

# THE CEGAL CHIP HXM PROJECT

Shifting focus from transactional to strategic HR

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Human Experience Management

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*“The Cegal Chip HXM project shall enable a high-performance culture, secure competency development and roll-out of a digital Human Experience Management tool.  
We shall implement best practice HR processes to facilitate the needs to become a truly international player.”*

# TOPICS



- **About Cegal / Sysco**
- **Project background, purpose & timeline**
- **The Chip HXM project**
  - **New HR operating model**
  - **Cegal leadership development program**
  - **Cegal Career Framework**
  - **New global processes (incl. SuccessFactors roll-out)**
- **Q&A**

# CEGAL SYSCO

A POWERFUL CONTRIBUTOR TO THE GREEN SHIFT



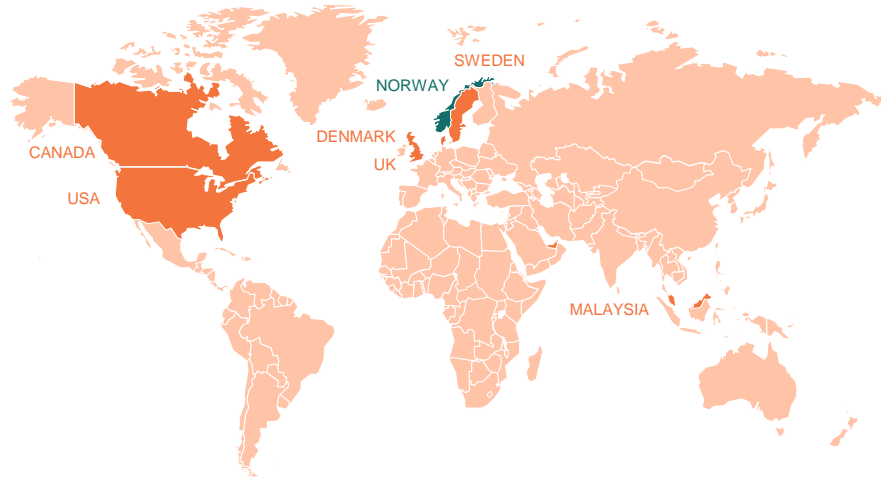
A global tech powerhouse specialized in energy, cloud and big data – with three main deliveries:


1. Leading Industry **Software**
2. World Class **Consulting**
3. Mission critical **Cloud Operations**



# CEGAL SYSCO

A GLOBAL TECHNOLOGY POWERHOUSE FOR THE ENERGY SECTOR



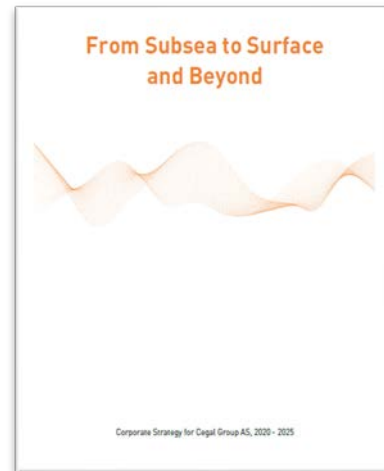
	cegal 	ΣΥΣCO	Combined
Revenues (NOKm)	850M	500M	<b>1350M</b>
EBITDA (NOKm)	172M 22%	95M 20%	<b>267</b> <b>21%</b>
Recurring revenues	73%	35%	<b>52%</b>
Employees	500	270	<b>770</b>
Focus area	Oil & Gas	Power & Utilities	<b>Energy industry</b>

# PROJECT BACKGROUND

In 2020 Cegal Group established the **Corporate Strategy 2020-2025**

## Extract from the 2025 strategic targets

- **From 800M -> 2 BNOK Yearly revenue** – Become a truly international player
- **A more diverse Portfolio** – Oil & Gas, Renewables, Ocean Industries



# PURPOSE OF THE CHIP HXM PROJECT

*HR shall transition to become a strategic global business partner.*

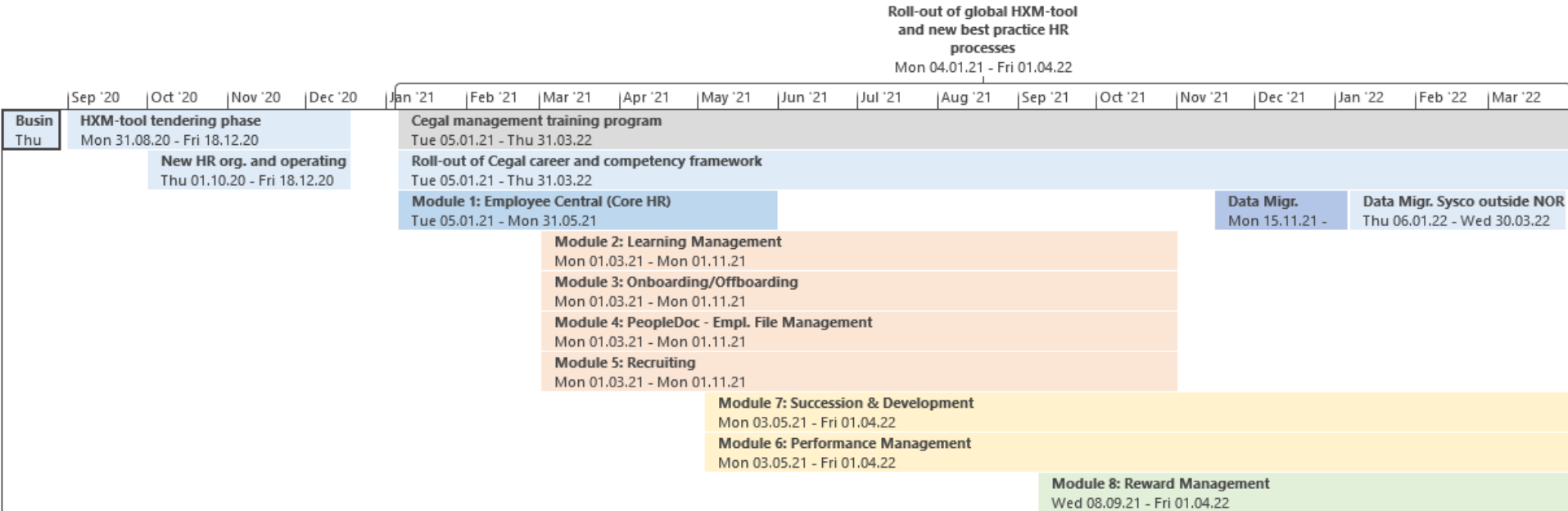
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*HR strategic priorities - A 3-pillar focus:*

- 1. Culture**  
“Seen, heard and appreciated”  
Next generation workplace  
Enable high performance culture
- 2. Competence**  
Attract, retain and develop talent  
Career development & succession planning  
Improve the compensation and benefit structure
- 3. Technology & processes**  
Implement best practice global HR processes  
Implement new HXM system to support our processes





# OVERALL PROJECT TIMELINE (UPDATED SEP 2021)





# CEGAL'S NEW HR OPERATING MODEL

## Strategic focus

### Strategic Partner

- Improves and bring into line strategies with business.
- Helps line managers in solving organization, people and change-related issues.
- Contributes to leadership team's strategic decision-making.
- Nurture systems thinking and customers focus.
- Strategically manage sourcing and workforce development.

### Change agent

- Understand the organizations culture and be a catalyst in bringing this to life.
- Institutionalizes change capability within the organization.
- Assists line managers to lead and facilitate change.
- Act as a consultant in organizational effectiveness and efficiency in order to bring value to the business.
- Enhance and support management and leadership development.

Process focus

### Administration Specialist

- Creates and delivers effective and efficient HR processes and services tailored to business needs.
- Manage people and HR related costs.
- Ensures internal and external customer focus.
- Utilize information technology to deliver quality HR products and services.



### Employee champion

- Provide change strategies and aids implementing actions that improve human experience and performance
- Helps build workforce commitment.
- Safeguard sensible, moral, and impartial people processes and practices.

People focus

## Operational focus



# THE CEGAL HR TRANSITION



**Sep 2020** -> 2,6 FTE permanent staff + 0,8 FTE temp. staff – **transactional HR support only**

**Sep 2021** -> 7,0 FTE permanent staff + 1,8 FTE temp. staff – **strategic HR Business partnering**

- HR Operations team
- HR Business Partners & Centre of Expertise
  - Competence Development & Learning
  - Performance Management
  - Compensation & Benefits
  - Recruiting
- HR Tag for regional offices



# CEGAL LEADERSHIP DEVELOPMENT PROGRAM

## Target and topics

### Teams Development

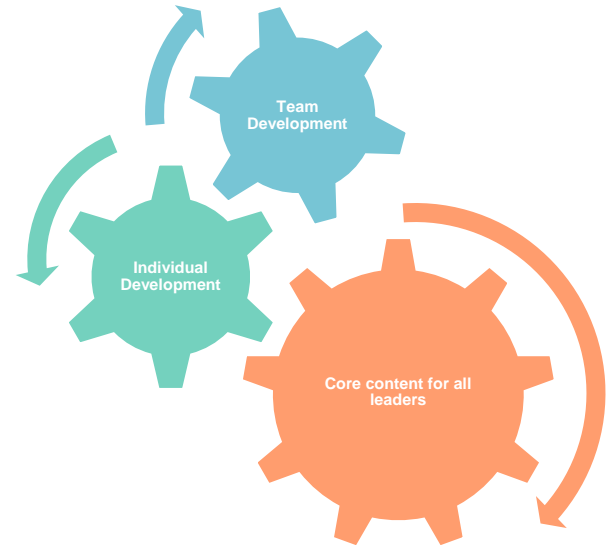
CxO team  
Regional teams  
Business Units

### Core content all leaders

Company values and the appraisal process (*Value driven leadership*)  
Cegal management system and governance  
Employee Development and motivation  
Performance management, objective setting & follow-up

### Individual leadership development

Day2day leadership program  
Individual leadership coaching



# WHAT DOES OUR 'CAREER FRAMEWORK' PROVIDE?

## THE BACKBONE OF OUR ORGANISATIONAL STRUCTURE



Talent Management &  
Career Planning



Organisational  
Transparency



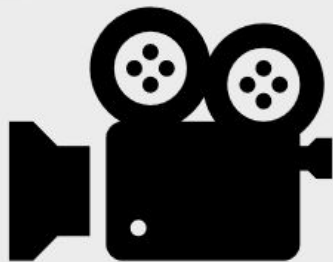
Strategic Workforce  
Planning



Reward Management  
& Benchmarking




- Simplifies career discussions
- Enables efficient alignment of competence requirements, learning and development offers
- Simplifies recruiting processes
- Helps align reward processes

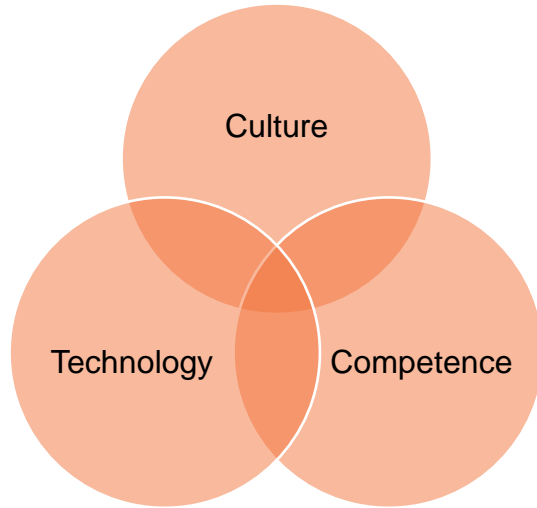


# OVERVIEW OF THE NEW GLOBAL HR PROCESSES AND MODULES

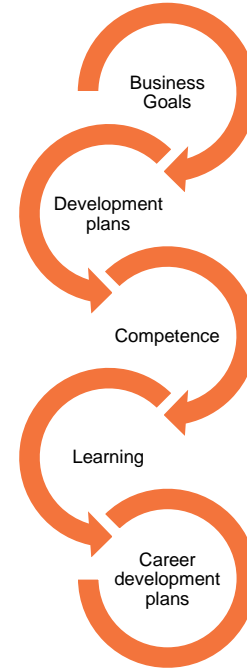


 Currently out of scope

# CHIP HXM PROJECT – ENABLING THE CHANGE FROM TRANSACTIONAL TO STRATEGIC HR OPERATING MODEL



*HR's strategic priorities*



# Q&A





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