



Energy company
transforms HR for
unified processes
and user experiences

The oil and gas industry is facing significant talent challenges, according to an October 2020 [Deloitte Insights report](#). The biggest takeaway: The sector has a rapidly aging workforce, with a median age of 44. Companies are losing their most experienced employees without having sufficient younger workers to whom they can transfer their knowledge.

In addition, the oil and gas industry has gone through [massive workforce swings in a short period of time](#). The shale oil boom of the early 2000s led to significant hiring, followed by a sharp drop in the price of oil just four years later that led to layoffs of roughly 200,000 people from 2014 to 2016.

The COVID-19 pandemic also drastically cut the demand for petroleum, which led to additional cuts —107,000 workers were let go between March and August of 2020. Experts expect that up to 70 percent of those lost jobs may not come back, even once the economy returns to “normal” after the pandemic finally recedes.

These are not the only challenges the industry faces. Economies are starting to [transition away from petroleum to renewable energy](#), further reducing demand for oil and gas. Hybrid workforce models, in which employees split their time between the office and their homes, will become common for many jobs, requiring changes to HR policies and management methodologies. Also, the digitization of many functions will require a great deal of human/machine interaction, which will require additional training and, potentially, new methods for managing talent.

HR cannot meet these challenges with legacy systems. It needs to digitally transform its infrastructure. These teams need technology platforms and policies that empower employees to perform day-to-day HR tasks on their own through self-service, which not only improves efficiency but also improves employee satisfaction. They need to centralize management of cases for streamlined services, and they must provide their global workforce with a consistent consumer-grade experience.

Here's how one global energy company achieved this.



Existing HR process and technology challenges

A global oil and gas company facing many of the challenges detailed above was struggling to address them, in no small part due to its legacy HR processes and supporting technology. Processes were fragmented and highly customized across more than 50 countries, hundreds of regions, and dozens of business segments. In short, there was no consistency.

The company had more than 25 separate HR portals, without a unified process or single place for employees to go for additional information. As a result, employees would pose their questions to their local HR personnel—no matter what their role actually was—who would then have to track down answers even if it wasn't their function. The end result was considerable redundancy within the HR organization; high costs; and confused, dissatisfied employees.

Plus, the fragmentation made it difficult to obtain reports and reliable data for decision-making and setting workforce strategy. There was no single source of HR truth. Complicating the situation: Upgrading or integrating the existing legacy systems was seen as an overwhelmingly daunting task. Over the years, IT had implemented extensive custom workarounds to enable functionality the original system didn't support, which made integrating new technologies difficult. Even day-to-day maintenance was cumbersome.

In addition, different regions and business units differed in their use of shared services, which resulted in varying reliance on the HR organization and created an inconsistent employee experience. Finally, the culture itself was resistant to change and to adopting agile methodologies. HR digital transformation would require careful change management to ensure success.

Searching for a solution

The company's leadership had several goals for the HR organization. The leaders wanted a digital transformation within HR to drive business results and reduce operating expenses. They also wanted to deliver functional excellence through a technology-driven approach that standardized and simplified HR operations.

Although technology was a key part of the strategy, leadership knew that achieving these goals would require much more than just tools. It would also require an extensive change management and training program to develop a new, agile way of working. Technology was seen as an enabler to bring all these aims to fruition.

The organization first established criteria for the required supporting technologies. For example, the new HR technologies had to provide a single unified system from a global HR perspective to provide a consistent employee experience, enable any future changes to occur on just a single platform, and provide HR with a single version of the truth.

The company wanted to move to an industry best-practice solution, and it had to be cloud-based, which would eliminate the need for a massive capital investment and simplify maintenance. Finally, HR needed to be able to manage the end-to-end process with consistency and transparency.

The leaders knew that this was a journey they could not complete successfully on their own, and they chose Deloitte as their trusted advisor. Deloitte has deep HR technology experience with ServiceNow, as it is one of six global elite, top-tier ServiceNow partners. Just as important to the energy company was Deloitte's extensive process expertise. Technology alone would not be sufficient. The HR organization needed a modern redesign along with modern technology to meet modern challenges.



The solution

Working with Deloitte, the company chose to implement ServiceNow as one of its core enabling technologies to empower the HR transformation initiative. ServiceNow provided an end-to-end digital experience by enabling intake, movement, and measurement of employee interactions via a unified HR portal and case management solution. It provided a unified front end with a single global access source to HR information, giving employees a consumer-grade experience. Deloitte designed the custom portal to include employee campaigns, knowledge articles, virtual agent chat, and a service catalog to drive self-service functionality.

The overall goal for the ServiceNow portal was to be the first stop for employees looking for explanations of HR processes, policies, and programs. Features include:

A virtual agent that filters through HR services and knowledge content

Global navigation that promotes self-service

ServiceNow campaigns configured for performance management

Personalized widgets

Global announcement banners and home page carousels that can be easily scheduled

Employee-facing content translated into six languages

A sustainment model to maintain and update content

HR information and services are stored in one place on the portal, and information is tailored to each employee. For employees who need additional assistance, a virtual agent is available 24/7 to assist with common inquiries, and all employees can also chat live with HR shared-services employees to get their issues resolved quickly.

Additionally, ServiceNow was configured to centralize and enhance the service delivery of HR transactions globally while providing insights to executives with a high degree of data quality.

Deloitte also configured approximately 100 HR services across five centers of excellence to enable consistent case management for incoming calls, chats, and self-service requests. Additionally, Deloitte configured complex case assignment logic to support the shared-services model.

ServiceNow integrates deeply with the existing platform for an end-to-end technology ecosystem. For example:

- The platforms are integrated into telephony, so when an employee calls HR, all of that person's information—including current open cases—automatically pops up on the agent's screen.
- HR can now click a button and automatically store all employee files within the case management system.

Questions?

Please email servicenowglobal@deloitte.com

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The results

The oil and gas company's HR transformation initiative has yielded significant benefits. Employees can now use the intuitive, personalized portal to find HR information and conduct transactions. Virtual agents take care of routine self-service tasks, which reduces the number of service center calls and improves the employee experience. HR personnel and workers can track the status of a case from end-to-end, and dashboards and reports ensure the availability of information to decision makers.

Most important, all employees get a consistent, consumer-grade HR experience. HR services are no longer delivered through a fractured, confusing tangle but are now provided through a unified global platform.

