

GSK's Global Onboarding Program Cuts Waste

GSK

Best New Hire Onboarding Program

September 2018



Company Background



do more
feel better
live longer

Headquarters	Brentford, Middlesex, UK
Year Founded	2000
Revenue	£30.186 billion
Employees	100,000
Global Scale (Regions that you operate in or provide services to)	GSK operates in over 150 countries, more than a third of which are emerging markets.
Customers/Output, etc. (Key customers and services offered)	GSK researches and develops a broad range of innovative products in three primary areas: pharmaceuticals, vaccines and consumer healthcare.
Industry	Pharmaceutical and healthcare
Stock Symbol	GSK
Website	www.gsk.com



Budget and Timeframe

Overall budget	£100,000
Number of (HR, Learning, Talent) employees involved with the implementation?	Nine project team members: two full-time; seven part-time.
Number of Operations or Subject Matter Expert employees involved with the implementation?	Seven subject matter experts (i.e. HR/EHS/finance/legal) from central functions within Global Manufacturing and Supply (GMS), plus six learning experts from GMS' manufacturing sites.
Number of contractors involved with implementation	One program manager/L&D consultant.
Timeframe to implement	Six months for design and development, followed by a 12-month phased deployment from October 2016.
Start date of the program	March 2016

Business Conditions and Business Needs

Business Conditions

Businesses know that great onboarding is vital for any organization interested in delivering great employee productivity and retention. But when you're crossing international boundaries — and all the cultural and language connotations associated with them — it's easy to see how processes can become fragmented.

This was the challenge facing GMS (Global Manufacturing and Supply) — one of GSK's biggest divisions — following an internal review of its 30,000-plus employees in 2015.

The study's findings made for stark reading. As well as having no standardized approach to induction across GMS sites/central functions, the content varied considerably — exposing gaps in critical quality, safety and compliance training. Little information was provided about GSK as a business and the onboarding methods that were applied simply weren't effective in engaging or motivating new starters.



Ultimately, the review laid bare an insufficiently robust process, one with inconsistent length/timing and where evaluation was sporadic at best.

There were other challenges, too:

- **Access:** Less than 50% of GMS staff have direct PC/internet access.
- Employees in some countries have **varying literacy skills and knowledge**.
- **Geographical spread:** The approximately 2,000 new starters per year are spread over 72 sites, across 33 countries.
- The **cultural differences and 17 languages** that can be found within GMS make standardization incredibly difficult. GSK's methodology had to ensure training was relevant to and accessible for this diverse audience. (See next sections for how this was achieved.)

Such challenges inevitably had a direct effect on the business' workforce. For example, a survey revealed new starters on the frontline within GMS felt disengaged and undervalued. Attrition was on the increase and those who did stay had lower engagement levels.

GSK's business needs

Manufacturing site employees play a critical role in delivering GSK's vision to "help people do more, feel better, live longer." To comply with this vision and ensure a deeper change was made, it was clear that the business needed to do much more than simply improve its people's knowledge and skills.

To drive long-term engagement and performance, employees needed to feel completely connected with the business's purpose and values.

Overview

High-level description

The GMS onboarding program is an immersive, two-day face-to-face training workshop for new employees within the GMS business.



It is designed to cater for the needs of all new starters at 72 sites spread across 33 countries — regardless of their literacy levels, business knowledge, cultural differences and whether they have access to the internet.

While all compulsory content is standardized (albeit translated into 17 different languages), the remainder of the content is customizable and has been nuanced to respect the huge cultural diversity of the GMS business. (See “Design and Delivery” for details.)

Business Objectives

While the program is only two years old, it has already evolved in line with annual review findings (see “Using Lessons Learned to Push the Program Forward” in the “Overall” section of this case study).

Nonetheless, GSK’s objectives have remained consistent throughout. Specifically, its overarching ambitions were for the program to:

- Ensure critical quality, compliance and safety training is consistently delivered.
- Decrease the number of accidents, defects and waste, protecting GSK’s license to operate.
- Increase engagement scores.
- Accelerate time to productivity.

Results Versus Targets

All GSK sites monitor performance across waste, accidents and defects. The KPIs vary from site to site depending on their activity/operations, however, the snapshot below shows performance across all three measures across global sites. Although other influencing factors cannot be eliminated, since the program launched it is contributing to performance improvement and meeting its objectives. For example:

- While defects and waste have decreased, cases of zero accident potential (ZAP), where employees flag and address accident risks before they happen, have increased by as much as 70% in some sites.
- Engagement is up, with 91% of learners agreeing the induction program content aligned (was relevant) to their current role and 86% of managers saying they have seen an improvement in the awareness/knowledge of their new starters since the new induction program was introduced. According to a recent survey, many also have applied learnings from the training in their day-to-day roles.
- All-important productivity is also on the rise; output now is consistently higher at GMS sites, up by as much as 50%.

Design and Delivery

It goes without saying that the manufacture of medicines can be a highly complex and hazardous process. While it was critical that new starters had the knowledge and skills to safely perform their roles, it was also imperative that they understood how their role fitted into the wider GSK vision.

In accordance with the scale of the problem, the business made more than just a few half-hearted changes. In what would be one of the largest and most ambitious onboarding projects ever implemented in GSK, an entire program was designed from the ground up.

Understanding Needs

The business established a project team comprising nine site representatives and global learning and development (GL&D) learning managers (see “Budget and timeframe” box at the start of this case study).

This team gathered insight through workshops with first-line leaders, performed learning needs analysis at 20 sites and engaged subject matter experts to inform content on a variety of topics such as health and safety (H&S).

Test material was also piloted across borders, cultures and languages to gauge success and shape the program.

Training Content

With a defined schedule for delivery — enabling the new onboarding program to be completed in just two days — facilitators and managers can now confidently plan resources.

All new manufacturing site employees are invited to follow the face-to-face training session, covering such topics as:

- Foundational requirements (i.e. environment health and safety training).
- Good manufacturing practice (legal requirement).
- Code of conduct and values.
- An overview of the company and the site, as well as an introduction to site leaders.
- A site tour.
- IT training and how to use the LMS (learning management systems).
- Information about GSK's global production system and its ways of working.

To ensure that training was as engaging as possible, this content was delivered in an informal, interactive way.

A Standardized, Customized Learning Journey

To create a truly standardized global learning journey, GSK needed to ensure the training program was inclusive, accessible and consistent across the diverse demographic. To do this, there had to be sufficient room for local customization within the content. Cultural and language differences — as well as site-specific processes — were respected via color-coded sections within a training module clearly differentiating between compulsory and flexible material. For example:



- Black text within the training pack denotes core mandated material — i.e., those elements that cannot be changed (standardized corporate content).
- Purple content denotes material with an element of flexibility according to the site/country — for example, material in the HR section that deals with local law.
- Trainers using this content are given the freedom to adapt their training using local examples to ensure learnings remain as relevant and effective as possible.

In addition to the above, a separate program was developed for central function workers, who find face-to-face training a challenge due to the geographical spread of their teams. This program consisted of a suite of eLearning modules covering the same topics as those outlined above and which must be completed in the first year of the new employee's tenure.

Engagement

Hands-On, Vision-Led Training

Engaging people in regulatory training sounds like a contradiction in terms. The overriding challenge here, therefore, was training new starters in critical regulatory quality and EHS processes, while making the learning experience fun, engaging and memorable.

To help bring the learning to life, each module uses multiple channels with a high level of interactivity. Content is deliberately varied between PowerPoint slides, videos, guest speakers, quizzes and site tours. Games are also incorporated — in one example, a full protective outfit is placed on the floor and employees have to figure out how exactly it should be worn.

New starters are also familiarized with GSK's vision and purpose by becoming connected with those at the end of the supply chain. This is achieved using:

- Real-life patient stories.
- Product sample bags.

- Senior leader sponsorship — with senior leaders delivering the welcome module that covers the business’s vision and values.

Sustaining Impact

As well as assigning buddies to all new starters — ensuring each has an individual point-of-contact for the first three months and providing learner notebooks and leader guides — GSK has built on the original scope of the induction program and developed a capability curriculum for all new hires spanning the first 12 months of their role.

This includes further quality, safety and business awareness training that builds on the original two-day content.

Measurable Benefits

In addition to completely revamping its content and delivery on a global scale, GSK has also overhauled the evaluation of its onboarding program. This new evaluation framework ensures progress is continually monitored; subsequent feedback is used to make improvements and identify knowledge gaps. To ensure continual best practice in learning and development, impact now is measured centrally against all four levels of the Kirkpatrick model. This includes a gauge of GSK’s business objectives.

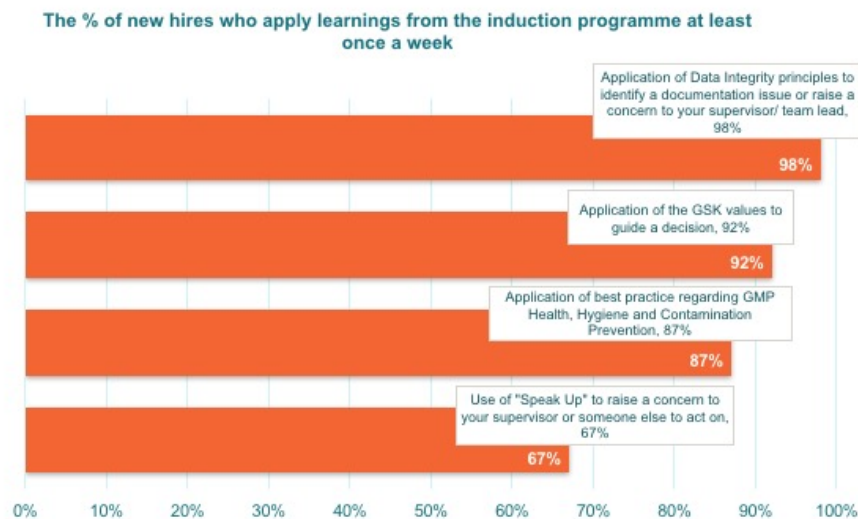
Recent findings from the program reveal:

- **A positive response from learners.**
 - 89% of learners strongly agreed that their induction training was a worthwhile investment of their time.
 - 91% agreed the induction program content aligned (was relevant) to their current role.
 - 88% agreed the induction delivery method was appropriate for the content.
 - Overall, learners rated the program with an overall score of 4.5/5.
 - **Additionally, in a survey soliciting about 200 responses, new employees stated that they had applied the learnings from the training in their roles,**



responding passionately with examples and personal stories. This confirms that the program is meeting its objectives.

Figure 1: Program Results



Source: GSK

- **Increased knowledge and improved capability.**
 - 86% of managers say they have seen an improvement in the awareness/knowledge of their new starters since the new induction was introduced.
 - 84% of managers say they are satisfied with the induction program for new starters.
- **Changes in behavior and a positive impact on performance.**
 - **All GSK sites monitor performance across waste, accidents and defects. The KPIs vary from site to site depending on their activity/operations,**



however, the data snapshot below shows performance across all three measures across global sites. Although the business cannot eliminate other influencing factors, it can be justifiably argued that the launch of the program is contributing to performance improvement.

Zero Accidents

There's been a dramatic shift in behavior. For example, cases of zero accident potential (ZAP), where employees flag and address accident risks, have increased:

- From 8% to 21% at GSK's Sligo, Ireland site.
- From for per month to 12 per month at its St. Louis site.
- By 8% at its Panama site.
- By 70% at its Worthing site.

Zero Defects

- Defects more than halved at the business's Sonapat, India site, from 7.5% to 3% in 2016.
- Deviations halved at its Buenos Aires site, from five to seven per month to two to three.
- Deviations dropped by 44% at its Panama site.
- Deviations reduced by 50% at its San Jose site.
- Quality improvement: GSK's Karachi, Pakistan site saw a 34% reduction in repeat testing.

Zero Waste

In addition to improved competence, productivity has increased, with:

- Batch output increasing 13% at Maidenhead.
- Output nearly doubling at the Cape Town site (54 batches produced per week in 2016 vs. 36 in 2015).

- Overall equipment effectiveness losses reducing 38% at the Nairobi site.
- Output increasing 22% at the Karachi, Pakistan site.
- Output increasing 34% at the Nashik site.

Business Impact

Now managed centrally, GSK's new onboarding program:

- Has been rolled out to 100% of GSK's sites and functions.
- Is estimated to have saved 1,000 man hours by eliminating waste through replication of materials (versus the previous iteration).
- Driven performance improvement, standardization and simplification of a key business process.

Overall

Since it first launched, GSK's ambitious onboarding program has driven nothing short of a complete transformation within GMS, following a strategy that saw the business overhaul everything from content right through to delivery and evaluation.

In summary, the program:

- **Offers a global framework:** A fragmented and inconsistent induction program now has been replaced with a robust global framework, which covers everything from H&S through to GSK values and behaviors.
- **Meets local needs:** Material can be customized where necessary to meet local needs (be it language, cultural, or site-specific).
- **Delivers blended, multi-channel learning:** Through interactive, fun and engaging learning, new starters not only gain — but retain — new knowledge and skills.

- **Ensures improvements via evaluation:** A new evaluation framework ensures progress is monitored and feedback used to make improvements/identify knowledge gaps.
- **Sets a blueprint for others:** With 100% of GSK's sites now having adopted the program, it has been shared and forms the blueprint for other GSK business units, showing how such learning can benefit employees, customers and business as a whole.

Using Lessons Learned to Push the Program Forward

Since rollout, GSK realized that materials can become dated very quickly, so it introduced an annual review cycle to ensure that content remains current and relevant.

To make content more varied and support a 70/20/10 approach, the business also is beginning to make other resources available, such as additional videos and links to various other resources that can be used to educate and engage. This aims to become more digital in the future to make it easier to share among trainers and trainees between sites/countries.

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