

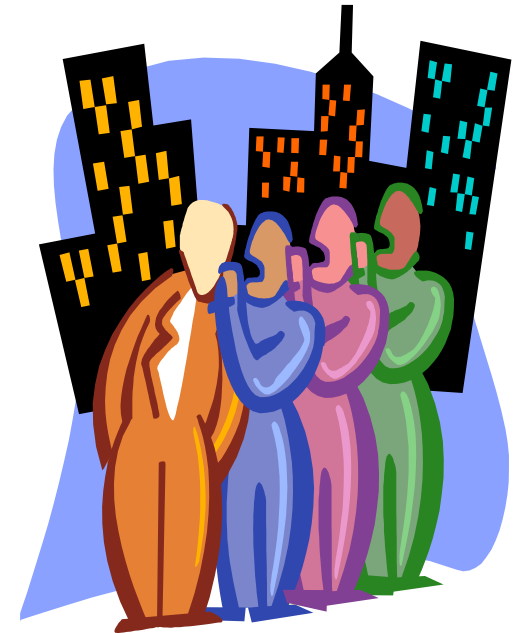


Talent Management : Get the
right people with the right
skills on the bus !

MedSC

Larry P. Smith

November 6, 2013





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- Founded in 1897
 - FORTUNE 500 company (#316)
 - Locations in more than 50 countries
 - Approximately 29,000 associates worldwide
 - Serves healthcare institutions, life science researchers, pharmaceutical companies, clinical laboratories and the general public
 - Manufactures a broad range of medical devices, instrument systems, laboratory equipment and diagnostic products 

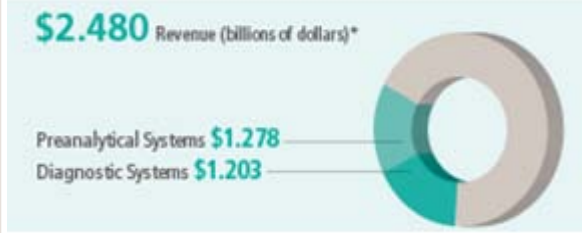
\$8.1 billion FY2013

NA 46% Europe 31% LA, Asia Pac 23%

BD Medical



BD Diagnostics



BD Biosciences





Strategic Imperatives – Talent Management

- **SC competency model**
- **SC development program, internships**
- **Global HR planning process (High Potential, mobile)**
- **Early/Mid career experience programs**
- **Short term developmental assignments**

Metrics

- **Turnover rate**
- **Fully populated succession plans**
- **SC efficiently and effectiveness**

SC Talent Development History

- 2000 – Appointed “process owners” to standardize SC processes globally as part of our first ERP implementation
- 2000 – Established BD University
- 2003 – Developed Leading Operational Effectiveness (LOE
- 2004 – Partnered with leading University SC Programs on intern and co-op programs and MBA projects
- 2005 – Established the SC Development Program for new hires
- 2006 – Formalized relationships with SC research firms (AMR and Gartner) to keep abreast of SC best practices
- 2007 – Initiated Global SC HR Planning process
- 2008 – Roll Out Lean, Six Sigma training across global SC
- 2009 – Developed SC Competency Model and SC Academy training program
- 2010 – Global roll out of the Competency Model and SC Academy
- 2010 – Global roll out of the LOE 2 training course
- 2011 – Annual Global SC Recognition Awards Program Initiated
- 2012 – Development of SC Career Ladders

Deeper Dive: Competency Models and Governance



Global Supply Chain – Initial State

- Assessment of development requirements based on associate's performance
- Quality of development plan highly dependent on the individual supervisor
- Lack of linkage between competencies required and job descriptions, job postings, the hiring process etc....
- Difficult to determine supply chain competency levels within and across regions
- Development programs more mature in some regions (i.e. U.S. includes):
- Disparate job descriptions, roles and responsibilities across global supply chain operations
- No standardized process for competency development

Competency Model Vision and Benefits

Vision

A Global Supply Chain Competency Model that facilitates the development of associates to meet current and future business requirements for improving performance outcomes.

Benefits

- Establish core competency requirements for defined job roles applicable to all regions
- Alignment of recruitment processes with role competencies
- Develop associates for growth in current role, cross-functional roles and for succession
- Collaborative process with shared responsibility between associate and manager
- Encourage “horizontal learning” across end-to-end supply chain processes and across other functions
- Make associate development a core competency for all people managers
- Enhance mobility of associates between countries and regions

Global Development and Deployment

- **Team Structure and Guidelines**

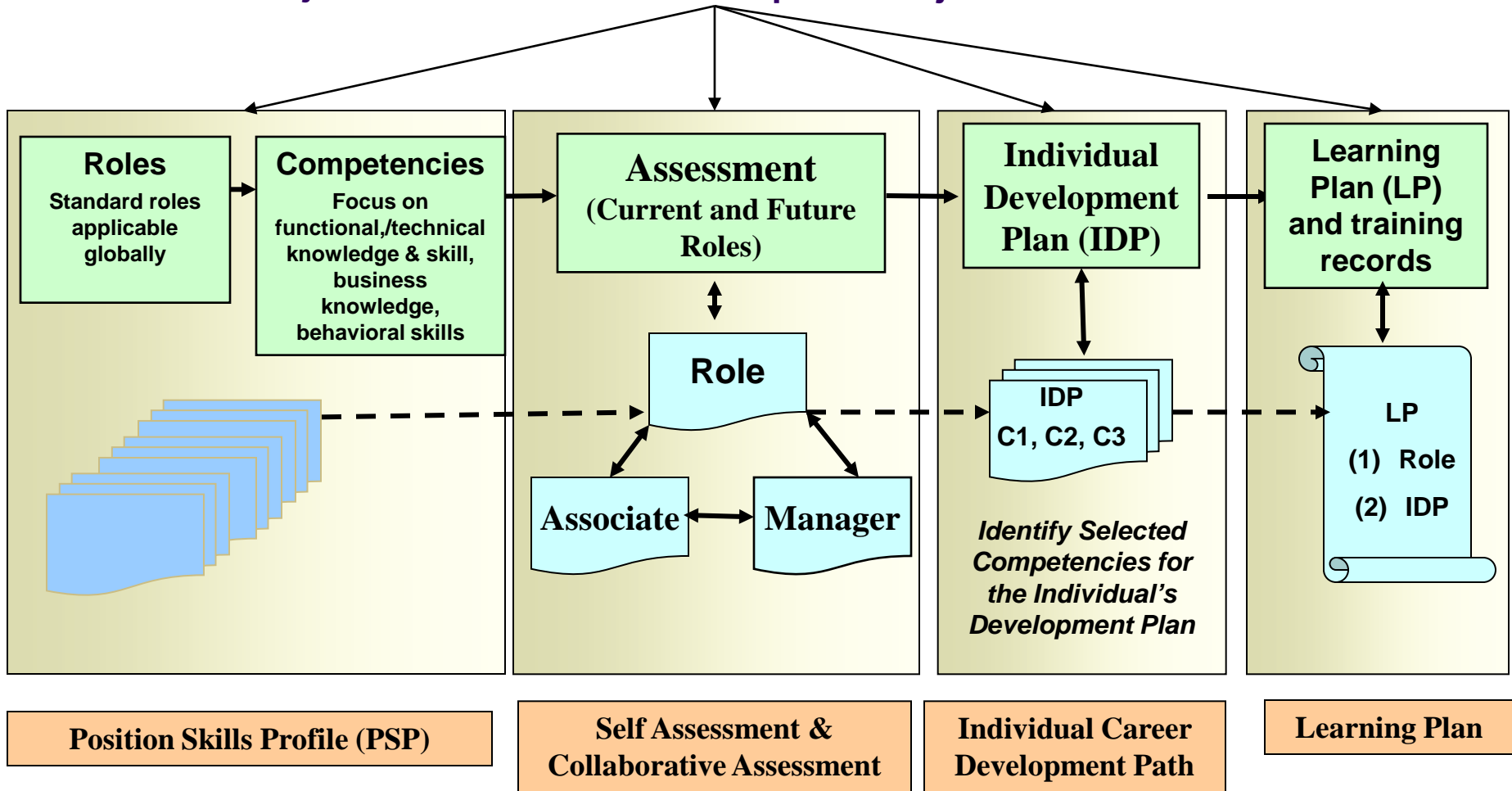
- Team Lead with passion for associate development
- A small core team composed of associates that represent different views of the supply chain
- Project Manager with supply chain expertise
- Project Manager and all team members to provide 10% to 20% of their time to the project
- Individual BD organizations are expected to cover their own costs

- **Scope Definition**

- large enough to demand all of the requirements for a model
 - small enough to enable implementation within a reasonable time frame
 - focus: finished goods planning, customer service, warehousing, and transportation
 - global standardization
- Keep the model as simple as possible and use existing technology
 - Periodic review with Human Resources
 - Establish governance to ensure standardization of the model and to direct continuous improvement

The Competency Model: Process Flow

Business Objectives → Talent Development Objectives → Results



Position Skills Profile (PSP) Elements

- Functional/Technical Knowledge/Skills
 - Business Knowledge
 - Behavioral Skills
- Proficiency Levels
 - ▶ N – New in Position
 - ▶ E – Experienced
 - ▶ L – Leader
- Maturity
 - ▶ Working Knowledge
 - ▶ Developing
 - ▶ Proficient
 - ▶ Mastery
- Job Family Description/Roles:
 - Distribution, Transportation, Planning, Customer Service, Generalist in Supply Chain, Regional Supply Chain Leader

Assessment Process

- Questions designed to determine the level of understanding an associate has within each skill or knowledge area
- Associate completes a self assessment and reviews the results with their supervisor
- Supervisor to determine if the associate has applied or demonstrated this skill or knowledge and evaluation of maturity level:
 - Working Knowledge
 - Developing
 - Proficient
 - Mastery
- Comparison of results of the assessment with the Position Skills Profile(s) and where they should be in maturity
- Agreement between the supervisor and associate on development areas and a learning plan

Individual Development & Learning Plan

- Prioritize to address most immediate gaps
- Learning plan must be achievable
- Combination of formal learning, self learning and on the job experience
- Formal learning (10%):
 - Accenture Supply Chain Academy
 - BD University courses
 - Courses offered by Universities
- Self learning (20%):
 - Books, articles
 - Mentoring
- Job experience (70%):
 - Day-to-day activity
 - Project experiences
 - Job rotation-cross business, cross geography where feasible

Challenges and Learning's

- Differentiate development from performance assessment
- Decouple competency identification for roles from job levels and compensation
- Design a governance process to maintain standardization
- Keep it simple – avoid trying to create the perfect tool
- When deploying:
 - Obtain senior supply chain associate support
 - Assign a deployment leader
 - Start assessment at the most senior supply chain levels
 - Develop and utilize a deployment process
 - Define “completed deployment”
 - Govern changes and monitor deployment
 - Hold supply chain leaders accountable for successful deployment
 - Report progress on deployment back to the executive sponsor(s)
- Continually improve the competency model

Competency Model Initiative Deliverables

- ✓ Global standard approach to identification and documentation of core competencies by job family and maturity level. (Planners, DC Mgr, Dir/VP, Trans)
- ✓ Global standard approach to the assessment of core competencies
- ✓ Global standard approach to education and training for associate development.
- ✓ Align with ERP roles.
- ✓ Methodology for global deployment.
- ✓ Provide a starting point, not perfection.
- ✓ Provide direction to supply chain leaders regarding global deployment of the model and any future projects.
- ✓ Succession planning

Governance Councils – Talent Management

Established Supply Chain Governance Model

- Integrated Supply Chain Council
 - Senior Operations Leaders (Plan, Make, Source, Deliver, Return)
- Global Supply Chain Council
 - Senior SC Leaders
- Transportation Council
 - Regional Supply Chain Leaders and Procurement
- Global Trade Compliance Council
 - Regional Global Trade Compliance Leaders and Legal

BD: Investing in future supply chain leaders

We follow how the medical technology giant structured its development program to generate seasoned managers and collaborative decision-makers. If you're looking to grow top-notch supply chain talent you may want to pay attention.

BY MAIDA NAPOLITANO,
CONTRIBUTING EDITOR

Finding effective supply chain leaders is a challenge. Above and beyond smarts and great people skills, today's professionals need to be innovative, collaborative, influential, metrics-driven, tech-savvy, fair, and inspiring. They must possess a true understanding of the supply chain as a collection of interdependent functions—not as silos of operations—that must work together to ultimately give the company a competitive advantage.

It's a challenge that's taken very seriously by global medical technology leader Becton Dickinson and Company (BD) and its supply chain



PHOTOS BY CHRISTOPHER LAW/GETTY IMAGES

Left to right: Larry Smith, vice president for global supply chain; Mary Groskin, supply chain development associate; Devin Maguire, supply chain project manager; Ewald Parolari, senior director for supply chain operations.

BD Case Study

RECRUITING AND DEVELOPING TALENT IN THE SUPPLY CHAIN

Interview conducted on July 8, 2013

Domenick P. Gasbarro
Director, Global Supply Chain
BD

APQC®

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Questions ?

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