



Global engineering firm achieves remuneration consistency



World leading engineering company

Sinclair Knight Merz (SKM) is an engineering, sciences and project delivery firm with 42 offices throughout Australia, New Zealand, Europe, the Middle East, South America and Asia.

The wholly employee-owned company has approximately 6,500 staff worldwide with a diverse range of skills including engineers, planners, architects, economists, scientists, project managers, technicians and administrative staff.

Manual processes hindering consistent business approach

Recent company growth in a short space of time meant SKM's organisational structure and management hierarchy was constantly evolving. With such a large workforce across multiple countries, SKM's move to a more consistent globalised business approach was hindered by manual HR processes. Trying to maintain consistent HR service in line with company growth became an increasing challenge.

"When I started at SKM, we had about 5,000 staff worldwide and primarily managed our remuneration reviews for each country on their own. It was all done by spreadsheets, and most countries had different processes," explains Carrie Luzar, SKM's Group Remuneration & Global Mobility Manager.

Salary review processes and the way remuneration decisions were communicated to staff across the company were inconsistent and management could see that we need to build credibility and transparency, says Carrie.

"We experienced a few cases where staff were questioning whether they were even eligible for a salary review.

"We've now got 6,500 employees in 13 countries and our strategy as a firm is to become more global yet centralised and consistent in our business processes. This means having HR infrastructure that will enable us do so effectively."

Remuneration Ally to streamline processes and improve efficiency

"What really drove us to look outside of what we had been doing was the ability to manage our incentive and remuneration processes together and try to streamline them. With our manual system we were finding that managers were spending a lot of time on their staff remuneration reviews and it was a significant time sapper for our business."

With many managers operating offsite, SKM needed a remuneration system that could be accessed easily at any time from any location.



CLIENT:

SKM, global engineering company

BUSINESS PROBLEM:

Manual remuneration processes causing inefficiencies and lacking credibility

SOLUTION:

Pivot's Remuneration Ally to automate the remuneration review process and increase efficiency

RESULTS:

A flexible remuneration solution, standardising remuneration processes across the company's global operations

... rather than dealing with a software company, we really were dealing with HR experts who have software capabilities."

Carrie Luzar

SKM's Group Remuneration & Global Mobility Manager.

About Pivot Software

Pivot Software provides human resource software solutions that enable organisations to improve the effectiveness of key processes like remuneration and performance management. We enable our clients to improve their control over the complex and often emotional human resource processes.

As human resource professionals, we understand how well-managed remuneration and performance management processes contribute to employee engagement and enable the HR team to take a more strategic role in the company.

Pivot software solutions are used by organisations with workforces ranging from 400 to more than 6,000 in sectors like banking, insurance, utilities, retail and government.

Delivered as software-as-a-service, our solutions are configured to your needs and fit with any corporate IT infrastructure.



Want to know more?

Email us today:
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Or visit our website:
www.pivotpeople.com.au



"We looked at a number of different providers for some time because we knew the time was coming that we wouldn't be able to manage with spreadsheets anymore. We found Pivot's Remuneration Ally to be the most flexible and configurable of all the systems we looked at and it was able to be adapted to suit what we needed."

SKM initially spent a lot of time with Pivot to define their needs and the specific requirements that needed to be built into the system. It caused them to review some of what they were doing and streamline processes even further.

"With 6,500 staff across 13 different countries, with 13 different currencies and various languages, there was a lot to think about," says Carrie.

With some complex package structures existing in various locations, Carrie says Pivot's ability to configure Remuneration Ally to manage these packages was something that off-the-shelf solutions couldn't offer.

"The process of defining our needs and analysing the requirements of the tool was really valuable. The collaborative approach between us and Pivot led to specific configurations that suit our needs exactly - Remuneration Ally talks in SKM terminology and it has SKM's logo so it very much looks and feels like an SKM system."

Carrie says Pivot's HR experience of challenges that large organisations face during remuneration reviews was also invaluable.

"We found that Pivot were able to articulate what we needed. Knowing that they had a background in HR and they understood the issues we were facing really helped; we knew they were on our side. That experience really meant that they were informed, and rather than dealing with a software company, we really were dealing with HR experts who have software capabilities."

A flexible and consistent remuneration solution

Remuneration Ally has resulted in an increased involvement of SKM's HR team in remuneration processes, enabling the rewards team to spend more time in a strategic role, providing advice and consulting with them on best practice remuneration processes. "Our rewards team now help managers make the right decisions, rather than dealing with the actual vehicle of the process," says Carrie.

The biggest benefit of the system says Carrie, is the increased efficiency of remuneration processes, resulting in significant time savings for managers and HR staff.

"It's given us more transparency and visibility. Managers have all the information they need at their fingertips. They don't have to search through different spreadsheets or the intranet to find anything. The benefits SKM has received from Remuneration Ally are immeasurable."

As a web-based system, Remuneration Ally has removed the time it used to take reviewing managers to edit and circulate various spreadsheets around the organisation.

Senior management at SKM are pleased with the move to a consistent global remuneration review process, which Carrie says gives them a newfound sense of feeling supported when they are talking to staff about remuneration.

"They see a structure behind the scenes of our remuneration processes that is lived by every manager in the organisation and they all feel a part of that."

Remuneration Ally has enabled SKM to standardise remuneration processes across the organisation. Managers are better prepared to make fairer decisions and because everyone is getting reviewed at the same time, employees see the process as fairer.

"We plan to grow significantly in the coming years, into new countries with different languages. We know Pivot can provide any changes to Remuneration Ally that will ensure it grows in line with the company.

"The best thing about Pivot is that they are so knowledgeable - every question that you ask they have an answer straightaway. They're very willing to help out and do what needs to be done to get the solution we require."

"Make the decisions regarding your people and we will take it from there".



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