

## PharmaSUG 2019 - Paper LD-023 Attracting and Retaining the Best!

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### ABSTRACT

A great manager recognizes the skill needed to attract and retain the best employees. This presentation will identify ways that you can work with your recruiting team to identify ways that will help set you above the competition by **attracting and retaining** the best employees. Topics will include recruiting, candidate experience, onboarding, training and continued career development.

### INTRODUCTION

Great candidates/employees can and will thrive with many factors. Attracting talent, providing a great interview experience, ease of onboarding, first weeks of training and continued career development goes a long way in candidate retention.

### BACKGROUND

Attracting candidates and providing a good experience from interview, updates and quick turnaround begins the first impression on your future employee. Changing jobs and taking a new path can be an emotional and psychological process. During these steps they gather information about the role, the company, the management, the expectations and most importantly an impression. The offer process doesn't have to be stressful for either side either. Once they have accepted an offer, onboarding and orientation should be as easy as possible. Communication from the company and from you as a manager is very important in this stage. Access to training materials should be easy to find and complete and introduction to the team and projects/clients also make the transition positive. Continued feedback and goal setting for career growth helps management and the employee understand the expectations and work towards the next step.

### ATTRACTING CANDIDATES

A good and in-depth conversation with your recruiting team will set your position opening off on the right step. Be prepared to discuss the role in detail, compensation, expectations and provide examples of what skills you find ideal in the candidate. Provide information to the team on the best keywords for searching, local, national and global groups and websites that can be targeted. And try to be as clear as possible when rejecting a candidate that has been sent to you for review. If the recruitment team is missing the mark --- tell them where they are missing!

Be open to weekly/biweekly meetings with your recruiting team, clear your calendar as much as possible for interviews, be on time and prepared for interviews and do your best not to cancel an interview at the last minute as these are things that leave an impression on the candidate. Give your recruitment team feedback as quickly as possible and keep in mind, your position may not be the only one that they are considering. Be considerate about your interview process in respect to time and consider shorter interview times or panel interviews to get the most out of the candidate and be considerate of their time.

### OFFERS

Work closely with your recruiter and HR when needed/required to put together a fair and good offer to the candidate. If you want the candidate, don't go low on a salary to see if they will accept, keep in mind that this is stressful and playing the salary negotiation game can set the wrong impression in the mindset of the candidate. Be fair, consider what they have asked for and compromise and don't be upset or put off that they have countered your offer – it's all part of the experience, but this can be strategically managed. If you truly feel that the salary should be lower, provide a good reason for the recruiter to explain to the candidate and provide the recruiter some positive future statements that will give the candidate a feeling that you have thought it through.

## ONBOARDING

Once an offer is accepted, the stressful part begins for the employee, many forms need to be completed, a background check process begins and a wave of change begins in their mindset. Be present and make sure that all of the steps that you need to action are done – equipment ordering etc. Contact the new hire and welcome them to your team, let them know what they can expect during their first week including arrival time, anticipated training, meetings etc. Make yourself available for any questions/concerns.

## EMPLOYMENT

Continue to be present, ensure training, make your new employee feel part of the team and enable to take in the culture, introduce them to clients etc. Start their projects and evaluate their progress and abilities and give feedback – both positive and negative. Be aware of work/life balance and reward and recognize where appropriate.

## CAREER GROWTH

Make time for 1:1 meetings with your employee to discuss any issues/problems that need attention, feedback on their performance, goals for the future and steps that are needed to move forward. Identify additional opportunities for additional training ie. Conferences, seminars, internal career development training etc. Show that you care about their progression.

## CONCLUSION

Understanding the importance of attracting and retaining good employees helps the success of you, the team and the company – not to mention the employee as well.

## CONTACT INFORMATION

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Kelly Spak is a Senior Recruiter (Business Relationship Manager) with Covance and has been in the Human Resources field within the CRO Industry for over 16 years. She has experience in Recruiting, Immigration and Global Mobility. Kelly enjoys networking with SAS and Statistical Professionals within the Pharma/CRO industry and aspires to connect each candidate with a great opportunity and a positive candidate experience. She was a presenter at PharmaSUG 2017.

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