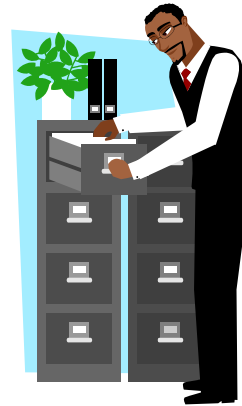




Human Resources Conference

February 29, 2008 . Wilshire Grand Hotel
Los Angeles, California



What are our workforce needs?

Frances Richmond, PhD
Director, Regulatory Science Programs
University of Southern California

Our Panel:


- Jim Wolf
- Sharon Dalmage
- Martin Ikkanda
- Suzanne Moore

“Those who build great companies understand that the ultimate throttle on growth is not markets of technology or competition or products. It is one thing above all others:

the ability to get and keep enough of the right people”

Collins, “Good to Great”

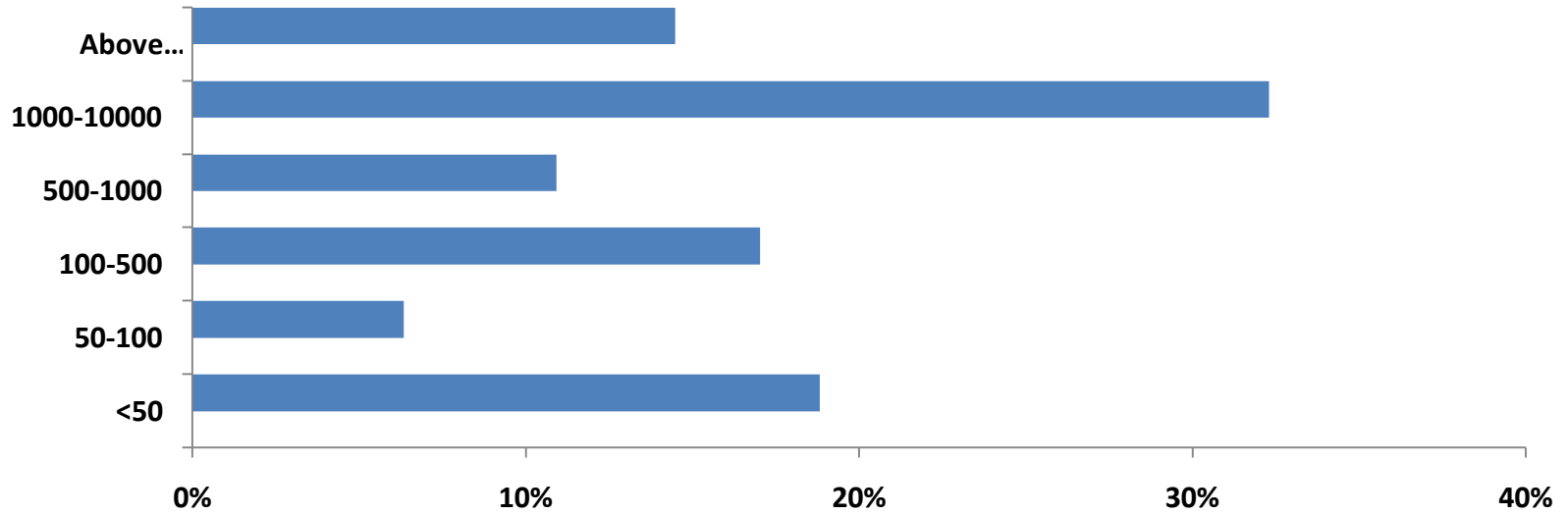




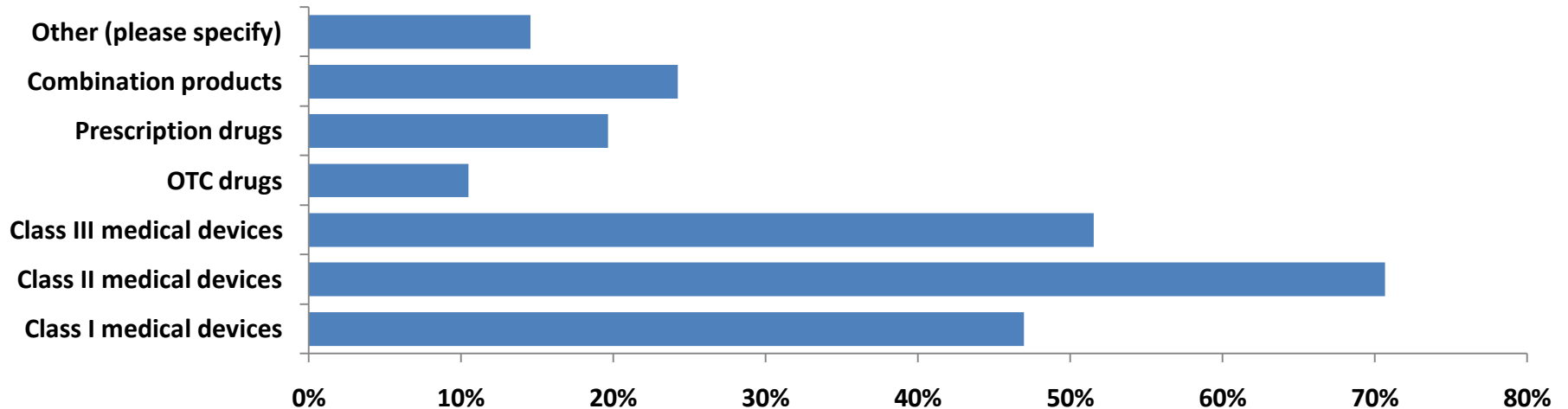
Survey of 395 firms
carried out with
Compliance Alliance

Many thanks to Nancy Singer for
helping to coordinate
information gathering activities

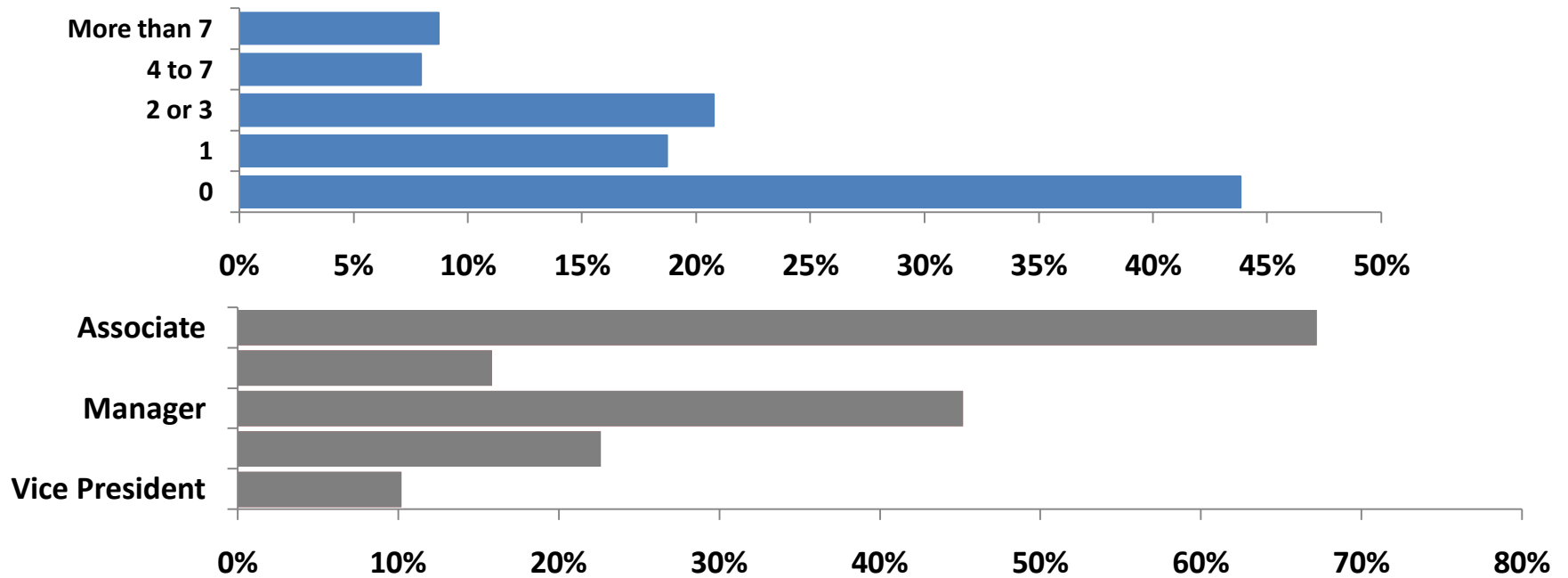
What is the approximate number of US based employees in your firm?



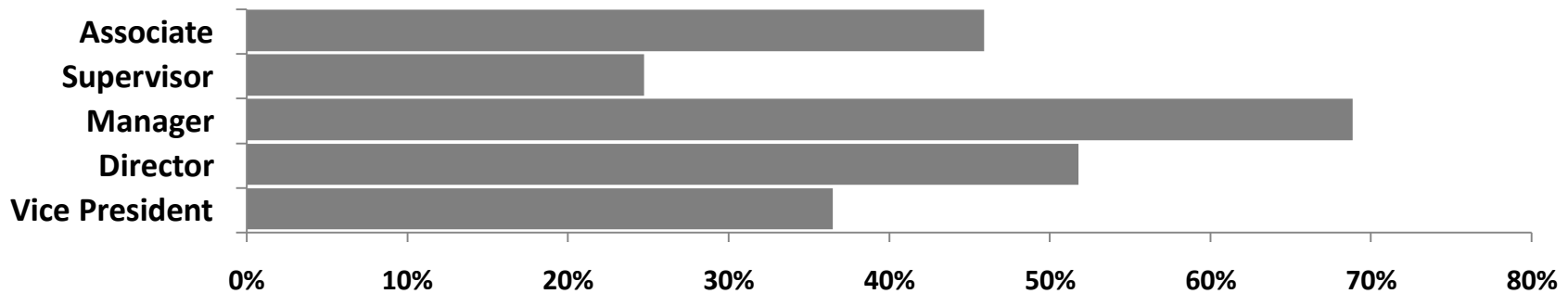
Which of these products does your firm manufacture?



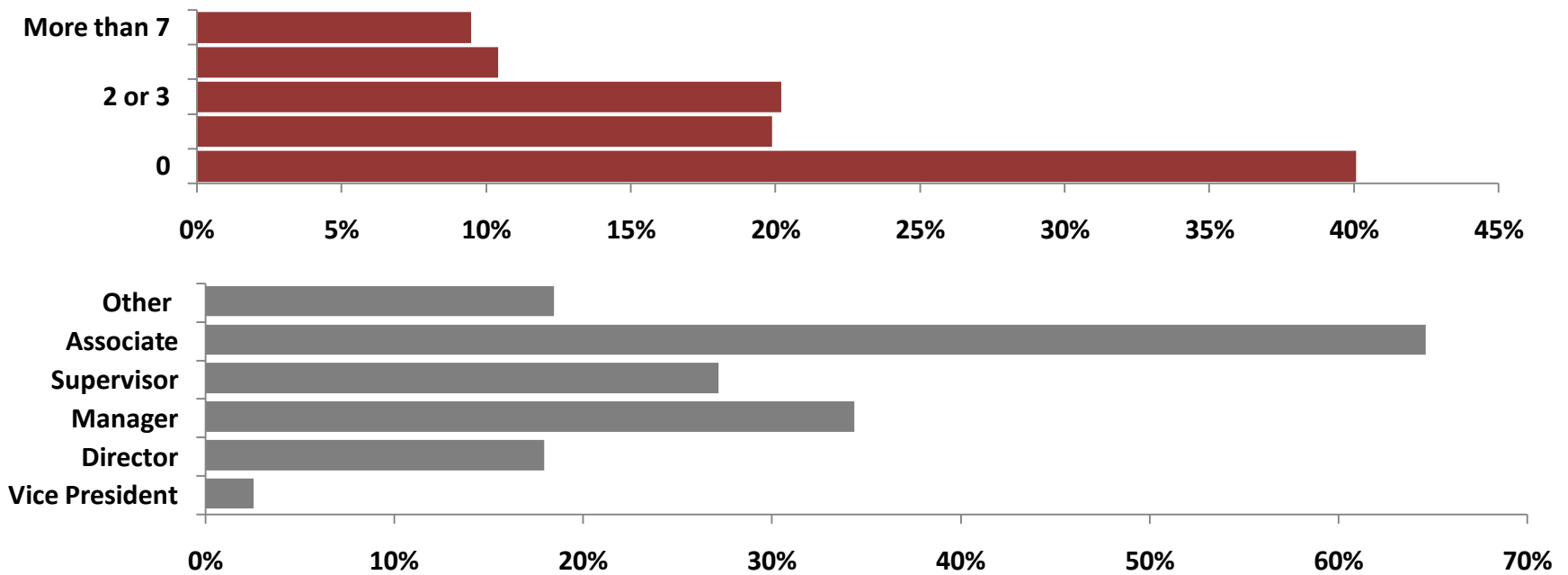
How many vacancies does your firm currently have for RA personnel?



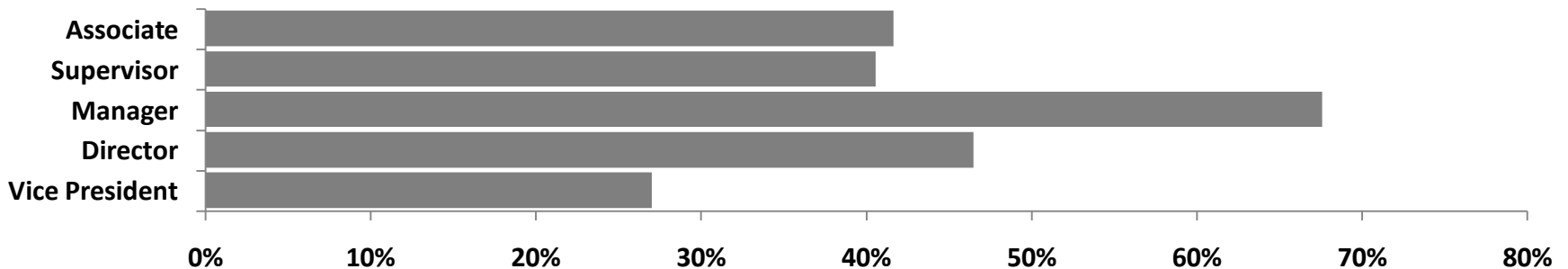
Please check the three hardest levels of staffing to fill.



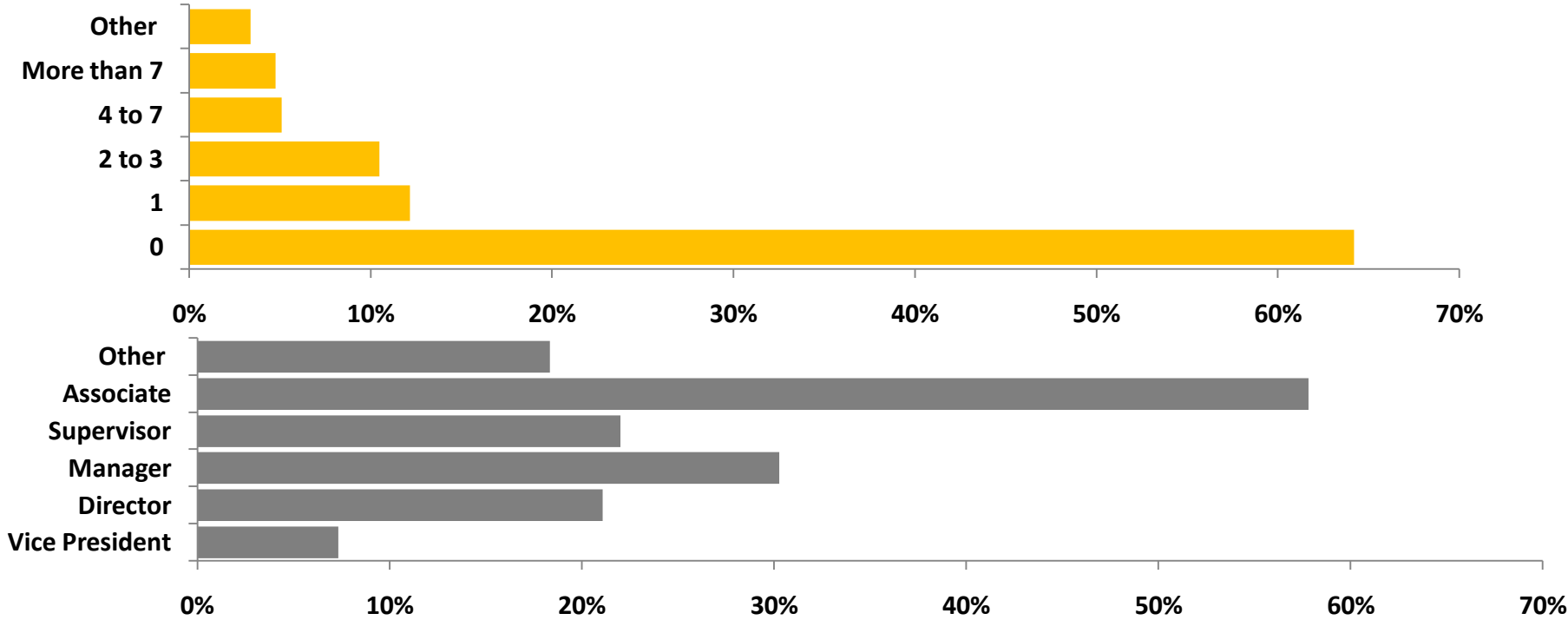
How many vacancies does your firm currently have for QA personnel?



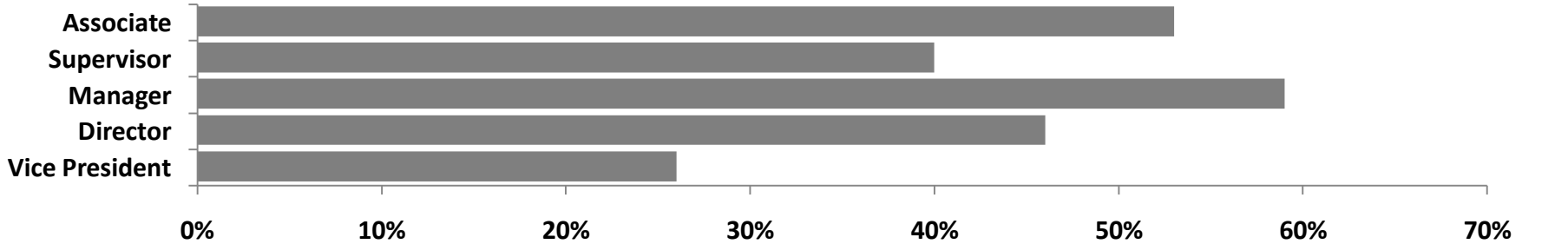
What are the three hardest levels of staffing to fill?



How many vacancies do you have for **clinical affairs** personnel?



What are the three hardest levels of staffing to fill?



Mandatory

Answer Options	M	D	O	I
Good technical skills	163	89	3	0
Good verbal skills	166	84	5	0
Good writing skills	180	74	1	0
Sufficient experience for job level	124	103	20	8

Desirable

Leadership potential	33	161	52	7
Sense of humor	20	118	88	26
Knowledge of product	14	121	105	15
Knowledge of FDA requirements	97	119	33	6
Knowledge of ISO requirements	64	128	55	8
Positive track record at other firms	90	122	38	3
No unexplained gaps in employment history	62	109	60	20
Presently located in the area	27	119	82	26
Industry certifications (RAPS, ASQ)	8	125	103	19

When interviewing candidates, please indicate which of the following characteristics is **lacking** in the majority of candidates?

Answer Options	Yes	No	Response Count
Leadership potential	152	88	240
Good writing skills	120	117	237
Knowledge of product	169	72	241
Sufficient experience for job level	158	84	242
Knowledge of FDA requirements	128	109	237
Knowledge of ISO requirements	129	107	236
Industry certifications (RAPS, ASQ)	123	106	229

Is an associate degree **sufficient** for an entry level position the following sectors?

Answer Options	Yes	No
Regulatory Affairs	92	160
Quality Assurance	148	103
Clinical Affairs	91	148

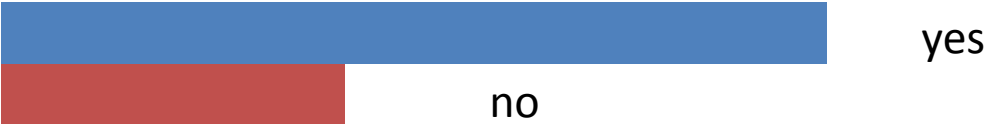
When considering candidates for managerial positions, how important is professional education beyond a bachelors degree?

Very important	25.1%
A factor to consider	69.4%
Irrelevant	5.5%

How do you locate most of your employees in RA, QA and clinical affairs?

Executive Recruiter	49.6%	115
Ad on professional association website	14.7%	34
Ad on your website	16.4%	38
Ad in trade publication	1.7%	4
Employee referral	17.7%	41
	Other (please specify)	37

Does your firm have a tuition reimbursement program for graduate education?



Does your firm give time off for employees to pursue higher education?



Does your firm have a formal internship program in Regulatory, Quality and Clinical Affairs?



13.4%



86.6%

Should we do better?