# Table of Contents

1. Why Talent Management ................................................................. 3

2. Employee engagement through Talent Management ................................................................. 3
   2.1. Fusion as a Technology Enabler of Talent Management .............................................. 5
   2.2. Business Challenges – Fusion a comprehensive solution ........................................... 5
   2.3. Fusion Talent Management Deployment Options ...................................................... 7
   2.4. Fusion Talent Management Implementation paths ..................................................... 8

3. Fusion Talent Management Coexistence – Implementation approach .................................. 9
   3.1. System of Record in HCM Talent Management coexistence scenario ......................... 9
   3.2. Fusion HCM coexistence Integration Architecture .................................................... 10


5. Hexaware Fusion Practice – Transformation Partner .......................................................... 11

6. Takeaway/Conclusion ........................................................................ 12
Overview

This white paper provides the background to the evolution of the Talent Management function in organizations and articulates how talent management plays the key role in meeting the organizational objectives.

Further it explains the best of breed functionalities that Oracle Fusion brings on to the table in addressing the business challenges in today’s organizations. It provides a brief about the technology flexibility offered by Oracle Fusion in terms of deployment, cost effective maintenance, easy extendibility, embedded Business intelligence. As well, it covers how the Oracle Fusion coexistence model can help the customer plan for change management effectively using available options/technology.

1. Why Talent Management

Before we really jump into What is there in Fusion for Talent Management let us analyze the evolution of HR function, How talent management directly results in better performance of the organization and what are all the key aspects of fusion talent management.

Evolution of Human Resource Function

HR Function has evolved from being a Business Support Function to Business Enabler. People are the core building blocks of organization’s strategic advantage in Global market place. As a Business Enabler, the HR function should focus on Attracting, Retaining, Engaging and Developing Superior talent to meet Organizational Goals and Objectives.

2. Employee engagement through Talent Management

Employee engagement is the process of nurturing the emotional and intellectual bonding between the employee and work environment that includes responsibility, work relationship, culture etc. This will motivate the employees to deliver more, take right decision, safeguard organization interest, act as a true ambassador and bring new talent to the organization. Employee engagement is entirely achieved through Talent Management solution and it has the direct relationship with organization growth.
Key components of Talent Management

Collaborative Goal Management:
Leaders should believe in employees’ capabilities and involve them in the Goal setting and review process. Establish the relationship between organization goal and individual goal through collaborative goal setting process. This will make the employee passionate about his work and lead to employee satisfaction and productivity improvement.

Rewards & Recognition
Recognize the employee’s key contributions through monetary and non-monetary rewards either formal or informal way. Ensure all those recognitions are integrated with performance management system and compensation management. Social Networking tools play an important role in informal recognitions and integrating the same with the talent systems.

Mentorship
Mentorship is the emotional relationship between an employee and the leader in the area of interest of an employee. Mentorship improves the performance, provides career growth and sense of belongingness. You shall make use of social networking tools like Network at work in Fusion to collaborate with the mentor in your area of interest.

Talent Review
Building the leadership pipeline through proper career and succession planning will increase the trust of an employee on organization. This will improve the morale of the employee leading to productivity improvement, increase retention and reduce the recruitment cost.
2.1. Fusion as a Technology Enabler of Talent Management

Oracle Fusion Talent Management was developed with the user in mind. Over 1,700 customers participated in a variety of design, testing and feedback sessions, helping to create the most innovative human capital management (HCM) solution in the market. Every functionality of Fusion Talent Management has the touch point on Employee Engagement.

Apart from business process best features, it has key technology advantages that have positive impact on the business directly and indirectly. Some of them are:

- Built on open standard based toolkit
- Role based access and dashboards
- Actionable data with the help of transaction Business Intelligence
- Easy extensibility – less dependency on IT
- Network at work – Collaboration for productivity improvement and recognition
- Flexible deployment options

2.2. Business Challenges – Fusion a comprehensive solution

Most of the organizations face People, Process, and Technology specific Business challenges in achieving the organization goal. Fusion Talent Management is a comprehensive solution that meets the business challenges in a simplified, integrated, predictive manner empowering the workforce.
Given below are the some of the commonly faced business challenges in today’s world and the features of the Fusion talent management that address those business challenges.

<table>
<thead>
<tr>
<th>Business Challenges</th>
<th>Fusion HCM Solutions</th>
<th>Fusion – Features to meet the business challenges</th>
</tr>
</thead>
</table>
| Strategically planned & Transparent Compensation Process | Workforce Compensation       | ✓ Analyze, model, budget and allocate compensation across borders and boundaries  
✓ Pay for Performance by linking Performance and Compensation where manager will be able view employee full appraisal details while allocating awards  
✓ Ensure transparency by well defined compensation guidelines and allocation process  
✓ Visual indication of compensation rule violation through embedded BI helps the manager to take corrective action  
✓ Total Compensation statement view through self service |
| Predict performance and attrition related risk and take corrective action | Workforce Prediction         | ✓ Predict Worker and Team attrition using 9-box grid  
✓ Predict why top performers might stop performing  
✓ Identify corrective action by modeling different scenarios using What-if analysis  
✓ Generate step-by-step action plan based on the model |
| Increase workforce effectiveness by creating line of sight of top initiatives | Goal management              | ✓ Alignment of Organization goal with individual goal by publishing and cascading the goal to next levels  
✓ Collaborative goal management by goal sharing and linking to shared work spaces.  
✓ Support development plans for employees to track their personal growth and career development  
✓ Track the progress and take corrective action through embedded BI  
✓ Point- in- time evaluation of Goal achievement through seamless integration of Goal management and Performance management |
| Developing Leadership pipeline                           | Talent review                | ✓ Identify top talents using performance to potential matrix and deploy them for strategic initiatives  
✓ Early identification and mitigation of talent related risks to strengthen the leadership pool  
✓ Cover wider population for talent review to develop the leadership pipeline at every level  
✓ Assign development and performance goal through talent review  
✓ Take action to ensure the best talent is recognized and all talent is fairly assessed |
| Improve Employee Engagement and Productivity             | Network at Work              | ✓ Improve productivity by enabling quick and secured network among peers, experts across functions and geographies  
✓ Better team work using Social networks, chats, and group workspaces  
✓ Improve employee morale by integrating the kudos and comments given in Social Network with Talent Review |
| Comprehensive view of worker information                 | Workforce Directory Management | ✓ Graphical organizational chart  
✓ Extremely user friendly interface  
✓ 360 degree view of the employees through powerful keyword search  
✓ Synchronization of source application with Fusion Talent Management |
### 2.3. Fusion Talent Management Deployment Options

Fusion Architecture provides multiple deployment options that give flexibility for the customer in terms of managing the business needs in a cost effective manner. Also, the architecture is designed such way that switching across the deployment options is made easy.

| Insight into performance progression and Goal alignment | Performance Management | ✓ Support workers, managers, and business leaders with point-in-time evaluation of worker performance  
| ✓ Flexible process with the help of configurable, template driven setup  
| ✓ Transparency through side-by-side worker and manager rating  
| ✓ Configurable multi-rater feedback and questionnaires  
| ✓ Integration of informal feedback into performance management |
| Leverage existing investment while expanding HR business functions | Coexistence Implementation Model | ✓ Implement Talent solution alone on Oracle Fusion as an extension  
| ✓ Get best out of current install and new Fusion Talent solution  
| ✓ Integrate with the existing HR application  
| ✓ Quick gain without disturbing BAU |
| Optimized Payback Period | Flexible deployment options | ✓ Multiple deployment options (On Premises, Public Cloud, Managed Cloud)  
| ✓ Avoid upfront investment using SaaS Model  
| ✓ Well designed integration solution between applications on different deployment models  
| ✓ Easy migrate application across the models with the help of single code base |

The deployment options consider three aspects – Licensing, Infrastructure investment and Managing Hardware and Software.
On Premises – The application is hosted on customer’s Data Centre and maintained by the customer. The customer owns the license of the product like any other product owned by the customer.

Public Cloud or a SaaS – In this option application is hosted in Oracle cloud or certified partner’s cloud. Customer will not own the license but he will be paying the license fee in subscription mode, i.e. Pay-as-you-use.

Managed Cloud – In this model the application is hosted in either Oracle Data Centre or any other hosting vendor. Customer owns the license and responsible for application extension (new customizations, configuration etc.), Hosting vendor owns the application administration support in terms of Hardware maintenance, database administration, middleware administration, application of patches, tax updates etc.,

Hybrid – It is the combination of any of the above mentioned models. It works well for coexistence implementations where you can have your existing HCM applications run on On Premises or Managed Cloud and Talent Management application suite run on a SaaS model in a Public Cloud.

Fusion Deployment Options – Key Factors
- License Cost
- Upfront Investment – Hardware, Software and People
- Payback period
- Time to deploy
- Ease of integration with other downstream and upstream applications
- User experience while navigating between applications on managed cloud/On premises and public cloud
- Flexibility in terms of migrating the application from SaaS model to On premises/managed cloud model
- Compliance with data protection laws and data retention policy
- Cost of ongoing maintenance
- Cost of IT team in terms of attracting, engaging, developing and retaining the talent
- Subscription, hosting and on premises cost escalation alignment with expected organization growth
- Application Upgrade strategy – cost, timeline, complexity, frequency, business disruption

2.4. Fusion Talent Management Implementation paths

Fusion as an application has implementation paths depending on customer’s current state of the HR solutions. Either you can implement complete HR application suit on fusion or go for modular approach with the help of coexistence approach.

2.4.1. Coexistence Path:

Using coexistence approach, customer can continue to leverage the return on current investments and deploy Fusion Talent Management solution to achieve the organization goal through continuous employee engagement. This path is best suited for those customers who have their HCM running on Oracle product family - E-Business Suite 12.1 and PeopleSoft 8.9. Oracle has provided out-of-the-box integration framework to connect Oracle Fusion Talent Management suite with E-Business Suite 12.1 and PeopleSoft 8.9. Even the other customers can make use of this path by building custom integration solutions. Hexaware as an Oracle platinum partner having vast experience in Oracle product families and innovative tools can help you to implement the coexistence in a shorter span of time.

2.4.2. Implementation/Reimplementation Path:

Implementation path is best suited for the customers,
- Who are using home grown HR technology solutions or who wish to consolidate multiple standalone HR applications into a single package that is robust, user centric, Information-led, truly global, offering predictive analytics and social networking tools.
- Who wish to transform the HR function from basic support function to business enabler where the current HR technology solutions in use are not scalable, unable to support real time integration, expensive to extend or upgrade, built on proprietary toolset, do not support centralized security administration.
3. **Fusion Talent Management Coexistence – Implementation approach**

The implementation approach of Fusion Talent Management Coexistence depends on the Talent Applications (e.g., Performance and Compensation or just Performance alone) that customer wants to have on the Fusion depending on the business need. The data flow and decision on system of record has dependency on the approach. Next section explains the system of record in detail.

### 3.1. System of Record in HCM Talent Management coexistence scenario

Fusion HCM coexistence model has clear approach for the source of truth for HCM data. In the coexistence model the HR data will be maintained across the existing application (Source Application) and Fusion application depending on the business scenario. Every user has to be trained on the change in the system of record and on the application usage depending on the role they play in the organization. This will also involve certain amount of changes to the security access in the source application. The table given below will give a better idea on system of record and access control.
changes to the security access in the source application. The table given below will give a better idea on system of record and access control.

3.2. Fusion HCM coexistence Integration Architecture

Oracle Fusion makes use of Oracle Data Integrator (ODI) and Oracle Batch Loader on the Fusion side and Integration Broker, Web Services and Process Scheduler of PeopleSoft Application Integration Framework. On the EBS front it has SOA based integration. There are delivered Business Objects and Domain Value Maps available and can be used to integrate source application and Fusion HCM Talent Management business processes. The diagram given below explains the Integration Framework at a high level.

<table>
<thead>
<tr>
<th>Data Category</th>
<th>System of Record</th>
<th>Synchronization method</th>
<th>Maintained by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core HR Data</td>
<td>Source Application - PeopleSoft/EBS/JDE</td>
<td>Uploaded periodically to Oracle Fusion</td>
<td>Maintained in Source Application</td>
</tr>
<tr>
<td>Talent Profile</td>
<td>Oracle Fusion</td>
<td>One time migration from Source Application to Oracle Fusion</td>
<td>Maintained in Oracle Fusion</td>
</tr>
<tr>
<td>Compensation Data</td>
<td>Source Application</td>
<td>Initial load from Source Application to Oracle Fusion Post compensation review extract from Oracle Fusion to Source Application</td>
<td>Maintained in Oracle Fusion</td>
</tr>
</tbody>
</table>

1. Define Business Objects
   - Define Business Objects required for coexistence

2. Export Mapping Identifiers
   - Generate & Export Mapping Identifiers to FTP Server

3. Import Mapping Identifiers
   - Import Mapping Identifiers to FTP Server

4. Create Data Maps
   - Setup the Domain Value Maps

5. Extract Data
   - Extract data based on maps
   - Export extracted data to FTP

6. Load Extracted Data
   - Perform Initial Load
   - Perform Incremental Load
   - Load Compensation Changes

FTP SERVER

Source Application

Oracle Fusion

Every change will have its own challenges and requires serious attention depending on the impact it makes to the various stakeholders and applications. Oracle enables change management aspects – IT change management, org change management through implementation path and architectural component.

- Understand the Technology prerequisites for Coexistence and upgrade your current technology stack. (e.g. PeopleTools 8.50 should be your base version of PeopleSoft)
- Prepare the IT team for Standard based technologies – open standard based tools, expertise in Integration broker, SOA Architecture in case of coexistence
- Change in IT and Business team collaboration – reduction of dependency on IT team for reports and Analytics
- Adoption of user productivity improvement features – e.g. actionable data, embedded business intelligence
- Encourage the usage of Network at Work effectively for better collaboration
- Aligning to Role based access control and Segregation of duties
- Understand the Source of Truth and align every role and access accordingly

5. Hexaware Fusion Practice – Transformation Partner

Hexaware Fusion practice has a combined expertise of Technology and Human Resource domain. We assist customers in transforming HR from support function to Business enabler function by implementing best of breed functionalities of Oracle Fusion HCM solutions.

- Platinum Partnership
- Fusion Co-development
- Rapid Start Program
- PeopleSoft PTF Co-development
- Consulting
- Global Rollouts
- Consolidation, Upgrades & Migrations
- Coexistence SOA based Integration
- Implementation toolkits
- R & D on Mobility
- Automation toolkits
- Training
- Certification
- Mentoring
- Consulting
- Global Rollouts
- Consolidation, Upgrades & Migrations
- Coexistence SOA based Integration
- Implementation toolkits
- R & D on Mobility
- Automation toolkits
- Training
- Certification
- Mentoring
Hexaware HCM Centre-of-Excellence instills HR best practices along the implementation with the help of expertise, tool kit, templates and checklists. Our depth of experience in global rollouts, instance consolidation, Coexistence solutions enable the customer to meet the organization objectives very efficiently in a shorter span of time.

6. Takeaway/Conclusion

In current scenario, People are the building blocks of organization growth and Human Resource is performing a Business Enabler role by engaging the workforce in every aspect of organizations strategic growth.

Oracle Fusion Talent Management solutions provides best of breed functionalities that are user centric, helps the organization to meet the Talent related business challenges effectively. Some of the features like actionable data, work force predictor, Network at work extremely improve the decision making capabilities and productivity of workforce. As the application is built on standard based tools, the maintenance is made simpler and cost effective. The application is easy to extend that makes business self reliant in customizing business processes.

From the security perspective Oracle Fusion products are built on enterprise-grade security framework well integrated with Oracle Identity Manager. It works on the principle of segregation of duties which facilitates the application access based on the roles and responsibilities of workforce.

Oracle Fusion applications are having flexible deployment options, easy to integrate and switch from one option to other options depending on the business need. The available options are On Premises, SaaS, Managed cloud and Hybrid.

Fusion Talent Management solutions can be implemented as complete suite of HCM solution are on a Coexistence model where you can continue to leverage from the existing investment and use Fusion Talent Management Solutions on SaaS or On Premises or on Managed Cloud.

As a Platinum partner of Oracle, we work closely with Oracle Fusion initiatives. We are part of the Fusion team in developing the Fusion Absence Management solution and testing the Payroll solutions. We are also working with Oracle in building the test automation solution for PeopleSoft 9.2 using the PeopleSoft Test Framework. Hexaware HCM CoE has an in-depth experience in Oracle HCM solutions and we understand HR specific business challenges from customer perspective and provide right solution that suits your organization objective.

To learn more, visit http://www.hexaware.com