



CLAYTON UTZ

Case closed on managing talent

CASE STUDY

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About Clayton Utz

Clayton Utz is a successful people-centric law firm, operating across all major Australian cities. With around 1400 partners and employees, Head of Performance and Reward Tracey Matthews' responsibility for supporting the firm's people strategy is significant but ultimately rewarding.

Tracey particularly loves the culture of Clayton Utz. "We have, within our partnership, talented individuals with diverse experience and from many different backgrounds. I think we are a culture that embraces difference. We like people to be themselves," says Tracey.

Opportunity for progress

As a firm with a strong emphasis on relationships and valuing individuals, Tracey felt that previous remuneration processes weren't reflecting Clayton Utz' unique culture as well as they could be.

Tracey was aware that more agile systems existed and recognised the opportunity to integrate them into the firm's People and Development strategy. She helped Clayton Utz to discover a more efficient way of managing the process of identifying and rewarding talent.

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Flexible system ticks all the boxes

After carefully deciding what they wanted in a new remuneration system, Clayton Utz extensively searched for the right vendor to partner with. The criteria were clear – comprehensive user interface; simple functionality; agile back end; and easy reporting and process handling.

After meeting with Pivot, Tracey found that she could connect with Pivot’s team members and saw them as the type of people Clayton Utz could have a long-term relationship with. “I found in Pip and the Pivot team a partner that we could work with closely as a firm. I admired their experience in the industry,” says Tracey.

Before implementation Pivot’s Chief Executive, Pip Youngman, led Clayton Utz through a strategic workshop to define their current processes and map out how to simplify those processes to align with the new system. “Pivot challenged us to think about how we could go back and look at our processes and simplify them rather than having the system necessarily fit our processes. I found that one of the most useful exercises in that very early phase, when we were trying to evaluate what exactly we wanted the system to produce. And Pip’s ability to bring us around the table, to start with a whiteboard and think about those processes was very helpful,” says Tracey.

In early development stages, Tracey found Pivot’s flexible approach was invaluable. “We needed to spend some time thinking about what our requirements were; being very purposeful about what we wanted to build. I found that dealing with Pivot there was agility there in how they were able to handle our requests. There was iteration at some points. We worked together to get the best solution for us,” says Tracey.

“The Pivot solution really ticks all the boxes. It enables us to take care of the administration in such a way that the interface with the user is quite friendly and agile. We also wanted the flexibility to be able to create all of our own remuneration letters, having a totally integrated system and avoiding any nasty errors that can occur when you have duplication in your processes.”

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Making life easier with increased functionality

Tracey's three favourite Pivot functionalities are smart access control; live data capture and extensive compliance reporting.

Access control

At Clayton Utz everyone is granted access to the system for exactly what they need. "Distributed access means that whether you are someone in my role who needs to have oversight of the entire process or whether I'm a Clayton Utz partner who needs to have access in their own right or using the feature of Impersonate, every user is able to interact with the system in a way that they need," says Tracey. "The system is also flexible enough to adjust accordingly with Clayton Utz's matrixed structure."

Live data capture

When Clayton Utz uses the system as part of their partner moderation meetings to determine lawyer remuneration, they are able to use it in a live format to capture the outcomes. Using the audit feature enables them to lock in decisions at the end of the meeting rather than consolidate them in numerous spreadsheets. "It's so important that everyone's views are captured accurately in those round table meetings and this tool provides the facility to do that," says Tracey.

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Compliance reporting

Tracey found the reporting features of Pivot to be very broad. “As part of the firm’s commitment to gender diversity, we needed to keep track of our progress on a range of gender diversity measures — including gender pay equity,” says Tracey. “The ability to be able to report transparently and accurately is vital.”

During the remuneration process, Tracey can pull a report at any time with the confidence that the data is accurate and no one has made any unrecorded changes. This enables Clayton Utz to simply and easily fulfil all requirements around diversity, performance based pay and other aspects of its people strategy.

Saving time, increasing value

Tracey is delighted with the outcome of the whole journey and is seeing real value in using the new Pivot system processes at Clayton Utz.

With the easy, agile system in place, Tracey and her team have streamlined the administrative side of People and Development, creating more time for connecting with employees.

“The time spent checking for spreadsheet accuracy now only takes a fraction of what it used to. This means that I and the rest of the People and Development team are able to focus on adding strategic value to the business and having meaningful conversations with managers and our leaders,” says Tracey.

Implementing Pivot has enabled Tracey and her team to reflect the Clayton Utz culture of valuing individuals’ unique contributions and building relationships.

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About Pivot Software

Pivot Software helps organisations use technology to improve their control over complex and often emotional human resource processes. We enable HR interactions that are meaningful and beneficial. Conversations between managers and staff are supported, and not replaced, using our solutions which are as easy to use as a simple website.

Remuneration Ally from Pivot Software enables you to improve your organisation's remuneration decisions by automating time-consuming tasks, gaining visibility across the entire process and empowering line managers.

For more information and resources, visit

Pivot Software (New Zealand)

Phone: 0800 216 256

Email: info@pivotsoftware.com

Address

Pivot Software
PO Box 20 348
Bishopdale
Christchurch 8543
New Zealand

Pivot Software (Australia)

Phone: 1 300 316 879

Email: info@pivotsoftware.com

Address

Pivot Software
Level 4, 350 George St
Sydney, NSW 2000
Australia

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