



## Workday and CHC Helicopter

### The Right HR Solution for a Global High Flyer

CHC is a pioneer of world-class offshore transport, maintenance and support, search-and-rescue, and emergency medical helicopter services. As the world's largest, safest and most advanced civil helicopter fleet, CHC expands horizons for more than a million passengers a year who want to go further, do more and come home safely. CHC's major operations are in Norway, the UK, Ireland, the Netherlands, Australia, Brazil, Canada, Africa and South East Asia.

James Hughes, the IT project director who oversaw the Workday deployment, stresses the importance of being up and running in a new country as soon as possible. Hughes explains, "With Workday, when we get a new contract in a region where we don't currently have a base, we can view our global talent, their skills, their current assignments, and then create a staffing plan for the expansion into that region."

Before CHC turned to Workday, its human resources capabilities were far from what the company needed to become truly global.

"CHC is comprised of about 90 companies that were acquired, but never merged, over 60 years," says Paul King, vice president and CIO for CHC.

"We had a collection of disparate systems with a strong tendency for information collection and analysis being done at the regional level. Planners in one region could not tap into the skills or excess capacity in another region. They were simply not aware of the talent available elsewhere in the organization."

Hughes concurs. "CHC was a billion-dollar mom-and-pop shop. If we wanted to do a headcount analysis, it would take weeks and a series of Excel spreadsheets," he says, "It was really hard to pull the right data together."

#### Everyone Votes for Workday

When it was acquired in 2008 by a private equity firm, many changes occurred and a new CEO was appointed in 2010. CHC launched an initiative to look at all of its dated and regional systems, including HR.

"We had more than 125 different legacy systems, with 80 percent internally developed," says King. "The software we had purchased had been heavily customized to the point that we couldn't upgrade." And, after deploying Salesforce.com, the company saw the benefits of the cloud-based model.



#### CHC Helicopter Business Case at a Glance

4,300 employees worldwide, with operations in 28 countries

\$1.7 billion in revenue (2011)

Headquartered in Vancouver, B.C., Canada

#### Workday Solutions

Human Capital Management

Expenses

Cloud Connect for Third-Party Payroll

#### Summary of Business Benefits

Staff savings of \$2.4 million through greater efficiencies

Run-rate savings of \$1.8 million in benefits for Canada and the U.S. by consolidating plans

Savings of \$500,000 annually through 50 percent reduction in HR-transaction processing

Ability to better evaluate the profitability of projects

Fast movement into new countries and consistent policies worldwide with global capabilities

Empowerment of field workforce and executive decision-making through Workday Mobile functionality

Timely and accurate expense reporting

Strategic role for HR

#### Workday Deployment Locations

**Americas:** United States, Canada, and Brazil

**Europe, Middle East, and Africa:** Norway, the UK, Ireland, and the Netherlands

**Asia Pacific:** Australia and Thailand

“CHC wants to focus on delivery of helicopter services and maintenance support, not on developing and maintaining software. In order to be a market leader, we need to leverage best practices globally, working with premier partners around the world,” says Hughes. “We do that with our clients. We wanted to do that with our software vendors as well.”

The company created a comprehensive business-requirements document that covered everything it needed in a new HR system. It wanted capabilities that would cover compensation and benefits, reporting, self-service, and expense management. “When the company asked the HR staff which product they thought matched these requirements, all of them named Workday,” says King.

The company compared other products with Workday offerings. “Looking at Workday’s usability and functionality, the decision was clear,” Hughes says. “The capabilities were far superior to the others for what we needed to do.”

### Instant Mobile Access

CHC’s senior executives, who were the first users of the system, were excited about Workday’s mobile apps.

“During our senior leadership meetings, our CEO will pull up Workday on his iPad, review headcount, open positions, and then discuss with the senior leadership team,” says Hughes. “That’s something the leadership could not do before. They wouldn’t even be able to accurately tell how many people were in a region.”

Now executives can see headcount, monitor approval processes, and access previously hard-to-find data from their mobile devices. “They have the information right then and there,” Hughes says.

### Saving \$3.8 Million

After a successful four-and-a-half month deployment, CHC quickly began to see real savings over its previous decentralized, ad-hoc approach.

King says, “We projected a \$3.8 million savings over a three year period with an additional \$2.8 million run-rate savings in the following years.”

“Areas of opportunity include the streamlining of benefits for Canada and the U.S., with a value of \$1.8 million. We also identified about \$2.4 million in HR staff savings through non-replacement of departing employees, deferring hires, and re-assignment of workers to higher value roles,” says King. “Plus, we are seeing other intangible benefits such as managers’ increased awareness of their teams’ skills and job experience. Not only are we saving over \$4 million by putting in Workday, we are going to have full project payback by the end of year two.”

Data from Workday gives CHC a firm grasp on its labor costs, which helps the company determine whether a bid is worth doing. “Sometimes we have to slow down a bit and say, ‘This is a three-month bid, do we really want to be going after that?’ Maybe we are not receiving a high enough level of return when we take into account all the preparation time and mobilizing and demobilizing a new location. Workday can help us with that determination,” says King.

The company is now able to set common performance standards, which enables it to manage talent around the world and retain the most valuable people.

“IT, Finance, HR, Legal—now that we’re all on the same system, we get together and actually do some cross comparisons,” says King. “By establishing common standards to evaluate people, we can direct the compensation pool to the top talent in the organization. That is a cost savings, because if you lose a top individual, you know how long it takes to recruit someone else? It costs roughly \$150,000 to find a replacement—and you lose all of that knowledge.”

CHC has also been able to readjust its workforce to operate more efficiently.

“It was great how we were able to transform our business by having the added visibility from Workday,” King says. “We can balance our departments and make sure we have the optimal number of reports per manager. It’s helping us realize that you don’t need five employees reporting to five supervisors.”

The company has been able to redeploy and avoid increases in headcount in some areas by spotting the inefficiencies. For example, a 50 percent reduction in transaction processing saved \$500,000 each year.

### Savings Through Accountability

Workday Expenses has enabled CHC to find even more savings in efficiency and accuracy.

King says that before the company implemented Workday, “Employees would fill out an Excel form, usually incorrectly, and not attach everything we needed. They would send it to the finance group, who would get frustrated, mark it up with a red pen, and send it back to the staff member. Very inefficient.”

“Now we have a common global form that guides the employee through the process and ensures completeness of the expense claim. The manager then reviews and approves prior to the finance team receiving the completed request,” says King. “The finance group gets cleaner information. The employees get their expenses paid out more quickly. This is a major benefit for a company whose employees spend so much time traveling.”

“Now when we assign people to projects, their expenses get tagged to that person, who gets tagged to a project. So, it is actually helping us understand our contract profitability better,” says King.

Now that reporting is more standardized, the company can see expense patterns and act accordingly with things like negotiating more favorable rates with hotel chains.

Project Director Hughes also notes that because Workday is so easy to use, employees no longer avoid expense reporting. During testing, this feature was so well received that the deployment team decided to turn on this module ahead of schedule.

“We had about 10 people do their expenses before we officially went live,” he says. “People were in there submitting their expenses and the managers were reviewing and approving them. We thought we would have to have in-class sessions to train people, but the process was completely intuitive and no training was needed.”

### Strategic Global Reach

Thanks to manager and employee self-service, HR is free from the burden of transactional tasks, allowing the department to function more strategically around the world.

“Now we have a payroll manager to look after payroll globally,” says King. “We have a benefits manager who looks after benefits on a global scale.” That means HR can work together with the business to set policy globally instead of locally.

“HR can actually partner with the business on decisions around headcount planning, growth, and opening up new bases—and not have to worry about the transactional side of it,” says Hughes. “When you consider the diversity of the countries we operate in and the footprint we need from our HR system, Workday has really provided that.”



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