

achieve.



Calm in the Storm

achieve outstanding client success



- ❖ SKM: then, now, the future
- ❖ Our challenges and the platform for change
- ❖ Our options and decisions
- ❖ Reflections
- ❖ How to get what you need



- ❖ Leading projects firm with global capability in strategic consulting, design and delivery
- ❖ Three main regions: Asia Pacific, Americas and EMEA
- ❖ Fee income > A\$1 billion per annum
- ❖ 6,500 people, more than 40 offices
- ❖ Engineers, planners, architects, economists, scientists, project managers, technicians and administrative functions

- ❖ Formed in 1964
- ❖ Last 10 years – staff almost tripled: 2,300 to 6,500
- ❖ Significant growth through M&A
 - E.g. Chile 700+ staff, UK 400+ staff
- ❖ Growth expected to continue
 - M&A
 - Organic growth
 - New countries

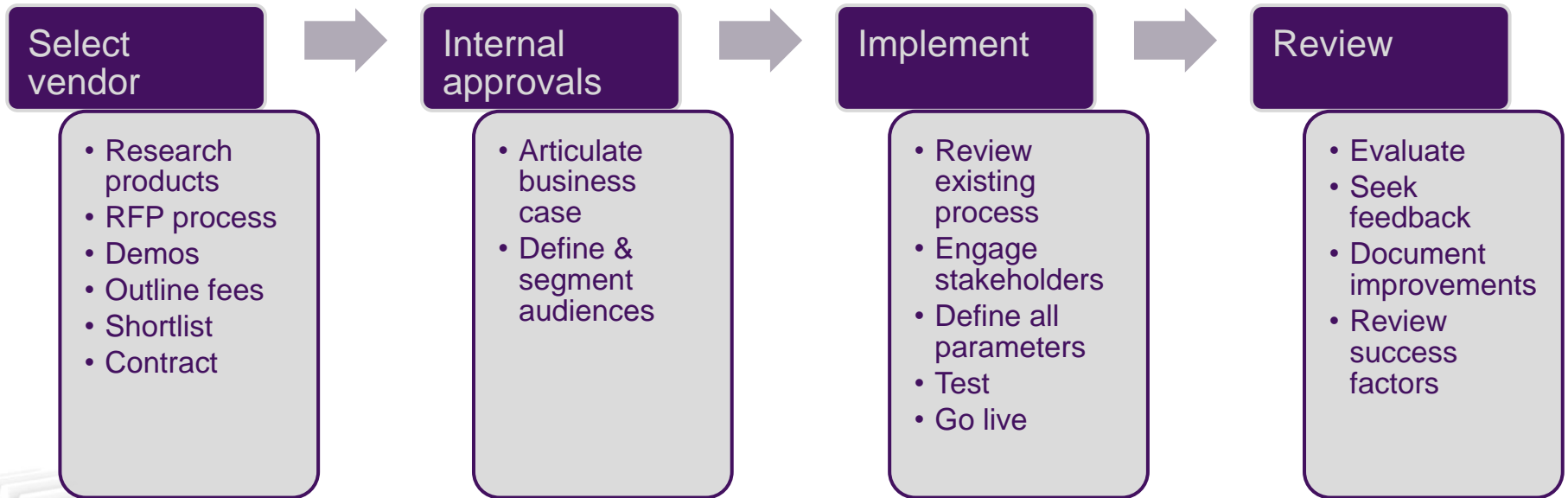
- ❖ Combining salary review and incentive assessment
- ❖ New incentive plan roll-out
- ❖ Multiple currencies
- ❖ Different remuneration structures across countries
- ❖ Hierarchy change – more reviewing managers
- ❖ The need for more consistency across regions



- ❖ MS Excel spreadsheets outside Australia, MS Access database within Australia
- ❖ Reward Team prepared spreadsheets
- ❖ Regional HR populated data
- ❖ Reward Team emailed to managers
- ❖ Managers completed and returned by email
- ❖ Reward Team consolidated then divided for each level of senior management approval
- ❖ Reward Team prepared letters using MS Word mail merge

- ❖ Manager time and effort
- ❖ Cultural acceptance e.g. language
- ❖ Employee engagement and communication
- ❖ HR's ability to complete the process on time
- ❖ Usual concerns about security, privacy etc





*“If we asked them what they wanted
they would have said ‘a faster horse’”*

- Henry Ford



Will the solution ever live up to our expectations? **achieve.**

- ❖ We know what we don't want – this is not the same as knowing what we do want
- ❖ Human Resources is about people:
 - Unique
 - Unpredictable
- ❖ Technology needs:
 - Consistency
 - Logic



- ❖ Set out “business scenarios” not process statements
- ❖ Don’t use technical speak
- ❖ Don’t let IT hijack requirements
- ❖ Vendor background – get details of company roots
- ❖ Vendor product vision – are they investors in their own product?
- ❖ Vendor explanation of point of difference
- ❖ “What if” scenarios for the future
- ❖ Don’t expect fixed pricing

- ❖ It must truly make Managers and Executives lives easier, therefore:
 - The system must be intuitive and clearly aligned to an organisation's optimum process
 - No or limited time for training
 - Accurate data – reduce any duplication of effort to get desired outcome
 - Use it as a platform to change bad habits



- ❖ Judgement/Decisions – people input
- ❖ Process management – triggers, flags, reminders, calculations – technology is good at
- ❖ Data – understand the source of truth – all roads lead “to and from” this
- ❖ Learn the “language” of technology
- ❖ Insist on User Screens that are easy to use

- ❖ Efficiencies for managers and HR
- ❖ Accommodates multiple languages
- ❖ Consistency despite different remuneration structures
- ❖ Complete transparency for executives and HR
- ❖ Fairer process perceived by staff



- ❖ It takes longer than you think
- ❖ Segment your internal audiences for approvals and be resilient
- ❖ Clarify your own process before you start
- ❖ Involve the business to inform you and engage them
- ❖ Test, test, test: allow time, involve HR and the business
- ❖ Make sure your vendor is your partner in the solution – not just a supplier



“The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency.

The second is that automation applied to an inefficient operation will magnify the inefficiency.”

- Bill Gates

*People manage people,
Technology manages process*