

Developing and Maintaining a Successful Clinical Research Team

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Hiring the Right People

Train & Maintain

Team Sustainability and Development



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Hiring the Right People

Hiring the right people starts with a **strong organizational structure.**

When creating an organizational structure...

...consult **multiple parties** in your department

...project what your **future needs** will be

...be realistic about any **supervisory time commitments**

...build a structure that **allows for growth** within the unit

...build a structure that **facilitates communication** throughout the unit

Hiring the Right People

Now that you know your organizational structure, it is time to write the position description, right?

Not Yet.

Before you write the position description, begin with a list of tasks that the future employee will complete.

Why?

To allow the tasks to inform the position description, instead of letting the position description inform the tasks.

How?

1. Create a list of all tasks;
2. Group tasks together by topic; and
3. Determine what knowledge you think is needed to complete those tasks.

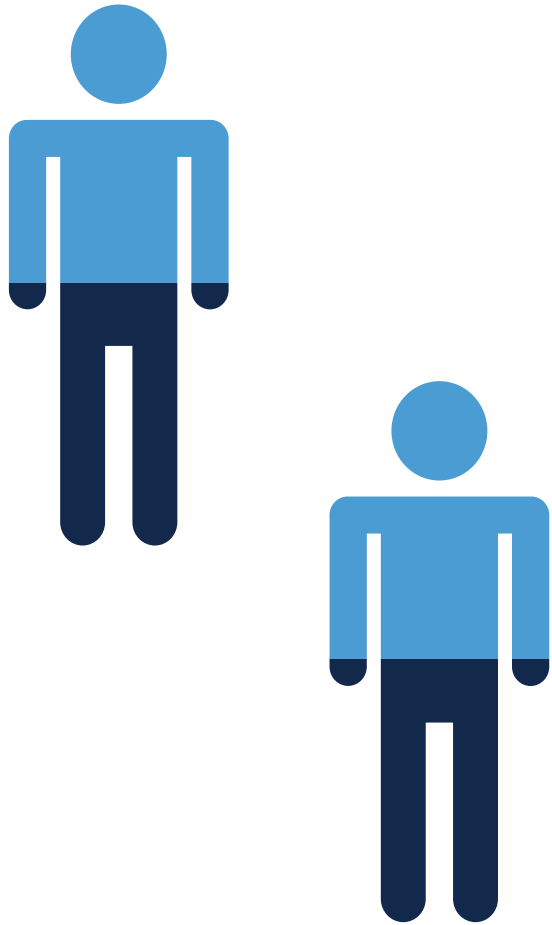
Hiring the Right People



Are there any duties that conflict with each other?

Is your list too long? Too short?

Hiring the Right People



Hiring the Right People

Tasks

Necessary Knowledge
& Experience

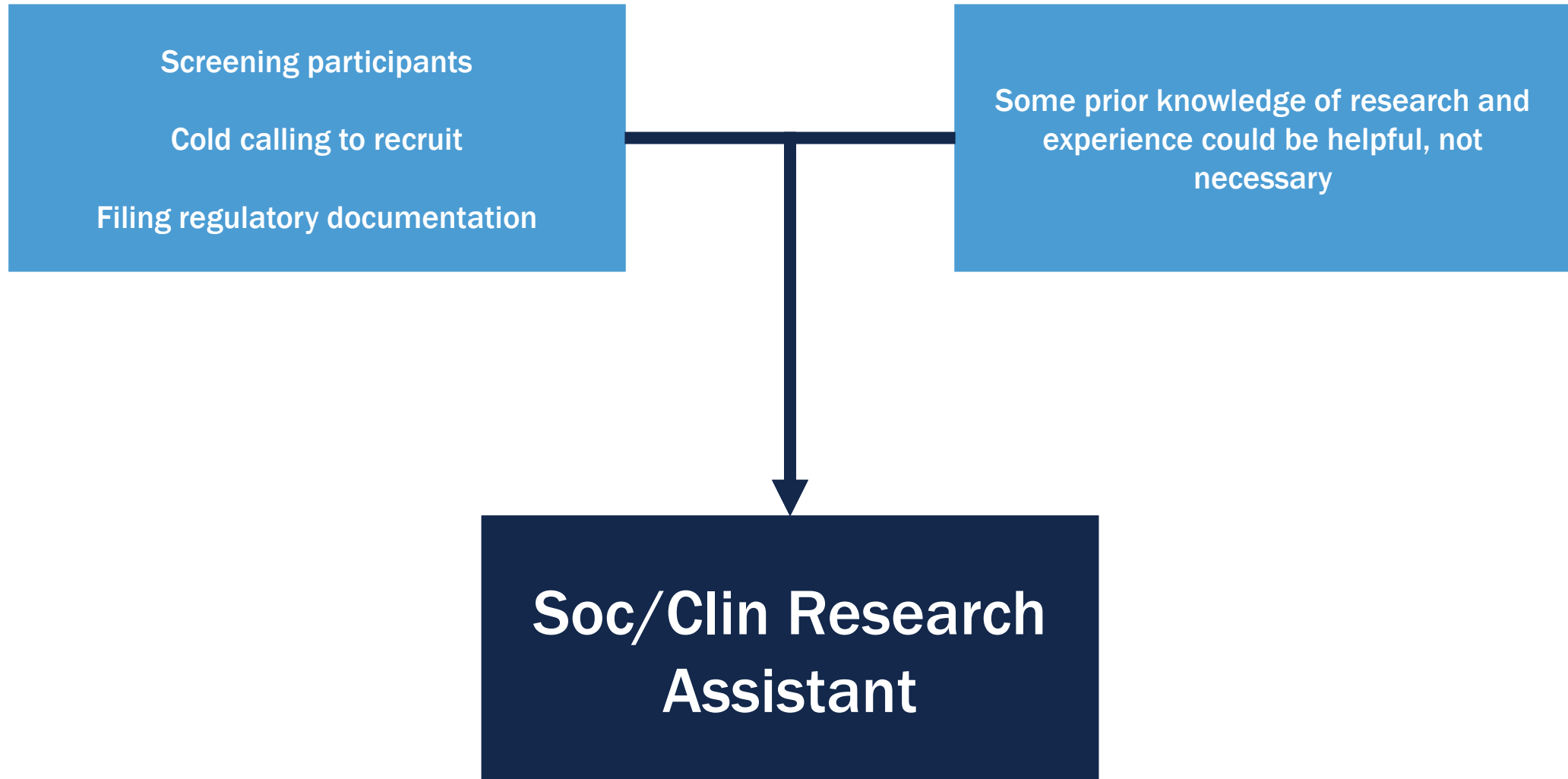
Social/Clinical Research
Assistant (SHRA)

Social/Clinical Research
Specialist (SHRA)

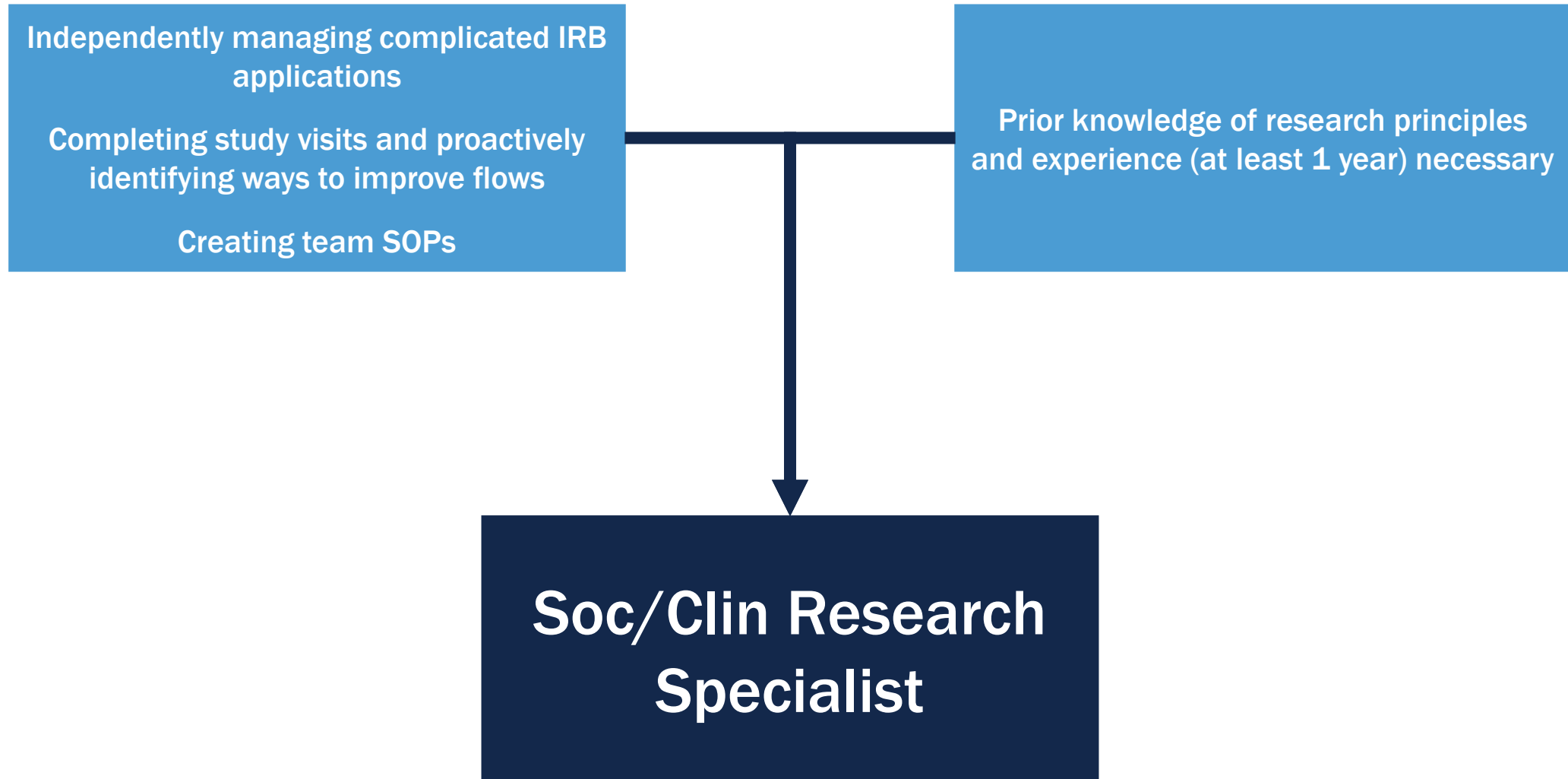
EHRA NF

Position Type

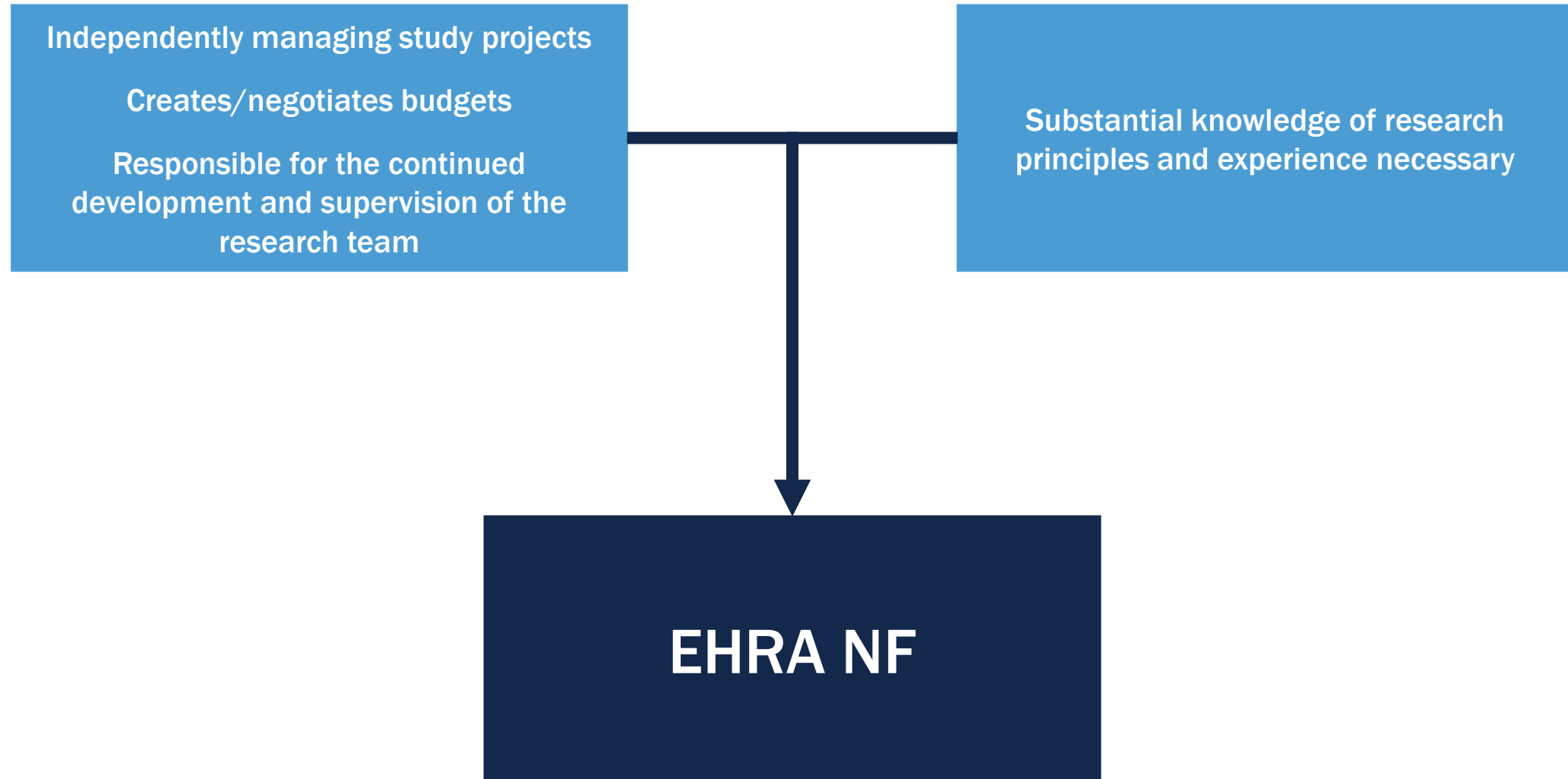
Hiring the Right People



Hiring the Right People



Hiring the Right People



Hiring the Right People

You may not delegate overall responsibility for study conduct to any member of your research team, regardless of how experienced they are.

Hiring the Right People



North Carolina State Employee Competency Profiles

Contains an overall description of work and responsibilities for SHRA-classified positions.

Joint Task Force Core Competency Framework

Contains specific competencies for clinical research professionals divided by domain and skill level.

Writing the Position Description

Use groupings from your task list to create the “description of work” section in the position description

Determine what qualities are “essential” vs. “preferred”

Keep in mind the [minimum recruitment standards](#) for positions

Hiring the Right People

Think about: What desired qualities can be taught? What can't?

Examples of Potentially Teachable Qualities:

Scientific language

Phlebotomy

Examples of Potentially Unteachable Qualities:

Attention to detail

Communication skills

Hiring the Right People

Create Interview Questions that are Based on Tasks.

If This is A Potential Task...

Informed Consent



Consider Basing
Interview Questions On...

Communication Style

Following Protocols



Assessing Attention to Detail

Project Management



Leadership, Task Management



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Train & Maintain

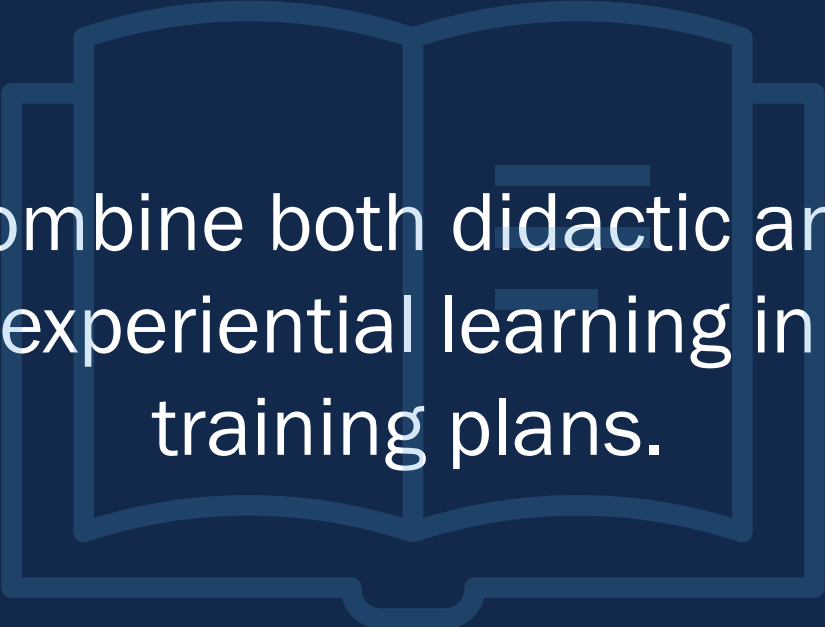
Training Starts on Day 1 and is a Long and Iterative Process.



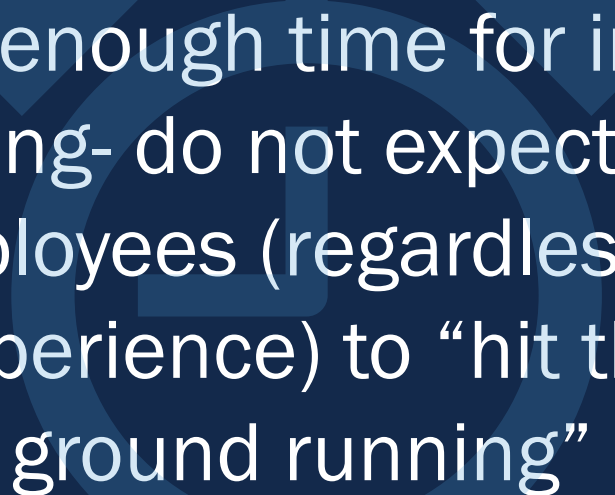
Create a standard onboarding plan for employees so everyone receives the same onboarding education.

If hiring internal or experienced candidates, some trainings (e.g., CITI) may already be completed, however, task-specific training (like mock informed consent) should be repeated.

Train & Maintain



Combine both didactic and experiential learning in training plans.



Give enough time for initial training- do not expect new employees (regardless of experience) to “hit the ground running”

Train & Maintain

**UNC Network of Research
Professionals (NRP)**
nrp.tracs.unc.edu

An open community of research
professionals at UNC.

Get insight, information, and education to further
your clinical and translational research.

CRSO FOCUS:



Standardization



Efficiency



Transparency



Accountability

**SOM Clinical Research
Support Office (CRSO)**
crso.unc.edu

Train & Maintain



CITI Training

research.unc.edu/human-research-ethics/getting-started/training

UNC IRB

research.unc.edu/human-research-ethics

OCT

research.unc.edu/clinical-trials

NC TraCS

tracs.unc.edu

RCMU

rcmu.tracs.unc.edu

NRP

nrp.tracs.unc.edu/

SOM CRSO

crso.unc.edu

Carolina Talent

hr.unc.edu/carolinatalent/



**Society of Clinical Research Associates
(SOCRA)**

**Association of Clinical Research
Professionals (ACRP)**

Employee skills are maintained through constant practice and training

Re-training may be necessary for skills that aren't used frequently.

Best practice and procedures change frequently, so ensure re-training is completed, as necessary.

Allocate time for employees to re-train and maintain their skills.



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Team Sustainability & Development

Team Sustainability & Development

Encourage employees to find what they're good at and grow those skills.

If funding is available, fund professional development opportunities.

If funding is not available, encourage personnel to apply for available professional development funding opportunities.

Not all professional development costs money!

Team Sustainability & Development

Example Activities or Traits	How to Grow
Completing participant visits, executing protocols	Help to determine logistical feasibility for new protocols and develop operational plans
Developing and maintaining regulatory documentation	Develop team standard operating procedure on regulatory document management
Detail oriented with extensive knowledge of regulations	Conduct quality assurance reviews
Collecting and managing biospecimens	Assist with data use agreements and/or material transfer agreements

Team Sustainability & Development

Avoid Burnout & Support the Team

Define **clear roles and expectations** for each employee and stick to them.

Lead with **trust** and focus on **collaboration**, not power and authority.

Respect team member input and involve them in planning and feasibility assessment of new studies.

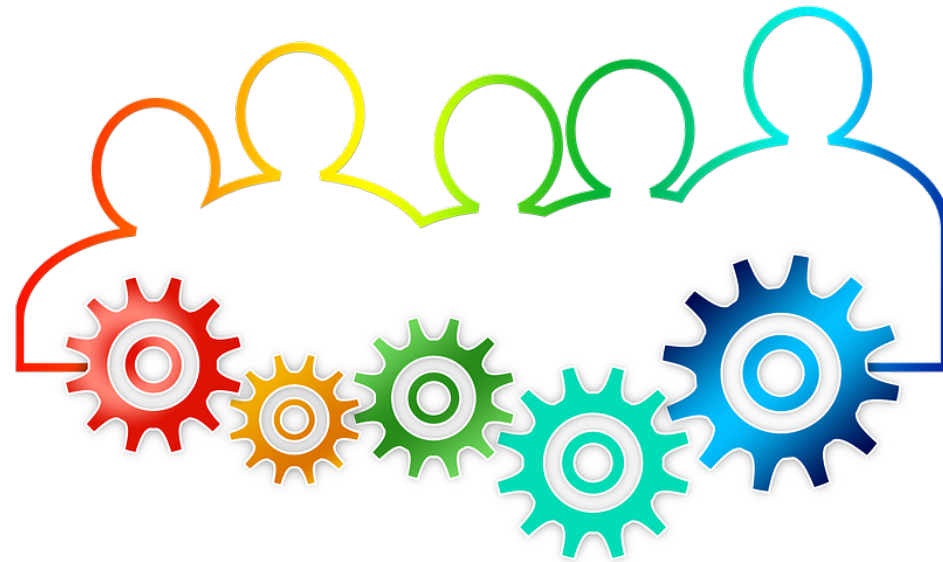
Build **relationships**, show **empathy**, and **advocate** for employees.

Questions Related to Developing and Maintaining Your Team?

We're here to help!
Contact us:

NC TraCS RCMU:
rcmu@unc.edu

SOM CRSO
crso@unc.edu





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SOM Clinical Research Workforce Initiatives



Career Ladders

- Competency-based
- Align with national standards
- Offer clear paths for growth



Position Standardization

- Competency-based
- Promote equity & growth
- More competitive hiring



Support for Creating New Positions

- Reduce administrative burden
- Reinforce standardization

