Terex: Unifying HR and Engaging Employees to Build a Manufacturing Business Beyond Bias

It is no secret that manufacturing can feel like a man’s world. But workforce demographics are changing – and heavy-equipment maker Terex Corporation is helping make that happen. By putting diversity and inclusion at the heart of its global talent management strategy, Terex is onboarding **more women, veterans, and other underrepresented talent**. To support this mission, simplify and streamline HR-related activities, and increase engagement, Terex chose SAP® SuccessFactors® solutions.
Enabling Diversity and Inclusion at Work with SAP® SuccessFactors® Solutions

Before: Challenges and Opportunities
• Streamline and standardize HR processes and data
• Attract top talent, develop internal talent, and drive retention
• Build a more diverse and inclusive workforce

Why SAP® SuccessFactors® Solutions
• Single, central HR platform to support standardized, transparent, and equitable talent management
• Comprehensive tools for recruiting, onboarding, performance management, compensation, learning and development, and succession planning
• Mobile apps for anytime, anywhere access

After: Value-Driven Results
• Real-time employee profile and performance data to more easily identify strengths and address gaps
• Self-service tools that allow managers to drive talent strategy
• Self-reporting on personal career goals, helping ensure role alignment
• Consistent slide formats and automated generation, making it easier to compile and present data
• More-meaningful and more-effective performance reviews
• Significant annual savings on HR tools and implementation

“SAP SuccessFactors solutions provide a global, integrated, and cost-effective platform that meets all our needs. Improving our workplace and impacting the bottom line are big wins for Terex and for HR.”

Emily Dragone Campbell, Senior Manager, Talent Development, Terex Corporation

16.5%  $1 million
Women in leadership roles – with goal of 21.5% by 2023  In projected savings over 5 years by moving to the SAP SuccessFactors Recruiting solution

Terex Corporation
Westport, Connecticut
www.terex.com

Executive overview  Objectives  Solution  Results  Future plans

Industry  Industrial machinery and components
Products and Services  Lifting and material processing products and services
Employees  10,000
Revenue  US$4.36 billion

Featured Solutions
SAP SuccessFactors Recruiting, SAP SuccessFactors Onboarding, SAP SuccessFactors Compensation, SAP SuccessFactors Learning, SAP SuccessFactors Performance & Goals, and SAP SuccessFactors Succession & Development solutions
Bringing in a **Broader Spectrum of Ideas** to Build Better Equipment

Construction, infrastructure, transportation, energy, utilities, mining, and more all depend on lifting and material processing products and services from Terex Corporation. Boasting Genie, Powerscreen, and Demag as its three major brands, Terex builds the right equipment for every job. And for this, it needs the right people. But in the male-dominated world of manufacturing, it can be difficult for women and other underrepresented candidates to get a foot in the door. This is why Terex is focused on **improving diversity and inclusion**.

“We need a workforce that reflects the world today,” explains Emily Dragone Campbell, senior manager of talent development at Terex. “We want to attract top talent and develop internal talent so we get the best people and keep them for a long time.”

To pursue its diversity and inclusion initiatives and streamline HR in general, Terex needed to move away from time-consuming manual processes. “We had no system of record,” explains Campbell. “Talent reviews took so long, all we could do was make sure they got done.”

Safety training managed in spreadsheets made compliance tracking difficult. Succession planning was also cumbersome, requiring teams to sift through presentation decks. Then, if a senior HR staff member left, all that data left with them.

In short, without a **central talent management platform**, HR spent so much time consolidating and double-checking data, there was simply no bandwidth to pursue a broader, long-term talent strategy.
Widening the Net for Hiring and Promotion – Internally and Externally

Technology plays a big part in diversity and inclusion at Terex – from partnering with social media platforms designed for women candidates to standardizing HR practices enterprise-wide.

Terex has been using SAP® SuccessFactors® solutions to support its talent strategy for more than 10 years. Internally named the Terex Talent Management System (TTMS), the platform consists of the following solutions:

- SAP SuccessFactors Recruiting and SAP SuccessFactors Onboarding
- SAP SuccessFactors Compensation and SAP SuccessFactors Performance & Goals
- SAP SuccessFactors Learning
- SAP SuccessFactors Succession & Development

The SAP SuccessFactors Performance & Goals solution is the core of TTMS. “The first thing you do when you start working here is complete your profile,” explains Campbell. “From our CEO’s perspective, it is key to showing you take your job seriously.”

Career site builder within SAP SuccessFactors Recruiting was recently launched to help ensure the use of inclusive messages and images on career sites. SAP SuccessFactors Recruiting also allows Terex to track its most qualified candidates as well as the progress of open jobs.

SAP SuccessFactors Succession & Development was deployed to help eliminate bias in internal hiring. By including a clear record of employee interests, achievements, and development goals, the profile can be used for job placement – rather than just relying on managers to promote and nominate the people they know.

Executive overview

Objectives

Solution

Results

Future plans

100%

Of employees using SAP SuccessFactors Learning
Placing More Women, Developing Key Talent, and Improving the Bottom Line

With help from SAP SuccessFactors solutions, Terex is making significant headway in its efforts to eliminate workplace bias. Women now make up 16.5% of leadership and 12.8% of line operators, with a goal of increasing to 21.5% and 15.2% respectively by 2023.

By tracking succession information and making it accessible in real time, Terex can identify more women – and other underrepresented talent – for training, development, and promotion. This is made possible by:

• Self-reporting on personal career goals, helping ensure role alignment
• Instant nine-box generation, helping assess more employees, identify key talent, and improve retention of high-performing talent
• Presentations, an innovative tool that allows customers to construct talent review slides in record time based on live employee data
• Midyear calibration meetings with managers and executives that are more meaningful and effective

Terex is also launching a mentorship program that will help promote untapped talent. “Before, mentorship was based on your location or department,” explains Campbell. “Now, we have a robust program with a tool kit that matches people based on information in their profile. In fact, we just did a call for mentors and got 50 people right out of the gate.”

SAP SuccessFactors Recruiting is already making an impact by significantly reducing the cost of applicant tracking. “With recruiting in place, we really have a total solution,” says Campbell. “In all, SAP SuccessFactors Recruiting will save us roughly $1 million over five years.”
Continuing a Culture of Integrity, Inclusivity, and Opportunity

Looking forward, Terex will continue driving adoption of SAP SuccessFactors solutions and the programs and services they support.

“SAP SuccessFactors Learning is key to our ongoing investment in our people,” Campbell explains. “It is at the heart of Terex University and makes training convenient and cost-effective.” From helping ensure compliance and safety to enhancing soft skills and identifying and eliminating bias, these tools will continue enabling behavior that is good for workers, the company, and customers.

As the mentorship program evolves, Terex will begin tracking performance metrics. “The ultimate goal,” says Campbell, “is to encourage people to think about mentoring as part of their professional development plan.”

Campbell sums it up: “SAP SuccessFactors solutions really help HR ensure that we are engaging our teams and supporting managers by allowing them to be more self-sufficient. That accountability is critical. Five years ago, HR was pushing programs for performance, learning, and diversity. Now, these programs are much more powerful and impactful because they are driven by the managers themselves.”

As Terex continues to engage young talent who reflect today’s workforce, help veterans with good jobs, and reach its 2023 goal of a 19% female workforce, SAP will be there every step of the way. With help from SAP SuccessFactors solutions, Terex is achieving its mission to make the world a better, more equitable place.