



An Employee Centric Approach To HR

Employee Experience Journey Mapping (EXJM)

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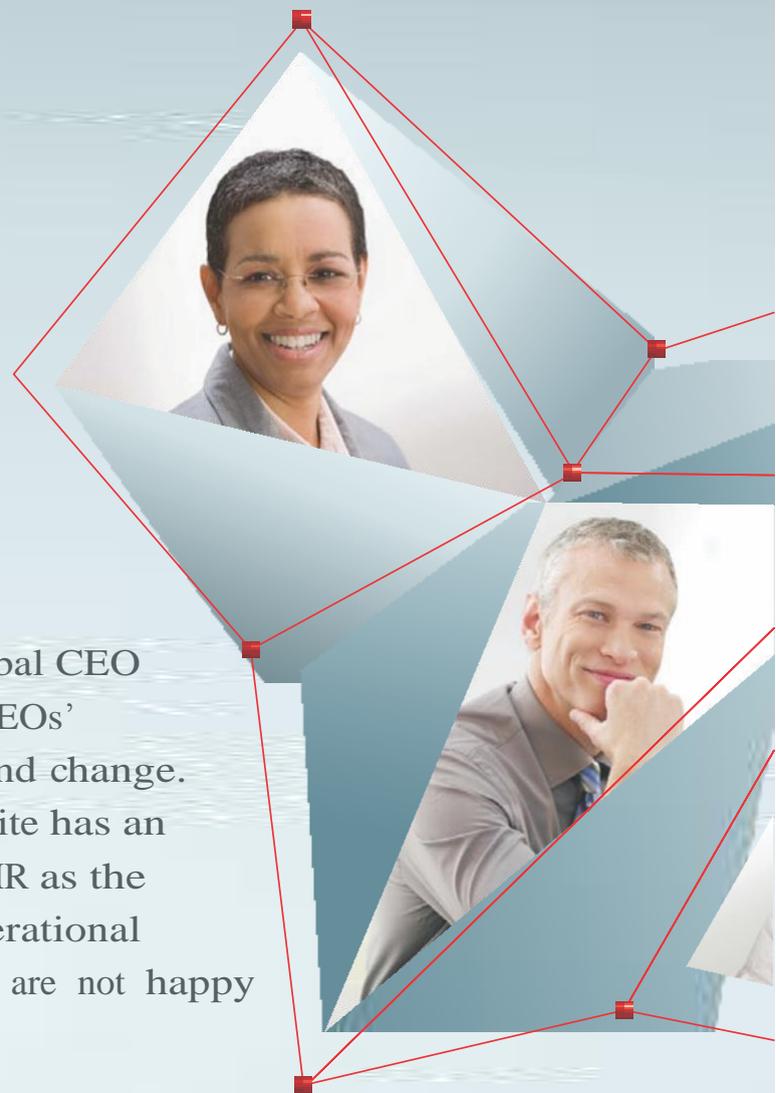
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exeCuTive summary

According to PWC's latest Annual Global CEO Survey (2014)¹, Talent Strategies are CEOs' number one priority requiring focus and change. This suggests two things: (1) The C-suite has an increased desire to drive value from HR as the focus moves from table stakes HR operational efficiency to talent; and (2) The C-suite are not happy with the talent status quo.

There is both an opportunity and a threat for HR in this statistic. Our desire to drive business value is now recognised by senior leadership and we will be supported in our endeavours to drive cultures of talent. However, talent isn't something new and we're being told that the leadership team are not happy with what we're doing today to manage talent.

More of the same isn't going to cut it for HR. It's time to look at HR from a different perspective and we believe Employee Experience (EX) and Employee Experience Journey Mapping (EXJM) may well be the answer. The premise of this white paper is that by understanding the experiences our employees' have with our organisation, people, process and technology, we can better understand their behaviours and the eventual business outcomes. If we're not achieving the desired business outcomes, we can work to change the experience to drive the eventual business outcomes we desire.



It's all about looking at HR from the perspective of the employee to drive positive business outcomes and Oracle's ongoing innovation in this area is helping our customers' gain competitive advantage.

¹ <http://www.pwc.com/gx/en/ceo-survey/2014/assets/pwc-17th-annual-global-ceo-survey-jan-2014.pdf>

We're all on a journey...

As employees, we're all on a journey with our employer. Our experiences on this journey will strongly influence our attitudes; our attitudes in turn form our behaviours which ultimately drive outcomes. A poor Employee Experience (EX) naturally results in a poor outcome. For example, managers may view filling in employee performance reviews as a waste of time because no one ever reads them (attitude), so managers leave it to the last minute to fill them in (behaviour) resulting in poor quality performance reviews (outcome). Attitudes are formed by the Employee Experience, so if we can change the experience we can reshape the attitudes, resulting in different behaviours and different outcomes.

More of the same from hr isn't going to cut it

As mentioned in the opening paragraph to this whitepaper, according to PWC's latest Annual Global CEO Survey (2014), Talent Strategies are CEOs' number 1 priority requiring focus and change. Many organisations have implemented strategies, process and technology to manage talent for a while now, while many more have been focussed on getting HR's house in order with HR operational efficiency projects, meaning that Talent is managed using a mix of desktop productivity tools or not at all. Given the C-suite's interest and desire for change in talent strategies it's clearly time to move HR's focus onto talent and it's time to manage talent differently.

Employee Experience isn't just about having a nice user experience in your HR system; it's more than that. If we take the performance management example referenced above, introducing a new system with a modern user interface won't, in and of itself, change the business outcome of poor quality performance reviews, it will just make it easier for managers to produce poor quality reviews! By changing the holistic experience, which will involve things like the consequences of producing good performance reviews, senior management process sponsorship, the user experience with performance management systems and so on, we can influence the attitudes, change the behaviours and drive the desired outcomes.

HCM solutions and technology play a major part in providing a positive employee experience. The 4 tenets of a Modern HR solution are all linked to a greater or lesser extent to supporting a positive employee experience. Modern HR solutions must:

- **be Talent Centric**

Ensuring that everyone is paid on time, that absences are properly tracked, that administration is as automated as much as possible and so on, are all essential for a positive employee experience – not getting paid is pretty much the worse employee experience you can have – however, focussing on talent strategies that provide every employee with clearly defined and aligned goals, provide structured career paths supported by robust learning and development plans, differentiated reward for high performance and so on, will, we believe have a disproportionately large impact on the employee experience and hence business outcomes.

Integrated, HCM system support for talent strategies is essential for a positive employee experience. Relying on desktop productivity tools or an array of disconnected, inconsistent, best-of-breed talent solutions provides a disconnected, inconsistent employee experience. The Cloud doesn't make integration any easier. Adopting a number of Cloud solutions from different providers that have wildly different upgrade schedules, some that may not be built on open standards, means that you and/or your systems integration partner will be spending more time maintaining, testing and updating interfaces than ever before. The case for the Oracle HCM Cloud has never been stronger with the integrated, functional breadth of the offering and naturally, the fact that the Oracle HCM Cloud platform has been built on open standards.

- **be Collaborative**

To be human is to collaborate and social technology has made it easier than ever before to connect, share, learn and discuss. Facebook, Twitter, LinkedIn, YouTube and an array of other social platforms have transformed many aspects of our lives outside of the office. The use of social platforms in the office, having got off to a slow start, is now gaining pace. Collaboration is a people thing and HR needs to take an active role in driving social collaboration in the work place.

The “build it and they will come” approach - standalone social portals, disconnected from any business process, often struggle with low adoption rates. Social collaboration, embedded in business process drives high adoption rates and what better place to start than in your HR system. Embedding social collaboration in HR processes e.g. social learning, social performance management and social sourcing, means that employees and managers use social technology as a way to get “HR stuff” done, faster and better. They don't even have to think about it. What better way to encourage collaboration in the enterprise?

The Oracle HCM Cloud has been developed from the ground up with embedded social collaboration. Social collaboration isn't stuck on as an afterthought, it's right there embedded in the process.

Being a part of a social, collaborative enterprise supports a positive employee experience but more importantly, for a growing number of the workforce, the absence of social in the workplace is potentially a deal breaker.

- **be insightful**

Making decisions with incomplete data and a lack of analysis that affect either our or our co-workers careers is a thoroughly miserable employee experience. Making decisions based upon robust data and analytical insight goes towards a much more positive employee experience.

Analytics can help us make better decisions around compensation review, talent management, career paths, learning, sourcing and so the list goes on. “Rear view” mirror reporting should now be table stakes (although it's often an issue, particularly if your organisation has multiple HR systems). The game has moved onto “looking around the corner” with predictive analytics – models applied to employee data to predict future outcomes e.g. performance, termination.

The Oracle HCM Cloud has been built from the ground up with reporting and analytics at its core. Reporting and analytics are embedded in process, meaning that the insight is right there when needed to help with those people decisions. Embedded predictive models in the Oracle HCM Cloud offer the “view around the corner” that our colleagues in other departments have had for some time.

With its rich, embedded reporting and analytics capability, the Oracle HCM Cloud provides robust HR decision support, enabling data driven HR decision making that drives a much more positive employee experience.

- **be engaging & mobile**

We need to break down the barriers preventing employees and managers from using HR applications by improving accessibility, usability and the user experience. Employees want to be able to access HR services at any time, in any location, on any device. Occasional users don't expect training to use a HR system; after all we don't get trained on how to use consumer apps.

Modern HR solutions need to fit into new ways of working. In the office, on a plane, on a bus, at home, online, offline – it shouldn't really matter, employees should be able to access HR data and process HR transactions whenever they need to.

The Oracle HCM Cloud is fully mobile enabled with support for tablets and smart phones running IOS and Android operating systems. Our apps are easy to use and engaging, employees and managers want to use them. Giving employees access to HR applications that are relevant, personalized and accessible on the device of their choice, so they can be more mobile, more productive and more satisfied is a paradigm shift for HR.

Managers can now quickly work their way through any outstanding HR actions on the way into work on their mobile or review a candidate's details from their tablet as they wait for the candidate to come into the interview room. Employees can now make that holiday request at once and not have to wait to get into the office before making the request. It's easier and faster to get HR things done. The whole employee experience is improved.

Oracle HCM is built with the end user in mind. The solution is built entirely around user roles, key processes, and business-led configurability. Users can do things their way by having the power to easily mould and reshape the system to their liking. The Oracle HCM user experience reflects the pervasiveness of the internet and social networking, and includes built-in social and mobile capabilities to ensure high usability. Oracle HCM turns your organization into an interactive gallery, with each employee being assigned a "Portrait" page. Each Portrait page displays specific information about the employee and enables certain functionality based on the user's role. This ensures that users have the right experience with the system with casual users having a simpler UI and HR users getting the additional tools they need.

Does eMployee experience sound faMiliar?

To some of you reading this, the concept of Employee Experience may sound familiar and you would be right. Our thinking on Employee Experience has been heavily influenced by the Customer Experience (CX) movement. Companies pay very close attention to Customer Experience with the desire to drive higher customer retention, customer satisfaction and sales. As the power has shifted from the seller to the customer (it's easier than ever to source different sellers and compare those sellers for pretty much any product or service), the importance of Customer Experience has increased exponentially.

The definition of Customer Experience from Wikipedia is:

“Customer experience is the sum of all experiences a customer has with a supplier of goods and/or services, over the duration of their relationship with that supplier.”

It's the same with employees. We have seen the power shifting to the individual employee as it has become easier than ever before to find new opportunities with the rise of social media and as employees' expectations for personal growth and career development have strengthened, their willingness to suffer a poor employer has reduced. Despite relatively high unemployment levels it is still difficult for organisations to find the right talent – 63% of CEO's are concerned about the availability of key skills (PWC Annual Global CEO Survey 2014) – so it's time to revisit and strengthen talent retention and talent acquisition strategies. It's time to take a new approach.

Taking inspiration from the Customer Experience Wikipedia definition, we now define Employee Experience as follows:

“Employee experience is the sum of all experiences an employee has with an employer, over the duration of their relationship with that employer.”

What is an eMployee journey?

As employees, we all interact directly and indirectly with people (HR, managers, co-workers, customers) and things (to include process and technology) in our working lives. For instance, when I start a new job, I'm welcomed in reception (hopefully!) by a representative from HR, who walks me through some key HR policies, introduces me to my new manager, I'm given a laptop, I'm given access to an on boarding portal, I meet my co-workers and so on. My interactions with these people

and things, twinned with external trends and influencers (could include things like national unemployment rates, social media, etc), shape my attitudes as an employee and as we discussed earlier, attitudes drive behaviours and behaviours ultimately determine outcomes.

The infinity loop below represents at a macro level, the employee journey we are all on. We're all at different points on this journey. The challenge for our employers is to ensure

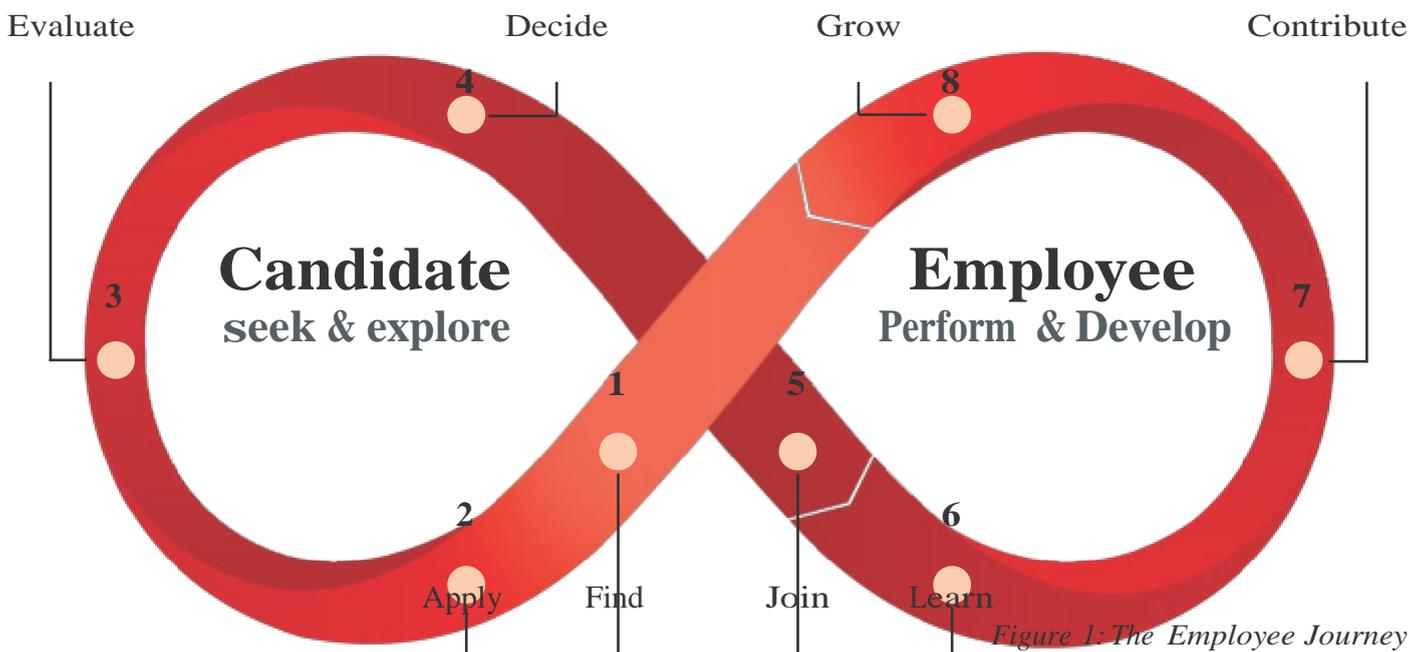


Figure 1: The Employee Journey

that as we move from being an employee to a candidate (which we will all do at some stage), we are given the opportunity for new challenges and career growth without the need to go externally. If those opportunities don't exist internally, there's the very real risk that we will enter the external job market and eventually leave.

At a point in time on our own employee journey we will have mentally, for whatever reason, made the decision to change jobs. We will then use different methods to find a new, interesting role – we may leverage our network, we may explore social media, we may register with an agency – however we do it, we'll eventually find something that we decide to apply for. At this point we enter an application process that gives us and the employer a number of opportunities to evaluate each other which may eventually lead to an offer being made and accepted.

As we join our new employer (we enter the “employee” phase of the journey), we will be onboarded in some shape or form and begin the learning process for our new role. Depending on the role and our previous experience, this learning phase may take a few days, weeks or months until we reach the stage where we begin to contribute and add value to our new employer. After a period of time contributing in role we will reach a plateau – how quickly this happens will depend upon our ambition, the role, etc – where we feel the need to grow or the desire for role change. Depending upon the learning and development opportunities available internally or the visibility on internal role change opportunities, we then enter the “candidate” phase of the journey by either entering the internal or external careers market.

The sum of all the experiences that an employee has with their employer on this journey is the employee experience.

What is eMployee experience journey Mapping (exjM)?

Employee Experience Journey Mapping is a methodology based upon the very successful Customer Experience Journey Mapping methodology (CXJM)². We use Employee Experience Journey Mapping to better understand specific employee journeys that may not be generating the outcomes we desire or we believe we can improve.

For instance, we may be losing more new hires than we wish during their first 3 months of employment. To try and understand why this is happening, we map out the employee journey during those first few months, mapping the people and things interacted with, the emotions and attitudes these experiences form and the resulting behaviours. Based upon this mapping exercise, we'll identify one or more “moments that matter” in the Employee Journey, where we believe if we change the Employee Experience, we can influence the attitudes that will ultimately drive the outcomes we desire i.e. employees do not leave during their first few months of employment. With our understanding of the journey we are able to design new experiences that we believe will deliver the desired outcomes.

² See <http://blogs.hbr.org/2010/11/using-customer-journey-maps-to/> and <http://designingcx.com/> for more details

Employee Experience Journey Mapping is all about looking at how HR Services are delivered from the perspective of the employee with the goal of achieving defined business objectives. The Employee Experience, as we've described it in this white paper, is not something that many organisations put much of a priority on when designing their HR Services. Given the changing nature of the workforce, the concerns regarding skills shortages and the gradual shift of "power" to the employee, we would contend that Employee Experience should be a primary focus area for any HR transformation programme.

how can oracle help you Deliver great eMployee experience and great eMployee journeys?

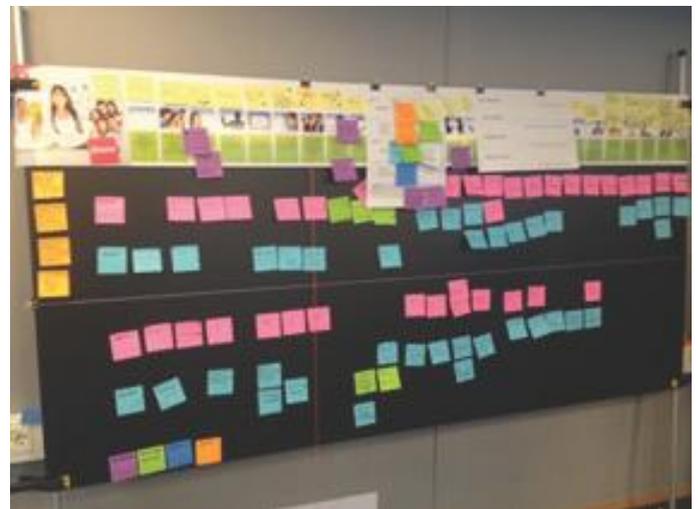
So what is Oracle doing to help our customers deliver great employee experience? We're delivering next generation HCM solutions in the Oracle HCM Cloud that have been developed from the ground up to be socially enabled, mobile, with embedded analytics and an engaging consumer like user experience as a one-stop shop to manage all of an organisation's and employee's HR and Talent Management needs. We're making sure that our customers have the right technology to support their employee experience ambitions.

By delivering these great employee experiences in the Cloud, our customers have continual access to innovation as upgrades are included as part of the service. The days of getting stranded on an old version are over.

We're also running Employee Experience Journey Mapping workshops, where we explain in detail the Employee Experience Journey Mapping methodology and map a generic employee journey that we've pre-prepared. The objective of the workshop is to share

the methodology with you and give you the opportunity to evaluate whether it would add value to your organisation. The workshops are highly interactive, last 4 hours, most of which you'll spend on your feet, so make sure you wear comfortable shoes!

We ran our first EXJM workshop in Oslo, Norway on 25th February 2014 and the feedback from the clients that attended has been very, very positive. The photos below show the interactive nature of the workshops – apart from being educational, we really had a lot of fun.



Over the coming months we are running a series of Employee Experience Journey Mapping workshops, starting in the UK, France, Germany, the Netherlands and Belgium, so please contact your local Oracle HCM contact if you are interested in taking part.

ConClusion

Employee Experience and Employee Experience Journey Mapping are ways of looking at HR from the perspective of the end-consumer, the employee. This new approach is based upon the proven and very successful Customer Experience and Customer Experience Journey Mapping movements that organisations use to better understand their customers and influence customer outcomes.

Whilst Employee Experience is the sum of all an employee's interactions with their employer, which includes how they are managed, the systems they use, the culture of the organisation, HR processes and policy, their co-workers and so on, we believe that the HR technology your organisation adopts has a very significant impact on the overall employee experience and as such should sit at the heart of your Employee Experience strategy.

The Oracle HCM Cloud is talent centric, collaborative, insightful, engaging and mobile. It is these ingredients that help our customers deliver the outstanding employee experiences that deliver the outcomes their businesses demand.



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