

## **Development of a Long Term Technical (LTT) Program (Staff Technical Expertise Roadmap via Succession Planning)**

**Christine Steele**

**Issue:** The ability to grow and develop our talent pool is critical to Abbott Nutrition's long term success and ability to carry out our long range business plan driven by innovation. The goal of the staff technical expertise roadmap is to align our long range business plan with our staff career development and to provide opportunities to existing staff, when possible, for scientific career advancement across brands. Abbott Nutrition has key technology platforms that cross brands and having the scientific subject matter expertise to work on the broad platforms is critical for long term advancement of innovation platforms founded on highly specific scientific staff. The staffing roadmap will assess existing scientific coverage, potential long term gaps in technical expertise that may occur through natural attrition, such as retirement, and ability for cross function of scientific expertise on a technical platform, such as inflammation, as applies to multiple brands from respiratory health to muscle mass to renal health, etc.

**Goal:** Through the talent management review process, held annually at Abbott, identify key positions in need of potential succession planning or development in the next 5-10 years based on the business long range plan and key technology platforms to adult nutrition brands. Implement a mentoring program based on potential succession planning for key scientific positions and review annually via the Abbott Nutrition talent management review process.

### **Challenges:**

1. A key challenge will be to find the appropriate staff mix from internal (intra- and inter-divisional within Abbott) and external sources (hiring from industry or academia outside of Abbott) to remain fluid to the changing business environment while still providing growth opportunities to existing highly technical scientific staff interested in pursuing new career opportunities within Abbott.
2. Headcounts are limited and an open position does not automatically mandate a job posting with refill. Some consolidation of subject matter expertise may be needed and cross-development of scientists may be needed in interim (e.g. Scientists may have to pick up new understanding of role of inflammation in new platform or consumer benefit area.)

### **Specific Activities (Progress):**

1. Gap assessment of critical positions based on potential attrition of highly specialized subject matter experts is critical. Identify top 2 positions in adult nutrition research scientists to focus planning efforts, initially.
  - a. Identified 2 positions: Inflammation Scientist covering critical care and respiratory care; Specialty Nutrition Scientist covering oncology, renal nutrition and wound care nutrition.
2. Initiate, when possible, at least 2 formal or informal ANRD mentoring relationships to assist with technical knowledge transfer between senior technical talent and new/recent hires by December 31, 2010.
  - a. Inflammation Platform: Scientist covering critical care nutrition and respiratory care. This scientist will be moving to the pediatric business. Coverage for critical care will be conducted by relatively new hire under mentorship from senior scientist. Coverage for respiratory platform and inflammation in general will be covered by new hire with job recently posted internally and externally.
  - b. Specialty Nutrition: A scientist currently covering oncology, wound care and renal nutrition will begin to mentor another scientist in wound care. Identified another scientist for potential mentoring on renal nutrition science research. Identification of a successor in oncology nutrition is not yet identified and may require hiring externally at the appropriate time.
3. Reassess technical gaps and initiate at least 2 more formal or informal ANRD mentoring relationships by December 31, 2011.