Gain Operational Excellence and Increase Agility with Global HR in the Cloud

"The Good Jobs Strategy begins with a different philosophy of doing business. And that philosophy is not to see employees as costs to be minimized, but rather see them as engines of growth and profit."

Zeynep Ton, Professor of Operations Management at the MIT Sloan School of Management, and Author of *The Good Jobs Strategy*

The current economy is service-driven. To win, your organization must focus on two things: taking care of customers and taking care of employees. But in a landscape that is shaped by competitive pressures, talent scarcity, and workforce demographic changes, keeping top-notch employees who are engaged and productive can be a challenge. Modern human resources (HR) applications can help by giving employees a way to interact with you that's rewarding and even fun. By emphasizing company-wide competitions, media sharing, and the curation of an employee profile, for example, it's easy for employees to make satisfying connections using their smartphone. In this technically advanced environment, streamlined HR processes, social tools, and easy access to business insight help you retain highly engaged employees with the skills and experience you need. Then your employees can focus their efforts on making sure your customers are happy.

FACT: Streamlining business processes is the #1 HR delivery issue globally. 49 percent of organizations will use shared services.
Towers and Watson, "2013 HR Service Delivery and Technology Survey"

TAKE YOUR HR TO THE CLOUD

Fast-changing businesses demand agility. And cloud solutions improve agility by giving you quick access to the applications you need. Cloud implementation offers instant value and productivity through functionally rich services that are standards-based and can be delivered without compromise to business practices or policies. You gain peace of mind with a modern cloud that is

» Personalized—the benefits of software as a service (SaaS) such as speed, simplicity, and lower costs, with the added ability to tailor applications to your unique business requirements

» Connected—seamless integration across the cloud, on premises, and with third-party applications

» Secure—top-to-bottom security from the industry leader, with data access based on user's role and location

Deliver Strategic HR Services and Insight in the Cloud

Employee administration processes and compliance have always been the backbone of HR. Today, however, it is expected that these functions already operate efficiently, giving HR administrators time to take a more strategic focus. But a lot can still go wrong with HR services: multiple disconnected HR systems, noncompliance, ineffective change management, and the inability to handle both local and global operations. Deficiencies such as these can prevent your HR organization from being viewed as successful.

A global and unified HR platform with in-context direct access and collaboration services, mobile technology, embedded and predictive analytics, workforce modeling capabilities, and deep country localizations can meet the needs of modern HR organizations. A system such as this eliminates information silos, letting you use consistent, real-time workforce data embedded throughout HR management and talent solutions to lower costs and drive better operational decisions. And if your HR services are delivered in the cloud, you can gain the breadth and depth of an end-to-end HR solution, with the ease and speed of cloud delivery. Based on Oracle's customer experiences, as much as 30 to 60 percent of HR IT costs can be shed by leveraging cloud solutions and you can deliver human capital management (HCM) business functionality 95 percent sooner than previously possible.[1] Cloud delivery lets you quickly adapt as your company grows and changes—so you can attain operational excellence and increase global agility.

[1] Christopher Sowa, "Four Best Practices for HCM in the Cloud," Profit Online, September 2013, oracle.com/us/corporate/profit/big-ideas/090913-csowa-2009344.html

USE A FLEXIBLE AND SIMPLE SYSTEM FOR CORE HR PROCESSES

Easy-to-use, online consumer applications have raised the bar for employee expectations of the systems they use at work; they want self-service applications that let them access and share information quickly. With a unified HR platform in the cloud, everyone in your organization can enjoy a consistent user experience with a system that is simple, flexible, and intuitive.

You can boost user adoption of self-service tools by providing a context-sensitive system and role-based access to data with easily personalized screens. Managers can rapidly navigate through the system to access the single record that captures all of an employee's data—including information regarding multiple employments and assignments, or individual contractual agreements. Because every employee accesses the HR system in some capacity, offering them better tools can significantly improve your workforce's efficiency, effectiveness, and productivity.

CONNECT AND COLLABORATE

When your HR system has no central location for employee and talent information, employee collaboration suffers. In addition, managers looking for new employees can't identify best-fit workers and compare them based on their skills and qualifications. If your HR system lets employees create a personal talent profile, other employees and managers can search on skills and connect with them using built-in collaborative tools such as chats, blogs, instant messages, and networks. Better connection between employees increases worker engagement and improves the odds that the right team is working on a project. Collaboration helps everyone achieve their goals more easily, leading to greater worker satisfaction and increased productivity.

TRANSFORM SERVICE DELIVERY

A shared services model— managed centrally but delivered locally—can quickly become the framework for reducing redundant process work and increasing levels of HR efficiency according to CedarCrestone.[2] They noted the following trends:

» Investments in service delivery systems such as self-service and call center technologies enable HR to increase service levels while reducing the overall cost of providing services.

» A combination of employee- and manager-self-service, shared services, and an automated HR help desk offers the greatest benefit. In 2013, this model served 41 percent more employees.

» Organizations are expanding the service delivery model to encompass multiple, shared-service centers that operate during global work hours, avoiding overtime pay and facilitating regional services.

» One of the fastest-growing trends in HR is the use of mobile delivery models.

[2] *CedarCrestone, "2013–2014 HR Systems Survey White Paper: HR Technologies, Deployment Approaches, Value and Metrics," 16th Annual Edition.*

VIEW TEAM DATA AND TAKE ACTION

Managers need a comprehensive view of their team members and easy, efficient ways to accomplish the many administrative tasks involved in supervising them. For example, an intuitive, visual organization chart view of employees and interactive workforce management tools can help you research and maintain employee data in a highly visual, structured environment. Prebuilt links to relevant business processes make system navigation easy and allow managers to immediately kick off HR processes such as promotions and transfers. Giving managers simple yet powerful tools such as these decreases operating costs, greatly improves employee satisfaction, and leads to better-informed decisions overall.

EFFICIENTLY MANAGE GLOBAL OPERATIONS

Global business is on the rise, with estimates for global gross domestic product (GDP) growth in the range of 3 percent. In its 2013–2014 Global Competitiveness Report, the World Economic Forum reports that the global economic prospects are more positive than they have been in several years. In addition, the use of international assignment programs is increasing. According to SHRM, here are the top five reasons for implementing these programs: to provide specific technical skills not available locally (47 percent), to provide career management/leadership development (43 percent), to ensure knowledge transfer (41 percent), to fulfill specific project needs (39 percent), and to provide specific managerial skills not available locally (38 percent).[3] Expanding globally to take advantage of opportunities and make the most of your worldwide workforce can be business strategies of companies of all sizes. However, to gain the most profit, you must manage operations efficiently while adapting to local laws and requirements.

A unified HR system in the cloud lets you eliminate disparate systems and align your HR processes and reporting worldwide—ensuring HR process and data consistency. To ensure efficient local operations, features such as entire system translations, data protection support, local business rules, country payrolls, and compliance reporting are crucial. Highly configurable processes are also needed to simplify quick adaptation to legislative and organizational changes without causing disruption to your business.

[3] "International Assignments Expected to Increase in 2013," Society for Human Resource Management, May 14, 2013.

Improve Employee Well-Being with Enterprise-Level Tools

Unhappy employees are not likely to use their peer influence to help you continually attract the high-quality talent you need to remain competitive. However, changing expectations of HR services can be hard to keep pace with, sometimes leading to unsatisfactory interactions with HR that can have a negative influence on employee wellness. It can be a vicious cycle and in this scenario, no one wins. HR work-life solutions often improve the employee experience by delivering tools that help them achieve their business performance goals in ways that align with both their personal life and career aspirations. Areas that can have a big impact on employee engagement and satisfaction include solutions such as the following:

- **Reputation Management**—Leverages social media to find and retain undiscovered talent. Employees decide what data to share and also learn how to optimize their social presence and reach. Helps all users stay in compliance with social media policies to protect the organization's and employee's brand.

- **Wellness Management**—Allows an employee to monitor their wellness data. Offers social-media-enabled tools to help them change behavior and reach wellness goals—improving productivity, innovation, and engagement, while also lowering healthcare costs.

- **Competitions**—Supports the creation and running of contests that are linked to work assignments and company goals. Employees connect with each other in a fun way to contribute to an end goal. These activities increase employee engagement and employee excellence while aligning individual motivations and behaviors to business output.

"The makeup of the global workforce is undergoing a seismic shift: In four years Millennials—the people born between 1977 and 1997—will account for nearly half the employees in the world. In some companies, they already constitute a majority. Millennials view work as a key part of life, not a separate activity that needs to be 'balanced' by it."

Jeanne C. Meister and Karie Willyerd, "Mentoring Millennials," *Harvard Business Review,* **May 2010**

Use Technology to Make Better Talent Decisions

In the past, HR primarily supported the transactional side of workforce management. But now, you need to also address more-strategic demands—by providing insight that ties together workforce performance and planning. HR solutions that offer optimization technology can deliver quality information for analysis before you make changes, so your organization benefits from consistently better talent decisions. For example, using predictive analytics capabilities, you can examine current and historical indicators to identify areas for concern in workforce performance and attrition. Then "what if" modeling helps determine the best corrective actions so you can make changes before it is too late. More-accurate evaluation of both team and individual performance means you have the information you need to proactively work to retain your top employees.

Mergers and acquisitions, business expansions, and reorganizations can necessitate large-scale organizational changes. A unified HR solution in the cloud can deliver workforce modeling solutions that improve your workforce decisions by analyzing their impact using always up-to-date HR data. Time-consuming data exports and manual procedures are replaced with simple and intuitive processes. You meet your business objectives and improve your efficiency through the reduced number of activities and approvals needed to deliver final results. And, you can monitor an organizational change in real time to better understand its effect and ensure that the right talent decisions were made. These types of tools help you identify potential problems before they occur and take immediate action—increasing morale, saving money, and boosting your competitive edge.

Power Decision-Making with Business Insight

Organizations that provide the right insights to all users, when and where they need it, optimize decision-making, and this can have a huge payoff. CedarCrestone found that "Top Performer" organizations are able to put decision-support tools directly into the hands of managers more frequently. These organizations not only achieve competitive advantage, as shown by a value chain statistical analysis, but their revenue per employee is 26 percent higher than those not able to support managers with direct access to business intelligence and workforce analytics solutions.[4] Analytics, role-based dashboards, and ad hoc reporting capabilities can be embedded throughout a modern HR system, with relevant information on each screen linked to transactions and decision points—reducing employee frustration, increasing productivity, and powering optimal decision-making.

With the right HR system, the depth and breadth of information you can use to inform your decisions is substantial. This is not just reporting, but advanced analytics using data from many sources, for example, multiple HCM modules and non-HCM applications, historical snapshots, and complex calculations such as skill-gap analysis and head count movement.

Additionally, to take the guesswork out of beating your competition, you can consolidate and analyze large amounts of data across multiple organizations to create a benchmarking tool. Then, you'll know exactly how well your organization is doing relative to industry KPIs and can address operational areas that fall below industry-average metrics. With advanced analytics, you can readily answer critical questions about your workforce and determine what actions will align your talent strategies to business objectives.

"One of our goals at National Instruments is to create a great place to work for our employees. As an HR team we want to be able to focus on developing our talent. Since we have talent located in approximately 50 countries it is very important that our HR system is industry standard and consistent across borders, so that HR, managers, and employees can spend less time gathering data and more time using that data for effective decision-making."

Wendy Cottrell,
Senior HRIS Manager,
National Instruments

---

[4] *CedarCrestone, "2013–2014 HR Systems Survey White Paper: HR Technologies, Deployment Approaches, Value and Metrics," 16th Annual Edition.*

FACT: Ventana Research awarded Oracle Fusion HCM its 2013 Technology Innovation Award for Business Innovation in the HCM category.

"To refocus HR around the employee experience, we need to move beyond transactions to address four important business needs: a talent-centric view of the workforce, tools and policies that encourage collaboration, applications that are engaging and mobile, and the insights that management needs to predict the business impact of HR efforts."

Gretchen Alarcon, Group Vice President, Human Capital Management Strategy, Oracle

Meet the Needs of a Modern HR Organization

A unified HR system in the cloud helps you respond quickly to evolving requirements and execute on a forward-looking talent strategy. Oracle Global Human Resources Cloud is an integrated, end-to-end solution that can meet all your HR requirements—from human resource administration to work-life solutions, HR optimization, and HR analytics. Moreover, the solution lets you make the cloud your cloud by tailoring HR processes to meet your company's specific needs and accelerate business efficiency. You can configure the look, feel, and behavior of each screen, as well as add new fields to track unique information, run custom and modified reports, and create new process flows. The solution is socially enabled, provides comprehensive workforce intelligence, and is easily accessible on a desktop or mobile device. All of this power dramatically simplifies your job of keeping up with a fast-paced business environment.

Streamlined HR processes eliminate waste, increase employee productivity, and ensure that your workforce is properly maintained and rewarded. Everyone in your organization uses the HR system, often on a daily basis. When you invest in the right HR technology, you make sure that your employees always have the tools and information at hand to attain operational excellence and ensure global agility—driving bottom-line success.

"The analytics [in Oracle Global Human Resources Cloud] just make it pop! The charts, the graphing, the predictive analytics are really neat. The modeling capability in the compensation module was another feature we just don't have today. Having that kind of capability is really exciting."

Charles Fusco, HRIS Development Manager, McKesson

Oracle Corporation

Oracle is committed to developing practices and products that help protect the environment

CONNECT WITH US

ORACLE®