Succession Planning for Government
Oracle’s Holistic Vision
The Big Picture

The Human Resources industry is abuzz with innovations and technology trends that are changing the way organizations think about people in their workforce (aka, talent with a capital “T”). In addition, the much-prophesied “silver tsunami” is on our doorsteps after the respite provided by the recent recession. General industry studies that show rapidly increasing adoption of HR technologies abound, with cloud Talent Management solutions at the forefront. And disruptive technology trends – the cloud itself, plus ubiquitous mobile, social, and analytical capabilities delivered via consumer models – are changing the way talented people expect to interact with their employers.

Not surprisingly, the public sector lags behind in addressing these trends, and a number of studies\(^2\) call out the problem and the special additional challenges governments must address in the face of these monumental shifts.

On the surface, the most pressing challenge is the loss of institutional knowledge and seasoned leadership to the retirement wave. But looking at succession planning in a vacuum is a risky approach that ignores the broader constellation of comprehensive talent management needed to holistically solve for the optimal public workforce of the future.

This puts the public sector at a difficult crossroads. Leading government organizations must work within the constraints of their legislative and bureaucratic systems—and their leaders must champion organizational and business process changes wherever plausible to improve efficiency and engage the workforce. Taking a broad, strategic view of current trends and future challenges may ultimately be the only way to prevent the erosion of service quality and even the ability to deliver critical services for all levels of government.

The good news is that while commercial HR departments are ahead of the public sector with well-defined and automated talent management business processes, Oracle’s complete HCM cloud gives governments the opportunity to implement, adopt and innovate much more quickly in this area than has been possible in the past.

Oracle’s complete vision for public sector HR in the cloud includes best-of-breed talent management solutions within an integrated whole. This functional powerhouse, enabled by in-the-moment analytics, engaging social interactions, and unfettered mobile access, is designed to operate seamlessly with industry-leading HCM and ERP solutions. Coupled with its extensive configurability—and extensibility using Oracle Platform-as-a-Service offerings—this holistic vision makes the Oracle Talent Management Cloud the obvious choice to provide the catalyst that drives succession planning strategy in your agency.

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Succession Planning Within a Dynamic Talent Management Strategy

Regardless of industry, each facet of a well-tuned Talent Management process is as interdependent on the others as the gears and springs in a Swiss watch. A modern, engaging recruiting and applicant tracking system is necessary to gauge the strength of available talent pools – both internal and external – to fill critical positions at any given moment. Effective on-boarding management ensures that new hires, transfers, promotions, and even terminations are processed quickly and efficiently, helping to cement an employee’s good impression of an organization, get them to a state of usefulness quickly, and make sure that all the compliance boxes are checked and documented.

Many vendors position performance management as a separate process, but this is short-sighted. A flexible and full-featured performance management suite helps identify new employee issues early, keep skill and competency information up-to-date for all employees, aligns division and individual goals with the organization’s mission, and identifies promising talent for development and advancement. Accurate collection of organizationally meaningful data is absolutely critical to understanding workforce capabilities, especially in the context of succession management.

Finally, learning management does much more than manage tactical compliance with regulatory licensure requirements and other mandated training. Learning builds on the possibilities of your organization’s individual and overall development plans to deliver the depth of expertise needed to keep your workforce advancing, growing and innovating.

In the middle of it all, the well-nurtured succession planning operation should be grown organically from the sum of the parts: external and internal talent pools, performance levels and development potential of existing personnel, and emerging qualifications for future leaders.

Additionally, social strategy should permeate the entire talent management effort. Managing and monitoring an employee’s presence on corporate and public social networks helps maintain a healthy brand, which in turn helps keep your employees engaged with your organizational mission. Social awareness at the organizational level allows you to know the influence your employees have internally and externally, and can help you better understand skills and competencies within your workforce that may be essential tomorrow. Last but not least, an employee’s networks are rich sources of new talent.

Can government agencies take advantage of talent management best practices? Unquestionably, they can. However, the public sector is challenged with additional complexities brought on by greater information security regulations, legislative mandates, union contracts, and bureaucratic policies.

The flexibility of the Oracle Talent Management Cloud means that governments can configure the solution to perform holistic talent management while maintaining compliance. And while no out-of-box solution will meet every agency’s needs, Oracle’s open standards, configurability, and extensibility mean that each organization can adapt it work within the context of their specific operations.

The following pages illustrate how each of Oracle’s industry-leading talent cloud modules fit the public sector bill for their niche, and how each contributes to the broader goal of exceptional succession management.

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Engaging Recruiting Engages Great Talent

Today’s skilled job seeker, often a ‘millennial’ in generational parlance, does not generally have a great deal of patience for a laborious public sector application process. As the talent pool continues to shrink, the problem will only worsen.

Oracle’s Taleo Talent Acquisition and Social Sourcing Cloud Services ease the pain of traditional public sector application processes. To begin with, active and passive candidates alike can learn about jobs through any of multiple channels that they are likely to connect with on a daily basis anyway. This non-invasive, targeted method of advertising the availability of open jobs brings out the passive job-seeker with unmatched effectiveness. And simplified mobile career sites allow on-the-go applicants to quickly get the process started, save their inputs, and validate or flesh out the application for later submission.

It is at this stage that your agency’s brand begins to resonate with the candidate. Oracle’s Workforce Reputation Management (WRM) Cloud Service helps ensure consistent, compelling delivery of messaging across all channels. Studies1 show that millennials are interested in being part of something that contributes to society – and what better organization to do so than your agency? Make the mission statement – and the many citizen services contributing to it - a cohesive part of your brand, and candidates will respond.

Marketing your organization to the talent community, including targeted groups like millennials and veterans, is just the beginning. WRM helps you search a wide, extensible set of social networks for rich talent profiles. By leveraging access to individuals’ social profiles as well as their social relationships, WRM provides you with a more complete picture of their knowledge, skills, and attributes. This more complete information helps find the right talent, perhaps previously hidden within your organization.

Once the candidate’s interest is piqued, the consumerized user experience and ease of starting an application within your Oracle Taleo Career Portal sets the proverbial hook. Taleo minimizes tedious candidate data entry by automatically parsing their resume or loading demographics and qualifications from their LinkedIn profile.

When the job closes, your agency’s Candidate Selection Workflow takes over. At your option, answers to key questions cue the system to automatically screen unqualified candidates, rank and score those that are qualified according to job requirements, and even identify top-tier candidates. Based on parameters in your job Requisition, typically fed by Oracle Taleo’s powerful requisition template functionality, the first steps of candidate categorization can happen without the recruiter lifting a finger.

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1 For millennial recruitment, it is important that the organization’s Internet presence includes social media posts that are up-to-date. An organization’s website could potentially be used to help refute the “unfavorable stereotype of public service” that 40% of respondents believe millennials hold.”

2 Engaging Recruiting Engages Great Talent

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The next steps run the gamut from written assessments to objectively formulated scored interviews, training and experience ratings, performance tests and more – all of which Oracle Taleo handles with the same intuitive ease, or can deliver via Oracle Validated Integration Partners.

Perhaps the most challenging aspects of public sector recruiting are the merit or civil service regulations that govern employment processes. These complex business rules were instituted for very good reasons and have served the public well over the years. However, they are troubling for the modern government HR practitioner because they introduce bottlenecks in the selection process that allow high-quality candidates to slip away. To top it off, each organization’s rules are slightly or greatly different from another’s, making automation without customization or shadow systems virtually impossible.

Further, strict adherence to these legacy business processes relegates an agency to a very limited set of available solutions from niche vendors. While some deliver excellent solutions around core civil service/merit requirements, the narrow profitability of this market prevents the level of investment needed to stay up with emerging talent expectations driven by technology trends, such as consumerized user experiences, ubiquitous mobile access, social media integration, and in-the-moment analytics.

While there is no easy answer to this conundrum, many public sector HR practitioners are taking the battle to the policy makers and legislators who can institute reform. Others take advantage of the extensibility of the industry-leading Oracle Taleo recruiting solution – for which the ongoing investment in modern HR techniques is both enormous and constant - to acquire or develop bolt-on solutions that address their unique requirements.

Besides filling critical openings today, recruiting is a key element of your organization’s succession management strategy. Done with a broad perspective, your brand marketing and recruiting program will help develop wide and deep pools of skill-rich talent to mine for the next generation of leaders. Instituting future-resilient recruiting in the public sector requires creativity. To move forward, practitioners must change what they can, and adapt around those things that they can’t.
Onboarding: A Productive Start is Good for Everyone

Changing Jobs is Hard Enough . . .

That starting a new job and getting up to speed can be challenging is no surprise. Anyone with a career of any length can look back at their array of past employments and explicitly remember those painful first months at each job that it took them to begin to feel like they had their feet under them. Employment in government is no different; in fact many public sector veterans would argue that it is much worse.

Studies show that organizations lose 25% of all new employees within a year at an average cost of $11,000 to fill one position, and that alone should be enough to hold everyone’s attention. Nonetheless, the problems around poor onboarding practices don’t stop with turnover. Nor are employee angst and productivity loss the only remaining effects: think of the exponential workflow productivity seepage that occurs when there is no organized, automated way to ensure that all employee startup tasks are routed through the correct approvers and completed. And what of the risk associated with misplaced or lost compliance documentation?

Oracle Taleo Onboarding Cloud Service (Onboarding) enables your new employees to hit the ground running. With it, you can accelerate new employee productivity by streamlining new-hire paperwork; ensuring equipment is ready on time, and immediately connecting new hires with critical knowledge and training.

Modern Onboarding gives your new hires access to the right knowledge and training right away, so they can be productive faster. It helps you create personalized portals for them to provide information and complete paperwork. And it ensures that you always know the status for your new hires, and have the visibility to help them every step of the way to ensure the optimal onboarding experience.

Make a Good First Impression to Help Ensure Succession

As much as 20% of staff turnover can happen within the first 45 days of employment, and research shows that intelligently managed onboarding improves employee engagement, performance, and retention. Engagement begins on day one. When you get your new employees off to the right start, you reinforce the positive messages conveyed during recruiting. You help improve employee retention – and unleash their potential to fulfill future workforce leadership vacancies.

Streamline the Process

Onboarding streamlines your processes by setting standards for efficiency, consistency and flexibility. Before a new employee’s first day, Oracle Taleo Onboarding Cloud Service automates time-consuming tasks. It systematically handles details that normally take time from your hiring managers, HR staff and new employees as well. With the entire team devoting less time to tactical logistics and more time to employee orientation and training, you ensure a better experience for all; you increase engagement and decrease the amount of time before your new employees begin making their own contributions.

Capture Data Automatically

Oracle Talent Acquisition enables you to use data that you capture during the application process within unlimited onboarding workflows. For all of your onboarding communications, you can use preconfigured correspondence that reinforces messages you conveyed during the recruiting cycle. You will give new employees a sense of continuity during those critical first days with your company and protect your brand.

Accelerate Time to Productivity

Ensuring new hires have access to the right knowledge and training for their role is key to getting them to full productivity as soon as possible. Compliance training may also be critical to improve efficiency and to mitigate risk. Oracle Talent Acquisition Cloud products integrate with Oracle Learning and Development Cloud products to assign the appropriate learning plans automatically and immediately.
ACCELERATE NEW EMPLOYEE PRODUCTIVITY

KEY FEATURES

- New-hire portals
- Electronic forms
- Validated electronic signatures
- Provisioning workflows
- Correspondence library
- Learning plan integration with Taleo Learn
- Integration capabilities with other enterprise back-office systems
- Reporting and analytics

KEY BENEFITS

- Expedited time to productivity
- Increased engagement and retention
- Reduced paperwork for greener onboarding
- Increased cost savings with standardization

Improve Your Bottom Line

Organization Charts. Social hierarchies. Computers, phones and security badges. When you make sure new employees have the tools they need to be productive, you enable them to contribute to your organization’s mission right away. Additionally, you can save thousands of dollars on new-hire package distribution by moving the process online. This automation eliminates a major expense in onboarding costs. All of these efficiencies add up to enormous savings.

Create a Consistent Experience

Oracle Taleo Onboarding Cloud Service helps you create a consistent onboarding process across your organization. This consistency delivers a wide range of benefits, including ensuring legal and policy compliance while enhancing your brand. In addition, the consistency extends to the new hire, since they can apply, test, receive and accept employment offers, and manage their onboarding tasks all from the same portal without having to learn a new system.

Manage the Employee Lifecycle

Engaging media content, tailored data forms, and automated processes can save time and money for every transition within an employee’s lifecycle, not just onboarding. Internal mobility and off-boarding workflows can also be run consistently and efficiently using the Oracle Taleo Onboarding Cloud Service.

Align Your Team and Enable Calibrated Government

Public Sector HR leadership knows that employee performance evaluations are one of the ways they can formally assess the depth of their workforce bench. The trouble is that established government employees, particularly in heavily unionized environments, can be resistant to structured performance processes.

Phasing the process across the employment year and facilitating open and frequent communication by way of both structured evaluation milestones and social constructs helps ease the burden of annual reviews.

Managing perceptions is another way to overcome employee resistance. The concept of performance management carries a tone of risk; employees can feel that their performance scrutiny might erode their civil service entitlements. Positioning performance evaluation as an effort to optimize organizational performance by virtue of aligning and developing the supporting personnel can minimize the fear factor.

The Oracle Goal and Performance Management Cloud Services provide the basis for planning employees’ future skill and competency development, and deliver a method of assessing all employees as potential leaders and executing programs to improve their contributions to the organization.

An integral part of Oracle’s Talent Management Cloud, Goal and Performance Management fully automate performance processes and provide executives, managers, and employees with valuable and immediate insight to workforce performance progression and its alignment with organizational objectives.

Goal Management enables setting and tracking goals at all levels of an organization, supporting an ongoing performance conversation throughout the year. Agency leaders communicate high-level initiatives, and managers and employees collaborate to set goals that align to the organization’s mission. Goal Management seamlessly integrates with Performance Management to enable point-in-time evaluation of goal achievement.

Set and Track Performance and Development Goals

Effective goal management starts by setting both performance and development goals. Goal Management provides employees and managers the ability to maintain separation and track progress easily. Development goals become a part of the employees’ development plan and performance goals flow into a performance document. Agencies have the ability to align to the goals of the organization, the division, a manager or a peer, and goals can be cascaded into performance evaluations and rated during the performance period.

Setting development goals separately allows employees and managers to flexibly define short or long term goals that may span multiple periods.

Clear insight into how goals are progressing is important for managers. Goal Management provides accurate insight for each direct report with an easy to interpret progress chart. Managers will quickly know when to provide guidance and have a means to compare, enabling managers (and even matrix managers) to quickly and easily ascertain progress toward goals and assess alignment. Managers can also assign new goals shift them among the team as needed.

Flexible, Configurable Performance Evaluations

Oracle Fusion Performance Management is designed to support workers, managers, and leaders with point-in-time evaluation of worker performance. Organizations can configure the performance process to match their business practice. An industry-leading user experience enables workers and managers to easily see where they are and move smoothly through the process. Guidance and decision support are delivered in
context to help users easily and intelligently complete evaluations. Embedded intelligence supports managers and HR administrators efficiently monitor and manage the overall performance management process, enabling them to take action at the point it is needed.

In part, performance management should be used to monitor and make course corrections in developing leaders. The organization chart can help you quickly identify current leaders, and Oracle Performance Management can help you set up their profile as a model. This enables your agency to identify leadership gaps within the workforce by measuring talent against current leaders and/or job requirements.

Public agencies conduct their performance processes in a variety of ways, but many are locked into rigid processes that are difficult or impossible to change. Having a flexible performance system that supports different processes is critical. Depending on your business unit, you may want to conduct annual evaluations, project evaluations, or use performance improvement plans. Oracle Performance Management Cloud provides you with a flexible, configurable template-driven setup. You can mold Fusion to fit the performance processes of your organization without giving up control.

Side-by-side Worker and Manager Ratings

Oracle Fusion Performance Management’s performance document layout includes an easy to understand “side-by-side” comparison of the employee’s self-evaluation and the managers’ final rating, along with comments for each competency and goal. This capability makes it very clear to see if the manager is in agreement with the employee’s assessment or if there is room for improvement. Managers want to easily view worker self-evaluation ratings and comments during the evaluation process. Managers also have the ability to review an Overall Summary section in the performance document, which includes an at-a-glance list of all worker and manager ratings and any differences between these ratings. Having this understanding helps managers consider each of their worker’s ratings in comparison with the others.

Historical Performance Ratings

In most HR systems, managers cannot easily factor in past performance when entering overall ratings for the current performance period. Oracle Performance Management Cloud changes that by providing performance rating history as an embedded analytic in the Overall Summary section of the performance document. Managers are able to review performance rating history for the previous three periods as they record overall ratings for the current period. They can even drill into the PDF of the entire performance document to see more detail if necessary. Performance document PDF links are available in many parts of the Oracle Talent Cloud including the Manager Dashboard, the Person Portrait, during the promotion process, and within Talent Review and Succession Planning.

Multi-Rater Feedback and Questionnaires

The ability to gather multi-rater feedback during the performance process enhances and enriches the final evaluation. Oracle Performance Management Cloud also allows participants to rate and provide comments on the employee’s competencies and goals, and users may create configurable questionnaires that can be sent to others in the organization to request feedback. You can select participants and track their responses, and the responses can be configured as fully visible to the employee, visible but anonymous, or hidden from the employee and visible only to the manager. The questionnaire can also be used as a feedback conduit between the manager and employee to share additional information outside rated competencies and goals, such as gathering the employee’s career aspirations.

STRATEGIC PERFORMANCE MANAGEMENT

KEY FEATURES

- Intuitive task list and navigation easily directs users to the next step in the process
- Informational region within performance document provides helpful supporting information for evaluating competencies and goals
- Manager Overview provides executive view into performance task completion, tracking to target rating distribution, quick view of employee ratings and easy access to performance details
- Performance tab of the Manager Dashboard displays ratings, comments and indicators for High Performer, High Potential, and High Risk of Loss, for all workers in the organization
- Summary within performance document provides quick overview of all ratings and comparison of worker to manager ratings (for managers)

KEY BENEFITS

- Enhanced insight into how the organization is tracking for performance tasks and target rating distribution
- Streamlined navigation and completion of various performance tasks
- Simplified performance management process with a flexible, configurable template-driven setup
- Improved visibility into worker and manager ratings with a side-by-side view in the performance document
Executive Insight into Organizational Alignment and Individual Performance

Tracking organization and employee goals is often problematic, which results in a lack of both insight and measurable results. Goal Management allows organizational leaders to set and track organizational goals and publish or assign them to the organization. Goals set at the highest levels cascade to employees and can help them understand the importance of their individual contribution to the organization. Executives and managers can easily and intuitively access analytics on business goals at any time, effectively monitor progress, and take action as needed.

Traditionally, managers and executives have little visibility into how performance ratings are distributed, and are frequently unaware of how individuals, departments, and business units reach their goals or at what speed. The Oracle Goal and Performance Management Cloud Services deliver real-time embedded business intelligence, providing deep and meaningful insight into their respective processes. Configurable graphs let you view data in a variety of ways. For example, you can define specific targets and instantly see how your organization is performing. And through drop-down menus, you can quickly change parameters to hone in on different interest areas. Management can take any corrective action, and better manage performance.

Social Collaboration in Goal and Performance Management

Goal sharing allows employees to share goals with other individuals throughout the organization to help groups and teams work toward a common purpose. Goal sharing helps employees set goals by understanding what others are doing, and helps to promote collaboration.

Collaboration among employees is fostered by goal sharing and the ability to work with others on goals in the enterprise Oracle Social Network (OSN). Individuals can create conversations about any goal and invite others to exchange ideas and information, including sharing documents and links.

OSN extends to Performance Management as well, making it easy for workers and managers to capture what praise was given to a worker throughout the performance period that should be highlighted in the evaluation. Through the use of “kudos,” Oracle Performance Management Cloud fosters informal feedback from a worker’s peers, other managers or influencers in the organization that had an opportunity to work with the person during the course of the performance period. Kudos can be entered into the Employee Portrait throughout the year and then seamlessly integrated with the performance document. This provides for a much richer evaluation commentary.

Finally, with Oracle Workforce Relationship Management Cloud Service, managers can discover hidden talent and skills amongst employees based on a combination of social profile information and social media reputation – and employees can improve their personal brand and accelerate their own career development.

Development Planning

One remaining key element links the Oracle Goal and Performance Management Cloud Services to successful Succession Planning: the ability to turn identified leadership gaps into development plans to help employees capitalize on future learning opportunities. Executives, managers, and employees can easily see goals and build them into their development plans. Personal development plans are delivered to allow employees to track their personal growth and career development.
The Developing Employee is Engaged in Learning

Public Sector employers have long known the usefulness of enterprise learning management, because governments bear a heavier burden of responsibility for compliance and regulatory training than many other industries. The Oracle Learn Cloud Service helps your organization minimize risks and reduce costs by recording and capturing all certifications and eSignatures in compliance with industry standards such as 21 CRF Part 11 validated by USDM.

However, the need to build a strong talent bench to fill vacant leadership roles in agency succession plans exponentially multiplies that value. Effective learning and development is critical to high-performance talent management strategies. Oracle Learn Cloud not only enables an increase in the compliance, quality, and productivity of your employees, but prepares them to take on future challenges and support business growth. When employees are engaged and thriving, they are more likely to be agile and resilient.

Oracle’s industry-leading learning and development solution enables you to transform traditional training into a modern learning solution that is agile, social, and personalized for your business. An integral part of Oracle’s Talent Management Cloud suite, the solution helps you maximize talent, and drive performance and engagement throughout the employee lifecycle.

Personalized Learning

The Oracle Taleo Learn Cloud makes it fast and easy to design your own learning program with highly configurable Learn Centers that can be personalized to meet the unique needs of your business, workflows, and both organization-wide and division-specific brands.

Extended Learning

With these highly configurable Learn Centers, you can extend your learning program to include participants outside your organization, such as customers and partners, with differentiated learning content that meet their specific needs.

Analytics and Return on Investment

Sophisticated embedded analytic tools provide insight into the effectiveness of your learning programs that are both measurable and actionable. You can assess effectiveness at multiple levels and link learning to performance, development, or career goals to get a holistic view of talent management.

Centralized Content Management and Delivery

Using our rapid authoring tool and a host of content management capabilities, you can quickly create, manage, reuse and distribute learning content through a single platform. You can also import learning content created with third party tools or acquired from external content vendors.

Mobile Learning

Access learning and multimedia content anywhere, anytime, from any mobile device. Start training on a desktop and complete it on a mobile device without disruption. Take learning with you wherever you go.

Experiential and Collaborative Learning

Our learning system is designed to provide employees with a continuous learning model that can be incorporated into their every-day work experience. From instructor led training (ILT), virtual ILT, classroom training, on-the-job training to self-paced training, we provide learners with a blended learning experience combined with various collaborative tools such as ratings, reviews, and forums to enhance experiential learning.

eCommerce

Help fund your learning and succession management program with an education revenue stream through Oracle’s built-in eCommerce engine that allows credit card and other payment types.

KEY BENEFITS

- Personalized learning solution for modern government
- Integrated seamlessly with strategic talent management
- Improved business performance with high impact learning programs
- Extended learning for external audiences
Calibrating Talent and Bringing It All Together in Your Succession Plan

Oracle Fusion Talent Review and Succession Management Cloud Service leverages the power of your talent’s profiles, curated throughout your employee lifecycles with the Oracle Talent Cloud Services, to provide the most complete, integrated talent review and succession solution for government.

Talent Review and Succession Management enables executives and HR professionals to assess talent, evaluate macro-organizational trends, identify and mitigate talent risk, develop a leadership pipeline, and review individual talent details such as performance ratings, goal achievement, potential and risk of loss. Additionally, succession plans and talent pools are part of a seamless succession process that includes talent review meetings.

Know Your Workforce Better

The talent review dashboard uses an interactive and flexible matrix that allows you to review individual talent details for a team or set of teams and put them in context to uncover large scale organization trends. The highly visual performance to potential matrix gives your organization’s leaders a complete picture of your talent landscape so you can make the best decisions for your organization. Managers also have access to key succession data via a simple user experience, allowing them to quickly see where they might need to take further action.

Drilling into more details shows you a snapshot of each person - including their career aspirations, experience, succession, performance, and compensation details. As part of the talent review discussion, you can calibrate an employee’s position on the matrix. Once you identify a strong candidate for leadership, you can assign a goal to that employee. You can rest assured that you have deployed your best people in the most strategic manner possible.

Early Identification and Mitigation of Talent-Related Risks

Talent Review and Succession Management allows you to harness formal data, such as past performance reviews, as well as informal data such as kudos shared by their peers. Identify, assess and take action on your top talent to ensure the best talent is recognized, yet all talent is fairly assessed, so you develop the right talent for the right jobs.

Automated Process from Start to Finish

While talent reviews are one of the most strategic talent processes within an organization, the preparation required for the meetings can be highly manual and result in a flat, binder-based talent discussion. Talent Review and Succession Management guides you through the meeting creation, provides the participants with a consolidated space to prepare the data, and allows you to visualize your talent data like never before.
KEY BENEFITS

- Improved visibility into your talent so you can take timely and appropriate actions
- Discovered high-potential and hidden talent with an interactive & visual tool
- Decreased talent risk by assessing potential, risk and impact of loss
- Defined succession plans to ensure contingencies are covered
- Improved leadership pipeline through the use of talent pools

Create Succession Plans and Visualize their Strength

Talent Review and Succession Management offers flexibility so you can create succession plans the way you need them for your organization. While you may have very specific individuals you want to create incumbent-based plans for, you may also need the flexibility to create job or position-based plans.

Using the succession overview allows you to quickly visualize the strength of your organization’s succession plans. The plan strength gauge displays the number of candidates available in each readiness category, helping you quickly identify plans that are at risk with a small number of candidates or those with too few candidates who are ready now so you can take action on those plans.

With Talent Review and Succession Management, you can simultaneously interact with both related succession plans and talent pools during the talent review meeting, view their candidate slates, add and remove candidates, and assign or adjust readiness ratings. The succession process becomes a seamless part of the talent review discussion.

Create Talent Pools and Assign Development Goals

Using the powerful compare feature, you can search for succession plan and talent pool candidates based on skills and experiences. By comparing employees, you are able to cast the net wider and deeper within the organization to ensure robust succession plans and talent pools. With Talent Review and Succession Management, you can manage your leadership pipeline through those rich resources.

When your agency manages the recruitment of the future workforce and the ongoing assessment and development of talent with the Oracle Talent Management Cloud suite, your leadership gains a holistic view of your bench strength and the ability to execute on your succession plans ultimate confidence.
"Our research shows that having more technologies in place is correlated with improvement in HR cost efficiency, which in turn correlates with increased alignment between HR and business goals. Invest in more HR technologies to not be left behind!"

CEDARCRESTONE 2013-2014 HR SYSTEMS SURVEY WHITEPAPER

The Complete Cloud Solution from Oracle

Current public sector challenges notwithstanding, Oracle’s Talent Management Cloud Services embed capabilities to address talent and technology trends that span industries. Just as in the commercial world, modern Talent Management for government must meet the expectations of today’s available workforce.

Oracle’s innovations around these trends are covered in the preceding pages in the context of the various components of the suite, and bear additional emphasis to help organizations understand their ubiquitous impact.

The Oracle Talent Management Cloud Services are:

TALENT-CENTRIC

First, modern talent management should be talent-centric by placing focus on the candidates and employees themselves and simplifying their human resources interactions. This facet of modern HR actually culminates from the combination of the social, mobile and analytic trends described below and are evidenced by the consumerized user experience of Oracle’s industry-leading Talent Cloud.

COLLABORATIVE

An enterprise social network makes it easier for employees to do their work—by collaborating, communicating, sharing, giving feedback, suggesting, questioning, and recommending. It helps employees be more engaged in the business and see more of the big picture. And, as studies show, employees who are engaged at work provide their customers with better service, are more productive, and are more likely to stay with the organization.

Providing social capabilities as a standard part of all HCM processes just makes good sense. You’re connecting the people and the tasks they need to do with a familiar interface that makes doing those tasks easy and painless. The Oracle Talent Management Cloud enables employees to easily build relationships, cross-collaborate, learn, share knowledge, and improve productivity through socially embedded HCM processes in the cloud.

INSIGHTFUL

The Oracle Talent Management Cloud empowers your organization’s managers with embedded and predictive analytics in the cloud to help you assess workforce risk and take course-correcting action in real time.

Beyond the embedded analytics, Talent Management includes Oracle Transactional Business Intelligence (OTBI), which is built on the power of Oracle’s industry-leading business intelligence tool Oracle Business Intelligence Enterprise Edition (OBIEE). Traditional ad-hoc reporting tools require a user to have an understanding of the data objects in the database. In OTBI, users can simply drag and drop selected data from subject areas and use different graphical views to interactively explore or visualize the data. They can filter on data, drill on hierarchies, enable action links, compose a dashboard, and schedule a report or dashboard for delivery and export data or reports to Excel, PowerPoint or other formats. Your agency can also use BI Publisher to create pixel-perfect fixed-format reports.
ENGAGING AND MOBILE

Your organization’s managers and employees need to be able to access your HR solutions on the go anytime from any device in the cloud. Oracle’s Talent Management Cloud solutions run the same on a desktop, standard web browser, and any modern mobile device, ensuring productivity anytime, anywhere.

Best Practice Standards-Based Security

The Oracle Talent Management Cloud Services are built according to the concept of Role-Based Access Control (RBAC). The use of RBAC to manage user privileges (computer permissions) within a single system or application is widely accepted as best practice. Security is managed at all levels – function, transaction, field, and data-level. RBAC assigns permissions to specific operations with meaning in the organization.

Built-in Extensibility

Oracle’s Talent Management Cloud applications are designed for extensibility so that a business user can adapt the application to suit their personal or organizational needs. The key to this ‘tailor-ability’ lies in the usage of metadata objects and services in the heart of the application architecture. HR leaders and users don’t need to worry about the details, they simply leverage the flexibility in an ‘upgrade-safe’ manner.

Addressing Public Sector Uniqueness – Oracle Platform as a Service

No matter how robust, configurable and extensible Oracle makes our Talent Cloud applications, legislative and regulatory anomalies ensure that public agencies are bound to have unique requirements that require the expertise of your internal IT staff. That’s why we created the Oracle Cloud platform-as-a-service (PaaS): to help enterprise IT and independent software vendor (ISV) developers rapidly build and deploy rich applications - or extend Oracle Cloud SaaS apps - using an enterprise-grade cloud platform based on the industry’s most widely used database and application server.

Summary and Next Steps

Today’s HCM-focused research makes it undeniably clear that HR professionals across industries are gearing up to win the war for talent. With massive waves of retirements each year, a steadily shrinking talent pool, and technology trends changing the face of the future workforce, the public sector is putting the ability to provide its most basic services at risk.

The Oracle Talent Management Cloud Services – Recruiting, Onboarding, Goal and Performance Management, Learn, and Talent Review and Succession Planning – are the tools your agency needs to mine external talent pools and know and grow its internal workforce to ensure the continued function of government.