



Turning Top Talent into Top Performers: Using HCM Technology to Manage Learning and Development



"As careers become longer and more diverse, the half-life of skills also becomes shorter and shorter, placing a premium on continuous training and development. Millennials can look forward to multichapter careers lasting 50 years, with career paths that cross many businesses and functions."

Deloitte Consulting and Bersin by Deloitte, "Global Human Capital Trends 2014"

For all that's been reported about the looming talent shortages that today's global enterprises face, little has been done to ensure that talent—once retained—actually sticks. Indeed, although a majority of business and HR leaders across a wide swath of industries recently identified *leadership* and *retention and engagement* as their top two talent management priorities, few of those respondents felt confident that their organizations were doing enough to act on those requirements.¹ With only 13 percent of those surveyed saying that their companies are doing an “excellent” job of developing leaders,² and just 13 percent of employees worldwide reporting being “highly engaged” in their work, something is clearly lacking.³ That *something* would be a clear and simple path to the education and training essential for professional development and organizational success.

“Increasing workplace engagement is vital to achieving sustainable growth for companies, communities, and countries—and for putting the global economy back on track to a more prosperous and peaceful future.”

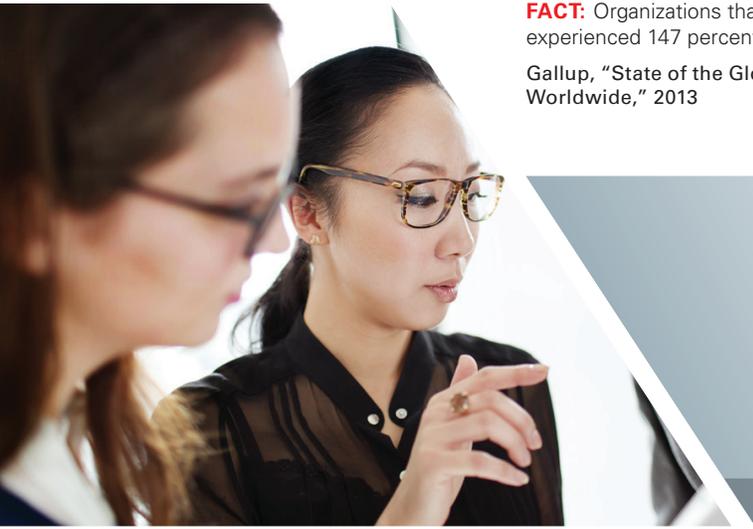
Gallup, “State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide,” 2013



¹Deloitte Consulting and Bersin by Deloitte, “Global Human Capital Trends 2014.”

²Ibid.

³Gallup, “State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide,” 2013.



FACT: Organizations that average 9.3 engaged employees for every actively disengaged employee experienced 147 percent higher earnings per share than their competition in 2011 through 2012.

Gallup, "State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide," 2013

WHAT CONSTITUTES LEARNING CONTENT TODAY?

The first step in improving training is identifying the types of learning content available. Falling into three primary categories, the offerings are remarkably broad.

FORMAL

- » E-learning
- » Instructor-led training
- » Virtual classrooms
- » Seminars
- » Simulations and games
- » Assessments

ON-THE-JOB

- » Development planning
- » Reference materials
- » Performance support tools
- » Customer/peer feedback
- » Rotational assignments
- » After-action reviews

ON-DEMAND AND SOCIAL

- » Search
- » Expert directories
- » Books and articles
- » Podcasts, videos, and blogs
- » Learning portals
- » Forums and social networks
- » Coaching and mentoring

Boost Performance and Engagement with a Modern Learning Management System

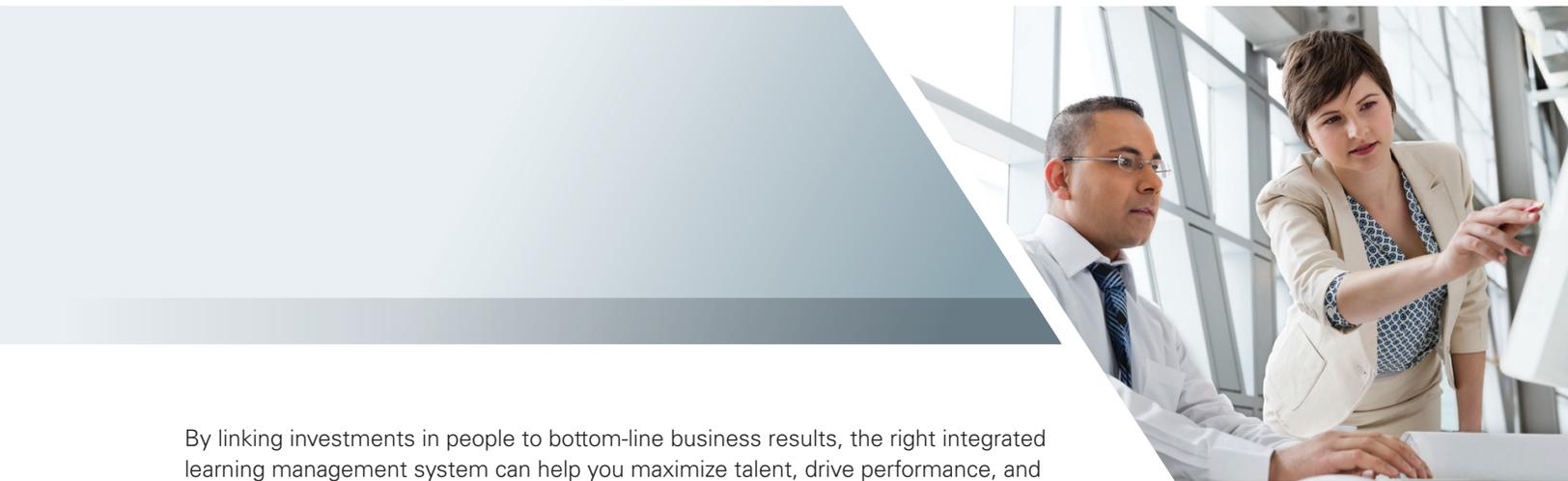
Even the best job in the world will eventually lose its luster if there's no room to grow. Likewise, a job that ceases to be challenging will also likely cease to be engaging. When that happens, your employee is already halfway out the door.

So how do you stem this exodus? You do so by offering the learning and development opportunities that will allow your employees to grow professionally. And you do so not just because today's *workers* demand it—expecting the same kind of easy-to-access continuous learning they've experienced in their own educations—but also because your *business* demands it. With the economy improving and technology advancing at breakneck speed, even your most experienced staff members—managers, sales teams, and professionals—need to continually refresh their skills (and add new ones) if you are to maintain a competitive edge.

Yet saddled by outdated learning management systems and not sure how to make the transition to employee-centered learning, many organizations are struggling to provide the training and development options that are key to retaining talent and molding leaders.

For starters, the first generation of learning management solutions—which many enterprises still rely on—consists of little more than simple online course catalogs that launch, track, and mark the completion of classes. There's no integration with talent management solutions. And there's no way for employees to interact with educational content via the mobile devices or social media applications of their choosing. To make matters worse, many such systems are managed by training departments that have become bottlenecks themselves as they struggle to deliver disparate content through separate systems to a wide variety of employees.

The result: With no way to go outside the formal learning process and no easy way to upload, track, and distribute learning content to multiple audiences, workforce knowledge is going untapped and revenue opportunities are being missed. The good news? A modern, cloud-based learning and development solution that's part of an integrated human capital management (HCM) system can turn this situation around.



By linking investments in people to bottom-line business results, the right integrated learning management system can help you maximize talent, drive performance, and increase engagement throughout the employee lifecycle. Here are some things to look for in a modern learning and development solution:

- **Centralized content management and delivery.** Your learning content may be as varied as your workforce, but it should all reside in one place. A good learning and development solution will provide a single point of access for online, classroom, virtual, and on-the-job training, as well as for certifications and blended and social learning. It should also provide a place for employees to access content and share experiences via the device of their choosing.
- **Easy content creation.** In a continuous-learning environment, everyone is an educator. Employees not only take the initiative to improve their own skills, they actively share their expertise with others. A good learning and development solution can make anyone a content creator with a flexible interface, rapid authoring tools, and a host of content management features that allow for quick and easy content creation, management, reuse, and distribution.
- **Real-time progress tracking.** Traditional learning management systems registered when employees signed up for and completed courses, but not much more. Not so with modern integrated learning and development solutions. A good one can provide immediate insight into which users are registered for which courses, and then track their progress to ensure completion. It can even track web-related learning activities like taking a quiz or clicking on a game.
- **Personalized training.** Recognizing that the sales team will require different process training than the manufacturing-floor team and that marketing workers will require different training still—in a pattern that’s repeated across the organization—modern learning and development solutions make it easy to tailor content to the learner. The best offer flexible interfaces—in the form of web-based portals and subportals—that can be populated with the content, administrative controls, workflow configurations, and branding appropriate to each audience, area, and set of external users.
- **Powerful analytics.** With no good way to measure and report on the effectiveness of learning programs, training organizations have long struggled to justify their multimillion-dollar budgets. This problem disappears with the right learning and development solution, which allows you to assess everything from learner reactions to learning acquired, as well as to schedule and configure reports according to the needs of your organization and employees.

“Talent mobility is with us for good: thanks to tools like LinkedIn, Twitter, and Facebook, people can find new jobs in a heartbeat. This means you, as an employer, need to provide internal talent mobility and career growth in your own organization.”

**Josh Bersin, “The Year of the Employee: Predictions for Talent, Leadership, and HR Technology in 2014,”
Forbes.com (Leadership blog),
December 19, 2013**



FACT: Traditional employee training represents a US\$130 billion global market.

Bersin by Deloitte, “The Corporate Learning Factbook 2014: Benchmarks, Trends, and Analysis of the U.S. Training Market,” January 2014

KEY FEATURES OF AN EFFECTIVE LEARNING AND DEVELOPMENT SOLUTION

- » Flexible editing tools for fast content development
- » Ability to import third-party training content
- » Support for multiple standards
- » Single-system for creating, hosting, managing, and delivering learning content
- » Unlimited personalized portals to provide tailored experiences for diverse audiences and subject matter
- » Virtual classroom integration
- » Standard and custom reporting
- » Electronic signatures and certifications to ensure adherence with compliance regulations
- » Flexible surveys and assessments
- » Built-in e-commerce engine
- » Tools for mapping employee development

Five Reasons Why: The Key Components of a Modern Learning and Development Solution

While each organization’s education and development needs will be unique—and the ideal learning platform should be flexible enough to serve them all—there are a few key components that are vital to any integrated learning and development solution. The following subsections describe why you need them and what they are.

1. DRIVE EMPLOYEE ENGAGEMENT: LEARNING MANAGEMENT

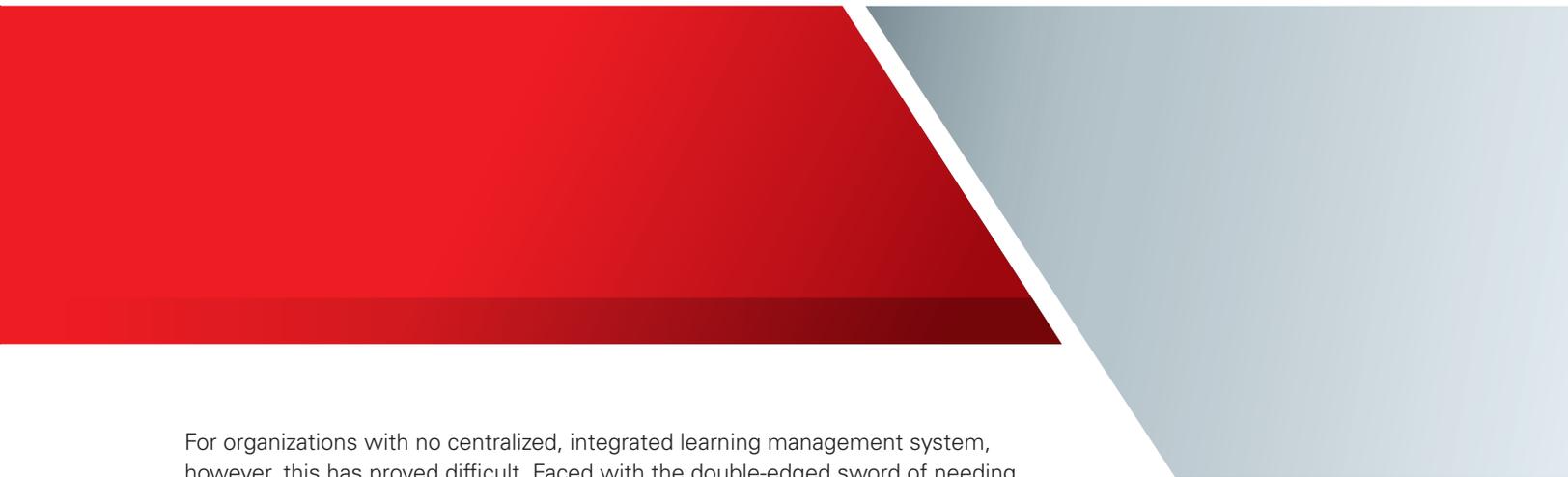
By now, everyone knows that engagement drives retention. But what drives *engagement*? According to Deloitte’s “Global Human Capital Trends 2014,” employee development is one of the biggest factors. It should come as no surprise, then, that Kelly Services’ 2014 “Kelly Global Workforce Index” revealed that the majority of today’s workforce is more interested in gaining new skills than getting more money. The trick for modern enterprises is delivering those learning opportunities where, when, and how workers desire them.

For most organizations, this means moving from a “push” model of training—where employees are *invited* to attend scheduled training sessions—to one in which employees can access learning content continuously. Academics call this the “pull” model of learning. To those entering the workforce today, it’s simply the norm—the one-click, on-demand access to tailored educational content that they’ve encountered in schools and businesses for years.

A modern learning management system brings this type of education to the enterprise by offering a centralized platform for delivering everything from formal to informal training, expertise sharing, apprenticeships, coaching, just-in-time training, and more. Easy to configure and use, such systems are accessed through web-based portals that can be customized to address the needs and business objectives of each group in your organization. Perhaps best of all, they provide the detailed reporting required to let you measure and demonstrate the impact of your learning initiatives.

2. FACILITATE LEARNING: CONTENT MANAGEMENT

As any educator knows, teaching involves more than just dumping a pile of content on learners. At most enterprises the process *starts* with developing and parsing training materials and then continues with tailoring that training content to a variety of audiences, keeping it up to date for compliance and certifications, and making it accessible whenever and wherever learners are ready to receive it.



For organizations with no centralized, integrated learning management system, however, this has proved difficult. Faced with the double-edged sword of needing to deliver fresh and relevant content to every group and department across the enterprise but not wanting to reinvent the wheel each time they do so, many training and HR departments have been frustrated by their inability to reuse existing content easily or inexpensively.

A modern learning and development solution with a strong content management component changes that scenario by providing a raft of course and content creation tools and a flexible interface that make it easy for instructors to produce and distribute training materials appropriate to a wide range of audiences. And because all of these training tools and materials are hosted in a central location, access is instantaneous and learners can see the updated material immediately.

But it doesn't stop with the training materials you create using your own system. The right learning and development solution will also let you import training content created with third-party tools or acquired from external content vendors. The latter, especially, comes as a boon at a time when instructional content—including the immensely popular *massive open online courses* (or MOOCs)—is popping up everywhere. Your employees will want to take advantage of it all; now you can lead them to it.

3. PROVIDE INSIGHT: REPORTING AND ANALYTICS

While it may seem ironic that a discipline built around delivering insights would be unable to deliver any meaningful insights into the impacts of its own offerings, such was the case in the beginning with e-learning. This is because the first generation of learning management systems provided little means of tracking learners' progress, improving performance, or determining which learning activities were the most effective. As a result, HR and training departments were left struggling to justify multimillion-dollar education budgets with little hard data to back up their efforts.

Over the years, learning management systems improved, and detailed information on e-learning activities became available. However, HR organizations were still unable to do much with this data because they lacked standardized reporting tools for use across the entire HCM suite. In the absence of this, all of the valuable e-learning data was being viewed in a vacuum.

The best modern learning and development solutions bring context back into the equation with enhanced reporting systems that collect and integrate data from throughout the HCM system. With such systems in place, organizations can finally see how their investments in training are paying off in performance, succession planning, goal achievement, organizational readiness, talent acquisition, and more.

“Today’s effective learning and development organizations should strive to become facilitators of learning and curators of content, not just developers and deliverers of training programs.”

Deloitte Consulting and Bersin by Deloitte, “Global Human Capital Trends 2014”



"To address the new dynamics of the 21st-century employee, companies are replacing traditional training classrooms with a tapestry of easy-to-use learning approaches and resources. These new tools allow employees to continuously upgrade skills by incorporating learning into everyday work experiences and progressing at their own rate."

Deloitte Consulting and Bersin by Deloitte, "Global Human Capital Trends 2014"

FACT: Only 29 percent of employees are satisfied with the career development resources provided by their employers.

Kelly Services, “Kelly Global Workforce Index,” 2014



4. EXTEND AND MONETIZE LEARNING: E-COMMERCE

There’s no question that being able to measure the impact of your learning initiatives will help you justify the expenses associated with them. But with employee development costs rising steadily, you need to do even more. You need to *make* money from the training content your organization creates—and the way to do that is by choosing a learning and development solution that includes an e-commerce engine.

The built-in e-commerce functionality such a solution delivers will make it easy to sell training content to partners and customers. It will also make it easy to collect payments for that content. In the process, your organization can elevate its status as an industry expert while at the same time extending its brand.

Look for a solution that includes multiple portals that can be tailored to a variety of audiences and updated easily. And make sure that it’s able to accept payment in a variety of currencies from around the globe.

5. FILL SKILLS GAPS: CAREER DEVELOPMENT

The great paradox of talent management today is that although global unemployment numbers remain high, organizations are still having a difficult time filling key positions. Experts pose a number of explanations for this skills gap—including advancing technology, an education system that’s failing to keep pace, and the changing workplace. But the fact is, to address the problem, enterprises need to stop pointing the finger at others’ failings and take a good, hard look at their own employee development programs.

Without clear insight into internal growth opportunities or access to the training that will allow them to move up the corporate ladder, employees are likely to become disengaged. When this happens, your most important source of skills and talent will dry up as valuable employees seek opportunities elsewhere.

A modern learning and development solution that’s implemented as part of a complete HCM solution helps solve this problem by combining learning data with core HR data and business intelligence to deliver training and development programs that can be tailored to individual career paths while also aligned with organizational goals.

With such a system in place, employees get the tools they need to map their professional development; managers get the data they require to identify and fill skills gaps; and the leaders of the future emerge as both employees and managers gain insights into how current competencies fit with future job requirements.

“The problem many organizations face today is not a shortage of people, it is a shortage of key skills, especially those in engineering, scientific, and technical fields. Businesses are responding by investing more. And in mature organizations, this investment is not just short-term training—it involves building a ‘supply chain’ of skills to fill these gaps for the long term.”

Karen O’Leonard
Vice President, Benchmarking
and Analytics Research
Bersin by Deloitte,
Deloitte Consulting



BENEFITS OF A MODERN LEARNING AND DEVELOPMENT SOLUTION

- » Personalized content
- » Centralized learning delivery, management, and tracking
- » Easy-to-customize user interfaces—no coding required
- » Actionable insights into learning initiatives and employee development
- » Revenue stream from e-commerce

Make Training Matter: Cultivate Your Talent and Expand Your Workforce with a Superior Learning and Development Solution

Building the workforce of tomorrow requires taking a good, hard look at your workforce today—and then offering the training and development those employees need to take their skills (and your business) into the future. This means providing educational content that's tailored to the learner, delivered to the device of the learner's choosing, and consumed on demand. It also means offering a centralized learning environment that's flexible enough that administrators can easily adapt it to the constantly evolving (and highly specific) needs of each audience, content area, and set of external users.

Oracle Learning and Development provides just such a solution. Offering a flexible architecture and a single platform for delivering, managing, and tracking all of your organization's learning initiatives, Oracle Learning and Development provides the tools you need to grow your talent and grow your business.

CONTACT US

To learn more, please call **+1.800.ORACLE1** to speak to an Oracle representative or visit **oracle.com/hcm**. Outside North America, visit oracle.com/corporate/contact/global.html to find the phone number for your local Oracle office.



"Oracle Fusion Human Capital Management Cloud Service applications helped us create a centralized and highly efficient environment to manage and develop our employees, while improving our competencies and competitive advantage. It is also attributing to cost savings."

Lakshman Manoharan
Director of IT, Brocade Communications Systems

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