

Frito-Lay Resource On-boarding CBT

Audience:	New Manufacturing and S&D Managers at Frito-Lay Plants
Course Length:	CBT CD: 3½ hours Learning Experiences: 12 weeks
Delivery Method:	Blended Training <ul style="list-style-type: none"> - CBT - Learning Experiences - On-the-job Training - One-to-one Meetings - Formal Reports



Challenge Frito-Lay hires groups of entry-level managers (Resources) every year just after graduation. During the needs analysis phase, Frito-Lay and DSI discovered that many new Resources learned many of their job duties (their Critical Path) from informal conversations in the break room. Frito-Lay needed a training program to attract and retain talented Resources and provide a consistent and standardized approach to Resource On-boarding.

Solution DSI developed a Blended Training program consisting of CBT and Site Learning Experiences (assignments). The Resource completes the program during the first 12 weeks on the job with the CBT, required learning experience assignments, self-study, and scheduled meetings with key point persons to complete Site Learning Experiences. The program provides information on other Frito-Lay training that the Resource is to attend. It also provides cross-functional orientation, then branches into two paths: one for Manufacturing Resources and one for Sales & Distribution Resources.

The first six weeks of Resource On-boarding consists of the cross-functional training. Resources follow the path of the supply chain from raw materials receiving to sales operations. In weeks six through twelve, Resources focus on their specific job assignments (Manufacturing or Sales & Distribution), and the people, technical, and business skills needed to be successful in their roles. Throughout the process, they develop their Critical Paths, complete assignments and one major project, attend networking activities, attend scheduled meetings with their On-boarding Leader, and prepare reports to deliver to their site's Leadership Team.

CBT Special Features Special features in the Level One CBT include:

- Level Two, intuitive, navigation.
- Links to Learning Experiences, Critical Path Template, and other documents.
- Ability to print CBT screens, Learning Experiences, templates, and documents.
- A separate CD that gives instructions to On-boarding Leaders for managing the new hire's on-boarding experience.

Resource On-boarding Objectives Program specifications required the following objectives:

- Attract and retain talented Resources to Frito-Lay.
- Provide a consistent and standardized approach to Resource On-boarding.
- Create a "WOW" experience for Resources and their families.
- Provide cross-functional knowledge about a Frito-Lay site.
- Enable Resources to create a Critical Path for their job – a detailed list of responsibilities by hour, day, week, period, and quarter.

Outcome The course is being used effectively in Frito-Lay Operations to train and retain Resources. Resources have the tools they need for a smooth transition into their management roles within the Frito-Lay culture. Resources are accomplishing their Critical Path and career development goals, and Frito-Lay is meeting the goal of smooth on-boarding and greater retention of key personnel.