



**CASE STUDY** MAJOR OIL PRODUCER

## Driving Performance and Talent Management with Major Oil Producer

The organisation is one of the world's largest energy companies, providing its customers with fuel for transportation, energy for heat and light, retail services and petrochemicals products for everyday items.

With a turnover of US\$ 262 billion (2005) and a gross profit of US\$19.3 billion (2005), this UK based organisation is a major player in their field.

### Background

The company contacted Pilat having recognised that their current HR systems were mostly fragmented, and the information contained within them could not be easily analysed in order to provide sufficient information to make important management decisions. Specifically it saw major challenges in:

- Best use of its internal talent
- Best use of the information which was currently held in the existing systems and in the multiple spreadsheets around the company
- Introducing a Succession Planning system which would allow them to plan in advance, the future successors of the top 600 posts within the organisation

### The Challenge

The company's workforce was spread across multiple retail sites, Identifying what you want to change is always the crucial starting place. Creating the building blocks and processes required for the success is the next essential step. Guided by Pilat, the organisation identified the following key foundations for success:

- To develop a system which provided all of the current functionality available within the multiple systems already being used by the organisation
- To implement the same 'look and feel' which the employees of the organisation are already familiar with
- Most importantly, provide a self-intuitive solution allowing all employees to login and maintain their own resume details online, from any location in the world each with their own distinct culture and a diversity of frameworks and working practices had developed. The best of these needed to be integrated to form a structure aligned with the new corporate values.

Conscious both of cost and the need to get high levels of buy-in to any new proposals, the company's HR function asked Pilat to help them do as much as possible in-house, and to be as inclusive of staff as possible.

### The Solution

Successful in the tender process, a team of Pilat employees comprising of HR Consultants, Systems Delivery and Research & Development professionals, initiated a number of workshops. These involved various groups of people from the organisation who would work together with Pilat to convert these challenges into a 'successful reality'.

Work commenced initially by looking at the various different systems which the organisation currently used. Pilat then followed by defining a list of functional requirements, which together would comprise the best of breeds from the existing systems, integrating the new functionality offered by Pilat HR Pulse technology.

One of the main challenges for Pilat was to build a system which would deliver most of the existing functionality, whilst combining the original 'look and feel'. The client's intention was to avoid introducing too many changes to the current user population

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and rebuilding new processes. This meant that the system could be implemented throughout the organisation with little disruption and immediate use, due to the lack of training requirements.

The next step for Pilat was to capture the functionality which was to be included in the new system. Once this was defined, we needed to introduce a method by which employees could access information on other people. With no reporting structure included in the design (as this was not formally recorded currently), the decision was made to open employee records to senior employees in the organisation only (top four grades), enabling them to view details of employees in grades below their own.

The HR Administrators within the organisation decided that this broad access in the functional design required tailoring so that it restricted some peoples' access, whilst at the same time, could allow them to extend the access to others. The Pilat Delivery team sat down with the HR users from the organisation and produced a profile of the different types of users who would access the system. These profiles were then translated into user groups, which provided different levels of access into the system.

Due to the enhancement of this feature, additional access controls were required for each of these areas. The Pilat Delivery team built an easy-to-use administration screen for the organisation's HR administrator's use, enabling them to define on an employee by employee basis.

### The Result

The entire system was delivered over approximately seven months. Eighteen months on, the organisation now has a system accessed via the internet/intranet by its employees, with the ability to maintain the following information:

- Personal details and current job information
- Resume details including languages, work experience (internal and external, career experience and skills)
- Personal development plan and competencies
- Ability to upload and attach documents to their own profile

Employees in the top four grades have access to additional information on other employees in lower grades to them:

- Succession planning information — information about the individual nominations and visibility of other nominations for the same role
- Performance and potential ratings on employees in lower grades
- Additional reports, which can be created as PDF

HR administrators (of which there are four types) have access to all of the above areas, and also include the following areas:

- Document management
- Bulk emailing
- Administration functions
- Position Management
- Additional reports (statistical analysis on succession nominations and various other statistical reports covering gender/ethnicity/nationality etc)
- Custom query and extract engine

The organisation now has the capability to slice and dice the data on its top employees in order to make good business decisions faster and more efficiently. This is something they could not have done eighteen months ago.



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