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## **WHAT WORKS IN BIOTECH HR?**

Proceedings from the Strategic  
Biotechnology HR Roundtable  
May 11 – 12, 2000

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# Strategic Biotechnology HR Roundtable Proceedings Report

## 1.0 Introduction and Summary

On May 11 and 12, 2000, twenty-two HR practitioners from biotechnology and life sciences companies across Canada gathered in Montreal to discuss issues of common concern, share successful HR strategies and build ties with colleagues who face similar challenges at the Strategic Biotechnology HR Roundtable.

Participants fell into two distinct categories – larger, established biotech firms with a functional human resource team in place, and smaller firms with a single individual (often from administration or finance) carrying out HR functions for the entire firm. As the community of large, established biotech firms is quite rarified, senior HR personnel at these firms do not often have the opportunity to network with other senior HR personnel at a strategic level. On the other side, HR personnel in smaller firms do not have the luxury of discussing challenges with other HR professionals within their organization. The development of communication and information-sharing networks among HR professionals will therefore likely prove to be an invaluable resource for companies of all sizes in the biotech, pharma and life science sectors.

Roundtable participants shared personal success stories, highlighting initiatives that had a positive impact on their company. Items ranged from ice-storm crisis management to performance evaluation processes to student employment programs. The group discussed the relative merits stock purchase/option plans, spot rewards, signing bonuses, sabbaticals and paid leave as possible options in this area. Many discussions centred on strategies designed to develop and strengthen a performance culture within biotech companies. A number of options are available in setting and measuring performance goals and establishing reward systems based on performance milestones.

Workgroup sessions saw members tackle three recurring themes: recruitment & retention, training and leadership. Participants agreed that there is a need for leadership and entrepreneurial management training for senior employees in the biotech sector, especially for executives who come from a non-management background and therefore might not have received leadership preparation as part of their academic training. Participants also agreed on a need for increased development of 'transferable' skills within their company, in addition to specialized training in hard-to-staff technical areas.

Overall, the event was a great success, and evaluations clearly indicate participants benefited greatly from the Roundtable; that another event should be held; and that participants wish to stay connected. It is hoped that the group will,

in the future, establish a series of best practices based on the collective experience of its members. Participants also gave rave reviews to the keynote presenter, Ms. Mary Ann Rafferty, VP of Organizational Development for Onyx Pharmaceuticals in California. (Ms. Rafferty spoke on creative HR practices in the biotech community.) Some participant comments include:

*“Excellent conference. Hopefully the beginning of an ongoing networking and information sharing forum.”*

*“Very good reference source for all biotech HR people”*

*“Thanks - working for a smaller company this was really a good opportunity to meet other HR professionals - lots of useful info and ideas about what others are doing, it was very useful!!.”*

*“Large group discussions were excellent for sharing & generating ideas, wonderful keynote speaker, great to get US perspective”*

*“{I am} going away w/ some good ideas and greater insight.”*

*“{It was a} great opportunity to network country-wide.”*

*“BHRC group has done a superb job in putting this conference together. Thanks.”*

Areas for improvement include increasing participation of core biotech organizations at future events, and perhaps breaking out different groups of HR practitioners at different experience levels.

BHRC wishes to acknowledge the contribution of Mary Yaroshevsky-Glanville, Director of HR at Inflazyme Biopharmaceuticals, and Mary Kuzyk, Vice President of HR at Hemosol Inc., both co-chairs of the Strategic HR Roundtable. In addition BHRC extends its gratitude to Ms. Alice Kubicek, Partner, AK Project Services for acting as facilitator.

Finally, this event was made possible by the support of the Department of Human Resources Development Canada.

## 2.0 Methodology

The two-day event was comprised of a networking dinner and keynote speaker on May 11, 2000 and a facilitated series of group discussions, breakout sessions and presentations on May 12, 2000.

<i>May 11, 2000</i>	<i>May 12, 2000</i>
<ul style="list-style-type: none"><li>• Keynote Presentation on Innovative Practices in Biotech HR</li><li>• Question and Answer session</li></ul>	<ul style="list-style-type: none"><li>• Identification of Expectations</li><li>• Identification of Key Issues</li><li>• Sharing Key Successes and matching Successes to Issues</li><li>• Lunch Break – Presentation on Highlights from BHRC’s <i>Projections for the Future</i> survey</li><li>• Consolidation of Primary Key Issues</li><li>• Breakout groups to discuss strategies to key issues</li><li>• Plenary session to share strategies and further questions</li><li>• Feedback on BHRC programs</li><li>• Evaluation and next steps</li></ul>

### 3.0 Innovative Practices in Biotech HR (Keynote Presentation)

The keynote speaker on May 11 was Mary-Ann Rafferty, Director of Organizational Development for California-based Onyx Pharmaceuticals. A widely recognized expert in the Human Resources field, Ms. Rafferty stressed the need for creativity and flexibility in managing HR issues. This is especially true of the San Francisco Bay area, where intense competition for skilled workers has driven companies to continually up the ante in offering compensation and benefits to their employees. The severity of the situation has obligated senior management in these companies to develop a profound understanding of the importance of HR issues to their bottom line. This has opened the door to a great deal of innovation in implementing strategies for attracting and retaining skilled workers.

Specifically, Mary Ann shared her philosophy of the HR function moving from the *Gate Keeper* role to that of the *Wisdom Keeper*. The Gate Keeper is a 'corporate cop' role, where HR personnel are busy stressing compliance, explaining, defending, executing policy and administrative decisions, and are often out of the strategic decision loop. By contrast, the Wisdom Keeper stresses a consciousness of 'common good', encourages a strong tolerance for ambiguity, asks "what's the problem" not "what's the policy" and as a result is sought for input in strategic decisions. Mary Ann also focused on her experience with recognition and reward practices including novel stock options and plans, relocation trends and perquisites. Finally Mary Ann also spoke on the success of mentoring programs as a way of developing leadership and management skills – such mentoring programs are often cross industrial.

Although the HR pressures faced by Canadian companies have not yet reached the extreme levels seen in the Bay area, important lessons can be drawn from the experience of biotech firms in California. The concepts of "a culture of common good" and flexibility were seen again and again in the discussions during the Roundtable session.

#### **4.0 Identification of Expectations.**

The second day began with a round robin session to identify participants' expectations for the Roundtable. Overall, the group expected the Roundtable to:

- Provide value to the biotechnology Human Resources community
- Provide new information on best HR practices and HR Benchmarks in the biotechnology sector
- Provide an opportunity to learn from the experiences of others
- Provide information on new tools and resources
- Demonstrate creativity in HR practices
- Reinforce the need for biotech HR and the positioning of the HR person(s)
- Result in a communications group or ongoing forum for biotechnology HR practitioners
- Result in a commitment to improve the biotechnology workforce
- Provide the BHRC with a true understanding of the human resource needs of the sector

The success of the Roundtable at meeting each of these expectations will be revisited at the end of the document.

## **5.0 Identification of Issues**

Participants shared the various issues that they have faced / are facing in directing and managing their company's human resources. These issues were condensed into the following general areas.

### **1. Recruiting**

- How to attract the necessary candidates
- How / where to find the supply
- Obstacles hindering international recruiting

### **2. Retention**

- Competition
- Compensation

### **3. Leadership**

- Lack of
- Building Leadership

### **4. Performance:**

- Measuring
- Creating link between individual performance and company success
- Tying to rewards

### **5. Training**

- Locating suitable training resources
- Internal training

### **6. Employee Culture / Perceptions**

- Striving towards common good
- Teamwork

### **7. Positioning of HR in overall strategic plan**

- Lack of HR
- Sr. management understanding

### **8. Legislation**

- Parental Leave
- Immigration
- Hiring top performers while maintaining pay equity

Having identified prominent issues, the next step was to share success stories in an effort to locate possible strategies to dealing with some of the issues.

## 6.0 Success Stories

One by one, group members shared their personal success stories, highlighting initiatives that had a positive impact on their company, often directly addressing the key issues at the table. Participants explained what the problem was, how and why the solution was implemented, how employees responded, and how the company benefited:

### **“The Ice Storm Crisis Management” – ClinTrials BioResearch**

Scenario: The ice storm that struck Ontario and Quebec in the winter of 1998 hit the Montreal area particularly hard. Driving was impossible, power was out, and basic services such as banking and grocery shopping were unavailable for days. For an organization that runs on a 7 day a week, 24 hours a day schedule, this event could have proved disastrous – employees could not make it in to work, and with homes and families at risk from the storm, work performance would certainly not be a priority.

Action: The company sprang into action to do everything it possibly could to help employees during this time, and demonstrated that it placed its people first. ClinTrials made available basic services such as food and shelter for employees that could not get home, provided payroll advances for employees that required funds immediately, and did not dock its employees of their sick days or vacation days for any time off they required during the storm. ClinTrials truly put in action the principle of “Going the extra mile”.

Result: As a result, ClinTrials did not have to shut down operations during this time, and continued to do business as usual. Just as important, employees were able to gain an appreciation of their own value to the company. ClinTrials believes their actions during this situation increase a climate of teamwork and ownership among its employees, as well as gratitude towards the company itself that resulted in improved performance and greater retention. **(Addresses Issues 6,4,2)**

### **“Performance-Based Stock Plans” - Hemosol Inc.**

Scenario In 1999, Hemosol examined its compensation packages and decided that some creative strategies would be needed to not only help retain employees but also encourage ownership into the organization.

Action: First , Hemosol introduced a stock purchase plan open to all employees below the management level. In addition, Hemosol introduced a stock option plan tied directly to employee performance and departmental milestones. A new compensation policy was also introduced that linked options directly to managers and above based on their individual performance as well.

Result. Within 2 months of implementing the plan over 50% of all employees had purchased stocks. And, as stock purchase options depended in part on performance and departmental milestones, many employees got to see, some for the very first time, a direct impact of their efforts on the company and on their own compensation. Employees were excited and energized about this new plan resulting in a high-performing workforce, an heightened sense of ownership and responsibility towards the company, and a valuable compensation tool to combat turnover. **(Addresses Issues 4, 2)**

### **“Merit Pay” – Aventis Pasteur**

Scenario: Aventis Pasteur identified key groups of employees with “hot” (i.e. in-demand) and critical skills whose loss would have a detrimental effect on company productivity and competitiveness. Aware that competition for these individuals is fierce within the industry, Aventis required an effective strategy to ensure the retention of these individuals.

Action: Aventis integrated “merit pay” for critical individuals into its compensation plan. Earmarking these increases as “merit pay” does not disrupt equity within the company. A key factor in the development of this compensation enhancement was the education of the senior management team about the need and value of this type of compensation.

Result: The addition of merit pay proved to be a pivotal factor in retaining these individuals. After the implementation of the new plan, Aventis maintained its low overall turnover rate 6%. **(Addresses Issues 2, 4, 7)**

### **“Accurate Performance Measures” - Hemosol**

Scenario: Hemosol decided to validate its current employee performance evaluation system – to ensure that performance was accurately being measured, and to help employees understand their own performance levels.

Action: Hemosol changed its evaluation structure – making managers directly responsible for the performance the people under their supervision. Secondly, Hemosol had both its CEO and Vice President of HR review each and every performance appraisal – returning and repeating them where discrepancies occurred.

Result: During the first year that the new evaluation and appraisal methods were used, over 40% of employee appraisals were returned to the supervisors and managers for revision, confirming Hemosol’s suspicion that inconsistent measures of performance were being used across the company. By the second year of this process only 3 – 4 appraisals were returned. Therefore, over the

course of one year, Hemosol had succeeded in standardizing all of its performance appraisal measures. Through this new practice, all of Hemosol managers and employees understood the performance that was expected, and how it was measured. The company now has an effective tool to help determine rewards and recognition based on performance. **(Addresses Issues 4,2)**

### **“The Value of Youth Employment” - Dow AgroSciences, Inflazyme Pharmaceuticals, Aventis Crop Science**

Scenario: University and college students are available and willing to work at biotech companies for summer or co-op work terms.

Action: Many companies have developed internal programs and infrastructure to recruit, train and integrate students into their operations. Key features shared by successful programs include work-terms lasting a minimum of four months, overlapping student terms allowing leaving students to orient and train incoming students, specific work goals and performance appraisals and special perks (T-shirts, caps, etc.)

Result: Companies who have invested in the development of such programs reap enormous benefits from their students. Student employment programs are excellent strategic recruiting vehicles (for example, at least 1/3 of the full-time staff at one company are past summer students.) Students tend to return to the sponsoring company full-time once they graduate, and students also encourage their friends to come to the sponsoring company. Student employment provides companies with low-maintenance cross-training programs as returning students are already trained in many different aspects of company operations. These programs also help develop leadership and management skills by requiring older students to orient and train new ones. Students can be used to fill-in for employees absent or on-holiday – particularly in the summer months. Finally such programs are also an excellent, low resource method of integrating future employees into company culture. **(Addresses issues 5, 1, 3)**

### **“Understanding the Whole Picture” – Neurotrophic Biosciences**

Scenario: Small company feels that science and management/administration staff often operate independently, feel separate from each other.

Action: The company began regular but informal gatherings (i.e. lunch on the company) with the entire staff, both scientific and admin/management. While not structured as a meeting, these gatherings allowed all company staff to discuss their work, their goals and their projects – giving all staff an excellent perspective on the company as a whole.

Result: The administration and management staff gained an understanding of the

research underlying the company, while the scientific staff gained an understanding of the business activities required to ensure the company operates smoothly. All employees understood what the company was doing and where it needed to go, and gained insight into the important role their work plays in the success of the company. **(Addresses Issue 6)**

### **“Long Distance Solution” – AnorMED Inc.**

Scenario: A full-time employee working for a company in BC was moving out of province with her spouse, and would be leaving the company. The timing of her departure meant that under current rules, she would lose certain stock options that were vesting in a month’s time

Action: Unwilling to let a valued employee lose out on options that she had earned, the company arranged for the employee to continue to work for them in her new home on a distance project – thus continuing to be employed by the company and retaining the benefits and options of a company employee. This arrangement continued until the options vested.

Result: The concrete result was that the employee did not lose out on her investment owing to a circumstance that was beyond her control. More indirectly, the employee left the company in a positive state of mind, and would remember her employer as a good employer – possibly referring new candidates to them. **(Addresses issue 2, 6)**

### **“Sustaining Retention” - Aventis Pasteur**

Scenario: Aventis Pasteur identified key group of employees in danger of leaving the company

Action: So as not to lose these or additional employees, Aventis launched an immediate, intense review of employee needs. This review led Aventis to develop an employee bonus structure based on company goals, and stock options based on annual performance. By reacting and responding to employee needs with concrete solutions, Aventis clearly demonstrated that it placed a priority on its workforce.

Result: The desired result was achieved, as none of the individuals left the company once the new plans were in place. As an added bonus, this group of individuals has become one of Aventis’s chief sources of referrals for new employees. These employees are pleased with their compensation and their company – and are encouraging other individuals to work for Aventis. The process has helped foster an environment that encourages employee growth and rewards – which in turn has been a valuable tool in retention and recruiting. **(Addresses 2, 4, 6)**

## **7.0 Lunch Time Presentation: Highlights from “*Biotechnology Skills Gap – Projections for the Future*”**

BHRC presented the group with some highlights gleaned from its recent survey “*Biotechnology Skills Gap – Projections for the Future*”. Looking at snap-shot cross section of the biotech industry, the survey illustrated current staffing profile; levels of hires, departures and turnover across the sector and in different operational areas; levels of education and professional expertise required across the sector and in different operational areas; critical and priority skill requirements – including levels of capability and need of training; trends in recruiting, and critical subject areas and fields of expertise required by the sector in the coming years.

What was particularly interesting was that, in the overall survey sample, companies reported rather low rates actual incremental employment growth in the last year. These figures were surprising given that the majority of the companies represented at the round table spoke of greatly increasing their company employment, upwards of 20% and even 30% in the next few years. BHRC believes the survey results reflect the timing of the reporting period – with the recent improvements in the investment climate, companies are becoming more aggressive with their expansion plans.

## **8.0 Breakout groups to discuss strategies to key issues and present summaries to Plenary Session**

The group split into breakout groups to attempt to identify and quantify strategies and best practices that resolved one or more of the key issues. Participants chose to tackle the following three re-occurring issue themes:

- 1. Recruitment & Retention**
- 2. Training**
- 3. Leadership.**

Each group returned and presented the results of their discussions to the plenary session. What follows is a summary of their findings. As each group handled their discussion session in a different way, each summary below is different in terms of format, length and results.

## ***Theme 1: Recruitment and Retention***

This group was composed of representatives from Ottawa, Montreal, and Winnipeg and included both senior executives from large HR teams to single non-HR individuals managing the HR program for their company.

This group discussed the different obstacles and strategies each company used to locate and attract new, necessary employees. Specifically mentioned in this discussion were the needs of the present companies to recruit regulatory personnel (both at a senior and entry level), senior business managers, and technical/scientific staff.

**Regulatory Staff:** The group agreed that there is a very small pool of experienced regulatory affairs personnel in Canada, and companies are looking towards hiring graduates of new regulatory affairs programs being initiated at institutions in Canada. However, these programs are very scarce, and the small numbers of graduates they produce are not sufficient to meet the demands of all companies.

**Senior Business Managers:** Another recruiting challenge that was evident in this group was the need of small technology companies to expand their executive team. However, many companies did not know how to begin to go about finding the “big boys” and are looking for help in this area.

**Scientific /Technical Staff:** Certain companies in the group had need of enormous volumes of laboratory technicians, technologists and individuals trained in clinical lab work. One company focuses its recruiting on students from local colleges, uses recruiting fairs, as well as from abroad. The local supply of trained individuals is often insufficient so one company in particular has launched programs that center on working with their local institutions to create their own specific supply – for example, this company has had success in actually teaching a company specific course as part of the scientific program at one of its local colleges. Initiatives like this, the company feels, are what will guarantee their supply in the future.

**International Recruiting:** There was consensus in the group that recruiting individuals from the USA is very difficult, and in some cases impossible. The actual benefits of moving to Canada from the USA are difficult to quantify, and financially, there is no perceived benefit at all. Furthermore, past experience shows that when US citizens do make the switch to Canada, it is often merely temporary - these individuals do not integrate themselves into the Canadian culture / community, and often return to the US after some years. Much of the group discussion centred on alternatives to attempting to recruit from the US.

One company in particular shared its strategies in recruiting from Europe and the United Kingdom. This company “goes to where the competition is” - in their case Europe. They focus on very targeted areas where their competition operates, and

market their recruiting efforts on very narrow regional and local scale – including advertising their positions in local community papers. Moreover, Europeans are easily recruited to Canada, as immigrating to Canada is equated with actual monetary gains in terms of purchasing power, as well as tangible “quality of life” benefits. Many companies who do recruit from Europe and the UK find that these individuals and their families readily and happily integrate into Canadian and community culture and are firmly entrenched in their new homes. This is a distinct advantage over recruiting from the US.

Another factor that affects international recruiting is legislation concerning the immigration of skilled workers. Companies in different provinces experience different levels of infrastructure and assistance. Many companies feel that, for example, the Quebec government has been very responsive to the desires of companies wishing to bring foreign workers to Canada, from recognizing the needs of their spouses, to language barriers, to quick immigration processing – an entire infrastructure in place to speed and facilitate the process of getting the individuals settled in their new homes. Other provinces have not been so progressive or innovative, and provincial legislation, while not perhaps actively hindering international recruiting, could look to the Quebec model.

## ***Theme 2: Training***

This Breakout Group identified a series of Training Challenges:

1. Skills sets change as company moves from Research to development stage
  - a. Should the employee be retrained and reassigned to new function
  - b. Should retraining be offered to all employees
  - c. What is done for employees who will not, can not retrain
2. Who is responsible for training in the organization: employees (self training), Human resources (training needs assessment), and supervisor (professional development of employees)?
3. Training is seen by organization as a benefits, or part of the compensation package. Instead, it should be a business issues and requires more buy-in on the part of management. It should be evaluated in term of ROI (cost / benefit analysis)
4. Identification of training needs, and/or training needs assessment is necessary. Development of training strategy. Need to evaluate common good versus business needs
5. Needs for leadership training:
  - a. Fundamental of management (what is acceptable, what is not)
  - b. Training for transition period between scientist to managerial position
  - c. Needs for technical and manufacturing training
  - d. Multiculturalism
  - e. Communication (language, writing)

- f. Basic skills (writing, presentation, etc)
6. Explore the possibilities of employees exchange between corporations for exchange in good practices
7. Difficulties of sourcing good, solid trainers with industry knowledge
8. Lack of resources for development and delivery of training

The Group then brainstormed on possible strategies to meet these challenges:

- Need to encourage dialogue between educational institutions and industry
- Need for training needs assessment for technical and manufacturing sector
- Need for skills assessment
- Need for a centralized training management within biotech organization or others
- Need for warehouse of knowledge on training issues
  - Resources to deliver training
  - Resources to design and develop training
- Needs for the development of transition training from scientist to managerial position (leadership training)

### ***Theme 3: Leadership***

One of the recurring themes throughout the duration of the Roundtable was that of leadership – the need for effective leadership at any/all levels within an organization, and the need for developing leadership.

This breakout group defined leadership as a combination of vision and communications, and discussed how leadership is articulated at different levels of the organization.

- At the CEO level, leadership is seen as combining vision, wisdom, and courage, while building relationships of trust. CEO's should "walk the talk," realizing that employees expect them to be models of the desired corporate culture. *"Intelligence is both intellectual and emotional..."*
- The HR professional is a leadership partner in the organization. HR may be a leadership coach with the CEO, but should also ensure that there is a good leadership mix in committee and task groups. There is also a need for organizational planning to ensure that leadership potential is fostered and developed.
- To this end, there are several products available on the market to foster leadership development, including seminars on "effective people," "high ropes courses", "lab-to-leadership" programs and situational leadership training. The need for 360% feedback was underscored.

The group supported the use of employee surveys for perceptions of leadership, quality of working life, etc, as vital retention tools. It was recommended that BHRC explore the development of instruments in this area.

## **9.0 BHRC Products and Services: How Can We Help?**

During the last session of the day, BHRC Executive Director, Terry Hunsley, presented the group with an overview of BHRC products and services designed to meet the needs of the biotech and life sciences HR community.

The BHRC believes that qualified and experienced human resources (HR) is one of six critical “pillars” necessary for building a successful biotechnology industry. (Other pillars include a first class science base, accessible capital, internationally competitive IP& Regulatory Systems, Biotech “Champions” and Public Endorsement). As the Roundtable has shown, the biotechnology sector faces many HR issues that challenge the development of a strong, competitive industry. The BHRC is striving to address many of these issues with products, tools and services in the areas of:

- **Web Based Strategic Intelligence:** On-line tools including surveys (compensation, etc.), a resource library of biotechnology HR reports and other documents, the Biotech HR Pulse, and the planned biotech service counter and buyers guide.
- **Recruitment Tools:** The Biotech Job Bank, our First Job youth internship program, and our Strategic Immigration Guidebook
- **Training and Development:** Professional Development series including Regulatory Affairs and Intellectual Property, Marketing, Project Management and Finance; Introduction to Biotechnology; Bioinformatics Capabilities; and our new BioExecutive Program.
- **Industry – Education Linkages:** The Biotech Career Kit, the Aventis Biotech Student Challenge; the Inventory of Biotechnology Education Programs, and our Industry – Academia Symposia.

Prior to the HR Roundtable, participants had been surveyed on a selection of BHRC products and services, asking if they knew of the product or service, if they used it and what they thought of it. The results of this information survey showed that while BHRC’s Biotech HR Pulse/ Job Bank and Biotechnology Compensation and Benefits Survey were well known and used throughout the community, many of its other products were not. In particular, well over 50% of participants had not heard of either BHRC’s Professional Development or Bioinformatics Training Programs. BHRC is well positioned to provide critical

support to the sector through its excellent tools and services, but must increase its efforts to make itself and its products known throughout the community.

Roundtable participants were glad of the opportunity to learn about previously unknown HR tools and services that could address some of their challenges – particularly the BHRC Professional Development program. However, the group was in agreement that what was clearly lacking throughout the sector was a set of resources that clearly illustrated Biotech HR Best Practices – applicable to both start-up companies without and HR function and established companies seeking to review or update its internal practices, a restricted forum for continued discussion among biotech HR practitioners, and contact databases of all kinds to put HR practitioners in touch with other experts and resources they required.

## 10.0 Evaluation and Conclusions

At the conclusion of the Roundtable, the expectations set out by the participants at the start were re-visited. It was clear from individual and group discussions and participant comments and evaluations that the Roundtable had met and surpassed nearly all of their expectations.

Below we have reiterated the day's expectations with an explanation of whether the expectation was realized, why and how:

<b><u>Roundtable Expectations</u></b>	<b><u>Were they met?</u></b>
<ul style="list-style-type: none"> <li>• Provide value to the biotechnology Human Resources community</li> </ul>	Yes. Participant evaluations unequivocally show that participants derived great benefit from the Roundtable.
<ul style="list-style-type: none"> <li>• Provide new information on best HR practices and HR Benchmarks in the biotechnology sector</li> </ul>	No. Roundtable discussions clearly indicate that there is a sector wide lack of accepted, biotech specific resources that provide models, benchmarks and guidelines for what “works best” in biotech HR. The information simply does not exist.
<ul style="list-style-type: none"> <li>• Provide an opportunity to learn from the experiences of others</li> </ul>	Yes. The Roundtable forum was designed for the sharing of individual HR experiences and networking opportunities – this activity occupied most of the Roundtable
<ul style="list-style-type: none"> <li>• Provide information on new tools and resources</li> </ul>	Somewhat. Roundtable participants were able to find out about some new BHRC tools and services that they previously had no experience with, and in some cases learned of products from other participants that they had not yet tried.
<ul style="list-style-type: none"> <li>• Demonstrate creativity in HR practices</li> </ul>	Yes. The breadth of experience across Canada, as well as from the USA, that was represented at this event, clearly illustrated a variety of scenarios and creative strategies or philosophies that were being used. This was especially true of Mary Ann Rafferty’s presentation.
<ul style="list-style-type: none"> <li>• Reinforce the need for biotech HR and the positioning of the HR person(s)</li> </ul>	Yes. Several smaller organizations without a dedicated HR role left the event determined to put in place an HR strategy (or even hire an HR Director), and some good ideas of how to begin.
<ul style="list-style-type: none"> <li>• Result in a communications group or ongoing forum for biotechnology HR</li> </ul>	Yes. The enthusiasm shown by all participants to keep in touch for future events, discussions and networking clearly

practitioners	demonstrates that they wish to keep the momentum going.
<ul style="list-style-type: none"> <li>Result in a commitment to improve the biotechnology workforce</li> </ul>	Yes. An educated, skilled workforce is a obviously a critical requirement for the entire group.
<ul style="list-style-type: none"> <li>Provide the BHRC with a true understanding of the human resource needs of the sector</li> </ul>	Yes. The BHRC not only got evaluative feedback on its own existing products, it also received very clear ideas of what HR tools and services are urgently required by the sector. Moreover, the BHRC, through continued communication with the Roundtable participants now has an effective means of keeping a close eye on the HR needs of the sector.

### **Next Steps**

The first Strategic Human Resources Roundtable succeeded in its main objectives of providing HR professionals with a networking opportunity to share successes and challenges, and providing BHRC with feedback on the HR needs of the sector. Participants voiced a strong and clear message that they want more networking and discussion opportunities, and more concrete information on useful HR Tools, Services and Best Practices. In the words of one participant “this was a good first step at identifying problems – but now we must work on the solutions!”

To build on the success of this event, participants suggested a number of options, including:

- Circulation of email addresses of all participants
- Construction of email / web forum (discussion group, chat room, list serve) where registered biotech HR practitioners could regularly seek each other’s input on particular items
- Collect, develop and make available resources that provide information on biotechnology HR policies and best practices
- Make the biotech HR Roundtable a regular event (perhaps annual or biannual), with specialized topics and expert guest speakers.

Throughout the coming year, the BHRC will work with the Biotech HR Community to put these suggested items and activities into place.

## 11.0 Appendix 1 - Roundtable Registration List

<p>Dr. Andre Mann, COO Adherex Technologies Inc. 340 - 600 Peter Morand Crescent, Ottawa ON K1G 5Z3</p>	<p>Ms. Maria Kawulich, Director, Human Resources Angiotech Pharmaceutical Inc. 6660 North West Marine Drive, Vancouver BC V6T 1Z4</p>
<p>Ms. Diane Gardiner, Human Resources Manager AnorMED Inc. 100-20353 64th Ave., Langley BC V2Y 1N5</p>	<p>Ms. Ann Kasaboski, Director of Business Development Apoptogen Inc. 451 Smyth Road, Health Science Building, Suite R 306 Ottawa ON K1H 8M5</p>
<p>Ms. Nicole Davis, Human Resources Business Partner Aventis CropScience Canada Co. 203 - 407 Downey Road, Saskatoon SK S7N 4L8</p>	<p>Mr. Tony Bota, Vice President Human Resources Aventis Pasteur Limited 1755 Steeles Ave. W, Connaught Campus North York ON M2R 3T4</p>
<p>Ms. Karen Anderson, Director Compensation &amp; Benefits Baxter Corporation 4 Robert Speck Parkway, Suite 700, Mississauga ON L4Z 3Y4</p>	<p>Ms. Louise Gauthier-Morrell, Director of Professional Development BHRC 401 – 116 Lisgar Street Ottawa ON K2P 0C2</p>
<p>Mr. Terry Hunsley, Executive Director BHRC 401 – 116 Lisgar Street Ottawa ON K2P 0C2</p>	<p>Ms. Alice Kubicek, Professional Development Advisor BHRC 401 – 116 Lisgar Street Ottawa ON K2P 0C2</p>
<p>Ms. Heather Mohr, Sector Intelligence Manager BHRC 401 – 116 Lisgar Street Ottawa ON K2P 0C2</p>	<p>Mr. Paul Watson, Communications Associate BHRC 401 – 116 Lisgar Street Ottawa ON K2P 0C2</p>
<p>Mr. Christian Proulx, Vice President, Human Resources BioChem Pharma Inc. - Head Office 275 Armand-Frappier Blvd., Laval QC H7V 4A7</p>	<p>Ms. France Magny, Director of Finance and Operations BioSignal Inc. 1744 William, Suite 600, Montreal QC H3J 1R4</p>

<p>Ms. Louise Ciardullo, Director, Human Resources Boehringer - Ingelheim (Canada) Ltd. 5180 South Service Road, Burlington ON L7L 5H4</p>	<p>Ms. Faye Strike, Director, Human Resources Canadian Blood Services 1800 Alta Vista Drive, Ottawa ON K1G 4J5</p>
<p>Ms. Gisele Marks, Manager, Human Resources Cangene Corporation (Winnipeg) 104 Chancellor Matheson Rd., Winnipeg MB R3T 5Y3</p>	<p>Ms. Diana Grumberg, Director, Corporate Planning &amp; Human Resources ClinTrials BioResearch (CTBR) 87 Senneville Rd., Senneville QC H9X 3R3</p>
<p>Mr. Gary Otto, Human Resources Leader Dow AgroSciences Canada Inc. - Calgary 1144 29 Avenue N.E., Suite 201, Calgary AB T2E 7P1</p>	<p>Mr. Gilles Beaudry, Human Resources DSM Biologics Inc. 6000 Royalmount Avenue, Montreal QC H4P 2T1</p>
<p>Mr. Frans Jeurissen, CFO DSM Biologics Inc. 6000 Royalmount Avenue, Montreal QC H4P 2T1</p>	<p>Ms. Janet LeClair, Director, Human Resources and Administration GlycoDesign Inc. 480 University Avenue, Suite 400, Toronto ON M5G 1V2</p>
<p>Ms. Mary Kuzyk, Vice President, Human Resources Hemosol Inc. 115 Skyway Ave., Etobicoke ON M9W 4Z4</p>	<p>Mme Claire Thifault-Poisson, Sr. Program Consultant Human Resources Development Canada - HRP Place du Portage, Ph IV, 5th Floor, Promenade du Portage Hull QC K1A 0J9</p>
<p>Ms. Mary Yaroshevsky-Glanville, Director, Human Resources Inflazyme Pharmaceuticals Ltd. 425-5600 Parkwood Way, Richmond BC V6V 2M2</p>	<p>Ms. Karen Timko, Human Resources Iogen Corporation 400 Hunt Club Rd. Ottawa ON K1V 1C1</p>
<p>Ms. Fathima Robertson, Director of Finance and Human Resources I-Stat Canada Limited 436 Hazeldean Road, Kanata ON K2L 1T9</p>	<p>Ms. Donna Coulson, Manager, Administration Neurotrophic Bioscience Inc. 96 Skyway Avenue, Etobicoke ON M9W 4Y9</p>

<p>Ms. Mary Ann Rafferty, Vice President, Organizational Development  Onyx Pharmaceuticals Inc.  3031 Research Drive,  Richmond CA 94806</p>	<p>Ms. Guylaine Fortin, Human Resources  Pharmascience Inc.  8400 Darnley Road,  Montreal QC H4T 1M4</p>
<p>Ms. Joanne Codere, Sr. Director, Human Resources  Phoenix International Life Sciences Inc.  2350 Cohen St.,  Montreal QC H4R 2N6</p>	<p>Ms. Judith Paquin, Human Resources  Schering Canada Inc.  3535 Trans Canada Highway,  Pointe-Claire QC H9R 1B4</p>
<p>Mr. John Reasner, Human Resource Specialist  Specialty Ultravision  307 Orchard City Avenue,  Campbell CA 95008</p>	<p>Prof. Andre Petit,  Universite de Sherbrooke  Sherbrooke QC J1K 2R1</p>
<p>Dr. Paul Beaulieu, Chaire en gestion des bio-industries  UQAM - Université du Québec a Montréal  Ecolde des sciences de la Gestion,,  Case Postal 888, Station Centre Ville  Montreal QC H3C 3P8</p>	<p>Ms. Donna Burnet, Manager, Human Resources  VMI Medical, Inc.  400 - 126 York Street,  Ottawa ON K1N 5T5</p>