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## Social in the Oracle HCM Cloud

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## Introduction

Social media is a reality for all organizations – whether you are ready to embrace it or not. Most are aware of the benefits of using social/collaborative technologies internally - like improved productivity, engagement, innovation, streamlining communication, and facilitating collaboration. All of which break down traditional silos and bring previously unknown knowledge and expertise to the “extended networked enterprise.”

Most enterprises however do not have a deliberate or successful approach for using social technologies internally in support of their strategy. Why? Because they have not addressed the barriers to adoption, enabled the right technologies, or perhaps most importantly, correlated their efforts to actual business results.

Mobile adoption fuels social reality. This killer combination gives progressive organizations the ability to minimize transactional headaches and embrace the true power of social media. Surveys show social is an inherently mobile experience.

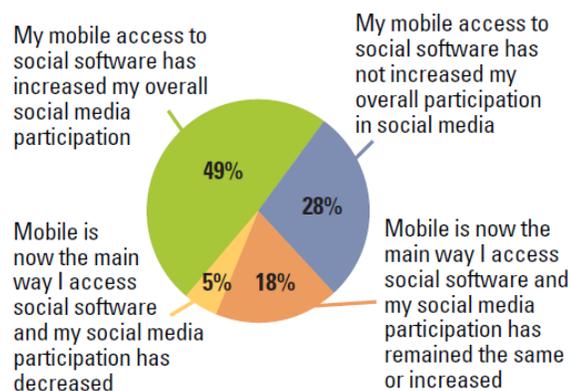


Figure 1: Mobile impact on social usage. Source: MITSloan/Deloitte Survey, 2012

The Oracle Social HCM Cloud is unique because it underlies the entire Oracle Suite of Applications. This unified approach facilitates adoption because it is an intrinsic part of all of your enterprise applications. It delivers greater value by combining the power of social-enabled applications on top of a cross-functional, social platform that extends across both internal and external networks.

In this white paper, we'll discuss why the true potential of using social media is largely unmet, what you need to understand about approaches of different vendors and Oracle's approach to enable social in existing applications as well as new social applications that have been created.

## Why Hasn't Social Worked Well

More and more companies are using social media and most are reporting some benefit, but the true potential is largely unmet. Why? The reasons are multifold, but generally fall into the following major categories:

- **Lack of participation** – There are enough barriers to adoption that participation in social technologies in many companies is still very low. Low participation greatly reduces the value of social and creates a downward spiral: if there is insufficient participation, newcomers cannot find what they are looking for and leave to never return.
- **Inefficient utilization** – You can have participation, but the tools used can be the wrong ones or not very good at facilitating collaboration, which makes participants have to put forth more effort than necessary to get their work done.
- **Ineffective collaboration** – People can participate and collaborate in social, but all their energies can still end up not effectively contributing to the achievement of business objectives. This happens because the connection between collaboration efforts and business objectives is too tenuous.

Obviously, these reasons are interconnected; if the tools are inefficient, or the collaboration ineffective, the social efforts will eventually falter or at least not gain traction, which can result in a vicious circle of low participation leading to ineffective collaboration leading to benefits not being realized leading back to low participation.

## What Have Others Tried?

You must understand your software vendors' heritage and maturity to ensure it aligns with your long term social-enabled application strategy. The approaches vendors are taking range from emphasizing the out and out replacement of system of record talent management systems in favor of pure play social technologies to traditional system of record vendors cobbling together existing applications with social technologies in an attempt to “modernize” for the new way of getting work done:

- **Point solutions with embedded social tools in their talent management offering.**
  - Pros: Closely connects social to a particular task. Normally applicable for a division or group at a large enterprise where there is no long-term talent strategy.
  - Cons: Pure systems of engagement solutions don't correlate talent metrics to business outcomes. More often than not they just introduce another social technology to the enterprise that will not be used. Why? The discussions on the network are still isolated interactions that don't add ongoing value to the enterprise. They invest a lot in extending specific functions to incorporate social organically, but the silos that were supposed to be broken down by social often still remain.
- **Best of breed and application suite vendors partnering and integrating with 3<sup>rd</sup> party social platform providers.**
  - Pros: Addresses the system of engagement silo issue by connecting the various parts of the suite and/or point solutions to one social platform.
  - Cons: Integration between the applications and the platform is lightweight and often limited to having to retrofit the application or create adapters that allow people on the network to “follow” various business objects in the system of record. Ongoing, there is always the issue of keeping everybody in sync as the platform advances in one direction while the different app vendors move in another.
- **Application vendors acquiring a 3<sup>rd</sup> party social platform.**
  - Pros: Addresses the coordination, prioritization, and resulting lightweight integration issue by investing in the deeper integration of the applications into the platform. The theory is that by being part of the same company, there should be fewer issues with coordination and prioritization.

Cons: While there might be fewer issues, since the applications and social platform started from different points, it will take time and several iterations to work out the differences in design models before the promise is fulfilled.

## Oracle's Approach: Provide the Best of Both Worlds

To truly obtain the best of both worlds, of social-enabled applications fully integrated on a social platform, Oracle has designed its applications from the beginning to be social as well as provided a social platform that supports the unique and demanding needs of enterprise collaboration.

Oracle's suite solution on top of native social offers customers the greatest capability in bringing the power of social into HCM. By being part of the enterprise platform “fabric”, social is woven

throughout all business processes, not just HCM. Furthermore, and most overlooked by the competition, even those interactions that might not be directly part of a business process are still implicitly linked to a business context and therefore can continue to add ongoing value to the enterprise long after the interactions are done. A prime example is that by analyzing the interactions on the Oracle Social Network around say, an area of expertise, that analysis can be used to enhance the system of record to reflect which individuals exhibit that expertise. This analysis could likewise be used for competencies, customer knowledge, thought leadership, etc.

In addition, the enhanced capabilities of the Oracle Social Network compared to other vendor social platforms greatly amplify the benefit of Oracle Social HCM. For instance, the intrinsic use of Conversations rather than forcing all updates and discussions into one Activity Stream greatly reduces the “information overload” or “noise” problems that plague enterprise social network users and negatively impact their productivity. These Conversations also serve as a perfect focal point for the business object or process context around which collaboration occurs.

All the various vendor approaches are inherently faced with the challenges of heterogeneous social tool environments – what to do if multiple social networks are in use in the enterprise. However, by having a suite solution on top of a native social platform, Oracle can focus on extending that platform to create interoperability with other social tools. For instance, Oracle’s OSN can address customer needs around Sharepoint integration and the entire Oracle application suite benefits from this.

## Oracle’s Social HCM Solution

Oracle Social HCM Cloud embeds a native social platform OSN (Oracle Social Network) in a full, social-enabled enterprise application suite. This results in two very important ways which make social a feature that truly generates superior business performance:

1. **Enabling Social capabilities in Existing applications and processes** – takes an already powerful suite of enterprise applications and both enhances it with social capabilities as well as makes social an integral, value-creating part of getting work done.
  - Social platform features embedded in applications
  - Business context embedded in the social platform
2. **Creating new applications that could not exist before**– provide powerful applications that utilize social technologies to create value in a way that could not have been done before.
  - Workforce Reputation Management
  - Social Sourcing

Both of these are possible because we also provide a very robust foundation in the Unified Socially enabled profile.

### Unified, Social-Augmented Profiles

Profiles for employees, partners, and candidates are the heart of the individual and talent management experience. The Oracle Social HCM Cloud unifies the individual profiles maintained by application

platforms including Fusion and Taleo, together with profiles of individuals on external networks and services such as LinkedIn, Facebook, and Craigslist. These aggregated or federated profiles are then augmented by the Oracle Social Network in two areas.

The first is to present this aggregated individual profile data in the Oracle Social Network UI so that users have a richer picture of the person they are looking at in the network. The second is to enhance the ability of Oracle Social Network to make useful recommendations for people to follow or otherwise collaborate with.

This is a two-way street. Just as the aggregated profile information assists Oracle Social Network with useful information, so too does OSN provide the individual profile with useful information about the individual's social role, behavior, and impact. This individual profile augmented with social data will constitute the more complete backbone of employee, candidate, and partner engagement processes, including: recruiting, learning, performance, goals and development.

### Enabling Social in Existing Applications

Oracle already has a powerful, integrated suite of enterprise applications that provide tremendous value. By extending these existing applications to effectively leverage social to the fullest extent as a native feature, Oracle not only improves the productivity of employees using these applications to get work done, but also enables companies to more fully realize the potential of using social technologies to improve engagement and generate strategic insight.

- **Goal Management** – Goal management is inherently a collaborative social experience. We are adding conversations from Oracle Social Network to this process. This allows for an ongoing dialog between the employee, the manager and the team that is helping drive the goal. Additionally this will help in sharing and collaborating on work that drives goal results. Performance goals will provide the context for OSN Conversations.
- **Performance Management** – Whether done periodically as focal reviews or as ongoing conversations, performance management that is actually about not just improving the “what” but also the “how” in the achievement of goals successfully, is inherently a social experience. The development of competencies in support of performance is in particular a coaching conversation between manager and employee. OSN Conversations will be enabled around key business objects such as performance documents as well as development plans and goals.
- **Talent Review and Succession Planning** – These processes inherently are collaborative and have multiple stakeholders across HR and the line of business to drive these meetings. Using Oracle Social Network, we are greatly enriching the experience of these processes. OSN Conversations will be enabled around key business objects such as talent review meetings and succession plans.
- **Career Development** – Employees are looking for the tools that can really help them take charge of their career. Embedding social into these tools allows employees to tap into each others’ experience and learning to help better understand their options and chart out a way to identify and achieve their career aspirations. Development plans and goals will provide the context for OSN Conversations.

- **Learning** – Learning is an inherently social activity when done to really achieve development and growth. Embedding social into the learning experience takes place in two ways: the first is by having employees discuss and rate formal learning available in catalogs, and the second (and often more effective) is to have employees actually create, curate, and share content to help others learn. OSN Conversations will be enabled around key learning business objects such as courses and curricula.
- **Recruiting** – Both the candidate as well as the recruiting team experience with recruiting is social in nature. Social can enhance engagement by leveraging and strengthening the reputational aspects vs. simply parsing resumes and best fit algorithms. Job requisitions will provide the context for OSN Conversations.
- **On-boarding** – Whether completely new to the organization or just new to a particular role, employees often face a steep learning curve to get up to speed. Much of it is finding out who it is that one needs to know to help get things done, learn what’s going on, etc. Embedding on-boarding into social helps get the right network connections, community memberships, etc. in place automatically for the employee. Jobs and roles will provide the context for OSN Conversations.
- **Benefits Enrollment** – Providing a way for employees with similar family or health circumstances to form communities to discuss and learn from each other greatly increases engagement by helping them navigate through the sometimes bewildering maze of options. Along the way, employees build a sense of community amongst themselves and can start to form long term connections.

### Social Platform Features Embedded in the Application

What makes Oracle HCM applications different is that rather than having either a separate or generic, non-collaboration area, the Oracle social platform displays the conversations in the application platform UI shell that are contextually related to the business process or business object being manipulated in the application.

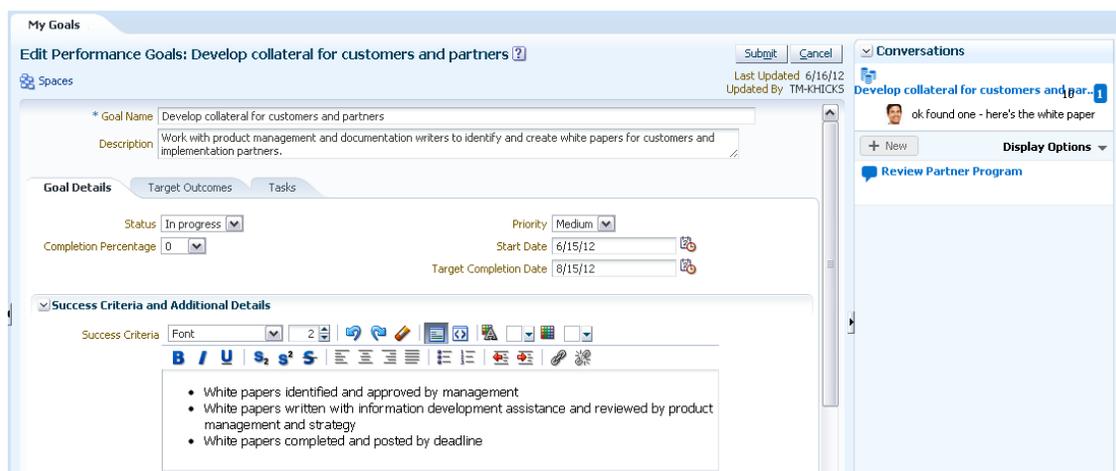


Figure 2: Example of Social in the Application

This enables easy access by users to the conversations that will help access expertise, answer their questions, provide updates to their social network, and make them more productive. They can do this without having to leave the application context, thus avoiding any breach of focus on the task at hand.

Embedding social in applications improves the overall experience and performance of people who use the applications. It's important to note however, that it is unlikely that on its own, embedding social in the application will start causing people to use applications they otherwise would not normally use – this is more about making existing users more productive.

### **Social Platform Features Embedded in the Application**

More and more employees, both in functional as well as sales and production roles, want to access their work through mobile devices. Mobile devices such as smartphones and tablets offer greater freedom and versatility to users, freeing them from being tied to their desktop computers, and even their laptops as well.

Given that social network usage has also increased through the use of mobile devices, it's not surprising to see an overlap where employees frequently wish to access their social network to get updates, find answers, etc. in order to help them get their work done and accomplish goals.

The Social HCM Cloud improves the experience for users by embedding the business context into OSN conversations. This enables users to focus on the collaboration aspects of getting their work done, for example: finding expertise, getting answers to questions, and updating their colleagues. They don't need to login to the business application to find out what is going on and help someone out with a problem, or continue a discussion about something we are working on.

By having the business context embedded in the collaboration experience, multiple benefits occur:

- The first is that the presence of a context helps to keep the collaboration focused on the task at hand; it communicates and reminds everyone what the purpose of the collaboration is.
- The second is that if the business process or object the collaboration is about needs to be updated, it can be updated without having to leave the collaborative experience (provided the user has the right security permissions.)
- The third is that the activities of all the participants in the collaboration can be implicitly related to this context. This means that the organization has better knowledge about the contribution employees make and can relate it directly to the achievement of individual goals and corporate objective.

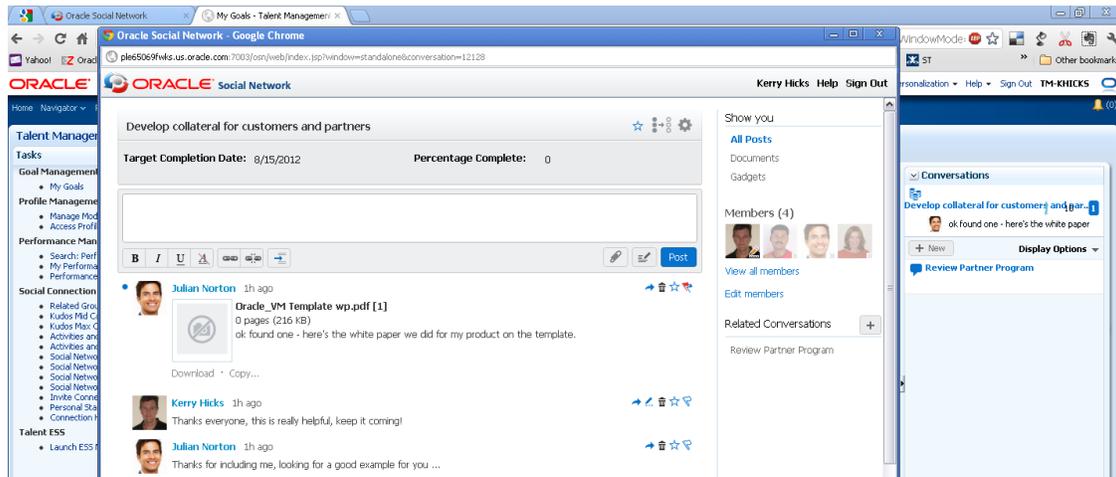


Figure 3: Example of Context in Social

## Creating Enterprise Applications that Could not Exist Before

The advent of social technologies has enabled the creation of applications that could not have existed previously. These applications create value for companies in new, or at least previously underserved, ways. While these applications can sometimes exist as standalone, by adding them to the Oracle application suite on top of Oracle's embedded social platform, not only do customers benefit from the integration of the enterprise data and process in the system of record, but also from the leveraging of other social tools available in the Oracle social platform. This combination creates value for companies previously not available.

### Workforce Reputation Management

Workforce Reputation Management (WRM), is a new, innovative application designed to help organizations establish, track, and monitor employee social media policy compliance, while simultaneously providing Human Resources and Recruiting leaders additional insight into employee and candidate social reputation and influence.

WRM monitors both public external networks like Twitter and Facebook, as well as internal data sources to enable compliance officers and administrators to ensure organizational social media policies are being adhered to, while also providing insight into company, department, and individual reputation and influence.

Additionally, WRM allows HR and Recruiting leaders to tap into reputation, influence, and the social network graphs of their employees, to facilitate internal team and project building, as well as to discover external talent that fits the organization's current and future needs. WRM takes the wide range of disparate data being produced across external and internal platforms and transforms it into accessible, relevant, and actionable information.

### Social Sourcing

Oracle Social Sourcing adds social talent sourcing capabilities to the Social HCM Cloud. It enables organizations to empower recruiters, hiring managers, and employees to leverage their social networks to distribute job opportunities, source higher quality referrals, market their employment brand, and manage corporate alumni relationships.

The social networks that are leveraged include LinkedIn and Facebook, which are quite extensive and provide a reach for organizations that had been limited to only the network that the organization as an entity had itself, not all the networks of the individuals involved in the recruiting function, or even better, the managers and employees who are closest to the role that needs to be filled.

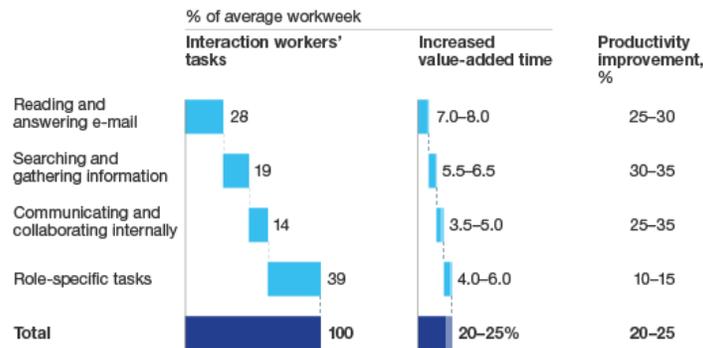
Oracle Social Sourcing extends the power available through social networks to the identification of, and maintaining relationships with, prospective candidates. This, combined with the other social-enabled processes in the Social HCM Cloud, fills out the whole lifecycle of employees from a social perspective.

## Business Outcomes of Oracle HCM

### HR Process Transaction Efficiency

Many enterprise transactions are managed by employees in functional roles whose responsibility is to ensure that the transaction is completed, handling any exceptions or logjams that might occur. The Oracle Social HCM Cloud improves worker productivity in these transactions by embedding social in HCM applications. These processes fall into two major categories:

- **Functions that are solely within HR** – participants are part of the HR function and the business benefit will mostly be operational effectiveness within the HR function. For example: launching a focal review in Performance Management, configuring Talent Reviews, or initiating a change in organization structure.
- **Processes which are run by HR, but involve the broader workforce** – participants are both members of HR as well as managers and employees. For example: creating and executing goals in Goal Management, preparing for and following up on Talent Reviews and Performance Evaluations.



Source: International Data Corporation (IDC); McKinsey Global Institute analysis

Figure 3: **Productivity Impact of Social**

Examples of where the Oracle Social HCM Cloud improves the efficiency of process transactions include:

- **Performance Management** – Managers and HR can quickly communicate and resolve issues holding up the performance review process.
- **Succession Planning** – Managers and HR can collaborate to come up with the best succession plans by taking into account all the stakeholder issues.
- **Talent Review** – Managers and HR can quickly resolve issues holding up the preparation and scheduling of the review as well as collaborate on action items from the review.
- **Recruitment** – Managers, HR, and interviewers can quickly update each other on the situation with candidates regarding which areas need further investigation.
- **Core HR** – Managers and HR can collaborate on and quick resolve any issues related to promotions, on-boarding, benefits planning, compensation, transfers, performance improvement plans, and terminations.

## Workforce Engagement

The Oracle Social HCM Cloud takes the process transaction efficiency benefit to the next level by weaving the individual's identity, sense of purpose, and growth into an overall, rich social work experience. Rather than simply focus on the system of engagement features separately, Oracle Social HCM extends the system of record processes to encompass system of engagement connections and conversations.

Where previously, applications and processes were often obstacles to motivation, social has now opened the door to connecting the activities employees naturally do to get work done and achieve goals to the processes the organization needs to standardize practices and track progress towards business performance objectives. With Oracle Social HCM, employee engagement is also about engaging the workforce in those processes in an inherently natural way to doing work.

## Strategic Impact of Social HCM through Greater Insight

Social HCM generates strategic impact by providing greater insight into how:

- Work actually gets done
- Processes actually get executed (or stalled)
- Knowledge flows into, through, and out of the organization
- Opportunities are captured (or not)

This is done in part by analyzing the workforce relationships and interactions, both within the enterprise as well as in the extended enterprise, made more visible by the social technologies. This provides knowledge, understanding, and insights that enable better business strategy and execution.

But Oracle Social HCM will provide more than just social analytics, more than just the numbers of connections or number of status updates. The context that comes from Oracle Social HCM applications and the social platform is essential to see how the activity that occurs in the system of engagement relates to the results in the system of record.

Recommendations on who or what one should follow have not only productivity and engagement impact; they can also have a strategic impact by connecting parts of the organization that might otherwise never had the occasion to interact. These interactions are often the source of new value through innovation.

Social-only analytics are often the basis for recommendations on who one should follow, but these strictly social approaches focus solely on social measures such as number of overlapping followers, number of updates, etc. Oracle Social HCM combines the social network with the “network” of business processes and objects (projects, customers, service tickets, sales opportunities, goals, organization structure, supplier, etc.) to recommend useful connections in ways that only social-only analytics might have missed.

## Conclusion

Oracle’s Social HCM Cloud fully realizes the potential for social technologies to generate superior business performance for companies. It addresses the participation, efficiency, and effectiveness obstacles that have previously stymied social adoption efforts through the embedding of Oracle’s social platform into the existing application suite as well as the integration of net new social applications into the existing suite.



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