



The Smart Way: Doing More With Less

By Kathryn Rebilas

In our current world of cuts and consolidations, we might tire of hearing the old adage, “Do more with less.” Yet, according to the latest data available from the 2016 LTEN/TGaS Advisors Pharmaceutical Training Landscape, pharmaceutical companies are doing just that. And making it work.

In the last year, the total average T&D department headcount decreased from 24 to 21 full-time equivalents. (Figure 1: Average Number of T&D FTEs) Headcount reduction can be seen across most roles within the departments, including department leadership, training managers, trainers and administrative/coordinators. While overall headcount is down, the workload and demands for training across the organization certainly is not. To handle these demands, departments are doing a number of things.

Although headcount is down overall, the average number of strategic and cross-functional positions, such as instructional designers and learning technology leads, has increased across the board. (Figure 1) Organizations are investing in these roles with the expectation they will help streamline processes by designing and creating more versatile learning opportunities that can be used and re-used across various audiences regardless of content. One area where this can be seen is in the use of virtual training platforms. Data shows that virtual training use has grown significantly across the industry in the past year. (Figure 2: Time Spent on Virtual Training) With both training departments and training audiences becoming more

FIGURE 1 AVERAGE NUMBER OF TRAINING & DEVELOPMENT FTEs

Role	2015 Average	2016 Average	Chg
Total Training & Development Department FTEs	24.1	21.0	↓
Department Leaders (Directors, Executive Directors, Vice President)	3.8	2.8	↓
Training Managers	6.5	5.5	↓
Trainers	15.4	13.1	↓
Learning Technology / Operations	4.3	5.5	↑
Instructional Designers	1.3	2.0	↑
Administrative / Coordinators	3.6	3.1	↓
*Other	4.8	2.8	↓

*Other responses: Meeting Planning, Commercial Home Office, Consultants and Project Managers

FIGURE 2 TIME SPENT ON VIRTUAL TRAINING

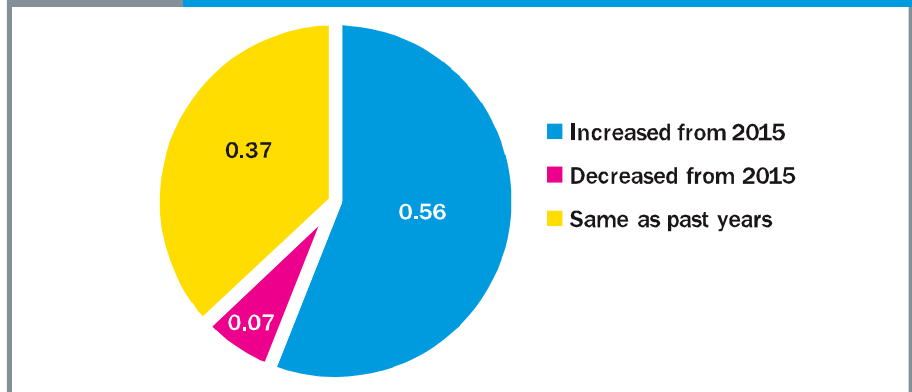
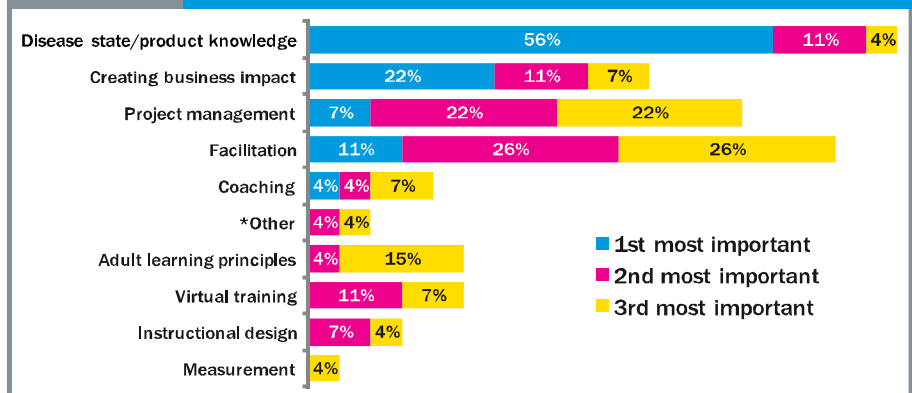


FIGURE 3 TOP 3 MOST IMPORTANT TRAINER COMPETENCIES



comfortable with virtual training platforms, organizations are turning lessons learned into a recommended, repeatable process that provides effective learning organization-wide.

Another way organizations are keeping up with the fast-paced training environment is by asking their members to wear multiple hats. The need for a versatile skill set is strong, and organizations are displaying this by defining trainer competencies that are more strategic in nature. While the need for expertise in disease state/product and facilitation is still crucial, department leads also expect their trainers to exhibit strong project management and business skills in order to create maximum impact. (Figure 3: Top 3 Most Important Trainer Competencies) To equip their people with these needed skills, organizations have realized the need for a formal trainer on-boarding program. (Figure 4: Home Office Trainer Formal On-Boarding Program) Because the trainer role tends to be one with fast turnover and promotion rates, a standard and customized training program reduces their learning curve and allows trainers to hit the ground running.

Finally, training departments are realizing the need to be more selective with their time. Many departments are working to shift the learning cultures of their organizations from a “push” model to a “pull” model. They are focusing less time on traditional scheduled learning events, putting the onus on the learner to seek out educational resources on an as-needed basis during their day to day activities. Departments are spending more time developing and maintaining these continuous learning tools, such as “one-stop-shop” portals and apps, which give learners access to training materials around the clock. (Figure 5: Where the Team Spends Their Time)

Training departments are also

FIGURE 4 HOME OFFICE TRAINER FORMAL ON-BOARDING PROGRAM

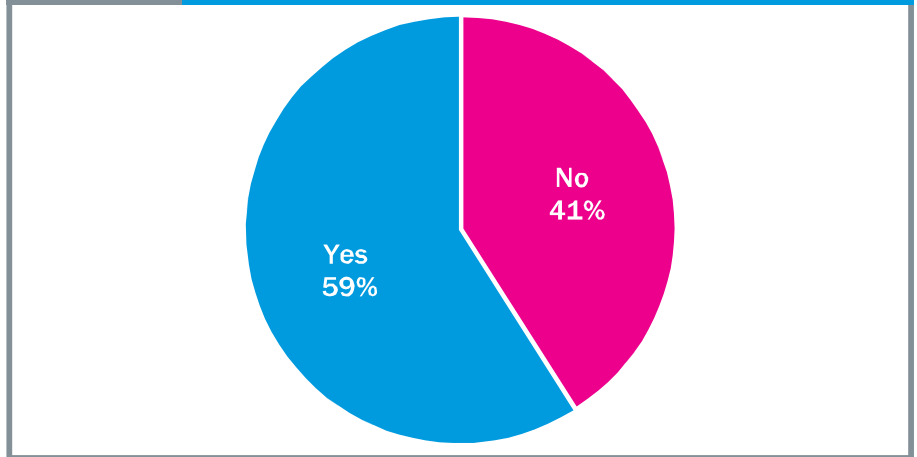


FIGURE 5 WHERE THE TEAM SPENDS THEIR TIME

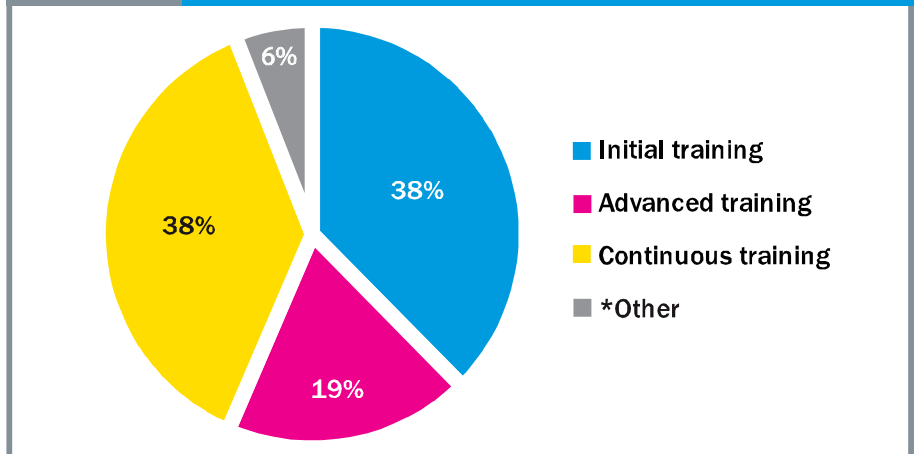
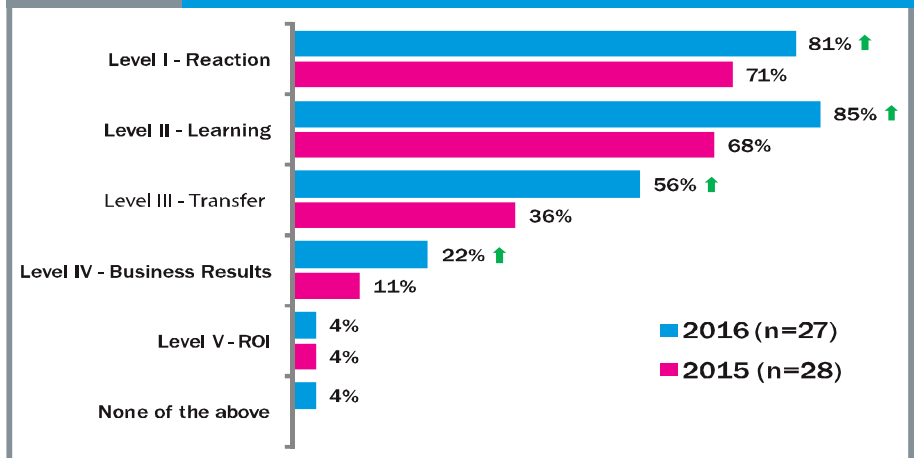


FIGURE 6 MEASURING TRAINING EFFECTIVENESS



realizing the value of measuring the effectiveness of their training programs in order to understand where their time and effort is best spent. Responding organizations noted an increase across the board in all levels of measuring training effectiveness. (Figure 6: Measuring Training Effectiveness) While establishing accurate tools to capture measurement can be time-consuming, organizations are finding it worth the investment. Results of these assessments allow departments to focus on meeting learners' needs while also arming themselves with data that displays the value training departments bring to their organization. ■

About this Study: Working in partnership with LTEN, TGaS Advisors, a benchmarking and advisory services firm, conducts studies of training and development in the life sciences industry. For more information or for a sampling of the study, contact Katie Rebilas, kathryn.rebilas@tgas.com.

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