

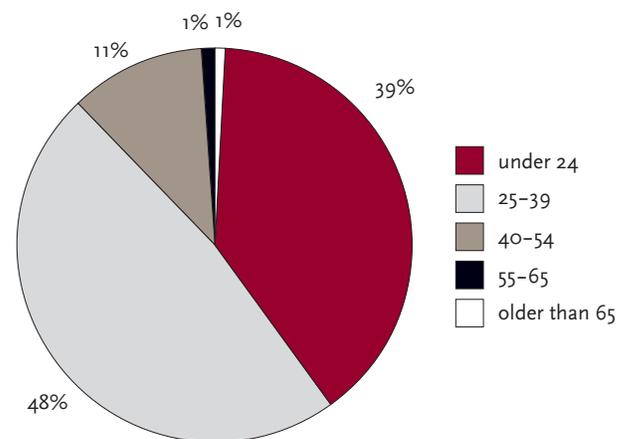
GLAXOSMITHKLINE

EMERGING STRATEGY

SELECTED BACKGROUND INFORMATION

Primary Industry Sector:	Pharmaceuticals
Type of Organization:	For-Profit
Worksite Locations (countries):	114 countries, including U.S.
Size of Workforce:	100,000 employees globally, 27,332 U.S. employees. The number of global employees has decreased from 2007-2008. The number of U.S. employees has stayed about the same from 2007-2008
Average Age of Employees:	42 years (in the U.S.)
Average Age of Retirement:	62 years (in the U.S.)

Figure 1. Age Distribution of the Workforce



INTRODUCTION

GlaxoSmithKline (GSK) is a for-profit organization specializing in pharmaceuticals with worksites in 114 countries around the globe, including the United States. GlaxoSmithKline focuses on producing medicines that treat six major disease areas – asthma, virus control, infections, mental health, diabetes and digestive conditions and is also a leader in vaccine and cancer treatment development. The company mission is “to improve the quality of human life by enabling people to do more, feel better and live longer.” The case that follows will be primarily focused on trends within GlaxoSmithKline U.S.

GlaxoSmithKline, like many other organizations, is looking at ways to best respond to the changing demographics of its workforce. The average age of a GSK employee is 42 and the average age of retirement from the company is 62. GlaxoSmithKline hopes to develop effective ways to help its employees work well together, provide them with flexibility, and help them to prepare for retirement while preserving their expertise.

GlaxoSmithKline is committed to maintaining its status as an employer-of-choice so it can continue to employ the best talent. GlaxoSmithKline strives to create a collaborative environment for its employees, not only to improve their performance but also their quality of life.

THE BUSINESS CASE

Employer-of-Choice is more than just a popular buzz word. Twenty-First Century Employers-of-Choice understand what motivates employees, and are committed to developing 21st century solutions to recruit, retain, and engage a diverse, multigenerational workforce. While there is more than one set of indicators for an employer-of-choice strategy, Figures 2A-B focus on eight important dimensions. These essential components comprise the Center’s Quality of Employment Framework (Pitt-Catsouphes et. al, 2007). Of course, different employers are likely to focus on different aspects of the employer-of-choice strategy depending on the organization,

the needs of its workforce, and the country context. Some actions – such as the expansion of workplace flexibility – can help organizations simultaneously reach goals and objectives related to multiple components of the employer-of-choice strategy. Employers may tailor their employer-of-choice policies and practices depending on the stage of employment (recruitment, engagement, and/or retention) they seek to affect.

GlaxoSmithKline’s strategies and practices, with respect to changing age demographics in the workplace, exemplify several aspects of this Framework.

GlaxoSmithKline has been careful to create opportunities for meaningful work and to promote constructive relationships at the workplace, which has been accomplished through employee networking groups to be discussed later in this case. The company also is working to create attractive benefits for its employees, including opportunities for flexibility.

GlaxoSmithKline hopes to remain an employer-of-choice by strengthening its approach to flexibility, knowledge transfer and cross-generational understanding.

Flexibility

GlaxoSmithKline sees flexibility as a benefit to the business, recognizing that both younger workers and older workers need it, albeit for different reasons. GSK acknowledges that while it has a sound policy, flexibility is not defined past when and where work gets done and is not consistently used throughout the corporation.

Knowledge Transfer

The company has heightened activity around knowledge transfer plans within the company, particularly at the leadership level, in the manufacturing sector and research and development where there may be the loss of significant scientific talent.

Cross-Generational Understanding

GSK has observed the potential for a communication gap between the different generations of its workforce. It has learned that the generations accomplish their work differently and learn differently. In order to enable its workforce to work more effectively, GSK would like to improve its multigenerational approach and provide opportunities for employees to learn from each other.

Figure 2A. Quality of Employment: Strategy



THE RESPONSE

Without a formal strategy, GSK has taken a number of steps to manage its multigenerational workforce. For example, the Field Sales produced a DVD aimed at helping employees to understand other generations. The DVD touched on topics including events that shaped different generations’ youth and how they view the world today. It also dealt with different levels of comfort with technology. The DVD is given to Human Resource representatives to use with their customer groups.

GlaxoSmithKline has also formed two groundbreaking employee networks which are aimed at forming a greater sense of community within the company. The Promising Practice section will focus on these programs— the Prime Time Partners Network and the Early Career Network.

“Strategy at GSK frequently bubbles up from the bottom. These two networks are laying the bedrock for an evolving strategy.”

PROMISING PRACTICE

FEATURED PROMISING PRACTICE AT-A-GLANCE

Prime Time Partners Network (PTPN)

Description:	Voluntary, member-run program focused on creating a “positive and supportive network for employees in mid-career and beyond.”
Purpose:	To create a supportive environment for employees in mid-career and beyond, to leverage their knowledge and experience to support the business and to promote cross-generational understanding, cooperation and co-mentoring.
Target Population:	Focused on all employees mid-career and beyond, although networks are open to all employees.
Launch Date:	October 2006

Early Career Network (ECN)

Description:	Voluntary, member-run program focused on creating networking opportunities and a sense of community for employees early in their career.
Purpose:	To aid early-career employees in reaching their full potential through mentoring, social networking and career development opportunities.
Target Population:	Focused on all employees in their early-career, although networks are open to all employees.
Launch Date:	June 2007

IMPLEMENTATION

The Prime Time Partners Network (PTPN) and the Early Career Network (ECN) focus on different segments of the GSK workforce, but were formed for similar reasons and share similar overarching goals. Each network came together to encourage positive relationships and to establish a sense of community among co-workers.

GlaxoSmithKline believes that by providing its employees with opportunities for social networking, they will accomplish a number of goals, including:

- Allow all network members to form positive business relationships with each other;
- Increase interaction between early-career and more experienced employees;
- Allow employees to share experiences, knowledge and information to help members learn from each other;
- Provide a support network of individuals in the same situations, going through similar experiences.

Figure 2B. Quality of Employment: Practice



Prime Time Partners Network

Officially launched in October 2006, the PTPN formed when GSK determined that “generations” could be a good business fit with its other diversity networks. The Company understands that people from different generations do their jobs in different ways. Since it employs a large number of mid-career individuals, they believed a networking group could be an effective way of increasing awareness and understanding of issues in the mature workforce while promoting cross-generational understanding and co-mentoring across the workforce.

The PTPN is targeted to employees who are at the mid-career stage and beyond, although it is open to all GSK employees. Objectives of the group include providing resources for “professional growth and personal support, using knowledge and experience to develop and mentor other workers and to promote cross-generational understanding. A major focus of the Network is developing and delivering programs on topics of interest to members. The group concentrates on topics such as financial and retirement planning, career development and promoting multigenerational communication. Two recent programs have focused on career development because GSK and PTPN “truly believe you should always be developing your career, whether you’re in the early stages, in the middle of it, or about to retire from the Company.” While these programs were attended by employees from all generations, the majority of attendees are from the Baby Boomer generation.

Early Career Network

The Early Career Network formed in June 2007, when early-career employees indicated that they found it difficult to connect with others in their same life-stage. The ECN is focused on early-career employees, but, like the PTPN, is open to all GSK employees. The network was created to provide an “avenue for GSK employees who are early in their career to meet and engage in social, networking, and business activities.”

The general goals of the ECN include:

- Bringing together employees who just began their career with GSK, particularly recent graduates;
- Forming and encouraging support networks and encourage people to form strong friendships at GSK,
- Using the overlap with the PTPN to unite different generations.

The Networks collaborate with each other for mentoring and reverse-mentoring activities. For example, the ECN made a presentation to PTPN membership about the new forms of social networking. This partnership allows for improved communications across generations at GSK while encouraging employees to learn from each other.

Mission of Prime Time Partners Network

- Add value to business by creating a positive and supportive network for GSK employees in mid-career and beyond;
- Become key resource to leverage knowledge/experience in developing/mentoring these generations and other GSK employees;
- Increase awareness and understanding of issues/concerns in the mature marketplace;
- Promote cross-generational understanding, cooperation and co-mentoring among GSK employees.

EVIDENCE OF PROGRESS

Prime Time Partners Network performed a year-end member survey in 2007 and found:

- 96% of members were satisfied with the program;
- 94% of members felt very good about working at GSK, as a result the Network;
- PTPN increased job satisfaction;
- PTPN helped employees with retirement planning and understanding their benefits.

GlaxoSmithKline believes that attendance levels are one of the best measures of success for each of its networks. The PTPN has grown from about 50 members in one location to an estimated 800 and “chapters” in two other business units. The ECN has also experienced tremendous membership growth, and plans to set up formal metrics for success in the future.

MOVING FORWARD

Both networks have a number of programs in the works for 2008, with topics ranging from healthcare to celebrating generational diversity. PTPN will also be conducting a mid-year survey to find out what members want for future programming and obtain feedback to improve their organizational effectiveness. The ECN will be setting up specific metrics to monitor the success of the program and develop ways to improve it. GlaxoSmithKline hopes to continue to improve upon these and other programs to remain an employer-of-choice.

Early Career Network’s Mission

“To attract, motivate and retain employees early in their career and aid them in reaching their full potential in pursuit of GSK’s organizational objectives through mentoring, social networking, and career development opportunities.”

Case prepared by: Kathy Lynch and Serena Houle, with assistance from Lauren Sutherland, The Sloan Center on Aging & Work at Boston College

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The Sloan Center on Aging & Work has developed the Executive Case Summary Series to provide Center Partners and members of Learning Circles with current information about workplace strategies, policies and practices established for today’s multi generational workforce.

These cases have been prepared to foster the sharing of information among talent management experts and to accelerate “just-in-time” insights about employer-response to the 21st century workforce even as strategies, policies and practices are just emerging.

The Case Summaries contain confidential (and in some cases, proprietary) information about organizations. Therefore, the Center provides these cases only to organizations that are Center Partners and members of Learning Circles.

Interested in additional information about this Case Summary? Please contact Samantha Greenfield at 617-552-9117.

Pitt-Catsoupes, M., et. al (2007). Employers-of-Choice in Countries-of-Choice (Global Executive Insight No. 01). Chestnut Hill, MA: The Center on Aging & Work/Workplace Flexibility. Retrieved from http://agingandwork.bc.edu/documents/Global01_Employer-of-Choice.pdf