Enabling the SPARK of Knowledge: A Sustainable Solution for Standard Processes and Related Knowledge

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HARD TO FIND

OUTDATED CONTENT

DUPLICATE VERSIONS

NO STANDARD FORMAT

EASY NAVIGATION

MAINTAINED CONTENT
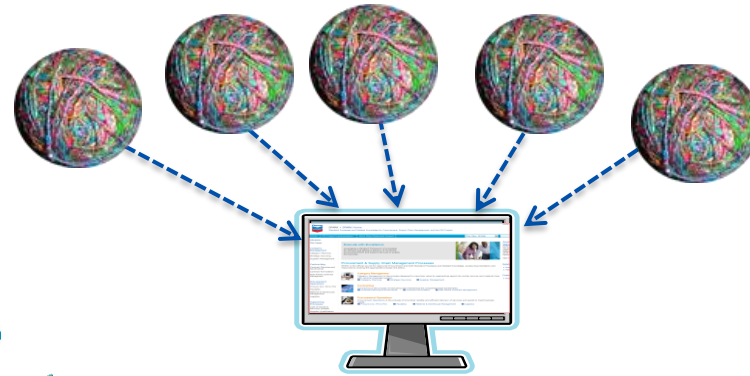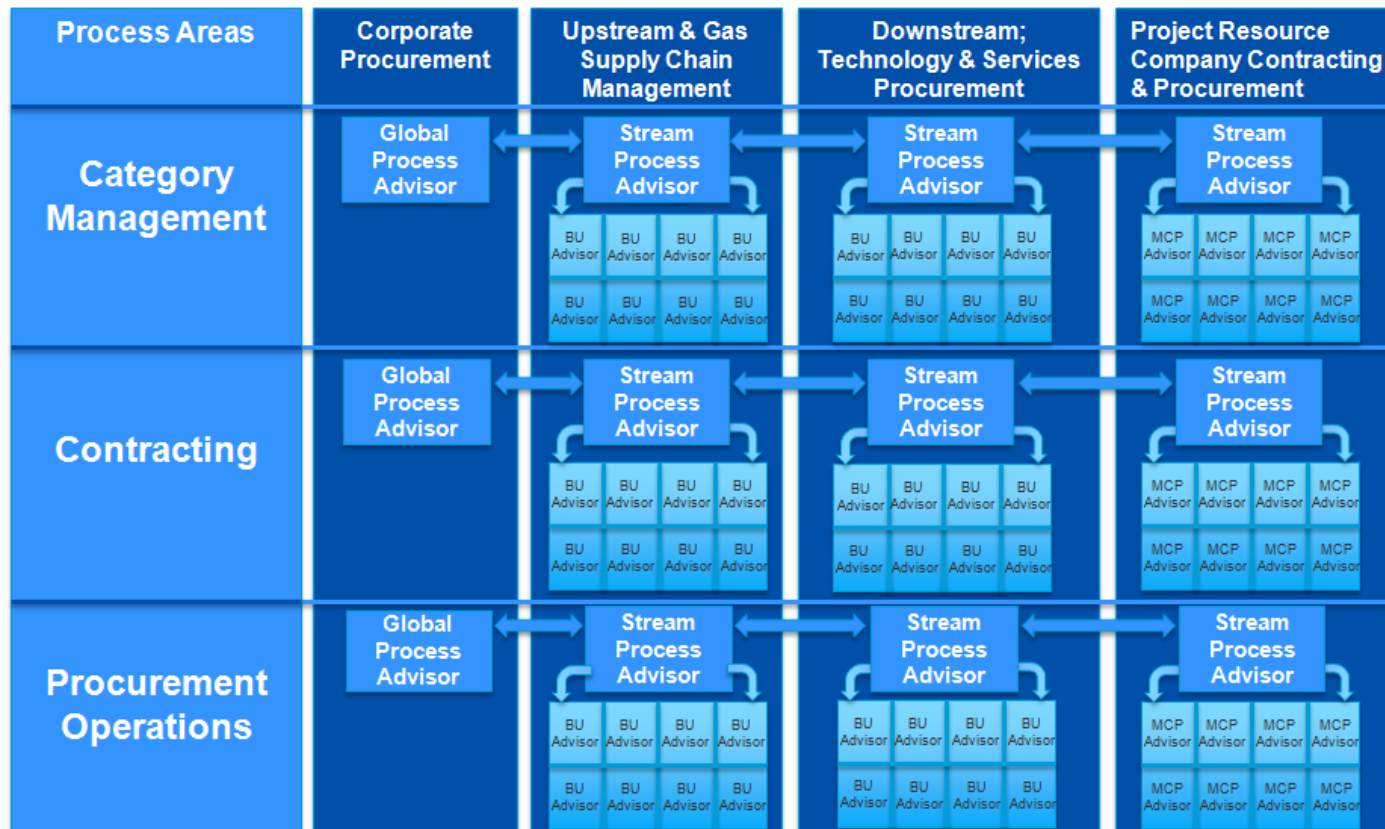
ORGANIZED & RELEVANT

STANDARD FORMAT

Do the right thing!!!!

Additional Complexity
Decentralization and Process Standardization

- We are decentralized

- The majority of our processes aren't standardized across the function

- We have a matrix governance model

Process Areas	Corporate Procurement	Upstream & Gas Supply Chain Management	Downstream; Technology & Services Procurement	Project Resource Company Contracting & Procurement
Category Management	Global Process Advisor	Stream Process Advisor / BU Advisor (x8)	Stream Process Advisor / BU Advisor (x8)	Stream Process Advisor / MCP Advisor (x8)
Contracting	Global Process Advisor	Stream Process Advisor / BU Advisor (x8)	Stream Process Advisor / BU Advisor (x8)	Stream Process Advisor / MCP Advisor (x8)
Procurement Operations	Global Process Advisor	Stream Process Advisor / BU Advisor (x8)	Stream Process Advisor / BU Advisor (x8)	Stream Process Advisor / MCP Advisor (x8)

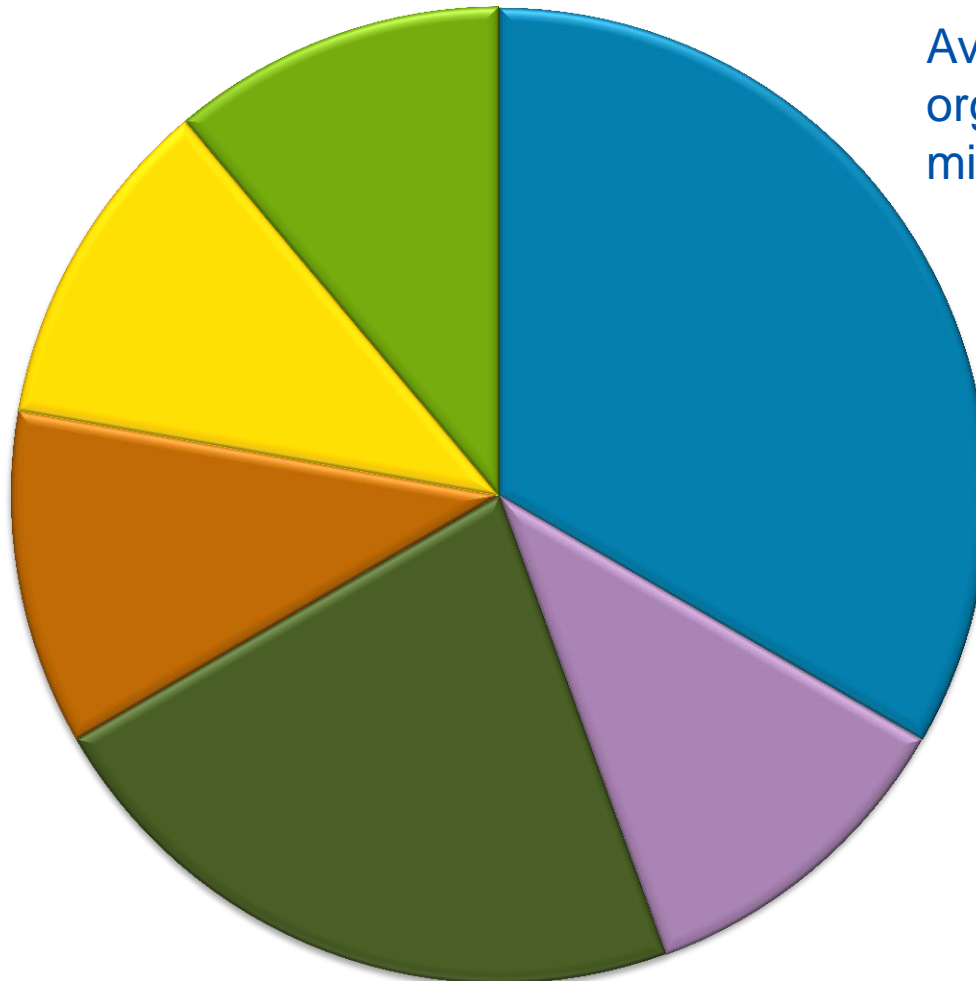# The Journey from Old World to New World

So what did we do to make sure practitioners in the business units around the world can easily find what they need to do their jobs given this complex environment?

The Journey from Old World to New World Organizing Information

Avoid building sites based on organizational structure and mixing information

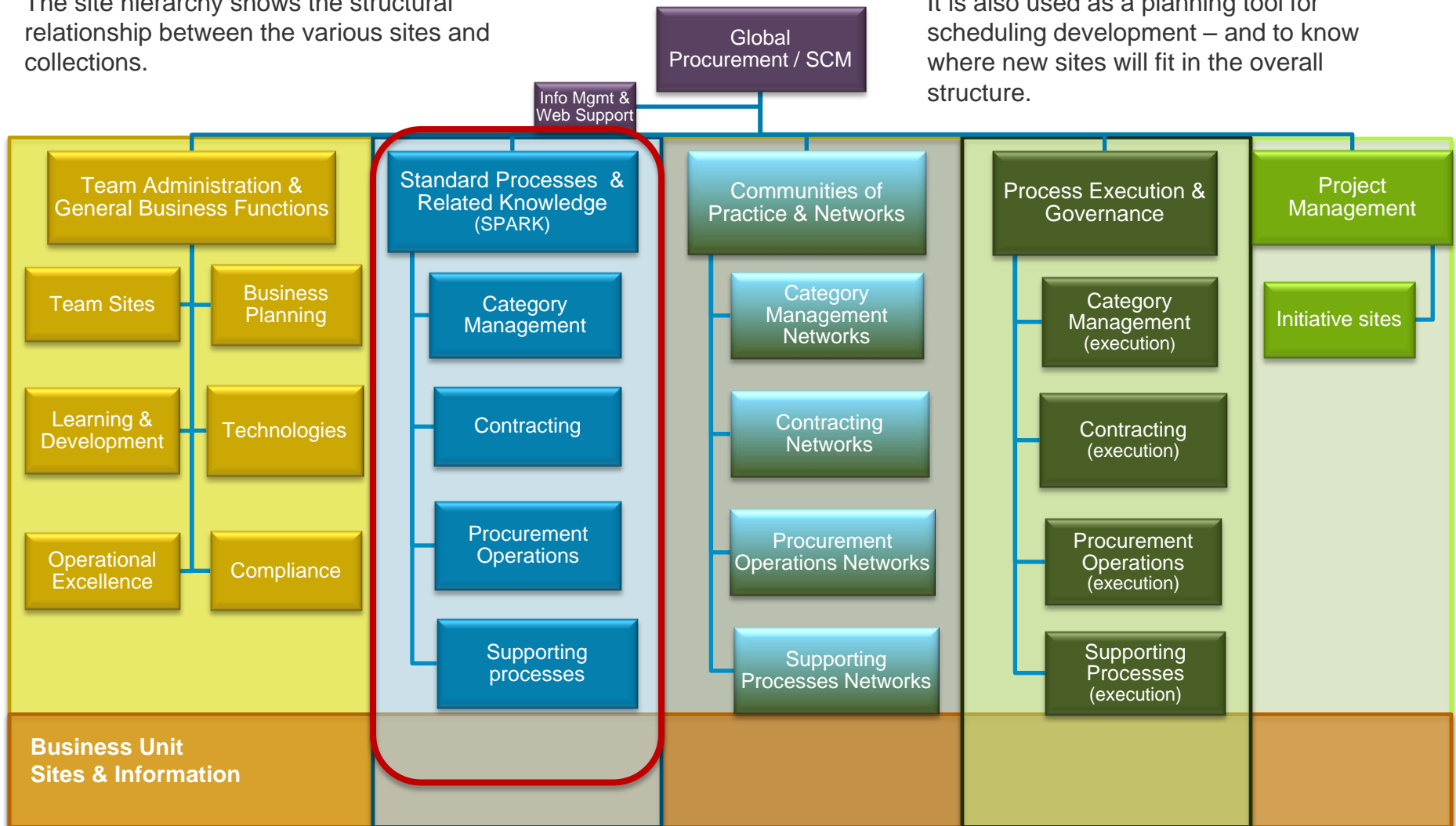Instead, focus your design on content and 'like' activities

Legend:
- Functional Knowledge
- Communities (Collaboration)
- Process Execution
- Business Unit Information
- People / Org. Management
- Project Management

Global Procurement / SCM SharePoint Site Hierarchy

The site hierarchy shows the structural relationship between the various sites and collections.

It is also used as a planning tool for scheduling development – and to know where new sites will fit in the overall structure.

Global Procurement / SCM

Info Mgmt & Web Support

Team Administration & General Business Functions	Standard Processes & Related Knowledge (SPARK)	Communities of Practice & Networks	Process Execution & Governance	Project Management
Team Sites · Business Planning	Category Management	Category Management Networks	Category Management (execution)	Initiative sites
Learning & Development · Technologies	Contracting	Contracting Networks	Contracting (execution)	
Operational Excellence · Compliance	Procurement Operations	Procurement Operations Networks	Procurement Operations (execution)	
	Supporting processes	Supporting Processes Networks	Supporting Processes (execution)	

Business Unit Sites & Information

SPARK SharePoint Site
Home Page

Focused on our core processes

Simple navigation

SPARK SharePoint Site
Process Area Home page

Standard layout

Consistent navigation

SPARK SharePoint Site
Process Documentation page

Chevron

SPARK ▸ Category Planning
Standard Processes and Related Knowl

Inside Home | Find & Search | People Finder

I Like It | Tags & Notes

SPARK | Work Sites (Restricted Access) ▾

This Site: SPARK

Expand / collapse feature allows for clean and uncluttered page

Category Management
Category Planning
Strategic Sourcing
Supplier Management

Contracting
Contract Planning and Governance
Contract Formulation
Supplier Qualification
Contract Compensation & Enablement
Post Award Contract Managment

Procurement Operations
Procure (inc. PR to PO)
Payables
Material & Warehouse Management
Logistics

Category Planning Process

Category planning is the process of identifying, assessing, and prioritizing opportunities for a particular segment of spend in order to maximize value for the business.

Process Overview

Click the expand buttons below to access category planning documentation and resources or go directly to the Category Management library to see all category planning documents.

⊟ Standard Processes, Procedures and Guidelines

Type	Name	Comments
⊞ **Document Type : Standard Processes** (1)		
⊞ **Document Type : Procedures** (2)		
⊞ **Document Type : Guidelines** (1)		

Standard document types

⊟ Related Knowledge

Type	Name	Comments
⊞ **Document Type : Best Practices / Lessons Learned / Success Stories** (1)		
⊞ **Document Type : Examples** (1)		
⊞ **Document Type : Key Performance Indicators** (1)		
⊞ **Document Type : Process Application and Guidance** (1)		
⊞ **Document Type : Tools / Templates** (1)		
⊞ **Document Type : Training** (4)		

Process Steps

The following steps make up the Category Planning process. **Click the expand buttons** below to access documentation and resources specific to each step.

See Detailed Category Planning Process Steps

CM Process Advisor Team

Email	Process Advisor Role
Advisor	Global Process Advisor
Advisor	Upstream & Gas Process Advisor
Advisor	Downstream; Technology & Services Process Advisor
Advisor	PRC Process Advisor
Advisor	Strategic Sourcing Process Advisor

Related Links
▫ CM Published Document Library
▫ CM General Reference and Communications
▫ CM Training Library
▫ Procurement / SCM Community of Practice
▫ SIMS Sharepoint Site
▫ Supplier Diversity / Local Content Toolbox
▫ Commodity Code Site

Featured Documents
▫ CM Processes & Descriptions
▫ Category Manager List
▫ CM Process Advisor Team - Charter
▫ CVX Categories Managed

Content owners can maintain without administrative / technical support

SPARK SharePoint Site
Private Work Site

Clear separation between published content and working areas

However, they should be closely linked so publishing and maintenance is top of mind and easy

SPARK
Challenges

Behavioral

- It's not 'sexy' to devote time figuring out what goes where, taking SharePoint training and learning proper information management.

- Content owners agree with the design until they try to apply it to their own stuff; how to translate what design means for them at the beginning

Technical

- SharePoint hasn't been properly deployed to our function

Planning & Resources

- It's hard to find resources who have the right combination of technical and content expertise.

- Takes a lot longer to implement because of conflicting commitments, refusal to change and having to clean up and sort out existing repositories.

- Everybody wants it now once they see the end result; trying to balance demand with limited resources to design, build and manage change.

SPARK
Key Takeaways

- Organizations change frequently! Focus design of knowledge repositories on functional content and 'like' activities.

- Knowledge / information management and work processes should be "in the flow" (i.e. part of people's normal work)

- There needs to be clear separation between published content and private collaboration sites so documented knowledge is easy to find; however, they also need to be closely linked so maintaining and publishing content is top of mind and easy.

- Don't underestimate change management and sustainability

  – *If you build it, they won't necessarily come*

  – *It's more than knowing how to use SharePoint and maintaining published content!*

- Focus first on the practitioner and keep it simple! ("one-stop-shop")