



## Genentech Partners with Lasselle-Ramsay for Staff Training

One of the world's leading biotechnology companies, Genentech, Inc., is widely credited with starting the biotech revolution. The company manufactures and markets 10 protein-based products for cancer, cardiovascular disease, and other serious conditions, and has more new products in clinical development now than at any time in its 25-year history.

Submission of vast amounts of documentation to the U.S. Food and Drug Administration (FDA) and other regulatory agencies around the world is an absolute requirement for getting Genentech's innovative products to market. These submissions are the responsibility of Genentech's Regulatory Affairs department.

### The Problem – How to Train New Employees

The Regulatory Affairs department had a challenge: how to retain valuable employees and enhance department performance. New hire training emerged as a high priority. New hires typically came into the department from other positions in the company or from Regulatory Affairs positions in other pharmaceutical companies. These employees had to come up to speed quickly on Genentech's culture, department structure, and submission procedures. Because there was no consistent or formal training program, or people on staff to create a formalized program, new employees were simply trained "on-the-job."

### Outsourcing the Solution

A "Training Camp Team" was formed to figure out the best way to meet the department's training needs. The team consisted of 13 employees who volunteered to work on developing a training program in addition to their other responsibilities. The team included representatives from the five functional groups within Regulatory Affairs: Administration, Clinical Development, Commercial Operations, Regulatory Information, and CMC (Chemistry, Manufacturing, and Controls). They were considering an outsourcing solution, and invited Lasselle-Ramsay to propose one. The decision was easy: "We chose Lasselle-Ramsay because of their professionalism and the excellent work they have done for their clients," said Celeste Bancroft, Senior Supervisor of Regulatory Publishing and Co-Leader of the Training Camp Team.

Lasselle-Ramsay assigned a project manager, an instructional designer, and their production staff to the project. Starting in February 2001 they met weekly with the Training Camp Team to discuss the progress of the project.

"Because the training package wasn't our primary job, it was sometimes difficult for us to find the time to work on it," explained Bancroft. "In spite of that, Lasselle-Ramsay kept the project moving right along and they met all of their deadlines."

The project was completed for beta testing by early September, and over 70 department employees attended some or all of the Regulatory Affairs training modules (34 employees completed all modules) by December.

### What They Said:

**"Lasselle-Ramsay gave us a very high quality product," stated Celeste Bancroft. "It had professionalism stamped all over it."**



## A Flexible Solution

The New Hire Training Package consists of six 2 to 3-hour modules: a general orientation to the department, and a module specific to each of the five functional groups. The training format is flexible – it can be conducted as an instructor-led workshop or presented in one-on-one sessions. Further, it can be made available for reference on-line.

Every permanent new hire in Genentech's Regulatory Affairs department will be encouraged to complete the Orientation, and Administrative modules, and their job-related module within the first couple of months of their date of hire. All modules should be completed by the end of their first year with the department. The training ensures that new hires get accurate information about each of the five functional group's responsibilities and how the groups interact to get the department's work done.

## High Quality Results

Bancroft was pleased with the results. "Lasselle-Ramsay gave us a very high quality product," she stated. "It had professionalism stamped all over it."

Bancroft was especially impressed with the instructional designer assigned by Lasselle-Ramsay. The designer was able to quickly ramp up on Genentech specific information while working within the time constraints of the subject matter experts. "The designer was able to pull information from many different resources in a very short time and put it all together into a well-conceived and organized whole," said Bancroft.

## Continuing Partnership Planned

The partnership between Genentech and Lasselle-Ramsay has been both effective and efficient. It allows Genentech staff to concentrate on what they do best and leave the more time-consuming course development work to Lasselle-Ramsay. "It has been a real pleasure working with them," said Bancroft. "I look forward to a continuing partnership for years and years to come."