



Inspirus Consulting, Inc.



GlaxoSmithKline (GSK) Case Study

Topic: Employee Relations Investigation Cycle Time Process Improvement

Opportunity

GlaxoSmithKline (GSK), one of the top 10 global pharmaceutical companies with 69,400 employees (2023). The Information Technology department desired to significantly reduce the required cycle time to conduct Employee Relations (ER) investigations. The average case took approximately 40 days to complete, and it involved up to 4 employees on average.

Approach

We learned the best practice ER investigation baseline from the Society of Human Resources Management (SHRM) was 3 weeks. We also conducted ER investigation training across the division. We requested all department leaders ensure we got 24 hr. access to all parties involved in ER investigations. Lastly, we instituted a transparent metric which was discussed monthly with the CIO and all division heads.

Outcomes

The ER investigation cycle time was reduced from 40 days to 8 days (80% improvement). IT developers were able to get back to their critical roles to help facilitate the drug discovery process.

Insights

Significant factors which led to success was having key leadership support and discerning from investigators the primary obstacle to a reasonable cycle time. The problem was getting access to witnesses. IT employees were always very busy and performed demanding roles. Getting them back to work quickly helped with productivity and collaboration in the drug discovery process.