

Kimberly-Clark works with Institute consultants to build role profiles aligned with *SFI Aplus* for 600 IT staff in the UK and US



Kimberly-Clark's strategic focus on growing talent, coupled with rapidly changing technology and the increasing need to contain spend, meant they needed a low-cost solution that could be swiftly implemented.

By working with consultants from BCS, The Chartered Institute for IT, they have aligned the job roles of their UK and US IT functions with *SFI Aplus*, cementing the foundations for ongoing career development.

'SFIPlus offered the flexibility to tailor roles to the specific needs of our employees. We now have a basis on which to build future talent management programmes.'

Gene Bernier, Director of ITS Program Management Office

THE SETTING

Kimberly-Clark is a multi-national company providing brands that enhance the world population's health, hygiene and well-being. Their IT function is spread across the globe.

The organisation has undergone considerable change with mergers and acquisitions. In addition, increasing competition in the marketplace and the need to keep costs to a minimum have emphasised the importance of investing in people and developing them to meet current and future business needs. This has provoked a company-wide strategic focus on talent management.

THE ASPIRATION

Within their IT function, Kimberly-Clark had to identify a talent management solution that could be swiftly implemented to accommodate the rapidly changing technology environment they must build and support.

Their IT employees needed more transparency of job profiles across the organisation for a clearer understanding of the career opportunities available to them.

Kimberly-Clark chose to work with consultants from BCS, The Chartered Institute for IT, to align the industry standard skills and competency framework, SFIPlus, with their organisation by creating detailed corporate role profiles for their IT staff.

SFIPlus appealed to Kimberly-Clark because it is easily customised to meet business requirements.

The SFIPlus standard enables users to quickly build job descriptions which they can edit to fit the organisation structure. Once job descriptions are created, staff skills gaps can be analysed, necessary skills identified and development plans created and managed.

With 800 IT staff worldwide, Kimberly-Clark placed their initial focus on their UK and US teams, starting with a pilot in 2009 involving 30 project managers.

THE TRANSFORMATION

Roll out of the programme began in August 2010. The programme goal was to build comprehensive role definitions for all 600 staff (170 job descriptions) which would include skill requirements, leadership, job level and technical requirements.

The Institute's consultants worked closely with stakeholders in the US and the UK implementing a four stage programme. This consisted of a knowledge sharing workshop to familiarise key team members with SFIPlus, a 'straw man' exercise producing first drafts of all 170 role profiles, followed by role profile workshops in which these drafts were reviewed and edited. The last stage was a knowledge transfer session so key staff could gain an understanding of the process behind creating role profiles in order to provide ongoing internal support to the IT teams.

'Standardising some of the roles in our company proved difficult at times. However, SFIPlus offered the flexibility to tailor roles to the specific needs of our employees,' says Gene Bernier, Director of ITS Program Management Office.

THE RESULTS

- Swift implementation
- Aligned corporate role profiles for 600 staff
- Consistent language and benchmarking across the IT function
- Implementation of a solid career development platform
- Recognition by employees that Kimberly-Clark is investing in them
- Foundation for future talent management

Every IT team member in the UK and US now has a SFIPlus industry aligned corporate role profile as well as a clearer understanding of exactly what is required from them in their role.

The organisation can now use a consistent language and benchmark across IT functions, facilitating the career development and the appropriate transition of people, skills and roles.

Recruiting has been made easier, as Gene explains: 'With detailed job descriptions and a strong learning and development strategy in place, we can recruit more effectively and maintain the good work we have done into the future. Having professional consultants really helped us to build a sustainable model and we now have a basis on which to build future talent management programmes.'