



## 1. Executive Summary

Whilst the “war for talent” is global within life sciences, the UK has one of the strongest and most productive life sciences sectors in the world. Currently generating a turnover of over £50 billion it also has one of the most challenging skills shortages globally. The sector comprises over 5,000 companies (including non-manufacturing and service companies), and employs an estimated 200,000+ people, and as an industry is integral to the UK’s success on the world stage.

In 2015 Clinical Professionals Group launched “CP Academies” as a service to the Life Sciences industry in the UK. Having identified a lack of newly trained graduates entering industry in Clinical Drug Development, Clinical Professionals designed a fully funded and comprehensive training programme for Life Sciences graduates wishing to embark on a career within clinical drug development. To date CP Life Science Academies have funded, trained and found **first to industry roles for 87 graduates. This accounts to more than any one pharmaceutical or CRO business in the UK.**

With core functions of clinical trials now being circa 85% outsourced and Contract Research Organisations (CRO’s) and Pharma no longer offering the extensive graduate programmes that were common in the 80’s and 90’s, the impact on industry has now reached critical levels. A diminishing pool of highly skilled candidates entering industry in sustainable numbers has led to inflation in salaries and unacceptable turnover in core functions.

Prime Minister Theresa May said: “The modern Industrial Strategy will back Britain for the long-term: creating the conditions where successful businesses can emerge and grow, and backing them to invest in the long-term future of our country.” Among

the 10 strategic pillars for the pan-industrial strategy is 'investing in science, research and innovation'

This will only be possible if we have the skilled labour to fulfill these requirements.

The only way to address the current issues within the Life Sciences sector and Drug Dev cycle is to ensure that a steady volume of highly trained UK Life Sciences graduates and apprentices enter the market competently trained, supported and developed throughout their career.

Alongside the CP Life Science Academies, Yvette Cleland, CEO of Clinical Professionals Group is working with several pharma businesses and CROs on the Clinical Research Trailblazer, and with NIHR on their Workforce Development program. Academy Directors Doug Stewart and Sarah Goddard are also working with TOPRA on the Regulatory Trailblazer group.

## 2. Company Summary

Founded in 2006 Clinical Professionals is one of Europe's most respected life sciences staffing organisations working within Biopharma, Medtech, CROs and the Public/Not-for-Profit sector. Clinical Professionals Head Office is based in Reading (UK) and European HQ in London, with offices also in Munich, Belgium, Ireland and Boston, MA.



The CP Academies work in tandem with the staffing business to ensure once candidates are competently trained, the recruitment side of the business works with clients to place into first to industry roles in a seamless manner. Once in situ the candidate receives ongoing training and development to ensure long term support.

## 3. Market Analysis Summary

In 2012/2013 Clinical Professionals identified an escalating level of staff turnover in CROs and Pharma particularly within the CTA/CRA/PM\*\* roles. Data from Contract Research, Manufacturing and Clinical Trials (*referenced to CRO Industry Global Compensation Survey*) confirmed our findings stating (2012) 29% turnover of CRA's within CROs (versus 2011 22%) and (2012) 41% turnover rate in Project Managers (versus 2011 14%). In 2015 the ABPI commented "the industry needs to work with the government and health and education policymakers to address the complexities of the challenges ahead".

\*\*Clinical Professionals conducts extensive annual research around staffing levels, salary and benefits. Those results demonstrate year on year across all vertical markets (regulatory affairs, drug safety, quality assurance, data management, med info, med coms, etc.) a growing level of turnover and escalating skill shortages.

Clinical Professionals identified the main reason for turnover in these core staffing areas was simply a lack of investment in training from Biopharma and CROs.

Consequently the decreasing number of UK Life Sciences graduates gaining trainee “entry level roles” compared to the past is now a chronic problem. This is due primarily to the change in the manner in which clinical drug development is now staffed (i.e. mostly outsourced) and pharma no longer having their large training functions and CROs unable to facilitate the volume of graduate and apprenticeship training as Pharma have previously.

#### 4. Products and Services

In 2015 Clinical Professionals finalised its Graduate Training Academy and ran a “pilot” scheme, to address this escalating level of staff turnover by creating a supply of talent for entry level roles offering a full training programme to take entry level life science graduates through the foundational principles of Clinical Research.

- On successful completion of the 25 module course those individuals would be invited to interview with clients with a view to being offered a role either permanently or via a 12 month “employed contractor model” (ECM) in industry.
- For those on the ECM, Clinical Professionals will directly employ and mentor/CPD (via “mentoring scheme” and continued professional development) all trainees. The employer pays a daily rate for the employee’s contribution based on an agreed salary, benefits and ongoing training including a management fee. CP Academies therefore complete all candidate employment administration including contracts of employment, payroll, terms and conditions, management of sickness and holiday and monitoring their progress against objectives in line with host employer expectations. This ECM allows CP to place training caveats and ensure retention of the graduates, alongside a competitive market salary, continued professional development and a market leading benefits package.
- The cost efficiencies around this model will ensure host employers get high quality staff at an overtly competitive rate whilst also “giving” something back to industry by taking part in this essential program.
- The graduate’s contracts ensure that they remain in post for the full contract duration or all training fees would be reimbursed by the graduate and a replacement found.
- This training caveat is proposed to ensure that newly trained graduates are motivated to remain in their roles and develop. This should start to reverse the high levels of staff turnover seen currently via headhunting and poaching of staff via small salary increases or “promotions” that the newly trained individual is not equipped to undertake.
- Throughout their first year in situ as a direct employee of Clinical Professionals and hosted by one of our valued clients, the new graduate/trainee would receive CPD and appraisals via Clinical Professionals, as well as onsite training support based on clients’/line managers’ feedback.
- After the initial 12 months in situ enhanced training would be offered if required and a further 12 month training contract offered (based on client need). Failing this Clinical Professionals would re-deploy the “hosted candidate” to another client or transfer the candidate to a permanent headcount role.
- If the graduate continues training and extends their contract the 2nd contract would again be caveated with reimbursement of training fees for the additional and enhanced training should the candidate leave within 12 months of the training.
- At each full years’ service, Clinical Professionals would pay a retention bonus to the trainee (up to 2 years).

- The only way to address the current issues within the Life Sciences sector and Drug Dev cycle with staffing turnover is to ensure that a steady volume of UK Life Sciences graduates or individuals with appropriate skills enter the market that are well trained, supported and developed throughout their career negating their desire to change jobs every time they are “headhunted” by internal recruiters or agencies with a small salary uplift enticement.
- The course carries Employer Champion status from The Science Council, and is fully CPD accredited.
- Further courses have also been developed, with more to come including Physician2Pharma, MSL Academy, Scientific/QA Academy, Med Comms Academy, Clinical Trials Redesigned Academy.

## 5. Strategy and Implementation Summary

Within Pharma, CROs, Biotech or other life science businesses the Clinical Professionals Group endeavor at all times to offer the most highly skilled Life Science professionals. The launch of the CP Academies is an essential service to the life sciences industry in offering newly trained, skilled graduates at entry level positions in a quantity that starts to meet market demand. Organisation involved in clinical research need to recognise that this programme is essential to their pipeline of staff and should therefore be open to the support of this programme. We have enlisted the support and endorsement of EMIG, Cogent, Science Council, CCRA, TOPRA and are currently working with the Department of Life Sciences on a Gold Standard programme for CTAs, as well as being involved in Trailblazer groups for our future apprenticeships in the clinical research sector. On top of all this we also present and do workshops and forums at over 20 top Life Science UK Universities, to educate the future talent on industry career paths open to them and our fully-funded Academy training programme.

## 6. Management Summary

The Graduate Training Academy programme is designed and led by Doug Stewart, Clinical Director with training also by Nikki Doyle and Catherine Maidens, Academy Managers, with the full support of Yvette Cleland, CEO as Executive Sponsor, Dr Mark Edwards Chief Scientific Officer and advisor, Sarah Goddard, Director of CP Academies and their support team all of whom are from industry.

## 7. Financial Plan

Clinical Professionals fully funds all of the training (accommodation/travel), training materials, including ICH-GCP handbooks, ongoing CPD, in-situ support and transition into industry for each graduate/trainee. To ensure Clinical Professionals can continue to fund this essential and ongoing programme, Clinical Professionals will offer all Graduate Academy trainees to clients as a preference on an ECM basis, therefore directly employing all graduates and offering a comprehensive salary and benefits package, management of sickness and absence, CPD and mentoring with a cost-effective management charge. Clinical Professionals will also incorporate into the contracts for graduates/trainees a retention bonus. This offers a cost-effective solution and delivers highly skilled staff to industry whilst developing a robust and comprehensive training programme for new graduates/trainees wishing to embark on their first career move into clinical drug development and tackles the attrition rate in industry.

A full cost table for this program is available on request which will demonstrate a more cost-effective solution to staffing our industry.

For further details please contact

[Yvette.cleland@clinicalprofessionals.eu](mailto:Yvette.cleland@clinicalprofessionals.eu)  
[academy@clinicalprofessionals.co.uk](mailto:academy@clinicalprofessionals.co.uk)  
[www.clinicalprofessionals.co.uk](http://www.clinicalprofessionals.co.uk)



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