Welcome to the Training Stream

Sponsored by:

Localised Training for European Process Optimisation(EPO) at Smith & Nephew

Kevin Cousins EPO Training Manager Smith & Nephew

Smith & Nephew - supporting healthcare professionals for over 150 years!

- Smith & Nephew is a global medical technology business

- Leadership positions in Orthopaedic Reconstruction, Advanced Wound Management, Sports Medicine and Trauma

- Smith & Nephew has almost 11,000 employees and a presence in more than 90 countries.

- Our business is dedicated to helping improve people's lives.

Deliverables of the EPO Project

The EPO Programme will drive business improvement for Smith & Nephew deploying optimised, standardised and harmonised processes underpinned by one single SAP platform…..

SAP modules Implemented…

Sales, Pricing and Distribution (SPD)	Loans, Rental & Consignment (LRC)	Inventory Management (IM)
Finance and Indirect Procurement (FI)	Master Data (MDM)	Quality & Recalls (QR/AR)

The Training Challenge…

- Balancing the need for consistency in systems and processes with local needs was seen as critical.

- Change impacts varied widely according to country, division, department and role, and training materials were required in each local language.

- Significant challenges for the training project in terms of scope and complexity, and in ensuring a consistent message across multiple rollouts and languages.

- Compressed timelines and deadlines for deliverables

- Large demands would be required on project resources such as Subject Matter Experts(SME's) and Business Process Owners(BPO's)

Decided to engage Floatdene Green an external training consultancy to work with Smith & Nephew to design a training approach that would best fit the complex challenges presented by the project

A Partnership approach…

- Core set of Training Material Developed by a group of training developers and managed by a Senior Project Manager, all from Floatdene Green
- Training course delivery would be a blended approach and delivered by Smith and Nephew Super Users
- Training scheduling would take place in each country by a Smith & Nephew Country Project Manager and Super User
- Floatdene Green developers would work with the Super Users in preparing them for their training delivery and helping with the localisation of training materials
- Floatdene Green developers would deliver initial training courses with Super Users as part of their preparation

All of the above centrally managed by the Smith & Nephew Organisational Change Manager

Training Solution

E-Learning

- Contextual process/concept information
- Step-by-step training on SAP transactions using uPerform simulations
- Quizzes and knowledge checks for self-assessment

Classroom

- PowerPoint presentation
- Instructor guide (including PowerPoint notes for Super Users where applicable)
- Exercise sheets
- Exercise data (in SAP training environment)
- Assessments

Workshop

- PowerPoint presentation
- Work Instructions using data in SAP system

Which medium used when?

E- Learning - Online session intended as an introduction or overview of an area, or when there is a low level of change

Classroom- training session with planned opportunities for hands-on practice by delegates. High Level and or complex level of change

Workshops - Less formal than classroom with opportunities for hands-on practice by delegates as/when required – medium level of change

Training Course Development

- ## A course syllabus was created for each training course confirming:
  - Content
  - Duration/Format
  - Business Process to be covered
  - SAP Transactions to be covered
  - Uperform Documents required

TOTAL DEVELOPMENT	
CLASSROOM COURSES	31
E-LEARNING COURSES	13
WORKSHOPS	5
UPERFORM DOCUMENTS	200

NAME	Name of Course (e.g. Accounts Payable)	Reworks Notification
COURSE NAME		RAQA01
PILOT/ POST PILOT		PILOT
DURATION (D)	Duration(e.g. 0.5/1)	4 h
USERS	Number of users to be trained	
FORMAT	ILT/E-Learning/Workshop	ILT
BPO/SME	Names from the business who will review and sign off training materials	Regina Vargas
S & N SUPER USERS	Names from the business who will review and sign off training materials	Sameer Sharma
REQUIREMENTS FOR TRANSLATION		
	Date syllabus sent for signed off	30.04.2013
SIGNED OFF	Date syllabus signed off	
PROCESS	Process and transactions which need to be included in this course after going through: - Project Documentation (BDD's) - Meetings with BPO's/SME's/Super Users	After completing this module, the trainees will learn: How to issue notification and how to fulfil the tasks within the notification. Including some transactional learning
CONTENT	Storyboard and Format of course broken down into modules/units. Unit 1 - Basic Navigation Unit 2- Overview of Procurement Process PO, GR, IR Unit 3-Creating Manual Invoices etc.......	Unit 1 - Overview of QA/RA Unit 2 - Rework Process in SAP Unit 3 - Create QN notification Unit 4 - QN Tasks Unit 5 - Reporting
UPERFORM DOCS / SIMULATIONS	Transactions where SIMS will be required	QM01 Create QN notification QM02 Complete task QM02 Close task QM03 Display log QM10 QN Change Worklist QM11 QN Display Worklist QM12 QN task Change Worklist QM13 QN Task Display Worklist

ALL TRANSLATED INTO LOCAL LANGUAGE

Super Users are key!

Change Impact Assessment: Attend change impact workshop(s) and develop proposal for solutions for the functional managers on the areas of change

Business Readiness Execution: Take over change areas and develop solutions and proposals for the management team for a successful EPO implementation

Standard operating procedures: Create standard operating procedures together with HR for each job/role in the country affected by EPO

Cutover support: support the weekend of cutover and be available

End user support during/after go live: support the people in the own organization with any Issues in SAP or around the processes

Issue escalation: escalate any issue arising to the project manager

Test scripting: Support the subject matter experts in EPO by creating test scripts for certain elements of the process and read/understand the other test scripts

System Integration Testing : Support integration testing to ensure that all elements of the system work together

User Acceptance Testing: perform User acceptance test scripts

Super Users are key!

Data Cleansing (extract, clean, validate)

Authorisation: Review the role assignment proposal and ensure local resources in country are reflected correctly and have all needed permissions to perform their day to day activities

Train the trainer: Attend a 2 day session to acquire skills to deliver a successful training

Review training materials and localise: Review the created and translated training material on issue and localize it if less detail is required to ensure local resources get the training they need

Prepare training delivery: using the created training material (exercises, ppt´s) prepare for training delivery

Training Delivery: Deliver on site training to all relevant employees and ensure that all pass the assessments

Quality of a Super User

Understanding of Smith & Nephew's business direction, organization and culture

Excellent teamwork skills

Well-respected within his/her organization: a "go-to" person

Good PC computing and English language skills

Aptitude and enthusiasm for learning and for teaching others

Advocate for change initiatives

Excellent working knowledge within a sub-process/ functional area

Good communication and presentation skills

Flexible—quickly learns and adjusts to changes

Training Planning & Scheduling

Working closely with the EPO Training Manager and Training Coordinator to ensure training milestones were attained

Building an initial Training Schedule with the Super Users for each country

Country Project Managers

Issuing of invites and dealing with non attendance and rescheduling

Allocating End Users to the correct courses for their job role

Training Coordinator Role

Custodian of the Training Schedule dealing with any amendments as provided by the Country Project Managers

Allocation of End Users to E-Learning Courses

Training Rooms established on all sites and in all countries including appropriate kit and access to training materials and SAP Training Client

Training Coordinator

Provision of weekly reports on attendance, feedback and numbers to EPO Training Manager and PMO

Provision of day to day support to the Super Users and Country Project Managers

Training Delivery

- All E-Learning courses were deployed by a global LMS called Learncenter. This monitored completion, competence levels and sent regular e-mails to both the end user and manager where lessons were still not completed

- Training classrooms were set up in offices throughout Germany and Switzerland with PC's which had access to all training materials and a SAP Training Client

- All training courses had an assessment for completion to check competence levels

- All courses were evaluated for their effectiveness by the use of a Survey Monkey questionnaire

Total numbers trained...

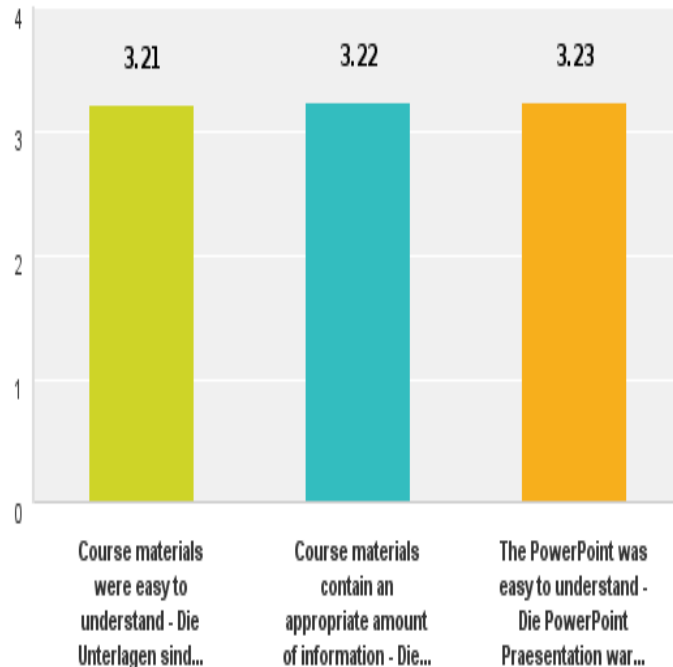| Sales, Pricing and Distribution 314	Loans, Rental & Consignment 364	Inventory Management 268
Finance and Indirect Procurement 512	Master Data 245	Quality & Recalls 338

TOTAL PEOPLE TRAINED - 2041
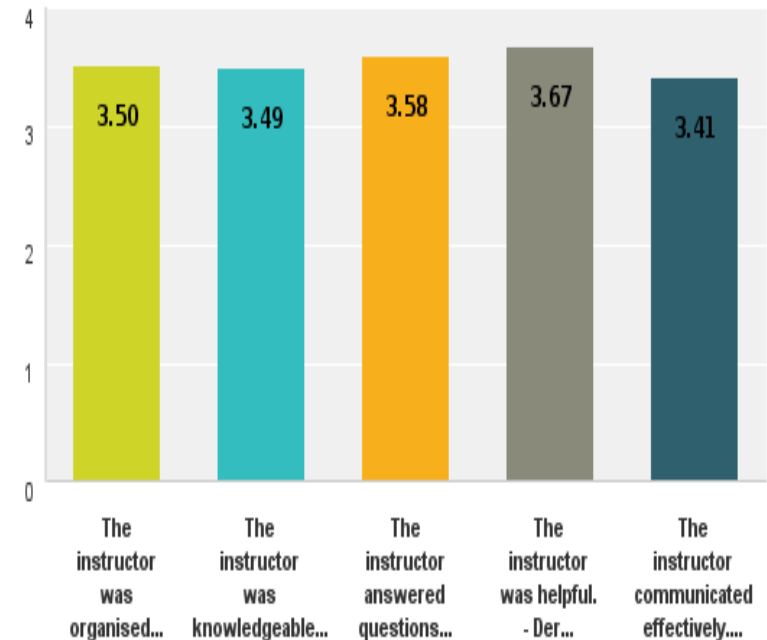
Feedback on the Training

Q6 Relating to the course materials, please rate each of the following - Bitte bewerten Sie die Kursunterlagen.

Answered: 312   Skipped: 1

Q7 Relating to the course instructor, please rate each of the following - Bitte bewerten Sie den Kursleiter
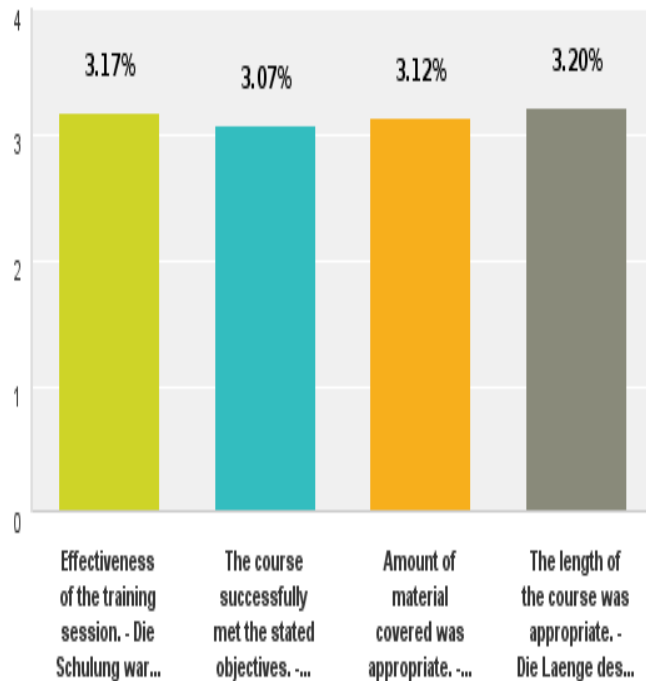
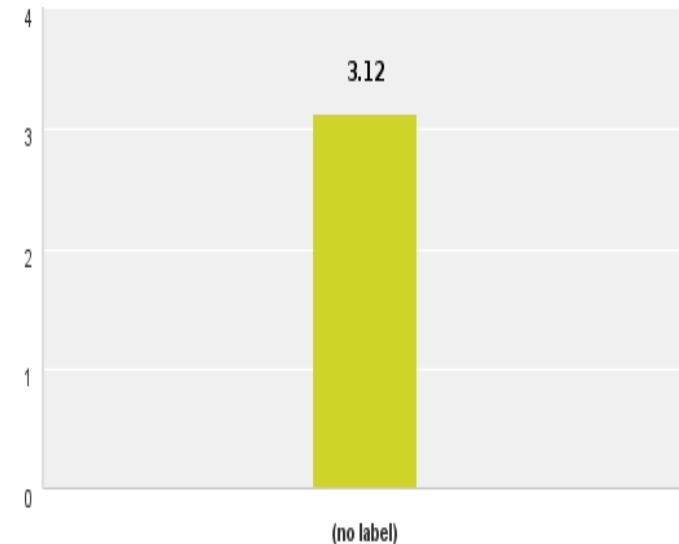Answered: 312   Skipped: 1

Feedback on the Training

Q8 **Relating to the overall course, please rank each of the following - Die Schulung im allgemeinen**

Answered: 312 Skipped: 1

Q9 **Overall, how would you rate your experience of the training session - Hat das Training Ihre Erwartungen erfuellt?**

Answered: 310 Skipped: 3

Success Factors

- **Partnership approach with Floatdene Green nurtured best training practices (Global ASAP)and tried and tested methodologies which were implemented successfully**

- **Flexible and responsive approach to business needs and changing solutions to ensure training material was as up to date as it could be**

- **Super User engagement and effective training course localisation and delivery. Well respected by their Peers and the business**

- **Good structured classroom and on line training materials**

- **Effective use of uPerform for development and storage of training documentation & SAP training client to train in**

- **Robust and effective training programme administration**

- **In some areas considering coming out of Hypercare early**

Watch out!!!

- **Translation of materials is very labour intensive and "Lost in Translation" literally sums up one of the main challenges!**

- **How much development is still outstanding? Constant system changes and enhancements right up to go live make realistic training materials difficult to attain. (Need to set expectations with both the business and project as early as possible that there will be a cut off point)**

- **Late definition of end to end business process and buy in significantly hamper the training cause. (Need to set expectations with both the business and project as early as possible that there will be a cut off point)**

- **Don't allow your streams to work in Silos and not understand the impact system and business changes have on the different areas. SAP is an integrated system!**

- **Process vs. Job Role specific training?**

Any Questions?

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