

Enterprise Talent Management: Visualizing Global Talent to Maximize Workforce Performance

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Visualizing Global Talent to Maximize Workforce Performance

The emerging Talent Management software market includes recruitment management, performance management, compensation management, succession management and learning management applications.

This market is growing at a rate of 20% per year according to industry analysts¹; spurred on by the Performance and Succession Management segments.

EXECUTIVE OVERVIEW

Leading companies are targeting improvements in talent management processes to drive the performance of one of their most valuable resources: their human capital. Forward-looking organizations are adopting new strategies and Enterprise Talent Management solutions to cultivate their existing talent and to find new ways to get the highest return on their human capital investment.

Together, Oracle and Nakisa are working with these leading companies to help their HR organizations to become more strategic in their talent activities. Through the Oracle-Nakisa solution they are better equipped to manage and nurture their talent assets and to align employee efforts with enterprise goals to impact their organization's bottom line.

INTRODUCTION

In today's highly competitive, global economy organizations are trying to do more with fewer resources and good business leaders are coming to understand the value derived from a talented workforce. Challenged by changing demographics in the labor market and people-related costs averaging 40-60% of corporate budgets², enterprises are focusing on their ability to retain and develop high-performing people to continue to drive innovation and growth into the future.

Human capital issues specifically related to talent management, most notably the availability of talent, are of top concern to business (see Figure #1). At the same time, the rewards of a true talent management strategy are coming to light and driving interest in this human resource (HR) area. Companies with human capital plans in place state this contributed to 45% higher workforce productivity and 40% higher revenues over their peers, according to a 2005 Aberdeen Group and Human Capital Institute study.

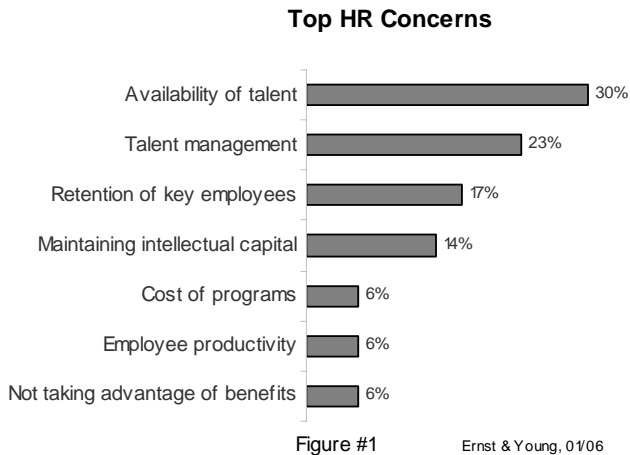
Now, more than ever, C-level executives see the need to inspire employees to execute strategies and goals, and make their contributions to the company identifiable and measurable. Organizations understand the advantages of systematically nurturing top-performers and maintaining alignment of their global

¹ Forrester Research, *HR/HCM Applications: Strategic Processes Move To The Forefront*, January 23, 2006 and Yankee Group, *Fueled by Strong Demand, Worldwide Talent Management Market Will Surpass \$2.3 Billion in 2006*, April 5, 2006.

² Forrester Research, *HR's Role In Sarbanes-Oxley Compliance*, December 2004.

workforce at all levels of the company with the objectives of the enterprise. As a result, businesses are increasingly embracing technology to meet the challenges of talent management in the workplace.

In today's competitive economy, HR departments lacking sufficient automation to



fully cover their talent management needs will continue to suffer from a lack of talent to meet their enterprise needs. Organizations require a new breed of technology that will allow HR to both strategically manage and maximize the performance of their global workforce. HR needs to be provided with a solution that gives them new ways of looking at data so they can create and realize the full potential of their talent management initiatives.

Enterprise Talent Management

In most companies today, talent is being managed the old-fashioned way: through annual evaluations and paper-processes, with minor automation using spreadsheet software. Technology tools are largely absent from the process, meaning that an understanding of a company's talent pool, and a link between individual goals and corporate success, eludes most organizations. As a result, the promise of Enterprise Talent Management (ETM) solutions, to provide information to employees and managers so that they can work together to build a better organization is lost.

ETM software provides a central framework that integrates various talent management components together to create an efficient, end-to-end HR process. In addition to central control, these solutions give all employees the information they need to align their work with enterprise objectives while ensuring that corporate-wide policies and procedures are uniformly applied throughout the organization. By connecting talent management areas such as: talent acquisition and compensation, performance management and succession planning, investments in technology become more strategic because a direct link can be made between these areas and the bottom line.

ENTERPRISE TALENT MANAGEMENT DRIVERS

As one of the few remaining differentiators companies can use to build real competitive advantage, management of talent is now at the top of the list of priorities for business leaders. Increasing workforce awareness and flexibility are key issues for leading companies and talent management has gone from being a nice idea to a core business function.

To stay competitive, leading organizations have become proactive in nurturing and keeping the right talent. All aspects of talent management are now considered critically important and technology adoption is being leveraged by savvy HR and C-level executives to deal with economic and workforce demographic shifts:

50% of all C-Level executives will be leaving the workforce in the next five years.

1. A retiring workforce:

A generation of older workers is retiring resulting in 50% of all C-Level executives leaving the workforce over the next five years³. Before these individuals go, organizations have to identify the critical skills that will leave with them. Backfilling these positions will take significant time and money - up to 7 years of training to bring a new hire up to speed, or a need for 2.5 new employees to fill the shoes of one skilled and experienced retiree⁴.

How leading companies are leveraging ETM:

By leveraging succession planning functions of an ETM solution today enterprises are empowering HR to pinpoint existing and future talent gaps to make sure they can be filled tomorrow. Organizations are automating and integrating talent functions so that top performers are tracked, trained and retained to ensure readiness for their new positions when they open up.

2. Enterprise Talent Crisis

Not only are enterprises challenged with a retiring workforce but they are also hobbled by a lack of talent on the market to fill the roles of departing workers. It is estimated that 60% of all new jobs in the 21st century will require skills that are possessed by only 20% of the current workforce⁵.

How leading companies are leveraging ETM:

HR needs to develop training and hiring strategies today to address the talent crisis. ETM applications support the acquisition of new talent while also giving the view into the existing workforce that the organization needs to identify potential pools of candidates. With this knowledge they are putting compensation and performance programs in place to develop top performers with future roles in mind.

³ Forbes, Where Have All the Leaders Gone?, August 14, 2006.

⁴ Forrester Research, *The Retiring Workforce Is Creating a Knowledge Void in Government and Regulated Industries*, by Claire Schooley with Connie Moore and Lucy Fossner, 2005.

⁵ Deloitte Research, *It's 2008: Do You Know Where Your Talent Is? Why Acquisition and Retention Strategies Don't Work*, by James H. Wall and Ainar Aijala, 2004.

A key challenge for HR is a lack of visibility into the global workforce resulting in:

- **An inefficient use of resources,**
- **Safety and compliance failures,**
- **Unnecessary labor costs.**

3. Evolving global enterprise

Diverse, global workforces help us to accelerate innovation, aid enterprises adapt to fluctuations in market demand, and enable business to recognize and respond to the needs of new markets. But as organizations become more decentralized, with people working in locations across the world, HR is faced with new talent management issues related to building, supporting and retaining a global workforce.

A key challenge for HR is a lack of visibility into the global workforce that results in inefficient use of resources, safety and compliance failures, and unnecessary labor costs. Ultimately, it can also affect an organization's ability to achieve strategic goals and bottom-line results. Because of this, enterprises need to be able to see and understand employee talent to be able to deploy them to their best advantage.

How leading companies are leveraging ETM:

A global view into the workforce means that HR can manage the flow of talent across the enterprise to ensure the company can do business 24x7x365 across multiple geographies. Companies with complex multinational business operations put centralized ETM solutions in place that work for all countries, regions, departments, and individuals. This leverages their investment in technology across the business while simplifying data and IT management.

HR practices are also optimized across the enterprise through a centralized ETM solution. Goals that are common throughout the organization are easily disseminated to all employees. With this in place HR can develop and manage talent pools both locally and globally while rolling out standardized processes that ensure consistency across geographies - balancing local needs with global practices.

4. Speeding Business through Information Access

In a dynamic, growing economy business has short time frames to respond and deliver. Employees throughout the enterprise require immediate access to timely, actionable information to help them make better decisions, faster. This is further complicated by a need for different individuals in different roles to get visibility into different and varying areas of data to get work done.

Many HR applications are poorly integrated and cannot share employee data in any meaningful way due to the existence of multiple, unconnected data repositories deployed across the organization. For an enterprise to align the efforts of its workforce, for HR to ensure the company has the right talent in place to perform, and for employees to deliver on their objectives, it is vital that they all have a view into information they need to keep them on course. Without this visibility business and workforce decisions will be based on incomplete information and outdated assumptions instead of on hard, real-time data.

A consolidated view and centralized system into all talent data allows HR to focus on what is important - without the need to search separate databases or run external processes to get work done.

How leading companies are leveraging ETM:

ETM's advanced data visualization functionality provides a consolidated view and centralized access point into all talent and enterprise information so organizations can drill deeper into content than traditional reports, spreadsheets and statistical charts allow. HR can make sense of the vast amounts of data spread across the organization because it is centralized in one system allowing HR to focus its attention on what is important – without the need to search separate databases or to run external processes to find what they need. By centralizing data retrieval, visualization and work on a single platform, ETM can also leverage existing role-based security settings to control access to data. This ensures individual users get secure access to what they need to get work done with the benefit of it being displayed in graphic views, such as dynamic organization charts, that make it easier, simpler and faster for them to understand.

5. Workforce Resilience

We live in a new world of disruption and organizations need to know that their human capital is resilient to change. Today an enterprise needs to be able to turn on a dime and adapt rapidly to threats posed to its workforce. Organizations that can build resiliency into their human capital are more likely to protect their most valuable resources and maintain continuous operations in the event of a crisis.

How leading companies are leveraging ETM:

With ETM in place HR can deal with crises that require changes in employee locations and schedules that would be difficult to coordinate in a fast-changing environment without technology and a worldview of the organization's talent pool. ETM provides HR with a formal way to manage succession, performance and learning so no one is forced to take on a role with little or no preparation, which is ultimately detrimental to the business.

As the global workforce continues to evolve, companies that invest in talent management solutions, and examine the issue from an enterprise perspective, will reap tremendous benefits for their business. The key to effective management of a diverse and dispersed workforce will be to find a technology that will work within the organizations' existing IT infrastructure and will fall in line with the ways employees work.

ETM serves every employee in the company and spans many departments and levels of the organization. Each user requires a different view of essentially the same data set—that view being dependent on the business processes that he or she needs to complete. The ability to seamlessly integrate data and streamline navigation enhances the user experience and encourages adoption. A centralized integrated solution works to maximize performance and simplify application management - resulting in greater employee satisfaction, higher levels of retention, and better alignment of the workforce with the organization's financial and business objectives.

DELIVERING ON THE POWER OF ENTERPRISE TALENT MANAGEMENT

Enterprise Talent Management: Mission-critical functionality

1. Integrated Talent Management processes

A single integrated platform that connects critical talent management processes to better align the workforce with specific business goals while lowering operational costs.

2. Consolidated view/centralized access

Secure, consistent web-based employee access to talent, workforce and related financial data that enhances workforce visibility and ensures decisions are being made based on complete, up-to-date information.

3. Intuitive, User-Friendly Interface

A consistent user experience that personalizes access to information for employees, eases use, and aligns individual work with the goals of the organization.

Nakisa Inc. (Nakisa) and Oracle are delivering leading software to enterprises and their HR organizations to ensure they not only benefit from the most comprehensive and easy-to-use talent management solution available – but can also leverage their existing investment in their enterprise application software to streamline talent initiatives and positively affect their bottom line.

Oracle PeopleSoft Enterprise Talent Management

Oracle PeopleSoft Enterprise HCM offers a suite of connected applications that address every aspect of talent management, from recruitment and deployment to performance management, development and learning and on to compensation, and benefits. Oracle provides a flexible and adaptable global platform with a single, enterprise-wide competency framework. The centralized nature of the application allows for development of a standard description for all core competencies and qualifications necessary for fulfillment of every role within the company. The central competency framework is fundamental because it helps bring together disparate systems, removes international barriers to workforce comparisons, and creates a single source for the skills available within the workforce.

Oracle PeopleSoft Enterprise HCM integrates the talent management components across business processes to provide a central location for talent throughout the human capital management lifecycle. Providing full integration with other key enterprise applications such as financials, projects, and manufacturing, the solution enables organizations to execute on a holistic enterprise-wide talent management strategy. No longer do organizations have to choose among different providers to enable all aspects of their talent management processes.

Nakisa Succession Planning

Nakisa SuccessionPlanning is a real-time data visualization and succession management application for the Oracle enterprise customer. Seamlessly integrated with Oracle PeopleSoft Talent Management, the application does not have its own data repository and therefore offers customers the ability to collate and present information from HR, financial and other workforce data sources into one user-friendly, dynamic interface tailored to the role and requirements of each employee in the enterprise. Nakisa SuccessionPlanning extends Oracle PeopleSoft's highly scalable platform allowing users to benefit from Nakisa's advanced data visualization functions including succession planning, organization charting and modeling capabilities.

By combining standard “high potential”, “bench strength”, and “key position” data with overall workforce information, the solution empowers users with clear, timely, and accurate visibility into talent data and employee performance. It offers a user-friendly, web-based interface which increases end-user productivity thanks to an intuitive UI and enables employees to complete talent management tasks faster and with fewer errors.

AN INTEGRATED ENTERPRISE TALENT MANAGEMENT SOLUTION

Based on Oracle's comprehensive HCM platform, the Oracle/Nakisa solution increases visibility into succession information to support efficient and consistent Talent Management practices across the enterprise.

Speeding Business and Enterprise Talent Management Adoption

Delivering a comprehensive Talent Management process, the Oracle/Nakisa solution's web-based interface is highly flexible. Organizations can tailor the data presented to users and the look and feel of the application, as well as the functionality that users are able to access according to their roles and responsibilities. It can also be quickly customized to meet the specific needs and security requirements of an enterprise and its HR organization. This flexibility supports the unique needs of different business units and workgroups within a global organization to ensure delivery of the right information to the right people within a secure and user friendly interface.

A Single View of Enterprise Talent Lowers Costs & Drives ROI

The combined solution also maximizes the rate of return on talent management initiatives by leveraging existing investments in Oracle PeopleSoft Enterprise and avoiding the inefficiencies and risks inherent in duplication of data and processes across other external systems. Instead, organizations deploy one core HR system that runs all human capital and talent transactions through a single interface that provides specialized views into talent data. By making talent management processes more transparent, efficient and effective, organizations benefit from an increase in their overall level of performance while leveraging existing technology to drive results.

Aligning technology direction to deliver end-to-end Talent Management

As leaders in their technology sectors, Nakisa and Oracle are committed to maximizing the benefits of their partnership for Oracle PeopleSoft customers. Working together to align their product development efforts, the companies have a clear view of the complementary areas of their technologies and use this as a basis for ongoing coordination of their technology direction.

With the ultimate goal of delivering the best and most comprehensive talent management solution to market, Oracle and Nakisa are combining world-class enterprise application capabilities with advanced data visualization functionalities to ensure Oracle PeopleSoft customers will have access to leading-edge solutions that will meet their comprehensive talent management needs in years to come.

CONCLUSION

Talent is *the* differentiator for creating significant business advantage. With ETM, organizations can look at talent practices in a new, more comprehensive way so that goals, learning, compensation, and succession planning strategies can be developed using an integrated approach.

Together, Oracle and Nakisa deliver a complete solution based on the Oracle PeopleSoft platform that extends its processes and functionality to address this end-to-end talent management process. The combined solution ensures that your organization can:

- Maintain all workforce and talent management related data and processes within your PeopleSoft Enterprise system. Nakisa supports and extends the power of Oracle PeopleSoft without the need to duplicate data or train users on new software processes and procedures.
- Securely present users with Nakisa's customized views of information through seamless integration with the PeopleSoft security infrastructure.
- Benefit from the lower total cost of ownership of a complete ETM solution that is based on, and fully supports, your investment in Oracle PeopleSoft's platform and processes,
- Provide your workforce with dynamic, visual depictions of the data they need to move your business forward.

About Nakisa Inc.

Nakisa is a Certified Partner of the Oracle PartnerNetwork and a leading provider of Visual Workforce Management solutions that allow enterprise, government agencies, and educational institutions around the world to perform organization and talent management functions that optimize their workforce and its performance. The company's products include 100% web-based succession planning, organization charting and modeling tools that can be deployed to hundreds of thousands of users to visualize millions of records at one time. Customers benefiting from Nakisa technology include Airbus, Pfizer, RBC Financial Services, Australia Post, Alstom and government agencies worldwide.

Nakisa SuccessionPlanning for PeopleSoft securely accesses real-time PeopleSoft data and analytics to display it in dynamic views to support PeopleSoft talent management processes. Certified by Oracle on PeopleSoft Enterprise HRMS 8.9 and 8.8, Nakisa SuccessionPlanning integrates with PeopleSoft Enterprise HCM, Portals and Workforce Analytics. The application leverages Oracle PeopleSoft single sign-on functionality and role-based and row-level user security to ensure controlled access to information and product functionality.

For more information: www.nakisa.com

For a demonstration of the Oracle/Nakisa solution contact Nakisa:

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