



Working smarter to manage growth



Award winning engineering company

AECOM, a Fortune 500 company, is an international provider of professional technical and management support services to a broad range of sectors including transportation, facilities, environmental, energy, water and government. In Australia and New Zealand, AECOM employs more than 3,800 professionals working in over 25 offices. They have completed high profile projects such as the multi award-winning Inner Northern Busway Alliance (Queensland, Australia), the Rosedale Water Treatment Plant Outfall Project (Auckland, New Zealand), and Telfer Deeps Gold Mine (Western Australia, Australia).

Coping with growth

Recent company growth in the ANZ regions prompted AECOM to review its people and performance processes.

Several issues were identified, that if addressed, would help the company remain sustainable in the future. "We realised we needed to do some strategic long-term thinking about how we would manage the overall remuneration review function in our region to support growth", says Peter Richards, AECOM's Corporate People and Performance Manager for ANZ.

"Over the last five years we'd been doing mid-year as well as annual reviews through a manual process involving Excel spreadsheets. This process didn't link into our performance management system or provide any support to managers in making salary decisions.

"Additionally, it created a significant administrative workload for managers to complete and for the HR team to accurately bring together all this distributed data."

Key to improving the remuneration function was reducing the administrative burden on line managers and HR, and the ability to link remuneration review with performance management. Line managers would have more time and information to make informed decisions around remuneration, and enable the HR team to support managers in an advisory rather than administrative capacity.

CLIENT:

Australia and New Zealand division of global engineering firm AECOM

BUSINESS PROBLEM:

Manual remuneration processes unable to support massive growth

SOLUTION:

Pivot's Remuneration Ally delivered in partnership with Hewitt Associates

RESULTS:

Increased remuneration process efficiency, empowerment of line managers and more strategic HR capability



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Peter Richards

Corporate People and Performance Manager, AECOM (Australia and New Zealand)

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.

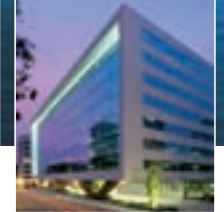
Pivot software solutions are used by organisations with workforces ranging from 400 to more than 6,000 in sectors like banking, insurance, professional engineering, utilities, retail and government.

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



Streamlining the remuneration process

Human Resource consultancy Hewitt Associates was engaged to assess AECOM's salary review process and a pilot was developed to trial Pivot Software's Remuneration Ally product. This covered a cross-section of the business in New Zealand as well as AECOM's two major centres in Western Australia and Queensland. Following the successful pilot, the web-based salary review software was rolled out more broadly across the ANZ region.

A detailed project plan was developed to identify what customisation of the Remuneration Ally functionality and reporting was needed to meet AECOM's requirements and to establish what data should be imported.

Basic employee and salary data was brought into the Remuneration Ally system initially. Incorporated into that was performance management data such as performance ratings and future potential ratings, as well as market salary data to provide benchmark comparisons.

The system gives managers secure online access to salary and performance information for their direct reports and, based on AECOM's business rules, provides recommendations for individual salary increases. Managers are then able to view the impact of varying individual increases on the overall salary increase budget for their area, confirm or change salary recommendations and submit for approval.

Hitting the right buttons

For AECOM, the Pivot solution has proved a highly flexible tool that "hit all the right buttons" in terms of functionality.

"In the first 12 months we saw a 26% increase in people reviewed, so with the reduced administrative burden alone, the direct return on investment for AECOM is significant," says Peter Richards.

Another significant advantage for AECOM resulting from the web-based system is the increased ease and security of housing and accessing sensitive information, compared with the vulnerabilities and administrative headaches of emailing Excel spreadsheets around the organisation.

Additionally, the sophisticated reporting functionality gives senior management a view of what salary decisions have been made and whether those decisions are consistent with the company's talent management aims.

"The system has enabled us to provide strong strategic support to the executive team and line managers, particularly around the reporting functionality and from a budget modelling perspective. We've been able to identify key talents in the organisation, which means we can target and tailor our salary increases to those parts of the business where we'll see the most impact," says Peter.

Future plans for AECOM include the addition of an executive incentive scheme that was piloted last year and will be incorporated into the wider remuneration system.

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



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