

# New Ways of Working With Oracle Cloud HCM

Explore this ebook to learn about the solutions and services available for organizations embarking on a transformation journey to infuse agility into their operating model.

New Ways of Working (NWoW) framework enabled in Oracle Cloud HCM enhanced with IBM tools will help organizations adapt easily in the face of rapid change, expedite time-to-market and improve employee engagement and productivity significantly.

IBM Services® can help with assessment, migration, implementation, business process outsourcing and managed services to help accelerate your agile transformation journey with Oracle Cloud HCM.



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Partner





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# 01 Challenges

New technologies, changing customer preferences, and an evolving business landscape have made it critical for organizations to adapt quickly. Organizations with a traditional silo-based structure struggle to meet the demands of an ever-changing business environment. These organizations lag behind their competitors in their ability to rapidly implement key initiatives to stay competitive in the marketplace.

To succeed, organizations are discovering new ways to organize, perform and lead with new approaches to recruit, retain and engage employees.

New Ways of Working is a transformation approach beyond just technology and digitalization to improve agility. It is about building a resilient culture that is not fearful of a crisis, empowering and enabling people to embrace flexible and collaborative ways of working.

As per study done by McKinsey, "Agility leads to a potential 20 to 30% improvement in employee engagement.."¹ The three key outcomes identified from agile transformation are improved customer satisfaction, employee engagement and operational performance, all of which improve the financial performance of the organization.¹

### Challenges faced by organizations

Some of the key challenges faced by organizations today:



Longer time to go to market



Unable to keep up with the dynamic nature of the market and fast changing needs of customers



Lack of collaboration and communication with the functional, silo-based structure



Heavily supervised larger teams less empowered to make quick effective decisions slowing the pace of innovations



Less resilient workforce unable to focus under pressure situations and solve problems creatively



Shortage of skills and talent pools to meet the changing market demands



Lack of employee retention strategies for attracting, retaining and fostering top talents



Low employee engagement with not enough opportunities for employees to learn and grow





# 01 Challenges

COVID-19 pandemic has had a huge impact on people and businesses, compelling organizations to adopt New Ways of Working. Several organizations see this as an opportunity to acquire top talents with lesser locational constraints, cut down real-estate costs and adopt innovative ways to boost productivity. While remote work meant more flexibility, less travel and improved productivity for some employees, others missed the social interactions and the shared work experience.

While most people are preparing to return to work, they expect greater flexibility from their organizations. Several organizations are considering a hybrid model where work is distributed across home and offices. To thrive with New Ways of Working, employers need to innovate, do things differently and transform the culture.

## Challenges faced by organizations in the light of the COVID-19 pandemic

Existing challenges have been exacerbated by COVID-19, resulting in a greater volume of change for organizations to manage, such as:



Managing internal communication



Organizing structure and establishing norms to make remote work possible



Providing flexibility for employees to establish work-life balance



Keeping employees engaged and included



Supporting employee's health and well being



Expanding time off policies and offering flexible benefits packages



Prioritizing health and safety of the workers where work from home is not possible



Upskilling in areas of work where demand is high



Return to work and contingency planning



Dealing with the cultural shift and redefining measurement of success





## 02 Modernize

Agile concepts are sweeping across businesses and radically changing the way organizations operate. New Ways of Working is at the heart of this transformation in creating a dynamic work structure that promotes agility and continuous learning. In the new structure, the traditional hierarchy is replaced with a network of smaller empowered cross-functional teams that operate with high levels of accountability and collaboration. Businesses are organizing employees into Tribes, Squads and Chapters in prioritized business areas to pilot New Ways of Working. Mobility, learning and collaboration is encouraged and rewarded as people move from one team to another.

With adoption of New Ways of Working, HR function is focusing on strategic ways to identify top talent, manage performance and retain employees. Organizations are looking at digitalization and ways to use technology to better engage employees to boost productivity. Skills would need to be tracked so they can constantly monitor the gaps in talent supply and demand. Agility enables organizations to have a dynamic and flexible workforce that can be rapidly re-deployed to areas of high demand.

Flexible working and opportunities for digital transformation are expansive to drive engagement and empower teams for an agile operating model to be successful.



## 02 Modernize

### Modernize the current HR landscape with Oracle and IBM to support New Ways of Working



**Matrix Manager functionality in Oracle HCM cloud** supports flat organizational structure made of smaller cross-functional teams reporting to different managers

The screenshot shows the 'Manager Details' section for an employee. It lists two managers: Richard Jones (E1000120) and John Taylor (E1000105), both active and payroll eligible. On the right, a dropdown menu for '\*Type' is open, showing options: Chapter Lead, Agile Coach, Chapter Lead, Product Owner, and Tribe lead. The 'Product Owner' option is highlighted, and the entire dropdown menu is enclosed in a red box.

In Oracle HCM cloud, an employee can be assigned to multiple managers types as part of his/her assignment in Core HR



**Organization Chart and Self-Service** capabilities provide functional managers visibility and make them self-sufficient to manage their teams across functions and locations

The screenshot shows an organization chart with a matrix structure. On the left, a 'Filters' panel is visible with 'Manager Type' expanded. The 'Product Owner' checkbox is checked and highlighted with a red box. The main chart area shows John Taylor as a Director with a 7:10 ratio. Reporting to him are Amy Apple, Francis Benalis, and Rosie. Amy Apple reports to Charlotte Jones, Philip Jones, and Kevin Spacey. Francis Benalis reports to Philip Jones and Kevin Spacey. Rosie reports to Kevin Spacey.

As part of self-service, employees have visibility to both solid line and dotted line relationships of managers. Functional managers have visibility into their employees in the matrix structure

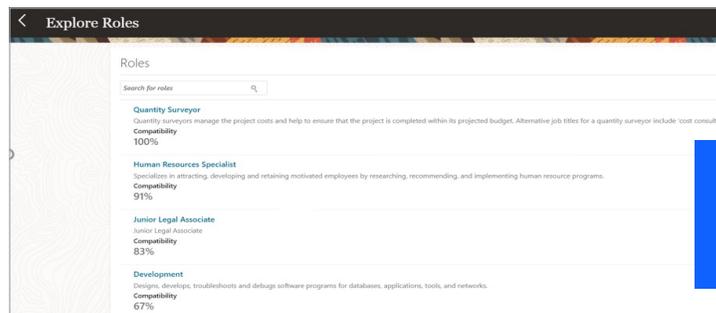


# 02 Modernize

## Modernize the current HR landscape with Oracle and IBM to support New Ways of Working



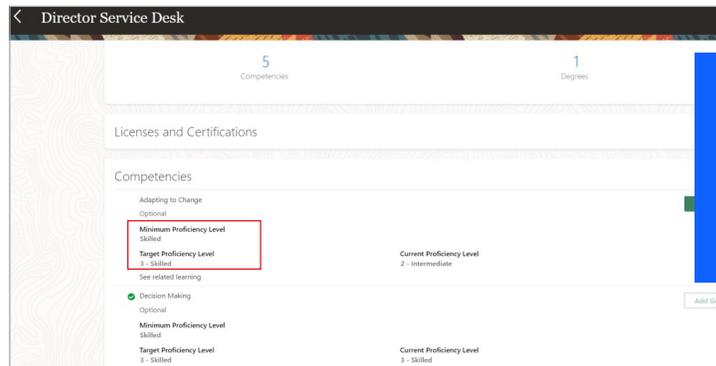
**IBM Talent Framework** provides a pre-built jobs and skills library that can integrate with Oracle HCM cloud to track skills and identify skill gaps for the employees based on their job



Using the Career Development module, employees can explore roles in the organization and view their compatibility score based on skills matching



**Oracle Best Fit** features helps identify the right talent based on skill matching



Employees can compare their own proficiency level for a skill with that of the target proficiency level needed for a job that they are interested in. They can choose to add a development goal to achieve the target proficiency level for the skill if not met.



# 02 Modernize

## Modernize the current HR landscape with Oracle and IBM to support New Ways of Working



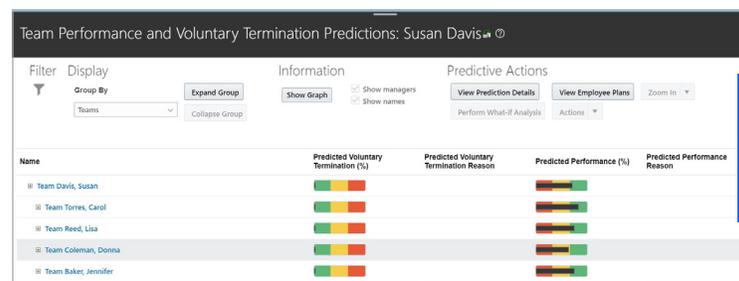
**Oracle Workforce Predictions** provide forward looking insights into workforce trends enabling organizations to be prepared and to act early



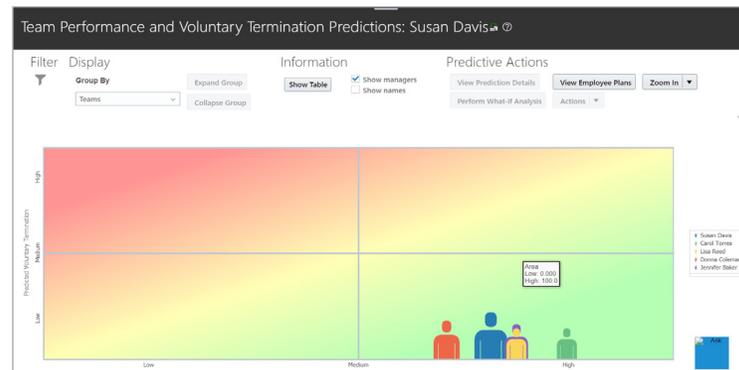
**IBM Career Coach** is a cognitive virtual assistant that guides employees by giving career recommendations based on their interests/preferences to help in upskilling



**IBM Watson Candidate Assistant** engages job seekers by recommending jobs and skills that match their experience avoiding costly hiring mistakes and hiring values employees



Manager can see his own team's performance and voluntary termination predictions using Oracle Workforce Predictions



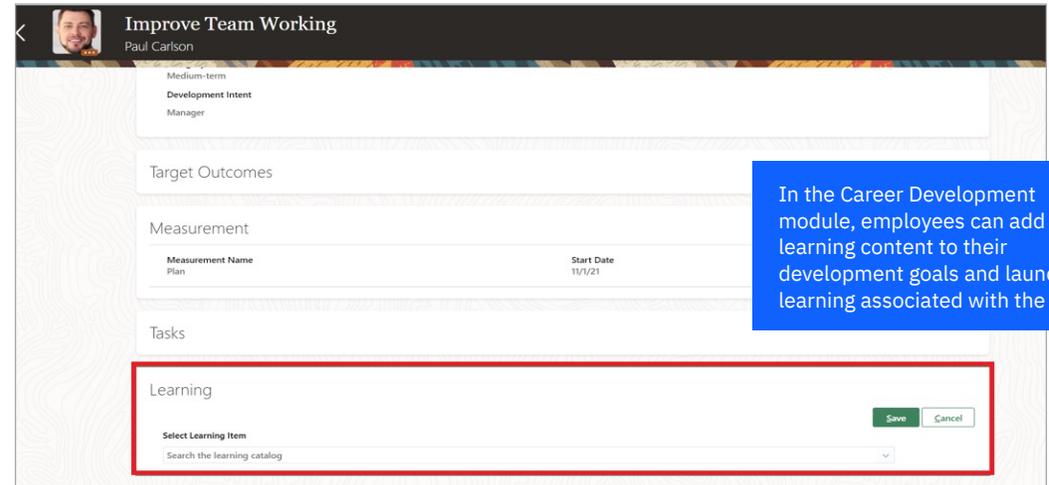
## 02 Modernize

### Modernize the current HR landscape with Oracle and IBM to support New Ways of Working

 **Check In and Any Time Feedback** functionalities fosters a conversation-based performance approach boosting performance and supporting continuous improvement

 **Oracle Learn module** provides employees with personalized learning recommendations that drives upskilling efforts across the organization and boost employee engagement

 **Oracle Talent Pool and Success Planning** tools help to identify top talents in the organizations based on their talent profile data such as performance, potential, mobility



In the Career Development module, employees can add learning content to their development goals and launch learning associated with the goal



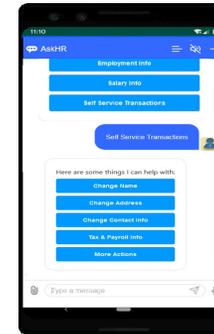
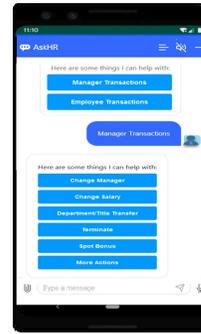
# 02 Modernize



## Modernize the current HR landscape with Oracle and IBM to support New Ways of Working



**Role based Security and Extensible UI:** Persona based security design secures access for employees, managers and admins to functions and data. Options available to customize UI based on business needs and configure organization specific branding on pages.



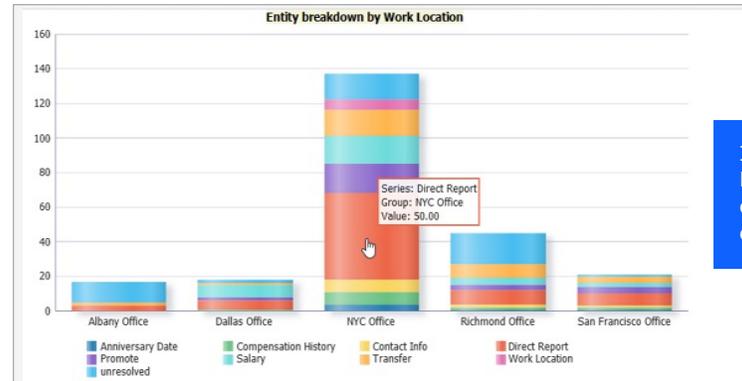
Anytime anywhere access for workforce to perform self-service transactions and get answers to common HR inquiries via the Oracle Digital Assistant



**Oracle's Mobile Responsive Design** provide a seamless and consistent user experience for employees, managers and HR, enabling them to work any time anywhere



**AI-powered Oracle Digital Assistant** is a key enabler to enrich employee experience, centralize inquiry management, boost productivity, and create a seamless way for employees to execute self-service requests and interact with HR



IBM's dashboard for Oracle Digital Assistant tracks the number of inquiries across the various entities by office location



# 02 Modernize

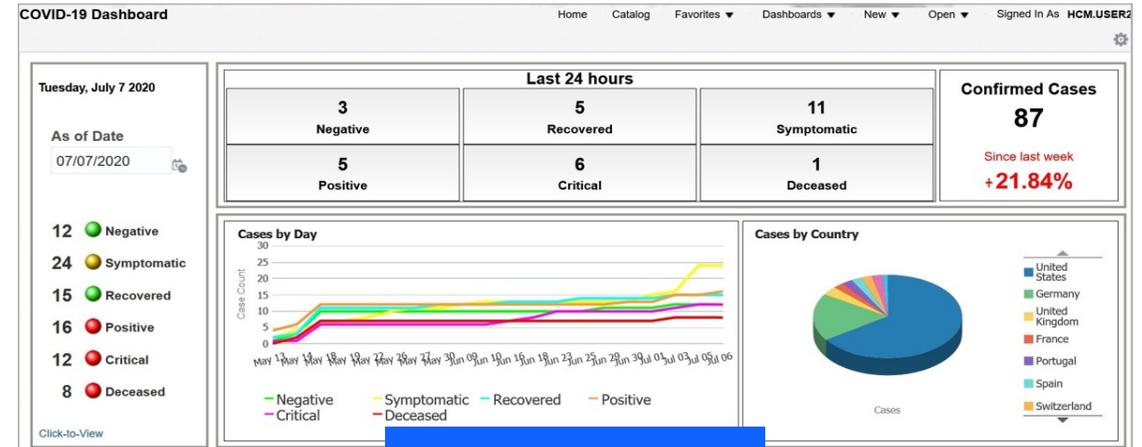
## Modernize the current HR landscape with Oracle and IBM to support New Ways of Working



**IBM Digital Health Pass** allows organizations to verify the health credentials of employees without compromising on security and data privacy as employees are returning to work post COVID-19



**IBM Business Continuity Solutions** leverages Oracle's Workforce Health & Safety application to provide organizations insight into the health of the workforce and generate reports via designed COVID-19 dashboard



COVID-19 dashboard from IBM Business Continuity Solutions to track COVID-19 cases reported across the organization



## 03 Benefits

### Transform with Oracle and IBM

Take advantage of Oracle HCM and tools that IBM has to offer as organizations are embarking on their transformation journey. Invest in New Ways of Working and get significant value in all areas – customer experience, growth, profit, people and more.



#### Early ROI

Incremental delivery adds business value for customer, helps identify and manage risks early and increases the market speed increasing the ROI for organizations



#### Continuous Improvement and Learning

Continuous feedback loops measure, track and continuously improve the quality of work. The environment encourages employees to experiment and innovate, promoting continuous learning which becomes key for employees for upskilling and learning new skills



#### Employee Satisfaction

Clearer roles and priorities, team accountability and transparent workflows help employee become self-managing. Increased flexibility and virtual ways of working creates a better work-life balance for workforce leading to enhanced satisfaction and higher productivity





## 03 Benefits



### Empowered Teams

Agile structure provides autonomy to the cross functional teams and empowers them to make key decisions. With the smaller self-managed teams, there is more communication and collaboration among the workforce



### Resilient Workforce

With the right talents and a lean decision-making structure that can respond swiftly, organizations are better prepared to identify and manage risks and absorb changes during disruptions without impacting productivity



### Employee Engagement

New Ways of Working enabled by digital transformation ensures a safe environment for employees and elevates the human ways of working fostering productivity and engagement



## 04 Optimize

Accelerate your journey to Oracle HCM with proprietary IBM assets, tools and accelerators:



### IBM Oracle HCM Cloud Migration toolkits

- Supports eBusiness Suite and PeopleSoft to Oracle HCM Cloud
- Accelerates implementation time and reduces risk with pre-defined templates



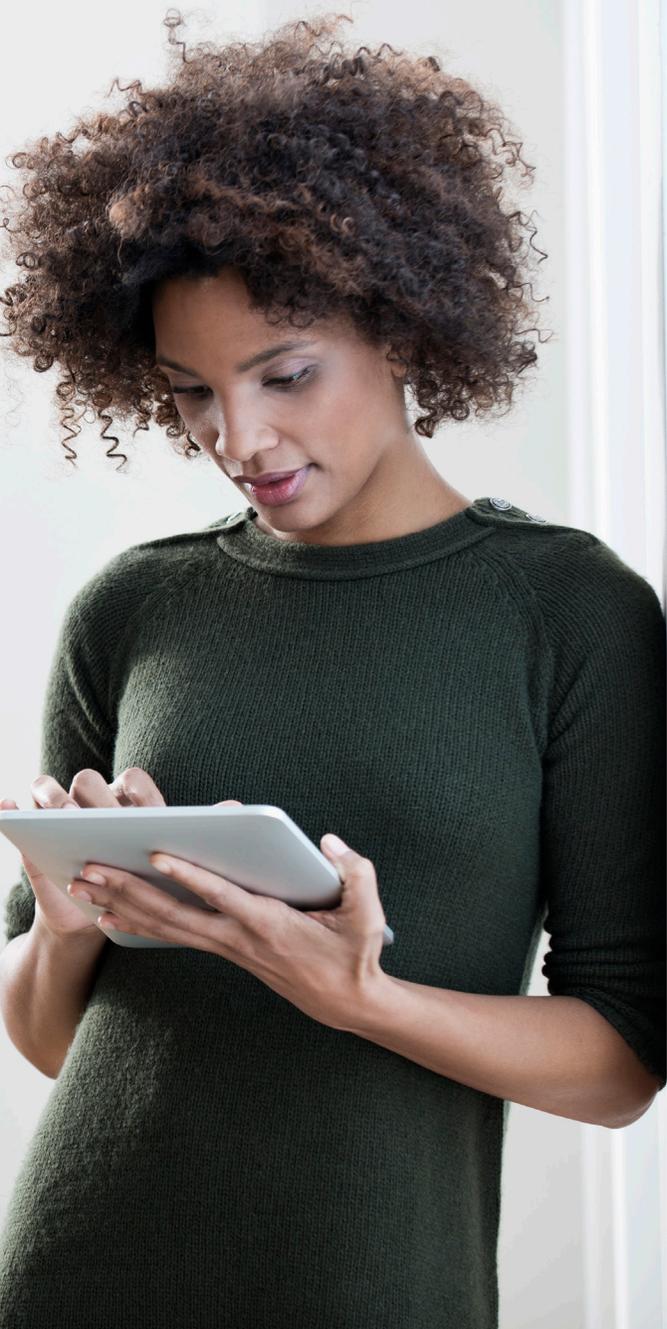
### IBM Blueworks Live

- Best practices for Oracle Global Payroll process flows
- Learn more [ibm.com/products/blueworkslive](https://ibm.com/products/blueworkslive)



### IBM Business Continuity Solutions with Oracle Health & Safety

- Rapid implementation enabling quick visibility into health and well being of employees impacted by COVID-19
- IBM's COVID-19 Oracle pre-work rapid pack enables Oracle's Health and Safety application to be up and running in \*10 Business Days



## 04 Optimize

Accelerate your journey to Oracle HCM with proprietary IBM assets, tools and accelerators:



### Cognitive Enterprise for Oracle Cloud HCM in Insurance

- White paper on business reinventions in the insurance industry as cloud, artificial intelligence (AI), automation, Internet of Things (IoT), blockchain and 5G become pervasive reshaping the business architecture



### IBM Digital Health Pass

- Enables business to verify digital health credentials built on user control of data and decentralization
- Learn more [ibm.com/products/digital-health-pass](https://ibm.com/products/digital-health-pass)



### IBM Watson Talent Framework

- Provides a blueprint for Jobs and Skill
- Skills are linked to Learning References, SMART goals, Coaching tips, Interview Questions
- Covers 16 industries; 3000 + Job Profiles including Job Description, 2000 + Competencies and Skills





## 05 Case Studies

A leading Insurance company based in the United States is currently embarking on a transformation journey to adopt New Ways of Working (NWoW) to significantly increase the metabolism of the company. The NWOW framework will enable the organization to quickly translate customer needs into customer-ready deliverables, become more effective at capitalizing on and create more market opportunities — in the process creating more rewarding work experiences for their people.

### Problem

- Disparate HR systems making it challenging to consolidate and integrate data
- A very hierarchical organizational structure with limited fluidity
- Inconsistencies in the HR and business processes

- Culture focused on hierarchical movement and lack of lateral movement to gain experiences
- Lack of transparency and consistency in how goals are defined and assessed
- Lack of ongoing feedback for employees on their performance
- Employees lacked the tools needed for effective, ongoing talent development discussion
- Inability to identify right people with right skills to solve problems

### Value Delivered by IBM

- Persona centric process design focused on Employee and Manager experience helping the organization streamline and simplify their existing processes
- Redesigned career framework with a stronger focus on capabilities and skills

- Talent acquisition based on skills and competencies required for the job
- Integrated Talent Management solution that enables holistic assessment based on performance of skills and alignment of competencies
- Ability for people to showcase their skills and the transparency for the organization to see and track
- Improved employee experience to achieve goals and tasks for their career path
- Engaging user experience for HR, Employees and Managers via Digital Assistant chatbot enhancing self-service abilities and getting quick answers to questions





## 05 Case Studies

### Quick Facts

- New York City, NY
- Insurance Industry
- 4500 employees
- Legacy: PeopleSoft

### IBM/Oracle Offering

#### Completed Implementations

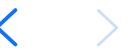
- Core HR in co-existence model (two-way integration between PS and Oracle Cloud HCM)
- Manager Self-Service
- IBM Talent Framework
- Talent Management Suite
- Workforce Compensation
- Volunteering
- Oracle Digital Assistant
- Oracle Analytics Cloud

#### Ongoing Implementations

- Infrastructure changes across all HR applications to support NWoW
- Launch Employee Health Survey and Incident Reporting using the Oracle Workforce Health and Safety Incidents module

### Results Achieved

- Significant cost savings
- Enhanced and engaging self-service capabilities and user experience with digital capabilities
- Unified Performance, Reward and Talent Management processes
- Ability to track and analyze employee skills across the organization
- Transparency in how skills are defined across career models to track and help people find suitable opportunities
- Optimization of the HR function to be more efficient and strategic





## 06 Why IBM?

IBM is one of Oracle's largest and most experienced systems integration partners jointly helping customers for over 35 years.



Oracle Partner



10,000+ dedicated Oracle consultants



2,000+ Oracle Cloud certifications



10+ Oracle-specific delivery centres



Oracle Cloud Garage



375+ Oracle Cloud go-lives



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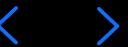
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## Attributions

<sup>1</sup>Wouter Aghina, Christopher Handscomb, Jesper Ludolph, Daniel Rona, Dave West.  
“Enterprise agility. Buzz or business impact?” McKinsey & Company, March 20, 2021.  
[www.mckinsey.com/business-functions/organization/our-insights/enterprise-agility-buzz-or-business-impact](https://www.mckinsey.com/business-functions/organization/our-insights/enterprise-agility-buzz-or-business-impact)

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