



## Standard Life

Established in 1825, Standard Life is a long-term savings and investment company, with approximately six million customers worldwide.

The company is responsible for the management of £206 billion of assets (2012) and has around 9,000 employees.

CASE STUDY

ORACLE®

## Transformation programme at Standard Life

“Ready for the future in HR”

The realisation of Standard Life's three-year HR transformation journey began in September 2011. Phase 1 was completed in June 2012, on time and within budget, delivering core HR and payroll solutions, as well as a self-service platform to over 6,500 staff, based on Oracle. Jacqui Mallin, Group People Director for Operations, and Programme Director for the People Function Change Programme at Standard Life: “Technology is instrumental in providing these new capabilities. As an enabling platform, it is helping us introduce a new multi-tiered delivery model. We now have most of the organisation engaging through a self-service gateway, which in itself has been a fundamental change to the way we operate as an organisation.”



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### Reasons for change

“The reasons for this change programme are typical for many large organisations. Development plans are completed at the beginning of each year, but then largely forgotten as individuals focus on hitting targets and delivering against their objectives. Furthermore employee data is scattered across many different systems – a lack of insight that denies managers a single view of information, and makes it hard to set and manage objectives besides that there was a lack of consistency in how people are being managed and rewarded, with no insight into top performers to drive compensation and succession planning.”

### Functional desires

“When we considered the purpose of enacting change, a key desire was to provide managers with a single source of truth about all their people. This was considered a vital ingredient for enabling them to manage more successfully, help realise the full potential of individuals, and to deliver rewards more closely aligned to performance. From a capabilities perspective, we wanted to deliver the tools to our people managers that enable them to capture relevant information, easily access individual profiles, review performance, and compare pay across the business. In addition, we also wanted to support our senior management team by facilitating dynamic talent reviews, risk identification procedures, and talent development planning.”

### Encouraging self service

A critical value was empowerment, and using IT to introduce as much automation as possible to encourage self-service. With empowerment, managers would no longer have to come to us or wait days for a report. Instead, they can now do it themselves, and use this information as the basis for factual decisions. It was important to emphasise that this did not equate to extra managerial duties. Rather, it was about doing the same things differently and using technology to work smarter and more efficiently.”

### Commitment to business

“When we developed the transformational business case we committed to not only delivering on time and within budget, which alone was new, but that the programme would be self-funding. What this actually meant was a reduction in HR operating costs by a minimum of 25% over the lifecycle of this programme. From a functional perspective, this will lead to a reduction in employee numbers – we are a large HR department, with in excess of 200 members providing services to 6500 staff, and in Phase 1 this workforce is being reduced by approximately 15%.”

### Looking to the future

“Phase 1 provides an excellent platform on which to build, but Phase 2 is the real game changer for Standard Life: delivering Oracle Fusion Talent Management technology. We will add co-existing Fusion Talent on an E-Business platform with a PeopleSoft platform to incorporate our Canadian operation. This approach is a huge change for our organisation and will fundamentally change how we manage our people. Just as importantly, it directly links HR output to business objectives. We recognise that success will be dependent on the business being fully involved in the programme, and supporting us all the way.”

“We will continue our transformation journey. It is about bringing the future to life for Standard Life, to understand where we are as an organisation, where we are heading, and how we will get there.”

Many thanks,  
**Jacqui Mallin**