ORACLE
HUMAN CAPITAL
MANAGEMENT

Modern HR in the Cloud

Oracle Talent Management Cloud

A Strategic Approach to Talent Management

ORACLE

The Growing Importance of Talent Management

Talent management has moved to the top of the CEO's agenda. In a 2012 global survey of CEOs and CFOs by the Economist Intelligence Unit, 53 percent of these leaders said that insufficient talent within their organization could harm them financially over the next 12 months. The number expressing financial concerns rose to 67 percent at organizations with more than 1,500 employees. Moreover, a full 83 percent of HR and business executives believe that talent programs need to be improved, according to Deloitte's 2012 report Talent Edge 2020. With statistics like these, it's no wonder there's more pressure than ever on HR leaders to make the right talent decisions for their organizations and to source the right talent management systems to maximize the value of their workforce.

Helping HR Win the War for Talent

Advances in human capital management technology mean that with the right talent management system in place, HR leaders can implement world-class recruiting strategies at their companies as well as generate the insights needed to drive quality of hire, internal mobility and a proactive approach to building talent pipelines. However to take advantage of these capabilities, leaders need to ensure they are covering the full talent management spectrum and connecting the dots between different stages in the employee lifecycle. Oracle Talent Management Cloud was developed using a holistic approach, so HR leaders can manage everything from recruiting, compensation and goal and performance management to employee learning and talent review, in a single, cohesive SaaS-based system. Over 1,700 human capital management customers have contributed to the development of the suite, participating in a variety of design, testing and feedback sessions. This, combined with insight from our internal team of seasoned HR leaders, has enabled Oracle to deliver a talent management solution that addresses the challenges today's HR organization faces, and supports HR's shift to a more strategic, consultative role. In this whitepaper, we'll review the different aspects of Oracle Talent Management Cloud as well as provide an overview on how organizations like yours can embrace all or some of the solutions, while retaining your current HCM investment.

Oracle Talent Management Cloud provides end-to-end talent management to find, develop and retain key talent. It delivers insight with enterprise-wide KPIs, embedded decision making tools, and predictive analytics. Oracle Talent Management is socially enabled to support the modern work world of open communication and collaboration. The user experience is simple and modern to increase Talent process adoption and service delivery. With Oracle Talent Management Cloud, you can:

- Attract, retain and motivate top talent with flexible, workflow-driven talent management

- Align individual goals with corporate goals and provide clear visibility into how each employee contributes to the success of the organization

- Drive a strategic, end-to-end talent management strategy with a single, integrated system for all talent-related activities

- Leverage social media to broaden your recruiting reach, generate high-quality employee referrals and increase employee engagement

A Holistic Approach to Talent Management

Strategic talent management requires looking at the big picture. You can have a great recruiting strategy but later lose your top recruits due to a lack of employee development. You can have the right leaders for organizational success today but be thrown for a loop when one of them leaves at a crucial time, with no replacement in sight. That's why Oracle Talent Management Cloud covers all of the key milestones in the employee lifecycle: sourcing and recruiting, performance and goal management, compensation, succession and talent review, and learning and development.

Let's take a closer look at the modules in Oracle Talent Management Cloud.

Figure 1: Oracle Talent Management Cloud

Recruiting

Oracle Recruiting Cloud enables organizations to source, assess and hire the best talent. By automating and streamlining the process for even the most complex, multi-national organizations and by delivering unprecedented insight into the success of recruiting staff and strategies, the service helps companies continuously improve talent acquisition efficiency and effectiveness. With high rates of unemployment in recent years, there have been many candidates on the market. However, talent scarcity continues to frustrate recruiters. Oracle Recruiting Cloud enables companies to create a more intelligent recruiting strategy, pulling high performer profile statistics to create new candidate profiles and using multi-tiered screening and assessments to ensure that only

Oracle's talent management modules connect seamlessly to one another and can co-exist in harmony with your existing human capital management platform so the end result is a cohesive user experience, clean consistent data and complete insight into your workforce.

END-TO-END RECRUITING

The recruiting process has been tailored to source and deliver only top qualified candidates. And processes throughout the employee lifecycle from recruiting to on-boarding, to performance management and ongoing learning all connect and build on one another. HR leaders and executives benefit from a holistic view and streamlined workforce management while employees are able to better understand their place in the organization, their opportunities for growth and their connection to organizational goals.

the best-suited candidate applications make it to the recruiter's desk. With tools such as applicant tracking, interview management and requisition management, recruiters and hiring managers can streamline the hire process and with an intuitive, consumer-like experience and unlimited tailored career sites, top candidates will get a positive impression of your brand from the initial job search on.

Social Sourcing

The world has gone social and tapping into social networks effectively can mean the difference between getting A players and C players. In addition to the multi-faceted sourcing strategy supported by the recruiting module, Oracle Talent Management Cloud includes Oracle Social Sourcing, a complete social suite to help HR leaders broaden their sourcing reach and increase employee referrals. Posting your job openings on LinkedIn and Facebook is a starting point but it's not enough to get to top performers before your competitors do. Oracle Taleo Social Sourcing helps you get there first with tools to facilitate the process such as auto-scheduling of job broadcasts to Facebook fans and followers, a branded social career site to simplify applications, and a talent community to keep top candidates engaged even if there's not an immediate position that fits their skills. The service also helps you tap into the networks of your best that fits their skills. The service also helps you tap into the networks of your best recruiters: your own employees. The social employee referral tool is easy and appealing for HR leaders and employees with targeted recruiting campaigns, simple connections to employee networks and clear tracking so employees can see the progress of their referred contacts and get credit for their contribution.

Performance Management

Oracle Performance Management is designed to support workers, managers, and business leaders with point-in-time evaluation of worker performance. With a flexible, template-driven setup, organizations can configure the performance process to match their business practice.   And with a user-friendly interface and embedded analytics for management, everyone in the organization benefit. Workers and managers can easily see where they are in the review process and are provided guidance and decision support in context to help them easily and intelligently complete evaluations. Managers can pull in informal kudos to round out the evaluation and can view manager and worker ratings side by side in the performance document. Embedded intelligence supports managers and HR administrators in efficiently monitoring and managing the overall performance management process with an executive view into performance task

completion, tracking to target rating distribution, a quick view of employee ratings, and easy access to performance details. A manager dashboard also shows ratings, comments and indicators for High Performer, High Potential and High Risk of Loss for all workers in the organization.
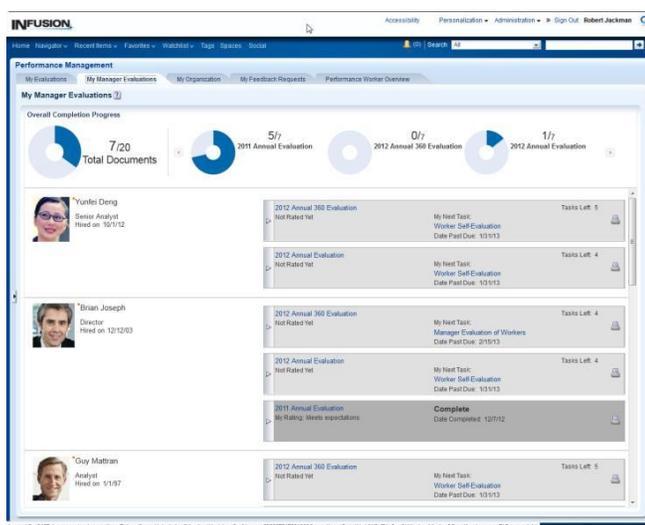

Figure 2: Checking overall performance review completion

"Barry-Wehmiller doesn't just make great products, but great people as well. We have a deep commitment to develop highly motivated, self-directed, and empowered leaders, so we looked to deploy applications that they could use for a person-centric view into the data and administration of their team members and gain deeper insight into our business."

Mike Kelly,
Director of IT applications, Barry-Wehmiller

Goal Management

Oracle Goal Management enables organizations to set, track and manage organizational and individual goals and closely align them with the overall talent management process. The holistic approach supports an ongoing performance conversation throughout the year and helps companies create a culture of employee development. Business leaders start by communicating high level initiatives and managers and workers can then collaborate to set goals that align to the organization's direction. The product also supports employees in tracking their personal growth and career development by linking goals to competencies, creating goal-related tasks with tangible action items and enabling employees to set both development goals to support their career growth and personal goals. Work collaboration among employees is fostered by goal sharing and the ability to link goals to shared work spaces with a full suite of collaborative tools including forums and wikis. Oracle Goal Management

ALIGNING TALENT TO THE BUSINESS

Oracle is unique in its ability to provide the broadest and deepest set of Talent solutions to help companies align their people to the company's overall objectives and make data-driven decisions. Oracle not only provides the global HR foundation for collecting and analyzing talent data, but also provides tools to simplify the goal management and performance management processes.

AUTOMATED TALENT REVIEWS

Oracle Talent Review helps automate a formerly manual process and takes the talent discussion to the next level. Executives and HR professionals can assess talent, identify risk areas, and develop a leadership pipeline as well as mitigate their talent risks, evaluate macro-organizational trends, and review individual talent details such as potential and risk of loss.

integrates with Oracle Performance Management to enable a point-in-time evaluation of goal achievement.

Talent Review

The talent review is one of the most strategic processes within an organization. However, it's generally a manual process with many limitations. Preparation for talent reviews is labor intensive, actions are not tracked and follow up and accountability after the review process is generally lacking. Oracle Fusion Talent Review revolutionizes this process, cutting down the manual processes and making every decision actionable by assigning tasks to managers and employees for follow-up. Using an interactive dashboard, you can see how your talent ranks based on potential and performance at both macro and micro levels. The dashboard leverages both formal data, such as performance reviews, and informal data, such as peer kudos, from your existing talent profiles. You can use this data to effectively identify and assess top talent, ensuring the best talent is recognize, all talent is fairly assessed and the right talent is developed for the right jobs.

Figure 3: Identifying and assessing top talent

Learning

Providing employee training is not enough to meet organizational goals—the training has to be relevant to the employee and company goals as well as easy and engaging for the end user. With Oracle Taleo Learn Cloud Service, you get a comprehensive solution for delivering, tracking, managing and reporting on all types of formal and informal learning. Organizations can design a truly tailored user experience with complete control over all aspects of the user interface. Users have easy access to learning through a single platform for online, classroom, virtual, and on-the-job training, as well as assessments, blended learning, social learning and self-reported training. With the service, organizations can create plans to support on-boarding, certification requirements, compliance mandates, job-related training and continued career development and portals can be tailored to support higher levels of adoption, brand awareness and revenue. You can even create specific learning plans tailored to development needs and opportunities identified in employee reviews.

Workforce Reputation Manager

Workforce Reputation Management (WRM), is a new, innovative application designed to help organizations establish, track, and monitor employee social media policy compliance, while simultaneously providing Human Resources and Recruiting leaders additional insight into employee and candidate social reputation and influence.

WRM monitors both public external networks like Twitter and Facebook, as well as internal data sources to enable compliance officers and administrators to ensure organizational social media policies are being adhered to, while also providing insight into company, department, and individual reputation and influence.

Additionally, WRM allows HR and Recruiting leaders to tap into reputation, influence, and the social network graphs of their employees, to facilitate internal team and project building, as well as to discover external talent that fits the organization's current and future needs. WRM takes the wide range of disparate data being produced across external and internal platforms and transforms it into accessible, relevant, and actionable information.

Compensation

Oracle Fusion Compensation is fully integrated to the Oracle Talent Management Cloud and empowers organizations to attract, motivate and retain talent through strategically planning, allocating and communicating compensation. It provides the most complete solution in the market. Integration with the full human capital management suite means

"At the Principal, we are very good financial managers, and we want to provide that same level of holistic management with our human capital as well. The Fusion tool really provides the business intelligence that we need to connect the dots when it comes to talent so we can drive the bottom line by increasing our performance overall

Kathleen Souhradra
Vice President of Human Resources,
Principal Financial Group

that organizations can tie compensation decisions directly to performance, ensuring that employees are paid appropriately and top performers are rewarded for their efforts. Better business decisions result from best-in-class analytics and a total compensation view of an employee or a group of employees at the same time, regardless of their geographic location or pay package components. Rather than making blanket decisions on raises or salaries for new hires, companies can easily access data that will help them minimize costs and provide competitive and fair salary packages to new and existing employees.

Talent Intelligence

To make the right decisions for your organization, you have to know your talent and you have to be able to analyze what's coming down the pike. The problem is that many HR leaders don't have clear insight due to scattered, inconsistent data and rudimentary analytics. Oracle Talent Management Cloud has embedded analytics baked into the core of the system. Our comprehensive analytics model serves as your early warning system, allowing you to analyze workforce performance and identify talent risks while there's still time to take corrective action. You can quickly look at data by different dimensions, uncover drivers of quality of hire, analyze top sources of high performers and track broad talent trends as well as operational details. Prebuilt dashboards, thousands of data dimensions, and a library of predefined talent management metrics provide complete visibility into your talent assets. Talent intelligence allows you to acquire the right talent into your organization, assign them to the right roles and begin developing your workforce of tomorrow.

Talent Management in the Cloud

Interest in cloud computing has ramped up significantly among HR leaders. Cloud applications are known for their flexibility, efficiency and fast deployment. They can be accessed anywhere and often on mobile devices, making them easier and more enjoyable for employees to use. And while moving to the cloud won't fully divorce HR from IT, it can definitely make for a less resource-intensive and less dependent relationship. Oracle knows your HCM and talent management business challenges intimately, having worked with tens of thousands of customers around the world to develop, test, and implement the industry's most complete, best-in-class portfolio of HCM solutions. We also know the cloud from the ground up, based on our leadership in the foundational database, middleware, and application management technologies now powering cloud computing; our expertise as the world's second-largest SaaS provider,

with 5.5 million users worldwide; and our in-house experience running one of the world's largest private clouds for Oracle's development and consulting organizations. All of this combined expertise means that we can not only deliver a comprehensive and forward-looking talent management suite in Oracle Talent Management Cloud, but that we can also deliver a solution that meets our customers' needs for security, flexibility and ease of use.

Our platform services are built on open standards, not proprietary code, and are run transparently in the cloud. This means that your development staff—both current and future—will be able to easily work with the platform. Our cloud history also means that we have a nuanced approach to software delivery. We know that no two companies are alike and we think that your HCM solution should reflect that. Whether it comes to deployment, configuration or system upgrades, we've designed our solution so you're not backed into a corner. You can move to the cloud incrementally and add new modules or regions as needed, all while co-existing with your current solutions. The flexibility continues post-deployment. We understand that you may want to tailor your system processes to meet your company's needs and that you may want to adjust the look, feel and behavior of different screens. We've made this easy for the HR user to do—no developers needed. In addition to screen configuration, you can add new fields, run custom reports, modify standard reports and create new process flows. You also have the choice to deploy your solution in a public cloud, private cloud or a hybrid cloud that marries modules from both. This way you can have the level of control over your data and your upgrade path that works best for your company. We call this approach "cloud without compromise." We don't think you should have to adjust your company's processes to fit our solution—it should be the other way around.

Another area where you shouldn't have to compromise is your data security. In our cloud, your data is controlled by a single vendor: Oracle. We understand that our customers don't feel comfortable with having their sensitive company and client data being handled—and potentially compromised--by a multitude of vendors in the background, and so we keep your data entirely in our control. To ensure superior data security, the company has spent over $1 billion dollars in recent years building out gen 4 data centers and we offer global coverage and 24/7 active monitoring and support.

Oracle Talent Management Cloud Integration Options

Enabling organizations to gain immediate business value through rapid deployment, Oracle Talent Management Cloud can be deployed in a "coexistence" model with existing ERP systems. Taking advantage of Oracle Talent Management Cloud's role-

"The application is so easy. You have hotlinks. You can click on something and you go right there. They can go in, and they can get their work done in a heartbeat.   It is that simple. Honestly, I think my eight-year-old can do it"

Claude Charles
Coordinating Supervisor, E-Business Suite, Prince George's County Public Schools.

[Oracle Talent Management Cloud also takes into account that different users need different experiences. We have invested heavily in creating a modern, intuitive interface that will deliver the consumer-grade experience your employees have come to expect from software. We understand that "clicking the easy button" may be right for end users but it's not quite enough for HR. While the HR interface is just as slick and modern, it also takes into account that you need to get quite a bit deeper into the application than your managers and employees. So while they have just the basics, you have full access to the reports and tools you need to be successful.

MOBILE,

We know that many employees—particularly executives—need to work on the go. So we developed a dedicated app, Fusion Tap, for mobile work. If your CEO wants to review org charts on the plane, there's no need to print out a stack of papers—all of the information will be readily available with a few clicks.

based user experience, built-in collaboration and innovative features, customers can easily "turn-on" the talent suite. With support for integrations to customers' current investments in PeopleSoft, E-Business Suite and JD Edwards, Oracle offers a robust human capital management solution to meet the needs of today's talent-focused enterprise. In addition, organizations can configure integrations to other third party HCM systems of record through the use of standards-based tools. Oracle partners such as Infosys, Wipro and Deloitte are well versed in Oracle HCM integrations and can assist in this area.

How Does It Work

E-Business Suite, PeopleSoft and JD Edwards HCM customers can connect their core HR system of record with Oracle Talent Management Cloud by synchronizing various data elements such as people records, job records, compensation information, and profile history.

Integration Architecture

Your core HCM system (E-Business Suite, PeopleSoft, JD Edwards, other) will continue to be the system of record for core employee information such as employee name, address details and setup data such as organization structure, job codes and position. Profile management related information such as competencies, licenses and certificates will be migrated to Oracle Talent Management Cloud, which will then become the system of record for all profile related information. Oracle Talent Management Cloud will also be used for recruiting, goal management, performance management, learning, and talent review.

Talent Management for Small and Mid-sized Organizations

The need for an integrated Talent Management solution is not limited to large enterprises. Small and medium sized businesses have the same talent challenges as larger organizations and can achieve the same benefits from implementing the right solution. Oracle Taleo Business Edition has been designed specifically to meet the needs of the SMB market by delivering all of the deep functionality available for enterprises in a model that is easy to buy, implement and begin using, Sourcing, recruiting, onbaording, performance management and learning are all part of the solution and customers can be up and running on the platform in as little as six weeks.

Finding and Retaining the Best Talent Is Now Possible

The war on talent has challenged many an organization and many an HR leader. Executives are looking to HR to source, recruit, develop and retain the best talent. This is a tall order but can be achieved with the capabilities offered by Oracle Talent Management Cloud:

- An intelligent recruiting process to find, engage and cherry pick the best candidates and keep them engaged with a user-centric application process

- Social networking tools that mean business with social sourcing capabilities to tap into rich employee networks and an internal social network to increase employee information sharing and engagement

- Role-centric user experience designed to enhance accessibility, collaboration and productivity at all levels of the organization

- Holistic and flexible goal and performance management

- Comprehensive learning solution to provide easy access to training and tailored development plans that map to employee needs and organizational goals

- Integrated and embedded analytics built into the solution to support informed data-driven decision making

- Multiple deployment models with SaaS (multi-tenant and private-tenant), hosted, and on-premise deployment options

- Integration support for coexistence with PeopleSoft, E-Business Suite, JD Edwards, and other HR core systems

With Oracle Talent Management Cloud, HR leaders can provide the strategic insight and workforce planning to help their companies build the best talent and stay ahead of the competition.

Appendix: Oracle Talent Management Cloud - List of Applications

Oracle Fusion Talent Management Base Cloud Service

Oracle Fusion Performance Management

Oracle Fusion Goal Management

Oracle Fusion Talent Review and Succession Management

Oracle Fusion Transactional Business Intelligence

Oracle Fusion Workforce Reputation Management Cloud Service

Oracle Taleo Recruiting Cloud Service

Oracle Taleo Social Sourcing Cloud Service

Oracle Taleo Onboarding Cloud Service

Oracle Taleo Community Connect Cloud Service

Oracle Taleo Analytics Cloud Service

Oracle Taleo Development Planning Cloud Service

Oracle Taleo Goals Management Cloud Service

Oracle Taleo Performance Management Cloud Service

Oracle Taleo Succession Planning Cloud Service

Oracle Taleo Development Planning Cloud Service

Oracle Taleo Learn Cloud Service

Oracle Taleo Business Edition (for SMB customers)