

Report On

Customer Service Orientation of Human Resource
at Chevron Bangladesh

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
Brac University
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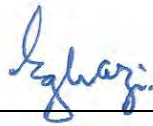
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

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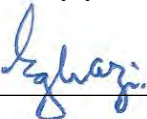
Subject: Submission of internship report on Chevron Bangladesh

Dear Madam,

This is to notify you that I hereby submit the report developed as a reflection of my internship experience in the human resource department of Chevron Bangladesh. The report titled ‘Customer Service Orientation of Human Resource’ was developed based on my internship period at Chevron Bangladesh working in the Operations unit of HR.

The submission of this report is the final piece for achieving graduation from BRAC University and I hope it will prove to be a worthy insight into the subject matter. I hope you will find the report detailed and well-articulated and if there are any queries, I will be glad to attend to them.

Sincerely yours,



Habib Ghazi

10304117

BRAC Business School

BRAC University

Date: August 7, 2021

Acknowledgement

The internship experience at Chevron Bangladesh was one of my first forays into the world of business and the classic “corporate culture”. It was also the first time I got a taste of how human resource management works as I was selected into the HR function of the company as intern.

There are a number of people I must acknowledge for being a part of this period of life and for supporting me throughout. First and foremost, I must thank Mr. Mushfiq of the staffing unit for assisting with the formalities in the smoothest manner. I must also thank the Career Services Office of BRAC University for assisting with a number of formalities regarding internship programs. I must also thank Ms. Tracy Rattray, Head of the HR function of Chevron Bangladesh for accepting me into the program.

The strongest gratitude goes to Mr. Ahmed Raseen Ahsanullah, my Supervisor and head of the HR Operations unit for being the mentor every beginner in the corporate world needs and for being patient while showing me the ropes. He has been an inspiration and working in his leadership has been pure joy. I am also grateful to Ms. Rifat Iqbal who was my colleague in the HR Operations unit for taking the time to teach me the basics before setting out on each project.

Appreciation goes out to Mr. Stawb Peter Halder who was always willing to give me tasks to help with learning and to Ms. Sarafa Zara for her guidelines that helped me complete one of the heaviest projects undertaken.

I thank Ms. Fabiha Enam of BRAC Business School for accepting to be my internship supervisor and for being instrumental to my learning during the development of this report.

Finally, my heartfelt thanks go to my family for being most supportive during such an important phase and for encouraging me to always try and give my best.

Executive Summary

Chevron Bangladesh has designed an internship program that ensures business contribution from day one. It is also known as one of the best employers in Bangladesh. In order to have that reputation, the company must be able to keep its employees delighted at all levels of their day-to-day activities. This report provides a look at some of those ways that are in place at the company.

To start off, the report looks at the service provider that is often not considered as such. The human resource function is a major service provider, without the services of which, company employees as internal customers would be rendered ineffective. A basic review of HR's structure and the various services it provides is provided at the beginning.

The GAPS model of service marketing is touched on next and how employees have certain expectations of service quality. How those expectations are met leads to perceptions being formed. The GAP that occurs is detailed here and solutions are discussed.

Further down the report, customer expectations & perceptions are delved into individually to understand what leads to their formation and how they can be managed. To figure out how gaps can be avoided, service development & design is explored in order to arrive at the ideal approach that should be adopted for satisfactory service quality.

The critical nature of integrated service marketing communication is discussed towards the end and examples are provided on Chevron HR's efforts to ensure consistency of communication through various channels. The report is ended on a note of what the future of the company can look like and some of the approaches recommended can certainly empower HR to become the most effective service provider inside the company, leading to extraordinary service delivery to the end customers.

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List of Acronyms

HR	Human Resources
HQ	Head Quarters
ATL	Above the Line
BTL	Below the Line
IT	Information Technology
ERP	Enterprise Resource Planning
MNC	Multi National Company
HRBP	Human Resource Business Partner
TR	Total Remuneration
R&A	Recognition & Award
HRMIS	Human Resource Management Information System
HSSE	Health, Safety, Security & Environment

Glossary

Above the Line	Marketing activities that are generally targeted to the masses and are visible to everyone. Examples include TV ads, billboards, etc.
Below the Line	Marketing activities that are more subtle and targeted to certain groups of consumers for getting contextual response. For example, offers through SMS to consumers of certain areas, discount coupons in newspapers, etc.
Upstream activities	Activity in the energy sector that implies extraction of natural resources and bringing it to the surface
Midstream activities	Term used for activities related to transportation & storage of oil/gas
Downstream activities	Term that refers to the processing of oil/gas products and delivering to end consumers
Servicescapes	The total environment in which the interaction between a customer and a service provider takes place while differentiating the customer experience.

Chapter 1

Overview of Internship

1.1 Student Information

This internship was completed by Habib Ghazi of ID#10304117 upon completion of all his courses required as part of the Bachelor of Business Administration Program. The majors that were completed as part of the program are Human Resources and Finance.

1.2 Internship Information

- 1.2.1 General details: The internship period was between 1st June 2014 and 31st August 2014, performed at Chevron Bangladesh's HR Department, specifically in the HR Operations team. The company HQ is located at Gulshan Avenue, Dhaka, Bangladesh.
- 1.2.2 Company Supervisor details: The supervisor from the company assigned during the internship period was the fabulous Mr. Ahmed Raseen Ahsanullah, who was leading the HR Operations team at the time.
- 1.2.3 Job Details: The Job Description included recruitment responsibilities that included resume aggregation and candidate communication, total remuneration support mainly for updating employee remuneration data, training plan development and support in execution and employee data management to name a few. The main scope of the duties was related to HR Operations with support to the other legs of HR.

1.3 Internship Outcome

- 1.3.1 Student contribution: As part of my internship, I contributed in a major way to organize the employee data warehouse in a way that can be easily tracked and maintained, including

a cataloguing system and digitizing the catalogue for easy reference. I also contributed by performing analysis of HR Operations' activity status and task completion statistics and presented the findings to the HR Leadership.

- 1.3.2 Benefit to student: I learned firsthand how HR practices are applied in an organizational setting and got context of all the theoretical knowledge I had been endowed with at University. I also got hands-on experience of world class best HR practices at one of the most renowned and progressive organizations in the world.
- 1.3.3 Challenges: The internship experience at Chevron was smooth sailing and I got a learning overdrive during that period and there were thankfully no issues or challenges as such.
- 1.3.4 Recommendation: The company can consider providing a structured plan of all the activities that are to be performed during an intern's time at the organization so as to prepare their mindset at the start of the stint.

Chapter 2

Organization Part: Overview, Operations and a Strategic Audit

2.1 Introduction

The objective of this part is to get an overall understanding of Chevron as a global giant in the Energy industry as well as an insider overview of Chevron Bangladesh, the standard practices, it's mission and vision as well as the ethos by which the company runs. The details laid out are based on information that is publicly available on the company's website as well as those that have been acquired during the internship period through learning exercises and observation. Of course, the details will only reflect that which would be considered non-confidential, which is also a limitation of that which is described. The scope reflects understanding of the Bangladesh operations with high level view of global practices and the insights are of significant nature as they are considered some of the best practices globally.

2.2 Overview of the Company

2.2.1 Chevron Corporation

Chevron Corporation is an American energy giant located in San Ramon, California and is one of the largest corporations in the world ranking 27th on Fortune 500 list of top 500 US companies and 26th on Fortune 500 list of top 500 global corporations. It operates mainly in the areas of oil, gas and geothermal energy including exploration and production, refining and marketing, sales and transport. It also claims to be the largest producer of geothermal energy in the world.

The Chevron Corporation started as the Pacific Coast Oil Company in September 1879 by Charles N. Felton, Lloyd Tevis, George Loomis among others. Over the years it joined with a number of

other companies and took several names such as Caltex and Standard Oil Company of California. More than a hundred years later, it formalized the name Chevron Corporation in 1984. The current CEO and Chairperson of Chevron Corporation is Michael Wirth.

The company's motto is 'Human Energy' which emphasizes the corporate belief that human beings are at the core of driving the business and that their contributions are central to producing all of the energy of the world. It also recognizes the need to motivate them and utilize their efforts as the main resource for sustaining business. As of 2020, the company employs a total of 42,600 employees in all of its operations in the US and globally.

The Chevron Corporation is one of six global companies such as Royal Dutch Shell and ExxonMobil that belong to the group known as Supermajors or Big Oil. The term describes the few giant corporations that dominate the global oil and gas industry and illustrates the influential power they exercise to impact the world energy market.

2.2.2 Chevron Bangladesh

Chevron Bangladesh is the largest producer of natural gas in Bangladesh, supplying approximately 55% of the country's natural gas consumption. It also claims to be the largest taxpayer as well as largest foreign investor in Bangladesh having production sites in 3 locations namely Bibiyana, Jalalabad and Moulavi Bazaar, with Bibiyana being the most significant. The sites' output includes natural gas and condensate which is liquid hydrocarbon produced with natural gas and has industrial use. The products manufactured are sold to Petrobangla which is the national oil company. The current President of Chevron Bangladesh is Eric Walker.

The company has its headquarters in Gulshan Avenue and employs around 1000 Bangladeshis alongside several expat employees. The employees comprise of those working in the head office

as well as the majority of those working in the field sites. The Chevron Bangladesh motto is ‘The Power of Human Energy’ stressing the company’s philosophy of the importance of human resources as being integral to the company’s growth and sustainability. That is why the security of company employees is foremost and has a track record of having minimal incidents. Employee effectiveness is also sought by ensuring employee satisfaction factors like work life balance measures and a favorable work environment are stringently followed, contrasting numerous counterparts operating locally.

2.3 Management Practices

Chevron Bangladesh has a very structured organogram which is also somewhat flatter than other similar organizations. As such, there is very little distance between heads of a function and the team members, allowing for empowerment and quick decision making. The management style is one of collaboration and two-way communication. Team members have regular meetings with the function head and discuss tasks to expedite challenges and fast-track priorities. At the same time, to keep inter-function work organic, there are regular townhalls with top management and employees where everyone is encouraged to speak up, voice concerns and also recognize good work.

2.4 Marketing Practices

Chevron Bangladesh is mainly in the upstream business, meaning that they mainly operate to extract and process the natural resources and then provide them to the state-owned organization. As such, there is very little ATL or BTL marketing activities since end consumers are not the target customers.

2.5 Financial Performance & Accounting Practices

Chevron Bangladesh is considered one of the profit centers in the corporation's Asia Pacific operations and as such has sound financial performance. It also adopts global best accounting practices with regards to its financial reviews and reporting. Compliance is a major focus of the company as it is a major contributing factor to overall image and reputation; Chevron believes in doing business the right way and as such follows compliant accounting and financial practices.

2.6 Operations Management and Information System Practices

2.6.1 Business Operations

The Chevron Corporation has three modes of operation which is general for the oil and gas industry. These three modes of operations are upstream, midstream and downstream. Upstream activities refer to the exploration and extraction of natural resources such as crude oil and natural gas to the surface. Midstream refers to the transportation and storage of said resources for processing. Downstream activities lead to actual manufacturing of the end products such as petroleum and gasoline by conducting various processes as well as marketing and distributing them for use by consumers. In Bangladesh, due to the nature of its business, the company adopts mainly upstream operations with some midstream activities. It also maintains its industrial operations following the highest standards of safety and security. It has very strict safety protocols in place and extensively trains each of its employees to observe them at all times.

2.6.2 Information System Practices

The Information Systems in place at Chevron Bangladesh are managed by a centralized IT team, which employs computer science and cybersecurity experts. The Information Systems operate in

a highly controlled environment with support of best-in-class sophisticated technology to ensure speedy work as well as security of company and people information.

Within HR, an ERP system by Oracle is in place to automate people data management and employee services. For internal communication and collaboration solutions, IBM's Lotus platform is utilized.

2.7 Industry and Competitive Analysis

2.7.1 Industry

Chevron Bangladesh operates in the energy industry, especially in oil & gas, a highly specialized sector that has very limited players and one which requires intensive investment. The industry is developing with enablement of local resources and Chevron is at the forefront, developing capabilities of local establishments while transferring know-how to local talents. As the country develops into a mid-income economy, the industry will play a significant role in supporting modernization of infrastructure as well as sustainability of the environment.

2.7.2 Competitive Analysis

As mentioned above, Chevron Bangladesh is in an industry that has very few, if not any, players. The company is able to play this leading role due to its history and years of global dominance in the technology intensive sector.

2.7.3 SWOT Analysis



Figure 1: SWOT Analysis of Chevron Bangladesh

2.8 Summary and Conclusions

In a nutshell, Chevron Bangladesh is one of the leading Multi National Companies in the country. It maintains a highly compliant approach to business and takes Health, Safety & Security practices to a whole new level. It is also a contributor to the development of the country and the economy, creating wealth as well as procuring the natural resources necessary to run the wheels of advancement. From an employer perspective, it is one of the best places to work in, with a world class work environment, fully supported by a diverse and inclusive culture promoting respect and collaboration. Teamwork is valued over individual work and recognition is practiced at all levels of organization.

2.9 Recommendations

Being an early entrant and having its operations in the country for more than two decades, Chevron Bangladesh has the opportunity to expand itself and explore new horizons in this country that is rich in yet unexplored resources. It would also be a great step to have more collaboration with local organizations and regulatory bodies, that would lead to development of local expertise, build communities, and further enhance the image of this well-reputed company.

Chapter 3

Project Part: Customer Service Orientation of Human Resource at Chevron Bangladesh

3.1 Introduction

3.1.1 Description of the project

This report is based on the 3-month internship experience undergone at Chevron Bangladesh's HR department. The report describes the general experiences of working in an HR department with a holistic overview of its operations.

3.1.2 Objective of the project

The main focus or objective of the report is to provide an in-depth look on aspects of service provision from both HR's point of view as well as internal customers i.e., employees. When service marketing is discussed, the external customers are always thought of. However, in the business environment, there are various other service providers, and the HR function is a major service provider within an organization. The service provision aspect is illustrated in this report in light of the projects undertaken and completed during the internship period.

3.1.3 Look into the Internship

An internship at Chevron Bangladesh was no. 1 on my list of top places to work for and I was thrilled when I got the call to sit for an aptitude test. The internship recruitment process at Chevron entails an aptitude test after a resume passes the initial screening which is followed by a panel interview of the candidate with 2-3 interviewers from the HR department and a line manager from

the department where the intern will be recruited into. Then a call is made to the selected candidates with the internship offer and a request for submitting a health check-up report.

I was selected in the HR Operations team of the HR department and my 3-month internship period was from 1st June, 2014 to 31st August, 2014. The official work hours were between 8.30 AM and 5 PM. During the tenure, I was tasked with objectives that spanned all of the different functions of the HR department ranging from recruitment activities like receiving and sorting resumes to making calls to candidates to analyzing and updating remuneration data of employees among other activities. Additionally, I was charged with performing activities that were relevant to the function I was selected in – HR Operations – and these included report preparation and representation, training planning and evaluation and data management to name a few.

3.2 Methodology

The major part of this report was compiled based on the experiences during the internship period and the insights gathered during that period have been related to knowledge of service marketing to create context. Certain projects and incidents have also been cited to provide concrete understanding of the subject matter. Research on the subject matter has been referenced to demonstrate the prospects of HR as a service provider worldwide.

3.2.1 Limitations

Since Chevron Bangladesh is a very security conscious organization, confidentiality is a major concern, and a lot of insights could not be provided as a result. There was very little room for conducting primary research due to the fact that aspects of company competitive edge could be jeopardized and was hence abstained from.

3.3 Findings and Analysis

3.3.1 The Chevron Bangladesh HR Department

The HR department of Chevron Bangladesh was headed by Ms. Tracy Rattray during my time at the company and it had four teams namely recruitment & selection which was overseen by Mr. Ahmed Sharif, HR Operations led by Mr. Ahmed Raseen Ahsanullah, HR Business Partner looked after by Ms. Nafisa and Total Remuneration & Benefits which was tasked to Mr. Stawb Peter Halder.

The team is a tight-packed unit of 16 individuals that knows how to balance work and fun to lead the entire organization by example and has been highly successful in achieving a harmonious workplace within HR and all other functional areas.

3.3.2 Breakdown of Chevron Bangladesh HR functions

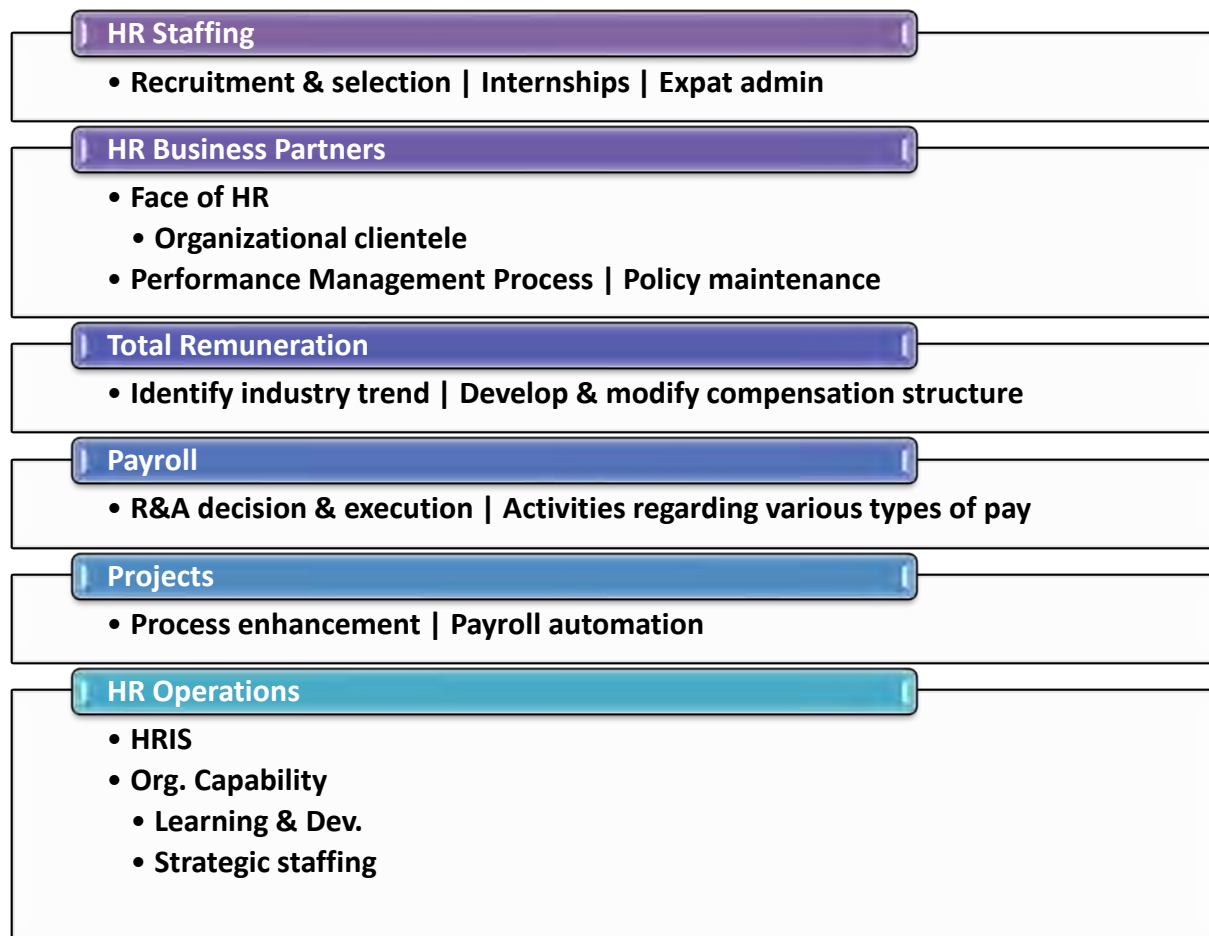


Figure 2: A basic look of the company's HR function

HR Staffing

As the name suggests, this team is the first point of entry for any potential employee of the company. The team is responsible for putting out job vacancies, creating a pool of candidates by collecting and filtering resumes, contacting candidates, evaluating candidates using various techniques like administering aptitude tests and interviews, making final selection decision and on-boarding a new employee by following up on medical check-up, granting facility access and

assigning workspace. The team works to recruit interns, contractual and full-time employees, staff members and also expatriate workers on a continuous basis.

HR Business Partner (HRBP)

This is a rather new concept being adopted at certain MNCs in Bangladesh. It was introduced by the HR guru Dave Ulrich in his book Human Resource Champions. To put it simply, HRBPs are HR's ambassadors to each of the other departments within a company. Instead of all HR administrators serving all employees of all departments without knowing their specific needs, a couple or more departments is assigned to each HRBP who will act as a liaison for those departments to HR and vice versa. For example, if the Finance department is in need of an accounting specialist, they will relay the request to the designated HRBP who will be able to give quality time and attention to that request as the BP understands the needs and modes of work of Finance. Same goes for the grievances of an employee of Procurement who will communicate complaints to the HRBP of that functional area for effective solutions.

Total Remuneration (TR)

The part of HR that plans and executes employee compensation and benefits is looked after by this function. Compensation and benefit packages are designed to suit different levels of employee performance and they're continuously updated as employee tenure and skill sets change in a dynamic manner. Employee groups include permanent workers, contractual employees, expatriates, etc.

Payroll

This section is involved in designing and allocating the different types of payments deliverable to employees. These types of payments are given alongside the basic pay and include such things as

gratuity pay, provident pay, severance pay, etc. The section is also tasked with keeping track of employees' performance and tenure based on which R&A is given. For example, employees who've been working with the company for the last 10 years are given tokens of gratitude and letters of recognition.

Projects

The projects team undertakes projects which have company-wide HR implications, such as projects initiated to revise or newly develop business processes. The goal of such projects is to streamline the work structure within the organization to bring in further efficiency and optimization. For example, while I was intern, the department had initiated a payroll automation project for a more efficient payment disbursement system.

HR Operations

This function plays a central role in that its tasks are focused on company people engagement and development. This team is in place to plan, design and roll-out people development projects according to the existing and future needs of employees for relevant skills and capabilities. Also, the function analyzes the status of employees in the company at certain times of the year and presents the information to company top management for an understanding of the company's people performance and decide if modifications are to be made. Another crucial mode of operations for this team is maintaining an HRMIS that is used by the whole department to provide automated services to the employees of the whole company while also managing people information in an effective way.

3.3.3 The Service Provision Aspect of Chevron HR

Just like FedEx is a shipment delivery service provider and HungryNaki.com is a food catering online service, so can Chevron Bangladesh's human resource department be seen as a service provider and an essential one at that. The customers in this case are the internal employees of the multinational who are so dependent on the function for enabling them to perform their day-to-day duties effectively. The HR department becomes a service provider to a person as soon as they become a candidate for employment consideration, to the day they exit the organization.

According to the Oxford Dictionary, a service is “the action of helping or doing work for someone.” In the context of the subject matter, Chevron HR is hence a service provider by performing the action of helping or doing work for its own employees. From setting up interviews for candidates, to smoothly onboarding them, to allocating resources such as workspace and stationery so that they may work with ease, to ensuring their safety, both financially and physically, the HR team is constantly providing the services to the internal customers to achieve optimum performance. The deliverables achieved from workers as a result can be seen as a service HR is producing for the company for it to be competitive. That is the ultimate goal of HR, as according to (Lee, 2013) “...the purpose of the HR function is to leverage human potential on behalf of the organization so that the latter achieves its MVSG (Mission, Vision, Strategy & Goals).” So, in the context of Chevron's HR being a strategic partner to the company's operations, the end consumer for its services would be the organization and employees would be receiving its services in order to be enabled to serve the company's interests. In the same article, (Lee, 2013) asserts that “An HR function that exists to serve employees might as well be a social service...in contrast to a business. A strategic HR department enables, empowers, and engages employees for the purposes of the business...”

3.3.4 Services of the Different Sections

Here is a brief look at how the different sections of Chevron Bangladesh's HR department are enabling and empowering employees with certain services so that the ultimate service can be provided collectively for the organization's way ahead.

HR Staffing

Chevron HR's belief is that every applicant with the eligibility criteria met will be called to prove themselves either by attempting aptitude tests or facing interviews among other recruiting methods. In this case it enables the line function and its manager(s) with the necessary information and setup so that they may be able to make the best person-job fit selection. This selection is critical according to a study that says staffing/employment/recruitment was cited by 52% of respondents to be the top critical factor for HR's contribution to business strategy (*HR's Evolving Role in Organizations and Its Impact on Business Strategy*, 2008).

The HR Staffing team mainly acts as a mediator to bring the right pool of people for the right job using various means, prepares all the materials for tests or the proper venue for an interview and schedules appointments between interviewer and interviewee. Once selection is done, the team provides such services as providing employee identification and access, collecting records, providing access to company IT network, etc. so that the new employee is enabled to perform from the first day.

A major service provided by this team is that of expatriate staffing and management. Chevron Bangladesh employs a number of expatriate workers in its headquarters as well as its sites in Jalalabad, Moulvibazar, etc. The HR staffing team overlooks the entire process from acquiring permission from the government's Board of Investment to onboarding them in the local

organization to formally oversee processes at the time of their exit after end of tenure. All the details in between are taken care of by this team such as finding place of accommodation, completing paperwork for immigration of family of expat, ensuring of local transport, etc. The services provided are of major business implications and the success rate to date has been very high, evident from the post-service remarks and smooth process of arrival & departure of expats over the last many years.

HR Business Partner

In an article on the HRBP model, (Pillsbury, 2013) describes business partners as “...sales representatives of HR at the internal clients and they can provide guidance to the managers how to interact with Human Resources and what is necessary for the successful cooperation.” That is what HRBPs do; they figure out the needs of the customer and then customize those solutions to serve the needs. They then regularly follow-up to ensure the solutions are effective. That is what classic service looks like. Services by HRBPs range from introducing new HR policies to a specific departmental team, assisting with performance improvement plans of those teams and resolving grievances, among many others.

Total Remuneration (TR)

Service in exchange of service is what identifies this team. Employees offer their services for the desired performance of an organization. The total remuneration section offers payment services in exchange of employee services and this is a crucial component of HR. There is a lot that goes behind designing remuneration for each employee, evaluating pay as employees progress through their careers and disbursing payment of the right package at the right time. The service provided is highly time-bound and crucial for employee satisfaction as (Horvathova & Mikusova, 2011)

point out that remuneration “...provides the basis on which to determine...a “rate of pay” that is fair, consistently applied across all jobs and that is competitive with market trends.”

Payroll

The payroll section determines and provides additional pay given to employees alongside basic pay and also rewards employees for tenure & performance. This service requires HR to be proactive and ever aware so that all employees are kept motivated to give their best at all times. It is also the service that leads to higher customer retention and loyalty as employees are given a sense of belongingness and being taken care of by their organization.

Projects

The main purpose of undertaking projects is so that HR can provide services to all employees in the most efficient manner, decreasing lead-time and error occurrences. An automated payment method, for example, will enable remuneration personnel to ensure timely disbursement of pay to all employees simultaneously with minimal chances of disbursement failure while also providing them with automated responses to their queries. Such projects bring about services that enhance employee performance and satisfaction.

HR Operations

This section of HR formulates many of the services enjoyed by all employees of Chevron Bangladesh. Readily available information is critical to making decisions and this team performs the service of gathering and distributing information to HR and company top management to make strategic decisions regarding not only people performance but also the performance of the company within the competitive and highly regulated business environment.

Another service sought often by employees from HR is personal and professional development. “It (training & development) also focuses on their career development, thus expanding individual, group and organizational effectiveness” (Niazi, 2011). This can be provided in the form of training and education of employees and is a service that determines attracting and retaining the best resources.

3.3.5 The GAPS Model of Service Quality

The GAPS model of service delivery, developed in 1985, outlines that when it comes to service quality, customers exhibit expectations regarding the quality of the service provided and once consumed develop perceptions based on experience. The difference between the expected service quality and the perceived or actual service quality is the gap between the two. This is the basis of the GAPS model.



Figure 3: The Customer Gap

The model states that customers will have some preset expectations of service quality based on previous experiences and the state of similar offerings in the market and they will evaluate those expectations with the actual experiences. If the quality of the perceived service is lower to that of the expected service, customers will be disappointed and dissatisfied. If actual service delivery meets expectations, then the customers will express satisfaction. If actual service quality exceeds expectations, customers will be delighted and a lot of benefits to a business can be achieved such

as highly loyal customers who exhibit stickiness to stay with the organization as well as spread of good word of mouth regarding the company's business.

The customer gap model holds true for external customers of a business and the same can be the case for the internal customers of the organization, that is, the employees. Employees have certain expectations in terms of the quality of the services provided to them by the organization as well as the actual experiences obtained from those services. Whether the services experienced by employees meet or exceed expectations will determine the level of dissatisfaction or delight expressed by employees. The major provider of services to internal customers in an organization is the HR department. The task of ensuring the gap is as minimal as possible to ensure maximum employee satisfaction due to a positive perception of service quality lies with HR and its ability to tailor various services to meet the most important needs of employees.

The consequences of a major gap in service quality can be very expensive for a business. The recruitment process for each employee is very costly and the costs mount as the employee is trained and developed with business knowledge. If due to poor services provided over prolonged periods the employee expresses dissatisfaction and the gap widens, the employee may leave before the company can make up on the investments made on that employee and it will reflect poorly in the company's turnover numbers.

In their book, (Zeithaml, et al., 2011) explaining customer expectations say "The sources of customer expectations are marketer-controlled factors (such as pricing, advertising, sales promises) as well as factors that the marketer has limited ability to affect (innate personal needs, word-of-mouth communications, and competitive offerings)." Likewise, candidates and eventually employees develop expectations that are based on recruiter-controlled factors (job offers, promises of development and training, attractive benefits) as well as factors that the

recruiter and the organization has lesser ability to affect (highly competitive pay, reputation in job market, personal needs for development). Fresh graduates joining an organization for example, have idealistic expectations of high starting salaries, international assignments, world class work environments and a diverse work culture. Similar expectations are seen in experienced employees moving between jobs. This occurs at times due to colorful job offers with overblown promises of service which will make employee lives better, that are all too soon overshadowed by the reality of the job once the new employee joins, leading to a wide gap between expectations and perception of service quality that was provided. For a multinational company like Chevron in Bangladesh, the company has to balance all of these expectations which are very much a given and tries to tailor its offerings, its way of work and its overall environment in a way so that the service quality as a package is perceived to not only meet those expectations but exceed them. What the company does is instead of focusing on one element like a very high base pay, it tries to balance all of the elements such as a congenial work culture, industry-standard pay, work-life balance, variation of tasks and intensity of work so that the whole package of services seems like a great deal when looked at together. To create this balanced mix that will create a highly satisfied and loyal work force, the company's HR takes into account Maslow's Hierarchy of Needs model to understand what elements, if attended to properly, will satisfy and motivate people to give their best with the company's interest in mind. (Jerome, 2013) cites Maslow as stating that "The cultural framework of the organization should reflect the fact that employees' physiological and security needs are paramount; therefore, when such needs became culturally focused, performance will be improved tremendously in that organization."



Figure 4: Maslow's Hierarchy of Needs

In order to shorten the gap as best as possible, Chevron's HR approach is to ensure that people's expectations are not only met but exceeded. This is done by attending to the most basic needs of appropriate pay and benefits and then creating the work life structure in such a way that they are provided a place where they are physically and mentally safe, where they have a culture that encourages seamless social interactions, and where they are able to develop a strong sense of self by working for such an esteemed organization that creates opportunities for them to realize their own self-actualization ambitions. The Hierarchy of Needs model can be utilized as a basic reference by the HR function of any organization to understand what expectations employees have of their employer and the services needed to be provided in order for employees to experience them in a way that exceeds expectations on a continuous basis.

There are four gaps – called provider gaps – that need to be closed in order to close the customer gap and the provider gap occurs from the side of the organization providing the services. The provider gaps are mentioned along with approaches by Chevron HR to overcome them.

The first provider gap is the listening gap, which is the difference between customer (employee) expectations of service and company understanding of those expectations as it may not accurately know exactly what those expectations are. Therefore, Chevron's HR provides the service of HR business partners so that they may act as close contact points to the end customers, understand what expectations of service they have and respond suitably.

The second gap is the service design and standards gap. This is the need to set in stone what those expectations are and whether services are designed to be able to meet those expectations and proper standards are in place to measure quality. If appropriate services are not designed, the gap tends to increase. Employees expect timely payments of salary, prompt response to health benefit disbursements, easy to understand employee codes of conduct, etc. The total remuneration section, HR operations team and projects section primarily ensure that the services are designed to be employee friendly and that there are proper benchmarks to measure service quality.

Third is the service performance gap which is whether the actual services delivered are of excellent quality and whether they meet the design standards set. For this, there are certain evaluation methods in place. An example is the post training evaluation of trainers that the HR Operations team conducts after every employee development project. Training is a core service provided by HR to Chevron's employees and the trainer evaluation examines whether the service provided actually performed as it was designed based on trainee feedback. Another way of ensuring that services deliver the way they're designed to is done again by the presence of HR business partners

who gather feedback from their assigned departments of service quality after services have been provided and inquire if there is presence of any discrepancy.

The last gap to be taken care of is the communication gap which illustrates the difference between service delivery and the service provider's external communications. This gap occurs when an organization's HR promises services such as high value training programs, employee benefits such as leisure facilities within the workspace and regular evaluations which may lead to promotions, raising employee expectations via information that may not be accurate. This is avoided as the HR business partner role acts as the single point of contact for all employees to HR and the business partners all provide unified information and/or guidelines funneled directly from the HR & company top management.

The GAPS model of service quality may be a simple concept, but its implications are numerous for Chevron's HR as any increase in a gap between employee expectations and actual experience of service can damage the highly maintained reputation of the company in Bangladesh and abroad, which may potentially raise issues of labor mismanagement. Hence, the company approaches the matter with global best practices for achieving internal customer satisfaction and loyalty. This is also the reason the MNC enjoys such a commendable low rate of attrition.

3.3.6 Chevron Bangladesh's Internal Customer Behavior

Just as the fuel refill stations are one of the external customers of Chevron's products worldwide, the employees of Chevron Bangladesh are the internal customers of the company's HR department. Hence, the customers have expectations about service quality from HR and based on its deliverables, forms perceptions of how well those expectations were met. If they are met, then customer satisfaction is achieved, leading to a more harmonious work environment, better productivity and efficient output. However, what happens when expectations are not met? Internal

customers cannot just switch to another service provider, like an external customer would. What will happen is that dissonance will be created among service seekers and providers, leading to a malfunction in performance and eventual disintegration in the proper functioning of the business. (Earl, 2004) in her article illustrates this best, saying “Like gears meshing in sync, interdependent business units meet each other’s’ needs, work productively together to meet common goals, and deliver high quality products and service to the external customer.”

Chevron Bangladesh HR’s customers mainly entail the Finance department, the HSSE function, the External Affairs department and all general employees of the company. For example, the Finance team is a very demanding customer, and its demand is time bound. They will seek input from the Total Remuneration function of HR within a specific date every month and will become very impatient if that input is late by even a day, which means that TR must work overtime if needed in order to keep this impatient customer satisfied. The HSSE function is another type of customer and it’s unique in the sense that it won’t allow room for any error with regards to employee well-being. For HR, this means that they have to assist HSSE by ensuring employees are made aware, individually if needed, of company policies regarding safety & security and administer materials and sessions to embed these policies into employees’ day-to-day work.

Chevron’s employees are part of a larger community of workers of the country and the External Affairs department must ensure that the organization and its employees are compliant with local regulations. They will hold HR accountable in case of any breach, and so, HR has the task of conducting background checks at the time of employee on-boarding to ascertain that an incumbent won’t be cause for any local regulation violation. It must also create Code of Conduct material and provide relevant training so that employees are better prepared to not violate local policies as well as Chevron’s global policies while they are on the job.

General employees of the company also seek various services from HR in their day-to-day operations and such services may include requests for employee development opportunities, information on internal career opportunities, filing of grievances, etc. These customers are always seeking answers straight away and are very prone to dissatisfaction at the first sign of delay. HR's job is that much more challenging, in that they have to be prepared at all times with updated information and must be willing to go out of its way to provide solutions to every kind of challenge.

Another internal stakeholder that Chevron Bangladesh's HR has to cater to is the regional and global headquarters of the company. These customers regularly seek updates on things like workforce diversity, number of hi-pots (high potential employees), field worker numbers vs. headquarter number workers, and general workforce updates. These demands are met by providing up-to-date reports that are performed on a quarterly basis by the HR Operations team.

In a dynamic organization like Chevron Bangladesh with a high-performing workforce that strives to provide products and services of global standards to external customers, the company's HR must be on stand-by to provide all the necessary support that may be needed by the employees. Since the workforce is very dynamic, so are their needs for HR services, which mean that they form numerous expectations of a world-class HR team. Based on the services received customers will compare the provided output by HR to their expectations and inevitably form perceptions of the quality of the service. The HR team's challenge as a service provider is to exceed those expectations and maintain the perception of its employees (internal customers) and others that it is one of the best providers of quality HR services in the country.

3.3.7 Expectations from HR

Speaking of customer expectations, (Beard, 2013) believes that delivering quality customer service and achieving positive customer perception must start with understanding customer expectations, which is influenced by personality, lifestyle, word of mouth of employees of other organizations, information available online and experience. It is very important for Chevron's HR to identify the characteristics of its customers as well as identify their needs & wants, based on which it can modify the way it wants to project itself and offer its services.

The characteristics of expectations from Chevron's employees of the HR department can be understood as follows:

Basis for expectations – Chevron Bangladesh's employees are of the belief that the HR team of their company is comprised of highly capable individuals and are the best of the best within the industry. Based on this, they will go in always expecting a very high standard of service such as answers to all sorts of queries on the spot and solving of the most complex issues as & when requested. This can be seen as over expectation and gives the HR team that extra challenge of meeting those expectations.

Expectations of the service process – since they will be interacting with a highly trained team, customers expect the entire process of their dealings with HR to not only be satisfactory, but delightful. So, when hiring for their own function, they won't just settle for the administering of the recruitment & selection process but will expect that HR takes care of all details such as providing all logistical support & conducting the orientation of the new employees.

Expectation of relationships – customers seek relationships which are comfortable for them and will resort to even seeking service from individuals who may not be appropriate for that service.

For example, when seeking information on available trainings, they may ask people they know from HR instead of asking the talent manager directly. This is because they find that individual reliable or simply like their approach. HR's service providers must be capable to help such customers by guiding them through the appropriate channels and still maintain that level of trust & comfort.

Managing promises – In order to not over promise, create high expectations and then under deliver, it is very important for the HR team to be aware of its own capabilities. The risk with over promising is that, in order to appeal to customers, the service provider may lose sight of what it does best and what its customers need most and attempt to offer features that may be considered good to have at best but not essential. Rather, the team should analyze the needs most relevant to its customers and find efficient & effective ways to satisfy them using the resources at its disposal, thereby creating goodwill.

By looking at the above points, it's clear that the HR team must not only manage expectations, but also set expectations for their customers. There can be an unspoken Service Level Agreement or SLA whereby the recipients of HR's services may be aware of the norm for receiving a specific service. This norm of expected service delivery time can be set by HR but then its individual members can set it in such a way that it can be easily attained with room to exceed expectations. For example, the implied SLA time from the Expat Admin team of HR to recruit & on-board expat workers may be set at six weeks. In this case, the expat admin team can surprise & impress the procurement department that requested the expat's recruitment by completing all procedures within four weeks and completing organizational on-boarding within one day! The procurement department would be pleased that they got their person with minimal follow-up and in two weeks ahead of time.

In order to make things easier for the service provider, they can categorize their services and decide what expectation level to set for each. Some services are sensitive such as payroll, tax management and performance evaluation where there is little room for error and customers expect highest level of diligence. There are other activities that are routine such as putting out job openings and conducting job interviews which are on a more regular basis but are nonetheless important. So, the HR teams needs to collectively categorize and set expectation levels for each service type which makes it easier to set benchmarks and then measure actual delivery against those benchmarks.

A very effective agent in setting realistic expectations for customers is the HRBP team. They are the ones that branch out to the rest of the organization and take the services of HR to the doorsteps of customers. They can constantly remind customers of what the reality is and what to expect from HR at different times and for different services.

3.3.8 Perception of HR as a Service Provider

Perceptions of service quality are developed by customers when services meet expectations or fail to do so. It is the result of the service provision process and modification of the customers' perception to their favor is one of the goals of service providers; in other words, it is the assessment of actual service experience. Unlike external customers, a company's internal customers don't have the option of switching from one HR service provider to another. In these cases, if the HR service provider cannot meet expectations of its customers on a continuous basis, extreme dissatisfaction will be expressed by the customers who will mark the HR team as obsolete. Once obsolete, there are only two options – either get replaced by a new team or individuals or have the HR function outsourced to an external party, which may prove detrimental for an organization in the long run.

Chevron's HR team aspires to be as far from being obsolete as possible, and for that it has to ensure that it meets requests, needs and deadlines (expectations) on a consistent basis and leads to the forming of the perception within its customers that not only are they being served by a highly reliable team but one that is considered one of the best in the country.

In order to keep this team constantly relevant, the organization ensures that the HR team members renew themselves by participating in the best training programs on offer that updates their skills-set for them to be able to give complex services in an effective manner. These trainings can range from communication skills development sessions to people management & practical leadership workshops to intensive courses on project management and other professional certification programs. The organization may contribute to employees joining these programs so that they are better equipped to serve the organization and its internal customers' needs in the long term. All of this is done so that the perception of the company's internal customers, and by extension the external ones, is matched closely with their expectations.

3.3.9 Understanding perception of customers after training program

Chevron's HR undertakes numerous training programs for employee development which can be conducted by in-house resources or outsourced training providers. During my first month of internship, we organized an intermediate level training on 'Work Plan & Task Prioritization' by an external trainer. After the training was complete, we asked the employees to perform a training evaluation and rate the trainer by providing both objective as well as subjective feedback.

Prior to starting a training program, the respective HR team briefs the trainer on what the training objective is & what the outcome should be. This is also aligned with what employees expect of HR when they go for one of its trainings; they expect their development needs will be met and the

training should give them the feeling that they have learned new things. Once the training is over, the evaluation is done to match the company expectation – and conversely employee expectation – with the delivered results.

With the feedback recorded, I was tasked with plotting the data to provide a visual representation of how effective the trainer was. Below is an example of how that looked like using dummy data.

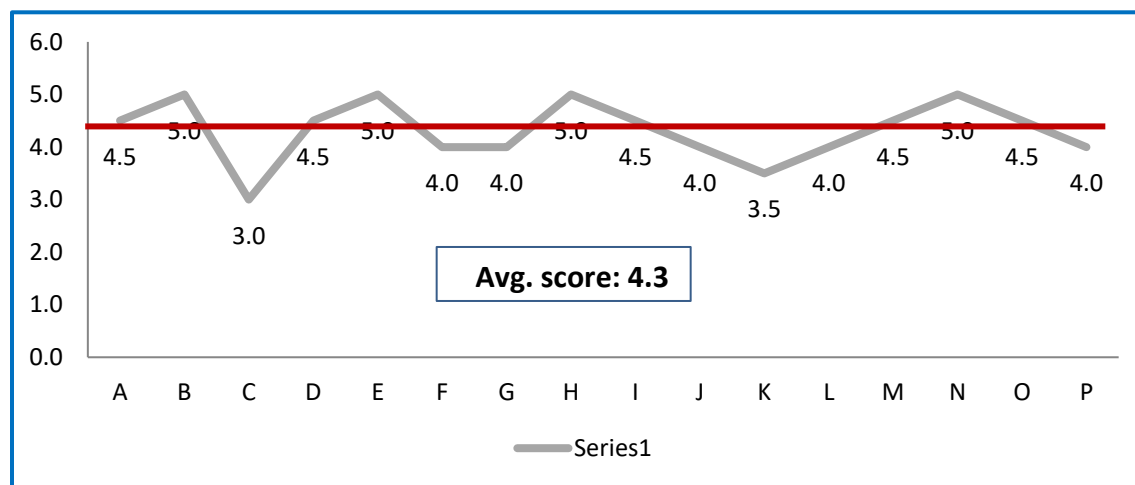


Figure 5: Training Evaluation Feedback

The metric used in the evaluation was a score of 1 to 5, with 1 meaning the trainer was not able to stick to agenda and 5 meaning the trainer covered the agenda and added extra value to incumbents. As observed from the graph, the general consensus from trainees was that the training was quite important and that the trainer had been deemed effective, with the trainer garnering a satisfactory 4.3 average score out of a possible 5.

This is an example of when perceptions are formed based on expectations and according to the example above, the gap was very small as employees had expectations of their needs being met and left the training venue with the perception that, as usual, the HR team is adept at mobilizing

the best resources at its disposal to ensure that employees are able to develop themselves not only for the organization's needs but also to widen their skillset.

The opposite would have been hazardous. Had the employees, who are usually on a very tight work schedule, left the venue feeling underwhelmed with the sense that they wasted their time, they would have lost faith in HR's ability with regards to organizing up-to-the-mark training programs. They would express dissatisfaction feeling that they had been treated unfairly as their counterparts received the right kind of training and they missed out even though they were served supposedly by a very able HR team. They would even be reluctant to participate if similar opportunities came in the future, undermining HR's central role in keeping the workforce strategically aligned in a highly volatile industry.

One aspect of the evaluation was to understand the current perception, while the secondary aspect was to gather insights on areas of improvement so that the trainers are able to meet expectations better the next time, delight trainees with enjoyable sessions and form even more favorable perceptions in the future.

This is but one example of the complications of perception management and how so many aspects of a service provider's success depend on it. Based on the right perception, organizations and teams can maintain their competitive edge, and consistently maintaining perceptions can help attain customer satisfaction.

3.3.10 Listening to Customers Through Research

In order to be able to provide service quality, customers' expectations have to be identified accurately. In order to understand expectations and perceptions of services, the marketing research can be an essential approach. HR's customers are working within a larger market of services being

provided to people resources across organizations; just like external customers, people resources are being constantly targeted by competitors through various means of communications in order to attract and retain the best people, which is why the offerings within these markets must be known so as to enable companies to devise a competitive edge.

There are many ways a gap can be created between expectation and perception, which may lead to customers looking for alternatives. Expectations can arise out of work culture, serving a meaningful purpose, remuneration, learning opportunities, etc. If perceptions fall short of expectations, dissatisfaction & the search for options kick in. But what leads to this gap to form in the first place? One of the leading reasons is not conducting market research or conducting research but not doing so specifically to identify customer expectations. Conducting that specific research can help service providers become attuned to the changing customer mindset.

At Chevron Bangladesh's HR, this need for market research and leading market trends was evident. Two practical examples can be given for the Expat Services function, the Total Remuneration function and performance evaluation.

Expat Services

As this function deals with the customer lifecycle management of expat resources in the company, service quality expectations can be described as monumental. These customers will compare their expectations with those of their home countries, mostly in North America & Europe and the differences are supposed to be stark. Keeping to those expectations & exceeding them requires the service provider to be aware of the benchmarks or requirements. This is done through research as initially the incumbent can gather information about the standards of services being provided in

the home countries of expats. Services here can mean things like accommodation, transportation, security as well as salary, moving allowances, bonuses, etc.

In order to understand the expectations of the expats, the expat admin service provider can conduct basic research on the standard compensation and benefits offered to employees in select countries from where expats generally come from to work in Chevron Bangladesh. Once that information is collected, and in order to craft the desired perception, the more important bit of research is done in Bangladesh to know what similar organizations are offering to their expatriate workers and the range of pay based on pay scale. This local research is important because with only one set of data, there's the chance of paying too less, which can create negative perceptions and even objections; there's also a chance of offering too high based on home country data only, and companies always target offering the optimal package due to things like budgetary plans and financial efficiency. With the two sets of data, the expat admin can make a more informed decision of a very appropriate package that can be offered to the expats.

Total Remuneration

Compensation and benefits is a core HR function and is directly linked to critical aspects of business performance such as employee motivation & satisfaction, staying on the course of company strategy, target achievement, etc. Without research, such a critical function can deviate way off course and lead to the dysfunction within the organization and the business. To avoid this from happening, companies need to stay on top of current market trends and customer (employee) demands to ensure smooth performance of its workforce. To do that, periodically, the Total Payroll function conducts a requirements research which “involves identifying the benefits and attributes

the customers expect in a service” (Zeithaml, et al., 2011). By performing a requirements research every five years for example, the company can determine what aspects of remuneration that requires updates, take the feedback from customers on what essential changes need to happen, select the most urgent ones and attempt to improve those aspects for ensuring customer satisfaction; this also helps demonstrate good faith by the company that it always has the customers’ best interests in mind.

Next, a common practice to revise a company’s compensation and benefits is to compare its current pay structure with organizations in the market that are in the same industry or have comparable revenues. To do this, an assortment of six to eight companies is taken in a basket and their basic salary plus the benefits that they provide as well as their value are all taken into account. There are various methods of compiling such data. One could be collecting it from research firms such as Nielsen & Deloitte that provide such data upon demand. After benchmarking, it is then decided whether a salary revision is required as well as what benefits can be added or discontinued, the value for each of them. Since Chevron Bangladesh can be considered to be a compensation leader, i.e., their compensation structure leads in the market and many others set their compensation standards to it, the company will ensure that it sets its remuneration above the results of the reevaluation.

In order to be proactive and be prepared in such a volatile market, a research technique the company can practice is the Future Expectations Research. As the industry shifts and as customer needs change based on a changing economy, the company must not only be planning for the updates needed now but the updates to its structures that will be needed in the near future. This approach will not only help with regards to forecasting and budgeting but will also help the company maintain its stance as the industry compensation leader.

Performance evaluation

There are several techniques to evaluate performance that have been developed over the years and some of them are running outdated. To determine the successful approaches to development & performance evaluation, the existing model can be modified based on research of techniques being used by multinationals not only in Bangladesh, but also around the business world.

For a company like Chevron Bangladesh, its service providers base their offerings on both quantitative as well as qualitative research. The numbers are not always enough, and the human aspect of services must be considered; sometimes qualitative data that makes more sense with regards to enhancing employee experience shall be opted for above logics and figures.

3.3.11 Building Customer Relationships

The relationship building process at Chevron Bangladesh begins from the very start and it is not a passing act but a process with relationship focus in-built. Since HR is the first contact point for all incoming personnel at the company, it has to ensure that a long running partnership can start building from day one.

The on-boarding process

From the moment a potential employee walks in, to the moment a long-time employee says the final good byes, the process in place ensures that they are looked at as partners in business development.

Customers as strangers: a job applicant can be either a fresh graduate or a seasoned expert. Irrespective of tenure, both have expectations. The fresh grad expects a world class experience just like the examples they studied on in their textbooks while the experts expect professionalism and service that is to the point. It all starts when they apply (which tells a lot with the ease of application

& quality of content) and are called in for the selection process. The smoothness of the process, the friendliness of the interviewers, the simplicity of completing all paperwork once selected all set the stage of the expectations being formed and how much gap there is with the perceived experience. In this case, the phrase “the first impression is the last impression” holds true.

Customers as acquaintances: Once selected, the orientation process plays a major role in getting the employee familiarized with the organization and the effectiveness of this will reflect on how they perceive the work environment and co-workers. Chevron Bangladesh’s day-long orientation touches on topics like security, code of conduct, work culture, etc. The idea is to acquaint them with everything the company stands for so that they can make the best decisions that will benefit not only the company but also ensure a more fulfilling work life for the individual. Once the settling in has started, a proper introduction with coworkers and a quick icebreaking can ensure that estrangement can never become an issue.

Customers as friends: Once the employee settles in their day-to-day tasks, retention should be of utmost importance to the organization. A satisfactory compensation package is a basic aspect of that. However, in order to make the customer or employee truly become a long running part of the organization in a way that the investment in the hiring pays off, it should be ensured that HR delivers on the promises made. One of those is to help the employee develop themselves personally and professionally. Training, mentoring & coaching should be provided at specific checkpoints of the employee’s career so that they can grow as the business grows. Chevron Bangladesh ensures that its employees receive relevant development in the form of

- Trainings: international or local training for chemical engineers related to upcoming technology and lean six sigma training for manufacturing specialists and process engineers

- Mentoring/coaching: experience & learning transferred from senior leadership and experts to upcoming leaders/engineers regarding best practices and organization specific knowledge

With these approaches, employees see that the company has a vested interest in seeing them develop, leading them to exhibit loyalty and provide multiplied returns to the company

Customers as partners: As employees progress through their career, their leader along with HR should encourage as well as provide the scope for them to work in areas where they are interested to work in or seek to develop themselves in. This will ensure that the employee is empowered to take on initiatives that will benefit the business and may even take it in new directions. This is the point where employees are contributing with their best for the organization and it is not only give & take as it used to be in the early days, but more give than take. The healthy practice of job rotation and job enrichment is common at Chevron Bangladesh so that an employee can gain holistic understanding of an entire function. An employee may work in total remuneration for two years before being moved to the HR Operations role for a year before moved yet again to lead the HR Business Partner role. In this way, employees become leaders in their own roles, driving business and ensuring the sustainability of the business.

Two components of Chevron's HR play a key role in relationship building and management. One is the line manager and the other is the HR Business Partner.

The line manager/leader: the leader, even though may be from a different department, is still considered a part of Chevron's HR due to the principle that every line manager is an HR manager and has certain HR roles to play. An employee's relationship with the company depends primarily how his/her relationship is with the line manager and the quality of their understanding. The

company may provide a wonderful work environment and competitive pay, but if there isn't mutual interactivity between leader and employee, then there will be dissatisfaction and eventual exit. The line manager must communicate clearly what is expected of the employee and provide feedback where necessary. It is also one of the manager's core tasks to motivate the employee to complete his/her goals and to strive for greater achievement. Whenever needed, the leader must coach the employee for development, assess performance at specific timeframes and provide performance evaluation that is deemed fair, with appropriate feedback.

The HRBP: as outlined earlier and as the title says, an HRBP's job description is all about relationship management with their specific business partners from all over the organization. Individual employees of Chevron's HR rely on BPs for crucial services and the quality of that service, whether meets or disappoints expectations, will reflect on HR's service quality. The services of HRBP range from helping new employees understand their job description, to assisting line managers with performance evaluations of their subordinates, to taking in grievances while maintaining confidentiality to acting as the middleman for all connections between an individual and HR's services. Here, BP's form a special relationship with each employee and this relationship is one of support and enablement. It comes to a point where employees can confide to a specific HRBP for every little & big matter as they become comfortable with them and these HRBPs become the service providers of choice.

The Human Resource function is based on relationship building and management as they deal with the most intimate needs of the company's workforce. Therefore, it always strives to uphold & develop this aspect of its service provision.

3.3.12 Service Recovery in HR Practices

Challenges are faced, errors are made, and it is natural for things to go the undesired way. Mistakes can be made as it is human beings who are providing services to their customers. What is important is that such errors are acknowledged when and as they happen and that certain measures are taken to correct those errors.

An HR function can be faced with many such situations requiring correcting an error. A scheduled training may get cancelled, the paycheck may arrive a day late or the wrong amount may be sent, an applicant's confirmation letter may be lost in mail. These are all scenarios that are probable and have happened to many HR service providers over the years. Here are some of the service recovery strategies in action.

Have a fail-safe: Chevron Bangladesh's HR department gives that extra attention to detail so that mistakes that are easily avoidable are avoided. For example, the individual who was leading the Projects part was brought in because he was an expert in Enterprise Resource Planning tools and had the know-how to engineer those tools to the organization's needs. If he was not an expert, any error during fulfilling tasks would be costly to the company and would mean longer periods before customers could be provided certain services. The company strongly believes that things should be done right the first time.

Encourage complaints: it is common knowledge that Chevron Bangladesh's Business Partners (BPs) are highly supportive of employees and that they encourage employees to confide in them since the company has an open culture about grievances and suggestions. Aside from that, employees are encouraged to speak to their direct supervisors in case of issues. If they can't do so,

they can speak to the supervisor's leader and if that doesn't help, they can speak directly to the department head and also to the compliance officer if all other options are off.

Act quickly: if complaints are encouraged, then that promise must be backed by action when needed. For example, during my internship, I assisted in administering an exam for applicants for an engineering position. The company is very strict with regards to time and exams start when they are scheduled to start no matter what. On that specific day, the applicants were delayed in entering the exam room by twenty minutes due to the security clearance taking more time than usual. Since the delay was not on part of the applicants, they protested to the shortened time for a very critical & difficult exam. To appease them so that they can't complain about the company being unfair, the officer in-charge immediately announced that the time lost would be compensated for by adding twenty minutes to the remaining time, thus ensuring that the attendees were relieved, and they were actually pleased by the acceptance of their demand.

Provide adequate explanations: it is always better to give a clear picture to people regarding any incident or information rather than keeping things obscure, as that leaves room for rumors and assumptions to form and be circulated, which can be very harmful. There was once an accident at one of the company sites and some people were injured as a result. The President of the company brought up the matter and frankly spoke about what had led to the incident. What he did alongside that revelation was that he also spoke about the correction measure that had already been put in place to ensure that any such occurrence can never happen in the future.

Treat customers fairly: as is evidence from the above scenarios, the company believes in being fair in all its dealings with its internal customers. Employees are the ones who make the company so successful and their being treated fairly reassures them that the company will always have their

best interest in mind, and they will also spread this sentiment through word-of-mouth, which is a very strong channel of creating perceptions.

Learn from recovery experiences: like the fail-safe approach, this is a very important strategy for service recovery. Every error in service recovery should be taken as a lesson – it should be recorded, if possible, should be used as an example in future development sessions and corrective steps should be taken to ensure that an error can never happen a second time.

Chevron Bangladesh strives to remain a highly compliant company with regards to treatment of its employees, which is why it has very few incidences that can be discussed. Its HR service providers are provided world-class training to ensure errors are identified before they take place.

3.3.13 Development & Design of HR Services

In the late 1990s, Dave Ulrich introduced the three-legged model of human resource in which he illustrated HR being supported by three major players – the service partner (HRBPs), admin and Center of Expertise, otherwise known as the HR scientists. These scientists develop and design products from HR for the rest of the organization which are then implemented with support of admin and HRBPs. These products are developed based on several things such as management's calling towards a specific strategic direction or customers (employees) may have been asking for a service for some time to make work easier for them. Whatever the case, for development to be fruitful, customer perceptions, internal needs and feasibility should all be taken into consideration.

Bangladesh People Dashboard – Q2 2014

One of the bigger projects I was involved with during my internship period was developing the Bangladesh People Dashboard for Q2 of 2014. In brief, the dashboard is a projection of Chevron Bangladesh's HR stats for a particular quarter and provides details & figures on crucial data such

as the current company workforce in the country, geographical distribution of that workforce across the country, the female-to-male ratio of the workforce, attrition rates, etc. This data is displayed as graphs, charts & curves based on the type of data and are used for the benefit of top management's decision making as well as providing regional offices & company headquarters with updates. When I came in, I was asked to revamp the dashboard to be more user-friendly, have updated visuals and most importantly, have more sophisticated yet critical data be represented. In short, I was tasked with developing and designing the dashboard almost from the ground up. This was going to be a combination of *service improvement* and *style change*. Following are the stages of development the dashboard underwent before it was ready for use.

Front-end planning: during the briefing session with my supervisor, I was shown the need for the dashboard and a vision of what it can achieve. As part of the new service development, the new version was to be more robust and provide not only basic data, but extensive detail of the current strategic alignment of HR with the company objectives as well as development targets going forward. These included elements like Research & Development (R&D) spending, the number of high potential employees (hi-pots) in the company and allocation of budget to various types of training among others. We then spent some time generating ideas as to which elements needed representation most and which could be kept for later use as well as the best techniques of representation. Based on these, we decided on a roadmap and locked a tentative deadline.

Implementation: this stage proved tricky as I began work with an older version with little clue as to how it was developed (it was developed by a previous intern), which meant I needed to backtrack the entire framework, understand the building blocks, and then reconstruct the model with the new design in mind. All the back-end data had to be developed in Excel, and then transferred into a PDF for representation, with everything hyperlinked within the document for easy navigation.

Once developed, it had to be tested & corrected numerous times before being ready for regular use. Once in use, the dashboard proved to be a one-stop point of getting a glimpse of Chevron Bangladesh's HR operations. The development process had been stored with clear guidelines so that the dashboard can be updated whenever needed without resorting to starting from scratch.

An example of a *new service for the currently served market* is the company's basic online training modules. The company decided that some training which are applicable to all employees such as ethical behavior & compliance and need to be administered on a regular basis should be made accessible at any time; instead of having physical trainings which cost time & money, HR worked to develop interactive trainings that can be accessed from an employee's computer. It is designed to be easy to use, interactive with tutorials & quizzes at intervals and provides on-the-spot feedback to the trainee of their performance. This innovation was developed to make the employees' learning easier so they would not lose time or interest in learning due to the hassles of physical training and the design made efficient use of technology. The vision was to optimally use resources for rolling out a major learning module that provides more effective results than physical training. The front-end planning was done on global level of the company and local implementation was completed by the IT department.

3.3.14 Integrated Services Communication

It is worth iterating that Chevron Bangladesh plays a certain role in the development of Bangladesh with regards to the energy sector. To play this leading role, the company seeks to attract the sharpest minds and the best talents the country has to offer. Attracting resources is only one part of it; the others include keeping them motivated and ensuring the desired level of retention. All of these require concentrated efforts and coherent messages to be disseminated through all possible

communication channels and the HR department must ensure that where people's interests are concerned, an integrated service communication approach is adopted and maintained.

There are a number of channels by which Chevron Bangladesh's HR communicates with its customers. Even before an individual becomes an internal customer of the company, they are exposed to a buzz regarding opportunities at the company and the air of certain excitement. As fresh graduates, the first possible experience to be had is in the company's intensive internship program. When the company HR attends career fair sessions and when its work force communicates with students, the communication is always the same – interns are never treated as mere interns but are given the responsibilities of full-time employees. This sentiment is communicated by HR representatives, company employees and even interns of the company. HR provides guidelines on what communication content employees can provide to insiders as well as outsiders and what they should refrain from.

The Chevron Way

A prime example of a company maintaining a stellar integrated service communication is Chevron Bangladesh's 'The Chevron Way.' This guiding principle or philosophy is referred to by the people of the company in everything they do – whether they are making high-level decisions, closing purchase deals, organizing events, selling to clients or simply having a meal with colleagues, employees are oriented from day one to abide by this “way of life.” The set of principles covers things like the company Vision, Values (integrity, diversity, high performance) and Strategies (people, growth, technology).

the chevron way

getting results the right way



The Chevron Way explains who we are, what we do, what we believe and what we plan to accomplish. It establishes a common understanding not only for those of us who work here, but for all who interact with us.

Figure 6: The Chevron Way

Coordination in marketing communication: The Chevron Way is communicated to employees and even outsiders using various communication means and HR plays a central role in dissemination of this critical set of information. The diagram below illustrates the communication approaches and the elements in the service provision triangle.



Figure 7: Communications and the service marketing triangle

If the triangle is looked at from the internal customer perspective, the Company ensures The Chevron Way is developed according to strategy and the Providers, which is HR, ensures the communication reaches the Customers, who are the employees of the company, via all possible & effective channels. In Internal Marketing, HR must ensure that the way of work included in the Chevron Way is consistent for all employees irrespective of their position or role and that the information is up-to-date and practical in a way that can be adopted in day-to-day work.

When I joined as an intern the first day, I was provided with two things: a diary and a pamphlet of the Chevron Way. I was told to spend the first day getting familiar with it and that I would need to know it by heart for as long as I was in the company.



Figure 8: Brochures of 'The Chevron Way'

In external marketing, external partners such as vendors and governmental agencies are aligned with the company's guiding principles to be aware how the company does business. The same information that guides employees in their conduct also applies to outsiders. The channels that communicate these principles to them are the company website, agreement documents, brochures, etc.

Interactive Marketing ensures that employees are reinforced with the Chevron Way through service encounter interactions and servicescapes. For example, in service encounter interactions, when a prospective candidate arrives at the company and interacts with the reception personnel, they are required to watch a mandatory video that briefs them about the Chevron Way in 10 minutes. This video entails the same details of the Chevron Way in audio/video format. The Chevron Way is also communicated via servicescapes. Employees can seek self-service by referring to FAQs (Frequently Asked Questions) of what to do in certain situations with guidance of the Way in the company intranet designed and maintained by HR. Also, as part of servicescapes, whatever knowledge employees have gathered regarding the Chevron Way from the moment of

entry into the company is tested as part of a mandatory online training program that lasts an hour. The training content as well as the follow-up questions are all derived from the same Chevron Way manual and is designed to reinforce the company philosophy into employees so that they can make decisions that are always compliant and ensures accountability. This reinforcement is positively backed in quarterly townhalls of the whole company by awarding and recognizing employees who have demonstrated upholding the Way in various situations. For example, in one such townhall that I witnessed, an employee was awarded for being courageous & reminding a colleague that they should not adjust the air-conditioning by balancing themselves on the revolving seats, which can be very unsafe. This employee upheld the value of safety of others and hence, was recognized.

So, The Chevron Way is communicated to internal customers through audio-visual material upon entry, through distribution of physical material such as brochures, through briefings by line managers, through online resources & trainings and through awards & recognitions. However, is consistency of communication ensured and how is it done? One of the reasons behind the communication being so well integrated is that the company developed the set of values centrally for all its operations worldwide. The company believes that these values are universal and should strictly apply everywhere it serves irrespective of how limiting they can be due to the socio-political environment. The same message that is communicated in Chevron China is also communicated in Chevron Bangladesh. The HR departments coordinate the mediums of communication as well as the content that will be communicated across all operations, so that what gets printed on to brochures in Chevron Thailand also gets published on the online FAQ in Chevron Kazakhstan.

Another method by which multiple communication channels deliver the same content of The Chevron Way is by making it all-encompassing. What that means is that every guideline, rules,

codes of conduct, business conduct and everything regarding way of work in the company has to come back to that. The Chevron Way is like an umbrella that covers everything regarding working in the company. The content is designed to be compact, categorized, specific and trademarked. The Chevron Way has three major parts: the Vision that has five sub-parts under it, the Values which has seven sub-parts under it and Strategies which has eight sub-parts under it. The reason behind illustrating all of this is to make it understood that the content is uniform and easily stays intact regardless of medium of communication.

An integrated service marketing communication approach for The Chevron Way has been advocated by the company HR because the company takes it very seriously. Companies have tried similar approaches in the past, but they turned out to become gimmicks that were good to have but with no real purpose. Chevron's HR wanted to make sure that the Way was grounded in reality and could be used as a reference point for all sorts of work. The integrated approach ensures that there can be inconsistency or error which may lead to credibility issues for the Way. The integrated approach also ensures that employees are familiarized and reminded at every checkpoint that they work to a unique philosophy and that their actions matter. So far, The Chevron Way has been very successful in becoming ingrained in employees and they are able to relate to it on a day-to-day basis with their work and their lives at the company.

3.3.15 The Way Ahead for Chevron Bangladesh

Valuing people: the industry in which Chevron Bangladesh is operating in is a highly volatile one, and that is ever so true at a time when the price of crude oil has fallen beyond unprecedented levels and customers around the world are looking to alternative energy sources. In the midst of all these challenges the company must never belittle its motto – The Power of Human Energy. Economies will change, alternative business models can be adopted but the passion & talents of people, if lost,

can never be replaced. In such challenging times, it's important to ensure that the company's people feel secure, their development is continuous and that they are partnered with in exploring the future of the business.

Easy access to services: service providers will always be there to ensure excellence. However, technology can be further utilized for making customers' lives easier. For example, an HR portal specific to Chevron Bangladesh would better empower employees. This portal could provide interns access to HR services such as renewing premises and network access by requesting it online instead of getting locked out and having to go to IT every 15 days. Regular employees could also benefit from this portal whereby they could preview people related policies and request services like Letters of Introduction customized for them. The employees could also pre-register guests before arrival in this portal so that the guests wouldn't have to face hassles when they arrive at the offices.

Empowering employees: basic job rotation of HR employees in all the areas of service that HR provides will empower them to serve customers better. For example, each HR personnel can work a week each in expat services, recruitment & selection, total remuneration, HRBP, etc. so that they are equipped with working knowledge of how to serve customers in each area. That way, when customers come seeking a specific service and the service provider is unavailable, anyone can step up and, at least direct the customer on how to avail a service, instead of the customer going back clueless and disappointed.

Gathering feedback: this can be a very easy and effective method of gaining insights about customer expectations. Every six months, HR can host an HR Townhall for all employees where they can share areas of services where they feel more work can be done. During the session, employees will share challenges they face and suggest solutions they think will benefit themselves

and the company. This not only helps get valuable feedback, with which more targeted services can be provided, but it also endears the service provider to the customers, making them feel that HR cares about their needs. This feedback gathering can also be done around the year in the form of a digital feedback dropbox. Employees can provide ideas, suggestions and their expectations in this dropbox and the dropbox can be accessed from the online HR portal.

3.3.16 Summary & Conclusion

Chevron Bangladesh is that company that everyone wants to work for and it has built that reputation as being one of the best places to work for in the country. A major player behind this success is the company's HR team. This small team of passionate individuals is doing major work to drive the company and its most valuable resource – people – into the future. And the team is very service oriented, since their task is to enable people to do their jobs and produce the products the company is known for.

By aligning its service provision approach with that of the entire Chevron group, the HR team ensures world class service quality for its customers – the employees. It has to be one of the most advanced HR teams in the country as it has designed its operations after contemporary HR in academia as well as adopting the best HR practices from across several industries.

The HR team adopts various methods to understand customer expectations such as utilizing the knowledge from HRBP interactions with customers. It then caters to customers' needs, after which they for instance gather feedback in the form of training evaluations and The Chevron Way completion rates. By measuring the difference between the expectations and the actual experience or perception, they are able to generate the gap in service quality. The target is always to maintain

the lowest possible gap as customer satisfaction and a positive work environment are at the top of the list of HR's deliverables.

It also has functions which are responsible for service development & design and these are based on company needs and customer demands. If there is a flaw somewhere, attempts are made to detect first or provide corrective measures to maintain HR's credibility of a dependable provider of quality service.

The Chevron name tops the list of top performing companies worldwide and at the heart of all this power & wealth are its people. The Power of Human Energy is what fuels such a behemoth of a corporation to speed forward. And the driving force sustaining this power is a focused human resource organization that is service-centric in nature and provides the best-in-class services to the best set of people resources the world has to offer.

3.3.17 Recommendation

Chevron Bangladesh' HR function needs to maintain the trajectory it's on of adopting best people practices of the local as well as global markets. At the same time, considering the compliance-intensive & volatile industry it operates in, it's imperative that it maintains open communication with employees and ensures that it aligns all its practices with labor laws and other relevant regulations. Keeping these in time, the following recommendations would enrich the experience existing and new employees alike.

- i. The Chevron internship experience is extensive, enriching and entails work that actually contributes to the company. An internship plan that will give overview of the tasks, milestones and deliverables of the internship period, shared at the beginning of the journey

would go a long way to ensure a structured approach for the interns. Having visibility of task expectations at the outset would ensure productive contribution from the beginning.

- ii. It can also help to explore more advanced technologies that help automate services for employees as well as simplify people processes. Employees would request services such as health insurance bill submission, Letter of Introduction, etc. over mail and call which would delay receiving support and be time consuming, hampering employee experience. Having these facilities at employee fingertips via an app or web interface would streamline the services and create a positive perception of HR being a modern function
- iii. Introduction of innovative approaches to employee benefits would endear HR to all employees and earn their appreciation while also making their lives easier. Features such as flexibility in selecting relevant benefits by an individual and contextualizing them to people's actual needs would make sure that employees get more satisfaction out of the benefits the company is already incurring expenses for. A flexible benefits model is indicative of an HR that listens to customer needs and responds, which is what's happening at the cutting-edge organizations globally.

It should be reiterated that Chevron Bangladesh's HR is a function that has perfected its craft over the years and has built offerings that address every need of the employee from a 360 degree angle and it should ensure consistency of this trend to maintain its unparalleled reputation.

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