In addition to our annual goals which are in alignment with GD&I priorities, NGN established Legacy Projects in 2017. Legacy Projects are longer term strategic initiatives focused on driving cultural and systemic transformation. The initiatives are developed with direct feedback from our community and executed as tactical business initiative.
Direct feedback from our 2017 NGN Survey told us...

• **Employees Looking To:**
  – Find opportunities to develop skillsets outside their core
  – Grow their respective networks across the entire enterprise
  – Make impactful changes and improvements to our business

• **Enterprise Needs To:**
  – Break down barriers between silo’ed organizations
  – Identify people with specific skillsets and expertise (ex. below from Yammer)
  – Discover ‘outside-the-box,’ new ideas to solve business problems

An Example from Yammer

Robert – Sep 11 at 08:34PM
Can you help? I am in need of an EXCEL VBA expert for a very short project. This project needs to extract certain rows and columns from a monthly SAP file into a 2nd EXCEL file then automatically...
Go to conversation »
Project Opportunity Portal Proposal

**Problem:** Merck is currently limited in its ability to mobilize talent to where work is needed. The future will require a more agile sharing of resources to more effectively utilize their diverse skillsets across divisions, geographies and working groups, wherever they are needed.

**Current State**
- Many organisations and groups within Merck are highly silo'ed
- Team resourcing needs can vary over time
- There are limited rotational opportunities for those looking to develop

**Opportunity**
- Introduce employees to cross-functional opportunities to break down silos and increase collaboration
- Unique skillsets of individuals can be better leveraged when and where they are needed

**Proposal:** Create a Project Opportunity Portal (POP) where managers can post project-based opportunities to address unmet business challenges that can leverage unique backgrounds of applicants

**Benefit to Merck**
- Effectively utilise internal talent
- Employees can move between teams as business demands vary over time
- Break down divisional barriers
- Promote a culture of inclusion, agility and cross-functionality working as ONE Merck

**Benefit to Employees**
- Expose talent to cross-divisional enterprise-wide organizational challenges
- Build cross-functional experience and network
- Experiment and test out new areas where they are curious

*Note: This is not meant to replace permanent job search systems as all opportunities are project-based and non-permanent*
Talent & Skills Marketplace for part time opportunities
Animal Health Complaint Management Coordinator

An opportunity has arisen within our External Manufacturing Quality team in Milton Keynes for a Temporary Quality Assurance technician to perform activities relating to product complaint management for MSD AH products.

This project would be for around 2 months but could be extended.

Opportunity description

Role
Aid in the coordination of the complaint database used within External Manufacturing Quality.

- Liaise with Contract manufacturing organisations (CMOs) to ensure timely closure of complaint records within the PV Works Complaint database system.

MODERN SHAREPOINT expertise needed to help develop IT Knowledge Repository

Currently working on a proof of concept for a new IT Knowledge Repository that could replace/update the current ROCKiT site: https://collaboration.merck.com/sites/rockit/SitePages/Home.aspx.

Need someone we can work with over the next 4-6 weeks to show us the possibilities for the functionality and setup of content in this new site. https://collaboration.merck.com/sites/itkr
Project Opportunity Portal (POP)

Intent: Enable managers to post project-based opportunities to address unmet business needs

- Attract applicants with unique skillsets that are looking for developmental opportunities
- Promote a fluid talent network for employees to work across other teams, divisions and countries of MSD
- Accommodate flexibility in resources for when our business needs ebb and flow
- Provide developmental opportunities without transitioning to permanent positions
Project Timeline

1Q2018
- Problem Definition & Ideation
- Developing Project Charter & Plan
- Planning Team Recruitment

2Q2018
- On-Boarding Platform Development Team
- Scoping of Minimum Viable Product

3Q2018
- User Interviews
- Inventory of Platform Capabilities & Features
- Platform Building

4Q2018
- UX Testing
- Additional Capabilities Incorporated
- Roadmap Designed Beyond MVP

1Q2019
- Platform Analytics and On-Going KPI Tracking
- Surveys to Understand Motivations & Deterrents
Metrics & Key Performance Indicators

Rolling 90-day Tracking

During Full Program Duration

- Over 3,000 Unique Visitors
- 99 Opportunities Created
- 315 Project Applications

User Survey Data

- # of Times Visited by a User
  - 24%
  - More than once 76%

Positive Outcomes
Informed Transition to the Workday Opportunity Marketplace
(with enhanced capabilities)

- 1,46x Unique User Visits
- 272 Intervened Candidates
- 80 Applications
- 14 Projects Resourced

Over 3,000 Unique Visitors
99 Opportunities Created
315 Project Applications

*as of Nov 2019

Unique User Visits
Project Applications/Resourcing

(An exemplary question)
Roadmap to Success and Key Learnings

1. Develop a robust A3
   - Clearly defined problem statement
   - Scope and boundary conditions defined
   - Realistic milestones and targets

2. Acquire a business sponsor
   - Treat any initiative like a critical business objective
   - Transparent and frequency check-ins!
   - Stakeholder management is critical — partner with HR early!

3. Phased implementation
   - Pilot with smaller groups to understand acceptance, challenges and adjust as needed
   - Fail fast, and often, and redirect
   - Feedback is a gift — look for learnings and continuously improve

Don’t underestimate the importance of culture
Be flexible and agile — plans change!
Use data and facts — they help overcome politics and emotion
Low and high tech solutions are possible — start small and build
THANK YOU