

04/2010

Fellow campaigners wanted!

The AVR is looking to rejuvenate and secure the future of its committee by finding staff



members willing to get involved in representing the concerns of their colleagues. This involvement extends both to participation in the diverse activities of the AVR and to representing employee interests as a delegate, for example on the Boards of Trustees of the company's Pension Funds and employee profit-sharing scheme.

The announcement of measures within the context of the OpEx austerity programme will represent a particularly significant

challenge and require a great deal of work on the part of AVR Committee members; for this reason, we urgently need support. The AVR is already in close contact with HR and will be closely monitoring any measures decided upon as well as working hard at every level to secure favourable solutions for staff.

Recently you will have received the invitation to nominate site representatives for the 2011/2012 term of office. We hope that large numbers of interested and committed staff members will rise to this challenge and stand in the elections.

Participation in the AVR Committee is explicitly desired and supported by management. Basel Site Head Matthias M. Baltisberger said the following on the subject:

"The AVR makes an extremely important contribution to the Basel site, as it passes on the concerns of the staff to management and brings employee perspectives to the table. Moreover, it exercises its rights of participation, for example during organisational changes, the annual salary negotiations, or consultations on workplace safety measures.

We greatly appreciate the AVR representatives' willingness to work for other employees' interests in addition to their normal jobs. We encourage all staff to get involved in the AVR. Judging from experience, this involvement can require between 10% and 30% of an employee's working time, without any official exemption from core duties.

We expect line managers to display the necessary understanding in this situation and to encourage their staff to get involved in the AVR, as well as then also granting them the necessary elbow room to carry out their AVR duties."

The AVR Committee would be delighted to see a large number of new nominations being submitted.

Further in this issue:

- **Mobility concept – company’s responses**
- **The English version of the interview on the new orientation center with Norbert Schreiner and Ralph Gysin will be published on our webpage www.avroche.ch later this week.**

Text: The AVR Committee

Mobility concept – company’s responses

About a month ago, we expressed the view that the mobility concept was a positive



development and asked you to let us know what you think. However, the promised voting buttons were not provided. Apologies! A link an electronic survey has now been included below because we are still keen to gauge employees’ mood on this matter. However, we were able to keep our other promise to discuss your questions with the project management team. First the AVR

Committee met with Dr Adam, and second discussed the draft of the Mobility Rules. We would like to publish a summary of the most important responses here, as the last issue of Roche Nachrichten ([8/2010](#)) could not address all the issues you raised.

Kaiseraugst and its links to public and in-house transport:

The current bus service (route 84) runs until midnight; however, very few people actually use the buses, and the service may be suspended again. Other solutions are still undergoing evaluation. In addition, the possibility of expanding the Basel–Kaiseraugst shuttle bus timetable by offering half-hourly services until 6.00 p.m. is under investigation. If a relatively large percentage of the workforce is disadvantaged by the mobility concept, further measures and improvements will be implemented. For the moment, we will have to wait and see how the concept works in practice.

The above-mentioned issue of Roche Nachrichten gave an explanation of why the Canton of Aargau has been demanding a sustainable mobility concept from Roche for the last six years.

Links to France

There are plans to extend the "Distribus" route beyond Schiffflände to Roche.

Temporary employees

Same treatment as Roche staff (exceptions: school holiday temps, temps paid by the hour).

Shift work

The only change to the existing concept will be the introduction of the parking fee. Line managers are responsible for signing off applications, but also have to report when employees cease to do shift work.

However: all employees will be able to park in the car parks beneath Building 67 from the afternoon onwards and beneath Building 74 in the evenings. We would welcome any tips for further optimising shift workers' parking options.

Part-time employees

Part-time employees will be given equal status to full-timers; there will be no special provisions for part-time workers.

External employees, contractors, external standby/hourly paid employees

These groups have no across-the-board claim to a Roche parking space. However, they can apply to hire parking spaces if there are significant operational reasons to justify such requests.

Childcare and commuting

Special fee-based permits will be allocated to parents/single parents with pre-school age children (up to age 6).

Taxes/insurance in Switzerland

No tax-neutral solution has been found for the mobility bonus. As the bonus will appear on salary statements, it will have to be taxed in full. Moreover, it will also be subject to AHV/IV and pension fund deductions.

One-day parking spaces

These spaces are intended primarily for use in connection with work-related appointments. A reservation system for one-day parking space permits is to be introduced; the employee's badge will be used to show who is using the space.

A reporting system will be put to identify "black sheep" who reserve but fail to use one-day parking spaces; however, there are no plans to introduce a fines system. Unused one-day spaces can be "un-reserved" again by Car Park Administration until midnight the day before.

Car-sharing pools

In the case of car-sharing pools, two or more car registration numbers can be given permission to use a parking space. The space can then be used by any one of the registered vehicles at a time.

See also <http://basel.roche.com/en/index/bs-mobilitaet-fahrgemeinsschaft.htm>

Switching between the two systems (bonus/fee)

A minimum reservation term of four months will apply to prevent employees from using parking spaces for one month at a time.

Parking space allocation

Women will be allocated parking spaces on site, i.e. inside the site car parks. At Kaiseraugst, women will be given parking spaces in preferential locations (within sight of the entrance). The spaces will be beneath Building 67 or 74, depending on the employee's workplace.

To provide a backdrop for further discussion, we would like to invite you to share your opinion on the mobility concept at this website

<http://rkamv720/Checkbox/MobilityConcept.aspx>. We will publish the results of the survey in our next electronic news bulletin.

Text: The AVR Committee

Interview: the Roche Reorientation Centre

*Roche's reorientation centre (the "Neuorientierungszentrum", or "NOZ") is based in Building 222 in Kaiseraugst. Last month, AVR Site Representative for Kaiseraugst Adnan Tanglay and AVR Vice President Hans Sucker met with Head of HR Business Partners **Norbert Schreiner** and the man in charge of the reorientation centre, **Ralph Gysin**.*



"We are neither headhunters nor an employment agency!"

AVR: Mr Gysin, what does the NOZ do, what services does it offer, and what can employees expect when they come to the centre?

Ralph Gysin:

We support employees who are looking for a new job, mainly due to reorganisations, but also as a result of illness or accident, and who therefore need to find a new direction for their career.

In concrete terms, that means that we make it clear to employees from the word go that they themselves are responsible for finding a job, and what we do is help them achieve that goal. Personal responsibility is a big part of this process; however, we provide coaching every step of the way. As the employees who need our services are often at a low point in their lives, it is important to provide psychological as well as practical support and to help them get a grip on the situation. For that reason, one of the very first things we do is to sit down with the employee and analyse the situation, draw up a skills profile and define where each individual wants to go.

Let me give you a few examples of the specifics of our work:

- We help prepare job search documentation by providing document templates and giving feedback, for example on specific job applications.
- We offer correction services for application documents.
- We also help people prepare for job interviews by running training courses and evaluating the outcomes.
- Throughout the job search process, we provide very tangible support to employees via a range of tools. One such tool is the potential analysis exercise which the employees can carry out in order to gain an insight into their own mind, professional skills and personality profile.

Because we cannot do everything ourselves, we are also supported by like-minded external service providers.

I feel it is important to say that we are not headhunters, and we are not an employment agency. The application procedure, via Taleo, is the same for everyone.

Of course, my colleague Ms Biviano and I also have inside knowledge of the Roche job market and can provide information, but we do not act as a placement service. We cannot secure an advantage for the employees using the NOZ simply because they are using the NOZ. They need to succeed by outperforming the competition.

AVR: Especially in the case of downsizing measures or reorganisations, shouldn't those who are let go receive a better level of support than the others?

Ralph Gysin: They do receive a better level of support, as we ensure with our measures that they are better than the competition. That is our service.

"95% success rate"

AVR: Could you give us a brief idea of your success rate and the "entry-to-exit" times for the people who use your service?

Ralph Gysin: Up to the second quarter of 2010, around 200 employees had passed through and received support from the NOZ. In 95% of these cases we had a successful outcome. Success means: 95% of the employees using the NOZ found a solution while they still had a job with Roche. 5% have not yet done so.

In the medium to long term, however, our success rate is almost 100%. The average time people are registered with us before a solution is found is 4.8 months.

The average age we see at the centre is 45.8. There is still this impression that it is impossible to find a new job once you hit 45. But that's just not true. The oldest person we helped to find a new position is 62.

The distribution of our users' points of origin is a good reflection of the Roche population. We have around the same proportion of GAV/EAV employees at the NOZ as within Roche. We also see the full spectrum of pay grades, and this too corresponds more or less to the distribution of grades within Roche.

Retraining measures

AVR: If certain occupational categories or activities are phased out, can the NOZ then also offer retraining to qualify employees for a new job, or a new career?

Ralph Gysin: What we offer at the NOZ is this: we say to the employee, "Have a think about what kind of training would do the most towards enhancing your employability in the short term". The line manager then decides, in consultation with the HR business partner, whether the employee's suggested training can be partly or fully financed.

So far, the measures implemented have been relatively affordable, ranging, for example, from in-house IT courses to a subsidy for a university of applied sciences course. The latter is then really a whole new education. In this case, Roche does not take on all the costs; rather, it subsidises training in line with our current, established practice, but with slightly more generous aid for those using the NOZ. However, there is no plan to retrain employees for a career with the specific aim of integrating them into a Roche business area.

This aspect is more important in the case of individuals who come to the NOZ as a result of illness or accident. In these cases, disability insurance (IV) benefits are also a factor and retraining measures are often a key issue.

AVR: Here is something we would like to know: Is Roche more willing to offer such measures to individuals affected by illness or accident than to those affected by reorganisations?

Norbert Schreiner: In some of these kinds of cases we are dealing with a completely different playing field: sometimes these individuals also have external financial support, which we investigate thoroughly. A wide variety of options can be pursued here, such as retraining programmes supported by IV benefits. Each case is given individual consideration.

AVR: Going back to the subject of older employees; of course, more often than not these employees are also more expensive. Do you not sense any resistance from line managers with regard to hiring older employees?

Ralph Gysin: No – as yet no one has failed to find a job because of age. I can say that quite genuinely.

AVR: What more would you like to see from line managers to help NOZ candidates to find a job again quickly? Do you still sense any resistance here to taking on employees from the NOZ?

Ralph Gysin: In some cases yes; I can say that quite openly. Because the inaccurate impression still persists that the people using the NOZ are people who have performance- or conduct-related problems, even though that impression is gradually disappearing. I feel that line managers are increasingly discovering that the NOZ is actually a talent pool. The employees who are with us at the centre are good performers, in terms of both work and conduct. No one with performance issues comes to the NOZ; the company has other processes for that.

Nowadays I even get cases of line managers calling the centre when they have a vacancy, or specifically approaching us via recruiters to ask whether we have someone here who fits the desired profile.

Opportunity management: "The employee must have the drive to continue learning and to explore other fields as well as their current one"

AVR: Mr Schreiner, what lies behind the word "employability"? What are your expectations, not only of the employee themselves, but also of their environment, when it comes to enhancing their market value?

Norbert Schreiner: The Anglicism "employability" means being able to offer employers what they are looking for. There are two basic approaches to the employability issue: either the employee should assure their own employability, or the company should be responsible for improving its employees' prospects.

In this area we work with experienced external consultants. In particular in the development of the "opportunity management" concept, we have again and again come up against the stark realisation that this whole concept can only work if the driving force comes very strongly from the employee. In specific terms, that means the employee has to bring to the table the drive to continue learning and to explore other fields of work as well as their current one. Traditional further education, in the sense of a training course, is not always the universal remedy here (language training, computer courses, technical or academic training). It is often also helpful for an individual to have been through a variety of stages in their career, thus acquiring a broad base of experience.

Of course, the environment also has to be right. By environment I mean a certain amount of support from the individual's line manager, as well as a certain permeability within the organisation. We still need to invest a little more time and awareness-raising work here in order to provide stronger support for interdisciplinary development opportunities.

As you so rightly said earlier: "How can the employee actually determine where he or she might be able to go in terms of development? What sort of demand will there be tomorrow?". In the context of "opportunity management", we are talking about two measures:

The first – and here we should be offering support as a company – is to give the employee a certain amount of guidance: "Where do you stand today; where do your strengths and weaknesses lie?".

On the other hand, we also want to highlight where the development opportunities within the company lie. This does not mean that we will be making specific job offers to the employee. Nevertheless, we are working on ways for the individual business areas to make themselves more transparent, highlight career paths, or provide an insight into the profiles and qualifications they are looking for. "Career" is a big word, but it can also mean the offer of an equivalent job with different content in a different field.

AVR: Is there already a time frame for when "we should/we intend" will become "we do"?

Norbert Schreiner: We have already presented all of this to the Basel Site Management Team and received positive feedback. We are currently in the process of discussing when the best time would be to implement such a programme, and will surely be starting things off with a pilot phase initially.

Site question

AVR: One aspect of this whole subject that the staff find very confusing is the competition between Roche sites, whereby decisions are taken by management to, for example, discontinue or outsource individual activities at a site. The individual Roche employee basically has no chance to take the necessary time to consider the question: "What will I do when my job here is no longer needed?". How is the employee expected to deal with all this?

Norbert Schreiner: That is certainly the case, and Roche is not unique in this respect. Every company must ask itself over and over again what its core business is and what areas in-house activities should be focusing on in the future. Irrespective of whether the jobs would be offered on an internal or external basis, if a job is outsourced that certainly does not mean that there are no longer any job market opportunities available. Nevertheless, in certain circumstances it may mean that some career profiles cease to be required at Roche; on the other hand, they may then become popular with Roche suppliers. Therefore it is not necessarily always a question of preparing yourself with the sole focus "I must always be attractive to Roche"; rather, employees should primarily also be focusing on their own personal employability.

Operational Excellence

AVR: What is our business direction, what is our strategic direction? There is never enough advance notice in this area; that is exactly the dilemma. Somewhere along the line, the company really does want to offer these opportunities, but on the other side, strategic development, strategic direction and outplacement/outsourcing decisions are announced at the shortest possible notice. That is where we are today. With Operational Excellence (OE) we

know that the information will come in the near term, but we do not know what direction it will be taking. How does opportunity management deal with that?

Norbert Schreiner: I believe that Roche has already thoroughly demonstrated that it communicates long-term changes at an early stage. I think that the 2012 shutdown of solids production is an extremely good example of this compared with other companies. Here we announced the direction we would be taking to the staff at a very early stage. Our ability to plan ahead sometimes has its limits, because the company does not operate in a bubble; rather, it is subject to market volatility and is also exposed to other external influences. You can see from the example of Operational Excellence how quickly external conditions can change and consequently how quickly we have to initiate measures in response. This makes it even more important for the individual employees to be equipped to deal with a variety of future scenarios. The higher their employability today, the easier it will be for each individual to find another position, outside as well as inside the company.

AVR: Thank you for taking the time to speak to us today.

Conclusion:

We at the AVR feel that the NOZ concept has been implemented very well. We welcome the idea of giving staff members time instead of money so that they are not simply cast adrift with a severance package. Nevertheless, Roche needs to play a bigger part in both internal and external job placement and not shift all the responsibility onto the employee.

The opportunity management framework also has the AVR's full support, if the goals set for it are actually achieved.

The goal here must be:

- To prepare all staff for potential career changes
- To help staff through times of change
- To ensure that existing employees are given better opportunities than externals
- To ensure that Roche is prepared to fill out knowledge gaps in employee profiles

We feel that the NOZ, in conjunction with the objectives set in the area of opportunity management, offers a real opportunity to maintain or possibly even enhance Roche's competitive standing as an employer. In the longer term, we will all gain from this. We are also hoping to regain some ground in the area of social security, which moved down the list of priorities after the end of the Call to Action programme.

Text: Adnan Tanglay, Hans Sucker

Editorial Office

We need your help to keep your regular **AVR Electronic News** as interesting as possible. If you find something especially exciting or know of an exceptionally interesting event or unusually difficult situation, please write to us about it at basel.avr@roche.com

