

Managing the Government Workforce as a Strategic Investment

Strategies and Approaches to Optimize the Knowledge Worker



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EXECUTIVE SUMMARY

With the government skills shortage at its lowest levels since 1950, average age approaching 50, employees feeling more overworked, and a widening gap between skills-to-agency missions—all in an era of stricter mandates, tighter budgets, and tougher accountability, Governments are looking to technology to address these and other challenges.

From mandates, such as the President's Management Agenda, burdened by US Federal departments, to pressures placed on local government authorities, efforts to optimize the workforce is widely viewed as the door to better-run governments. And the latest E-Business for Government applications is the key. Governments that do not embrace modernizing their human management systems and processes will struggle to operate in an environment of higher expectations and fiscal responsibility.

Like citizens, employees have raised their expectations of their government. Governments fully understand transformation is necessary to meet increasing expectations by changing agencies from the traditional model to that of an E-Government

STRATEGIC MANAGEMENT OF HUMAN CAPITAL

Managing people's potential, growth, and deployment is no longer the sole care or function of the human resources (HR) department. The way Governments organize, align, and motivate their human capital dictate how easier services reach citizens, how soon financial books can close, or how effectively you're in compliance with mandates.

Because of the vital role a Government's workforce plays, Oracle offers a set of E-Business for Government applications to help strategically manage human capital. Oracle delivers the latest technology and capabilities needed to empower Governments to achieve the following:

- Motivate and align human capital to agency mission
- Recruit, develop, and retain key people
- Deliver meaningful human resource information
- Control costs and demonstrate accountability

OPTIMIZE AND ALIGN YOUR WORKFORCE

As Governments begin to take advantage of the Internet, HR departments commonly place greater emphasis on knowledge and intellectual assets rather than on just labor skills. Organizations recognize the critical nature of attracting, deploying, retaining and developing human capital. Effective human-resources managers are constantly seeking new methods of planning for, acquiring, and developing workforces comprised of more empowered, efficient, and productive individuals.

Historically, optimizing the workforce has predominated as a principal goal within the HR arena; however, the Internet has now placed it center stage as a critical success factor for the organizational mission. Internet-based automation can transform the Government to Employee (G2E) relationship, providing unprecedented internal efficiencies and easier knowledge delivery. Easy access to online information can ensure proficient agency-wide operation and workforce optimization. Improving online capabilities in the execution of HR functions stands as a critical component to an overall strategy targeting enrichment of the G2E relationship.

BETTERING WORKFORCE RESPONSIVENESS, PRODUCTIVITY, AND EFFICIENCY

Agencies achieve workforce optimization when its management and use of human capital—intellectual assets, employees, contingent labor, or contractors—are fully aligned with critical objectives and initiatives. This means having the information to know where and when to deploy assets; pursuing proactive information delivery to ensure ongoing growth and usefulness of intellectual capital; and developing competitive, personalized compensation strategies designed to retain talent.

Oracle empowers Governments with the tools to find, extract, and analyze data related to human capital. This intelligence strategically positions organizations with the readiness to rapidly deploy the best resources for maximum employee productivity, satisfaction, and retention.

Manage Productivity Effectively with Employee Competencies

The most valuable asset to any organization —employee competencies—consists of the behavior, knowledge, and skills each individual brings to a function or role. By delivering the tools necessary to properly assess and quantify an asset of this nature, Oracle also delivers greater value to E-Government. Your HR department can ensure that employee skills remain aligned with organizational goals and are deployed to achieve maximum productivity in a rapidly changing business environment. Armed with Oracle's strategic management of human capital offerings, HR managers can hire employees with appropriate skills, perform automated assessments and appraisals, identify developmental needs, and provide appropriate training.

Integrate Employee Development Throughout the Enterprise

The traditionally manual task of capturing, measuring, and developing the skills of employees and matching them to job requirements has presented great difficulty to operations of the past. With Oracle, today's governments can efficiently identify, quantify, and record employee competencies. This advanced solution streamlines the tasks of recording and storing data, allowing the development of a single source for quick and efficient information retrieval. Governments can conduct HR activities from career planning through candidate placement, and subsequent performance appraisals with ease. The readily accessible employee competency information, made possible by Oracle, empowers managers with the ability to compare skills against job-suitability criteria. Managers can accurately review and measure their departments' competencies and responsibilities against overall goals. That frees HR personnel from the obligation to perform competency analysis and removes unnecessary barriers between management and the timely information they need for optimal proficiency.

CENTRALIZE AND PERSONALIZE INFORMATION

Front-line decision makers in any organization need immediate access to meaningful real-time, complete operational data, focused on their particular area of business. And they need it presented in relevant ways along with tools that can assist them with analysis. By delivering more than raw data, agencies can improve the quality and value of the analyses and decisions upon which their success rests.

Oracle maximizes decision-making capabilities by ensuring that the right business information reaches the right people at the right time. This powerful solution enables effective personalization of data via role-based information portals, data summaries presented intuitively for key organizational roles, and the consolidation of data in truly unified global systems. Stakeholders can then easily monitor performance, accurately measure progress toward objectives, and instantly investigate and respond to exceptions..

Provide Operational Intelligence to Every Decision Maker

Typically, as agencies grow or evolve, disparate silos of HR information develop. Dissimilar HR processes tend also to emerge. Separate information systems make it difficult for decision makers to gather the information they need. Oracle provides Internet self-service and workflow functions that facilitate two key aspects of strategic HR management: Easy access to information at all levels of the organization, and the achievement of organization-wide process continuity.

Deliver Intelligence to the Desktop and Beyond

The intelligence capabilities of Oracle deliver operational data organized according to key objectives within a specific function or spanning multiple management areas. The dynamic solution allows managers to set personal and organization-wide objectives for key business conditions, such as head counts, employee costs,

deployment, manpower planning, recruiting campaigns, lost opportunities, and training effectiveness.

Oracle allows for continuous monitoring of operational conditions. Efficient delivery of analysis and conclusions via electronic mail, browser notifications, and data devices such as pagers and data telephones makes timely, focused information available to users across the globe for on-the-spot analysis and action. End-user access and report generators that provide immediate and comprehensive views of the workforce complement the Oracle's information-delivery capabilities.

Provide Answers to Complex Questions

Oracle equips decision makers with the most meaningful information they need to answer questions previously outside the scope of their knowledge. Agencies can efficiently formulate, monitor, and implement strategic objectives, defined as key performance indicators (KPIs), and present them as success measures across the enterprise. KPIs can track turnover analysis, manpower planning, training effectiveness, and incentive programs in the context of overall enterprise performance, giving executives a more holistic view of the enterprise they manage. Oracle also empowers departments to share more-detailed, comprehensive information in critical workforce management areas, such as recruitment history, available skills of current employees, and open positions.

In the traditional Government model we see a prevalence of point solutions. Point solutions offer immediate short-term operational capability. The challenge with this approach is that integration and maintenance costs create a high total cost of ownership (TCO); scalability is mediocre at best; analytical capability is lacking; and collaborative functionality is non-existent

ORACLE E-BUSINESS SUITE – THE BASIS OF E-GOVERNMENT

Oracle's E-Business Suite of applications facilitates the transition from the traditional service model to a transformed E-Government enterprise. Oracle E-Business Suite allows Governments to build links among agencies, their citizens, businesses, employees and suppliers. Our approach is to transform unconsolidated, unsynchronized data to that which is consolidated and synchronized. This enables employee information and interaction history to be more accurate and easily accessible across Oracle's strategic management of human capital suite of applications. An agency that invests in the Oracle E-Business Suite is not merely purchasing software; rather it is making a strategic decision to transform its way of doing business. Benefits include:

Analysis and Collaboration – Know more, get better results faster

The Oracle E-Business Suite provides more than just operational capability – it also provides analytical and collaborative functionality across the entire enterprise. For example, analytics can be run against employee development history to identify trends that may require immediate attention. Certain subsets of data can be segmented and a targeted campaign can be launched based on the derived information.

Infrastructure and Architecture – Integrated, Secure and Complete

- Oracle’s database software has passed 15 security evaluations – more than any other vendor – next vendor has only 1.
- Authentication, authorization, data integrity, and auditing capabilities are part of security framework
- Highly scalable E-Business Suite applications, RDBMS, and 9i Application Server
- Applications leverage multiple data types within the Oracle RDBMS (text, spatial, document management, image, audio, video)
- Applications can link with applications from other vendors
- Data can be extracted from legacy data stores
- Oracle’s Shared Data Model, a “single source of truth,” stores all employee data and interactions across varieties of channels
- Integrated front- and back-office modules preserve existing investments as agencies scale users and expand functionality across the enterprise

FOR MORE INFORMATION

Contact your Oracle Government representative at 1-800-633-0584

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