The Power of Collaboration in Human Capital Management
A 2016 Gallup study noted that teams with high employee engagement rates are 21 percent more productive. In fact, they calculated that disengaged employees cost companies between US$450 and US$550 billion a year.

Collaboration has always been a part of business. But until now, the number of collaborators has been limited by the size of the room, the cc: line on an email string, or a contact list in a messaging app.

What if the potential collaborators could encompass the entire enterprise, and you could bring every relevant party into an ongoing conversation without being limited by time or space? In fact, embedded collaboration tools in Oracle Human Capital Management already make this possible.

**INCREASE ENGAGEMENT, BOOST PRODUCTIVITY, AND STIMULATE CONVERSATION**

Modern organizations are increasingly aware of the potential benefits associated with effective collaboration tools—benefits that include increased employee engagement, greater company loyalty, transparent and streamlined communications, less time spent in meetings, and fewer silos of isolated data.

Of all these benefits bringing knowledge and expertise to the extended enterprise, none is more important than employee engagement. Research shows that employees who are engaged at work care about what they do. They are more productive, more innovative, and more collaborative. A 2016 Gallup study noted that teams with high employee engagement rates are 21 percent more productive. In fact, they calculated that disengaged employees cost companies between US$450 and US$550 billion a year.

Within an ever-changing work environment, we are now seeing more millennials. By 2025, this demographic will comprise 75% of the total workforce. Millennials tend to be always on their tablets and phones and continuously connected to their peers. They expect these same kinds of connections at work. Embedded collaboration within HCM software gives them access to peers, mentors, managers, and subject matter experts, within a familiar setting.

Dispersed workforces make engagement even more imperative. More than one-third of all companies employ remote workers. For these workers, collaborative technologies make it easier to get to know and build relationships with their colleagues. Embedded collaboration noticeably improves the productivity of teams working in different locations.

Embedded collaboration tools in Oracle HCM Cloud bring the benefits of greater engagement and increased productivity to your company. Employees can engage with human resources (HR) in ways they have never been able to before. Without having to move to another application, workers can resolve questions and collaborate in an intuitive and familiar way. For example, groups of
Interviewers can share and evaluate feedback on candidates. Managers can discuss the budgetary impacts of promotions and salary raises with their HR contacts. And internal experts can share their expertise. Marketing might post videos on subjects like presenting in public and polishing business writing skills, for example, and make them accessible to any colleague interested in communicating more effectively. These collaboration tools empower employees to get context automatically, work more intuitively with less friction, and simply get things done. Best of all, these tools are included within Oracle HCM and do not require integration or incur added costs.

Human interactions take precedence in establishing engagement and loyalty. Connecting with other workers, expanding support networks, relying on long-standing relationships, enabling conversations, and building trust are all critical. The embedded collaboration tools in Oracle HCM can help facilitate this type of connection between HR and the rest of your enterprise. And it all leads to the ultimate goal of maximizing productivity and doing the work that matters.

**HOW DOES COLLABORATION HELP?**

According to respondents, social technologies are more integrated into daily work now than ever before.

![Figure 1. Extent to which social tools are integrated into employees' day-to-day work, % of respondents](image)

1 In 2016, n = 2,091; in 2015, n = 2,286; in 2014, n = 1,420; in 2013, n = 2,189; and in 2012, n = 2,955. Respondents who said “don’t know/not applicable” are not shown, so figures may not sum to 100%

**EMBEDDING COLLABORATION WITHIN HR**

Everything that your employees and managers do within HR—from recruiting, goal setting, performance evaluations, and talent assessments to signing up for benefits, and training and onboarding new employees—can be made easier and more efficient by embedding collaboration within HR applications.

These new collaboration technologies are similar to those that employees access for staying connected in their personal lives. Because the tools are familiar and easy to use, employees spend more time engaged in strategic conversations and less on administrative tasks. According to the 2017 Deloitte Global Human Capital Trends report, digitally savvy workers who are comfortable with self-services and sharing information transparently demand “an integrated digital experience at work—one designed around teams, productivity, and empowerment—and HR is expected to deliver it.”

With collaboration tools, HR can choose to open communication so information sharing becomes transparent to employees outside of the immediate discussion. Everyone can have insight into the issues and topics being raised around the organization and access the documents being posted to support those discussions. In addition, the conversations are easily searchable, making it easy to find and retrieve relevant threads and understand the thought processes behind why a particular
decision was made. These collaboration technologies can also limit participation whenever sensitive HR topics are discussed, including performance and salary.

Routine status updates and meetings can be greatly reduced, while still providing each department a view into what is going on elsewhere in the organization. Because managers are required to spend time on important HR issues, embedded collaboration tools within Oracle HCM enable them to interact efficiently with HR managers and recruiters when convenient and always in context.

Organizational charts show most workers reporting to a single manager, but the reality is that today’s work environment is highly cross-functional. Employees connect with coworkers throughout the enterprise and into the extended enterprise of vendors, colleagues, and customers. The collaboration tools in Oracle HCM can create conversations that include multiple people from different areas of the organization. These conversations can occur in the context of the process or task that the user is undertaking while staying connected. Users become more productive because they don’t have to leave the application or their current workspace to communicate with colleagues and experts. Having control of their communication channels allows them to maintain focus and keep distractions to a minimum.

Embedding collaboration within HR applications impacts the employees, corporate culture, and work output because it enables employees to collaborate, communicate, share, provide feedback, suggest, question, and recommend. It engages employees in the business and provides easy access to the organization’s collective expertise while improving employee morale, often significantly.

EMBEDDING COLLABORATION WITHIN ORACLE HCM CLOUD

Managing these connections and using them to be more productive is one of the many benefits of having collaboration as part of your business processes. Oracle provides powerful enterprise solutions that have collaboration literally embedded in the application. They offer employees at every stage of development a unique opportunity to have conversations and use their new connections to become more successful, from the first day of joining a new team or their new organization.

Collaboration capabilities embedded in Oracle HCM Cloud solutions include and enable the following:

Streamlined Recruiting

Finding and retaining candidates in the current hiring environment has become very competitive. Organizations often lose the best candidates due to breakdown in communication. By bringing social collaboration into the enterprise, HR provides resources that can improve the quality and speed of hires. Hiring teams can organize themselves for the recruiting cycle by making their conversations part of the workflow; and because everything is in one place, nothing gets lost in email. With embedded collaboration, companies can keep the candidate at the center of the hiring cycle, enabling them to interact conversationally with the embedded chatbots to learn more about job postings and check the status of an application. Hiring managers and recruiters can have informed, ongoing conversations on interviews, candidate feedback, and job offers. By working in a collaborative manner, information is shared immediately and contextually, and as a result, decision-making is accelerated.
Modernized Learning

Learning has become a top priority for most companies, and the modern approach emphasizing communities empowers people to make decisions on what and when they want to learn. Embedded collaboration enables users to learn more about a particular subject as they perform their daily tasks. Users can also maintain a catalog of lessons specific to the community, view and update content, share content, and maintain membership in the online community or group. They can easily confirm and access new lessons assigned to the community, access and participate in conversations, and be alerted to new items added to the catalog.

Optimized Talent Management

Collaboration enables employees to be more effective in their jobs and build strong support structures that they can lean on throughout their careers. Employees can enhance their productivity by actively collaborating on their goals. Working together daily means they often share common objectives, so having built-in collaboration adds value to your system for tracking goals. Individuals can create conversations around any goal and invite any colleague in the organization to exchange ideas and information and share documents and links.

Employees can also leverage collaboration to move ahead in their careers. One of the best ways to learn about a role and to gauge one’s interest or fit is to engage with individuals recently in that role. Employees can leverage the embedded social network to get in touch with potential mentors to understand more about work that might interest them and gain further insight into building their development plans.

Many organizations are moving towards real-time, anytime continuous feedback, and approaching performance management and coaching as an ongoing set of activities versus an annual event. Embedded performance conversations provide employees and managers an easy way to collaborate and give and receive positive or developmental feedback on an ongoing basis, as well as a way to “collect” that feedback in the context of a performance evaluation.
Improved Brand Standing

With social media’s reach spanning the globe, it has become more important than ever for employees to maintain a social presence and showcase their professional brand. By collaborating with mentors and others in the company, employees can access strategies that help them develop competence and expertise. They can also gain a better understanding of their reputation and look for means to improve it. Employees can draw on their expertise to share knowledge, answer questions, and educate others. This not only benefits the employee but also provides access to talent latent within the organization. Knowledge sharing results in more innovation and quicker action on unresolved issues. Individual motivations such as career and skills growth can remain aligned with greater organizational objectives that include staying competitive in the marketplace and reducing overall costs.

GETTING THE WORK DONE WHILE WORKING SMARTER

Capitalizing on the collaborative capabilities embedded within HCM software allows organizations to dramatically improve peer-to-peer communication, facilitate employee engagement, and enable knowledge sharing throughout the workforce.

Embedded collaboration enables employees to achieve goals in line with the organizational objectives and requirements. Furthering collaboration is also about engaging the workforce in an inherently natural way of doing work. Recommendations on people and topics worth following not only have productivity and engagement impacts; they can have strategic impacts as well by connecting parts of the organization that might never interact otherwise. These interactions are often the source of new value by triggering innovation.

Embedded collaboration leads to:

- Processes getting executed more efficiently
- Knowledge flowing through all facets of the organization
- Increased transparency
- New avenues to capture opportunities

By introducing collaboration to the organization’s processes, the sources of institutional knowledge increase. Expertise and know-how can originate from anywhere. Oracle HCM applications enable users to leverage the existing social networks and seamlessly combine them with the “network” of business processes and objects—projects, customers, service tickets, sales opportunities, goals, organization structure, partners, suppliers, and more—to create even more valuable connections and work in new ways to get more done and charge ahead.