



Empowering Decision-Making with Analytics in the HCM Cloud



It's a widely accepted premise: Organizations that base decisions on data consistently outperform organizations that don't.

It certainly makes sense, but there are a few caveats. You can't make good decisions from bad data, so you need the latest, most-accurate data available. You want a complete picture, so that data must be integrated. You also need the right tools—ideally, HR-savvy tools that work with data from multiple sources and can provide the advanced and predictive analytics for facing the critical HR challenges of today...and tomorrow.

Most important? The solution must be simple, and it must be available to the people making the decisions—the line managers and the HR leaders who have the responsibility of identifying, recruiting, and acquiring the talent to take your business into the future.

"If you're not building a strategy around having world-class analytics and insights to help run the business, you're going to be irrelevant as the head of HR in three years."

Bertrand Dussert, Vice President of HCM Transformation and Thought Leadership, Oracle

"Humans are very good at specifying what's needed for a position and eliciting information from candidates—but they're very bad at weighing the results. Our analysis of 17 studies of applicant evaluations shows that a simple equation outperforms human decisions by at least 25%. The effect holds in any situation with a large number of candidates, regardless of whether the job is on the front line, in middle management, or (yes) in the C-suite."

Nathan R. Kuncel, Deniz S. Ones, and David M. Klieger, "In Hiring, Algorithms Beat Instinct," Harvard Business Review, May 2014



FACT: The trends in turnover metrics demonstrate the importance of promoting employee engagement as a critical program. Yet about one-half of organizations say that employee engagement improvement is not captured as a corporate goal.

PwC, "Trends in Workforce Analytics," 2014



FACT: Workforce decisions based on the workforce contributions to business outcomes—generally measured in financial and operation systems—require an enterprise approach to both business intelligence and to integration.

Sierra-Cedar, “2014–2015 HR Systems Survey: HR Technologies, Deployment Approaches, Integration, Metrics, and Value, 17th Annual Edition,” 2014

“The proliferation of out-of-the-box predictive analytics solutions has the potential to put a great deal of power into the hands of HR and business leaders.”

Bersin by Deloitte, “Facilitating Data-Driven Decision-Making through Talent Analytics Technologies,” WhatWorks brief, February 2015



NOT JUST ANY ANALYTICS WILL WORK

There are many levels of cloud-based HR solutions to choose from, but few provide the kind of analytics that optimize decision-making and offer a better understanding of the talent and workforce in your business.

HR professionals, line managers, and other decision-makers need analytics that can help them

- » Find strategic gaps in the workforce
- » Identify top talent you need to keep
- » Integrate data from multiple sources
- » Identify operational areas that fall below industry-average metrics
- » Predict worker and team performance and attrition rates
- » Model the effects of organizational changes

Decisions based on data are more consistent and less risky for the business. The ability to make these kinds of decisions should be readily available to decision-makers throughout the enterprise.

You never hear people say, “Two guts are better than one.”

No one questions the importance of instinct, and no one disregards the fact that some people have a talent for making brilliant decisions with very little data. The problem is that instinct is a talent that not everyone has. It’s not teachable or transferable, and it’s risky to depend on it for complex business decisions.

On the other hand, analytics can be made available to any decision-maker in the organization. And when all decision-makers use one consistent set of data—even when it originated from multiple sources—the result is better, real-time information that can be shared, compared, analyzed, and modeled for better business outcomes.

WHAT DO YOU NEED TO SUCCEED?

Optimized decision-making is key to achieving business goals. HR can help the organization optimize decision-making, make more-informed decisions, and empower employees by offering analytics that provide the business with

- **Broader insight.** Talent management strategies can align with business objectives.
- **Ad hoc reporting from data—including data from multiple sources.** Users can create different scenarios and get answers to unscripted questions.
- **Accessible analytics.** Business intelligence (BI) is directly available to all users (workers, managers, and HR) when and where they need it.
- **Easy-to-use, real-time HR data and metrics.** HR can evaluate talent and workforce strategies against industry averages, and identify operational areas that aren’t keeping up.
- **Predictive modeling.** You can forecast team and individual performance; identify potential flight risks; and then plan, model, and deliver organizational changes all in a single workflow.

The data is out there, but unless you can accurately identify the moving parts and predict how it all works together (and where it won’t), then your organization is already at a disadvantage.

Predicting worker and team performance, identifying workers who are flight risks, understanding trends that affect the performance of your organization. Anticipating and managing these challenges can affect the success of your business. The data you need exists—that’s not the problem. What’s needed is the analytic capability to do predictive human capital analysis quickly and make predictions for your organization.

PREDICTING THROUGH ANALYTICS

What if you had forward-looking insight into workforce trends and could take early action to align your workforce with the needs of the organization?

To have better insight and to encourage more-efficient planning—especially before making big organizational changes—you need to be able to predict how the changes will affect performance and retention in your workforce. Once you have accurate predictions, you can move forward to determine the best corrective actions using “what-if” scenario modeling.

Effective predictive analysis minimizes disruptive decisions by accurately predicting both team and individual performance. Having the processes you need for effective predictive analysis in a single tool saves time and makes it possible to take pre-emptive action to retain valued employees before they decide to leave.

HEADS UP

Imagine having advance warning of potential problems. You could take action that could cut off the problem altogether and avoid a costly hit to morale and to the bottom line. Being able to look ahead and prepare for upcoming workforce trends—in the industry and in your organization—also gives you a competitive edge.

With the right predictive analytics for HR you can

- Give your managers a heads-up about everything from potential flight risks to possible reasons for low performance
- Offer managers scenarios to show them how changes (such as pay increases, promotions, less vacation time, relocation) could affect their teams
- Shift the management of your workforce from history-based to future-based

DATA IS EVERYWHERE, INFORMATION IS SCARCE

The information people need to make more-educated decisions already exists. The trick is bringing it all together and finding the right analytics to transform the data into insightful information.

With today’s access, you can cross-source your analytics and bring data across your organization as well as from outside and third-party sources into your decision-making.

- » Include current and historical indicators, industry data, and current market data.
- » Fine-tune decisions about organizational changes using real-time HR data to prepare, model, and assess the impact of your decisions.
- » Use demographics. Aging populations, shifting migratory patterns, and multigenerational issues have a significant impact on workforce decisions.
- » Take advantage of advanced modeling capabilities to bring together information from a wide variety of sources.



It's not just business data, it's business insight. And it helps line managers, HR leaders—in fact, all decision-makers—make better decisions.

“Advanced technologies like Oracle HCM Cloud are critical to our success as a company that thrives on discovering and working in uncharted territories. With Oracle HCM Cloud, we are transforming the way we communicate our goals throughout the organization, creating a more transparent environment. The increased clarity around goals has led to better collaboration and more-productive employees focused on common milestones, which inevitably results in better business outcomes.”

Thomas Smouse
Vice President of
Administration and Human
Resources, Newfield
Exploration Company

When the people making decisions have access to the right data and they have the capabilities for immediately analyzing that data in a variety of established—and new—scenarios, they get a better picture of the business. In other words, they gain insight into how the organization’s workforce is contributing to—or limiting—the business.

And whether it’s good news or bad, they now have the information needed to implement changes or build on success.

BETTER DATA, BROADER INSIGHT

Analyzing enterprise data with HR analytics helps decision-makers more easily see the connections between workforce and business goals. Better data lets line managers and HR leaders

- Identify areas operating at below industry averages
- Measure the costs and benefits of programs
- Analyze data from across multiple HCM workflows and multiple applications to produce real-time reports

Enterprise Insight for Every Role	
Chief HR Officer (CHRO)	<ul style="list-style-type: none"> » Develop talent systems and strategies to support growth » Manage global regulatory and compliance risks » Develop global leadership pipeline
Line of Business (LOB) Leader	<ul style="list-style-type: none"> » Manage headcount cost to budget » Reduce lost productivity from turnover and organizational changes » Increase retention of top performers
HR Analyst	<ul style="list-style-type: none"> » Monitor cost and efficiency of HR programs » Deliver relevant and timely workforce information to HR and business leaders » Monitor key metrics in headcount movement and demographics
Employee	<ul style="list-style-type: none"> » Monitor real-time attendance and vacation time information » Review benefits and total compensation package » Monitor performance and other requirements for career plan

TALENT INTELLIGENCE

To make the right decisions for your organization, you first need to know your talent. With the right talent intelligence, you can

- Quickly look at data in different dimensions
- Uncover the drivers that lead to quality hires
- Analyze the top sources that have provided high-performing talent
- Track broad talent trends as well as the operational details

Unfortunately, too many HR leaders have no clear insight into their organization’s talent pool because of scattered, inconsistent data and rudimentary analytics.

But that was before.

Oracle Human Capital Management Cloud (Oracle HCM Cloud) puts embedded analytics in the core of the system. This comprehensive analytics model serves as a type of early warning system that helps you analyze workforce performance and identify at-risk talent while there’s still time to take corrective action.

THE RIGHT TOOLS FOR THE JOB

The right analytic tools must be able to integrate data from multiple sources easily—preferably with a few taps on a single, intuitive dashboard. In addition, queries and reports—both predesigned and ad hoc—have to be easy to use for all users, not just experienced database gurus.

Everyone should be able to obtain the insight and answers that enable them to make better decisions.

With the right HR analytics, line managers and HR employees can

- Create ad hoc reports and analyses that answer key business questions, analyze historical trends, and compare performance metrics
- Identify top-performing employees with the goal of retaining them and keeping them productive
- Spot reasons for high absence rates and frequent turnover
- Flag areas with low-productivity issues or those at risk for staffing shortages
- Highlight programs that maximize workforce performance, reduce turnover, and foster world-class teams

Prebuilt dashboards, thousands of data dimensions, and a library of predefined talent management metrics provide complete visibility into your talent assets. Combine these tools with talent intelligence and you’re on your way to acquiring the right talent for your organization and developing your workforce of tomorrow.

“Most large organizations use dashboards to track key performance indicators but, unfortunately, not all dashboards provide users with insights to make better talent decisions.”

Bersin by Deloitte,
“Facilitating Data-Driven
Decision-Making through
Talent Analytics Technologies,”
WhatWorks brief,
February 2015



FACT: The workforce optimization applications used by respondents in a Sierra-Cedar survey include workforce analytics (used by 16 percent of respondents), predictive analytics (9 percent), and strategic workforce planning (11 percent).

Sierra-Cedar, “2014–2015 HR Systems Survey: HR Technologies, Deployment Approaches, Integration, Metrics, and Value, 17th Annual Edition,” 2014

“It appears that in 2014, deal makers embraced M&A with enthusiasm, and respondents expect 2015 to also be an extremely active year.”

KPMG, “2015 M&A Outlook Survey Report: The Boom is Back: M&A Reemerges as Leading Growth Strategy”



ASKING (AND ANSWERING) THE RIGHT QUESTIONS

Line managers and HR leaders need advanced analytic capabilities so they can answer questions such as

- » How has the workforce evolved over the last few years?
- » How long does it take a new hire to become a top performer?
- » Do we have the talent in place to meet our business needs?

These decision-makers want familiar dashboards and easy-to-prepare reports that can provide real-time visibility into key metrics and measurements from enterprise HR and financial systems.

By providing decision-makers with HR analytics that have rich, visual, interactive reports—real-time reports that use the latest data and can be easily published to multiple users—you’re providing the kind of insight that makes a difference to the business.

It takes more than reports to find the answers. With advanced HR analytics providing a comprehensive view of your workforce, you can do strategic planning, forecasting, problem-solving, and more.

Creating traditional ad hoc reports often seems to require advanced knowledge in databases and a degree in programming. So, even if it means better insight, it might not seem worth the time just for one or two questions. But what if your decision-makers could get the reports—and the insight—more easily? What if ad hoc reports were simpler to create because managers could use everyday business terminology when they built them?

If it were easier for decision-makers to create ad hoc reports, would they be more likely to ask insightful, follow-up questions—and start working on the solutions?

Probably.

ASK YOUR QUESTIONS NOW

With more insight, questions and challenges are more focused and more specific. (Happily, so are the answers.) But this kind of analysis depends on being able to include data from across the enterprise, and it depends on having the advanced analytics to help you understand what the data is saying.

Ask the right questions to develop the best strategic plan		Action
Are we losing key talent?	<ul style="list-style-type: none"> » What is the turnover trend? » Where are retention hot spots? » What skills are we losing to turnover? » What is the cost of turnover? 	Identify key talent at risk for leaving. Develop individual plans to keep them.
Are we providing career development opportunities?	<ul style="list-style-type: none"> » What skills and job experience produce high performance? » Do we have cross-team, cross-functional experience? » Are we grooming top talent for leadership positions? 	Identify development and training opportunities for individual employees.
Are we rewarding employees competitively?	<ul style="list-style-type: none"> » How does our compensation compare to the market? » Is high performance rewarded? » Historically, how has compensation affected retention? 	Offer competitive compensation packages to retain employees in key roles.

Modeling a plan for organizational change can help identify workforce challenges and opportunities and their effect on your workforce. But it’s only helpful if the model is easy to adjust when things change.

Organizational changes can disrupt the business. Often the result of mergers, acquisitions, market or territory expansions, or just simple corporate reorganizations—“reorgs” can mean a vulnerable time for a business and its workforce. In addition, organizational changes are monitored by the market and by competitive interests.

Your company’s leadership is most likely onboard with the idea of modeling organizational changes before they are implemented. After all, workforce modeling can make organizational changes easier to implement. It also helps in assessing how the changes will affect the workforce and can alert organizers to potential problems.

PLAN, MODEL, AND DELIVER

Modeling your organization’s workforce gives you important information and critical insight into how the anticipated changes to the organization will affect workforce performance.

In addition to addressing suggestions, questions, and concerns, HR leaders must effectively comply, manage, plan, and model the organizational changes by

- Determining the organizational makeup of your business
- Optimizing worker resources
- Ensuring the effective planning of organizational resources
- Continuing to manage organizational needs as those needs change

HR needs to model how the mass changes will affect the business. They also need to leverage tools to make effective decisions and gain approvals where needed.

By modeling various scenarios and the impact of those scenarios, organizations can plan, model, and deliver organizational changes that will achieve their defined business objectives. What’s needed is a simple and intuitive process that includes comprehensive decision-making analytics and an approval framework so that managers, executives, and HR leaders can have a better understanding of what to expect from the proposed changes, and can then take action where it makes sense.

CHANGE OF PLANS

Modeling solutions themselves must be able to make the changes that they mirror for the organization. And whether those changes apply to the entire organization or only to a select group of workers, the solution must include the capability to assess and measure the effects.

Many HR groups have workforce solutions that include highly manual modeling processes—especially when it comes to updating or adjusting the original plans. As a result, the model—the map for implementing the changes—is instantly out of date. Even the changes that are regularly made to the HR system can render a model less than helpful. The manual work can be redone, of course, but it hinders the effectiveness of the solution.

A modeling solution that can be quickly tweaked to incorporate new data as obstacles are resolved and new challenges are uncovered is a significant contribution to the HR planning process.



ORACLE HUMAN RESOURCES ANALYTICS CLOUD

- » **Transactional business intelligence.** Real-time analytics embedded in HR processes and pre-delivered operational reports with flexible, robust, ad hoc queries.
- » **Enterprise analytics.** Multi-source data analysis for users across the organization.

ORACLE HUMAN RESOURCES OPTIMIZATION CLOUD

- » **Workforce modeling.** Large-scale organizational models to optimize worker changes
- » **Workforce predictions.** Forward-looking insight into your workforce trends and performance, helping you to take action early

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To learn more, visit oracle.com/HCM or call +1.800.ORACLE1 to speak to an Oracle representative. Outside North America, visit oracle.com/corporate/contact/global.html to find the phone number for your local Oracle office.

The consequences are real. If you limit access to analytics, people don't stop making decisions, but if they do have access, they can make better ones.

Imagine if you could look ahead and prepare for upcoming workforce trends.

When you have the technology to unlock the information and insight contained in HR data—data that is already part of your organization—you create unprecedented opportunities. These opportunities have been noticed and corporate expectations for HR have been raised. The leadership is counting on HR to deliver a workforce that can achieve the goals of the business.

ONLY FROM ORACLE

Oracle Human Resources Analytics Cloud is a complete HR analytics solution that gives decision-makers the information to make better decisions.

Unlike other analytics solutions, Oracle Human Resources Analytics Cloud makes it possible for organizations to combine data and get broader insights from across multiple HCM processes (such as recruiting, learning, and performance) and even across other cloud applications, including financials and third-party applications. Embedded analytics, role-based dashboards, and on-the-fly, ad hoc reporting make it easier than ever before to access and interpret data, and users can see updates (and the effect of those updates) in real time.

With Oracle Human Resources Optimization Cloud, managers can forecast the performance of individual talent and teams and be alert for potential flight risks. HR leaders can plan, model, and deliver organizational changes faster and with greater certainty while they support and optimize large-scale organizational models.

The result is more-accurate data for HR leaders and managers so they can more accurately predict outcomes and make better decisions for the business.



"At Standard Life, we've taken a leap into the future by deploying leading-edge technology that will help us get the best from our people, using Oracle Human Capital Management Cloud. By implementing the Oracle cloud-based solution as our core talent, reward, and performance management system, we're following a clearly defined strategy to prepare our organization for the future."

Sandy Begbie, Group Operations Officer, Standard Life

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