

MASTERINGSAP

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OceanaGold's HR Roadmap Transformation

Michelle Du Plessis & Trent Wai-Poi

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Your Speakers Today



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SAP SuccessFactors

The Journey to World Class Human Resources

Lessons from OceanaGold on the Implementation of SuccessFactors

- Why?
 - Make sure the organisation are aligned on the why
 - Don't position as a process or technology change; use as an opportunity to transform culture and advance employee experience
- What?
 - Full view end to end long term roadmap prioritised with business leaders
 - Implementation across 6 Countries
- How?
 - Partnership with SAP and implementation partner (Accenture)
 - Agile PMO and Steerco
 - People and Technology teams joined at the hip
 - Voice of the Line leader "designed in" through design to execution including review/CI
- Outcomes:
 - 6 Countries; 3 months from design to execution
 - 100% positive feedback from line leaders
 - Line leader time back (from 3 week process to 24 hours for annual cycle completion)
 - Focus on the line leader/employee connection, leader capability and employee experience of moments that matter rather than process / system focus (4 key conversations: goals, development plan, review, salary and incentive outcome)
- Hindsight:
 - Zoom out before you zoom in
 - Structure follows strategy not the other way around
 - Progress over perfection
 - "Learn to dance" and pivot if required
 - Leaders drive culture and culture unlocks performance and makes people stay
 - Culture transformation is a "whole of enterprise" effort; take your leaders on the journey
 - Partnerships are key; immerse them in your business context so that they can partner most effectively to deliver value
 - Remember to celebrate learning (failure isn't fatal) and successes

OceanaGold & SAP Draft Roadmap based on the Strategy Day

Trent Wai-Poi
June 2023

THE BEST RUN SAP

Summary of Strategy Day

Key Findings

OceanaGold and SAP held a Strategy day at the SAP offices in late May. As part of this, focus was placed on discussing current state and future state of people solutions at OceanaGold.

The purpose of this document is to document the high level roadmap items from the day. We would recommend prioritisation would be completed over these items.

The day identified some high-level needs, and focused on Core HR, Payroll, Talent Management and Analytics.

Included in these topics were sub-topics covering items such as Employee Experience, Contingent Management, Recruiting, Onboarding, Compensation, Learning and more.

This document captures the conversations from the day, in a format that is easy to consume. This is designed to be a working document, and provided to OceanaGold in the draft working PowerPoint format.



Key Initiatives

- 1 Review of New Zealand Payroll to ensure accuracy of implementation and set up for organisational wide future use
- 2 Optimisation of existing footprint, including Performance and Employee Central
- 3 Deliver process, data and risk improvements such as Onboarding and Compensation
- 4 Improve Visibility through reporting leading to better decisions and higher engagement
- 5 Enabling new capabilities helps fills gaps and leads to better processes, across core and employee engagement
- 6 Create a medium to long term roadmap including all people technology

Our proposed roadmap will allow OceanaGold to deliver short term improvements along with a path to full Cloud solutions

1 Now

Quick wins, to focus and start immediately based on capacity



NZ Payroll Review by SAP of configuration and confirmation



Assessment of Recruiting versus Smart Recruiting and assessment of Learning.



Optimisation of Performance processes to utilise new functionality, including CPM

2 Next

Biggest impact immediate wins, that can take more effort or reliant on other things first



Optimise Employee Central and deliver across the group, focusing on process improvement and visibility of data



Embed employee experience through engagement surveys and in solution touchpoints to ensure active listening



Compensation to replace excel for salary increase and STI incentives, focusing on process and data quality



Deliver MVP Onboarding and create a strategy for groupwide EC and Payroll functionality

3 Later

High Value pieces to continue the journey to improve efficiencies and align to strategy



Deliver process and dataflow improvements by replacing Smart Recruiters with SAP SuccessFactors a



Enhance Onboarding to link recruiting to employee central, and provide new employees better experiences



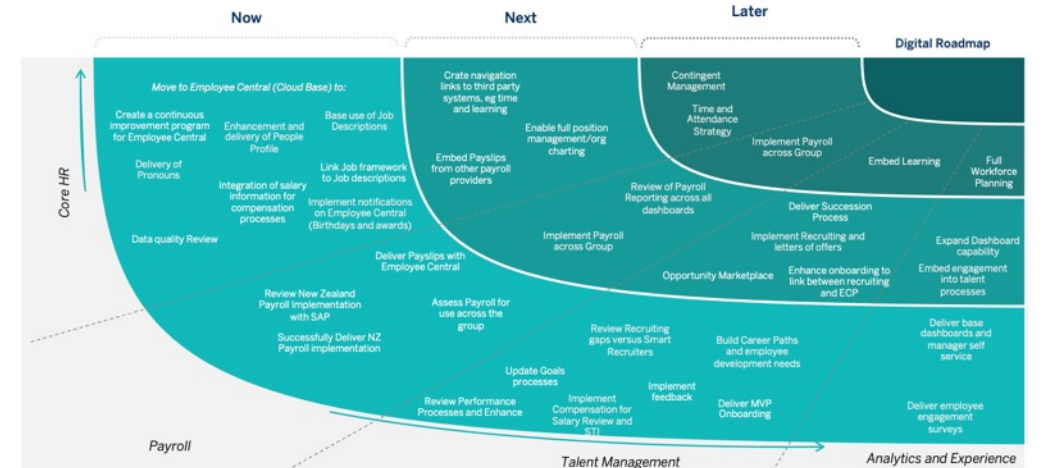
Use Employee Central Payroll to integrate payroll processes across the group into SAP SuccessFactors



Embed an analytics framework, including planning, dashboards and manager ready reporting.

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Detailed Roadmap



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SAP SuccessFactors

Value Case for OceanaGold

Trent Wai-Poi, SAP Australia
18 July, 2023

CUSTOMER



OceanaGold can deliver Significant Value in Compensation

Existing systems allow the integration of external, internal and market data to come up with an effective compensation plan and strategy.

The current compensation system automatically proposes employee compensation adjustments bringing in other data such as performance appraisal ratings, attainment of performance objectives, and business objectives.

Data is connected with the employee record reducing the need for manual or double entry reducing time.

Online tools to view process and data to manage the process more efficiently.

Removal of spreadsheets, saving time on administration and distribution.

6.3%

3.0%

Managers have comprehensive self service for displaying and editing employee compensation data, activating adjustments, and transmitting the information to payroll.

Empower line managers to take an active role in Pay for Performance through data driven decisions enabling more accurate and quicker decision making.

Enable executive oversight through self service executive dashboards providing high level and deep level compensation and process information, saving time.

Enable clear visibility of budgets by line managers and executives to ensure no rework in compensation decisions.

Reduce manual transaction and HR administration effort
1.9 hours per employee per year



Reduce manager time on employee administration
7.7 hours per manager per year

Reduce employee manual transaction effort
10 minutes per employee per year



Risk

Provide employees visibility through compensation letters reducing the time employees need to find compensation information.

Provide detailed information, including the increase amount, performance results and other criteria into making compensation decisions.

Reduce risk by eliminating spreadsheets and data stored insecurely outside of the system

Reduce risk by removing the ability for managers to bulk export compensation data, whilst allow appropriate access through dashboards and reports

Reduce risk by connecting source employee information, compensation information and payroll. This removes manual data extraction, errors to data, testing, checking and rework.

Reduce risk of compliance breaches, employment cases and legal issues by securing all compensation data throughout the process.

5%

Intangible Benefit

Tangible Benefit

OceanaGold can deliver Significant Value in Onboarding

Reduce HR Admin. time on onboarding activities due to improved ability to track down new hires for illegible data on initial forms and improved data integrity - avoiding re-keying and correcting data

Paper-based onboarding processes replaced by electronic signature management and management of documents through each new hire's profile.

15%

10%

Simplifies the process for hiring managers using step-by-step wizards to walk through the process of how to prepare for the new hire and a dashboard to track progress along the way

The system supports a structured, standardized approach to onboarding, streamlining the process, facilitating communication with employee, and ensuring all key tasks are completed (order equipment, etc.).

The new hire onboarding provides formalized tracking of progress along with automated notifications.

Support Employee Terminations With a Formalized Offboarding Process

New employees can access key tools and systems on Day 1.

Reduce manual transaction and HR administration effort
3 hours per new hire per year



Improve time to full productivity for new hires
3 days per new hire



Reduce employee manual transaction effort
240 minutes per new hire per year



Intangible Benefits

New employees can access key tools and systems on Day 1.

New hires can access all forms online, saving manual processing and entry

Assign an onboarding buddy and engage both the new hire and co workers

Manage legal and compliance documentation within Onboarding

Employees can access employee profile, update employee details and information more quickly

Information can flow from Recruiting to onboarding, making it simpler for employees to complete

Use mobile onboarding to provide a modern onboarding experience

Connect data between recruiting and onboarding to reduce errors, rekeying and risk

Pro-Actively measure and manage employee experience during on- and offboarding Processes

19.5%

Intangible Benefit

Tangible Benefit

Creating value with differentiating business capabilities



Total Value Potential

Number of Employees: 3600
Number of new hires: 529
Number of managers: 360
Average Employee Cost: 75K
Average HR cost 90K
Average Manager Cost 104K

Compensation

Reduce manual transaction and HR administration effort

Reduce manager time on employee administration

Reduce employee manual transaction effort

Onboarding

Improve time to full productivity of new hires

Reduce manual transaction and HR administration effort

Reduce Turnover

Reduce employee manual transaction effort

Compensation Value Potential

Onboarding Value Potential

Currency: AUD

How to Connect with Me

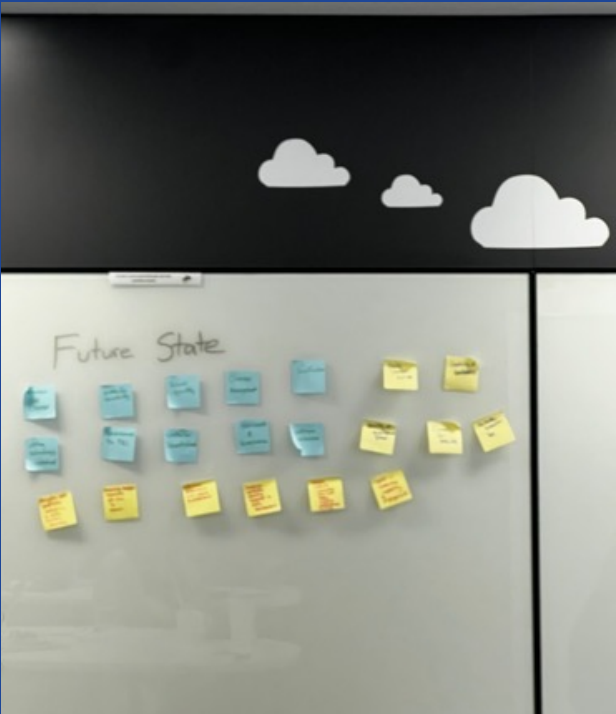
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Experience of the strategy day



Improve EE Engagement to improve productivity

Value Drivers	New hire relation Quality of hire
Improve time to full productivity of new hires	
Reduce turnover	
Improve time to full productivity of new hires	
Reduce employee manual transaction effort	
Optimize Reduce manager time on employee (administration)	
Reduce manual transaction and HR administration effort	
Improve payroll management function efficiency	
Improve HR FTE Efficiency	
Increase internal promotions	
Reduce vacancies in critical roles	
Improve HR reporting and analytics capability	
Reduce cost per hire	

Operations / Cost

