

# SKILLSET

DESIGN

DEVELOP

DELIVER

## Transforming resourcing at a multi-national oil company

### AT A GLANCE

Blended learning solution to support the rollout of a global resource management solution.

### THE CLIENT

Our client is one of the world's largest companies, employing over 90,000 staff worldwide and generating revenues in excess of \$300billion. With operations in over 90 countries and almost 7,000 new hires in 2009 alone, the company faced a number of challenges relating to global resourcing and talent acquisition.

In 2006 the company launched a programme to transform resourcing across its global operations. The programme was part of a broader five-year initiative with the aim of upgrading the human resourcing activities to better serve the future needs of the business. To enable more efficient and effective resourcing, it implemented a single global process and system to manage all internal and external recruitment activity.

### THE CHALLENGE

The client implemented a resource management solution to support a globally consistent resourcing process. The solution would enable the organisation to manage strategic recruitment activities more efficiently and proactively, while streamlining processes and introducing a more consistent approach to talent acquisition. Aimed at simplifying and standardising global hiring activity, it anticipated that the solution would deliver global savings of \$12million per year through the delivery of operational efficiencies and reduced time to hire.

Our client viewed the resourcing solution as a key component of its HR transformation. The solution was accessed by recruiters and HR staff across the organisation to manage the resourcing process.

Without a highly effective training programme, the client realised that they would not be able to achieve the optimum return on investment or use the system to its full advantage.

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## OUR APPROACH

SkillSet has worked with this client since 1992, providing support for transformation projects, soft skills training, systems-based training, process analysis and documentation.

SkillSet developed and delivered a blended learning solution to support the rollout of the solution across a two-year period. SkillSet worked with key stakeholders, including recruiters, HR generalists, heads of resourcing, programme directors and the programme board in the design and development of the blended solution. The materials delivered ensured that system users were able to maximise their use of the tool, enabling the client to realise the full benefits of the solution.

With over 450 global recruiters and almost 10,000 global hiring managers, the client's recruitment solution contained over one million CVs. To support system users, SkillSet produced engaging and user focused classroom, virtual classroom and eLearning content.

SkillSet provided a number of services to support the client's resourcing programme, including:

- Instructional design to clarify learning objectives, structure, curriculum, roles and responsibilities.
- Storyboards to define content, text and graphics.
- eLearning development tool configuration which included setting templates and standards to ensure consistency, usability, accessibility and compatibility with other systems used by the client.
- Recommendations on how training and process documentation will be maintained on an ongoing basis.

Our client aims to be a 'local company' as far as possible, and this ethos is strongly reflected in its resourcing strategy. As such, it was important that any training materials were able to take into account differences in regional resourcing processes. SkillSet identified areas where materials could be standardised to reflect global practices. Materials were then localised to take into account differences in regional policies, reporting requirements and standards.

## THE RESULTS

The blended learning solutions designed, developed and delivered by SkillSet ensured staff made the most effective use of the recruitment solution.

During the first eight months of 2009 there were 178,837 applications to roles across the global organisation via the new system. Due to effective system and process training, 40% of applications were screened out at the first stage using automated qualifying questions. Through effective use of the tool, 2% of applicants progressed to the final stage of the resourcing process, with 95% accepting job offers.

## ABOUT SKILLSET

SkillSet has been designing, developing and delivering training programmes since 1992. We work closely with our clients to make sure we understand their needs and deliver the most effective solution. We work hard to develop long-lasting partnerships - that's why we have clients that we've worked with for more than 25 years.



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