
Project: AI-Ready Total Rewards Management Process Transformation for a Vertically Integrated Oil and Gas Company

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S - Situation

Client: A vertically integrated oil and gas company

Employer: EPAM Systems

The client aimed to **significantly overhaul and optimise** their existing process for planning and calculating fixed and variable remunerations. The current process was likely inefficient, time-consuming, prone to errors, and carried human-factor risks, including the potential for corruption in bonus and incentive payouts.

T - Task

As a **Lead Business Analyst**, my primary task was to **redesign the remuneration planning and calculation process**, transforming it into an optimised, target-state model. A critical aspect of this task was to **identify and design specific process segments that could be enhanced or automated using Artificial Intelligence (AI) technologies**. My role also encompassed organising team efforts, selecting the appropriate methodology, facilitating all necessary workshops, and producing all required project documentation.

A - Action

To achieve these objectives, I took the following actions:

- **Research and Best Practices Integration:** I thoroughly researched industry best practices and recommendations from leading consulting agencies regarding remuneration processes. I also leveraged insights from **EPAM's past projects and expert advice** to inform the design of the solution.
- **Stakeholder Engagement and Requirements Gathering:** I organised and led a series of meetings with approximately 10 key stakeholders from various departments across the client organisation. This ensured a deep understanding of their current process challenges, pain points, and expectations for the future system.

- **Solution Concept Development:** Based on the analysis of best practices and stakeholder input, I developed a comprehensive conceptual framework for the new remuneration process.
- **Capability Analysis and Business Architecture Design:** I utilised capability analysis to construct the **target business architecture** for the process, identifying the essential business capabilities needed to achieve the desired outcomes.
- **Target Process Design:** I meticulously designed the detailed target-state process for remuneration planning and calculation, seamlessly integrating best practices, client requirements, and our accumulated expertise.
- **AI-Ready Process Engineering:** Crucially, the process was **designed from the ground up to be "AI-ready."** This proactive approach ensured that future AI agents could easily automate key activities within the process.
- **AI Agent Specification Development:** For each identified part of the process suitable for an AI application, I created **detailed descriptions of the respective AI agents' functionalities**, outlining their roles, input/output data, and interaction logic.
- **Work Organisation and Leadership: In my capacity as Lead Business Analyst, I was responsible for the overall organisation** of the work, selecting the appropriate analysis and design approach, and coordinating all project activities.
- **Comprehensive Documentation:** I prepared a complete set of project documents, including the target process description, AI agent requirements, and other necessary artefacts.

R - Result

As a result of my work, the client received:

- **A Fully Designed Target Process Description:** A detailed, optimised, and agreed-upon process for remuneration planning and calculation, aligned with best practices and the company's specific needs.
- **Ready-to-Implement AI Agent Requirements:** Detailed specifications for the deployment of AI agents, enabling the automation of significant portions of the process.
- **Preparedness for Implementation:** The organisation is now fully prepared to implement the new, AI-automated process.

- **Significant Business Impact:** The project laid the foundation for achieving substantial benefits:
    - **Drastic Time Savings:** The process, which currently takes **11 weeks**, is projected to be reduced to **1-2 weeks** in the new model, representing a **tenfold reduction in processing time** in the best-case scenario.
    - **Reduced Errors:** Minimisation of human error and automation of routine operations.
    - **Decreased Human Involvement:** Freeing employees from repetitive tasks, allowing them to focus on more strategic initiatives.
    - **Mitigation of Corruption Risks:** Automation of calculations and payouts significantly reduces opportunities for abuse in bonus and remuneration distribution.
    - **Numerous other direct and indirect business effects,** enhancing process transparency and efficiency.
