

Boston Scientific

Advancing science for life™

Developing Internal talent

Siobhan Geary

What is the average cost of hiring a new employee?

22 – 34,000k



Size of Org	Attrition Rate	# of Employees	Ave. Cost	Total
250	1%	2.5	€28,000	€70,000
500	1%	5	€28,000	€140,000
1000	1%	10	€28,000	€280,000

Original
Problem



Developing a
Framework



Evolution of a
Program



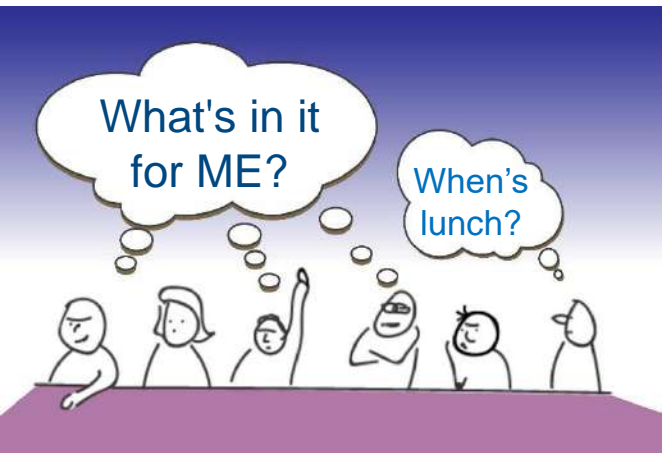
Results

Critical Questions that changed the direction and scope

What's in it
for ME?

Why it's good
to talk?

What's in it for
the Business?



**Boston
Scientific**

- Difficulty in recruiting Lean & Operational Excellence personnel

- Created a Lean Associate role



- Standardise training program
- Upskill Lean Associates

218 hours training
476 hours experiential
learning

Lean Foundations Program 2013 - 2014

JOURNAL
SOCIETY

Delivery of 4 internal Essentials Modules, 4 days external Lean Manufacturing & Process Improvements, 4 External soft skills programs & 5 internal soft skill programs

Foundation Module #1	Module #2 – 8 hours	Module #3 – 4 hours	Module #4 – 4 hrs
<p>Day 1 – 8 AM – 5 PM</p> <p>Essential Lean Manufacturing & process improvement</p> <ul style="list-style-type: none"> Overview of results Lean can achieve Lean's 7 wastes & 5 principles Core lean methods Overview of Lean Processes 	<p>Day 2 Internal Lean Essentials 1st presentation</p> <p>Background of lean manufacturing</p> <p>Training objectives:</p> <ul style="list-style-type: none"> Team members – how team members, duties, reporting & working together 	<p>Day 3 external Lean Essentials 2nd presentation</p> <p>Work Context design</p> <p>To create improved work context – GAZE, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th, 9th, 10th, 11th, 12th, 13th, 14th, 15th, 16th, 17th, 18th, 19th, 20th, 21st, 22nd, 23rd, 24th, 25th, 26th, 27th, 28th, 29th, 30th, 31st, 32nd, 33rd, 34th, 35th, 36th, 37th, 38th, 39th, 40th, 41st, 42nd, 43rd, 44th, 45th, 46th, 47th, 48th, 49th, 50th, 51st, 52nd, 53rd, 54th, 55th, 56th, 57th, 58th, 59th, 60th, 61st, 62nd, 63rd, 64th, 65th, 66th, 67th, 68th, 69th, 70th, 71st, 72nd, 73rd, 74th, 75th, 76th, 77th, 78th, 79th, 80th, 81st, 82nd, 83rd, 84th, 85th, 86th, 87th, 88th, 89th, 90th, 91st, 92nd, 93rd, 94th, 95th, 96th, 97th, 98th, 99th, 100th, 101st, 102nd, 103rd, 104th, 105th, 106th, 107th, 108th, 109th, 110th, 111th, 112th, 113th, 114th, 115th, 116th, 117th, 118th, 119th, 120th, 121st, 122nd, 123rd, 124th, 125th, 126th, 127th, 128th, 129th, 130th, 131st, 132nd, 133rd, 134th, 135th, 136th, 137th, 138th, 139th, 140th, 141st, 142nd, 143rd, 144th, 145th, 146th, 147th, 148th, 149th, 150th, 151st, 152nd, 153rd, 154th, 155th, 156th, 157th, 158th, 159th, 160th, 161st, 162nd, 163rd, 164th, 165th, 166th, 167th, 168th, 169th, 170th, 171st, 172nd, 173rd, 174th, 175th, 176th, 177th, 178th, 179th, 180th, 181st, 182nd, 183rd, 184th, 185th, 186th, 187th, 188th, 189th, 190th, 191st, 192nd, 193rd, 194th, 195th, 196th, 197th, 198th, 199th, 200th, 201st, 202nd, 203rd, 204th, 205th, 206th, 207th, 208th, 209th, 210th, 211st, 212nd, 213th, 214th, 215th, 216th, 217th, 218th, 219th, 220th, 221st, 222nd, 223rd, 224th, 225th, 226th, 227th, 228th, 229th, 230th, 231st, 232nd, 233rd, 234th, 235th, 236th, 237th, 238th, 239th, 240th, 241st, 242nd, 243rd, 244th, 245th, 246th, 247th, 248th, 249th, 250th, 251st, 252nd, 253rd, 254th, 255th, 256th, 257th, 258th, 259th, 260th, 261st, 262nd, 263rd, 264th, 265th, 266th, 267th, 268th, 269th, 270th, 271st, 272nd, 273rd, 274th, 275th, 276th, 277th, 278th, 279th, 280th, 281st, 282nd, 283rd, 284th, 285th, 286th, 287th, 288th, 289th, 290th, 291st, 292nd, 293rd, 294th, 295th, 296th, 297th, 298th, 299th, 300th, 301st, 302nd, 303rd, 304th, 305th, 306th, 307th, 308th, 309th, 310th, 311st, 312nd, 313th, 314th, 315th, 316th, 317th, 318th, 319th, 320th, 321st, 322nd, 323rd, 324th, 325th, 326th, 327th, 328th, 329th, 330th, 331st, 332nd, 333rd, 334th, 335th, 336th, 337th, 338th, 339th, 340th, 341st, 342nd, 343rd, 344th, 345th, 346th, 347th, 348th, 349th, 350th, 351st, 352nd, 353rd, 354th, 355th, 356th, 357th, 358th, 359th, 360th, 361st, 362nd, 363rd, 364th, 365th, 366th, 367th, 368th, 369th, 370th, 371st, 372nd, 373rd, 374th, 375th, 376th, 377th, 378th, 379th, 380th, 381st, 382nd, 383rd, 384th, 385th, 386th, 387th, 388th, 389th, 390th, 391st, 392nd, 393rd, 394th, 395th, 396th, 397th, 398th, 399th, 400th, 401st, 402nd, 403rd, 404th, 405th, 406th, 407th, 408th, 409th, 410th, 411st, 412nd, 413th, 414th, 415th, 416th, 417th, 418th, 419th, 420th, 421st, 422nd, 423rd, 424th, 425th, 426th, 427th, 428th, 429th, 430th, 431st, 432nd, 433rd, 434th, 435th, 436th, 437th, 438th, 439th, 440th, 441st, 442nd, 443rd, 444th, 445th, 446th, 447th, 448th, 449th, 450th, 451st, 452nd, 453rd, 454th, 455th, 456th, 457th, 458th, 459th, 460th, 461st, 462nd, 463rd, 464th, 465th, 466th, 467th, 468th, 469th, 470th, 471st, 472nd, 473rd, 474th, 475th, 476th, 477th, 478th, 479th, 480th, 481st, 482nd, 483rd, 484th, 485th, 486th, 487th, 488th, 489th, 490th, 491st, 492nd, 493rd, 494th, 495th, 496th, 497th, 498th, 499th, 500th, 501st, 502nd, 503rd, 504th, 505th, 506th, 507th, 508th, 509th, 510th, 511st, 512nd, 513th, 514th, 515th, 516th, 517th, 518th, 519th, 520th, 521st, 522nd, 523rd, 524th, 525th, 526th, 527th, 528th, 529th, 530th, 531st, 532nd, 533rd, 534th, 535th, 536th, 537th, 538th, 539th, 540th, 541st, 542nd, 543rd, 544th, 545th, 546th, 547th, 548th, 549th, 550th, 551st, 552nd, 553rd, 554th, 555th, 556th, 557th, 558th, 559th, 560th, 561st, 562nd, 563rd, 564th, 565th, 566th, 567th, 568th, 569th, 570th, 571st, 572nd, 573rd, 574th, 575th, 576th, 577th, 578th, 579th, 580th, 581st, 582nd, 583rd, 584th, 585th, 586th, 587th, 588th, 589th, 590th, 591st, 592nd, 593rd, 594th, 595th, 596th, 597th, 598th, 599th, 600th, 601st, 602nd, 603rd, 604th, 605th, 606th, 607th, 608th, 609th, 610th, 611st, 612nd, 613th, 614th, 615th, 616th, 617th, 618th, 619th, 620th, 621st, 622nd, 623rd, 624th, 625th, 626th, 627th, 628th, 629th, 630th, 631st, 632nd, 633rd, 634th, 635th, 636th, 637th, 638th, 639th, 64</p>	

Lean Foundations Program

2013 - 2014

Delivery 8 Internal Essentials Modules, 4 days external Lean Manufacturing & process improvements, 4 External soft skills programs & 5 internal soft skill programs

Module #1 - 4hrs

Day 1: Internal
Financial planning &
Financial modeling

Module #2 - 4hrs

Engineering standards
development, Alternatives
how to evaluate
alternatives for equipment
procurement

Module #6 - 2hours

Day 1: Internal
Capital spending

Module #7 - 2hours

How to determine equipment
costs and how to
evaluate a 2nd order
equipment procurement

Module #8 - 2hrs

Day 10: Internal
Inventory opportunities
for improvement

Module #9 - 4hrs

Day 11: Internal
Inventory

Module #10 - 4hrs

Options for a better
storage
Standardizing work
domains
Planning a cycle of change
to improve

Module #5 - 10 hrs

Calculate the engineering
standard for your area

Module #6 - 10 hrs

Create greater capacity
model for your area

Module #7 - 50 hrs

Post Training
Identify losses & projects in
the area

Module #8 - 10 hrs

Post Training
Verify the success of the
5 projects in the area

How does the 80/20 rule
relate to the 80/20
efficiency rule?

Post Training Discussion
Identify losses & projects in
the area

Conduct velocity, time work
project

Verify the success of the
5 projects in the area

Understanding the
difference between
process in a project
and process in a
project in a project

Post Training Discussion
Identify losses & projects in
the area

Post Training Discussion
Identify losses & projects in
the area

Conduct project in a
project in a project

[illegible]

Accredited

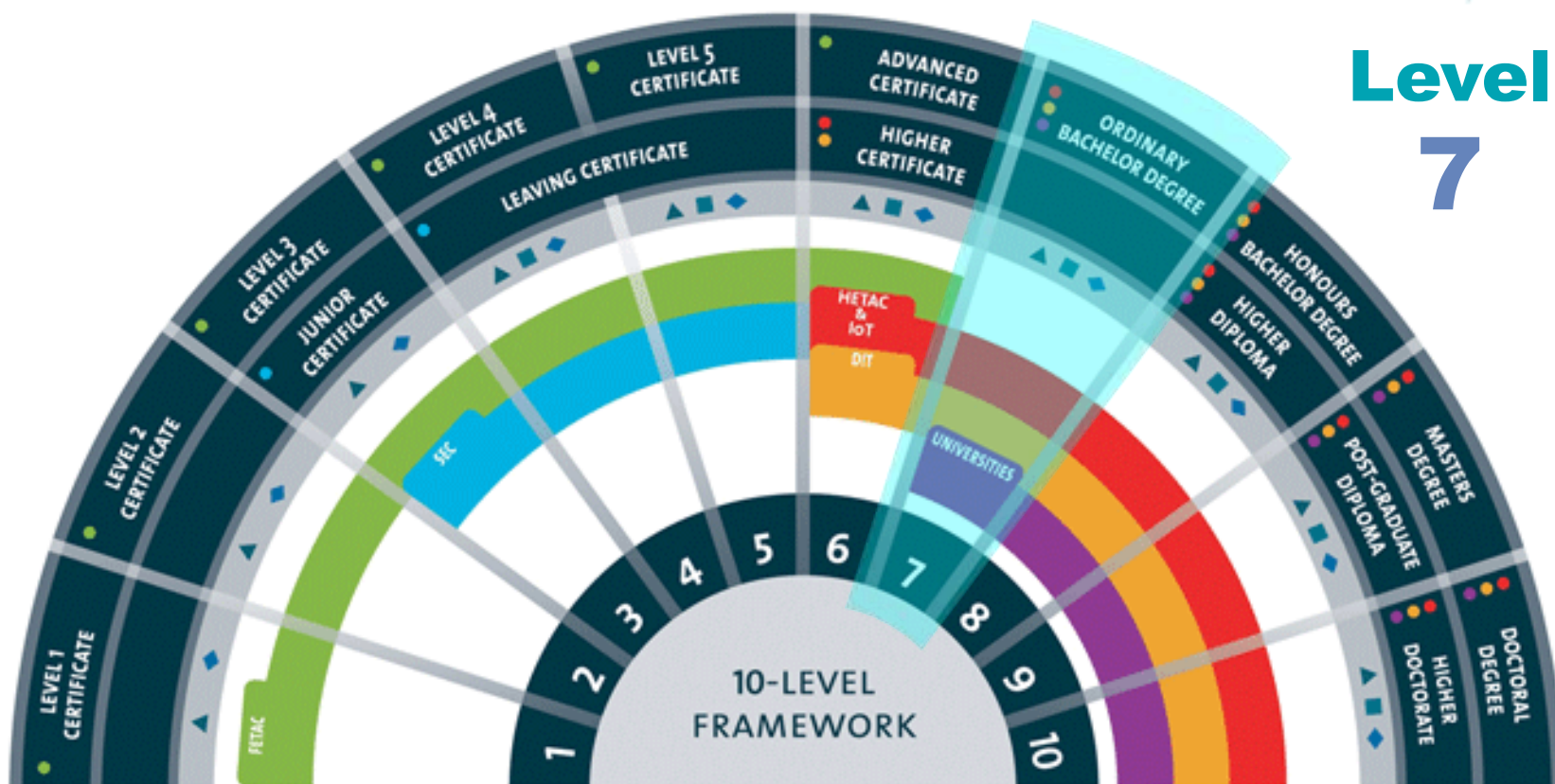
Boston
Scientific

NATIONAL FRAMEWORK OF QUALIFICATIONS

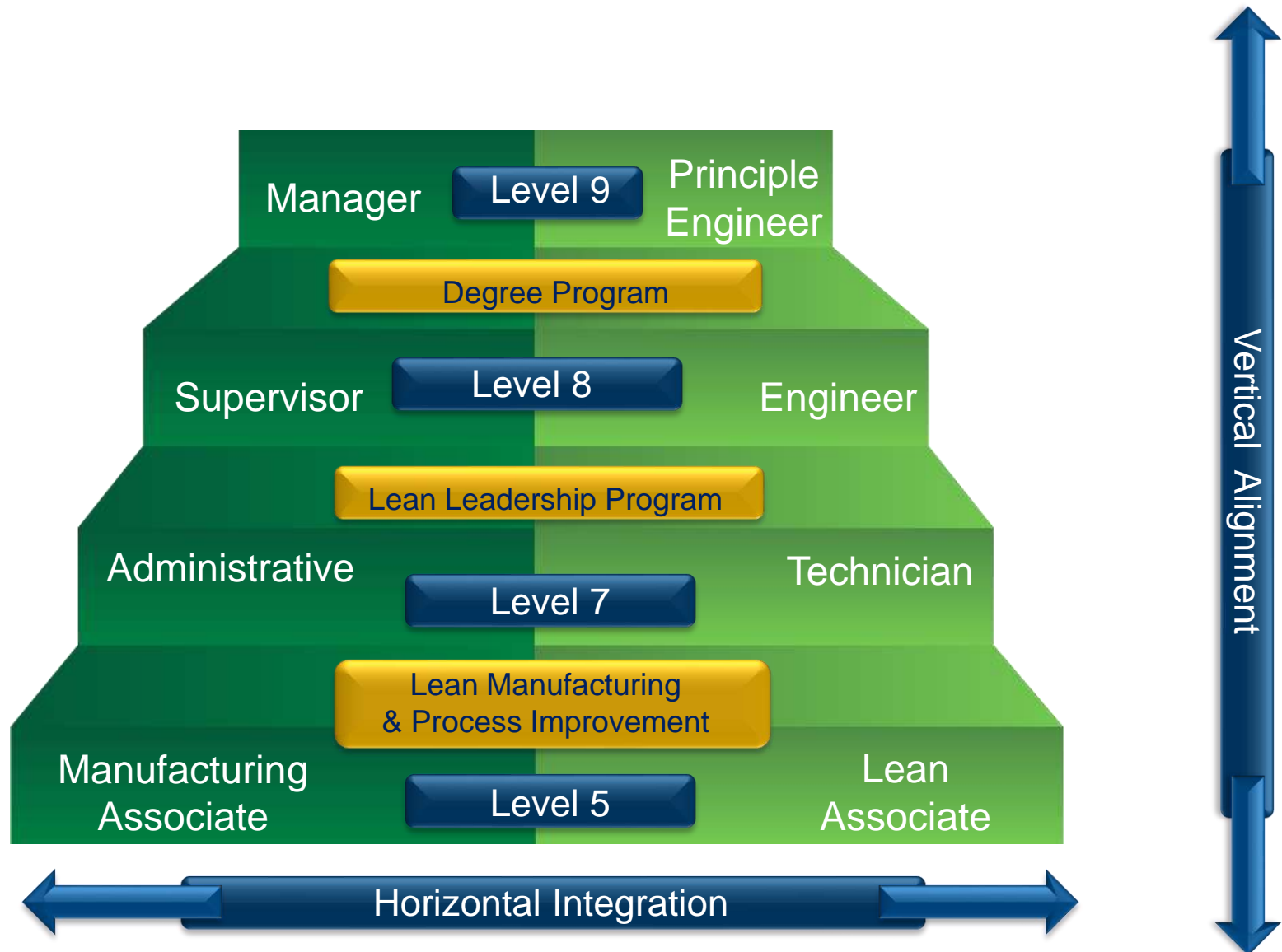
Údarás Náisiúnta
Cáilíochtaí na hÉireann
National Qualifications
Authority of Ireland



Level
7



Framework: Vertical Alignment & Horizontal Integration



It's good to talk

Supply Chain

Quality

Bottleneck
of talent across
the organisation

Engineering

Operations

Reaching out - It's good to talk

Boston
Scientific



Waterford Institute of Technology

BAUSCH + LOMB

See better. Live better.

Honeywell

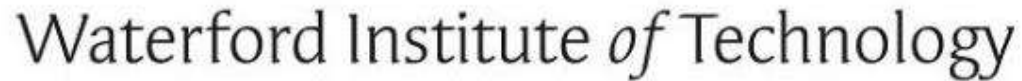


genzyme
A SANOFI COMPANY



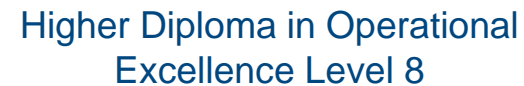
TEVA PHARMACEUTICAL INDUSTRIES LTD.

**Boston
Scientific**



Diploma in Lean Fundamentals

Level 7



Game changer

Employee:

- WIT recognises prior learning from industrial experience to meet entry requirements to the course.
- Shortened timelines 1 year intense program V's 4 years.
- 60% more touch time with lectures.
- 20% funding from Skillnets for first 3 years.

Business:

- Content designed around our needs.
- Competitive priced compared to current offerings 4 V's 11 K
- Time off work negligible.
- 1st time linked a Training solution to delivering a Value Improvement Project (VIP) worth 50K.

VIP on this training solution : US\$ 102,507 K

Employee Stories



70% of employees promoted



53 successfully graduated with 16 more enrolled

“

Broad range of subjects gave insight into all aspects of Lean & Production management

Assisted me in my career progression & Lean knowledge development

Built my knowledge of Lean helping me make meaningful VA changes & decisions

Built my confidence & presentation skills

The innovation modules inspired & changed the way I approach opportunities

Able to apply theoretical knowledge to daily duties

”

Darrin Taylor & Aidan Walsh,
Programme Directors, WIT

Thank you for your:

- Energy & Enthusiasm
- Engagement with faculty
- Respect, Dedication, Professionalism & Application

This is an example of
Global Best Practice in
Industry-academia
collaboration.

We look forward to continued
partnership with BSC.

The Business Results:

VIP

Value Improvement Projects

\$8.7M



Evolution of WIT program

Boston
Scientific



2020

***Retain top talent
Deepening our
core
competencies
Pipeline of Talent***

2015-18

***High Performers
Value
Improvement
projects (VIP)
Bench Strength for
growth***

2014-15

***Collaboration
Engagement
Built momentum
Vertical &
Horizontally
Alignment and
integration***

2010-13

***Hiring
Challenges
Forecast of
significant
growth
Untapped
Potential***