

Successfully Implementing a New HR System

Denbury Resources is an independent oil-and-natural gas company focused in two key operating areas: The Gulf Coast and Rocky Mountains. Headquartered in Plano, Texas, the company has more than 1,500 employees, over half of which are employed in field operations or in field offices.

Denbury realized a need to improve their reporting capabilities and provide executives with comprehensive company-wide data regarding compensation and performance. They required an HR information system upgrade and selected SAP's SuccessFactors. Denbury also recognized the need to identify an HR senior level Project Manager. To accomplish a successful implementation of the project in time for the 2015 compensation plan, an HR technology partner was also a necessity. They teamed up with hrQ to implement the system among tight deadlines and platform readiness issues. hrQ was eager to take on the challenge.

How hrQ Helped:

The project demanded immediate structure, and hrQ stepped in to provide two long-term resources: A project manager and an HR analytics consultant. The lead project manager was an exceptional former vice president of human resources who had strong systems, change management, and leadership skills. Her focus on innovative HR techniques that drive a business forward were a great match for Denbury's needs. She worked closely with a highly skilled technical compensation and HR analytics consultant who managed the systems implementation of the software, data migration, and systems. Together they were able to successfully step in and augment the internal HR team, partner with the in-house technology department, and manage the external software vendor.

hrQ's team collaborated effortlessly with the Denbury team to design the project charter and build consensus around goals, timelines, deliverables, and accountability. The synergies of the teams allowed hrQ to track the project on strict timelines and keep it running efficiently. Also, hrQ built tools, reports, and graphs and coordinated testing, training, communications, and implementation schedules.

Challenges:

The hrQ consultants successfully navigated many unexpected challenges, from data-integrity issues and software instability to platform readiness concerns and a lack of resources.

Outcomes:

The project—implementing the SuccessFactors compensation module—was implemented and functional on time and within budget. The finished project provided accurate and timely information needed by Denbury's executive team.

Since hrQ implemented this project, Denbury has expanded the scope of new systems implementations and has invited hrQ to remain on the project team going forward. Additionally, the project plan for implementing the SuccessFactors compensation module has been documented and vetted as a best practice for Denbury to share company-wide.