

# Diverse & Inclusive Job Descriptions: BeApplied Job Description Analysis Tool

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BPCI Update October 2020



# Agenda

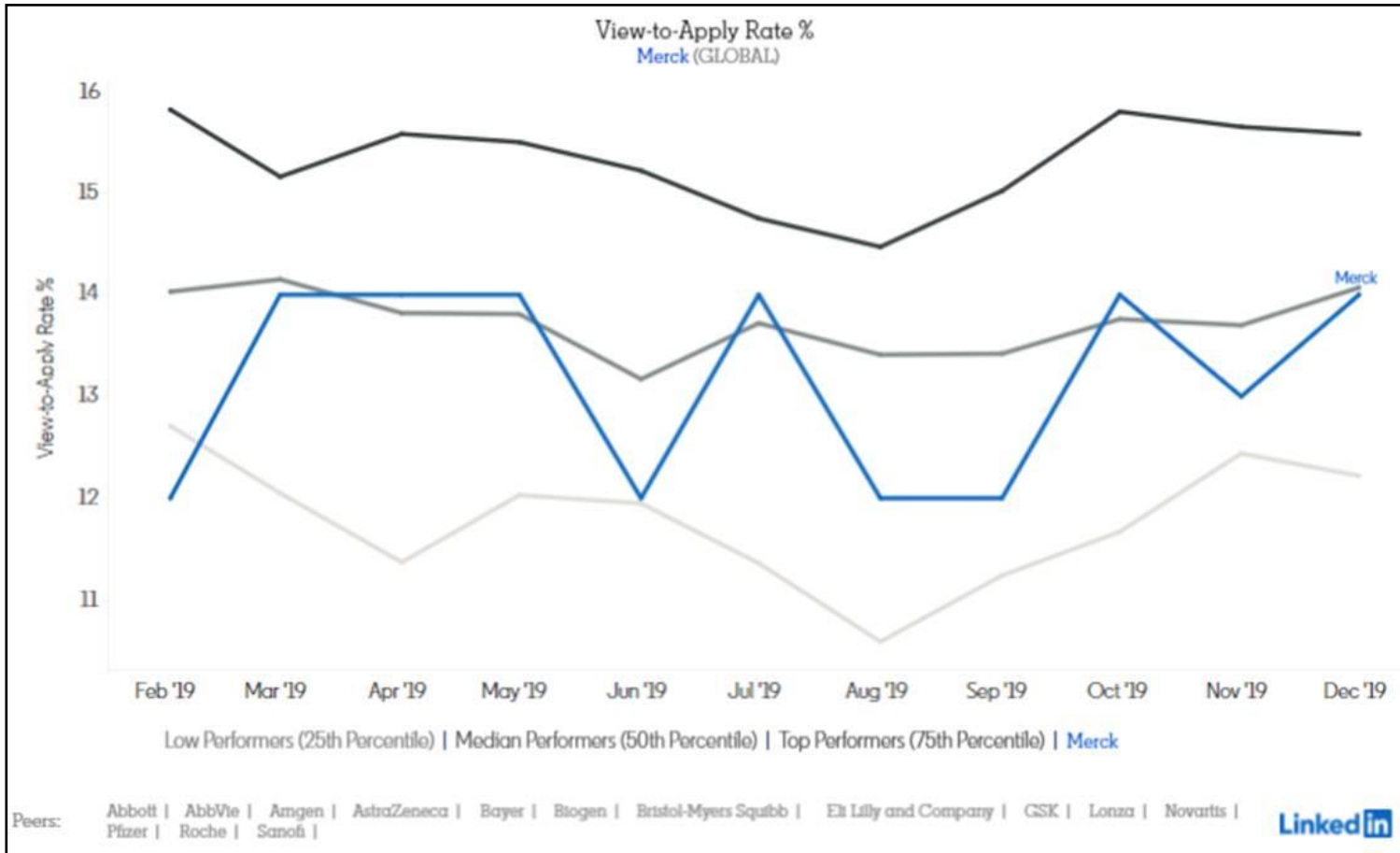
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INVENT.  
IMPACT.  
INSPIRE.

- What is BeApplied and why we are using it?
- The science behind BeApplied
- Case studies
- BeApplied outside of the GTA process

# Why BeApplied?

## How engaging are our job adverts today?

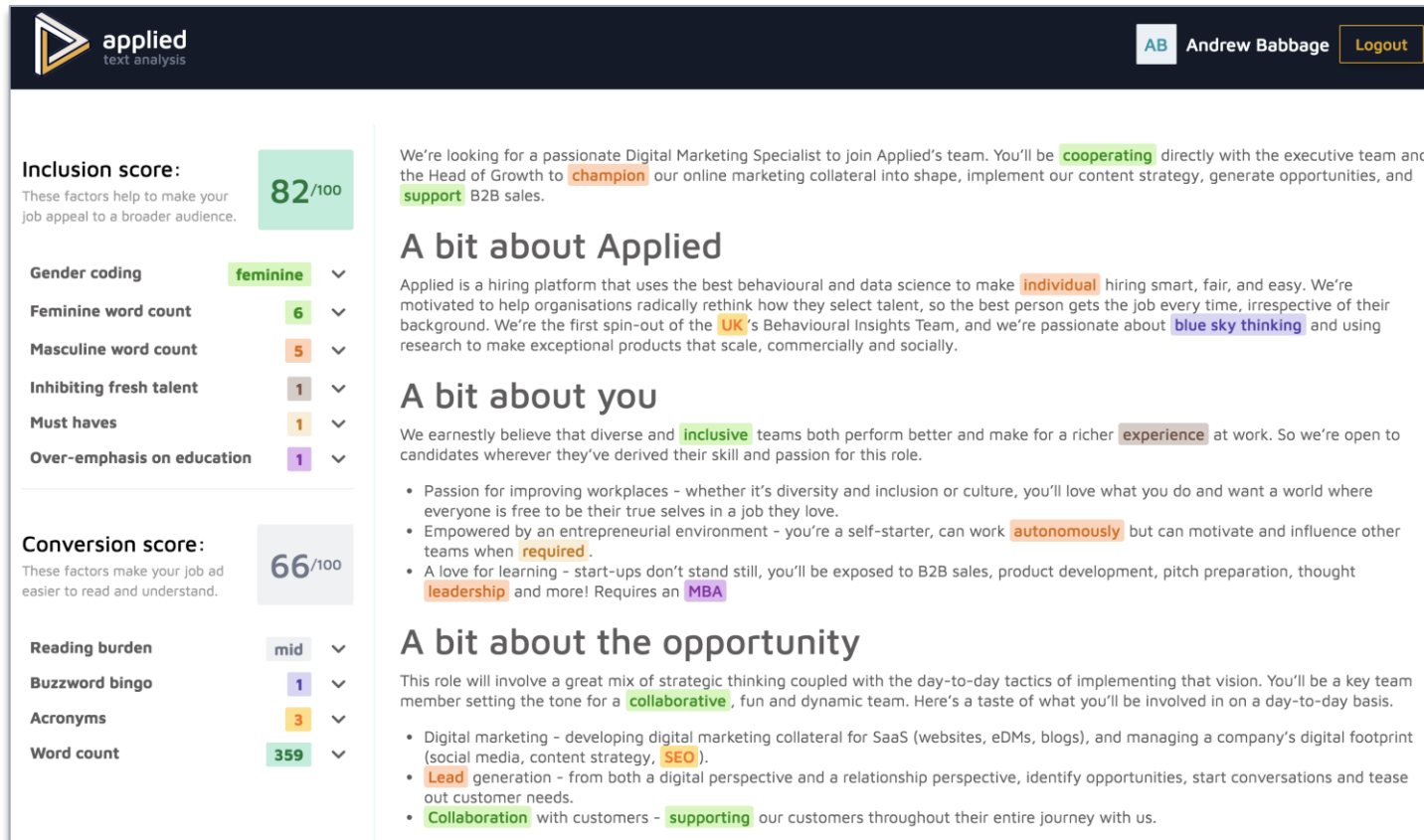


### Measuring Our Job Advert Quality

Using LinkedIn Job Posting data we can see our “View-to-Apply Click Rate” at Merck & MSD is trending in the bottom half versus our Pharma / Biotech competitors.

**We have plenty of opportunity to be more engaging!**

# Introduction to the *Job Description Analysis Tool*



The screenshot shows the 'Applied text analysis' interface. At the top, there is a user profile for 'Andrew Babbage' with a 'Logout' button. The main content area is divided into several sections:

- Inclusion score:** 82/100. Subtext: 'These factors help to make your job appeal to a broader audience.'
- Gender coding:** feminine
- Feminine word count:** 6
- Masculine word count:** 5
- Inhibiting fresh talent:** 1
- Must haves:** 1
- Over-emphasis on education:** 1
- Conversion score:** 66/100. Subtext: 'These factors make your job ad easier to read and understand.'
- Reading burden:** mid
- Buzzword bingo:** 1
- Acronyms:** 3
- Word count:** 359

The main text area contains three sections of analysis:

- A bit about Applied:** 'We're looking for a passionate Digital Marketing Specialist to join Applied's team. You'll be **cooperating** directly with the executive team and the Head of Growth to **champion** our online marketing collateral into shape, implement our content strategy, generate opportunities, and **support** B2B sales.'
- A bit about you:** 'We earnestly believe that diverse and **inclusive** teams both perform better and make for a richer **experience** at work. So we're open to candidates wherever they've derived their skill and passion for this role.'
  - Passion for improving workplaces - whether it's diversity and inclusion or culture, you'll love what you do and want a world where everyone is free to be their true selves in a job they love.
  - Empowered by an entrepreneurial environment - you're a self-starter, can work **autonomously** but can motivate and influence other teams when **required**.
  - A love for learning - start-ups don't stand still, you'll be exposed to B2B sales, product development, pitch preparation, thought **leadership** and more! Requires an **MBA**.
- A bit about the opportunity:** 'This role will involve a great mix of strategic thinking coupled with the day-to-day tactics of implementing that vision. You'll be a key team member setting the tone for a **collaborative**, fun and dynamic team. Here's a taste of what you'll be involved in on a day-to-day basis.'
  - Digital marketing - developing digital marketing collateral for SaaS (websites, eDMs, blogs), and managing a company's digital footprint (social media, content strategy, **SEO**).
  - **Lead** generation - from both a digital perspective and a relationship perspective, identify opportunities, start conversations and tease out customer needs.
  - **Collaboration** with customers - **supporting** our customers throughout their entire journey with us.

- ✓ Online tool accessed by Chrome
- ✓ Accessible using your email login
- ✓ Available to anyone with a Merck or MSD email address
- ✓ Copy and paste - see analysis
- ✓ Recalculates as you type
- ✓ Offers ungendered synonyms
- ✓ Not integrated with Workday or Phenom People
- ✓ Supports English only
  
- ✓ Does not rewrite your JD's
- ✓ Makes suggestions, does not mandate

# The science

Words matter, and the way they are used in job adverts can affect who applies to a role. There are 3 main areas of research:

## 1) Specific types of words can stop people from applying

*Competency, leadership and driven* are stereotypically masculine words that can deter women from applying to a job. And the opposite effect is less prominent: stereotypically feminine words don't deter men from applying to a job.

## 2) Job adverts can trigger some candidates' risk and ambiguity aversion and stop them from applying

For example, job ads that don't inform candidates about the number of candidates that have applied can attract fewer female candidates than job applications that do inform the number of applicants.

## 3) The number of requisites in a job ad are a factor that may also stop some groups from applying

Evidence shows that men apply to jobs when they meet 60% of the conditions of the job advert, while women only apply if they meet 100% of the job conditions.

# Case study Executive Director – External Manufacturing Sourcing

**Inclusion score:** 40/100  
These factors help to make your job appeal to a broader audience.

Gender coding	masculine	▼
Feminine word count	16	▼
Masculine word count	17	▼
Inhibiting fresh talent	9	▼
Must haves	6	▼
Over-emphasis on education	3	▲

Educational attainment isn't strongly predictive of performance in a role, and requiring it means inheriting bias. Be sure to only require education & qualifications that are actually necessary.

**Conversion score:** 37/100  
These factors make your job ad easier to read and understand.

Time to read	7 minutes	▼
Reading burden	high	▲

**Reading Level:** Hardcore academic literature  
Score: 9

Your best hire might be busy, distracted, or reading it on a small device. Keep it simple.

Buzzword bingo	0	▼
Acronyms	3	▲

Acronyms are an artificial barrier. Familiarity helps those that are just familiar but hinders those that are just able.

Word count	1341	▲
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Jobs vary, but top scoring ads are between 300 and 800 words, balancing information with brevity.



**Inclusion score:** 90/100  
These factors help to make your job appeal to a broader audience.

Gender coding	masculine	▼
Feminine word count	5	▼
Masculine word count	6	▼
Inhibiting fresh talent	0	▼
Must haves	0	▼
Over-emphasis on education	1	▼

**Conversion score:** 71/100  
These factors make your job ad easier to read and understand.

Time to read	4 minutes	▼
Reading burden	high	▼
Buzzword bingo	0	▼
Acronyms	0	▼
Word count	749	▲

# Example: Increasing diversity & inclusion

**Inclusion score:**  
These factors help to make your job ad appeal to a broader audience. **19/100**

**Gender coding** strongly feminine

**Feminine word count** 22

**Masculine word count** 6

**Inhibiting fresh talent** 7

**Must haves** 2

**Over-emphasis on education** 2

**Conversion score:**  
These factors make your job ad easier to read and understand. **55/100**

**Time to read** 5 minutes

**Reading burden** high

**Buzzword bingo** 0

**Acronyms** 7

**Word count** 803

**Experimental features**

**MSD** is a global health care leader with a diversified portfolio of prescription medicines, vaccines and animal health products. We are building a new kind of healthcare company – one that is ready to help create a healthier future for all of us. Our ability to excel depends on the integrity, knowledge, imagination, skill, diversity and teamwork of an individual like you. We strive to create an environment of mutual respect, encouragement and teamwork. As part of our global team, you'll have the opportunity to collaborate with talented and dedicated colleagues while developing and expanding your career.

**Position Overview**  
We are seeking to appoint a Brand and Customer Manager who will be responsible for the marketing and commercialization of a Franchise which is considered the leading future growth driver for MSD.

**Develop Virology Franchise marketing strategy and tactical plan**  
Work with global marketing team, medical affairs and market access colleagues to develop and tailor the scientific platform positioning, and medical education program and payer value proposition for Virology Franchise.

**Develop and implement promotional materials and educational programs**  
Understand market, competitors and customer base in Virology to identify key customer needs and identify revenue opportunities. Collaborate and work closely with support functions to customize global materials to be appropriate to Saudi market.

**Develop as appropriate promotional materials and educational programs, working with internal or external agencies as well as internal relationships**  
Work closely with Virology sales team to ensure full understanding for market dynamics as well as accurate execution of promotional plan.

**To provide regular training sessions for team members on promotional strategy associated programs and materials.**  
Develop effective network relationships with all internal support functions, Global and EEMEA colleagues to ensure effective and collaboration across key functions contributing to the brands.

**Customer relationships**  
Working alongside the Medical Affairs team builds and maintain relationships with Key Scientific Leaders in Virology, be key therapy areas.

**Maintain thorough understanding of customer perspective – clinical and payer - and develop solutions which best meet their needs and help improve patient outcomes.**

**Business operations**  
Liaise and collaborate with Saudi functions, including Sales force, Market Access, Business Operation, Medical and Scientific Affairs, Finance, Regulatory Affairs and Manufacturing to ensure optimal alignment and effective implementation of business plan.

**Manage promotional budget to optimize effectiveness and efficiency in line with MSD compliance standards**  
Develop annual Budget revenue and expense plan and SYP for Virology franchise.

**Ensure regular reporting, monitoring & tracking of all key activities & key projects' execution.**  
Support salesforce & other functions in trouble shooting & resolving problems.

**Ensure adequate time allocation to field & double field visits.**  
Conduct all activities in compliance with company policies and standards, and with the Saudi Code of Practice.

**Financial Skills**  
Ability to read & use financial data.  
Ability to develop P&L.  
Ability to translate financial & consumption data to market share data.  
Education and Experience Required:



**Inclusion score:**  
These factors help to make your job ad appeal to a broader audience. **73/100**

**Gender coding** neutral

**Feminine word count** 6

**Masculine word count** 6

**Inhibiting fresh talent** 5

**Must haves** 0

**Over-emphasis on education** 1

**Conversion score:**  
These factors make your job ad easier to read and understand. **58/100**

**Time to read** 2 minutes

**Reading burden** high

**Buzzword bingo** 0

**Acronyms** 8

**Word count** 311

**BCM** Diabetes will;

- Ensure strategic planning, brand management, financial management & proper resources allocation
- Oversee the development of product business plans and strategies.
- Ensure successful product new launches and positioning of products/services in a market sector via specific marketing assessment market potential and opportunities which will help the Diabetes business for various marketing and strategy business cases.

**Responsibilities** include the following:

- Successful execution of tactical implementation plans including Marketing, Medical/ SLs plans/ access & field force execution
- Coordinating and alignment with all stakeholders to ensure achievement of financial objectives.
- Directly manage allocated budgets & support managing P&L.
- Develops and implements Diabetes franchise marketing programs and/or pricing strategies to support a particular product market sector.
- Developing and executing the marketing plans, working with country sales team, Regional teams, external vendors, and agencies in KSA
- Having close liaison with field force to assess the response to promotional tactics and ensure that these tactics are executed efficiently.
- Working closely with diabetes team to ensure seamless implementation of field level marketing programs
- Designing market research projects to assess customer behaviors & believes to the current products and new product introduction ensuring compliance with procedures in place

**Qualifications**

- BA/BS or MS in life-sciences, MBA in Marketing will be a plus
- Minimum 5 years' experience in the pharmaceutical industry.
- 3 years of Solid track record with minimum one-year outperformer.
- Diabetes & Primary care market experience in private and public sectors preferred.
- Strong business acumen & Outstanding analytical skills.
- Leading without authority skills.
- Highly innovative.
- Demonstrating high level of KOL managements.
- Excellent written and oral communication skills
- Cross-cultural affinity and understanding with good emotional intelligence skills
- Proficiency in English& Arabic.



INVENTING FOR LIFE

# MSD Job Postings

An amazing opportunity has arisen for a **Data Integrity Lead**. The role will be responsible for implementing the site Data Integrity strategy and associated global compliance requirements.

### What you will do:

Bring energy, knowledge, innovation and leadership to carry out the following:

- Lead implementation of Data Integrity compliance as part of building the site in start-up
- Primary liaison between the site & the Data Integrity Center of Excellence (global group)
- Develop/maintain expertise in Data Integrity requirements for laboratory, shop floor & IT systems
- Coordinate/Lead cross-functional Data Integrity meetings
- Promote a healthy Data Integrity Culture at the site
- Lead Data Integrity topic preparation for and during regulatory inspections & Internal audits

### What skills you will need:

In order to excel in this role, you will more than likely have:

- 8 years of experience in a pharmaceutical environment.
- 2 years of Quality experience
- Knowledge of relevant GMP and Data Integrity standards
- Deep understanding of current regulatory requirements and expectations
- Validation of IT systems
- Auditing of IT systems

As a company, we are committed to 'Inventing for Life' in all that we do. We keep the patient at the very heart of all that we do and strive to find solutions and treatments for some of the world's most challenging healthcare needs.

We are proud to be a company that embraces the value of bringing diverse, talented, and committed people together. The fastest way to breakthrough innovation is when diverse ideas come together in an inclusive environment.

### So, if you are ready to:

Invent solutions to meet unmet healthcare needs, Impact the future by driving one of the world's leading healthcare companies, and inspire your team to reach their full potential and push the boundaries of science and technology, **please apply today.**

**Benefits and rewards**

In MSD, we provide a fantastic benefits package which you could be eligible for, including:

- Competitive base salary
- Defined benefit pension plan
- Education assistance programmes
- Employee training programmes
- Career advancement opportunities
- Health insurance
- Family flexible policies/flexible working
- Opportunity to earn bonuses
- Profit sharing (share purchase scheme)
- Annual leave
- A diverse and inclusive environment
- Agile HR policies
- Health and Wellbeing programme

MSD INVENTING FOR LIFE

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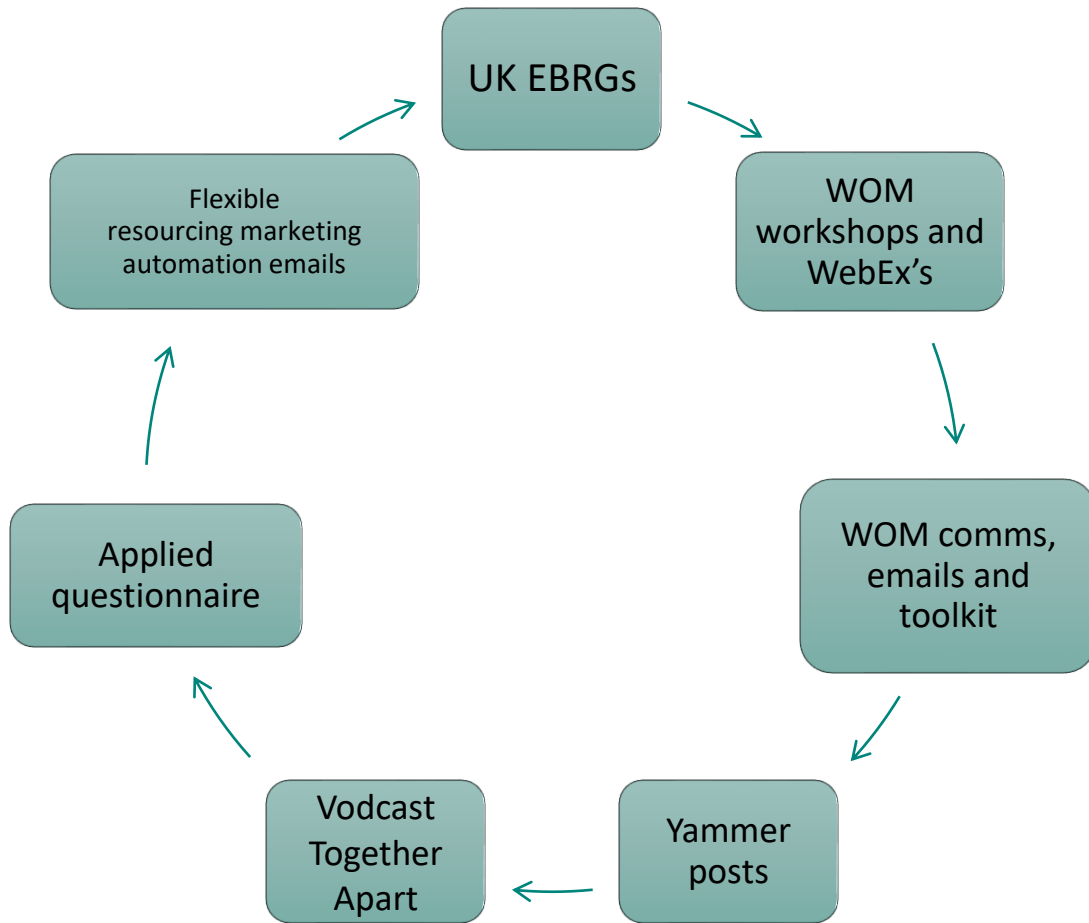
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# Case study from the UK – BeApplied and Gig postings (Workday Opportunity Marketplace)



### THE CANDIDATE CHECKLIST

WORKDAY OPPORTUNITY MARKETPLACE

**GETTING STARTED**

- Download Workday mobile app - ensure notifications are enabled on your Workday app - [click here](#)
- Update your workday profile - skills, emergency contacts & development priorities
- Search the opportunity marketplace for the most interesting 'Gig' for you
- Always seek manager's approval before expressing 'interest'

**'GIG' SELECTION**

- 'Express Interest' for a specific 'Gig' - remember don't hit a 'poor match' or 'fair match' stop you from expressing interest within a personal development opportunity
- Allow one week for a response from the 'Gig' host
- Take part in a selection webex with the 'Gig' host - this meeting is coordinated by the host and will be arranged through contact on Microsoft Teams

**STARTING THE 'GIG'**

- Outline objectives, milestones & timelines
- Communicate updates frequently with 'Gig' team on Microsoft Teams
- Keep manager updated on your progress
- Update your personal priorities & STAR examples in-line with development priorities

PA Piechota, Anna – June 16 at 05:44 PM

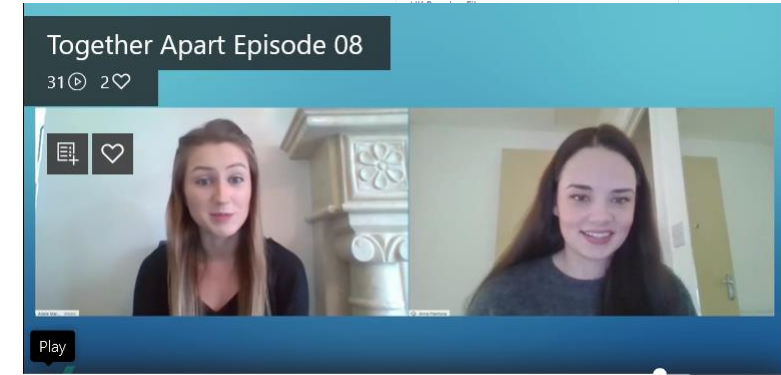
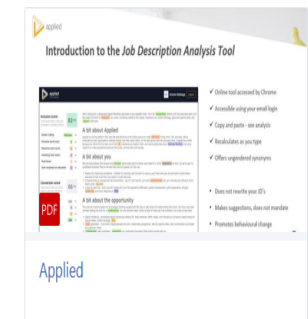
To UK People, Piechota, Anna, Webb, Chad, Tsellou, Eva, Pedder, Neil, Herbert, Bethan Tamsin, Rourke, Matthew, and Reynolds, Alex

NEW TOOL FOR WRITING MORE ENGAGING AND INCLUSIVE COMMS - **APPLIED**

Words matter... and if you want your comms to attract larger and more diverse teams you need to use them wisely.

**Applied** is a Text Analysis tool that uses AI to assist you in enhancing the content you are working on. Primarily this tool is designed for analysing job adverts before they are posted in Workday but you can use it also for GIG postings or any text that you are preparing! The tool makes suggestions to assist you to

cc: Piechota, Anna, Webb, Chad, Tsellou, Eva, Pedder, Neil, Herbert, Bethan Tamsin, Rourke, Matthew, and Reynolds, Alex

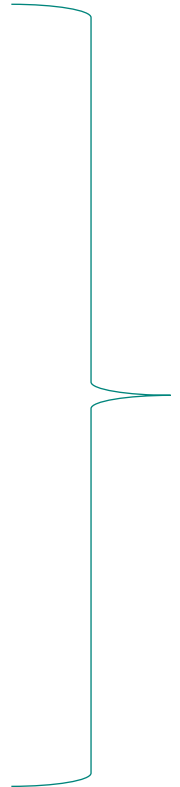


# How can we use BeApplied?

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- To advise your Managers whilst building a job description and chose a suitable job title
- Hiring Manager training - D&I module
- EBRGs
- Any HR Comms meant for a larger group of employees – emails, policies etc.
- Any content posted via external social media channels
- Marketing content

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Share what is on your mind ...



Q&A

Thank you!