



Primed for Growth: Midsize Companies Embrace Modern HR in the Cloud

The Winning Strategy for Hiring, Engaging,
and Keeping the Right People



“CEOs spend their time ensuring they have practices and processes that benefit the size of the organization. These practices may be about hiring, identifying customer needs, auditing financial reports, or other key activities.”

Robert Sher, “What CEOs of the Fastest-Growing Midsized Companies Worry About (Hint: It’s Not Their Markets),” Forbes.com (blog), January 25, 2014

The twenty-first-century economy is service-driven. Companies that win today are focused on two things: taking care of their employees and taking care of their customers. But winning and keeping loyal and engaged individuals—either as employees or customers—is challenging. By 2020, five generations will work side by side in a workplace that is shaped by cloud computing and social media. Millennials and generation X workers will have 7 to 10 jobs and a variety of different professions during their lifetimes.¹

In a marketplace where employees have so many options to advance their careers, you will have to fight to keep the best people working for you. What you need is a modern cloud-based human capital management (HCM) solution that delivers end-to-end talent and HR management with a single, unified system that enables you to recruit, nurture, and retain top talent.

DO YOU NEED MODERN HR IN THE CLOUD?

- » Can you easily source, recruit, acquire, and onboard key talent?
- » Are you struggling to identify your top talent?
- » Can you retain top talent by analyzing and differentiating compensation?
- » Do you know how to tap into the power of social technologies to drive collaboration and growth?
- » Do you understand the key advantages of modern HR cloud technology to help support your growth?



¹ Josh Bersin, "Predictions for 2014," Bersin by Deloitte, December 2013.



FACT: 46 percent of midsize companies plan to increase their spending on HR technology this year. CedarCrestone “2013–2014 HR Systems Survey White Paper,” 16th Annual Edition

MODERN HR IN THE CLOUD

When functional HR silos are brought together, and companies can look at modern tools to address their talent management and HR issues from a unified perspective, then executives and managers can be more efficient in their responses.

For example, you can recruit and hire the right talent, more easily identify leaders for key projects, and act quickly to lower the risk of losing top performers.

And because the challenges have been unified, so are your responses.

For example, it doesn't make sense to have a great recruitment strategy just to lose your top recruits because you have no employee development programs. You might have great leaders today, but if they leave at a crucial time with no contingency in place, it could jeopardize the entire project.

Midsize Companies: Enterprise Challenges with Limited Resources

Midsize companies face the same HR challenges that larger enterprises do. The main difference? Midsize companies have fewer resources to address those challenges. Although you still need to maintain tight control over financial management and business performance, you are at the strategic heart of the organization and have a large stake in IT investment decisions to support the development of the most important resource: your people.

As the economy improves, companies are beginning to hire again.

To ensure that you can identify and hire the right talent, manage them effectively, and retain them, it's critical to manage the entire employee lifecycle and establish a great employee experience. This requires deploying the right human resource management system, where business insight and social tools are essential.

Unfortunately, for midsize organizations, this is easier said than done. Proprietary on-premises solutions cannot keep up with demand and are costly—you need to maintain the software itself and the infrastructure you need to run it. This often creates silos of information that are difficult to integrate with other applications.

Given this, it's not surprising that midsize companies face the following challenges:

- Limited or no reporting capabilities to track, measure, and support key business metrics
- Budget constraints, especially with regard to maintaining an HR system
- Lack of automated processes to help improve data accuracy and productivity
- Poor organizational compliance that puts the business at serious risk

FACT: 25 percent of survey respondents with talent shortages are searching for new talent sources, typically by recruiting from untapped or undertapped talent pools such as youth, older workers, women, and military veterans.

ManpowerGroup, "The Talent Shortage Continues," 2014



Talent Management: Find, Grow, and Develop the Best People

A complete talent solution—from talent acquisition through performance management and learning and development—allows you to understand the best sources of internal and external talent so you can respond quickly to talent needs, and execute a forward-looking talent strategy.

TALENT ACQUISITION: REDUCE COST AND TIME OF HIRING TALENT

To drive results, you need to find and hire the right people. You also need to stand out from the competition by making your organization a place where quality people want to work.

What if you could find the best people for your open positions quickly and efficiently? What if you could access and reuse candidate data in the future? What if you could use social networking tools to attract more candidates? Without deploying an automated end-to-end recruiting system, midsize firms face the following challenges:

- It is difficult to source and track the right candidates because of paper-based systems.
- Lack of automation or standardized processes increases time to hire.
- Compliance is time consuming and difficult to track.
- Limited reporting capabilities make it difficult to demonstrate the impact of the current recruiting process on your business.

The answer to all these challenges in talent acquisition lies with a simple, intuitive, complete end-to-end recruitment solution that includes recruitment marketing and employee referrals so you can source talent and streamline employee onboarding.

You can build the right foundation to recruit candidates using sourcing strategies that deliver a fast and high ROI. For example, you can improve the quality and speed of hires by effectively leveraging internal employees to share jobs through their own social networks to reach a more targeted audience of potential candidates. With the right foundation, you find the best people before the competition, create efficiencies, and avoid missed opportunities.

With a leading cloud-based HR system, you can streamline all sourcing and recruiting to increase the quality of your new hires and reduce costs associated with recruiting. With no software to install or maintain, your solution will be up and running in days, not weeks—and you won't need a large IT staff to manage it.



FACT: 47 percent of companies that are addressing talent shortages are doing so by adopting new people practices including providing additional training and development to existing staff. ManpowerGroup, “The Talent Shortage Continues,” 2014

MOVE TO THE CLOUD WITH LITTLE OR NO UPFRONT INVESTMENT

Cloud HR systems are now mature and ready for prime time. They overcome the limitations of on-premises systems, and can be deployed by midsize companies easily and cost-effectively.

Letting someone else host and manage the HR solution spares you the expense and burden of having to staff your own internal IT resources. With many solutions, you can subscribe and only pay for the amount of the service you need.

In addition, you are always on the latest version of the software, never having to worry about upgrades, backward compatibility, or upgrading your hardware to support the latest version. Everything is managed and supported for you.

Talent Onboarding: Shorten Time to Productivity for New Hires

If you get new hires up and running quickly, they can begin contributing to your success on the first day of employment. But many midsize organizations have

- Difficulty onboarding employees with limited resources when there’s increased competition for talent
- No automated system, making it difficult to track an employee’s lifecycle
- No central location to store and deliver employee data
- No standardized process for offboarding

STREAMLINE THE ONBOARDING PROCESS

The benefits of implementing a cloud-based onboarding system include

- Accelerate time to productivity of new hires
- Automate onboarding paperwork and compliance
- Track the progress of your onboarding activities
- Improve the conversion experience from candidate to employee

You can achieve all these goals with a best-in-class onboarding solution that is easy to use, scalable, and secure. The solution enables you to boost new hire productivity by automating onboarding paperwork and compliance while tracking the progress of your onboarding activities. As a result, both you and your new employees can be confident that all required onboarding activities are taking place.

FACT: Managers need to explain how employee objectives link to overall strategic objectives and how their pay links not just to individual performance, but also to work unit and company performance.

Towers Watson, "2014 Talent Management and Rewards Study"

Learning and Development: Reduce Employee Training and Service Costs

When high-performance businesses understand employees' core skills and development needs, they're more likely to achieve superior results. The key is to invest in appropriate learning development processes and tools so that you can strengthen your workforce in the most efficient and effective manner possible.

Employee retention and engagement is one of the top three talent challenges in today's workforce. According to Bersin, only 13 percent of employees are highly engaged in their jobs. And the top way to encourage engagement is through learning.

But one size definitely does not fit all—organizations need learning solutions that can be tailored to various types of training and roles. In addition, midsize firms find that

- There's no easy way to upload and distribute learning content to multiple audiences
- Managing separate systems to deliver learning programs to customers, partners, and employees can be costly and time consuming
- Potential opportunities to generate revenue become missed opportunities due to a lack of adequate e-commerce tools
- For many organizations, not being able to measure the impact of learning on the business becomes a budget constraint



FACT: 77 percent of midmarket respondents and 75 percent of leaders attributed the value of analytics solutions to their ability to increase revenues, increase the speed and accuracy of decisions, and generate innovative ideas.

Susan Miele and Rebecca Shockley, "Analytics: A Blueprint for Value in Midmarket Organizations," IBM Global Business Services Executive Report, 2014

BENEFITS OF A CLOUD-BASED LEARNING MANAGEMENT SOLUTION

A cloud-based learning management system should help you transform your talent into a high-performing workforce.

Ideally, the solution should be part of a larger talent management cloud solution that gives you a broad range of HCM functionality. It should also

- » Ensure delivery of mandatory training (compliance and so on) for onboarding and performance
- » Rely on a single system to manage employee data related to HR, performance, and learning
- » Ensure government compliance

Performance Management and Compensation: Improve Talent Retention Rates

To become an employer of choice, you need to retain your top performers. To do this, though, you need to know your high-performing talent and encourage those traits in all employees. Measuring performance against objectives and providing constant feedback is essential to keeping employees motivated. You can solve the following problems:

- Disconnect between employee goals, compensation, and organizational strategy
- No direct link from development and performance to compensation programs, making it difficult to reward high performers
- Lack of insight into the performance process

A best-in-class performance management solution that is tightly integrated with compensation will ensure that your employees are rewarded properly. Evaluating your employees should be easy; a full set of standard reports, custom metrics, and dashboards allows you to measure objectives, efficiency, and effectiveness without report writing or authoring expertise. With at-a-glance data summaries available via embedded executive dashboards, you should be able to easily analyze employee performance data to make better-informed decisions.

With a cloud-based performance management system, you can create a performance-based culture in which managers are able to define employee goals and identify the competencies and skills required for employees to succeed. In leading performance management solutions, configurable review templates automate the performance review process, allowing managers to focus on productivity and achievement throughout the year.

By choosing a leading cloud performance management system that is part of a larger talent management cloud solution, you get a unified technology platform that offers consistent functions and configuration across your organization. Managers and employees alike will be quicker to adopt it. Microsoft Outlook integration is especially attractive to managers because it provides easy access to dashboard tools. And you should be able to tailor the solution to meet the needs of your evolving business—now and well into the future—at no extra charge.

FACT: Improving the user experience is the #1 reason midsize companies are moving to cloud-based HR solutions.

CedarCrestone "2013–2014 HR Systems Survey White Paper," 16th Annual Edition



Reporting and Analytics: Provide Workforce Insight for Every Department

To fully understand how workforce factors affect the business requires timely and integrated insight from HR and operational systems across the enterprise. However, most organizations struggle to obtain timely and relevant information from their enterprise systems. The reasons are twofold. First, there has been an explosion in both the volume and complexity of enterprise data, which is often fragmented across many disparate transactional systems and departments.

Secondly, traditional business intelligence (BI) systems used by many organizations to analyze this data don't deliver the information in a way that is both timely and actionable to executives and front-line managers.

Midsize companies face challenges in analytics and reporting for HR:

- Lack of insight into the performance process
- Lack of organizational compliance
- Reliance on multiple sources to generate a report that shows the impact of talent management on your business

Through BI analysis and dashboards, leading talent management cloud solutions can provide powerful metrics, alerts, and reports to executives, HR professionals, and front-line managers, enabling them to understand how workforce factors are affecting individual departments and to take appropriate actions. A leading cloud reporting and analytics tool enables you to get a comprehensive understanding of the business impact of recruiting, onboarding, performance management, and compensation processes. Through real-time reporting, dashboards, and analytics, you can make better decisions that achieve results.

BENEFITS OF ORACLE ACCELERATE FOR MIDSIZE COMPANIES

- » Expert partners with simple-to-deploy solutions
- » Foundation for innovation and growth
- » Fast time to benefit
- » Deep industry capabilities
- » Reduced project risk



FACT: According to a PwC survey, 45 percent of the companies responding to the study reported having no formal HR technology strategy or roadmap. PwC, "Annual HR Technology Survey," 2013

"The ultimate challenge for small and midsize organizations is finding the right mix of people and technologies for the things the organization needs to do."

Eric Brown, "The People Challenge for the Midsize Organization," Midsize Insider (blog), June 2, 2014

HR: Gain Operational Efficiency and Compliance

It's time for a complete, compliant, and modern HR solution that helps you balance efficiency and performance. Oracle's proven cloud solution provides the right BI, tools, and technology to drive insight, adoption, and productivity.

With Oracle Human Resources Cloud, you can

- Hire the right staff for any growth or business strategy
- Improve work performance and reduce attrition
- Enhance decision-making through insight and actionable framework
- Leverage mobile and social technology
- Analyze overall labor and payroll costs
- Leverage technology for efficient HR services delivery

What's more, you get much faster deployments. According to research by CedarCrestone, cloud HR software takes just 8.4 months to implement, compared to on-premises software, which takes a full 14.6 months.³

HR organizations that don't have a modern HR strategy are missing out on contributing real value to the business. With Oracle Human Resources Cloud for midsize, today's HR leaders in midsize firms create a great employee experience that serves the customers and the business.

CONTACT US

For more information on modern HR in the cloud, call

+1.800.ORACLE1

to speak to an Oracle representative or visit

oracle.com/hcm.

Outside North America, visit oracle.com/corporate/contact/global.html to find the phone number for your local Oracle office.

³ CedarCrestone "2013–2014 HR Systems Survey White Paper," 16th Annual Edition.



“ManpowerGroup’s ninth annual Talent Shortage Survey found 54 percent of employers experiencing a talent shortage say it has a medium to high impact on their ability to meet client needs... The most common impact companies reported is a reduced ability to serve clients, closely followed by reduced competitiveness and productivity.”

ManpowerGroup, “The Talent Shortage Continues,” 2014

Oracle Corporation

WORLDWIDE HEADQUARTERS

500 Oracle Parkway
Redwood Shores
CA 94065
USA

WORLDWIDE INQUIRIES

Phone: +1.650.506.7000
+1.800.ORACLE1

Fax: +1.650.506.7200

oracle.com

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