

Case Study | Human Capital Consulting

Unifying globally through Oracle HCM Talent Management



Client background

One of the world's leading services and technology enterprises that employs over 140,000 people in more than 60 countries.

The business challenge

The client experienced disparate business and HR processes after doubling in size through global acquisitions. Leadership commissioned an HR transformation identifying Talent Management as a top priority. Driving factors included:

- **Inconsistencies in Global Talent Management Systems & Processes:** There were geographic and departmental inconsistencies with talent management processes. Goals were not aligned with the organization's overall objectives and employees did not understand how their performance contributed to their career development and growth.
- **Lack of Reporting and Analytics Capabilities:** Managers and HR did not have visibility into internal talent or the analytical capabilities to measure their talent program effectiveness.
- **Manual Processes:** A paper-based process for goal setting, performance reviews, and individual development planning was used by a majority of the employee population.
- **Poor Manager and Employee Experience:** Lack of self-service capabilities prompted HR to serve as an administrative function to process paperwork. Managers and employees lacked the tools needed for effective, ongoing talent management and career development discussions.

The Baker Tilly approach

Baker Tilly addressed the client's need for a system that would address their challenges and integrate into their overall talent management strategy by implementing Oracle's integrated HCM cloud solution. The work included:

- A global roadmap for goals, reviews, career development and succession that integrated with the larger HR transformation.
- Workflows and business processes connecting strategic objectives to individual contribution.
- Rollout of Oracle HCM Cloud Talent Management functionality following a phased approach to ensure end user adoption.
- A robust change management program to deliver communications, trainings and an ongoing governance and maintenance structure.

The business impact:

- Visibility into talent management metrics to identify high performing, high potential, and high-risk talent
- Increase in employee and manager completion rates of ongoing talent management processes
- An improved manager and employee experience which facilitates ongoing and frequent communication and feedback



Streamlined workflows which provide HR visibility to complete strategic activities such as identifying successors and building pipelines for critical roles.

bakertilly.com

An independent member of Baker Tilly International



Human Capital Consulting - Talent Management

Sharing your vision. Empowering your people. Guiding your success.

Realities of talent management demands today

To achieve business objectives, organizations must focus on work that is in alignment with their business strategy, consistently evaluate and modify their focus and develop the necessary skills for today and in the future.

Too often these areas become a “check the box” activity

rather than continuous and meaningful development focused discussions that foster meaningful contributions across the organization.

Common Talent Management challenges

In efforts to meet these increased productivity and performance demands, organizations are faced with several challenges when managing their talent:

- **Prioritization:** With scarce resources, it is difficult for organizations to decide how to invest. Priorities differ based on many factors: business calendar, achievement of business case, replacement of legacy or unsupported applications, and current pain points.
- **Alignment:** Changes to business strategy warrant a quick and nimble response to align the organization's focus. Without alignment to the business strategy, it is impossible to understand the development activities needed and progress toward performance objectives.
- **Visibility:** Without a full view of talent, organizations are forced to look externally for needed skills.
- **Workforce Response:** Baby boomers are exiting the workforce in large numbers, while incoming workers have different expectations, resulting in a shift in the way employees view their work. They are frustrated with static annual performance events and do not see the connection between development planning, succession planning, career planning, goals and performance reviews.

The Baker Tilly approach

Baker Tilly's Human Capital team can help you develop the right talent management approach to address these challenges and drive success within your organization. Together we will work with you to:

- Align your talent management strategy with your human resource and business strategies
- Evaluate constraints and determine the right sequencing and prioritization of talent management activities
- Transform the annual cadence of performance reviews into regular interactions via mobile tools and real-time feedback capturing mechanisms
- Build goal and performance review processes that help achieve the results you are striving for
- Identify the processes and tools to coach and develop talent to succeed in their current role while preparing them for the future needs of the organization
- Articulate the potential within a given role or career and help employees understand the necessary actions to achieve their full potential
- Define a succession planning strategy that is tightly aligned with your business strategy to deliver on your objectives
- Increase visibility of talent metrics through holistic talent reviews to identify strengths and weaknesses and aid in identifying high-potentials and the programs needed to enhance their performance

Baker Tilly Human Capital Consulting

As one of Oracle's top strategic implementers, Baker Tilly offers diverse Oracle HCM Cloud advisory services, ranging from strategy definition to holistic human capital management technology implementation. We help you strengthen your software investment and improve your human capital practices by modernizing and optimizing your HR strategies, processes and technology. Let's collaborate to start your transformation to the business of modern HR and unlock all the capabilities of your people to accomplish change in an amazing way. We can help you successfully achieve your human capital transformation initiatives.

Connect with us

 @bakertillycloud

 Baker Tilly Virchow Krause, LLP

 bakertilly.com/human-capital

bakertilly.com

An independent member of Baker Tilly International