
Example SAP Organisation Chart Blueprint

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DOCUMENT CONTROL

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Version #	Description of Change	Date	Author

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1 Management Summary

The purpose of this document is to specify the data requirements for the SAP Organisation Chart including:

- *Posts*
- *Job Descriptions*
- *Directorates, Departments, Offices, Ports and Oil Rigs*
- *Qualifications required by Posts and Jobs*

1.1 Risks

The objective is to deliver ALL requirements by the go-live date. However, it is prudent to build some contingency into the plan to ensure that 'operationally critical' requirements are prioritised above less important areas. The main risks associated with this piece of work include:

- ⊙ **Data Gathering:** Reliance on many areas of the business to provide accurate data in a timely manner
 - **Mitigating Action:** *Appoint representatives from each area of the business to be responsible for gathering requirements. A Senior Manager who is a Key Stakeholder should sponsor these individuals.*
- ⊙ **Resource:** There are only 2 full-time members of the team. At least two more would be desirable.
 - **Mitigating Actions:** *It was originally agreed that a team of 6 would be allocated – 2 from Job Evaluation (who are currently in place), 2 from Competence Assurance and 2 'others'.*
- ⊙ **Business Requirements:** The amount of data to be held against the Organisation Chart is considerable and includes pay data, personnel areas/subareas, employee groups/subgroups, qualifications, etc. Some of this data will create defaults when hiring and transferring employees. These defaults are not always desirable e.g. TUPE. There is a risk that the chart will become a significant administrative overhead and inflexible on go-live.
 - **Mitigating Actions:** *Each section of this document contains the business requirements and recommended solutions. By reviewing the pro's and con's of the options it will be possible to decide upon a design that is practical and is maintainable by the business.*
- ⊙ **Timescales:** Usually the time allocated to such an exercise is far in excess of the time available on this project, particularly taking into consideration the amount of data to be held against the Organisation Chart. There is a significant risk that not all requirements will be ready for go-live.
 - **Mitigating Action:** *All requirements have been prioritised within this document. Prioritisation will be as follows: High (will definitely be delivered); Medium (will be delivered unless there is a serious issue); Low (planned to deliver but will be the first to be dropped if issues arise). Any unfinished work will be addressed post go-live.*
- ⊙ **Location:** Communication and co-ordination may be hindered and time lost due to the fact that the Organisation Chart Team are located in a different office to the SAP Team.
 - **Mitigating Action:** *The Project Manager will ensure that communication and co-ordination are maintained. The SAP Team will also make efforts to ensure the Organisation Chart Team are kept up to date with events.*

2 Data Collection & Build

2.1.1 Prioritisation

All requirements have been prioritised. Prioritisation will be as follows:

- ⊙ **High** – Requirement will definitely be delivered
- ⊙ **Medium** – Requirement will be delivered unless there is a serious issue
- ⊙ **Low** – Requirement is planned to be delivered but will be the first to be dropped if serious issues arise. Any unfinished work will be addressed post go-live.

2.1.2 Available Information

- ⊙ **Departmental Structure for SAP:** It is possible to start the build of the 'high-level' structure from the existing manuals that have been kept up to date by the SAP HR Department. An example of this can be found on the intranet:
 - http://intranet.SAP.co.uk/hr/org/pdfs/org_manual_master.pdf
- ⊙ **Departmental Structure for SAP:** Only the highest level structure of SAP will be built. The rest will be completed when it is within the scope of SAP. An example of the structure can be found on the intranet:
 - <http://10.81.3.26/SAPintranet/live/integration/index.htm>
- ⊙ **SAP/SAP Integration:** When building the Organisation Chart the most up to date information will be obtained for the new SAP/SAP integrated structure. It is understood that the design will need to be continuously adjusted throughout the build.

2.1.3 Required Information

- ⊙ Detailed requirements are outlined within this document and will be captured within a standard 'Data Collection' document.
- ⊙ Data will be collected according to the priority that has been assigned.

Requirement	SAP Terminology	Comments	Priority
List of Directorates, Departments, Offices,	Organisation Units	Information already available.	High
List of cost centres and how they are assigned to Directorates, Departments, Offices	Cost Centre assignment to Organisation Units	Information to be obtained from HRS/Finance. Mapping table to be provided by SAP.	High
Definition of the Departmental Structure – Directorates, Departments, Offices	The reporting structure of Organisation Units	Information already available.	High
Definition of Work Centres	Work Centres	SAP T & A Workstream are responsible for this.	N/A
Recording of Office, Oil Rig & Port postal address	Addresses	Office, Oil Rig & Port addresses will not be stored	N/A
List of positions, including vacancies for each Directorate, Department, Office, Port & Oil Rig.	Positions	The number of 'positions' within SAP is equivalent to headcount i.e. each employee in SAP will have an individual position within SAP. This information has been requested from the HR Department.	High

Requirement	SAP Terminology	Comments	Priority
List of Cost Centres held against individual employees i.e. not held at Directorate, Departmental, Office, Port or Oil Rig level.	Cost Centre assignment to Positions.	Information to be provided by HRS and the SAP Finance Team (including mapping table).	High
List of employees who manage other employees e.g. Directors, Managers, Supervisors, Team Leaders	Chief Positions		N/A
Reporting structure – who reports to whom.	Position Reporting Structure	This information has been requested from the HR Department.	High
List of which positions belong to each Directorate, Department, Office, Port & Oil Rig	Positions belonging to Organisation Units	This information has been requested from the HR Department.	High
List of positions and the employees assigned to them.	Employees holding Positions	This information has been requested from the HR Department.	High
List of positions, grade and associated salary.	Planned Compensation linked to Positions	The priority in Phase I is to maintain this data against jobs. This information has been requested from the HR Department.	Low
List of positions and their Job Evaluation score (if it is different from that for the 'Job')	Job Evaluation Results	The priority in Phase I is to maintain this data against jobs. This information has been requested from the HR Department.	Low
List of positions and the area of the business they belongs to e.g. SAP Corporate, Street Management, New York Subway, etc	Account Assignment Features of Positions	This information will be produced from a data conversion exercise. The SAP Data Migration Team will provide the mapping table.	Low
List of positions and what type of employee they would be assigned to e.g. Directors, Senior Managers, Managers, 1st Line Managers, Supervisors, Operational Staff, Admin./ Techn. Staff	Employee Group / Subgroup linked to positions.	This information will be produced from a data conversion exercise. The SAP Data Migration Team will provide the mapping table.	Low
List of vacancies	Vacant Positions	This information will be provided by PWA and the HR Department.	Low
List of positions and their required Qualifications, Behaviours, Experience, Competencies, Knowledge, Skills.	Qualifications required by Positions.	Operational Staff will be prioritised as 'High' e.g. Licensing requirements. HR, L & D & Competence Assurance will provide the information.	High/Low
Definition of computer system security & access.	Roles, PD Profiles & Structural Authorisations	This is the responsibility of the 'Authorisations Team'	N/A

Requirement	SAP Terminology	Comments	Priority
	linked to Positions.		
List of Job Descriptions.	Jobs	<p>'Operational' jobs are to be collected first.</p> <p>The difference between an SAP 'Job' and 'Position':</p> <p>There is one position for every employee within the company i.e. there are approximately 12,500 employees within SAP and therefore there will be approximately 12,500 positions within SAP . It is probably easiest to think of an SAP 'Job' as a 'Job Description' e.g. there are 300 Secretaries i.e. 300 'Positions' but only one Job, that of 'Secretary'.</p> <p>Operational Staff will be prioritised as 'High'.</p> <p>This information is already available.</p>	High/Low
List of Job descriptions and the positions they are associated with.	Jobs and which Positions are described by them.	<p>This information is already available.</p> <p>Operational Staff will be prioritised as 'High'.</p>	High/Low
The grade and salary associated with a Job Description.	Planned Compensation linked to Jobs	<p>This data is not operationally critical</p> <p>This information is already available.</p>	Low
The Job Evaluation score for a Job Description.	Job Evaluation Results	<p>This data is not operationally critical</p> <p>This information is already available.</p>	Low
Qualifications Experience, Competencies, Behaviours, Knowledge, Skills contained within a Job Description.	Qualifications required by Jobs/Qualifications Profile	HR, L & D & Competence Assurance will provide the information.	Low
Installation of a piece of software called Org. Publisher to publish Organisation Charts.	Org. Publisher	This software is not operationally critical. The main priority is to ensure that Organisational Charts can be provided via the Intranet.	Medium
Link Skills, Knowledge, Behaviours, Experience, Competencies and Qualifications to employee records.	Employee Qualifications Profile	The Qualifications Workstream will work in conjunction with the SAP Learning & Development Workstream to deliver this requirement. Operational Qualifications are rated as 'high priority' and all others	High/Low

Requirement	SAP Terminology	Comments	Priority
		as 'low'. Data extraction of existing qualifications has been requested from SAP.	
Definition of how managers will access and maintain data held within the system.	Managers Self-Service	The Organisation Chart Team will work in conjunction with the HR SAP Team to ensure the Chart meets requirements.	High
Definition of how the tasks will be distributed using the computer system.	Workflow	The Organisation Chart Team will work in conjunction with the HR SAP Team to ensure the Chart meets requirements.	High

2.1.4 Build

The 'Test' Organisation Chart will be built in QA Client 300 and then transported to P40 Client 300 and the 'Live' SAP system.

3 The Organisational Chart – Data Requirements

The SAP Organisation Chart consists of a number of 'objects':

- ⊙ **Organisation Unit:** This is a flexible grouping that could be a Oil Rig, Port, Office, Department, Function or team of employees
- ⊙ **Position:** Each employee has a unique position
- ⊙ **Job:** A generic term for a group of tasks. E.g. Administrator, HR Manager, Business Analyst.

An example Organisation Chart within SAP:

3.1 Staff, Secondments & Temporary Positions

3.1.1 Staff

Details will be held on the system for the following:

- *All staff who have an SAP employment contract and are therefore paid through the SAP payroll*
- *All staff who do not hold an SAP employment contract but are paid through the SAP payroll*
- *All staff who do not hold an SAP employment contract and are not paid through the SAP payroll **but** hold a position that requires access to SAP. It is estimated that there are approximately 200 of these employees.*

Those who will not be included are:

- *All staff who **do not** hold an SAP employment contract and **are not** paid through the SAP payroll and **do not** require access to SAP.*

3.1.2 Temporary Staff

Temporary staff who meet the above criteria will be assigned a position within SAP. Temporary staff who do not meet this criteria will be left off the system. If the 'temp' is covering for a permanent position, then the position will appear on the Organisation Chart but will be left unassigned.

3.1.3 Secondments

Seconded employees will be loaded onto the seconded position. The position from which they have been seconded will also be created.

3.1.4 Temporary Positions

Temporary positions will be created as 'normal' positions within the Organisation Chart. The 'temporary' aspect of the position should be reflected in the employee's contract. There will need to be a process to ensure that temporary positions are given appropriate expiry dates.

3.2 Objects in General

The fewer objects there are in the Organisation Chart the easier it will be to maintain. Organisation Units will be designed to be as high level as possible whilst avoiding becoming meaningless:

- ⊙ If possible each Oil Rig and Port will be a single Organisation Unit with a single cost centre assignment.
- ⊙ Employees who carry out the same role will be assigned the same Job.

Exceptions to these principles will be challenged.

3.3 Naming Conventions

Each object within the Organisation Chart requires a 'short description' which is 12 characters long and a 'long description' which is up to 40 characters long. The short description is not often used but is nevertheless a required field. The following naming conventions are recommended:

- ⦿ **Long Description:** Each new word starts with a capital all other letters are in lowercase. Job and position titles will be generic where possible and not refer to the location, Port, Oil Rig or line. 'Location' & 'Line' specific information will be held at Organisation Unit level.
- ⦿ **Short Description:** Enter the 'job family' for Positions and Jobs. Cut & paste the first 12 characters from the 'Long Description' field for all other objects.

3.4 Validity Periods

- ⦿ Validity periods are concerned with the dates for which an object exists. It is recommended that all objects are created as 'valid from' **1900** and 'valid to' **9999**. The backdating of objects may not be historically correct but provides flexibility should historical data be loaded. It is understood that some objects such as 'Planned Compensation' will depend upon the validity periods specified by the HR SAP Team.

3.5 Number Ranges

It is recommended that a number range valid for all plan versions is used to avoid objects being overwritten i.e. the system default settings will be kept. The default system number ranges are:

	<i>From</i>	<i>To</i>
External	00000001	49999999
Internal	50000000	99999999

3.6 Organisation Units – High Priority

'Organisation Unit' is SAP's term for how employees are grouped within a company. Examples at SAP include Ports, Oil Rigs, departments, functions, offices and teams. As a rule, the less Organisations Units there are, the easier the Organisation Chart will be to manage. The number of Organisation Units will be reduced wherever possible.

Data Requirements:

- ⦿ **Name:** Long & Short Descriptions are required.

3.7 Organisation Units - Cost Centres – High Priority

Data Requirements:

- ⦿ **Cost Centre Number:** As a rule, all cost centres will be held at Organisation Unit level (as opposed to 'Position' level). Current cost centres roughly map one-to-one with new codes on SAP. The correct Cost Centre number will be mapped during data conversion.
- ⦿ **Cost Centre Name:** The Cost Centre name is automatically defaulted from Finance.
- ⦿ **Validity Periods:** These dates are set up by Finance and will be 01.01.1900 to 31.12.9999

3.8 Organisation Unit Reporting Structure – High Priority

Data Requirements:

- ⦿ The 'reports to' and 'manages' relationships will be captured during design and linked during build. Each Organisation Unit will report to one other Unit but may 'manage' multiple Units.

3.9 Work Centres

Work Centres will be created for Syndicate Groups. The SAP 'Time & Attendance' Workstream will create them.

3.10 Addresses

Addresses will **NOT** be maintained against Organisation Units.

3.11 Positions – High Priority

Data Requirements:

- ⦿ **Description** (Long Description & Short Description): Each employee within the company will have a unique position within SAP. A position is used to attach an employee to a particular area of the Organisation. The name of a position can be generic such as 'Truck Driver' or it could be specific such as 'Truck Driver M3 Line'. It is recommended that position titles within SAP are the same as what is currently viewed as a 'Job Title' within the 'business'.
- ⦿ **General Description:** It is possible to upload job descriptions from text files into SAP.

3.12 Positions - Cost Centres – High Priority

Data Requirements:

- ⦿ **Number:** As a rule, all cost centres will be held at Organisation Unit level. Current cost centres roughly map one-to-one with new codes on SAP. The correct Cost Centre number will be mapped during data conversion.
- ⦿ **Name:** Created by Finance.
- ⦿ **Validity Periods:** Set up by Finance.

3.13 Chief Positions

Data Requirements:

- ⦿ 'Chief Positions' will **not** be created. Chief positions can be used to indicate who is responsible for a particular group of employees and also to aid the development of workflow and Managers Self-Service.

3.14 Position Reporting Structure – High Priority

Data Requirements:

- ⦿ The 'reports to' and 'manages' relationships will be captured during design and linked during build. Each position will only report to one other position but will be able to manage multiple positions. (The Workflow Team will review this requirement at a later date.)

3.15 Position – Organisation Units – High Priority

Data Requirements:

- ⦿ **Organisation Unit:** A position may only belong to one Organisation Unit.

3.16 Positions – Employees – High Priority

Data Requirements:

- ⦿ There will be a relationship of one person to one position. If there is a job share then there will be two positions created and the employee 'work schedule' will be adjusted accordingly. **No 'staffing percentage' will be maintained within the Organisation Chart**

3.17 Position – Planned Compensation – Low Priority

Data Requirements:

- ⦿ This screen is used to store salary data against a position. This screen also links to 'Compensation Management' functionality.

3.18 Position – Job Evaluation Results – Low Priority

Data Requirements:

- ⦿ This screen stores the job evaluation results for a particular position. It is not planned to hold this data against position but it will be held against job. This screen also links to 'Compensation Management' functionality.

3.19 Position – Account Assignment Features – Low Priority

Data Requirements:

- ⦿ This screen is used to assign which Company Code and Directorate a position belongs to. By completing this screen it will default the entries into employee records when they change jobs or are hired.
- ⦿ It must be emphasised that by completing this screen the user will not be able to override the defaults and may make transferring employees inflexible.

3.20 Position – Employee Group / Subgroup – Low Priority

Data Requirements:

- ⦿ This screen defines the type employee who fills the position. By completing this screen it will default the entries into employee records when they change jobs or are hired.
- ⦿ It must be emphasised that by completing this screen the user will not be able to override the defaults and may make transferring employees inflexible.

3.21 Positions – Vacancies – High Priority

Data Requirements:

- ⦿ The vacancy flag will be used to indicate budgeted positions that have not been filled.

3.22 Positions – Qualifications – High/Low Priority

Data Requirements:

- ⦿ A position may have a specific set of requirements including experience, skills, qualifications and competencies. All these aspects come under the umbrella of 'qualifications' within SAP. In particular, 'Line' and 'Location' specific requirements will be held at position level.
- ⦿ Qualifications could be attached to duties within shift planning but the business has decided that this would be too much work. However, a check on employees will be carried out to make sure that they hold the essential qualifications defined by their job and position. If qualifications are not placed against job/position, this check cannot take place. This is also required for the staff movements process for profile matchup.

3.23 Positions – Roles, PD Profiles & Structural Authorisations

Data Requirements:

- ⦿ There will need to be close co-ordination with the functional and authorisation teams as the Organisation Chart is central to the definition of SAP security.

3.24 Jobs – High/Low Priority

The concept of 'Job' is the same as that used by Job Evaluation systems. A job is a collection of tasks performed by an individual. More than one individual may perform the same job e.g. Truck Driver.

Job Titles are to be kept generic where possible to produce a manageable list and also to aid administration across the business.

Data Requirements:

- ⦿ **General Description:** It is possible to upload job descriptions from text files into SAP.

3.25 Jobs – Positions – High/Low Priority

Data Requirements:

- ⦿ Jobs are linked to one or more positions. As mentioned above, a position title may be specific whilst the job title should be generic e.g. one job called 'Truck Driver' linked to hundreds of positions.

3.26 Jobs – Planned Compensation – Low Priority

Data Requirements:

- ⦿ This screen is used to store salary data against a job. The screen also links to 'Compensation Management' functionality.

3.27 Jobs – Job Evaluation Results – Low Priority

Data Requirements:

- ⦿ This screen stores the job evaluation results for a particular job. This screen also links to 'Compensation Management' functionality.

3.28 Jobs - Qualifications – Low Priority

Data Requirements:

- ⦿ Each job has a specific set of 'requirements' including experience, skills, knowledge, behaviours, qualifications and competencies. All these aspects come under the umbrella of 'qualifications' within SAP.

4 OrgPublisher

OrgPublisher extracts information from SAP to create Organisation Charts.

The resulting chart can be published to the Internet and periodically refreshed to ensure that changes made within SAP are also made in the chart.

Example Screen:

5 Managers Self-Service & Workflow

'Managers' Self-Service' (MSS) and 'Workflow' are **not** the primary responsibility of the Organisation Chart team, however, close co-ordination with the HR SAP team is required.

Within SAP, both MSS & Workflow require the use of the Organisation Chart and depend heavily upon its design.

5.1.1 MSS

When a Manager logs onto SAP using MSS they will be presented with a list of the employees that they manage. The list of employees is generated by the system by linking the Manager's 'log-on' to their position in the Organisation Chart.

5.1.2 SAP Workflow

SAP Workflow is used to automatically direct 'tasks' to the appropriate person. 'Tasks' include activities such as authorising leave. When a user creates a request (e.g. leave request) the correct Manager needs to be notified. The SAP system knows where in the Organisation Chart the requesting party is assigned and therefore can find out who their Manager or 'authoriser' is by exploring the reporting paths from one position to another.

An Example MSS Screen:



The screenshot shows a window titled "Team Viewer" with a dropdown menu set to "All Employees". Below the menu is a table with three columns: "Name", "Second ID", and "Attendance". The table lists ten employees, each with a green square in the "Attendance" column. At the bottom of the window, there are navigation icons, the text "Page 1/3", and "Data from 6/20/02 9:55 AM Refresh".

Name	Second ID	Attendance
Mrs Jane Friedrich	00700201	■
Dr Amy Crowley-Ander	00700203	■
Mr. Reza Anderl	00700204	■
Miss Katrina Balas	00700205	■
Eckart Schneider	00700206	■
Janina Göpfert	00700207	■
Dominik Adam	00700209	■
Tina Wagner	00700211	■
Chris Miller	00001309	■
Marian Kardas	00700212	■

6 Testing Requirements

Positions, Jobs and Organisations Units will be built for the following:

The following relationships will be included:

- ⦿ Position Reporting Structure & Chief Positions
- ⦿ Organisation Unit Reporting Structure
- ⦿ Linking of Cost Centres to Organisation Units & Positions
- ⦿ Qualifications linked to Positions
- ⦿ Assignment of Qualifications to employees will be the responsibility of the HR SAP Team

The following Items will not be built:

- ⦿ Account Assignment Features
- ⦿ Planned Compensation
- ⦿ Employee Groups & Subgroups
- ⦿ Job Evaluation Results
- ⦿ PD Profiles

7 Project Plan

Milestone	Days	From	To	Feb	Mar	Apr	May	Jun	
Build Org Chart & Qualifications	75								
The Qualifications Catalogue									
Collect Requirements	40								
Design Complete									
Build Catalogue	45								
Test Catalogue Built									
Live Catalogue Built									
Data Migration / Conversion	70								
Change Freeze									
Test Data Loaded									
Live Data Loaded									
Amend Qualifications/Support									
The Organisation Chart									
Collect Requirements	15								
Design Complete									
Build Organisation Structure	75								
Test Organisation Structure Built									
Live Organisation Structure Built									
Change Freeze									
Data Migration / Conversion	70								
Test Data Loaded									
Live Data Loaded									
Amend Chart/Support									

8 Processes

This section explores the business impact process design implications for the following areas:

- Personnel Administration
- Controlling
- Training & Event Management
- Recruitment
- Workflow
- Authorisations
- Reporting
- Personnel Cost Planning
- Capacity Planning
- Quota Planning
- Shift Planning
- Compensation Management
- Payroll
- MSS/ESS
- Manager's Desktop

9 Project Team

9.1 The Project Team

Project Sponsor



Project Manager



Qualifications Team



Organisation Chart Team



Key Contacts



SAP Contacts



9.2 Single Point of Contact List

The 'Single Point of Contact List' will be used to clarify Organisation Chart issues. The contacts have already been briefed.

- ⦿ CONTRACT SERVICES
- ⦿ CUSTOMER SERVICES – OIL RIGS
- ⦿ CUSTOMER SERVICES – TRUCKS
- ⦿ LEGAL SERVICES