

## **The India HR kaleidoscope – A snapshot**

### **Synopsis:**

India is slated to grow in volume and gain further strength as the manpower plan for Development India team is over 400 associates by 2007-2008.

Novartis's key asset is its people and this essence is reflected in the vigor with which the dynamic 6 member HR team, partners with business leaders in sustaining the innovation-driven culture by attracting, retaining and enabling talented human resources to realize their full potential. With strong focus on performance management and training, it creates an atmosphere that fosters talent, and creativity and respects differing points of view.

Following is a glimpse of this Development India team and a snapshot of the gamut of HR activities rolled out in India.

### **Main text**

From the 17 member team which began its operations as NICCI, with the Biostatistics & Statistical Reporting India group in July 2001, the Global Development team India has grown to a strength of over 200 members with the inclusion of new groups i.e. Development IT in 2004, Technical Research and Development, Regulatory CMC, DRA, DOC and Electronic Data Management and Exploratory Development groups in 2006.

With the increasing need to grow in terms of numbers the staffing function has been strengthened by implementing automation and reducing the cycle time for recruitment. Conversion of manpower requisitions from paper IPP's to eRequisitions in the BrassRing recruitment module, alignment of the candidate sourcing channels to the BrassRing recruitment module, training the staffing team as well as the hiring managers in effectively using the automated system etc. have been some of the effective initiatives which are being rolled out across the various groups in the Dev India team. The increase in the Development India team size to over 50% from last year (2005) is an encouraging sign towards these initiatives.

Developing a good branding through effective campus/ university recruitment programs, improving the academia interaction through focused initiatives to attract the right talent from the campuses and initiatives to enhance the visibility of the Novartis brand in the Indian job market etc. are some of the highlights in the future plan of the staffing team.

The training function in India begins with the mapping of needs expressed to training plan. Budget allocation exercise is then undertaken. A monthly Induction program and Cross Culture Program gives all an overview of Novartis, its history, mission, functions, and its policies and associates learn how to effectively function in a global context. Language training is another area which has been brought under sharp focus. Among the languages we have German, and English Accent Neutralization. Training in the relevant technical domains has also been lined up to ensure adequate skill enhancement.

Corp Citizenship and all other Compliance trainings are tracked vigilantly and a database has been put together to track delays in compliance. Other soft skill trainings include

developmental programs, leadership and project management trainings along with EQ and Interpersonal skill trainings.

Alignment of the India HR with the Novartis global system in the areas of Compensation & Benefits, strategic interventions from HR in ensuring smooth organizational transformations and ensuring performance effectiveness at the local level have also been some of the effective initiatives.

To give a glimpse of this Development India team which HR has been partnering it in its growth?

**NICCI**, the Novartis International Clinical Development Center India, commenced its operations in July 2001 with the Biostatistics & Statistical Reporting (B&SR) group. NICCI, celebrated the 5<sup>th</sup> anniversary of B&SR on July 3<sup>rd</sup> 2006, it was an overwhelming moment as we look back at the challenging yet immensely satisfying path we've tread and the milestones we've achieved along the way!

From B&SR India, one amongst the five global centers of Pharma Development, the expansion of the CDO presence in India has happened through the inclusion of the DOC group, (narrative, medical & publication writing group) added in October 2005, the EDM group, added in May 2006.

**DITI** – Development IT@India or DIT@India is the fourth global software development center for Novartis Pharma Development. Novartis took a pioneering step in the pharma arena with the establishment of its own software development center in India in April 2004. DITI aims at merging the rather young, growing IT industry in India with the established Pharma culture of Novartis, as well as blending Western culture with the culture in India.

Through the addition of the Regulatory CMC group Development India team joins REG CMC USA and Switzerland and this group will support the new development activities that Novartis will be undertaking in India in addition to the support to the global Regulatory requirements. **DRA** activities that lie within DRA Operations include the DRAGON Competence Center (DCC) and Global Product Information (GPI). Technical Research and Development (TRD) is in the process of establishing a service center in India to ensure technical development of their products in anticipation of future Novartis Pharma portfolio growth. As part of the Exploratory Development initiative of entry into the emerging markets, ECD (Early clinical development)-India has been set up (Feb 2006) for conducting phase 1 studies in India.

NICCI recently celebrated the 5<sup>th</sup> anniversary of B&SR on July 3<sup>rd</sup> 2006, it was an overwhelming moment as we look back at the challenging yet immensely satisfying path we've tread and the milestones we've achieved along the way!

*The words of Aparna Sharma, Head HR, Global Services India beautifully expresses this eventful journey and the spirit within the Development India team, "Our organization*

*has seen rapid growth in the last few years and the future is equally promising! This talented young pool of people exudes dynamism and vitality. This is constantly reflected in the deliverables of the whole India Development team.”*

*Narayan Natarajan, HR manager adds,” right from the small beginning in 2001 when we recruited the first group of 17 statisticians in NICCI to this day when we have over 200 associates across different Functions, the experience has been really exhilarating and very challenging one! “*