

What Good Actually Looks Like in RA/QA Hiring Right Now



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Over the past few months, I've had conversations with Regulatory and Quality leaders preparing for submissions, getting ready for audits, building quality systems, and supporting commercialization efforts.

The work isn't slowing down.

If anything, many teams are being asked to accomplish more with fewer resources.

That's why hiring conversations have started to sound different than they did a few years ago.

Leaders aren't asking, "Can this person do the job?"

They're asking, "Can this person help us accomplish what we're trying to accomplish next?"

There's a big difference.

A company preparing for a critical submission doesn't necessarily need another set of hands.

They need someone who has seen similar situations before and can help keep the team moving when timelines shorten and priorities change.

A company preparing for an audit doesn't just need someone who understands quality systems.

They need someone who can identify issues before they become findings and help the organization stay focused on the work that matters most.

That's what good hiring looks like right now.

It's less about filling seats and more about understanding the outcome the business is working toward.

The strongest leaders I've spoken with are very clear about that from the beginning.

They know what the company is trying to accomplish over the next 12 to 24 months.

They understand where the team is likely to feel pressure.

And they hire accordingly.

When that clarity exists, hiring becomes much more effective because the focus shifts from credentials and job descriptions to business impact.

The result isn't just a stronger team.

It's a team that's better positioned to hit important milestones with fewer surprises along the way..