HCL

Achieving world-class talent management, enabled by **SAP SuccessFactors**

The challenges

The client, a globally recognized transport organization with 29,000 employees, wanted to transform their talent-management process from a decentralized, manual system based on word documents and spreadsheets to a centralized, simple, and user-friendly cloud-based system.

The client faced several challenges, such as:

- No record of performance management by managers. Only a rating was given with limited employee engagement in talent, career conversations, or planning

- There were five generations of employee demographic and unionized workforce with support

- Additional complexity and communication issues existed due to the ongoing global uncertainty surrounding Covid-19

- Failed attempt to implement SuccessFactors previously with a different partner added to the pressure

It was recognized that SAP SuccessFactors was critical to achieve the cultural shift needed to embed the new talent strategy. This includes an increase in transparency of skills in the organization, internal mobility, and self-help tools for career planning, and user-friendly and efficient management of information. While the technology provided the opportunity for the cultural shift, ensuring the employees used the processes and found them easy to operate was the key to success.

HCL Technologies' solution

Rapid implementation, simplified standard processes, and maximized adoption

To ensure this shift and gain the maximum adoption for a successful project, HCL and the client formed a joint change management team.

To address the challenge of a 'failed' implementation, the team introduced the modules to an 'early adopter' group of ~3000 employees across various business areas. This phased approach, where technology readiness was loosely connected to business deployment, allowed the functionality to be rolled out in alignment with the HR performance cycle, tested in a representative sample of employees, and then rolled out across the wider business.

Modules implemented:

- Performance and goal management
- Succession and development management
- Cloud platform integration to an on-premise SAP HCM system
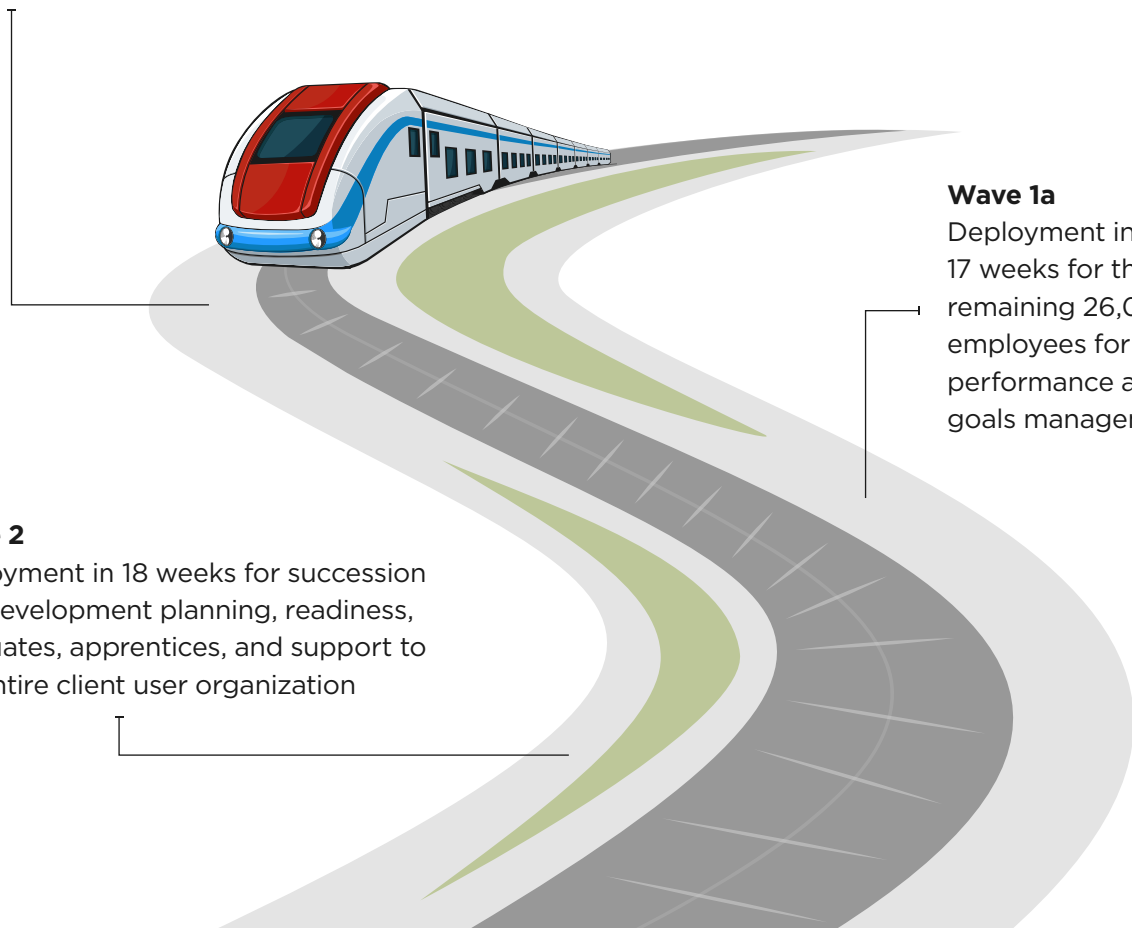- Identity authentication service to enable people analytics

SAP SuccessFactors Activate+ methodology was used to manage the implementation with:

- Kick-off workshops with business, IT, and HR SMEs
- Design sprints followed by playback sessions and design (show and tell) review sessions with SMEs
- The IT, HR, and business leadership team, with the support of a committed HR sponsor and designated solution product owner were consistent in their 'fit to standard' approach. This was critical to achieving timely delivery of the technical solution
- A core team of change management, communications, and training consultants worked with the technology, business, and IT team to design, deliver, and engage with users through communications, training and learning, and monitoring
- A network of over 300 ambassadors drove change in business areas and avoided it being labeled a tech or HR project

Rapid implementation with a staged deployment to ensure maximum adoption

Wave 1
Took 13 weeks from start to finish for performance and goals management deployed for the initial 'early adopters' (~3000 users) group

Wave 1a
Deployment in 17 weeks for the remaining 26,000 employees for performance and goals management

Wave 2
Deployment in 18 weeks for succession and development planning, readiness, graduates, apprentices, and support to the entire client user organization

The result

Fully automated processes facilitated the full participation of the user community from the most senior staff down to new graduates and apprentices.

Established conversation with managers and employees regarding objectives, and not just talked about as a concept.

The technology solution provided data for each employee with multiple data points to track career progression, and supplemented manager performance recording with 360° feedback.

Reporting enabled the management of the HR process and compliance such as logins, objective status, and forms, which are overdue a performance rating distribution. Reports also monitored adoption by users and enable the client to achieve its new approach to HR by establishing a sound foundation for the roll-out of other SuccessFactors modules. It also resulted in:

- **Reduced time to completion of events in the performance cycle**
- **Automation and participation of all employees**
- **Continuous performance management**
- **Enhanced and easy reporting including dashboards by business unit, event, etc.**

The collaboration, teamwork, flexibility, and cooperation with the project team were world-class and exceptional. Every team member went beyond the expected behavior to ensure project success. The project sponsor provided full support and buy-in to the project, and learning consultants curated the learning materials in the defined training curriculum in the shortest time possible. The project scope stated in the statement of work was fulfilled in its entirety, and the implemented system aligned with the client's HR strategy.
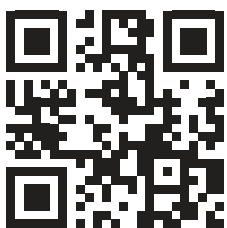
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HCL offers its services and products through three lines of business - IT and Business Services (ITBS), Engineering and R&D Services (ERS), and Products & Platforms (P&P). ITBS enables global enterprises to transform their businesses through offerings in areas of Applications, Infrastructure, Digital Process Operations, and next generation digital transformation solutions. ERS offers engineering services and solutions in all aspects of product development and platform engineering while under P&P. HCL provides modernized software products to global clients for their technology and industry specific requirements. Through its cutting-edge co-innovation labs, global delivery capabilities, and broad global network, HCL delivers holistic services in various industry verticals, categorized under Financial Services, Manufacturing, Technology & Services, Telecom & Media, Retail & CPG, Life Sciences, and Healthcare and Public Services.

As a leading global technology company, HCL takes pride in its diversity, social responsibility, sustainability, and education initiatives. As of 12 months ending on December 31, 2021, HCL has a consolidated revenue of US $ 11.18 billion and its 197,777 ideapreneurs operate out of 52 countries. For more information, visit www.hcltech.com

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