



Pivot Software helps organisations use technology to improve their control over complex and often emotional human resource processes. Productivity, enhanced transparency of outcomes and improved employee engagement are just some of the positive impacts of implementing our technology.

As human resource professionals, we understand how well managed remuneration and performance management policies bring organisational values and principles to life. We enable HR interactions that are meaningful and beneficial. Conversations between managers and staff are supported, and not replaced, using our solutions which are as easy to use as a simple website. Over 50 organisations across Australia and New Zealand use Pivot's solutions, with the majority coming from the energy, resources, financial services and professional services sectors. The HR policy and strategy needs of our clients are met using a secure, internet-based, highly configurable software-as-a-service model that fits within any corporate IT infrastructure. Our clients enjoy a time-saving solution designed for the task; not a generic tool that is 'made to fit'.

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**CASE STUDY**

## Australian bank streamlines remuneration processes

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**CUSTOMER**

Bendigo and Adelaide Bank, Australia

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**BUSINESS ISSUES**

Time inefficiencies and security risks posed by existing processes

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**SOLUTION**

Pivot Remuneration to streamline remuneration reviews

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**OUTCOME**

A more efficient and less time-consuming review process



**“I’ve been able to spend more time with managers in helping them to make remuneration decisions, whereas before it was around spreadsheets that did not work or dealing with budget errors.”**

### Pivot Remuneration to streamline, automate and secure review process

Bendigo and Adelaide Bank’s Head of Organisational Development & Reward, reviewed a number of solutions offered by different providers, before selecting Pivot Software’s Remuneration.

The Remuneration and Benefits Advisor explains, “We were very happy with what Pivot showed us when we were evaluating solutions. We then conducted reference checking with other Australian customers and the feedback was extremely positive.”

Bendigo and Adelaide Bank uses Pivot Remuneration for the review of base salaries and bonuses of over 2,600 salaried employees across Australia.

The Remuneration and Benefits Advisor says managers have found Pivot Remuneration intuitive and did not require formal training to use the system. “Pivot also created training videos specific to the set-up of our solution that were available to managers, so they could see demonstrations on how the system worked,” she says. Before commencing with the remuneration and bonus review process, [Pivot Remuneration] was configured to provide managers with a data and team check stage to ensure all details of staff being reviewed were correct, which she says was particularly helpful. “If we had incorrect reporting lines in our payroll system, managers could indicate this within these steps, and their staff details could be moved accordingly. Obviously, we rely on our payroll system being up to-date but that was just another check for us before giving out confidential staff information to managers.”

Bendigo and Adelaide Bank has configured their Pivot Remuneration solution to include a gateway where managers assess their staff members’ eligibility for a remuneration review before proceeding.

“Managers have to indicate whether a staff member has met the minimum requirements, and if eligible, staff are given a performance rating based on their role contribution and maturity in that position. [Pivot Remuneration] then calculates a set of guidelines that recommend appropriate salary increases for each employee. “[Pivot Remuneration]’s matrix system was a real bonus for us. Now we don’t give managers budgets and expect them to have to work out their allocations in spreadsheets. [Pivot Remuneration] provides ratings for each employee and then based on that it gives recommendations on what the employee’s salary increase should be. Managers were not able to do this previously and they’ve found it’s helped with their decision making,” says the Remuneration and Benefits Advisor.

### Efficiency gains and greater management visibility

The Remuneration and Benefits Advisor says [Pivot Remuneration] has reduced much of the HR team’s administration time, and the result is a much less stressful remuneration review process for everyone involved.

“I’ve been able to spend more time with managers in helping them to make remuneration decisions, whereas before it was around spreadsheets that did not work or dealing with budget errors. We’ve been able to improve the service that we provide our managers.”

“We no longer have to collate multiple spreadsheets once managers have completed their reviews. [Pivot Remuneration] provides the information that managers want to see and it’s in a better format than before.”

One of the key benefits Bendigo and Adelaide Bank has received from the solution is the reporting functionality, says the Remuneration and Benefits Advisor.

“With [Pivot Remuneration] data can be exported much more easily. Managers can get key reports instantly and the remuneration team can produce reports for the executive team in far less time.”

Producing staff letters is also a lot less time consuming says the Remuneration and Benefits Advisor as [Pivot Remuneration] produces these automatically at the end of the review cycle, without the remuneration team having to merge and edit them all individually.

“The Pivot team is very responsive, and they have a good understanding of remuneration. They understand what we’re trying to achieve as they have an HR background as well as technical capability.”

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### Smart regional banking group

Bendigo and Adelaide Bank Group was formed in November 2007 as a result of the merger between Bendigo Bank and Adelaide Bank. The publicly-listed company is owned by more than 99,000 shareholders.

7,200 staff work for the organisation at more than 900 outlets, including over 190 company owned branches, 250 locally-owned Community Bank branches, 90 agencies and the bank has more than 800 ATMs across Australia.

Four distinct brands are operated by the group that encompass wholesale banking, retail banking, wealth management and several joint ventures.

Bendigo and Adelaide Bank’s head office in Bendigo, Victoria, is the only Australian bank headquarters located outside a capital city – and at the time of opening was the only building in regional Australia with a 5-star green star energy rating.

### Cumbersome remuneration review process creating inefficiencies

There were several drivers behind Bendigo and Adelaide Bank looking for an automated remuneration review tool says the Remuneration and Benefits Advisor at the time.

“We were using spreadsheets which were cumbersome to manage. Multiple data errors were occurring from cutting and pasting parts of spreadsheets out to managers for their reviews and then collating them again.”

The Remuneration and Benefits Advisor says the company’s annual remuneration review cycle would take around three months of the remuneration team’s time each year.

“Having to get sign off from managers on printed documents was time consuming, and a lot of time was also taken towards the end of the review process setting-up, merging and printing remuneration letters.”

Along with time inefficiencies, the organisation was worried about the security risks posed by spreadsheets.

The organisation was looking for a tool that would reduce data inaccuracies and provide workflow for approval processes, which the Remuneration and Benefits Advisor says was one of the most difficult things with the existing process.

“Although managers were given budgets to distribute amongst their staff, spreadsheets provided no rules around how the budgets should be allocated and offered nothing to guide managers through the remuneration review process.”

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