

# Major European Bank

## Global HR Dashboard



A major European bank wanted a Global HR Dashboard: a single, accurate data-source covering its worldwide operations; all of the metrics the business needed; powerful analytical tools; and an easy-to-use graphical interface. The Dashboard went live in October 2009, on time and within budget, to immediate acclaim from senior executives: "It has been a massive success," said the Vice President of their Wholesale Banking team. "We are a small team, yet with Blueprint's help we were able to deliver this wonderful project and have shown the management team what the future could look like. One click and the information is there, whenever they want it; and this is just the start.

Following a competitive process, Blueprint was appointed to work with the HR IS team on the strength of our experience with business intelligence projects, established methodology and technical expertise. At that time, the bank was engaged in a cost containment initiative, and HR IS wanted to be sure that this ambitious project could be completed within the available budget. So we had agreed to adapt the usual Blueprint methodology, working with user survey information supplied by our client instead of conducting the survey ourselves. This flexibility helped get the project off to a flying start.

"When we met Blueprint, we felt that we were dealing with professionals," said their Vice President of Wholesale banking. "We were at ease with them right away. And they were open to our suggestions, even though we didn't want to do everything their way."

The bank's ambition was to build a highly detailed picture of the make-up of its workforce over time. Blueprint's brief was to develop a set of HR dashboards that could be used to analyse headcount, turnover and diversity in great detail, reporting by categories such as gender, country, region, and product.

### The specification in summary:

- a single source of accurate, consistent and reliable data;
- user-friendly, easy-to-understand graphical interfaces;
- an automated system that would capture, consolidate and process HR data from all of the wholesale bank's business units.

The bank's existing HR data system was clearly obsolete. First, the HR department's PeopleSoft system did not extend to all of their wholesale banking operations. Whenever reports were required, the HR management Team - known as HR MT - had to supplement the PeopleSoft data by contacting individual business units, introducing a risk that information could be incomplete, inconsistent or out of date.

### Would you like to know more?

Contact Blueprint on 0207 832 1800 or email [info@bpms.co.uk](mailto:info@bpms.co.uk)  
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### Core technologies

- SAP Xcelsius
- SAP Data Integrator
- Oracle PeopleSoft
- Oracle databases

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Secondly, the bank was at that time using an outdated version of Web Intelligence, so the options for visualising data were limited, and the IS team often had to fall back on Excel.

"We were placing Excel spreadsheets together to create a global picture," said their Vice President of Wholesale banking. "The data wasn't consistent, wasn't timely and required a lot of manual intervention. Management couldn't just go to our intranet for the information. What they really needed was global management information – in a format that was easy to use and understand."

Then a planned upgrade created an opportunity to develop a solution.

"When we upgraded to SAP BusinessObjects XI R2, we saw the potential to create an HR dashboard using Xcelsius," explained their Vice President of Wholesale banking. "At that time, HR MT was looking at better ways to present its key performance indicators, and when we showed them our demo of a dashboard, they could see that it was exactly what they were looking for."

Blueprint began by building a data warehouse on the basis of the user survey that had been carried out by the bank's team. We started the design and build in May 2009. We built the dashboards using Xcelsius, with web-style interfaces, and used data integration tools from SAP BusinessObjects and Oracle Database. The Blueprint and bank's teams were soon well integrated.

"Blueprint were very structured, they were a real team. But as time went on, it wasn't about the Blueprint team and ours - the project belonged to all of us."

The project team kept channels with its internal customers open to make sure that the management team was kept informed about progress and that its views, for example on interface design, would be included. Effective planning and communication meant that there were no surprises: "We never escalated any issues," said their Vice President of Wholesale banking. "They expected a delay, but there weren't any - no showstoppers!"

In parallel with the design and build, Blueprint helped HR IS to think about the system's potential, to help ensure that it would be adaptable to future needs.

Vice President of Wholesale banking: "Delivering the dashboard wasn't enough for us. Before we went live, we produced a demo for Phase II showing what was possible, bringing in talent management and other global HR systems."

Blueprint has designed the Oracle data warehouse that underpins the HR dashboards to be flexible and scalable, opening the way for future developments. These are likely to include extending the system to other functions and business lines within the bank.

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Blueprint's management and leadership skills proved just as important as our technical expertise:

"I quickly built up a rapport with the Blueprint team leader. When decisions had to be made, we would always have a good debate; she would tell me things I sometimes didn't want to hear, but needed to. There was a lot going on in my department at that time. It was a very busy period for me, and I relied on her to give us all directions. She set the priorities and kept us all on the straight and narrow."

Vice President  
Wholesale Banking

### Our business partners

