

# People@Statoil – MBO in Statoil

SBN konferanse 13.09.2006

# About Statoil

- Statoil is an integrated oil and gas company with 23,899 employees and activities in 30 countries
- Total revenues in 2004 came to NOK 306.2 billion
- Operator for 60 per cent of all Norwegian oil and gas production, international production is rising steeply
- One of the world's biggest sellers of crude oil
- Major supplier of natural gas in the European market
- Service stations in the Scandinavian countries, Ireland, Poland, the Baltic states and Russia.
- Listed on the Oslo and New York stock exchanges

# Operations in 30 countries



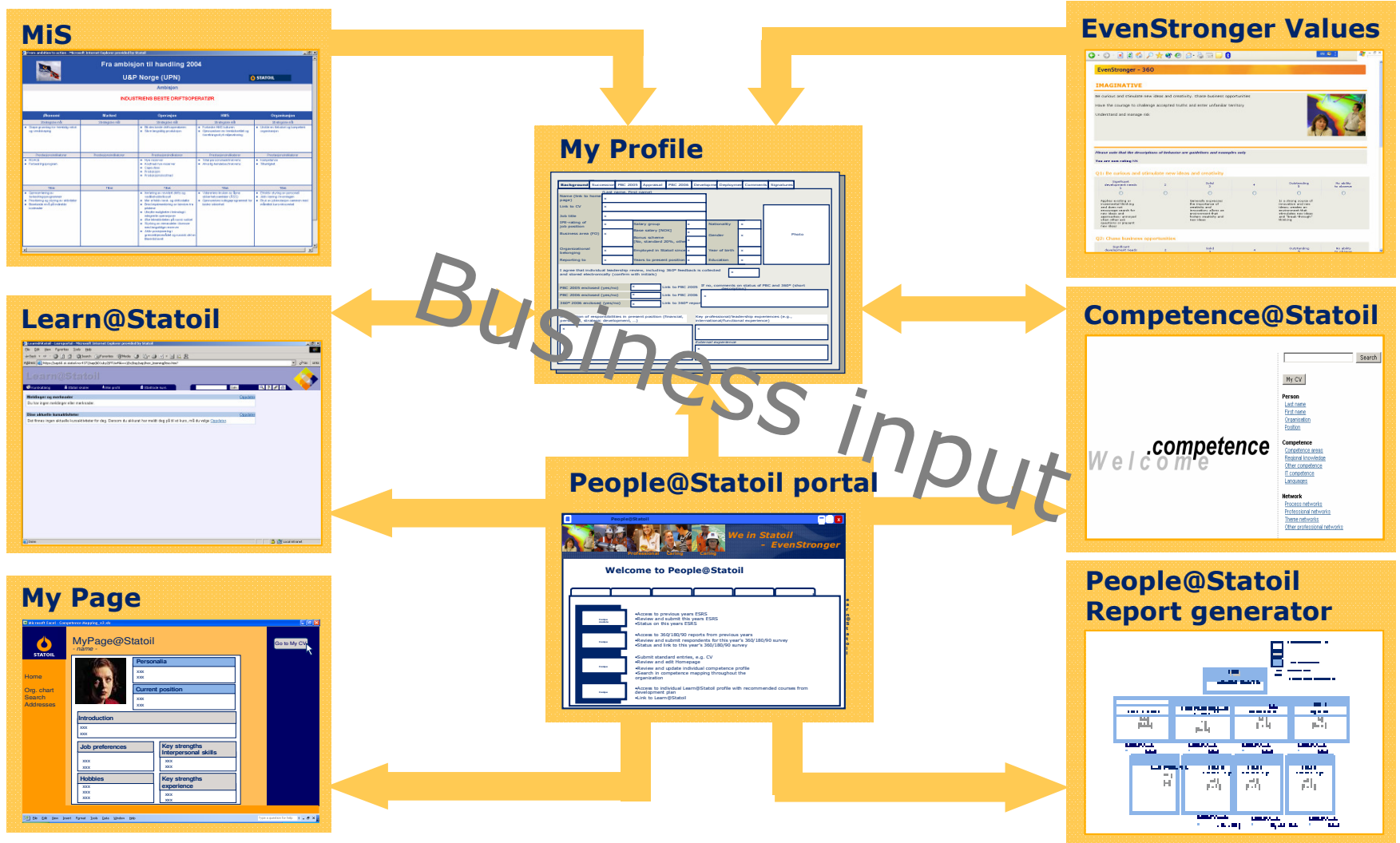
# People@Statoil project background and mandate

- The HR Director launched an initiative to improve the Individual review and Talent Management processes
- This initiative started with a new leadership process that was introduced for approx. 100 of top Statoil executives in the beginning of 2005.
- The main purpose of the initiative is to develop a new and consistent people process for all Statoil employees and the project has culminated in an overall project called People@Statoil.
- The goal for the entire People @ Statoil initiative is to enhance a performance and competence based culture in Statoil.

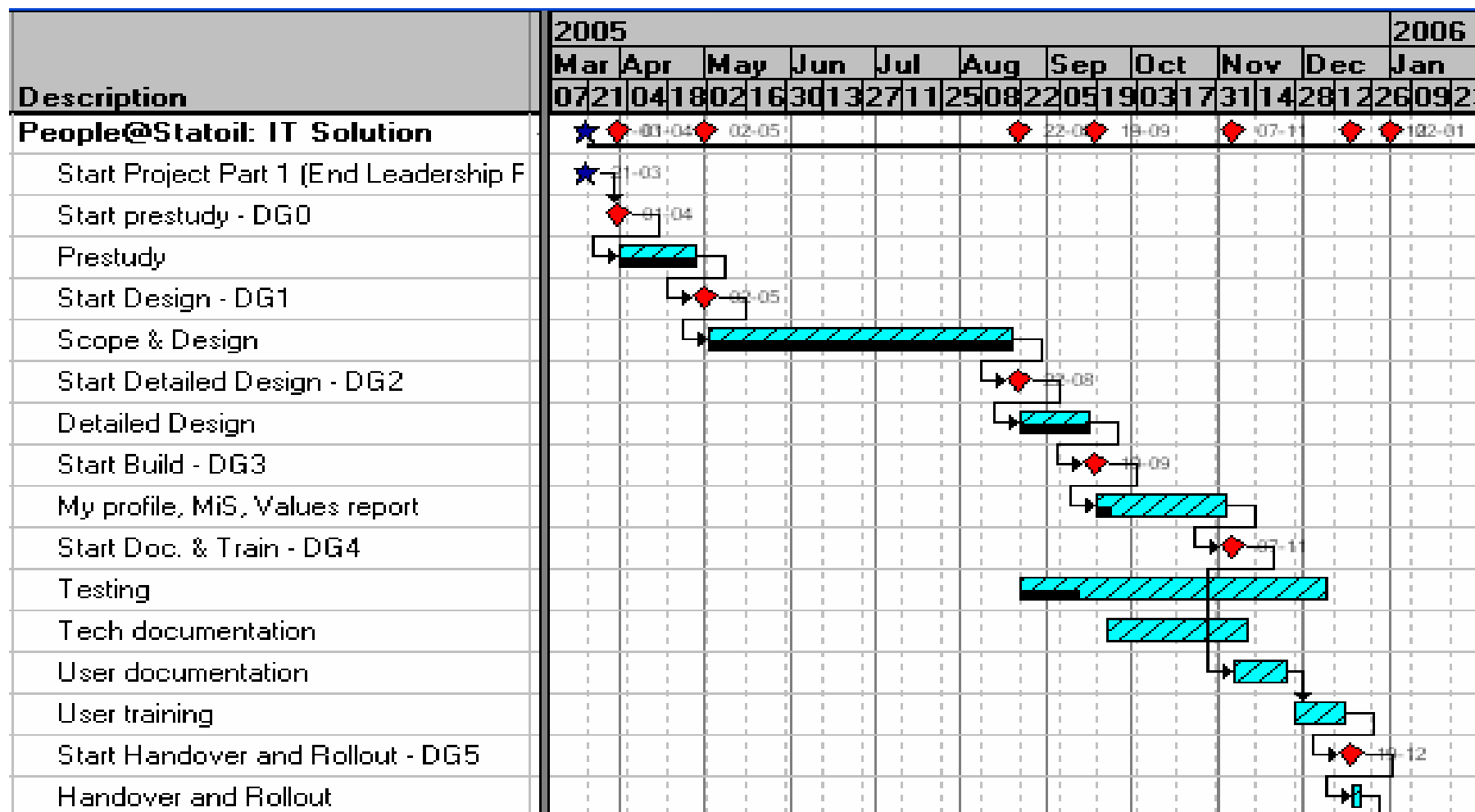
# Status in September 2006

- The People@Statoil web based solution went live on 18 Jan, 3 weeks after original schedule
- The solution is available for approx. 16000 users:
  - Permanent employees only
  - Service station employees excluded
  - “Big bang” roll-out
- 13.430 employees have agreed to use the solution, i.e. given their consent to electronically storing of information
- Approx. 700 incidents to IT Support (help) that could not be solved on 1st line
- By 28 Aug, all employees should have registered their Profile incl. goals and development plan, had their PEP-talk with manager and be ready for the follow-up phase. Actual is 50%

# One integrated and efficient web based IT-system to support the People@Statoil process



## Project plans



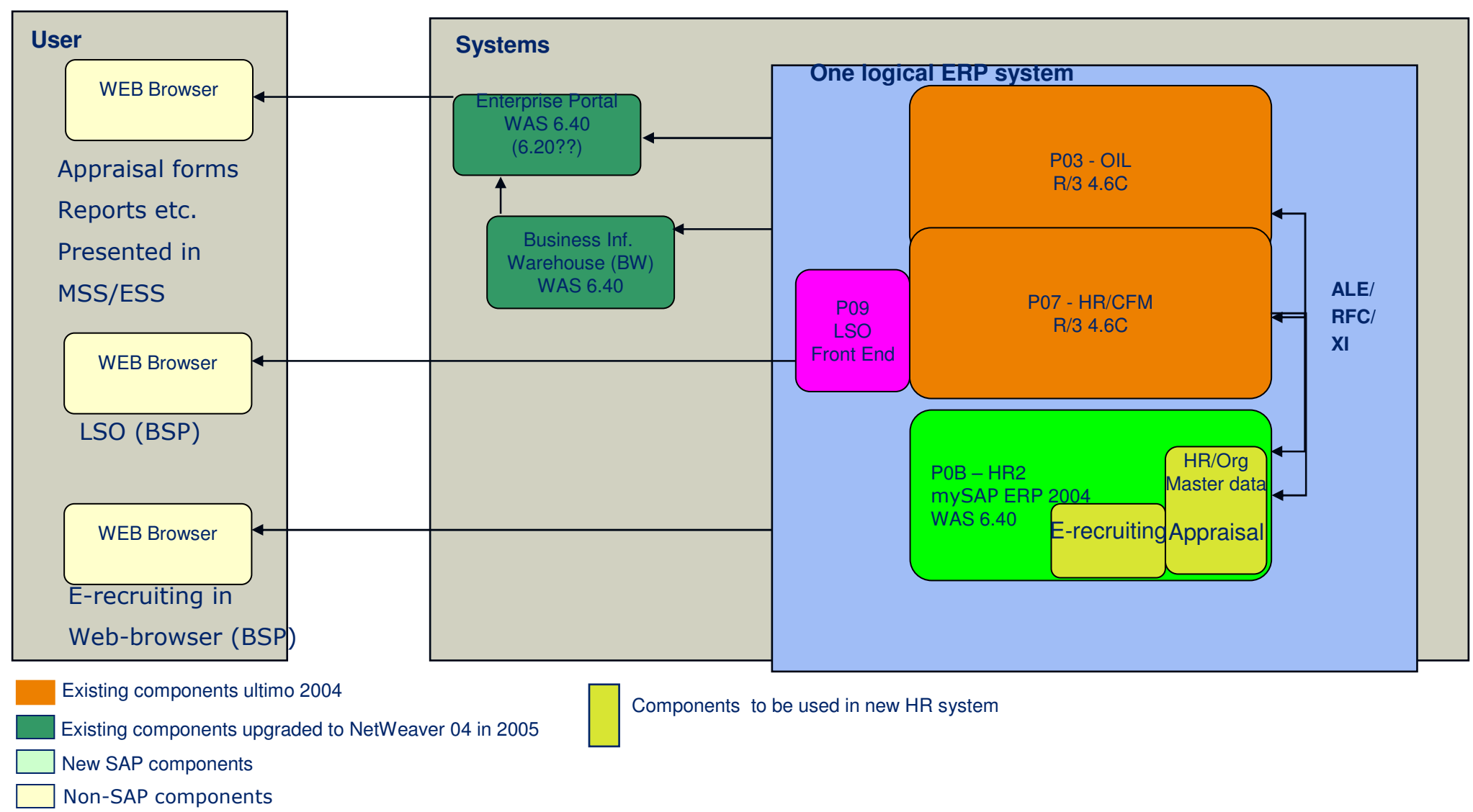
### IT project:

47 persons involved, 20 more than 50%

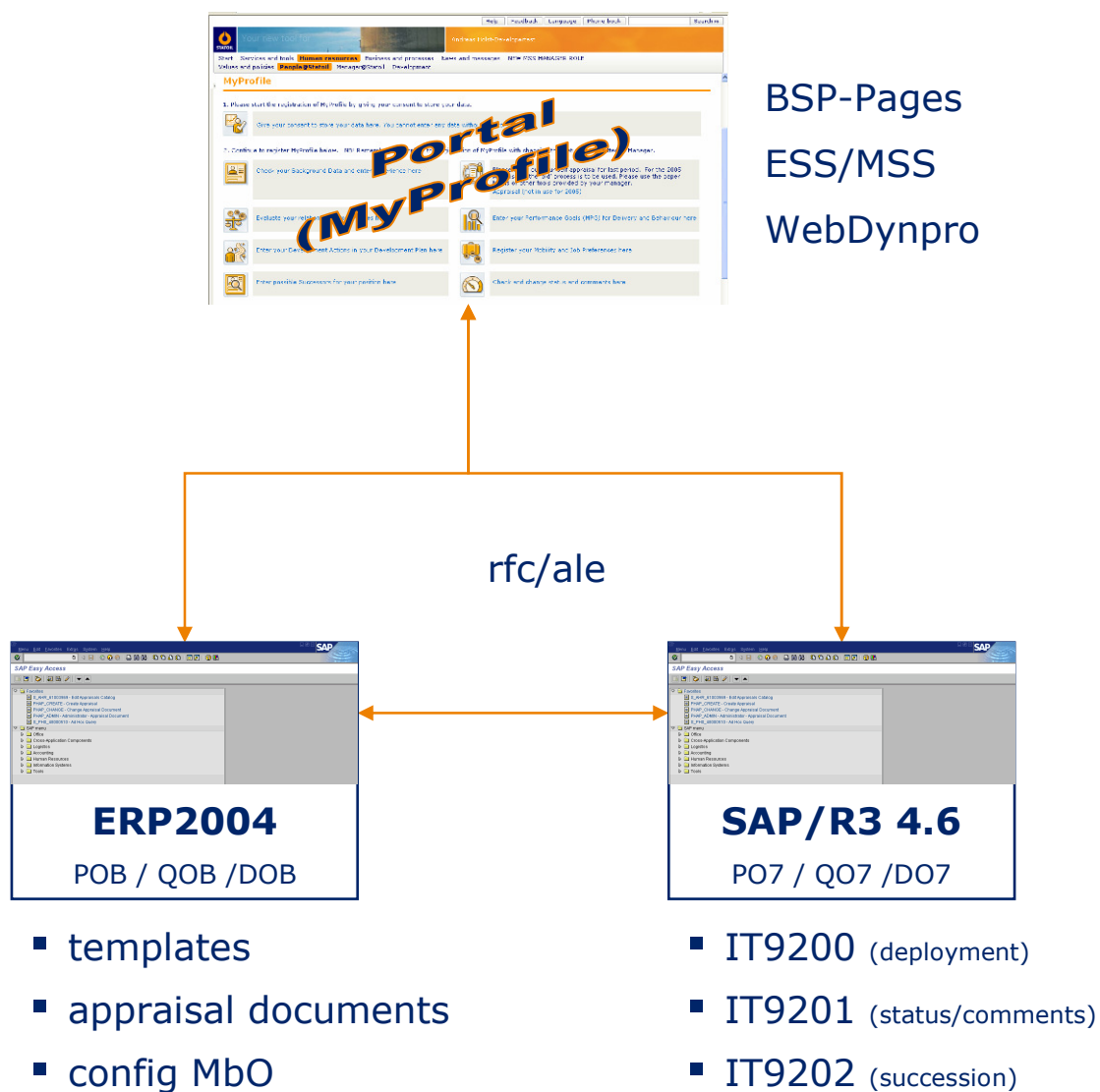
10+ SAP consultants

Cost of phase I: 10 MNOK

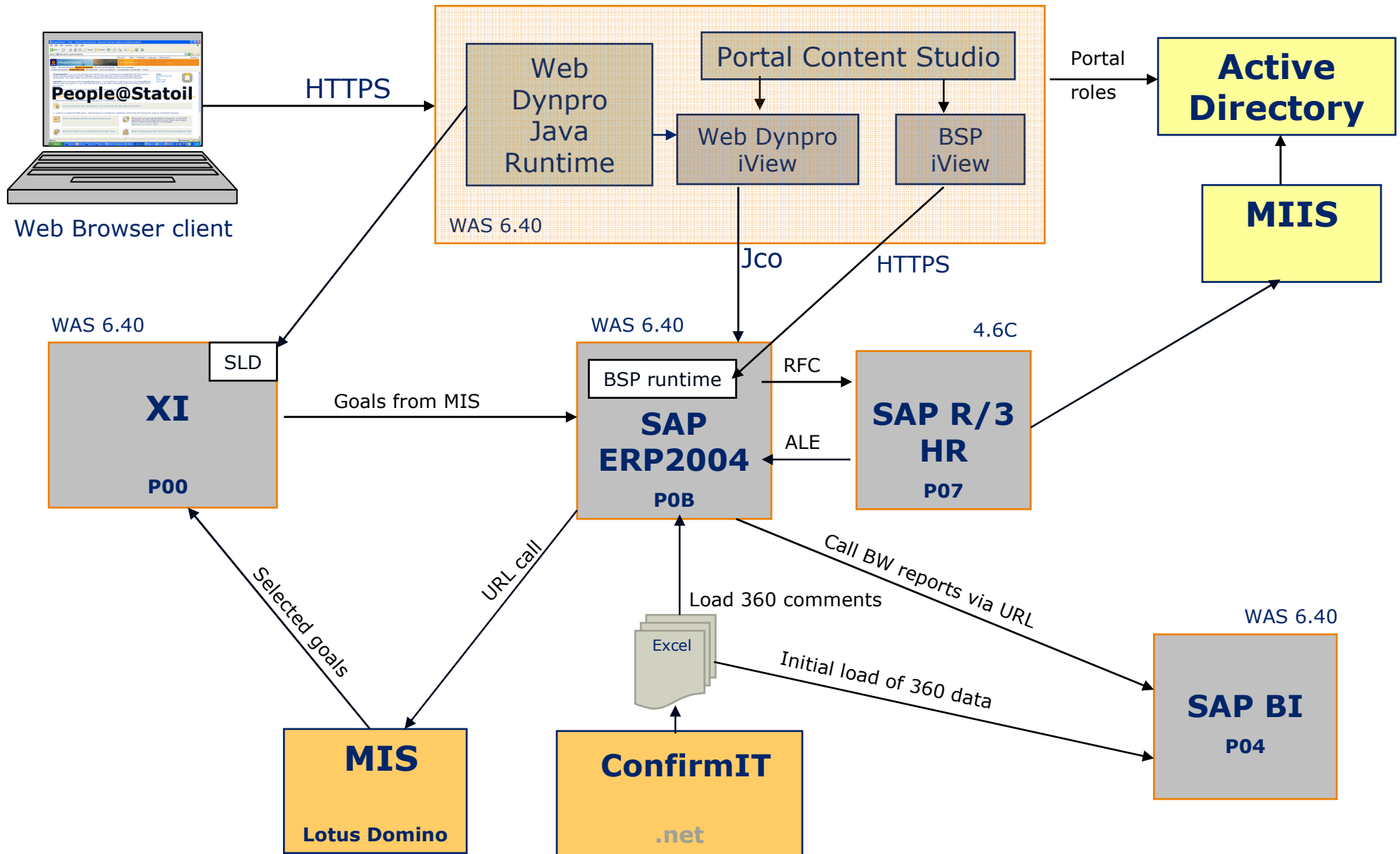
# HR solution architecture – use ERP functionality to support new HR processes



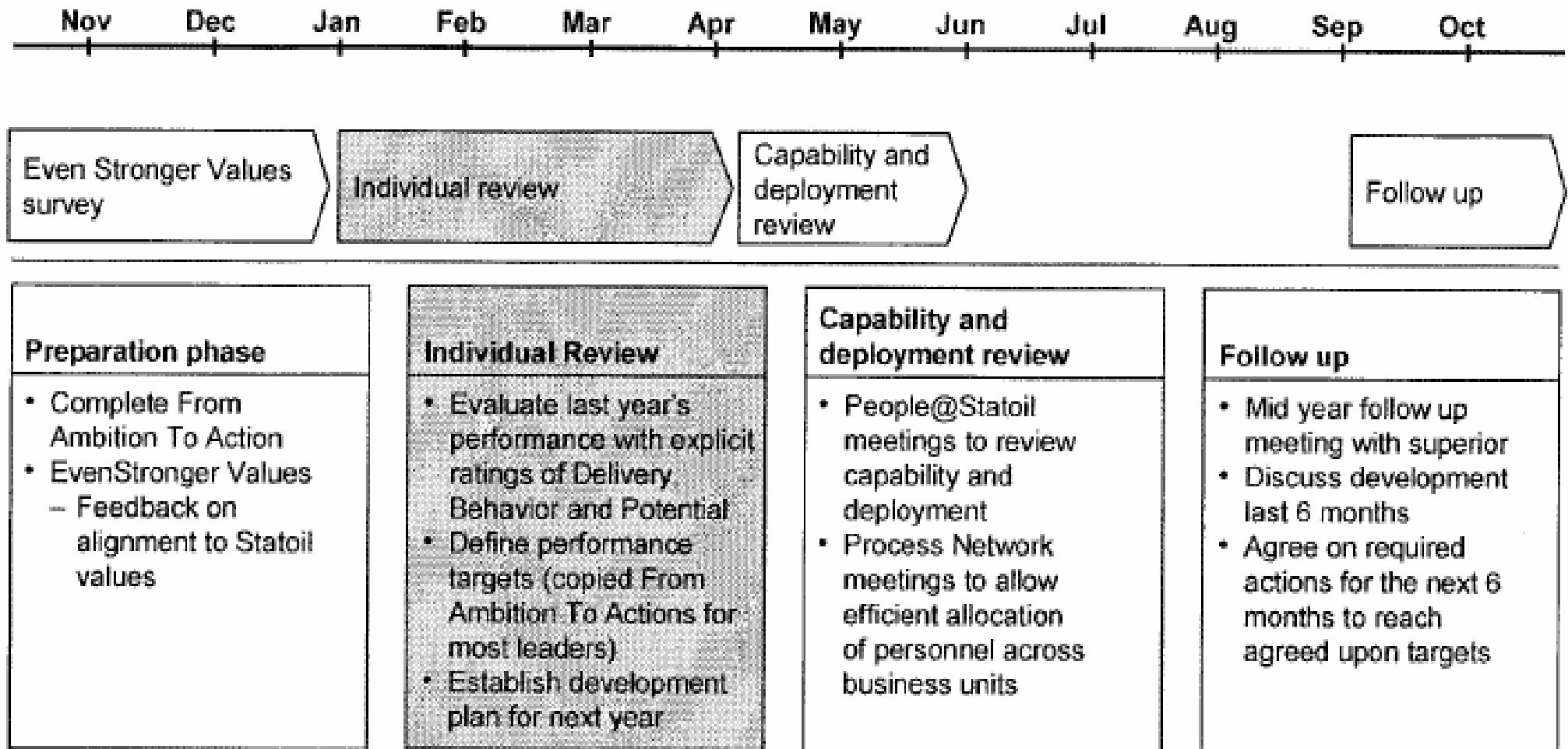
# Overview architecture, simplified



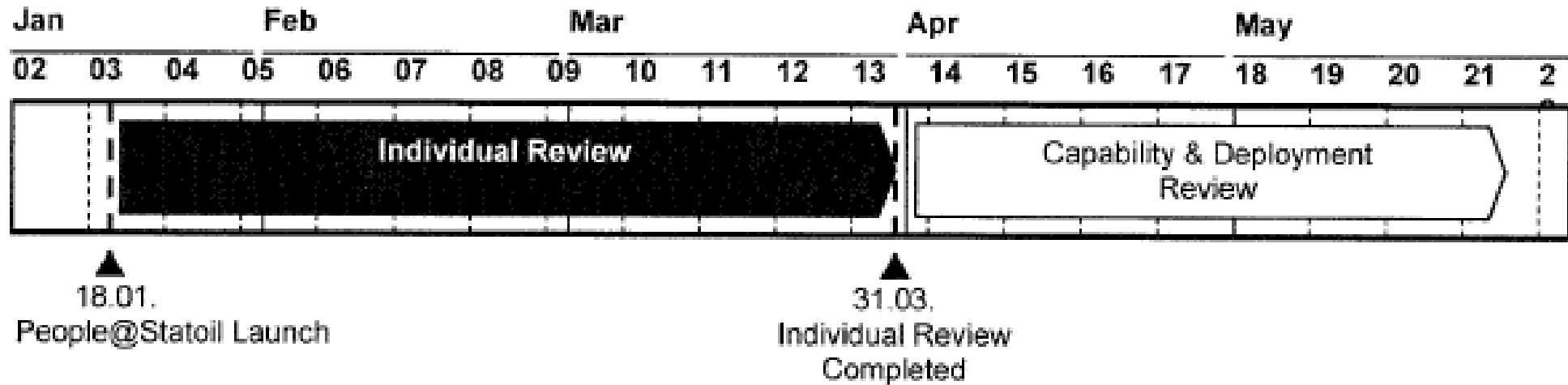
### SAP ENTERPRISE PORTAL ('Ticker') EP6.0



# The People@Statoil process



# Individual review phase



## MyProfile

# Scope of IT delivery, employees

A collection of information and documents for an employee:



Background PA/OM data + free text experience (info types)



90° survey (PDF document)



Development plan (appraisal doc. With free text elements)



Last years Appraisal



Performance goals for current year (MPG – My Performance Goals)



Mobility and job preferences (info types)

Additional info for managers ++



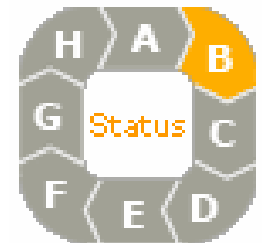
360° survey results (BW report from ext. file)



Successors (info types)



The profile is generated in a report once a year and goes through a set of statuses



Additional for pilot group:



Competence

Start Services and tools **Human resources** Business and processes News and messages  
 Values and policies **People@Statoil** Development Work and absence Compensation and benefits Travel

**People@Statoil** is your tool for planning and realising your own development. People@Statoil will help ensure a closer connection between business challenges and your development, and secure purposeful expertise development. This makes Statoil an even more unique place for performance and personal development.

**MyProfile** forms the basis of the People@Statoil process. You must fill this in before you have your People@Statoil dialogue with your superior. If you need help with this, you can refer to the guide which can be found at the top of each screen.

You can find more information about People@Statoil under Values and policies.

**Links**  
[Newsletter](#)  
[All about MyProfile](#)  
[Animation](#)  
[FAQ](#)  
[Status help](#)  
[View guide](#)



## MyProfile

1. Please start the registration of MyProfile by giving your consent to store your data.



Give your consent to store your data here. You cannot enter any data without this consent.

2. Continue to register MyProfile below. NB! Remember to complete the registration of MyProfile with changing the status to Submitted to Manager.



Check your Background Data and enter Experience here



Please carry out your self appraisal for last period. For the 2005 Appraisals, the 'old' process is to be used. Please use the paper forms or other tools provided by your manager.  
[Appraisal \(not in use for 2005\)](#)



Evaluate your relation to Statoil's values here



Enter your Performance Goals (MPG) for Delivery and Behaviour here



Enter your Development Actions in your Development Plan here



Register your Mobility and Job Preferences here



Check and change status and comments here

Employee must consent to data storage before the profile can be updated.

Without consent, only display of documents is allowed.

Consent information is stored in info types.

## Consent

MyProfile for: Ste

### Consent

By giving your consent you accept that Statoil store the personal information you and your manager enter in MyProfile, in our corporate HR System. Please read [the terms and conditions](#) before you proceed.

- I have read the terms for storage and use of my data.
- I accept that my data is stored and used as described.

Your approval of these terms will be stored in SAP HR. If the terms are changed in the future, you will be asked for a new consent.

**If you do not accept the above neither you nor your manager will be permitted to enter any information in MyProfile.**

### How can we use your photo?

We are planning to include a personal photo of each employee in the portal. The photo may be taken from the ID-card database, or other sources, depending on what is available in each company.

- I accept that my photo is open to all users in Statoil.
- I accept that my photo is restricted information available to my Manager, managers above and to HR roles.
- I do not consent to the use of my photo in the portal

Save

Save & Back

Back

Print

Updated by : Stein Magne Enev

## Background data

MyProfile for: Stein Magne Enevoldsen

[View](#)

This is a part of your personal data in SAP HR which will be used by your manager as background data.  
If you have questions about your data, please contact your HR contact person/ local HR

### Personal Data

Name	Stein Magne Enevoldsen
Gender	Male
Nationality	Norwegian
Year of birth	1957
Education (degree)	Cert.from college (Høyskolekandidat)

### Salary Data

Salary Group	disabled during testing period
Yearly Salary	disabled during testing period

### Organisational Data

Business Area	CORPORATE PLANNING, FINANCE & SERVICES
Organisation	ØFT KTJ ITS CBS HUMAN RESOURCES
Employed in Statoil since	18.08.1980

### Position

Position Title	Spesialkonsulent
In current position from	05.05.1999
Resource owner	Ingrid Strand
Manager's Position	Avedlingsleder

### Experience

Please enter a short description of your main professional experiences (e.g. international, functional)

#### Experience within Statoil

A lot of experience

#### Experience outside Statoil

Mobil, project management

Save

Save & Back

Back

Print

Updated by : Stein Magne Enevoldsen , 22.02.2012

Development plan is based on standard SAP appraisal doc. with enhancements  
(e.g. use of access control BADI)

Manager   
 Employee   
 valid from  To

[View guide](#)

## DEVELOPMENT PLAN

**As employee I commit myself to the development actions below. These are based on feedback from the appraisals, the new performance goals, my competence needs and mobility/job preferences.**

### ACTIONS TO DEVELOP MY COMPETENCE

Enter your actions in the text box below.

**Only the first text line shows when you open the document. Click in the text box to write/ see the complete text!**

1. Take a course in project management

### ACTIONS TO DEVELOP MY BEHAVIOUR AND ATTITUDE

Enter your actions in the text box below.

**Only the first text line shows when you open the document. Click in the text box to write/ see the complete text!**

Share my competence in department meetings

MPG – My Performance goals- is based on standard SAP appraisal doc. with enhancements (e.g. use of access control BADI)

## My Performance Goals (MPG)

### A) DELIVERY GOALS

Enter your goals in the text box below.

**Only the first text line shows when you open the document. Click in the text box to write / see the complete text!**

1. Assist in managing the new project

### B) BEHAVIOUR GOALS

**Actions** you will take to implement We in Statoil in your day to day work (prioritize if necessary) .

**Only the first text line shows when you open the document. Click in the text box to write / see the complete text!**

Improve HSE results

### C) POTENTIAL

**Potential to grow from present position (0-2 years).**

**Note: Potential rating is optional and to be filled in by manager only, during the result evaluation.**

Save

Save & Back

Back

Print


## My Performance Goals (MPG)

### A) DELIVERY GOALS (Please agree with your manager which of the two options below you should use.)

#### Main Option: COPY GOALS FROM MIS

All Managers and Employees responsible for strategic objectives in MIS should use this option!

If you are sure you should use this option, please **remove** the other option by selecting "Delete Written Goals". Please note that this deletion **cannot be reversed** once you have saved your MPG.

 Delete Copied Goals (MIS)  
 Insert Copied Goals (MIS)

#### Alternative Option: WRITE YOUR OWN GOALS

If you **do not copy** your goals from MIS, please **WRITE** your own goals in the text boxes below.

**Only the first text line shows when you open the document.**

**Click in the text box to write/ see the complete text!**

 Delete Written Goals

#### FINANCE GOALS

#### HSE GOALS

#### MARKET GOALS

#### OPERATION GOALS

#### ORGANISATION GOALS

### B) BEHAVIOUR GOALS

**Actions** you will take to implement We in Statoil in your day to day work (prioritize if necessary) .

**Only the first text line shows when you open the document. Click in the text box to write/ see the complete text!**

### C) POTENTIAL

**Potential to grow from present position (0-2 years).**

**Note: Potential rating is to be filled in by manager only, during the result evaluation.**






MPG – My Performance goals  
for managers:

separate template with

interface to Lotus Notes

Application containing

Strategic Enterprise Goals

Mobility is stored in info type

## Mobility and job preferences

MyProfile for: Steir

### Mobility

Please enter information about how mobile you are.

I am mobile:  Yes  No

in home country   Comments/details  
Not in northern Norway  
international

### Job preference

Please enter information about your preferences for a new job, like job type and/or organisation.

1 Project manager  
2   
3

Save

Save & Back

Back

Print

# Change of status

## Submit, Status and Comments

MyProfile for: Stein Magne Enevoldsen , Period: 01.01.2006 - 31.12.2006

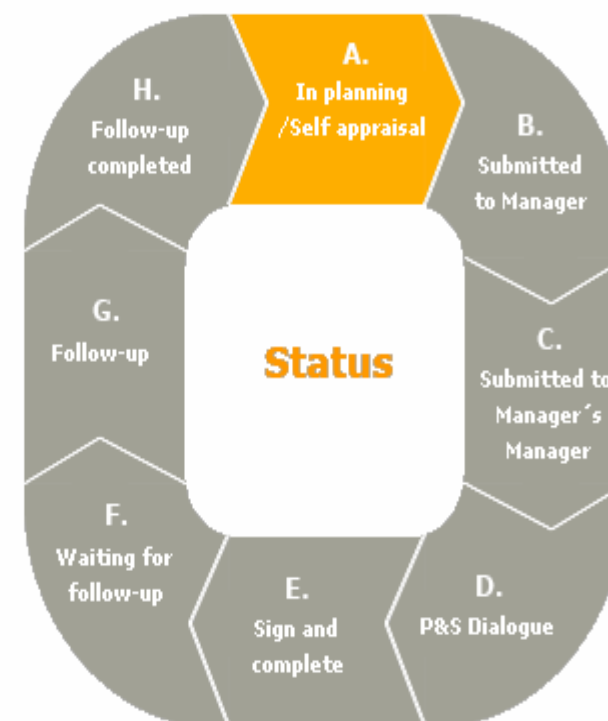
[View guide](#)

The content on this page will change with the status, see the figure on the right. From status P@S Dialogue you can view comments from your Manager and your Manager's Manager. After the P@S Dialogue you can add your own comment and sign the document as you select Sign and complete.

Please note that you should **not** submit to Manager before these documents are updated!

- ✓ Consent
- ✓ Background data
- ✓ Performance Goals (MPG)
- ✓ Development Plan
- ✓ Mobility and job preferences

Documents marked with ✓ are updated



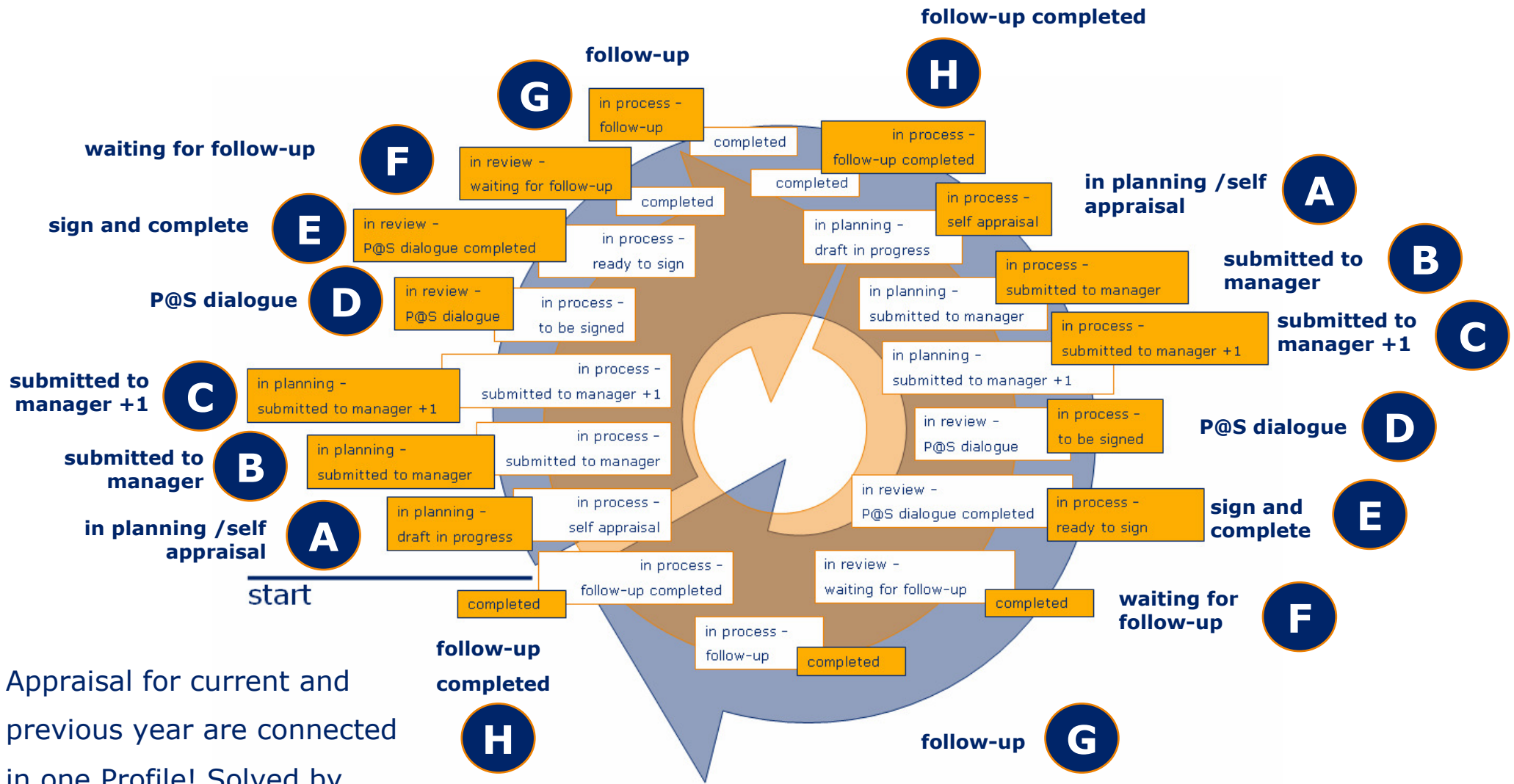
Change status/Submit

Back

Print

## Strict access rules!

Status	Can read	Can change	What happens in My Profile in this status?
A. In Planning/ Self Appraisal		Employee	Employee review and update MyProfile, including self appraisal for last periode, new goals, development plan, mobility and job preferences. When completed the employee submits MyProfile to mgr
B. Submitted to Manager	Employee (Cannot read manager's input)	Manager	Manager appraises employee and reviews and edits goals and other MyProfile documents. Manager can also add a general comment before submitting.
C. Submitted to Manager's Manager	Employee (Cannot read managers' input). Manager.	Manager's Manager (Manager can change to next status)	Manager's Manager reviews MyProfile, and can add comments before completing the review and changing MyProfile to the next status
D. People&Statoil Dialogue	Manger's Manager	Manager, Employee.	Employee can see Managers appraisal and both Managers' comments. Both Manager and Employee can edit the MPG. Manager changes MyProfile to the next status
E. Sign and Complete	Manager and Manager's mgr	Employee	Employee can add comments and sign/change to next status
F. Waiting for follow-up	Employee, Manager and Mgr's Mgr	No one	No updates in MyProfile - employee and managers implement MyProfile. Manager can change status to In planning/Self Appraisal - if employee moves to new position.
G. Follow-up	Employee, Manager and Mgr's Mgr.	Manager (limited)	Follow-up dialogue. Manager can edit some of the MyProfile documents an set status to Follow-up completed.
H. Follow-up compl	Empl, Mgr, Mgr+1	No one	



Appraisal for current and previous year are connected in one Profile! Solved by custom statuses and function modules to ensure consistency.

# Scope of IT delivery, managers

Start Services and tools **Human resources** Business and processes News and messages  
 Values and policies People@Statoil **Manager@Statoil** Development Work and absence Compensation and benefits Travel

Employee's profile  
 Profile status per org. unit

KTJ ITS CBS

	Employee	Personel Nr.
<input type="checkbox"/>	Ludvig Lem	00008931
<input type="checkbox"/>	Sigrunn Haukeland	00040983
<input checked="" type="checkbox"/>	Inge Michael Halvorsen	00043613
<input type="checkbox"/>	Ingrid Strand	00054801
<input type="checkbox"/>	Peter Graff-Nielsen	00070092
<input type="checkbox"/>	Lillian Bøe Larsen	00078921
<input type="checkbox"/>	Marianne Black	00135874
<input type="checkbox"/>	Trond Eltervaag	00409540
<input type="checkbox"/>	Arvid Meland	00515493
<input type="checkbox"/>	Miroslava Stegensek Eide	00536202

Row 1 of 11

## MyProfile for Inge Michael Halvorsen

Period: 01.01.2006 - 31.12.2006  
[View guide](#)

Background data		Mobility & Job Preferences	
Name	Inge Michael Halvorsen	Information not updated	
Position Title	Fagleder		
Salary Data	disabled during testing period		
<a href="#">Details</a>	Employee did not consent	<a href="#">Details</a>	

Documents To Do			
Show Documents	not completed ▾		
Document Type	Start Date	End Date	
Performance Goals (MPG)	01.01.2006	31.12.2006	
Development Plan	01.01.2006	31.12.2006	
Page 1 of 1			

Successors
Employee did not enter any successors
<a href="#">Details</a>

Status & Comments
F. Waiting for follow-up
<a href="#">Add comments and submit</a>

Change of Position
There is no change of position registered within the current MyProfile period.
<a href="#">Details</a>

# Manager view, org.units



planning and realising your development

Andreas Sollie

Start Services and tools Human resources Business and processes News and messages  
Values and policies People@Statoil Manager@Statoil Development Work and absence Compensation and benefits Travel

⏪ Detailed Navigation ⏩

- Employee's profile
- **Profile status per org. unit**

	Organisational Unit
<input checked="" type="checkbox"/>	KTJ ITS CBS
<input type="checkbox"/>	ITS CBS PO
<input type="checkbox"/>	ITS CBSL A&L
<input type="checkbox"/>	ITS CBS S&F
<input type="checkbox"/>	ITS CBS BV
<input type="checkbox"/>	ITS CBS SAP
<input type="checkbox"/>	ITS CBS RET
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

Row 1 of 7

[View guide](#)

KTJ ITS CBS				
⚙ Pers. No.	⚙ Name	⚙ Status	⚙ Review Progress A ... H	⚙ Confirmation
00008931	Ludvig Lem	F. Waiting for follow-up	F	<input type="checkbox"/>
00040983	Sigrunn Haukeland	A. In Planning/Self Appraisal	A	<input type="checkbox"/>
00043613	Inge Michael Halvorsen	F. Waiting for follow-up	F	<input type="checkbox"/>
00054801	Ingrid Strand	A. In Planning/Self Appraisal	A	<input type="checkbox"/>
00070092	Peter Graff-Nielsen	A. In Planning/Self Appraisal	A	<input type="checkbox"/>
00078921	Lillian Bøe Larsen	A. In Planning/Self Appraisal	A	<input type="checkbox"/>
00135874	Marianne Black	A. In Planning/Self Appraisal	A	<input type="checkbox"/>
00409540	Trond Eltervaag	A. In Planning/Self Appraisal	A	<input type="checkbox"/>
00515493	Arvid Meland	A. In Planning/Self Appraisal	A	<input type="checkbox"/>
00536202	Miroslava Stegensek Eide	A. In Planning/Self Appraisal	A	<input type="checkbox"/>
00681903	Amund Vellene	A. In Planning/Self Appraisal	A	<input type="checkbox"/>

Row 1 of 11

Click on person first to open the documents to read details and add your comments. To confirm the review and submit to status D, please check the confirmation box for the person(s) and press the "Submit" button.

Submit to status D

# Experiences

Positive	Negative
High emphasis on testing incl. usability due to new technology	Extremely short time frame => parallel activities and missing specs, high pressure on key personnel
Skilled persons in all components: EP, Web Dynpro, BSP, ERP2004, 4.6.c, XI, Lotus Notes, BizTalk	IT was involved too late in the process. McKinsey did not have the knowledge to ask the right questions some times  The process and requirements were "fixed"
High focus and top priority in management group(s)	SAP standard functionality was of limited use due to: <ul style="list-style-type: none"> <li>• Special requirements in the Statoil process</li> <li>• Usability issues</li> </ul>
Teamwork in project landscape	3 interdependent projects with tight time schedule. Beneficial to complete SAP EP and Statoil portal projects first

# Project experiences – seen from the IT side

- The process was not “complete” from the business’ side – exceptions not well enough considered
- Organisational complexities:
  - Persons with relationships to several org.units
  - Change of positions
  - Change of managers
  - Externals do not have access to P@S – but suddenly an external manager turns up!
- New technology: application integration in EP, Web Dynpro, many components and interfaces
- Several layers of user identification and access control: sso, EP, back-end roles and user controls built into the application

# Important issues in Hand-over to production

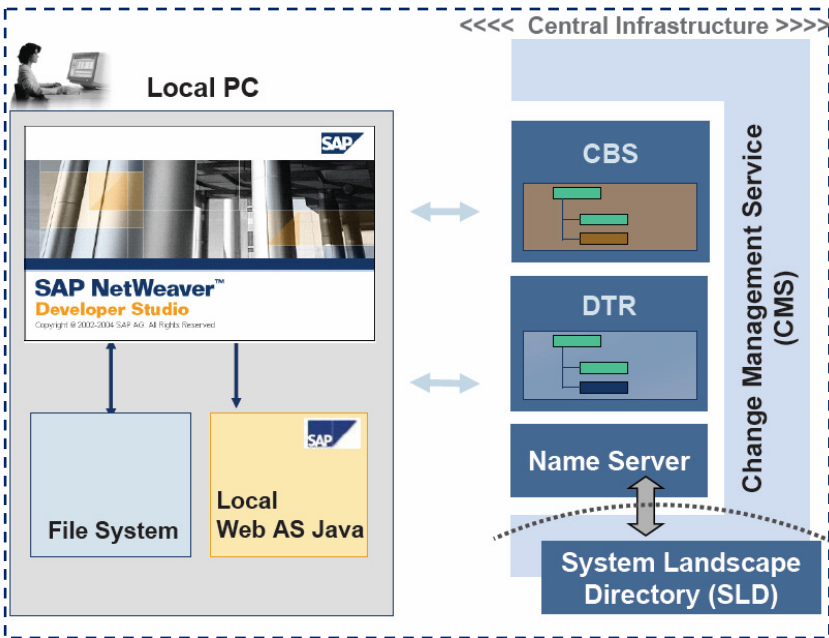
- Early and good communication between the project and the Support (help desk) organisation
  - Consider the companies' landscape of PC + laptop + terminal server + log-on procedures that might cause problems outside the application itself

# Further plans

- April 2006: Upgrade to ERP2005, unicode conversion + merge of the two HR systems into one. Test only.
- 2006: Upgrade of EP
- October 2006: Go-live with upgraded and merged systems
- September 2006: Go-live with 360°/ 180°/ 90° appraisals (ESV) + Extend use of competence mapping
- January 2007: Go-live with phase 2 of People@Statoil:
  - Delegation of goal appraisal to task owner
  - CV
  - Improved competence module
  - Additional reports, misc. improvements
- 2006/2007: Extend use of XSS in Statoil as part of establishing corporate shared services

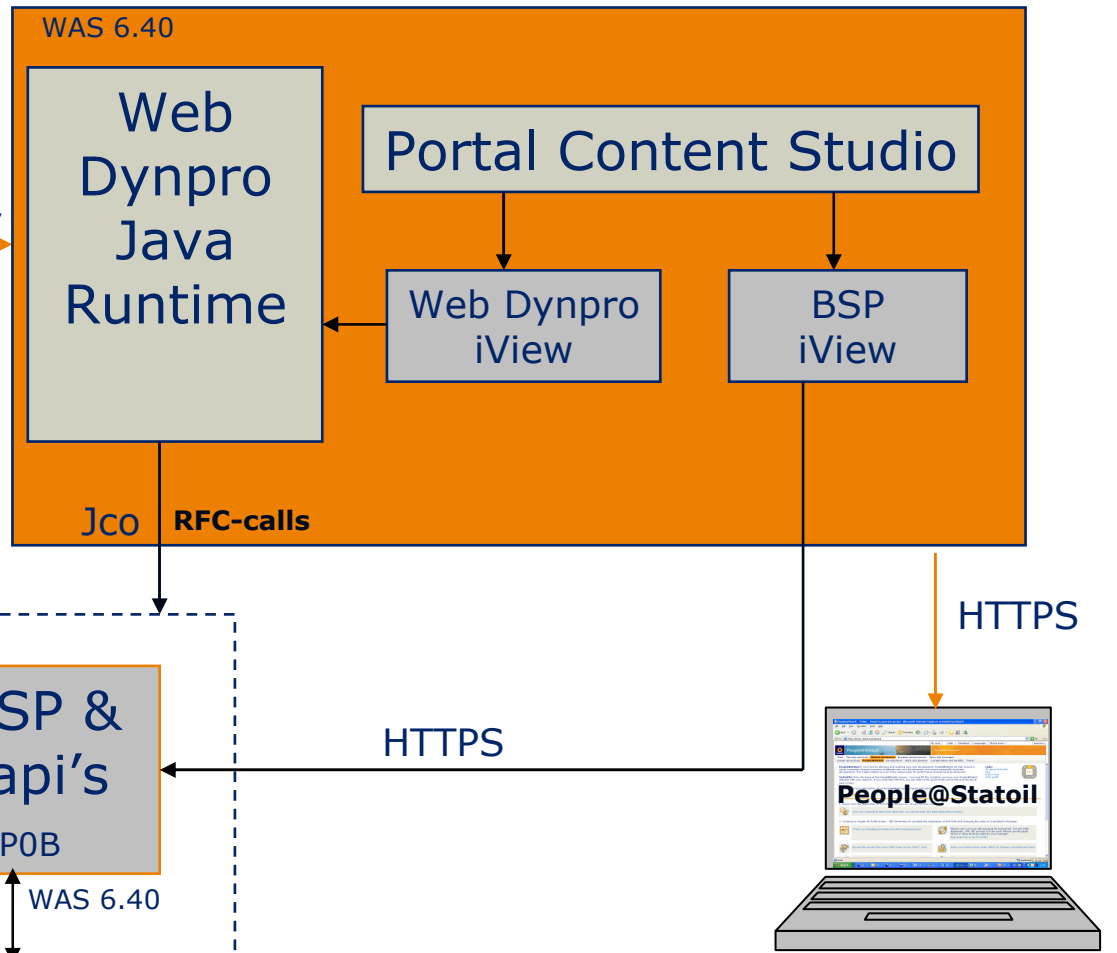
# Additional slides

**Developing Web Dynpro**

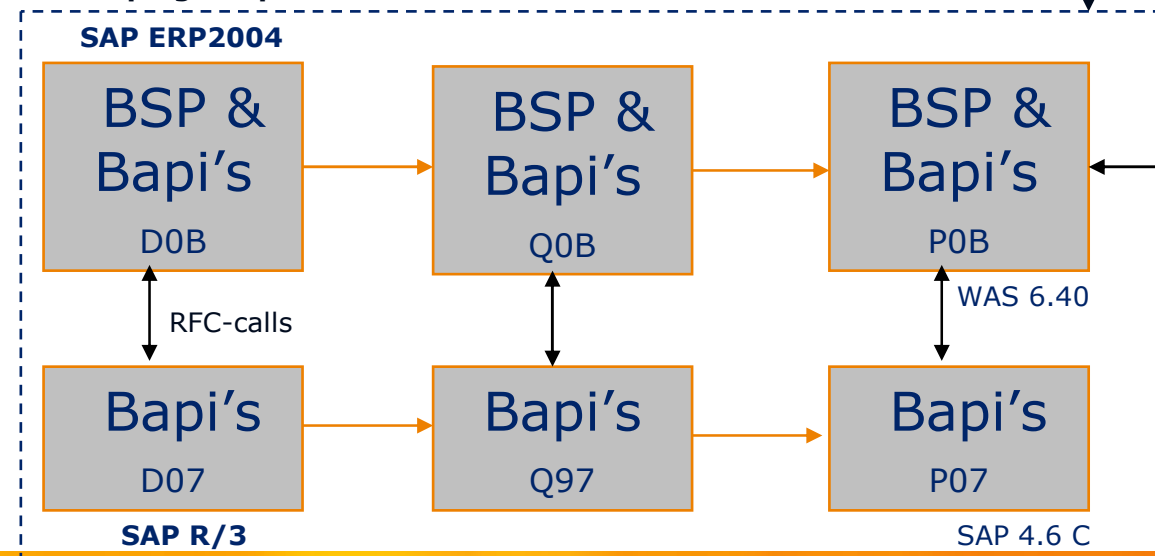


Deploy

**SAP ENTERPRISE PORTAL ('Ticker') EP6.0**



**Developing Abap & BSP**



# System Landscape for people@Statoil

