



HR Department at **Pfizer**

■ Top Global Corporation in Diversity & Inclusion

Outline

Major
topics
covered

Organizational development of Pfizer

HR Planning, Recruitment & Selection

Personnel Administration & Research

Training & Employee Assistance

Compensation & Benefits



Pfizer International

HR in Pfizer at a Glance

The Pfizer community consists of over 140,000 employees working in over 80 countries worldwide.

Our diversity and inclusion aspiration at Pfizer is straightforward: We are an industry leader and one of the Top 10 global corporations in Diversity and Inclusion.



Inclusion is an environment where our people feel valued, involved, supported and respected.

Diversity encompasses our visible differences: gender, age, ethnicity, physical appearance, plus other underlying characteristics including thinking styles, sexual orientation, religious or national identity, and education.

Organizational Development

- ❑ **Organizational Development** of Pfizer encompasses its environment and subsystems such as departments, work groups etc. Parts of system, for instance, individuals, structures, norms, values, and medications are not considered in isolation in Pfizer; the principle of interdependency, that is, that change in one part of a system affects the other parts, is fully recognized by the company.



Pfizer presents a six-step model for understanding organization (organizational development):

- **Purpose:** All employees working within Pfizer understand clearly the organization's mission, purpose, goals and support them.
- **Structure:** How does Pfizer divide up the functions? The answer is simple: "There is an adequate fit between the purpose and the internal structure."
- **Relationship:** Pfizer takes into account the relationships between individuals, units and departments that perform different tasks, as well as between employees and requirements of their jobs.
- **Rewards:** The HR manager diagnoses the similarities between what the organization formally rewarded or punished for.
- **Leadership:** Comprises the process of watching for blips and maintaining the balance in the company.
- **Helpful mechanism:** Planning, controlling, budgeting, and other information systems help organization's members to accomplish the main goal.



The main objective of the OD at Pfizer....

- ❑ The objective of OD at Pfizer is to improve the organization's capacity to handle its internal and external functioning and relationships.
 - The latter would comprise the following:
 - improved interpersonal and group processes;
 - more effective communication;
 - enhanced ability to cope with organizational problems of all kinds;
 - more effective decision processes;
 - more appropriate leadership style;
 - improved skills in dealing with destructive conflicts;
 - and higher levels of trust and cooperation among organizational members.



The HR Planning Process

- The total headcount and the organizational structure for the next year are approved during the annual budgeting process.
- Based on the approved organizational structure, HR drafts the recruitment plan for the next year.
- Recruitment for vacancies, appeared as the result of natural turnover, is initiated based on the line manager's request.



The Recruitment Process

- Pfizer is interested in attraction and further development of the highly qualified staff to ensure effective business development.
 - Company leadership is achieved through the efforts of talented employees working in a professional team formed by attracting high potential employees from the external market as well as by internal promotion and development of existing staff.



Main Principles of the Recruitment Policy

The Shared Responsibility

- Each employee involved into the recruitment process bears responsibility for timely provision of information and compliance with company policies and procedures.

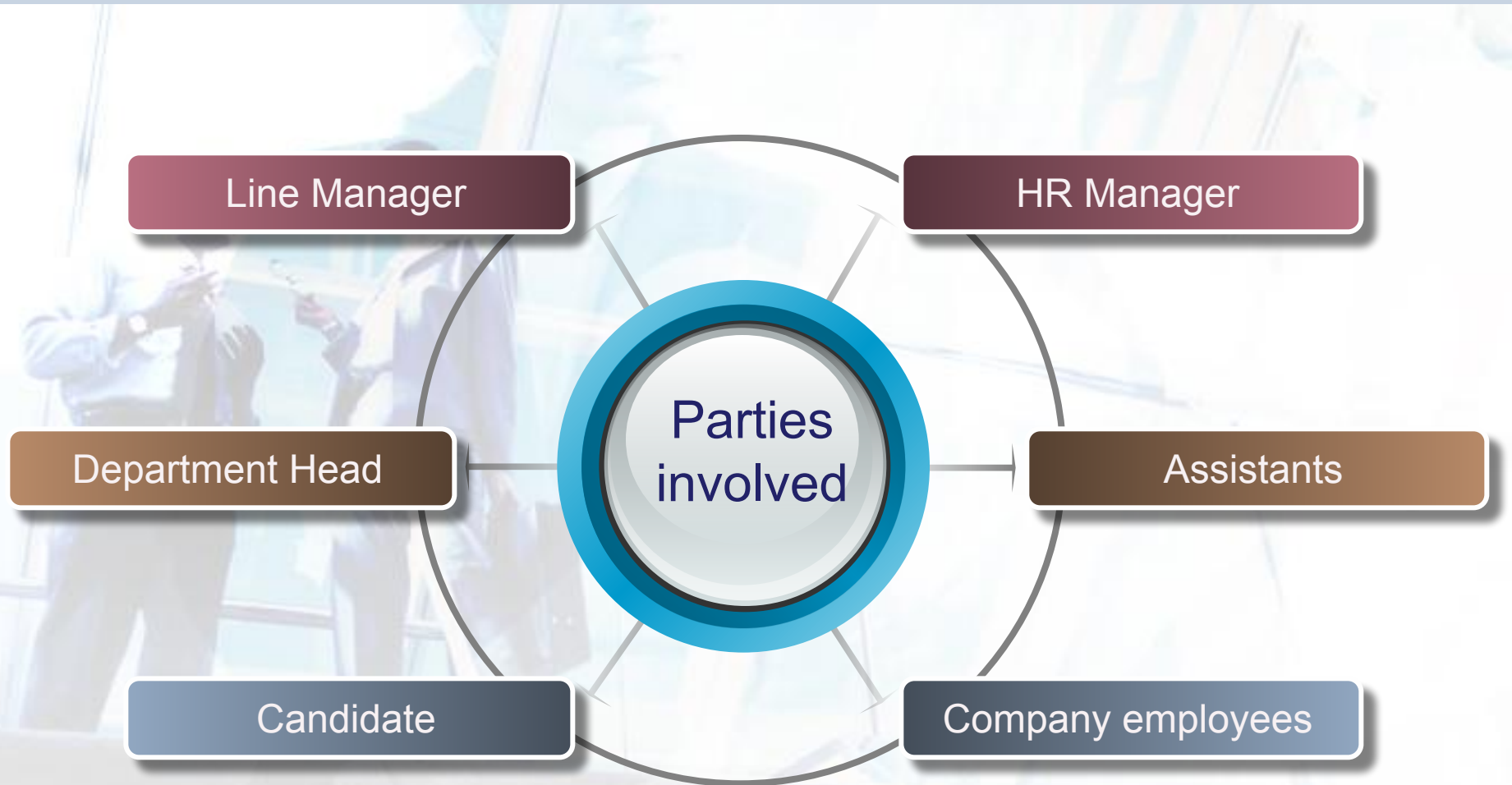
The Basis of the Recruitment Process

- The process should be based on ethical business principles and managed at high level of professionalism and trust.

The Major Aim at HR Department

- Pfizer aims at maximizing the use of internal company resources through direct search, employees' referrals and internal promotions, subject to availability of required experience and competencies.

The Participants of the Recruitment Process



The major parties involved in the recruitment process are represented in the diagram above.

The Participants of the Recruitment Process

A green square icon with a white border and a white shadow, containing the text 'Line Manager' in white. The background of the icon is a gradient from dark green to light green.

Line Manager

initiates the search, participates in the selection process and approves the final candidate.

A maroon square icon with a white border and a white shadow, containing the text 'Department Head' in white. The background of the icon is a gradient from dark maroon to light maroon.

Department Head

participates in the planning and approval of vacancy, approves the budget and necessary changes to it, participates in the selection process and approves the final candidate.

A brown square icon with a white border and a white shadow, containing the text 'Candidate' in white. The background of the icon is a gradient from dark brown to light brown.

Candidate

applies for vacancy, can be an existing company colleague or an outside candidate.

The Participants of the Recruitment Process

A square icon with a green-to-blue gradient, containing the text 'HR Manager' in white.

HR Manager

participates in the planning of vacancies, approves recruitment budget and use of recruitment sources, participates in the selection process for key positions, approves final candidates and job offers.

A square icon with a red-to-purple gradient, containing the text 'Assistants' in white.

Assistants

help HR manager to perform the major functions.

A square icon with a brown-to-orange gradient, containing the text 'Company employees' in white.

Company employees

may participate in the recruitment process as potential candidates or by referring potential candidates.

Recruitment Sources at Pfizer



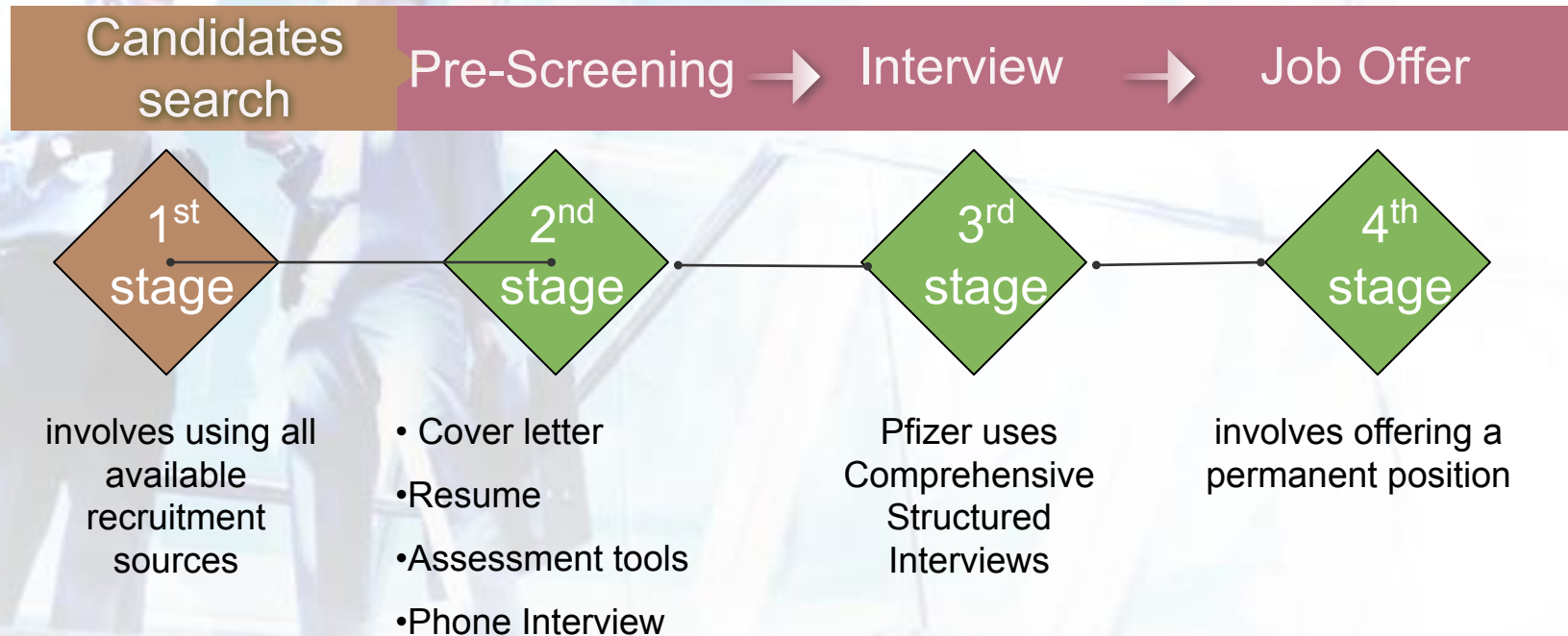
• The major sources comprise the following:

1. Direct Search .This search method guarantees that the candidates will have the competence Pfizer needs the most, e.g. experience in a particular business field or knowledge of specific markets.
2. Recruitment Agencies (Use of recruitment agency must be approved by HR manager).
3. Employee Referrals at Pfizer help to identify potential candidates from the existing employees' social network.

Recruiters in Pfizer are making use of both historically successful and newer sources to fill current vacancies and to identify potential employees for the future.

The Recruitment Process

- ❖ The Recruitment Process at Pfizer encompasses the following stages:



The search is considered completed if the final candidate accepted the job offer. The date of search completion is the date of signing the job offer.

On the first day HR Manager meets the new employee and accompanies him/her to HR assistant for documentation processing. After processing of hiring documentation, the employee is transferred to Line Manager.

Types of Selection Devices



Online Evaluation
encompasses basic
personality testing



Written Test
Pfizer requires
candidates to complete
skills testing prior to
hiring



**Comprehensive
Structured Interview**
Candidates are asked
questions pertaining to
how they would handle
job-related situations

Personnel Administration

- **Personnel administration** is fulfilled by the HR assistant and HR business partners of Pfizer.
 - The **primary role** of staff is to complete administrative tasks, communicate, and resolve issues.

Tasks performed:

Keeping track of attendance, issuing and tracking securing cards, maintaining lists of staff members and their contact numbers

Comprises ordering supplies and equipment for staff, arranging furniture, relocating staff to different offices, etc

Managing HR-related documentation

Ensuring the relevant HR database is up to date, accurate and complies with relevant legislation

Monitoring and controlling the working process – correspondence with the Labor Code and legislation

Training at Pfizer

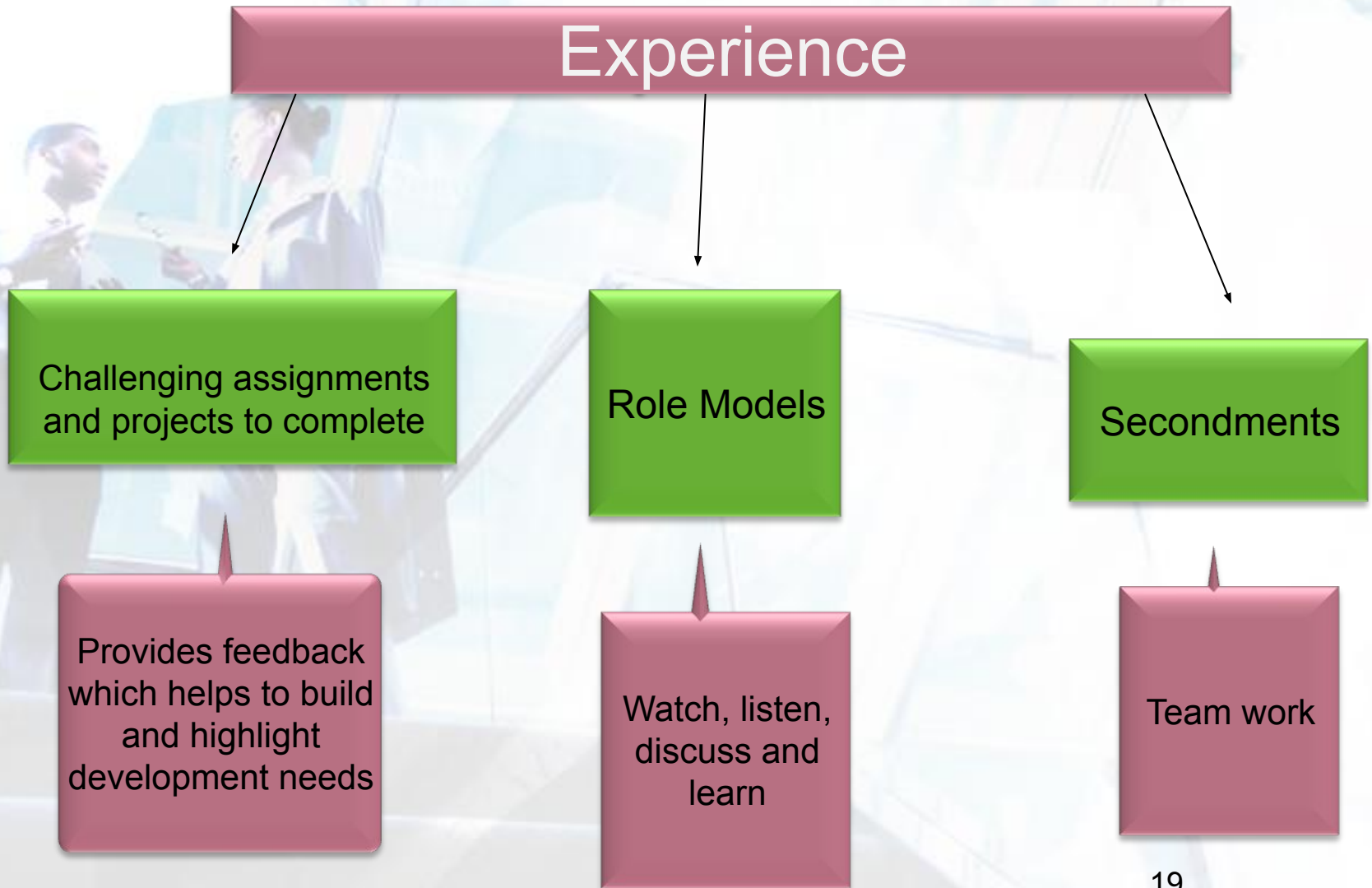
- Pfizer - knowledge business.
 - Having trained based programs allow employees to gain new knowledge, exchange ideas and search for answers.
 - Training and development are important in the pharmaceutical industry because of the technical level of the products and the customers to whom these products are sold.
- For every \$1.00 in payroll that the company spends, Pfizer invests \$0.14 in employee training and development.
- NTB: Average annual payroll is approximately \$210.000.



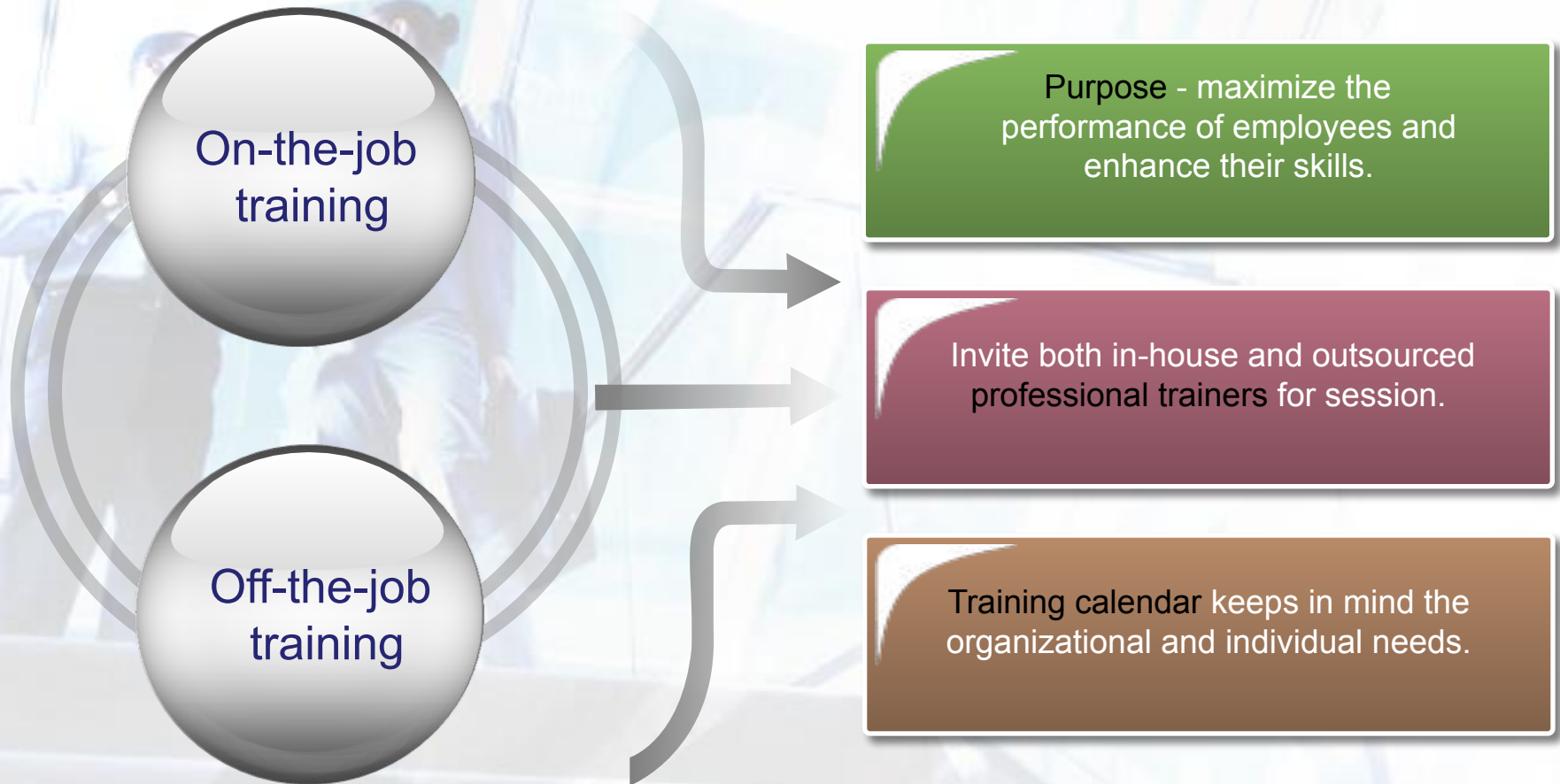
On-the-job approach “Learning every day”



On-the-job Training at Pfizer



Training sessions at Pfizer



On-going Sales Training & Off-the-job Training

On-going Sales Training

- Designed for sales team.
- Training sessions are periodically conducted to develop the skills of the sales force and prepare them to deliver exceptional performance in the rapidly changing industry.

Off-the-job Training

- MBA
- Open-enrollment curriculum is provided, which brings colleagues from the varied professions within each Pfizer division
- Experts within Pfizer come to train the employees, including world-class business schools, consultancies and cutting-edge companies
- Leadership courses are cross divisional and draw delegates from foreign countries



Who Is Responsible for Training?



- Use: training film, web video-on-demand or self guided instructional guides;
- Ensure that: training materials are prepared and the space set appropriately, training and instruction stimulate the class and completion certificates are issued at the end of training;
- Responsible for entire learning process and evaluate how learning impacts performance

Programs & Employee Assistance at Pfizer

Pfizer provides the following programs:

- “Working Mother” - paid maternity leave, ability to work from home, wellness programs and those which enhance financial well-being
- MAINTAIN™ - Medicine Assistance for those who are in need. Give free medicine help to those employees and their families who lost their jobs due to crisis. Pfizer current employees donate their money into this program

Employee Assistance

- Pfizer provides a free 24-hour private counseling and advice service via an independent external company. This service can be consulted about any difficulties, whether work-related or private, in complete confidentiality.
- tel. 0-800-312-1327



Life Management Resources

- Traditional EAP Model with counseling sessions
- Collaborative Clinical Review
- Strict Self Referral Policy
- Assessment Tools - Depression, Anxiety, and Substance Abuse
- Referrals to Pfizer Employer Services
- Referrals for Work/Life, Financial, and Legal Issues
- Voucher Payments - Claims are not accepted
- Free Confidential Services to Employees and their families



Compensation & Benefits

- ❖ **Compensation** is partially performance-based, as it includes bonuses for a high level of employees performance.



Compensation & Benefits

- ❖ **Performance appraisal** is based on the evaluation of the main tasks completed and the accomplishments of the employee in a given time period (usually one year) in comparison with the goals set by the employee and his/her line manager at the beginning of the period.

Base Salary

- Fixed monthly wage
- Standard salary which an employee receives for doing a specific job

Individual Performance Related Bonus

- Variable merit pay based on employees performance appraisal* conducted at the end of each year
- Not a guaranteed payment

Compensation & Benefits



Compensation & Benefits

❖ Health Insurance encompasses:

a) Hospital room and board allowance

b) Miscellaneous hospital charges

c) Surgical benefits

d) Attending physician's coverage

e) Diagnostic x-ray and lab test

f) Mental and nervous illness

h) Medical screening/physicals

i) Dental coverage

j) Vision coverage





Thank You for your Attention!

