

EXECUTIVE MESSAGE



Trade Shows Exhibit Our Scientific Excellence

Participating in trade shows and conferences is one way to show the world the scientific talent of Covance. With two key shows in June, it's a good time to recognize the people who participated in these industry events.

I would be remiss if I didn't first commend our scientists in Harrogate, Vienna, and Madison. The Society of Toxicology accepted 19 of their scientific papers to present at its conference in March.

I am also proud to announce that Covance had more speakers than any other CRO at the Drug Information Association's (DIA) conference this month. Twelve Covance experts were featured on DIA's program.

Also in June, Health Economics and Outcomes Services (CHEOS) unveiled the Managed Care Tactical Plan at the Biotechnology Industry Organization's (BIO) International Conference. BIO commissioned CHEOS to help its membership understand the impact of managed care on the industry. The Tactical Plan was one part of this major project.

In November, we anticipate another strong Covance presence at the American Association of Pharmaceutical Scientists (AAPS).

Does participating pay off? Definitely. Every time our people demonstrate their scientific knowledge, it strengthens our position as an industry leader. And that's a win for all of us.

Mark Engelhart
Corporate VP Marketing and Sales

Transgenics Unravels the Disease Process

They might not realize it, but lab mice owe a debt of gratitude to transgenics, according to **David Brusick Ph.D.** "This technology is going to have a significant impact on how we use experimental animals in the future," explains the Vienna, Virginia, scientist.

"It should reduce our reliance on the large numbers of animals that we had to use in the past. I think that from the perspective of animal utilization and all the issues that go with that, this should be a positive impact of technology. We'll be able to get more information with fewer animals."

Transgenics is the term for the science of taking genes and cloning them into organisms to create a new trait or characteristic. Covance uses specially bred mice that carry altered genes, increasing their sensitivity to tumor induction. If a scientist wants to determine whether a drug might have tumor-producing properties, one of several transgenic mouse strains engineered to be predisposed to developing tumors can be used.

Transgenic technology makes many types of disease models possible, according to David: "Scientists have engineered mice or rats as cardiac disease models, obesity models, breast cancer, Alzheimer's.... There are hundreds more being developed. This technology is poised to have a dramatic impact on the process of early drug development."

Covance was the first laboratory to use transgenic models in toxicity screening in 1989, and today is the leader in this field from the standpoints of scientific staff and the number of studies conducted.

One benefit for clients is that

transgenics reduces timelines. "It gives us information in a much shorter period of time. For cancer studies the original length of time was two years. Now we can get tumor information in six to nine months."

And science gains great mechanistic insight from transgenics, explains David. "Not only do the animals get the tumors if they're exposed to a carcinogen, but also, because of our understanding of the genetics of the animal, which we've engineered, we can generally provide

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*David Brusick Ph.D.
Vienna, Virginia*

more answers as to *why* they got the tumors. We may know what happened at the cellular and/or molecular level resulting in the initiation of the tumor.

"It's exciting not only because of the information we get, but because of the potential application of this technology to so many other areas," David says. "Today we're using it for cancer and genetic damage analyses. But at some point in time these models can be used to screen for birth defects. They'll be used to look for all other kinds of toxicity. It's just a matter of time until animal models are engineered that will allow us to do that." ■



Employee Input Makes Covance Strong



Executive management makes a decision. Word goes out to regional or company management, and from there to line personnel. That's how change is made at many companies. But not at the world's best companies—not at Covance.

Instead, Covance is working to manage change by gathering information from throughout the company and listening to input from the employees and managers who have to implement the changes. Then, with modifications based on the additional feedback received, we implement the changes across our organization.

Sounds like a time-consuming process, doesn't it? What are the advantages for our company? And how, specifically, has it helped us? To get the answers to these questions, *Connections* talked to people at headquarters and in the field to see how this process works.

Simon Jackson, Covance Associate Director of Education & Training, begins: "By being inclusive and obtaining input and feedback from people in operations, we are able to make better, more informed decisions. While the process may take more time up-front than a top-down approach, the implementation throughout the organization tends to be quicker and easier because we have more immediate "buy-in" by the people who have to implement the policies."

Craig Mangan from Corporate Human Resources agrees: "As Covance, we need to get employees involved on a global level. This type of process may take more time, but the quality of the outcome is enhanced and has a better chance of successful implementation because people get to 'put their fingerprint' on the product."

Nowhere have feedback and group input been as widely practiced in the company as in the recent development and introduction of The Covance Way.

"Changing attitudes takes time," says **Beth Leahy**, Corporate Vice

President/Communications. "But to be effective, the audience for the message must be involved and the message must be relevant to them."

This issue was addressed early on in the formulation of The Covance Way. When the contents of the message were first being assembled, teams of Human Resources personnel fanned out through the company, conducting focus groups and gaining input from employees at all levels.

"It was interesting," **Audre Wenzler** from Corporate Human Resources agreed. "Here we were all over the world, at all levels of the organization, and we were hearing the same sorts of things—even with the language and cultural barriers we sometimes face. It was immensely helpful in refining the message."

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Simon Jackson

Covance Associate Director of Education & Training

Clarity, directness, and believability were three of the issues raised, and management addressed them, delaying the initial rollout of The Covance Way for several months while the message was refined and reformulated. When the message was then presented to the entire organization, it was well received, thanks to the preliminary input and two-way communication.

Two-way communication systems are being emphasized across Covance, and the Chairman is leading the charge to ensure open lines of communication through action. **Chris Kuebler**,

Chairman and CEO, devotes 26% of his time to face-to-face and ear-to-ear communications during regularly scheduled conferences and teleconferences with corporate officers and senior management as well as Town Meetings at the sites he visits.

"Last year, we initiated a Climate Survey dealing with working conditions in our Geneva facility," recounted **Kurt Berger**, VP/Operations and Administration of Central Laboratory Services (CLS), Geneva. "The responses were immediately recorded, quickly translated into graphics, and posted where all employees could view them. Now, based on the results, we have a clear list of issues to address. In fact," he added, "many of the suggestions have been implemented already."

"You don't ever want to ask people's opinions if you can't follow up on the recommendations," advised **Jerry Krider**, Director, Human Resources, CLS in Indianapolis. "Employees recognize that you can't do everything they want, but they must see that a good faith effort is made to respond to some of the ideas brought forward."

So asking the right questions, listening well, evaluating suggestions, and providing feedback are all essential components if information gathering is to be a success. It makes Covance a better place to work and a more effective company.

Perhaps Kurt summed it up best: "There is a tremendous amount of knowledge and feeling that comes from our base," he declared. "By using the strengths of our employees' knowledge, Covance is made even stronger. And that's our primary goal, isn't it?" ■