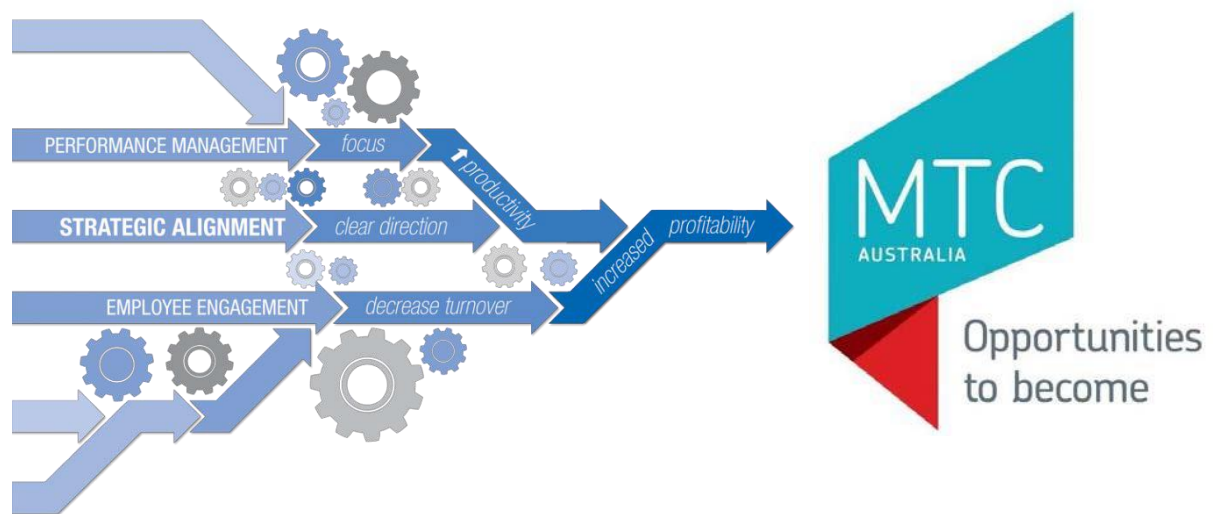


# PeopleStreme

## CASE STUDY MTC AUSTRALIA

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*Implementing a full HCM suite in a not-for-profit environment*



## The Client

MTC Australia is a not-for-profit (NFP) organisation that for the last 20 years has been helping people gain employment, skills training, work experience and greater self-confidence. MTC offers support through a range of training courses, employment services, youth programs and community initiatives.

Operating from more than 30 locations, with close to 500 dedicated staff, MTC delivers quality services to anyone at risk of social and economic exclusion. MTC assist over 35,000 people annually to complete accredited training, find meaningful work and become self-sufficient. MTC offer assistance to those wanting to make a positive change in their lives, enabling disadvantaged Australian's to become self-sufficient and less reliant on government support.

### *MTC Australia at a glance...*



### *The Challenge*

MTC obtain funding through federal and state based programs such as Job Services Australia (JSA), Youth Connections and the Skills for Education and Employment (SEE) program.

MTC's General Manager of People & Culture, Kalena Jefferson, explains that this grants based environment means an onus on efficiency –

*"If you're in a grant-based environment, your money is finite. So you've got to spend it really wisely and you can't waste money being inefficient."*

However, it is common for tension to exist between the social mission of a NFP organisation and the management of its performance.

This is because the NFP industry has developed with a different set of financial imperatives to the for-profit world. There is less reference to the bottom line, which can be a useful tool to bring about organisational efficiency.

Kalena Jefferson explains that *"people join a NFP to be benevolent, but in fact survival is all about performance"*.

While the profit motive might not be as strong in the sector, NFP's do need to emphasise the efficient use of resources.

MTC also belongs to an emerging class of organisations classified as 'social enterprises'.

This means that an annual surplus generated through government funded programs is invested in developing staff, the organisation, and to fund 'give back' programs for the community, such as Warakirri College and Minto Access Point.

At MTC there is an understanding that the most efficient use of time and resources means the surplus and the programs it funds, will thrive.

## The Search

The MTC procurement process was always about finding an integrated suite of Human Capital Management (HCM) products which could help drive efficiencies through the organisation.

However, MTC originally started looking at the suite from a payroll centric view. They believed that a payroll provider could supply them with the entire HCM suite. Kalena Jefferson quickly realised this was not the case –

*“Sitting in the Payroll demonstrations, I realised that none of the payroll systems could do performance properly. They do it in that ‘flat’ way which just automates a piece of paper. And it’s the same with recruitment and certainly L&D, they just can’t do it properly. So I separated out the brief – a payroll system and a separate suite of integrated HCM products.”*

From there, MTC decided to partner with PeopleStreme.



## Objectives

At the outset of the partnership, MTC's objectives for the implementation of the HCM suite were very clear:

- » Rollout an integrated suite of HCM products and processes – Performance Management, Talent Management, Learning & Development, eRecruitment, Induction
- » Maximise the efficient use of grant funding throughout all MTC operations
- » Maximise funding for MTC's social enterprises
- » Positively change MTC's organisational culture
- » Provide a framework for a new short term incentive (STI) scheme

## The Solution

PeopleStreme succeeded in a competitive tender process due to the “intuitive and robust” nature of their products, and because of their integrated suite of modules spanning the entire HCM lifecycle. Performance Management, Learning & Development, eRecruitment and WelcomeStreme were all licensed in 2013 as the key components in achieving the MTC objectives.

Kalena Jefferson makes it clear that licensing and implementing the full suite of HCM modules simultaneously was achievable and a key part of MTC's success –

*“We have an opportunity to affect a huge amount of positive change quickly, and so we are. I think that licensing the software all at once, and putting it in all at once is the way to go”.*

Ms Jefferson believes that the full suite solution brings the HCM employee life cycle to life, and employees are more able to see the connections of the components,

*"If you just implement one module, it is still really a fairly flat part of the process and it is missing an opportunity to engage the employee in the real benefits."*

Success in such an ambitious project needs to be planned for and MTC spent the best part of 12 months laying the foundations for the change internally. The HR team did extensive stakeholder work around giving and receiving feedback, how to conduct 1 on 1 meetings and managing under-performance.

Focusing on Performance Management, Kalena again explains,

*"We did a lot of stakeholder engagement beforehand – only 12 months before there had never been a performance process within the organisation. This meant that there was no real notion of what an individual's success looked like."*

So before the partnership with PeopleStreme, a lot of time was spent preparing staff and executives.

## The Results

5 months after making the decision to partner with PeopleStreme, MTC were live with the Performance Management, eRecruitment and LDS modules throughout the organisation. By the beginning of 2014, over 90% of MTC employees had set and signed off on a performance plan, and hundreds of prospects populated the eRecruitment database.

In a short period, the MTC investment in an HCM is already beginning to see organisational returns.

MTC management also understands the HCM suite rollout is ongoing and will continue to mature. For example, the Performance Management system has laid the foundation for the first short term incentive scheme to be introduced at MTC:

*"We have our first set of STIs going through in January. Before the PeopleStreme system I had no confidence in the targets, they were wobbly. We have been implementing a more modern style which is a shift towards saying "You're accountable at the frontline". PeopleStreme is helping with this culture change as we go."*

MTC is a strong illustration of the Not-For-Profit sector increasingly focused on the benefits of HCM. MTC also demonstrate that, with organisational backing and the right planning, a suite of HCM products can be implemented quickly across an organisation.



**PeopleStreme**  
Human Capital Management

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