



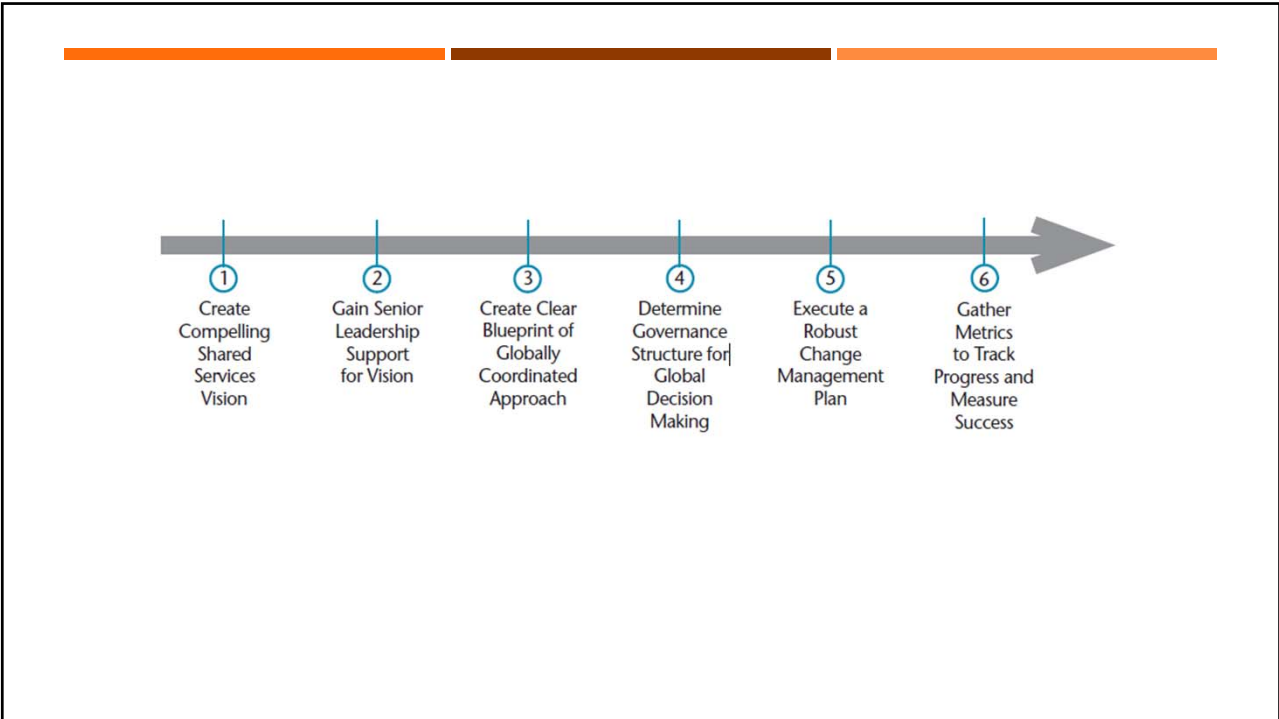
**DanaEnergy**

## **HR Structure**

Based on HR Service Delivery Model

12/7/2017  
5

**Organization design in a **VUCA** world**  
volatile, uncertain, complex and ambiguous



**HR VISION**

Deliver Human Resources superior services and tools so that our community gains a competitive advantage from our collaborative efforts to make Dana Energy Group a great place to work.

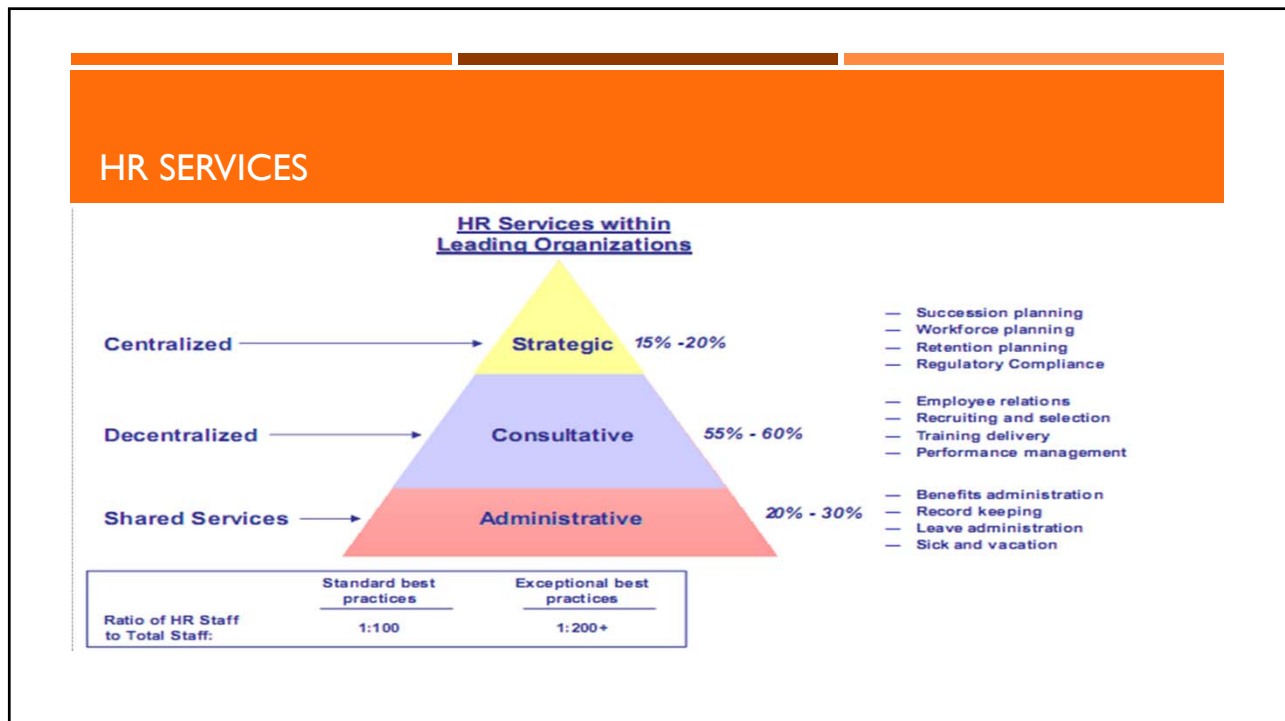
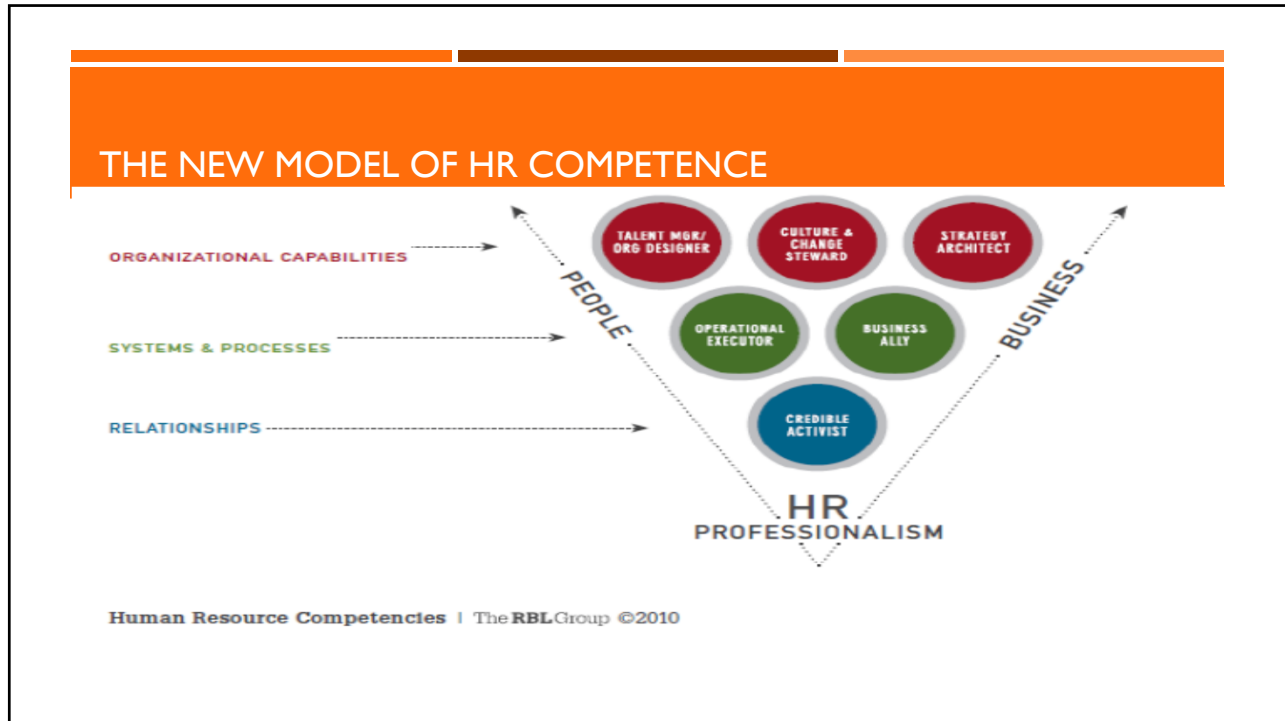
## HR MISSION

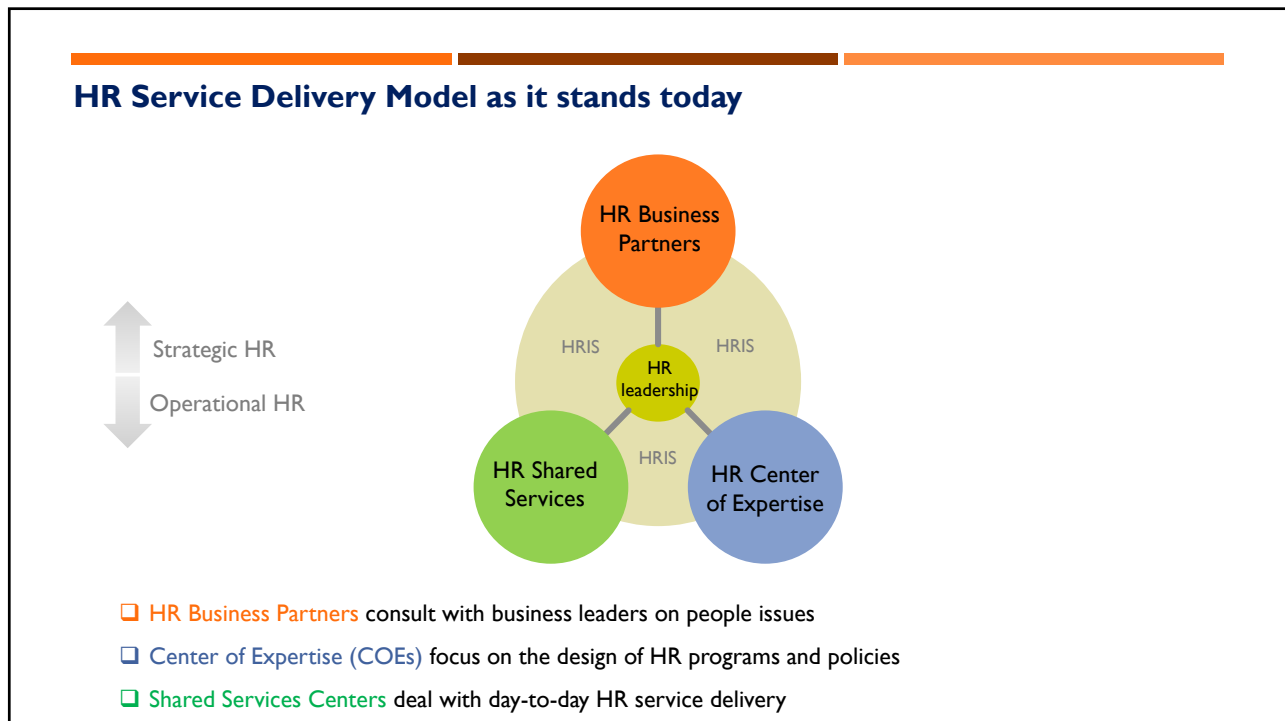
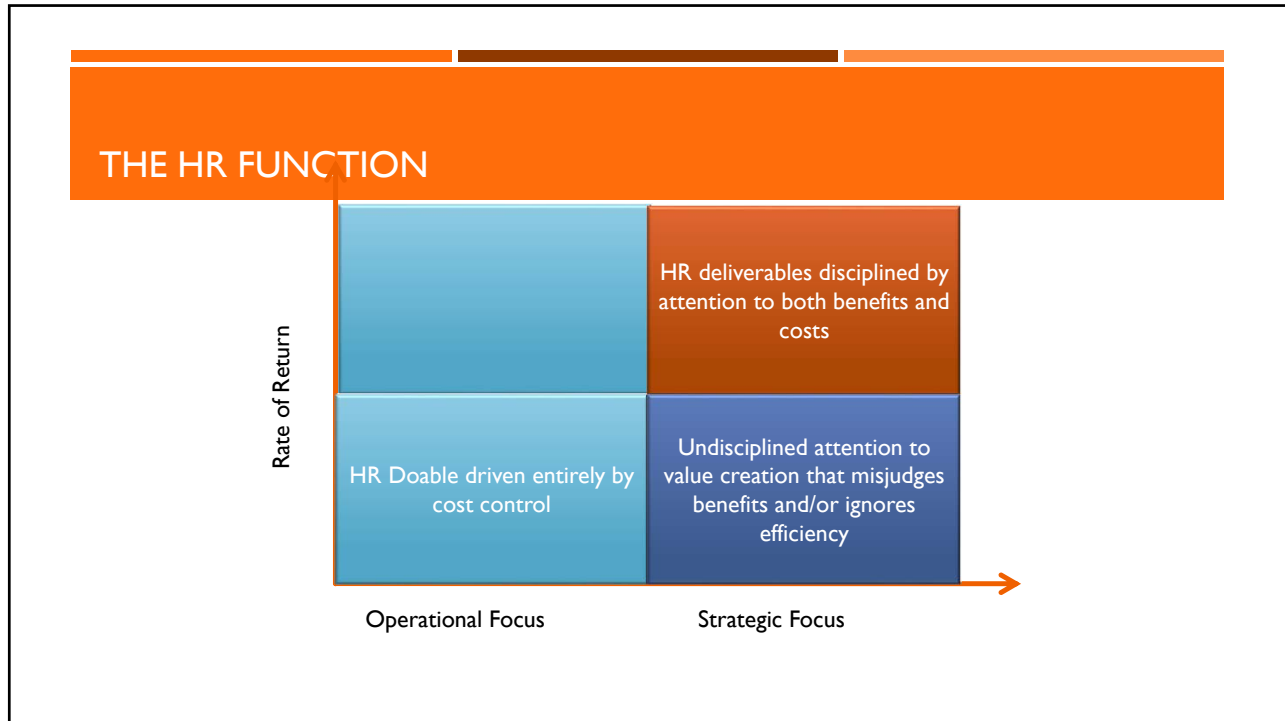
We enable Dana Energy Group to become the best place for energy sector talented professionals to achieve their personal aspiration and vision, thus assuring and delivering Dana Energy group's mission and vision to become the most reliable, trusted, efficient, effective, and excellence independent partner for energy industry.

## HR VALUES

We flourish and strengthen Dana Group Values and we will model the way for a respectful, caring and innovative work environment by being faithful to our values of engagement, collaboration, integrity, and service excellence .

Employees and management in the Dana Energy group Human Resources will play a leadership role in creating a great place to work— in our own office, sites and with our employee community



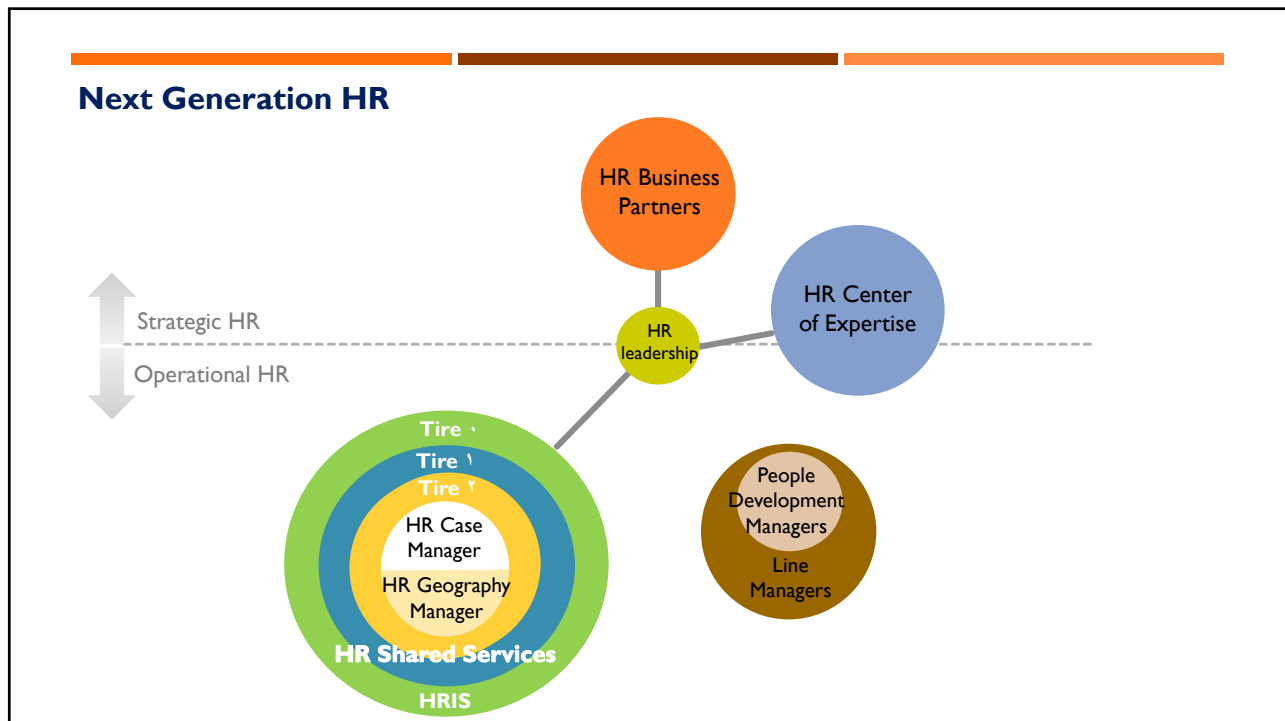
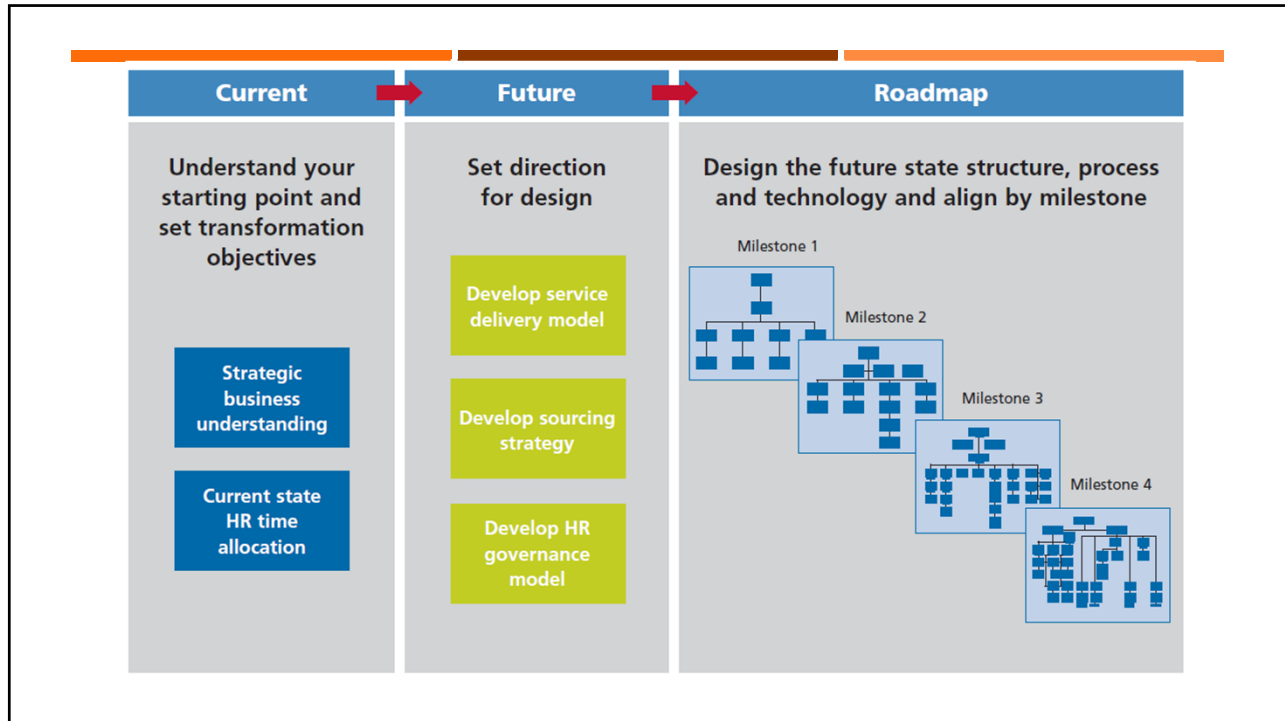


Bersin & Associates' ٢٠١١ High Impact HR Organization study indicates that fewer than ١ in ٥ HR organizations feel that their model delivers the combination of efficiency, value and high level of service demanded by their business.

Seven key obstacles to business success:

- ١- Not Strategically driven
- ٢- Flawed implementation
- ٣- Limited HR capability
- ٤- Failure to provide top-notch transactional services
- ٥- Limited satisfaction in self-service technology by employees and managers
- ٦- Lack of support for line managers
- ٧- Insufficient geographical focus

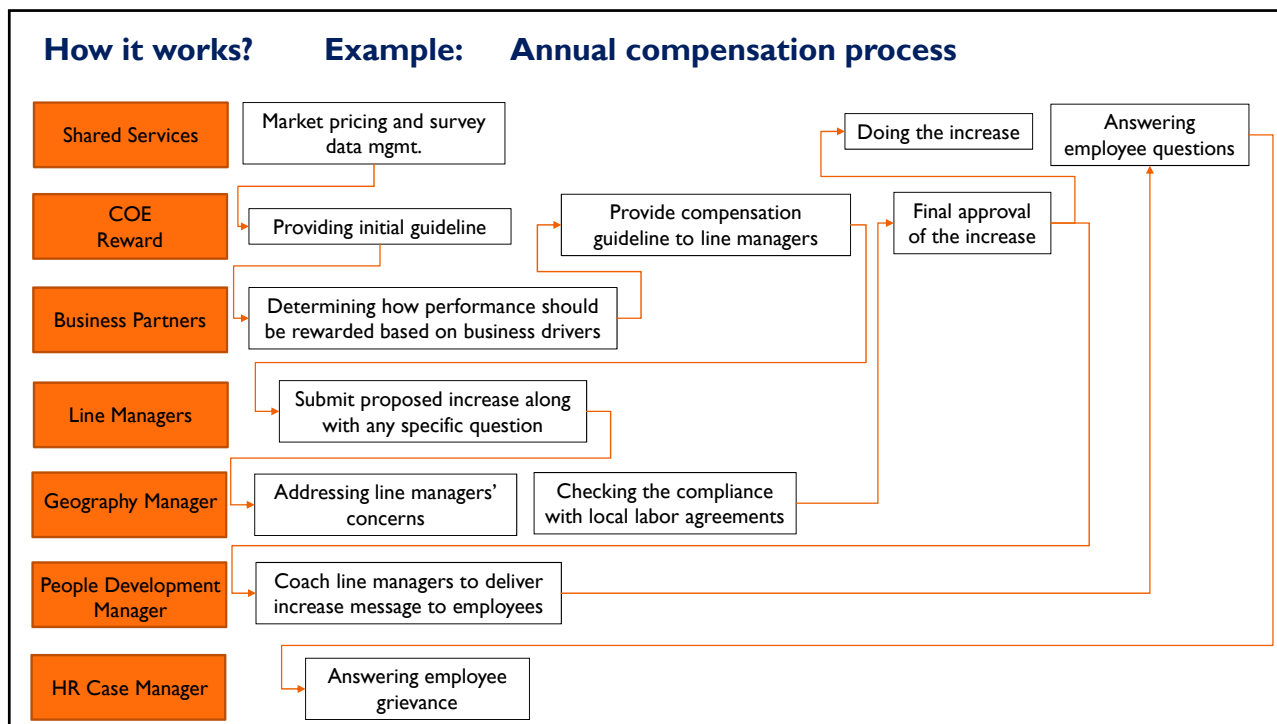




Keyword	Primary interactions	Key activities	
Leadership	<ul style="list-style-type: none"> <li>Governance</li> </ul>	<ul style="list-style-type: none"> <li>Senior leadership</li> <li>HR leadership team</li> <li>Boards of directors</li> </ul>	<ul style="list-style-type: none"> <li>Provide leadership direction to HR organization to achieve business strategy on senior management input</li> <li>Provide governance and consistency across HR and businesses</li> <li>Own the budget</li> <li>Prioritize HR investments (time, resource and finance)</li> </ul>
Business Partners	<ul style="list-style-type: none"> <li>Consult</li> </ul>	<ul style="list-style-type: none"> <li>Business leadership</li> <li>COEs</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that HR talent is fully capable</li> <li>Responsible for developing and updating an effective HR function structure</li> <li>Ensure that business units strategies are supported with HR programs to provide competitive advantage</li> <li>Ensure that the people implications of business decisions are understood and addressed</li> <li>Broker HR services for business units (interacts with COEs/ Shared Services Centers)</li> <li>Monitor cost management and cost containment within the business unit</li> <li>Develop business unit workforce strategy, providing decision support and executive coaching</li> </ul>
COEs	<ul style="list-style-type: none"> <li>Design</li> </ul>	<ul style="list-style-type: none"> <li>Shared Service Center</li> <li>Business Partners</li> </ul>	<ul style="list-style-type: none"> <li>Set strategies for their functional areas</li> <li>Align HR strategy and specialized HR service requirements</li> <li>Design common solutions applied across organizational boundaries</li> <li>Design specific business unit solutions</li> <li>Handle complex questions referred from Shared Services Center</li> <li>Provide deep content expertise in chosen area</li> <li>Measure HR (metrics)</li> </ul>

Keyword	Primary interactions	Key activities	
People Development Managers	<ul style="list-style-type: none"> <li>Coach</li> </ul>	<ul style="list-style-type: none"> <li>Managers</li> <li>Employees</li> <li>Shared Service Center</li> <li>Business Partners</li> </ul>	<ul style="list-style-type: none"> <li>Bridge line manager skill and capability gap for all people related activities (for example setting objective, performance review, etc.)</li> <li>Coach line managers as "super-user" of HR tools, programs and technology</li> </ul>
Shared Services (Tier 1)	<ul style="list-style-type: none"> <li>Operational support</li> </ul>	<ul style="list-style-type: none"> <li>Managers</li> <li>Employees</li> <li>Applicants</li> </ul>	<ul style="list-style-type: none"> <li>Focus on service delivery directly to employees and managers</li> <li>Handle transactional activities and inquiries by phone and e-mail</li> <li>Manage outsourced vendors</li> <li>Outsource key services (hosted HRIS, payroll, benefits administration, etc.)</li> <li>Responsible for HRIS system including employee and manager self-service</li> </ul>
Case Managers (Tier 2)	<ul style="list-style-type: none"> <li>Escalation</li> </ul>	<ul style="list-style-type: none"> <li>Managers</li> <li>Employees</li> </ul>	<ul style="list-style-type: none"> <li>Handle complex issues and escalated activities (for example disciplinary action or grievance and complex employee situations involving research)</li> </ul>
Geography Managers	<ul style="list-style-type: none"> <li>Site support</li> </ul>	<ul style="list-style-type: none"> <li>Managers</li> <li>Employees</li> <li>Business Partners</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with country-specific employment and other related legislation</li> <li>Dialog with social partners/work councils</li> <li>Provide onsite support in countries/regions or locations with large employee populations</li> <li>Handle country-specific issues around employee engagement, labor relations and employee relations</li> <li>Local rollout of new/annual HR programs (in conjunction with People Development Managers)</li> </ul>





## Positions

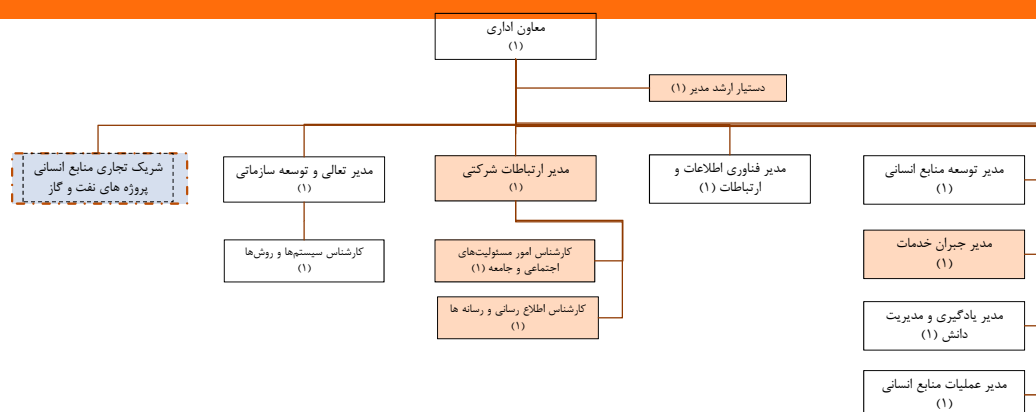
- ١- HR leadership (One) (supervising ١٢ people)
- ٢- HR COE (Four: Talent Management, Recruiting, Reward, Learning)
- ٣- HR Business Partner (Seven: E&P, Energy Trading, Geophysical Services, Well construction, Rig lease and operation, cementing and stimulation, Drill bits and downhole tools)
- ٤- People Development Manager (Two)
- ٥- Head of HR Shared Service Center (One) (supervising ١٢ people)
- ٦- HRIS Liaison (One)
- ٧- HR Shared Services Operational Support (Ten: ١ person for ١٠٠ employees)
- ٨- HR Case Manager (One)
- ٩- HR Geography Managers (One: ١ person for each country)

٢٨ People

## DANA ENERGY AT A GLANCE ۱۳۹۴.



## ساختار سازمانی بخش اداری

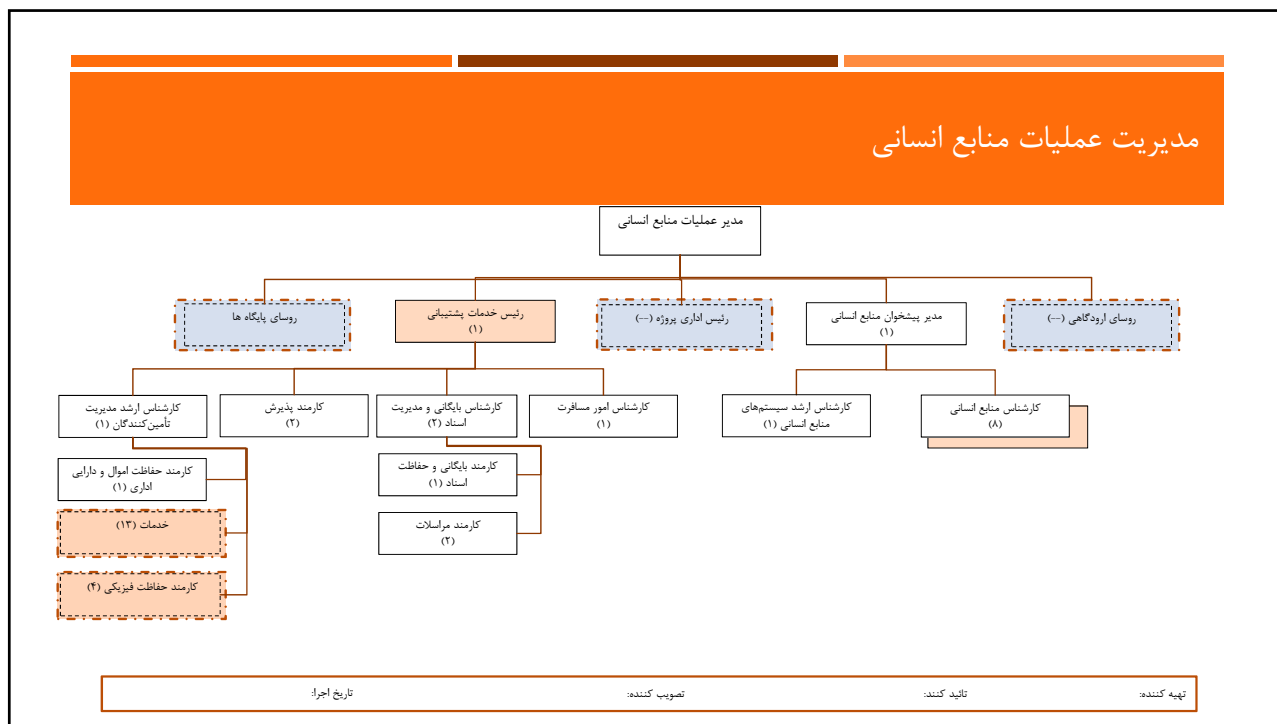


تاریخ اجرا:

تصویب کننده:

تایید کننده:


تهیه کننده:



- ۲۳%

# Payroll Costs HR Ratio

۱:۱۲۴



Welbourne ,Theresa M. (2011) Fast HR—Enhancing service excellence

Mercer (2011) Fast HR—Enhancing service excellence

Aon (2009) Trends in Global HR Shared Services

Iles, (2015) HR in a disordered world IES Perspectives on HR 2015