
Proactive recruitment and sourcing at Roche

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*“Make your mark.
Improve lives.”*

Tracey A.
Roche, UK



Basic facts at a glance



- Founded 1896 in Basel, Switzerland
- Founding families still hold majority stake
- Employing 85,000 people
- Currently active in 150 countries on all continents
- Sales 2013: 46.8 billion Swiss Francs
- Clear focus on healthcare
- Leadership in pharmaceuticals (#4)*
- World's largest biotech company (position #1)* with truly differentiated medicines in oncology, virology, inflammation, metabolism and CNS
- Leadership in *in vitro* diagnostics (#1) and pioneer in diabetes management
- Unique innovation model

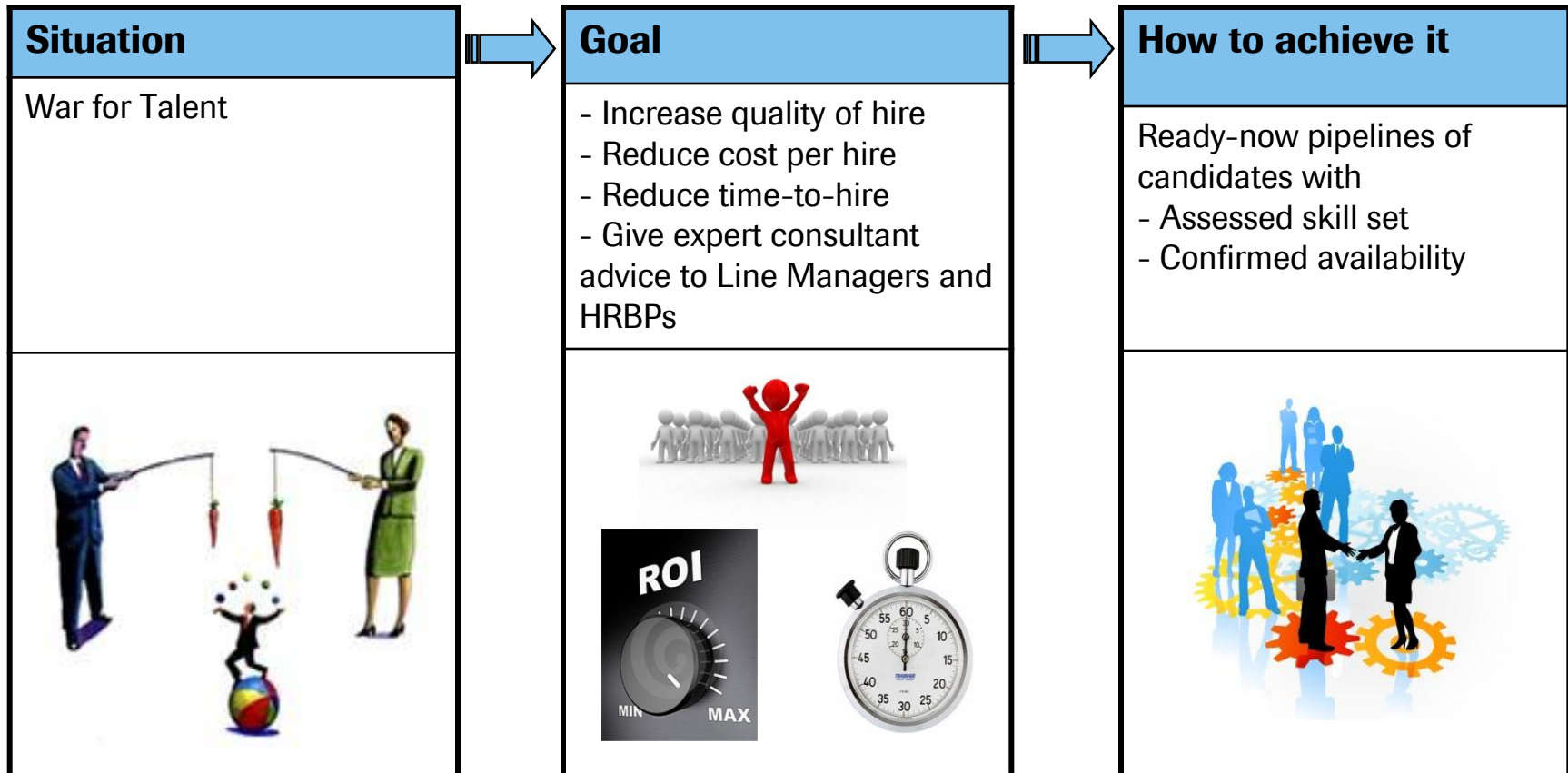
Recruitment organisational set up

Basel/Kaiseraugst



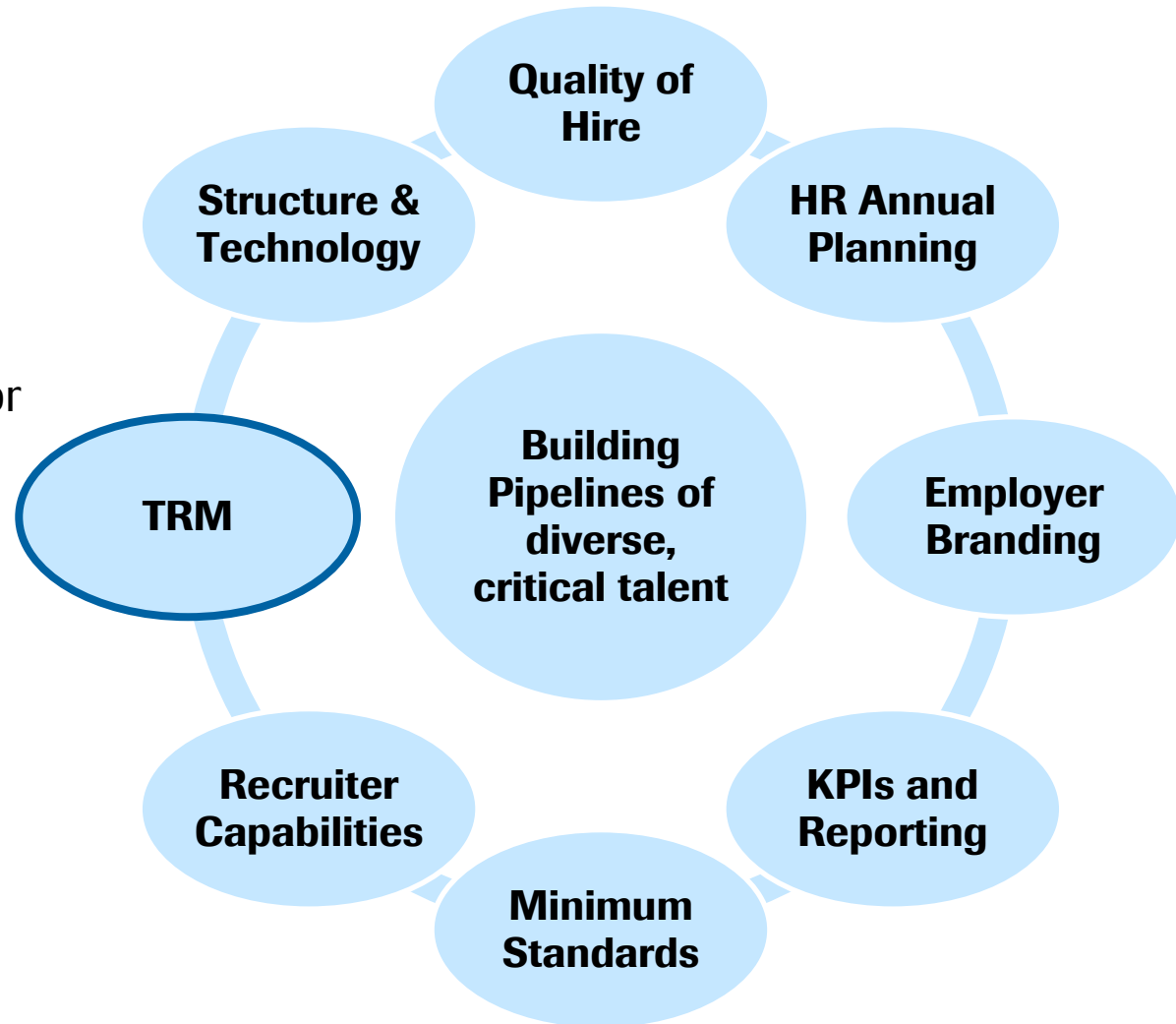
Talent Relationship Management (TRM)

Rationale



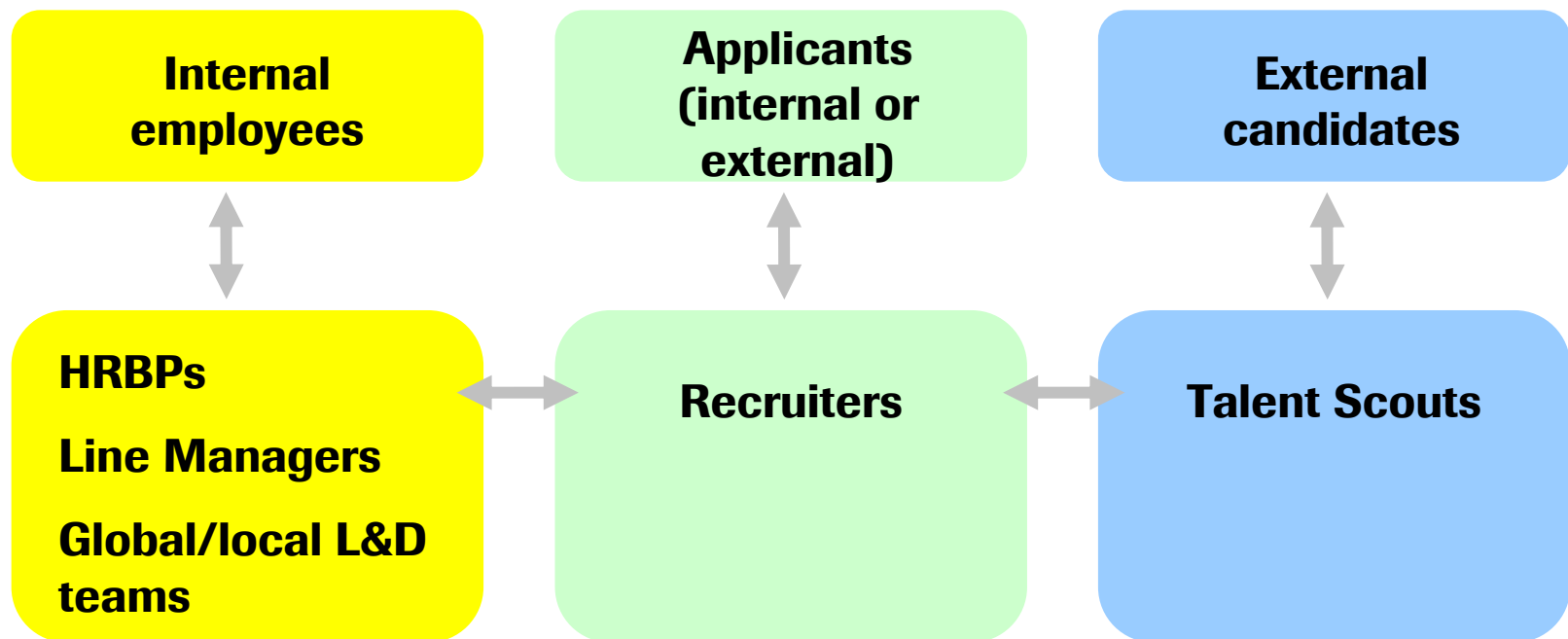
TRM as integral part of the recruitment strategy

Build talent pipelines of **qualified**, **interested** prospects for **future** recruitment needs that are **critical** to the business and **hard to source** on the labour market.



TRM approach

- Global process for **proactive sourcing** (pipelines) and for **ad-hoc sourcing** (for currently open requisitions).
- Keep process simple with **few minimum standards**.
- Clear **accountabilities**:



Talent Scouts co-located with business & HR

Europe



Focus, focus, focus!

Be clear on which pipelines are needed

- Critical Target Groups
 - are critical for the business
 - have a recruitment need
 - are difficult to fill
- Critical Target Groups are defined by an ongoing alignment process with the line managers, HRBPs, recruiters

Focus, focus, focus!

Be clear on where to source

- Professional networks, e.g. LinkedIn, Xing, Viadeo
- Referrals
- Regretted losses
- Business events
- Silver medalists
- Restructuring companies
- CV databases
- Alumni
- ...

- Facebook
- Twitter
- University career centers
- Unemployment agencies
- Outplacement agencies
- ...

Focus, focus, focus!

Be clear with whom to stay in touch with

Prospect Satisfaction	
Current Role	<ul style="list-style-type: none"> Type of work responsibilities Work-life balance
Company	<ul style="list-style-type: none"> Future strategy Competitive landscape
Manager & team	<ul style="list-style-type: none"> Manager quality Work culture
Career progression	<ul style="list-style-type: none"> Availability of compelling career paths Speed of promotion
Location & residence	<ul style="list-style-type: none"> Fit with community Proximity to family

Prospect Obligations	
Community Activities	<ul style="list-style-type: none"> Level of commitment or leadership Availability of similar activities elsewhere
Mortgage	<ul style="list-style-type: none"> Local housing market Current equity built
Spouse	<ul style="list-style-type: none"> Spouse's job Spouse's location preference
Children	<ul style="list-style-type: none"> Children's school Timing for children to relocate

Attraction drivers

France	Germany	United Kingdom
Compensation	Compensation	Work-Life Balance
Work-Life Balance	Collegial Work Environment	Future Career Opportunities
Future Career Opportunities	Location	Compensation
Respect	Organizational Stability	Location
Organizational Stability	Development Opportunities	Organizational Stability
Recognition	Future Career Opportunities	Development Opportunities
Product Quality	Work-Life Balance	Job-Interests Alignment
Camaraderie	Job-Interests Alignment	Respect
Development Opportunities	Respect	Recognition
Coworker Quality	Recognition	Empowerment

Talent Relationship Management tool

- Global TRM tool to store candidate data
 - Knowledge management
 - Share information with other Talent Scouts
 - Keep track of activities & data privacy requirements
 - Reporting
- Important to set minimum standards
 - Candidate owner
 - Minimum information
- Interface to Applicant Tracking System

**Thank you for your
attention.**

Questions?

Doing now what patients need next