Innovative staffing strategies: a case study on insourcing

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For any organisation, the most valuable resource is the people that work there. This especially rings true for a laboratory animal facility, as having the right people in place with the appropriate skills and qualifications is critical for such a busy and complex environment. Finding, selecting, hiring and making sure people are happy and engaged is a full-time job on its own. So imagine how much more productive a facility manager could be if the staffing aspect was partially or completely taken care of? They could focus more on other important aspects such as working with their research teams, regulatory issues, taking care of equipment and consumables, and ensuring the health status and well-being of the animal models.

Insourcing provides that opportunity. A well-planned insourcing model offers a seamless integration into a facility staffing model and provides the quality of service that allows for increased productivity.

1. Insourcing is one of many options available to customers looking to conduct animal research

Animal research options

- On-site facility
- Off-site facility
- Hybrid facility
- Outsourced animal research
- Lab services providers
- Rental Animal Facility
- On-site facility
- Off-site facility
- Self-owned animal facility
- Partnered animal facility
- On-site facility

2. WITHIN INSOURCING, WE FOCUS ON THESE THREE CATEGORIES of roles necessary to RUN an Animal Facility

- Management
  - Job Titles: Program Manager, Facility Manager, Facility Supervisor
  - Responsibilities: All administrative tasks, general facility management, not interacting with animals directly
- Technical
  - Job Titles: Study Technician, Veterinary Technician
  - Responsibilities: Technical support for animal research activities, e.g., diet control, record keeping, procedures, tests
- Husbandry
  - Job Titles: Cagewash Technician
  - Responsibilities: Housing & Animal Activity, National Institutes of Health (NIH) guidelines, standard and optional

3. Reasons to INSOURCE

- Surge or reduction in workforce
- Desire to streamline operation, gain efficiencies
- Hiring freeze, inability to increase own headcount
- Upgrading program with noted compliance or program deficiencies
- Requirement to enhance training programs
- Supplementation of existing workforce
- Start-up program
- Challenges with recruitment/retention

4. Potential Cost Savings for the Client

- Reduce headcount through improved efficiencies and best practices
- Reduce customer’s fringe benefit costs
- Occupational Health and Safety
- Training and Development
- Contractor facility design and engineering services
- Contractor biosecurity expertise
- Animal welfare, enrichment and behavior
- Provide accreditation preparation/pre-site mock visit assessment
- Contractor managed General and Administrative Support
  - Accounting/Payroll
  - Human Resources
    - Recruiting, Hiring
    - Performance management
    - Compensation and benefits administration
  - Purchasing and procurement
  - Contract expertise in security and animal rights activism

5. However, there are meaningful barriers that must be overcome in order to drive further adoption of insourcing

Perceived value

Comparison of insourcing and outsourcing

Barrier to adoption

6. Case Study: Global Pharma Integrated Insourced Model

- A top global pharmaceutical company wanted to improve productivity and enhance their research program while maintaining control in the best manner
- The client and client wanted to keep critical functions in house but assumed a function of their laboratory animal care program
- The client also looked for the greatest flexibility in operations

7. Why Choose to INSOURCE?

- Provider core competency is laboratory animal science, Human Resources and people
  - Client able to focus on the science being the core competency
- Provider has insourced staffing experience and past performance
- Provider is able to partner with client to provide an additional level of professional depth of expertise
- Provider highly skilled, technical proficiency
- Provide surge capacity for special projects, has flexibility, ability to respond quickly
- Provider has extensive recruiting network, focused solely on sourcing candidates
- Human Resources expertise
  - Performance management
  - Employee training and development
- Reach back to contractor organisation to access ancillary resources and services

8. Value to Client

- The client is relieved of non-core functions and pos
  - The client retains control in its own key facility and assets
  - Able to utilise staffing and investments based on pipeline needs
  - Able to retain a quality staff through the insourced model with no interruption of service or delivery to internal customers
  - Cost savings attained up to 20%