



Inspirus Consulting, Inc.

Biogen (Formally Eisai Facility) Case Study

Topic: Talent Acquisition and Change Management

Opportunity

Biogen is a multinational biotechnology company founded in 1978 and has a headquarters in Cambridge, MA. The company has approximately 8700 employees (2023) and specializes in discovery, development, and delivery of therapies for the treatment of neurological diseases. A previous investment in Behavioral Interviewing resources were not being fully leveraged by most hiring managers. Research shows that effective implementation of Behavioral style interviewing results in improved quality of hires, new hire retention, and hiring team buy in. Considering that incumbent replacement costs may be approximately \$4400 on average according to the Society of Human Resources Management (SHRM), making improvements may significantly impact the bottom line.

Approach

We observed and interviewed hiring managers about what they desired and their actual behaviors during the hiring process. We also ensured we had the full support of the Human Resources department and facility top leadership. We launched a “Just in Time” training and consulting approach which required the hiring manager and interview team members for all new open positions to participate in Behavioral Interview training. We also selected and assigned role specific behavioral competencies to interview team members. Team based post interview debrief sessions were scheduled immediately following candidate interviews. Finally, we scheduled a close out session with the hiring manager to address any concerns.

Outcomes

We achieved a 35% improvement in time to fill and an 85% improvement in quality of hires. Feedback from early adopter hiring managers spread quickly across the organization and Behavioral interviewing became the standard operating procedure for interviewing.

Insights

Feedback from organizational leaders indicated they realized investing in the new interviewing system needed to be accompanied with a well thought out change and transformation plan. The lead consultant on this engagement gleaned the insight that taking a slower/methodical “Just in Time” approach proved to be effective.