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## SCT (SYSTEMS & COMPUTER TECHNOLOGY)

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*Amy Quinn, Senior HRIS Specialist, SCT*

### HR Planning at SCT Features Search Capability on Professional Skills

SCT (Systems & Computer Technology) is a worldwide leader in e-Business and CRM solutions in the education, energy, utilities, communications, government, process manufacturing and distribution industries. Established in 1968 and listed on NASDAQ, SCT has more than 3,400 employees and some 2,900 customers in 31 countries. SCT has its headquarters in Malvern, Pennsylvania and offices in London, as well as France, Belgium, The Netherlands and Germany and is expanding its presence to the Pacific Rim. SCT is perhaps best known in the field of higher education where it is the market leader with Banner, its web-based student information and faculty administration systems.

### Growing Talent

SCT has always placed a great deal of emphasis on the importance of growing their own talent and on promoting from within. Amy Quinn, SCT's Senior HRIS Specialist explains, "It's good for employees because it provides training and career opportunities. It's good for SCT because it helps us to motivate and retain staff and it's good for our clients because it ensures that we have the people and skills needed to achieve our vision and deliver a first class service." This philosophy probably explains why, in June 2001, ComputerWorld ranked SCT in the best 100 places to work in IT with an annual turnover of IT staff at 5%, amongst the lowest reported by companies on the list.

### Harnessing the Intranet

In 1999 the company decided that it wanted to replace its largely paper-based processes for development and succession planning with an intranet-based solution. Amy explains, "We'd already established a system which provided a short overview of all of our employees and their key skills. The problem was that this was held in Microsoft® Word, was difficult to access and maintain and tended to only be used to support the annual review process. We already had a well-developed company intranet and recognized that this information would be immensely more valuable if it was more easily accessible. The intranet offered an ideal platform. At the same time we wanted to enable all our staff to have access to their own HR records, available jobs and training courses," she stated.

Once the agreement was signed, Workstream and SCT worked together to implement a solution to meet SCT's precise needs. Amy was involved in writing the functional specifications and ensuring appropriate input as the project moved forward, liaising closely with managers and peer review groups. "It was an iterative process," she said. "We used the feedback that we got at each stage to feed into the development being undertaken by Workstream".

In June 1999, the solution, internally called e-Sharp, was rolled out to all 3,500 employees, including those in their European subsidiaries in the UK, France, the Netherlands, Belgium and Germany.

### Empowering Employees

The e-Sharp system goes well beyond just enabling employees to access their own personal information and employment history. For example, employees are encouraged to create a skills profile, rating themselves against a list of the hard skills valued by SCT. Employees can also get details about the courses available to them through SCT's Online University - another initiative designed to ensure that SCT's employees have the best opportunity to develop their skills. A crucial area is career development. Employees use the e-Sharp system to outline their strengths, career goals and interests, request training and nominate positions that they'd like to hold both in the short and long term. Once employees have completed this information it's available to their managers, who add comments and make suggestions. Managers also have access to additional screens where they can add information, such as the potential codes that SCT uses to identify the high potentials that they want to hold on to, and which feeds into the succession planning process. The new system is popular with employees. "It's enabled employees to play a more active part in their own career development, and they know that their skills and ambitions are more visible across the whole business", Amy explains. "For a company as geographically dispersed as ours, that's important."

### Enterprise-Wide Talent Knowledge Base

By opening up the process, and encouraging wider input, SCT personnel have a clearer view of the talent available to them across their whole business. The information they collect feeds into the planning process, helping them to better assess training, development and recruitment needs, and to ensure that the 'best people' find the best career paths.

The database of information has proven invaluable in other ways and is frequently used to find employees with the right skill set to undertake a particular project. Amy cites as an example, a recent assignment where the company needed to find consultants with Chinese language skills. Using e-Sharp they were able to query the database and identify and build an appropriate team very quickly. e-Sharp has also helped streamline HR processes. Employees and managers are responsible for updating their own information, removing the administrative burden from the HR department. Increased visibility and easier access to information has improved effectiveness. For example, Amy says that the appraisal completion rate has gone up from 75% to 98%.

SCT is also taking advantage of HRCharter, a web-based organization charting system.

"Not only did HRCharter take all the tedium out of our organization charting, allowing us to automatically generate charts from the e-Sharp database, but it also gave us several unexpected reporting and 'what-if' scenario benefits as well," Amy continued. "The first time we created charts we had to do a huge amount of cleaning up, as the data had never been seen before. HRCharter helped to ensure that we had the right reporting relationships."

"And when we are planning a new project or office opening, we can create theoretical new teams and reporting structures and balance people's skills and talents before approaching the first person in the 'chain' with a job offer," she added. HRCharter has wider communication benefits too. When, for instance, US executives are travelling to the UK, they can instantly view the profile and photos of those they are going to work with.

### The End Result

The enterprise-wide solution offered by Workstream took successful, existing processes and enhanced them. After developing their vision, SCT went live in Spring of 2000. Future plans include building in competencies and possible on-line recruitment. With a clear vision in place, accessible by employees and supervisors, SCT is well on its way to remaining one of the top 100 places to work in IT.

### About Workstream

Workstream provides on-demand compensation, performance and talent management solutions and services that help companies manage the entire employee lifecycle - from recruitment to retirement. Workstream's TalentCenter provides a unified view of all Workstream products and services including Recruitment, Performance, Compensation, Development and Transition. Access to TalentCenter is offered on a monthly subscription basis under an on-demand software delivery model to help companies build high performing workforces, while controlling costs. With offices across North America, Workstream services customers including Aspen Ski Company, Chevron, EMS SATCOM, Kaiser Permanente, Nordstrom and Wells Fargo.

For more information visit [www.workstreaminc.com](http://www.workstreaminc.com) or call toll free 1-888-221-4005.

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