



## Resourcing for the Future

As we approach the end of 2007, which has been a busy year for all of us, I recognise there continues to be uncertainty and many challenges for us all in 2008. I trust our Newsletter has helped you during the year to understand our Infrastructure change journey. We expect the Final Investment Decision (FID) regarding the implementation of the new IT Infrastructure Delivery & Sourcing Model to be taken at the end of December. In this newsletter you can read more about how the ISP team has prepared the road to FID and beyond.

In our last issue we introduced the new IT Infrastructure organisation. This organisation has many new and significantly changed jobs, but also many jobs that already exist today. Incumbents of jobs that continue in the new organisation will be 'mapped' to their positions. For new and significantly changed jobs, we will soon start with 'Open Resourcing' to select staff for these positions. Full job descriptions for the new IT Infrastructure organisation are already available on the ISP website:

<http://sww.shell.com/it/infrasourcing/jobdescriptions.html>

We have included in this issue articles on Open Resourcing and Role Mapping. Interviews with Helena Dipple and Louise Angell should give you further clarity on how these processes take place and what to expect.

At the end of October members from the Change Network and other Staff Representatives were invited to meet with suppliers. The focus of these meetings was on the supplier Employee Value Proposition (EVP). These EVP meetings were productive and well received. To give you a feel for how the sessions went we asked a Change Network member from each of the regions to comment, you can read their responses in this issue. A summary of the EVP meetings is also available on the website for you to read:

<http://sww.shell.com/it/infrasourcing/supplierintegration.html>

The Facing Change sessions we launched in the second half of this year have been very popular, hence we want to continue. Early next year we launch Facing Change 2, which is all about meeting the suppliers. Read the article to find out what is coming soon.

Shortly after the FID is taken we will share the outcome with you. In the meantime I encourage you to take the time to prepare for Open Resourcing by looking at the job descriptions and the other material on the website.

Please continue to let us know about any questions or concerns you have.



Jan van Bekkum  
Programme Director



### Your Feedback is appreciated

Keep your emails coming into the dedicated mailbox: [GI-Asksourcing@shell.com](mailto:GI-Asksourcing@shell.com)

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Jaap Hoogendoorn responsible for Change & Communications



## A Guide to Open Resourcing



**So what is Open Resourcing, how does it work, what do people need to do and is there a guide to help us understand it? To get the answers, we put this to Helena Dipple, Global Talent Manager for IT Services, who is coordinating the resourcing of the new IT Infrastructure organisation.**

**So Helena, can you just recap who is eligible for Open Resourcing (OR for short) and what is being resourced?**

All IT Infrastructure employees are eligible to apply for positions advertised in OR. These will be new or 'significantly changed' positions (jobs changed by 30% or more), which will form part of the new IT Infrastructure organisation. Additionally, if the number of positions for a particular job is reduced as a result of the new organisation, then these will also be in OR. In total approximately 250 jobs will be resourced following the OR process.

Should other Shell employees want to apply for these positions, they are welcome to do so providing their availability windows are open.

**OR is not a new thing to Shell, so what is different about the way you are handling it for the Sourcing Programme?**

We are using a process called Managed Open Resourcing (MOR), because of its efficiency given the tight timelines we will be working to. At the same time we also want to ensure we take an enterprise as opposed to a department or single position view on all available candidates. There are also a few extra characteristics that will make the process run smoothly, these include: grouping jobs, posting simultaneously providing a better overview of all job opportunities and allowing candidates to rank their preferences within the system.

**The full Job Descriptions are now on the website, however, OR doesn't start (subject to FID) until 21 December, so why have you taken this approach?**

Using the ISP website has proven to be an excellent and frequently visited communication channel. Early publication of the job descriptions gives the Infrastructure community extra time to view and understand the organisation and the positions therein. Infrastructure staff can use this extra time to make choices based on job requirements and personal interests and prepare themselves for participation in the OR process.

**Full Job Descriptions**



**Now available !**

**Two job batches, what are these and how helpful will they be when using OR?**

The batches will contain all the jobs being resourced for the new organisation. The first batch will be for Level 3 jobs and the second batch will be for Level 4 and below jobs. Using two batches makes it possible for the Level 3 leaders selected in the first batch to participate in the selection of their team from the second batch.

**So an individual can only apply for three jobs per batch (six in total), why have you put in place this limit?**

Having run MORs previously, experience tells us that three jobs per batch is a good balance between business and individual need. In instances where there has not been a limit on job applications, it has tended to result in an over-complicated process, with less than favourable results for individuals or the organisation at large. To clarify, let me also say that the three-job limit per batch is only applicable for positions advertised for the new IT Infrastructure organisation.

**If I see a job that I like can I just upload my normal Resume?**

Individuals must submit their applications via the standard template which is available to download from the OR system. For hints and tips on completing an OR resume as well as the technical guidelines on how to upload and apply for roles, take a look at the Open Resourcing pages on the ISP website.

**Having applied for various jobs when will the interviews take place?**

There will be no interviews. Selection will be driven by an individual's Open Resourcing application, and input on employee preferences already captured. A selection panel will then make the final choice. Where there is a need to clarify information prior to a selection panel, a member of the selection panel may contact the individual. This will only be on an exceptional basis, and will not be a formal interview.



## A Guide to Open Resourcing (cont)

### **When will people be informed whether they have been successful or not?**

We will inform candidates as soon as possible following the relevant selection panels. Additionally, successful candidates will also be centrally announced once all applicants (both unsuccessful and successful) have been notified. For successful candidates and as per normal practice, the handshake rule will apply. This will confirm the job offer to the candidate once the central announcements have gone out.

### **If someone decides not to accept the job being offered either through mapping or Open Resourcing, what happens?**

Individuals are required to accept the jobs offered to them. This has been documented in the global resourcing process guidelines. An individual will not be eligible for redundancy if they do not accept the Shell offer.

### **What three important tips can you share with us that will make the OR process run smoother from both an individual and HR perspective?**

My first tip would be: never underestimate the amount of time it takes to put together a good OR resume. Just ask any one of the 100 plus people I have helped in the past! Make sure you give your resume sufficient time and attention and let it reflect the hard work and achievements of your career to date. Start now! Secondly, make sure you apply for the right role(s). Assess what you are looking for from your next role, analyse your current skill set and balance the jobs available in the new IT Infrastructure organisation with a career in a supplier organisation whose core business is IT. Thirdly, although it is more process driven, remember to stick to the timelines and guidance to ensure that the resourcing runs smoothly. One final point: if you are successful for a level 3 position, you will be expected to fully participate in the next selection panel straight away so block agendas in advance to ensure clashes are limited.

### **Finally, where is the best place to find out more?**

There is a lot of information already available within the Open Resourcing section of the ISP website, so please make time and pay it a visit. You'll find useful guides, such as how to write your OR Resume, MOR and the full Resourcing principles. We continue to add more and more relevant information so make sure you keep returning for additional support and guidance. Lastly, don't hesitate to contact one of my HR colleagues or myself if anything is unclear.

**For further details, please visit the website:**

<http://swwww.shell.com/it/infrasourcing/openresourcing.html>

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## Role Mapping

**We mentioned in the previous newsletter the role mapping process we are**

**going through. For more information, please contact the HR team at [hr@shell.com](mailto:hr@shell.com).**



## Role Mapping (cont)

### 2. Your current role is mapped to a position in the new IT Infrastructure organisation.

This is the case if your current position continues in the new organisation (less than 30% change). Out of the approximately 650 positions in the new IT Infrastructure organisation, we expect this to be the case for approximately 400 positions.

### 3. Your current role is neither mapped to a bundle or a position in the new IT Infrastructure organisation.

There are various reasons why this could happen. To name a few:

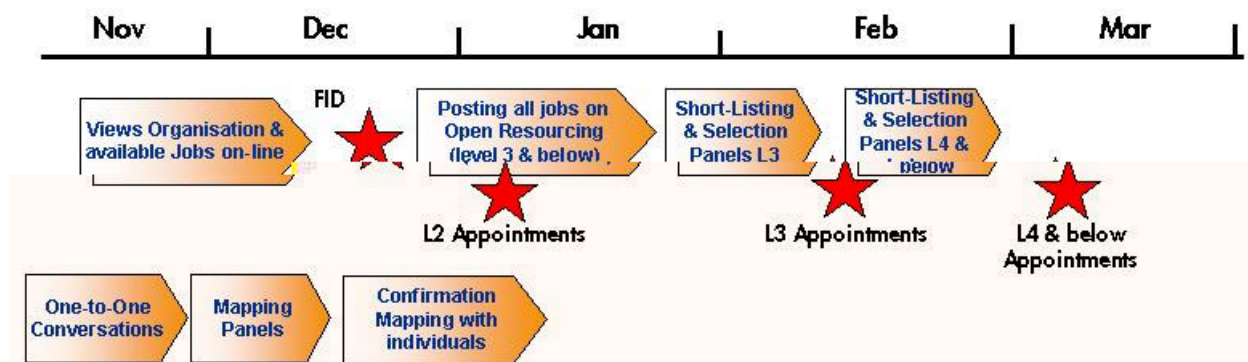
- The activities you currently do will discontinue after transition is completed.
- Your current activities will be split over several positions, either with the suppliers or in the new IT Infrastructure organisation.
- You work full time on the Infrastructure Sourcing Programme and have no agreed position to go back to.
- There is still a question mark whether a supplier will take over the work and this needs to be worked with the selected supplier.

Going forward, special attention will be given to this category to determine the best way forward.

People that are mapped, may, but don't have to apply for jobs advertised in OR. People that are not mapped to bundles nor to the jobs in the new IT Infrastructure organisation would be expected to apply for jobs in OR.

The results of the mapping process will be signed off by the ESIT/ITSLT later this month. From 15 December both staff and 3rd party contractors will receive verbal confirmation from their line manager whether or not their current role is mapped to a position in the new IT Infrastructure organisation. From 21 December onwards mapping to the outsourced service bundles will be confirmed. Shell staff will receive a written confirmation on the mapping of their current role early January 2008. There will be no written confirmation to 3rd party contractors at this time, as this is the responsibility of their respective employing company.

The mapping results are subject to Staff Consultation, where appropriate.



## Our People Approach for “Non-Hub” Countries

In response to a number of questions around our “people approach” for the non-hub countries we thought it would be useful to clarify what work is being done at the moment.

In September 2006 we published a set of Global People Principles that would apply to all countries and Shell staff in relation to the Infrastructure Sourcing Programme. The aim of these People Principles is to ensure consistent and fair treatment of employees. As a reminder, the key messages can be found on the website.

<http://sww.shell.com/it/infrasourcing/globalpeople.html>

In the case of the four hub countries, Malaysia, UK, Netherlands and the US, Local People Principles were also published. These outline the country specific principles under which staff would transfer to suppliers. A decision was made not to document Local People Principles for all other countries, but to develop tailor made solutions once suppliers are selected.



## Our People Approach for “Non-Hub” Countries (cont)

As we move closer to the Final Investment Decision (FID), the ISP People team is preparing the groundwork for the transfer of staff in non-hub countries. A key element of this transfer approach for a given country will be determined by:

- Terms & Conditions, Pensions and other employee rights.
- Consultation requirements
- Transition legal framework

Together with the suppliers and local HR, we will work out the appropriate solution for each country, taking into account our Global People Principles, the local legal context and market practice in each country.

As soon as each country approach has been developed local HR will share with staff as appropriate to their country, however we do not expect this to happen before April 2008.

## Facing Change 2 – Coming Soon!

**Following in the footsteps of the successful first series of workshops we would like to let you know about Facing Change 2 coming to a location near you early 2008! In these sessions you will learn more about the selected suppliers and get to meet them.**



We spoke with Jaap Hoogendoorn, the ISP Change & Communications Manager responsible for this rollout. “This event, like its predecessor has received a great deal of input and review from a number of stakeholders giving us confidence that we can deliver a useful workshop and experience.”

Facing Change 1 was about bringing external views on what it is like to go through outsourcing and to provide the Infrastructure community with practical skills to handle the changes resulting from the ISP. The difference this time is that we will be hosting joint sessions with the selected suppliers.

The aim of Event 2 is to enable staff to get to know the supplier they may join at Staff Transfer Date. The session will provide us with an opportunity to hear first hand what the Employee Value Proposition of your potential future employer looks like. It will also provide us with a first opportunity to get some of our questions answered.

We asked Jaap whether there are certain topics considered ‘out of bounds’ given that we are still pre-contract? “Yes, it’s true there are still commercial issues going on at that time which will limit supplier responses to certain questions, in particular on individual terms & conditions. However, employees will nevertheless get a much better view and feel for what it’s like to work for that particular supplier.”

The types of topics that will be covered should prove interesting. “Over the past few weeks we have engaged with the suppliers discussing these Events and planning the content. We’ve been very flexible, encouraging the suppliers to discuss their company, their prospects and their employee value propositions, particularly towards new employees. We’ve requested they explain their ethos, values and standards, however, it’s not about marketing, we want the suppliers to share facts and put up a realistic picture about what it’s like to work at the company. This is the main reason why Shell will be hosting these sessions.”

Clearly this is about giving Shell staff more knowledge about the suppliers and to promote some interaction where we’re able to ask questions and hear the answers first hand.

Over the coming weeks, more information will be coming out and made available via the website about the locations and the timing of sessions for each bundle. In closing Jaap remarked: “I can only encourage you to attend, learn more and give yourself the opportunity to understand the supplier’s culture and employee value proposition.”

## Change Network Meet Suppliers

During the last week of October representatives from the Infrastructure Sourcing Change Network and the Dutch and UK Staff Councils met face-to-face with supplier representatives. The objective of these sessions was to give Infrastructure staff an opportunity to better understand the Employee Value Proposition (EVP) of the suppliers. In total 12 sessions were held where Change Network members from all regions were given the chance to participate and an opportunity to explore the people aspects. We asked Change Network representative from each region to share with us their thoughts and learnings from these sessions, this is what they said.

### Asia Pacific & Middle East



**You Jane'nette**  
Change Management  
Process Consultant  
Cyberjaya

#### What was your overall impression of the suppliers as a result of the meetings?

Amidst the interesting propositions the suppliers brought to the meetings, each individual representative was able to share their personal experience. One general feeling that I had was that the individuals were genuinely eager to share their 'stories'. It made me realize, that it is possible for us to blend in and experience our own journey with the suppliers.

#### What extra did you learn about the suppliers?

The whole experience of meeting them gave me a new perspective to the Infrastructure Sourcing Programme. I learnt that these suppliers are really not small themselves. They have been in the sourcing business a while, and they know how it can be done. No doubt it will be different, but it sure will be exciting. Opportunities and possibilities seem endless.

#### How would you sum up the session?

Really, it will not be that bad after all!

**More details and feedback from these sessions is now available on the website.**

### Africa



**Salie Abrahams**  
Regional IT Services  
Delivery Manager  
Cape Town

#### What was your overall impression of the suppliers as a result of the meetings?

The majority of suppliers I had the opportunity to meet gave a very favourable impression - I appreciated the considered effort suppliers made to respond to the concerns Shell staff have and to engage openly with the Change Network representatives - it could not have been easy. Suppliers consistently stressed the importance of people - defining what leadership and the development of leaders looks like in their organisations, acknowledging the importance of having the right work environment and culture, and describing the set of key values that their organisations work hard to demonstrate, which made for insightful contributions.

#### What extra did you learn about the suppliers?

The suppliers have good experience with commercial deals of this nature. The percentage retention rate after the transition period - of staff that joined from other employers through one of these sourcing deals - is very high, which the suppliers largely attribute to their focus on long-term career planning for transitioned employees. Even though suppliers acknowledged the pressures staff face in a commercially focused IT business, the performance management culture is not fundamentally different to that of Shell's, with good focus on recognition. Also suppliers consistently promoted 'job challenges' as one of the key elements of their EVP offer, and generally encourage staff to take personal responsibility for achieving learning and development goals and pursuing their career ambitions.

#### How would you sum up the session?

Constructive, open dialogue handled with care and respect.

## Change Network Meet Suppliers (cont)

### Europe



**Peter Martin**  
Global CTS New Service  
Take-On Coordinator  
Wythenshawe

#### What was your overall impression of the suppliers as a result of the meetings?

In general I thought the presentations were positive and varied, an excellent opportunity to meet supplier representatives, which created a good impression of the companies. There were some questions they were unable to answer due to the confidentiality of the Shell deal e.g. their longer-term plan. Nevertheless they provided a good overall understanding of career paths and potential avenues for greater job scope.

#### What extra did you learn about the suppliers?

The suppliers all said that they needed the Shell staff experience to transfer over to enable them to provide the necessary support. I felt that Shell staff would have the option to move easily, however not knowing the location intentions of the suppliers still plays heavily on my mind. Also, all the suppliers have a contractor-to-staff conversion policy in place, which is a positive approach for the many contractors within Shell.

#### How would you sum up the session?

Educational engagement providing an open question and answer forum.

### North America



**Tim Lister**  
Business Telecom Planner  
Houston

#### What was your overall impression of the suppliers as a result of the meetings?

Honestly, from the picture the suppliers presented I feel much better. Initially I was very worried about what outsourcing would mean since I knew very little about it. Now I know that what Shell is going through is not necessarily as unique as I once thought, it puts me at ease. I learnt that this is a very large undertaking but not the largest, which was also a surprise for me as well.

#### What extra did you learn about the suppliers?

The most important thing I learned is how many employees in each supplier came in as part of sourcing deals (surprisingly as much as 3/4 of the staff in some cases). This tells me that there will be opportunities once we get on-boarded and makes me think that we won't be singled out as outsiders as many suspect.

#### How would you sum up the session?

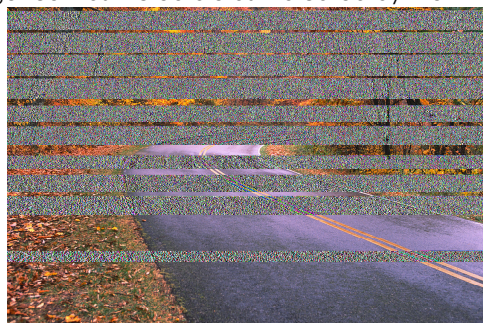
They have helped me to embrace outsourcing.

## Road to FID

**The journey towards FID (Final Investment Decision) is nearing completion thanks to a huge amount of work and effort. However there is still a lot to do before the end of year, commented Doug Webster, Commercial Deals Lead.**

Following the Downselect decision taken back in September, Shell and the six suppliers took part in both inbound and outbound Due Diligence, working on solutions and terms & conditions. This in itself was a mammoth task, which extended to all parts of the globe. The scale and speed of Due Diligence was incredible as indicated by the following metrics:

- **Data Room with LiveLink built in The Hague, populated with almost 60,000 documents.**
- **Six secure offices (one for each supplier) with IT equipment to access the Data Room.**
- **Extra security measures to protect Due Diligence process.**
- **3,500 supplier visits to the data rooms over a 5-week period.**
- **193 supplier visits to Shell across 16 locations.**
- **37 visits to supplier facilities or customer reference sites.**
- **1,544 written questions from suppliers - every question answered!**



## Road to FID (cont)

This exercise allowed us to learn a lot about the suppliers, and the suppliers were able to build a much better understanding of Shell. As a result, the ISP issued its request for Best and Final Offers (BAFO) to suppliers on 10 November 2007.

As BAFO will form the basis for the Group Investment Proposal, which is then recommended to the Executive Committee, we asked Doug what assurance/governance measures are in place leading up to this decision. "There are many layers of governance and assurance that need to be addressed prior to the approval of the Investment Proposal, this has included two VAR reviews and one major Audit this year. One of the layers is the Programme's dedicated Steering Committee (Decision Review Board). The Commercial Procurements Board and the Shell Executive Tender Board who have also reviewed all major decisions, with the Shell Executive Committee, reviewing and endorsing the recommendations to date. Lastly, the final proposal will be reviewed by Group Legal, Tax, Finance, HR, Shell Real Estate before the final decision".

As the decision to outsource affects such a wide audience we also asked Doug about the involvement from the businesses and functions, and how these were all implemented into the final decision. "As mentioned above, all group functions will have to review and approve the proposal. Businesses are primarily represented by CIO's on the Steering Committee, senior business leaders on the Executive Tender Board, and senior executives on the Executive Committee. The proposal is supported at all levels. Finally, representatives from all businesses and functions have been seconded to work on the programme".

As you already know we plan to announce the suppliers who have been selected to manage Shell's IT Infrastructure by the end of the year, having said this, we are hoping to do this before the Christmas break.

## Team Profile



**This is the section where we get to ask questions to the key members of the Infrastructure Sourcing Programme team, to find out a bit more about them, and their views on the Programme. In this issue we interview Jaap Hoogendoorn, who is the Change & Communications Lead within the Programme.**

### **Q: Tell us about yourself.**

I joined Shell a little over a year ago as the ITS Organisation Development & Change Manager. With the ISP starting a few weeks after I joined, I also picked up the role of the Change & Communication Manager for the ISP. Before joining Shell I ran my own consulting company and have spent most of the time before that in strategy and transformation consulting. I live in Amsterdam, and have recently completed the renovation of my house, which turned out to be a multi-year but very satisfying project!

### **Q: What excites you about the Sourcing Programme?**

The Sourcing Programme offers an opportunity to be closely involved in innovative work that directly impacts Shell's effectiveness as an organisation. It also combines a high degree of complexity with the need to ensure both transparency and respect for the individual. As such I believe the way the ISP is being executed offers an opportunity to demonstrate that people matter and results count. In my role what excites me is to continuously find ways in which we can provide greater transparency to the Infrastructure community, to Infrastructure customers and to other stakeholders. I also see it as my challenge to make sure we provide the Infrastructure community with as much support as possible going through the change journey.

### **Q: What are your expectations for 2008?**

Whereas 2007 has been a busy year, I believe 2008 will be the real test for all of us in IT Infrastructure. 2008 will be the year that all the plans that have been developed, and all the thinking that took place, will have to be put to use. In 2008 we will have to deliver results, and delivering results takes stamina, perseverance, and respect for the individual. One could say that 2007 was a year focused on preparation, 2008 will be the year where we have to demonstrate sustainable results.

### **Q: What is your favourite travel destination?**

It is very hard to single out one specific country or city. In general I value the travel even more than the destination. However, I feel most at home in Mediterranean countries, preferably with a view on the sea!

**Here's what's coming next!**

**In our next issue read about FID, L2 Appointments and Transition Planning.**

[www.shell.com/it/infra sourcing](http://www.shell.com/it/infra sourcing)

