EFSPI

European Federation of Statisticians in the Pharmaceutical Industry
Promoting Professional Standards in Europe

12ᵗʰ EFSPI Stat Leaders Meeting

Date: Thursday, 1ˢᵗ July 2021

Topic: Flexible Workplace After COVID-19
                Break-out session

Day 2 Break-out session

Group 1 & question 1	Group 2 & question 2	Group 3 & question 3	Group 4 & question 4	Group 5 & question 5
Armin Schueler	Bruno Boulanger - notetaker	Anna Karina Trap Huusom	Chrissie Fletcher	Annamaria Muraro
CRAIG MCILLONEY - notetaker	Christoph Gerlinger	David Wright	Frank Fleischer	Emmanuel Zuber - notetaker
Mark Whitlock	Daniele Compagnone	Frank Langer - presenter	Katrin Kupas - presenter	Giacomo Mordenti - presenter
Rene Kubiak - presenter	Jens-Otto Andreas	Hans Ulrich Burger	Lars Endahl	Maria Dilleen
Stefan Driessen	Maylis Coste - presenter	Justine Rochon	Simon Cleall - notetaker	Mette Milsgaard
Tina Christiansen	Olavi Kilkku	Roland MARION-GALLOIS - notetaker	Torsten Westermeier	Michael O'Kelly

GROUP 1
Flexible Workplace After COVID-19

Q1 As leaders how do you plan to support your teams manage with new ways of working where there are less clear boundaries between work and private life and avoid staff working longer hours?

- *Please, add your notes here*

If time allows:

Will new ways of working change any aspects of the roles and responsibilities that your team have?

                - Interacting cross-functionally?

                - New opportunities?

                - Reduced accountabilities?

GROUP 2
Flexible Workplace After COVID-19

Q2 What are you doing or planning to do as leaders to increase how you maximise staff engagement where staff have less face to face time with the new ways of working?

- *Please, add your notes here*

If time allows:

Will new ways of working change any aspects of the roles and responsibilities that your team have?

- Interacting cross-functionally?

- New opportunities?

- Reduced accountabilities?

GROUP 3
Flexible Workplace After COVID-19

Q3 As leaders how will you ensure with new ways of working your teams will continue to influence, lead and create opportunities to drive innovation?

- *Please, add your notes here*

If time allows:

Will new ways of working change any aspects of the roles and responsibilities that your team have?

        - Interacting cross-functionally?

        - New opportunities?

        - Reduced accountabilities?

GROUP 4
Flexible Workplace After COVID-19

Q4 How do the new ways of working affect how you are able to lead your team?

     - Are there new opportunities for Statistical Leaders?

     - How to recruit, develop and retain your team members?

- *Please, add your notes here*

If time allows:

Will new ways of working change any aspects of the roles and responsibilities that your team have?

     - Interacting cross-functionally?

     - New opportunities?

     - Reduced accountabilities?

GROUP 5
Flexible Workplace After COVID-19

Q5 What can EFSPI do to support you as leaders and support the broader statistical community with embracing new ways of working?

- *Please, add your notes here*

If time allows:

Will new ways of working change any aspects of the roles and responsibilities that your team have?

- Interacting cross-functionally?

- New opportunities?

- Reduced accountabilities?

Survey Results: Flexible Workplace After COVID-19

8. Before the COVID-19 pandemic started, how would you describe ways of working in your company? What are currently the main development activities for statisticians in your organisation?

9. What is or are you anticipating will be new ways of working in your company?

10. What are key changes in ways of working since the COVID-19 pandemic started?

11. What have been key challenges you have encountered in ways of working since the COVID-19 pandemic started?

12. What key benefits do you think new ways of working will bring?

13. What concerns do you have about new ways of working?

14. Any other comments you would like to share?

8. Before the COVID-19 pandemic started, how would you describe ways of working in your company?

Please select one of the following.

		Response Percent	Response Total
Most staff worked on site with some staff working at home 1-2 days a week		65.22%	15
Staff worked on site full-time with no or minimal home-working		26.09%	6
Many staff had a mix of on site and working at home arrangements		8.70%	2
Staff worked remotely only		0.00%	0
		Answered	23
		Skipped	0

Other (please specify):	
1	Some fully on site, many with a mix, some fully home
2	About 60% of staff in NA and Europe work home based with others either flexible or in office. Asia was almost 99% in office.
3	Single staff was working remote

## 9. What is or are you anticipating will be new ways of working in your company?

Please select one of the following.

		Response Percent	Response Total
Many staff will have a mix of on site and working at home arrangements		73.91%	17
Most staff have or will return to work on site with some staff working at home 1-2 days a week		21.74%	5
Staff are or will work remotely only		4.35%	1
Staff have or will return to work on site full-time with no or minimal home-working		0.00%	0
		Answered	23
		Skipped	0

Other (please specify):	
1	More home office than before COVID-19
2	Expect most of the company to be remote with the option to come into the office and perhaps <20% to be full time office based.
3	I guess 3 days at the office and 2 at home with a small subset which would prefer working 90% from home
4	Still being discussed at Senior level. I think it is still expected that people come in but the frequency is still being discussed probably still expected to come into the office at least 2 maybe 3 days a week.
5	A programme was initiated and launched before the pandemics already to increase flexibility of work arrangements

10. What are key changes in ways of working since the COVID-19 pandemic started?

Please select those that are applicable.
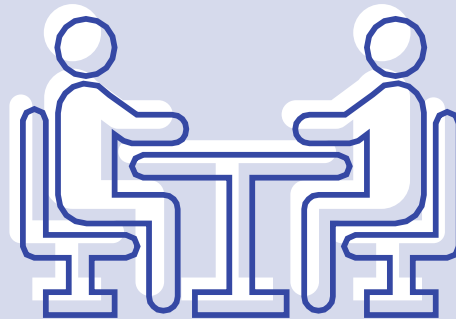
			Response Percent	Response Total
Managers and leaders support more flexibility in ways of working			86.96%	20
Staff have more flexibility in their ways of working			82.61%	19
Staff value increased flexibility			78.26%	18
My company allows more flexibility in ways of working			78.26%	18
Staff better manage their work-life balance with increased flexibility			43.48%	10
Other (please specify):			13.04%	3
Reduced attrition during the pandemic			8.70%	2
			Answered	23
			Skipped	0

Other (please specify):	
1	Increase in productivity. Less useless meetings but also less social interactions/meetings
2	general feeling is that more effective hours have been made due to less time spent on commuting and traveling
3	The company provided support to manage flexible ways of working (hardware, trainings, counselling, flexibility for parents, etc...)

11. What have been key challenges you have encountered in ways of working since the COVID-19 pandemic started?

Please select those that are applicable.

	Response Percent	Response Total
Less clear boundaries between work and private life	91.30%	21
Staff working longer hours	65.22%	15
Reduced face to face time has led to reduced engagement with staff	47.83%	11
Increase in the number of staff requiring wellbeing support (physical or mental)	43.48%	10
Other (please specify):	26.09%	6
Concerns whether staff who prefer not to work off site are not as engaged or as productive	17.39%	4
Decreases in productivity e.g. staff with increased caring responsibilities	8.70%	2
	Answered	23
	Skipped	0

Other (please specify):	
1	to keep the team spirit ; how to keep sprit of innovation compared to just get things done and completed
2	Very difficult for new started to integrate into the company.
3	Loss/reduction of network. Increased conflict potential due to ""bad mood"" overall.
4	* Staff starting complaining on the lack of interaction with others. * Staff is expressing the feeling/experience of isolation. Not being properly informed, and even less listened.
5	There may have been short periods of time with reduced productivity but on the whole I think productivity has generally increased but productivity does vary by individual
6	Greater difficulties to manage change: remote working makes change acceptance (process changes, innovation) more difficult

12. What key benefits do you think new ways of working will bring?

Please select those that are applicable.

		Response Percent	Response Total
Different ways of working becomes the new normal and accepted		86.96%	20
Less business travel		73.91%	17
Increased ability to recruit broader talent into my team		65.22%	15
Staff have more control over how they achieve their goals		39.13%	9
Other (please specify):		17.39%	4
Measuring staff performance is more objective		4.35%	1
		Answered	23
		Skipped	0

Other (please specify):	
1	time saving due to not commuting to and from work; this is also an environmental benefit
2	Less useless big meetings, focus on the more important topics, awareness of time-loss by travel. Part-time and remote workers are higher valued with increased understanding of their situation. Much better technical environment regarding VCs. Less mixed meetings where some people are meeting FTF and others are only dialing in remotely => fully remote is much better here.
3	* Less commutation time. * Facility for organizing personal hours.
4	More inclusive global meetings through technology, better access to training and conferences, use of virtual meeting technologies for (somewhat) more interactive meetings

13. What concerns do you have about new ways of working?

Please select those that are applicable.

			Response Percent	Response Total
Reduced face to face interactions and staff getting to know each other			78.26%	18
Decrease in creativity and innovation			34.78%	8
My team may have less opportunity to influence			34.78%	8
I'm unclear what is a 'new normal' for ways of working			30.43%	7
I'm not sure how different ways of working impact how line functions collaborate			30.43%	7
It may be easier for staff to change jobs leading to an increase in attrition			30.43%	7
Other (please specify):			26.09%	6
I won't be able to understand how my team are doing with less face to face interactions			21.74%	5
No concerns			17.39%	4
			Answered	23
			Skipped	0

Other (please specify):	
1	Depends on how the new way of working will look like: our favorite model is much more home office (voluntary base) and regulary office days to meet with colleagues. With this, there are no concerns.
2	Working in offices will not be the same with less people there so the staff that do want to work from an office may not be ready to face that difference and expect a return to the same.
3	Difficult to maintain high quality on-site facilities with reduced foot fall. i.e. this could lead to less and less time being spent in the office and then less collaboration/innovation as a result. Maybe need to specify Tuesday-Thursday as office days with Monday and Friday as work from home days to give more certainty to support functions of expected footfall.
4	In a mixed model how is the decision done what is remotely and what is FTF done? How to avoid mixed meetings where parts are online and parts are attending FTF
5	Companies may not take their full responsibilities in resourcing the staff for having their work done (i.e; may not not pay for efficient internet connection, may not pay for office items, etc.)
6	Onboarding of newcomers, building new teams with trust, promoting sense of belonging, refined understanding of people needs and capabilities, maintaining engagement, motivation and focus are all much harder

14. Any other comments you would like to share?

	Open-Ended Question
1	Statisticians have a tendency to be introvert. Will the new way of working be contra productive, i.e. move the statisticians away from statistical leadership?
2	Overall much much better way of working than initially expected. Remote student internships and theses working excellently. Major steps regarding technical environment.
3	What almost no one could believe happened; in many areas the production did not go down even though office workers were all working from home. That must have been eye opener for many companies and is something to seriously build on. It basically enables personalization of best working practices thereby taking into account workers' stage in their career, home situation (young kids, working place suitability), etc., much more than general office presence rules like 9 to 5, 4-5 days/week.
4	Whatever ways of working each company ends up achieving, EFSPI Statistics Leaders should ensure their statisticians don't lose their ability to influence, be strong leaders and effectively communicate. As new ways of working emerge, it would be great to share best practices, lessons learned etc.