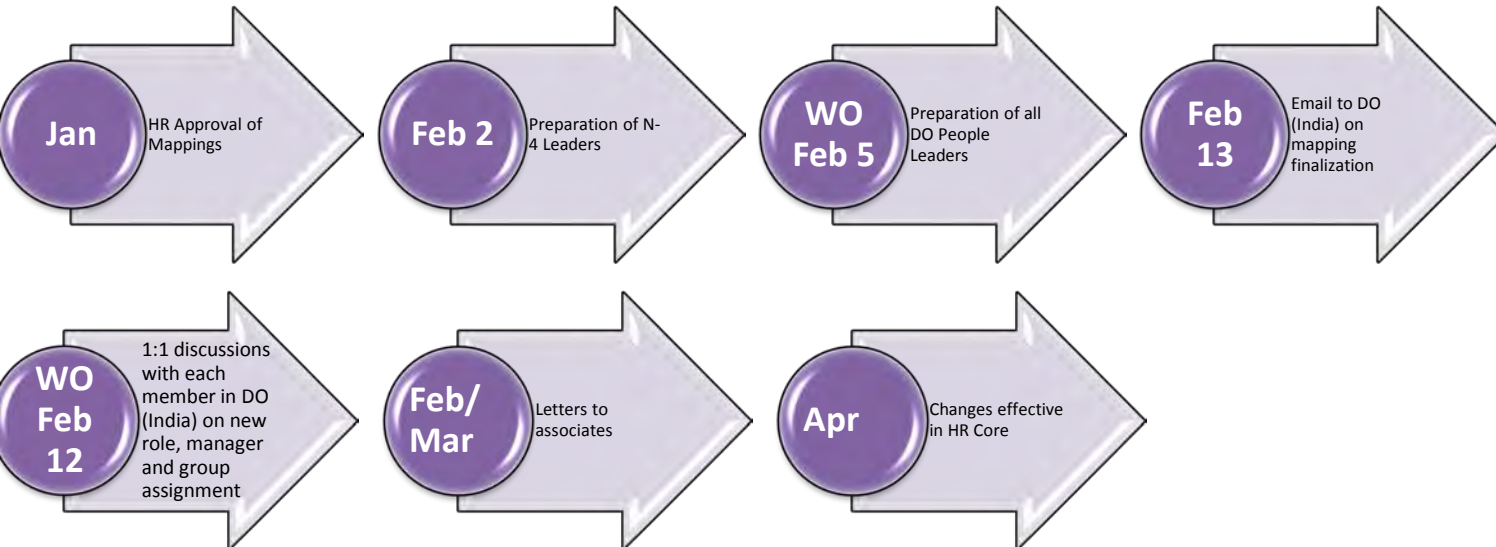
** China head double counted in SP organization figure

DO Mapping Timelines

2017



2018



Communication Plan

Key Step	Who	When	Status
Information to N-4	DO N-3 + HR	Feb 2	Completed
Information to People Managers	DO N-4 + HR	Week of Feb 5	Completed
1:1 discussion with associates	People Manager	Feb 14 – 20	Planned
Email to GDO/CDPA Ops leads for cross functional awareness (LE)	DO LT	Feb 14 – 20	Planned
Direct connect with customers through DODU	DO LT	Feb 14 – 20	Planned
New designations go live on HR Core	HR	April 1	Planned

Harmonized Career Ladder Approach

- Harmonized career ladder finalization
 - Work streams at respective function levels proposed the global career ladder/roles.
 - DO LT reviewed all proposals and arrived at final career ladder applicable for New Data Operations organization.
 - New global career ladder titles and Job descriptions evaluated and approved.
- Mapping
 - DOLT reviewed all legacy JDs and titles and arrived at criteria for mapping into new organization.
 - ***This is an as-is mapping and any higher level movements will be governed through the Promotion Process.***
 - Mapping is person agnostic and based on current Titles/JDs and legacy function for associate.
 - Formal changes in title in HR Core to be completed in April 2018
 - 211 job titles (legacy) mapped to 49 new Data Operations positions

Mapping Elect Process

- Survey sent 11/10 through Survey Gizmo eliciting interest in mapping into TOPI, CDPA or Standards
 - Opt-Out of survey mapping interest 11/29
- Map elect candidates objectively evaluated and selected for TOPI, CDPA and Standards
 - Competency Framework completed on all mapping elect associates
 - Its an as-is mapping and any higher level movements will be through Promotion cycle only.

New Career Ladder

Proposal of Titles	Band	Description
Associate	7	Supports several studies in parallel, novice understanding of business remit
Clinical	6	Supports several studies in parallel or leads a study, understanding of business remit
Senior	6	Leads several studies in parallel, solid understanding of business remit
Principal	5	Leads major project or several projects in parallel, solid understanding of business remit
Senior Principal	5	Leads many projects in parallel, full scope understanding of business remit
Associate Director <i>Functional Lead or Group Head</i>	4	Manager of Individual Contributors or Technical Expert/Functional Lead
Director <i>Senior Group Head</i>	3	Manager of Managers

In Summary



Global organization design has been completed *and* endorsed



All Group Head roles appointed in 2017



Mapping and recruitment of remaining roles completed

Thank you

Competency Profile Example – XYZ Group

Competencies by GJFA Band and Proficiency Levels (FIAT)						
Personal Effectiveness Competencies	3	4 (GH)	4 (FL)	5	6	7
1. Applied Business Insights						
2. Being Resilient						I
3. Breakthrough Analysis						
4. Business Mindset	A					
5. Continuous Learning	T	A	A	I	F	F
6. Digital & Technology Savvy	I	I	I	F	F	F
7. Healthcare Systems Thinking						
8. Interpersonal Savvy		A	I	I	F	F
9. Joint Value Creation						
10. Managing Change	A	A	A	I	F	F
11. Operational Excellence	T	A	A	I	F	F
12. Organizational Savvy						
13. Project Excellence	A	A	A	I	F	
14. Stakeholder Engagement	A	I	I	F		F
15. Vision & Purpose						
Leadership Framework						
16. Leadership – Patient and Customer	F	F				
17. Leadership – Self	A	I				
18. Leadership – Team	A	A	I			

Note: In total max. 7 per Band. For Bands 1, 2, 3 in total max. 7 PEC + all 3 leadership

XYZ Role-Technical Requirements

Other Areas Reviewed	Answer with YES/NO
<i>Matrix Team Leadership skills</i>	<ul style="list-style-type: none"><i>Proven experience and success leading matrix teams across multiple disciplines to achieve successful outcomes</i>
<i>Functional Knowledge</i>	<ul style="list-style-type: none"><i>Significant experience and advanced technical skills relating to XYZ function.</i>
<i>Technical Knowledge</i>	<ul style="list-style-type: none"><i>Advanced knowledge and experience in XYZ Technical Requirements.</i>
<i>Project management and coordination skills</i>	<ul style="list-style-type: none"><i>Demonstrated excellent project management and coordination skills</i>
<i>Cross Functional Knowledge</i>	<ul style="list-style-type: none"><i>Advanced understanding of Database Development, Data Management and/or Statistical Programming functions</i>
<i>Initiatives</i>	<ul style="list-style-type: none"><i>Proven experience contributing to non-clinical initiatives</i>
<i>Technical Support and Guidance</i>	<ul style="list-style-type: none"><i>Experience working in highly matrix teams and providing technical guidance and training</i>

Notes:

- All 5 aspects are equally important.** Candidates should have performed these aspects independently and more than one time.

Annexures

Mapping principles per Function

Clinical Data Management-Mapping Principles

Proposal of Titles	Proposed Band	Pharma Roles		Onco Roles	
		Pharma role(pre 2017 joiner)	Band	ONC and 2017 joiners	Band
Associate Clinical Data Manager	7	Associate clinical data Manager	7	Associate Clinical Data Manager	7
Clinical Data Manager	6	Associate clinical data manager (GJFA 6) Clinical data analyst Clinical Data Specialist	6	Clinical Data Manager	6
Senior Clinical Data Manager	6	Clinical Data Manager	6	Senior Clinical Data Manager	6
Principal Clinical Data Manager	5	Sr. Clinical Data Manager	5	Expert Clinical Data Manager	5
Sênior Principal CDM	5	Expert Clinical Data Manager PCDM Manager CDM	5	Program Clinical Data Manager Manager CDM	5
Associate Director, CDM	4	Franchise Head DM		Group Head senior group Head	4
Director, CDM Sr Director, CDM	3	Director Sr*** director	3	Director ***Sr director	3

***Sr Director designation to be carried forward for senior hires in DM only

Clinical Data Management (coding) -Mapping Principles

Proposal of Titles	Proposed Band	Pharma Roles		Onco Roles	
		Pharma role(pre 2017 joiner)	Band	ONC and 2017 joiners	Band
Associate Clinical Coding Specialist	7				
Clinical Coding Specialist	6	Senior Clinical Coding Specialist	6	Analyst – Clinical Coding Sr Analyst – Clinical Coding	6
Principal Coding Specialist	5	Expert Clinical Coding Specialist	5		
Associate Director, Clinical Coding	4				

*coding will have only 1 level per GJFA

Statistical Programming-Mapping Principles

		Pharma roles		Onco Roles	
Proposal of Titles	Proposed Band	Pharma role(pre 2017 hires)	Band	Onco role +2017 hires	Band
Associate Statistical Programmer	7	Associate statistical programmer	7		6
Statistical Programmer	6	Research Programmer I Research programmer II Research programmer	6	Statistical Programmer	6
Senior Statistical Programmer	6	Senior programmer I	6	Senior statistical Programmer	6
		Senior programmer II	6		
Principal Statistical Programmer	5	Principal Programmer	5	Principal Statistical Programmer	5
Senior Principal Statistical Programmer	5	Senior Principal Programmer	5	Senior Principal Statistical Programmer	5
Associate Director, Statistical Programming	4	Group Head Senior Group	4	Associate Director Senior AD	4
Director, Statistical Programming	3	Director, SP	3	Director, Statistical programming	3

CDD -Mapping Principles

Proposal of Titles (xxx: Clinical Database: Clinical Database Standards; Clinical Report)	Proposed Band	Pharma Roles		Onco Roles	
		Pharma role	Band	Onco roles	Band
Associate Clinical Database Developer	7	1. Associate Database Developer Associate database analyst	7	Associate database analyst Associate Clinical Database Developer	7
CDD	6	1. Database Developer Specialist	6	Clinical Database Developer	6
Senior CDD	6	1. Database Developer	6	Senior Clinical Database Developer 2.	6
Principal CDD	5	1. Senior Database Developer	5	1. Expert Clinical Database Developer	5
Senior Principal CDD	5	1. Expert Database Developer	5	1. Principal Clinical Database Developer 2. Principal Database analyst Manager DGL	5
Associate Director, CDD	4	Associate Director CDD (mapped) Associate director DBD	4	Associate Director/Group Head(mapped)	4

CDP&A-Mapping Principles

Proposal of Titles	Proposed Band	Pharma Roles		Onco Roles	
		Pharma role	Band	Onco roles	Band
Associate Clinical Programmer	7	Ass database analyst	7	Associate Clinical Database Developer	6
Clinical Programmer	6	Database analyst 1 Database analyst II	6	Analyst Reporting 1. Clinical reporting analyst LSH Programmer	6
Senior Clinical Programmer	6	Senior database analyst1 Senior database analyst II	6	Expert programmer analytics Senior Analyst analytics Senior LSH programmer Senior Programmer Analytics	6
Principal Clinical Programmer	5	2. Principal Database Analyst (LSH) 4. Principal Programmer (Report)	5	Expert LSH Programmer Expert clinical reporting analyst Principal programmer Principal BI analyst	5
Senior Principal Clinical Programmer	5	Senior Principal Database Analyst (LSH) Senior Principal Programmer (Report)	5	Manager BI Analyst Expert programmer analytics	5
Associate Director CDP&A	4	Associate Director	4	Associate Director	4

Standards-Mapping Principles

Proposal of Titles	Proposed Band	Pharma Roles		Onco Roles	
		Pharma role	Band	Onco roles	Band
Clinical Data Standards Specialist	6		6	Clinical standards architect	6
Senior CDSS	6	Senior database analyst1 Senior database analyst II	6	Senior clinical standards architect	6
Principal CDSS	5		5	Expert clinical standards architect	5
Senior Principal CDSS	5		5	Principal clinical standards analyst	5
Associate Director CDS	4	Associate Director	4	Associate Director	4