



# Technology's Role in Optimizing Result of Assessment Center for Integrated Human Capital

Bandung, 2015



# Key Trends and Requirements

# You Can't Manage Today's Talent With Yesterday's Approach

It's all about the **process**. We don't have flexibility to start where we need to.

It's **impossible to prove the value** of strategic talent management.

Talent Management is **really only about Performance Management**.

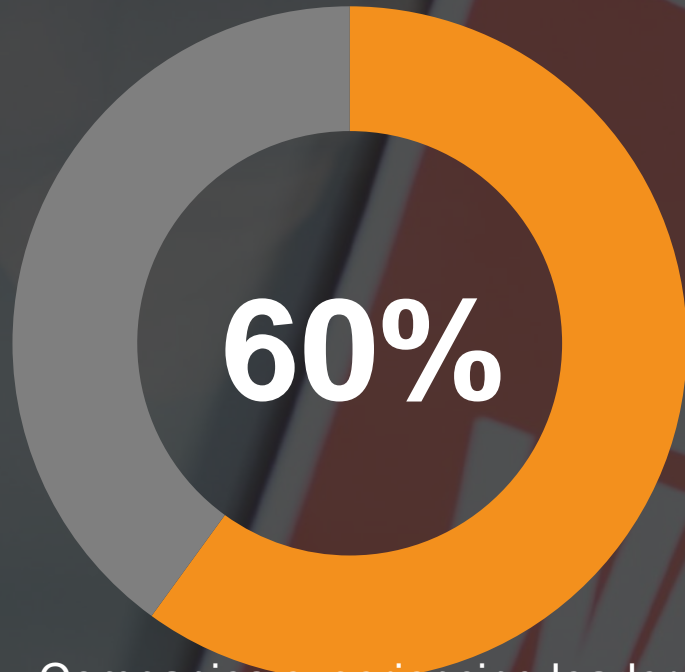
Succession planning is **really only for executive level positions**.

We really don't need to **think about global workforce and business issues**.

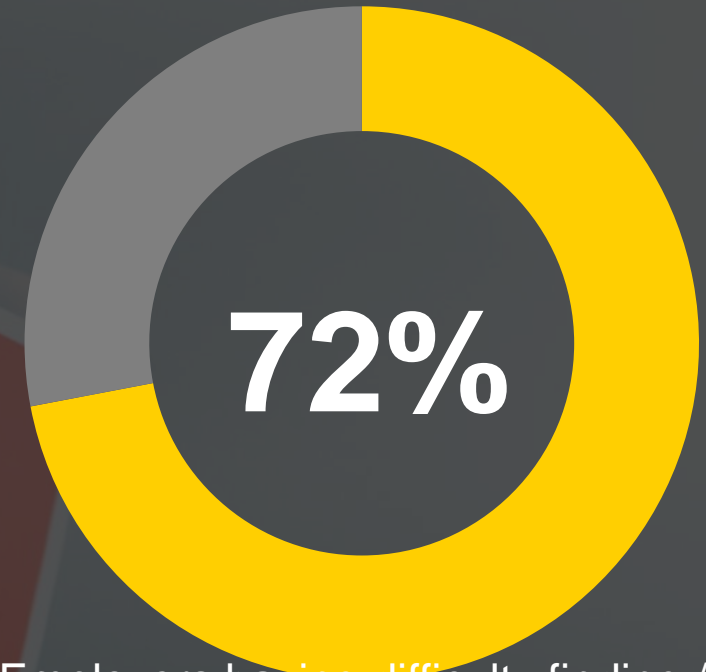
**Skills and competencies** are really the same things...and **not that important**.

The best solutions are in the cloud, and **are not integrated** with my on-premise systems.

# And True Talent Remains Scarce



Companies experiencing leadership shortage<sup>1</sup>



Employers having difficulty finding / keeping high-potential employees<sup>2</sup>

<sup>1</sup> Corporate Executive Board, 2012

<sup>2</sup> Towers Watson

# Can Talent Programs Really Drive Business Results? Yes, But...

What if you could bring new employees **up to speed 20% faster?**

Can you tell the specific **impact turnover has on revenue?**

How are individual **employee goals tied to the company strategy?**

What if you could fill your open positions faster, with higher **quality candidates and at a lower cost?**

What percentage of critical job roles are at **high departure risk, and why?**

Who are the top successors based on skills & competencies for **each critical position?**

How are learning programs improving productivity, **increasing revenue** or reducing attrition?

# Talent Maturity Curve

*Automation Is Necessary but Insufficient for Achieving Transformation*

Impact

Deliver insight to managers and executives

Unified talent processes

Individual talent process

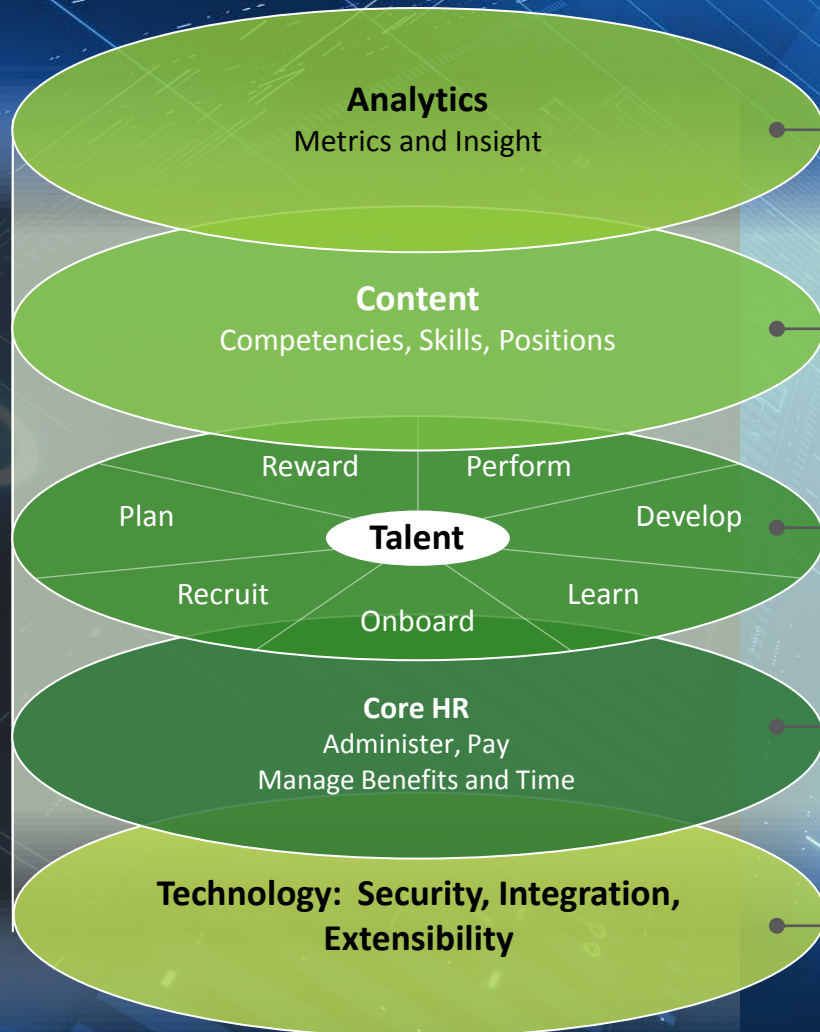
Transactional (from Manual)

Maturity



# State of the Art HCM

A complete platform to support HR strategies



Consolidated **analytics** to plan, measure, and impact business outcomes

Pre-delivered **HCM content**, leveraged by all Talent and Core HR processes

End-to-end **talent management** processes to attract, align, and develop each employee

**Global HR processes** to drive efficiency, compliance, and consolidated workforce data

**Comprehensive technology platform** to integrate, connect, and securely extend HR processes

# Complete

One platform to support each phase of the employee lifecycle

**Anytime, Anywhere Access**

Plan Recruit Onboard Learn Develop Perform Reward

Competencies, Skills, Positions

**Administer, Manage, Pay**

**Metrics and Insight**

## The Power of 1

**One** set of employee master data to eliminate redundant users and data

**One** organizational structure to drive workflow, security, and HR processes

**One** competency catalog leveraged by all Talent Management processes

**One** set of consolidated, analytics to plan, measure, and impact business outcomes

# Beautiful Designed for how people work

Engage and Empower Everyone – Anytime, Anywhere, wrapped in Social

The image displays the SuccessFactors mobile application interface across four devices: desktop, tablet, BlackBerry, and iPhone.

**Desktop Interface:**

- Welcome:** Important Reminders (Performance Reviews Due), SuccessFactors logo.
- My Info:** Carla Grant, VP, Sales; Recent Badges; Jam notification.
- Analytics Headline:** There are too many Vacant Positions in your group. Chart showing 13 in 2009 and 51 in 2012.
- My Team:** Photos of team members, including Sales Director.
- To Do:** OVERDUE 118 DAYS, 0 of 2 Completed. Tasks include Meeting and Approve Change Bonus Amount.
- Goal Status:** Progress bars for Business Process, Customer, Financial, Innovation and Learning, Successful Customers.
- Quick Links:** Org Chart, Directory, Goal Plan, Reviews, Forms, Executive Review, Development Plan, Succession Org Chart.
- My Goals:** 2013 Goals: Ensure 50% products int, Increase cus, 80% NPS.

**Tablet Interface:**

- MY PROFILE:** SSF Mobile Screen, May 17 02:00 PM. Remember to book meeting with Ursula.
- WHO'S WHO?:** Search People.
- FEED:** Life is short, live your dream!
- Analytics:** The Termination Rate - Voluntary (High Performers) for your group is too high. Chart showing 27 in 2009 and 429 in 2012.
- TO DO:** 4 days vacation for Marcus Hoff.
- RECENT GROUPS:** National Rivera - Implementation, Holiday Season Sales Initiative.

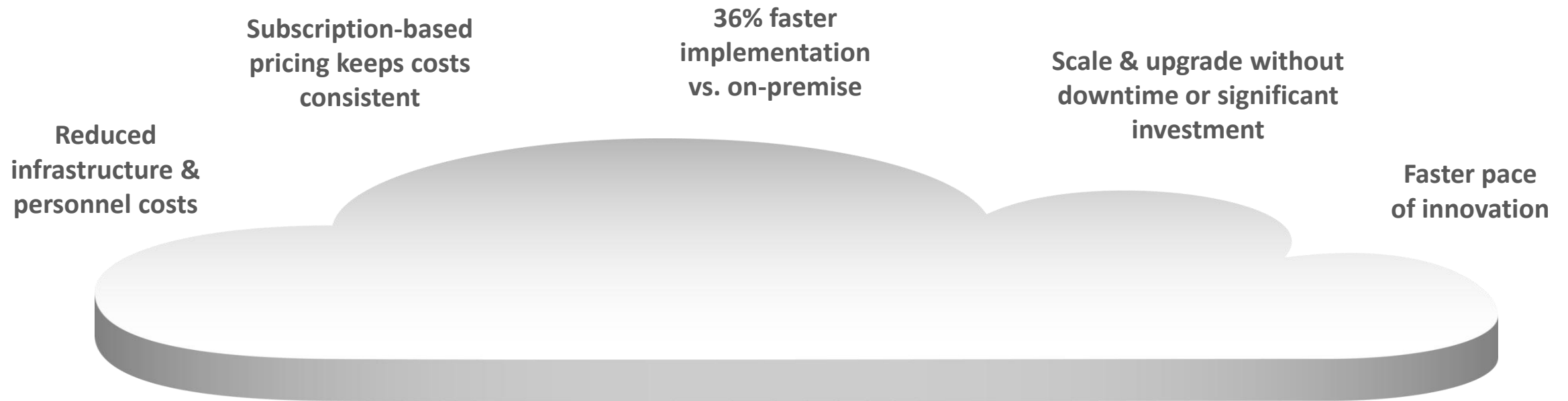
**BlackBerry Interface:**

- Sf Employee Change Request:** DEP1, Carla Grant. Initiated by Carla Grant on 09 August, 2011. Effective Date: 09 August, 2011.
- Organizational Information:** Department: test dep (test dep), DepTest (DepTest).
- Latest Activity:** Carla Grant commented Approved. less than a minute ago.
- Buttons:** Approve, Decline.

**iPhone Interface:**

- 2012 Goals:** Improve brand awareness by 5 points (70%), Expand sales team by 50 percent (0, 25, 50, 75, 100, 60%), Ensure 50% of total revenue comes from products introduced in the last 3 years (20%), Increase customer net promoter.

# The HR technology EVOLUTION: Software as a Service (SaaS)



# Modular, Deployed at Your Pace

## Start anywhere, go everywhere

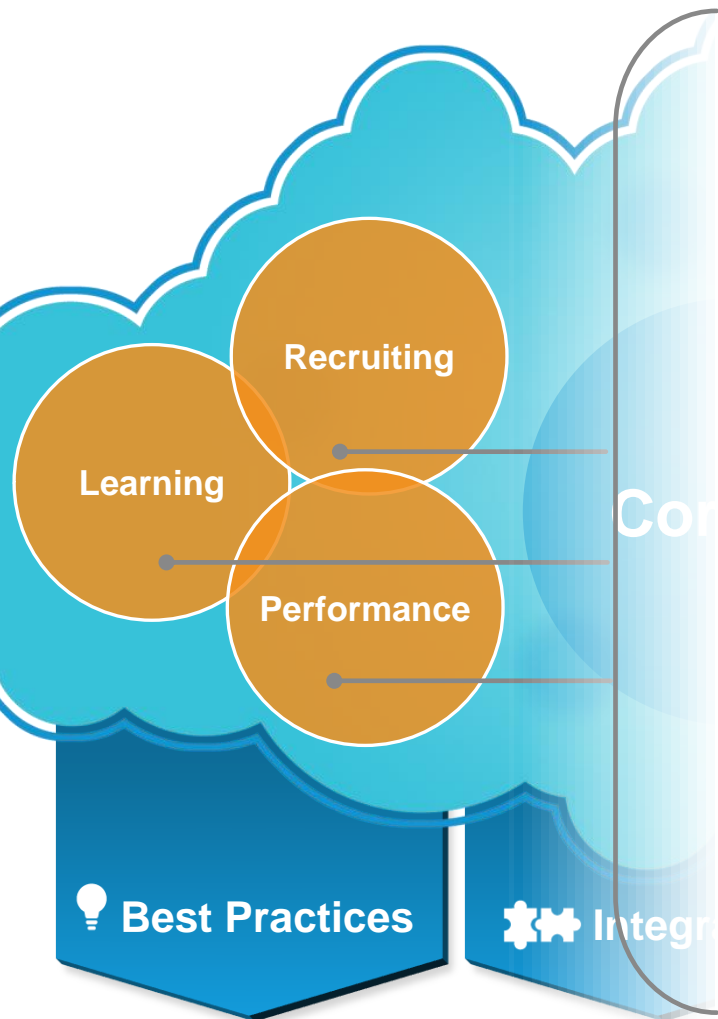
### Adoption Options

- **Start:** Solve an immediate pain point (e.g. Learning)
- **Group:** Leverage more than one to solve a bigger pain (e.g. Core HR + Onboarding)
- **Replace:** Move all HCM to the cloud
- **Leverage** on-premise HCM investments

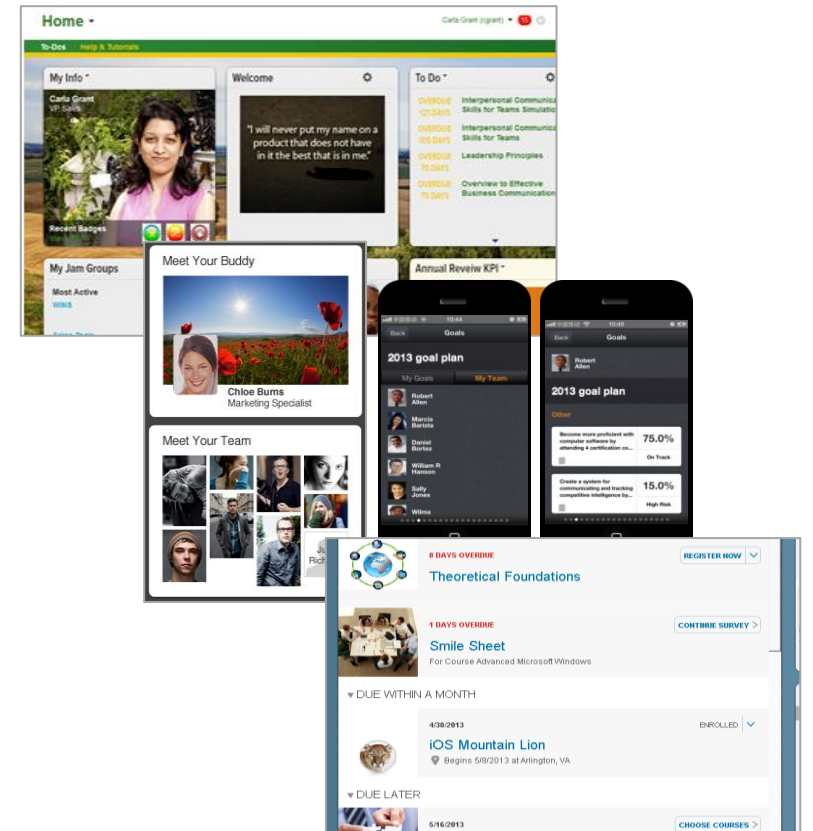


# Talent Solutions

Attract, develop, and retain a 21st century workforce



## Comprehensive and Continuous



# Succession Overview: Process

1

## Inventory Talent

- Self service (mgr & employee)
- HRIS feeds
- SuccessFactors data

2

## Succession Data Evaluation

- Manager /HR/TM Evaluations
  - Flight Risk, Risk of Loss, Impact of Loss
  - Potential

3

## Slate Candidates

- Slating for key roles/position through organization org chart

4

## Calibration and Review Meetings

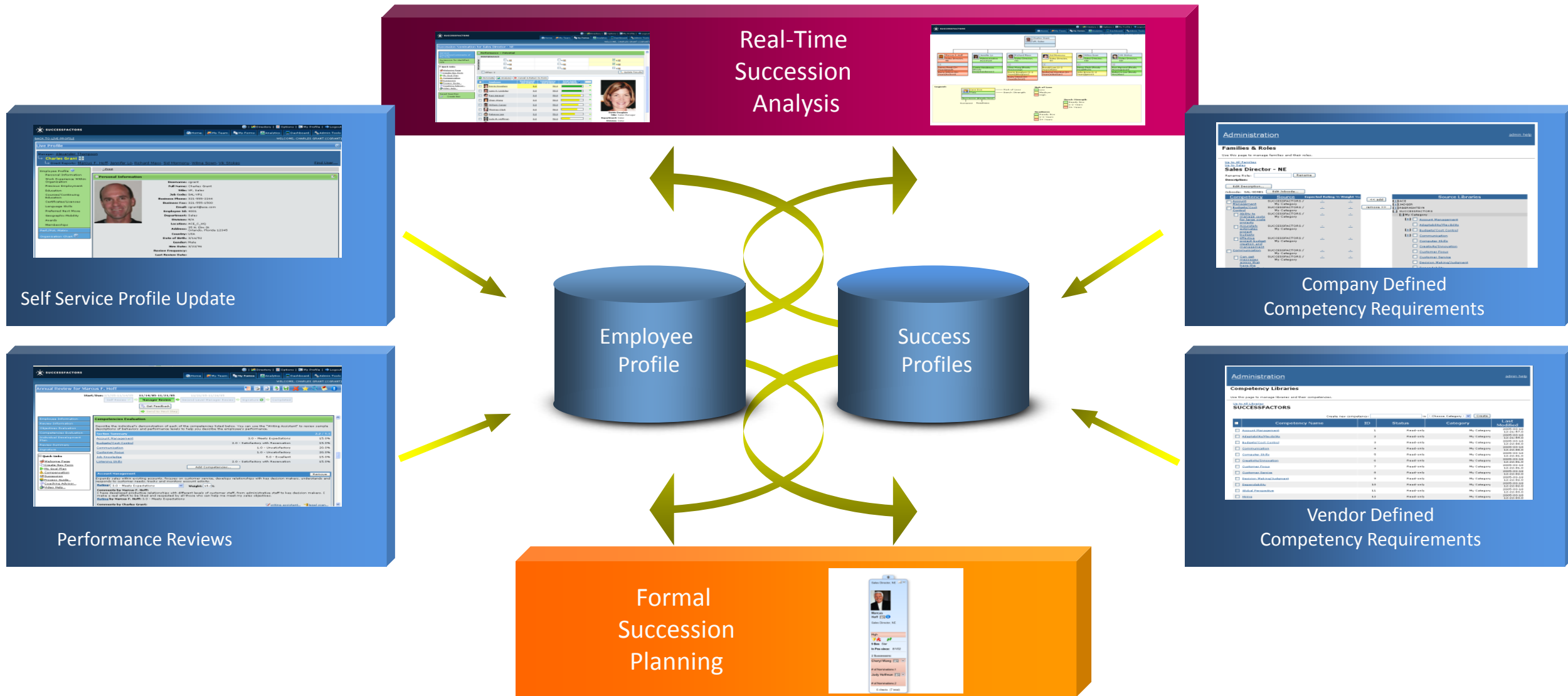
- Matrix Grid Report (9-box)
- Succession Organization Chart
- Employee Score Card

5

## Develop Talent

- Individual Development Plan Discussion & Implementation

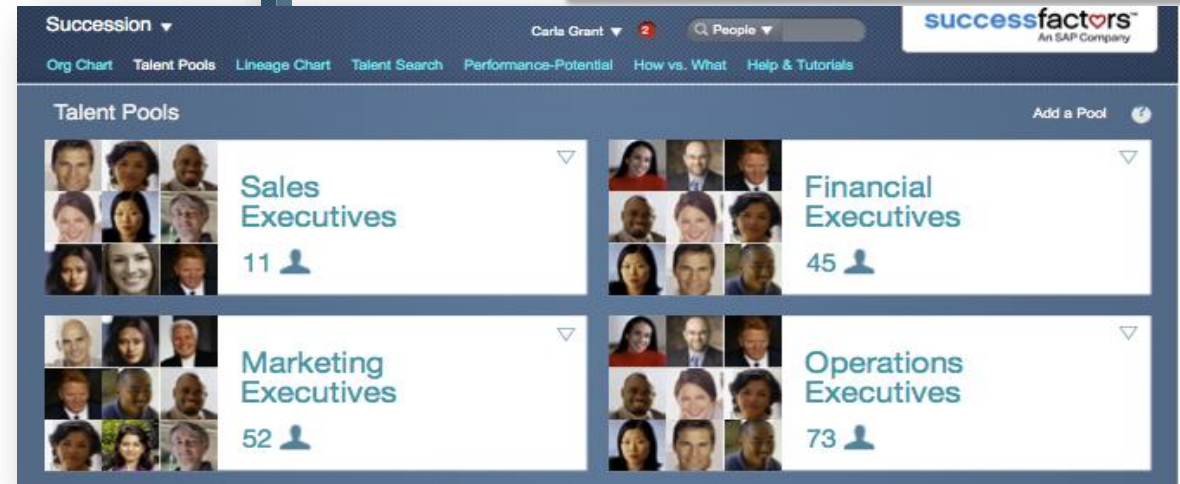
# The Succession Planning Approach



# Succession Planning

## For critical roles throughout the organization

- Spot talent gaps and high risk areas that need attention
- Find the right successors with talent search and nominations
- Access comprehensive talent profiles
- Use talent pools to group and develop talent deep into the organization
- Part of integrated talent management...



# Employee Career Development

## A Critical Part of the Succession Management Strategy

The screenshot displays the SuccessFactors Career Worksheet for Carla Grant. The top section shows 'Job Roles I'm Considering (3)' with progress bars for Vice President, Marketing (80% Ready), Senior Executive (67% Ready), and Sales Engineer (40% Ready). Below this, 'Competencies for Senior Executive (3)' are shown with progress bars for People Development, Communication, and Integrity/Ethics. The 'Development' window is open, showing '2012 Development Goals for Carla Grant'. It includes an employee hierarchy, a table of development goals, and learning activities.

Goal	Competencies	Start Date	Due Date	Status	Action
<input type="checkbox"/> Develop your ability to communicate effectively to C200 leaders.	Communication	06/04/2012	12/31/2012	On Track	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Develop your ability to understand critical customer business issues.	Customer Focus	01/01/2012	12/31/2012	At Risk	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

- Create development plans for all employees
- Give employees control over their careers
- Target learning activities to performance gaps or succession needs
- Organically grow required skills and competencies
- Employee career pathing increases engagement

# Calibrate Employee Performance and Potential

## Objectively Identify Your Future Leaders

- Identify calibration criteria and expectations
- Objective assessment of employee potential
- Define development plans based on individual needs assessment



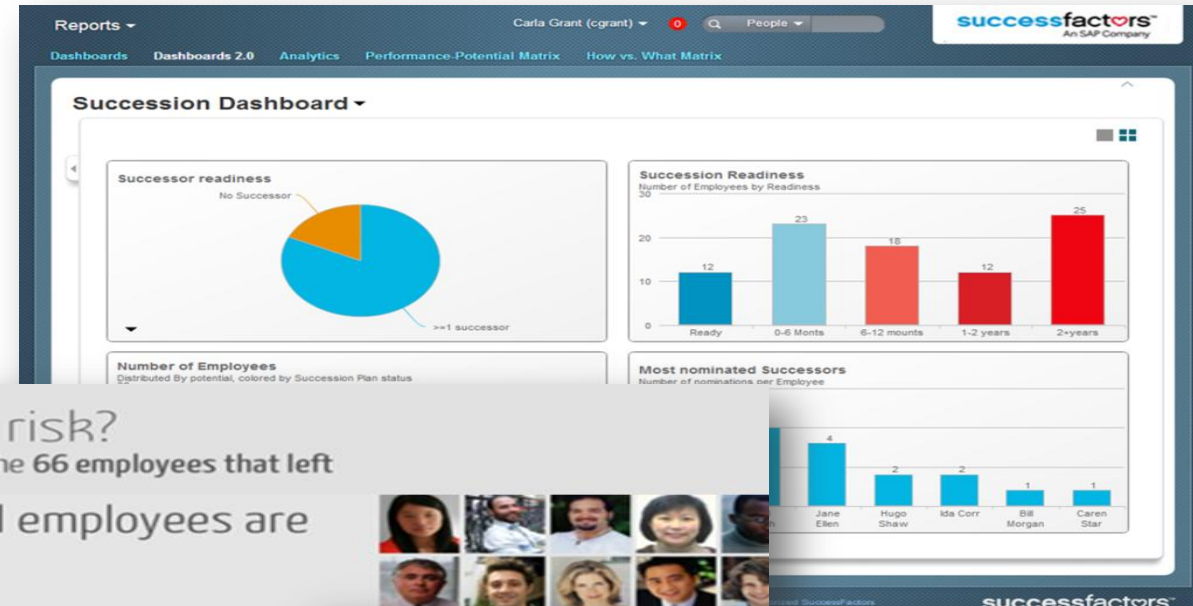
“ It’s really important for us to notice our rising stars and help develop talent internally. ”

Karen Gusterson,  
Head of Managed Services, Everything Everywhere

# Reporting, Dashboards & Analytics

## Deeper Insight Into Succession Planning Effectiveness

- Actionable, insightful analytics
- Enables strategic decision making through key talent analytics
- Enables organizations to understand gaps in succession plans
- Provide quick insights into succession risks



Who else is at risk?  
Based on the profile of the 66 employees that left  
High-Potential employees are at risk of leaving

How can this be addressed?

Identify high performing employees and support their development and career advancement  
Develop and implement an organizational learning network with clearly articulated learning and development

Your group is losing its best Performers

High Performer Turnover 27%  
27% this month, 11% higher than Target

16%  
Jan Feb Mar Apr

What's contributing to this?  
High Performer Turnover is above target for 6 segments including...

Segment	Turnover Rate
Andrew Thompson	27%
Managers	25%
10-<15 Years	22%

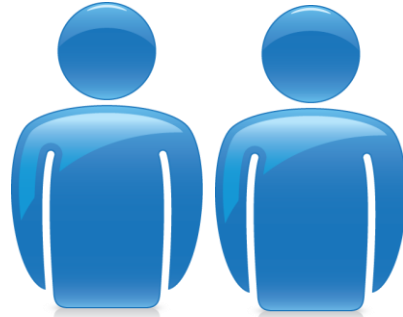
# Strategic Succession Management

## Engage All Levels Of Your Organization



### HR LEADERS

- Provides tools & resources
- Facilitate the process
- Integrate with talent management
- Rate potential, risk of loss and impact of loss
- Build talent pools
- Identify key positions
- Analyze bench strength



### EXECUTIVES

- Infrastructure – process, technology, people
- Create culture of mobility
- Communicate expectations
- Create a transparent marketplace



### MANAGERS

- Define job profiles
- Provide coaching
- Assess potential
- Identify development opportunities
- Provide candid feedback
- Share talent openly
- Build talent pools
- Rate potential, risk of loss and impact of loss



### EMPLOYEES

- Identify career goals
- Maintain profiles
- Demonstrate values
- Socialize interests
- Create internal network
- Share expertise
- Select future roles
- Chart a career path
- Create a development plan

Above taken from "2014 Predictions: Talent, Learning and Human Resources", Bersin by Deloitte.

# Thank You

