ORACLE | Capgemini

Market Insights Paper

# START YOUR JOURNEY TOWARDS HCM CLOUD

An **HR Advantage** case study with Heathrow
Powered by Oracle

# INTRODUCTION

This market insights paper discusses the trends driving change in the human capital management sector and the way Capgemini and Oracle, through our HR Advantage solutions, are working together to help clients thrive in the current climate of change.

We discuss these solutions and the journey towards creating an insight and intelligence-led HR function through the lens of a real-life case study with Heathrow. We also discuss how Heathrow transformed its systems to attract, retain, and develop the best talent, as well as deliver a consistent and transparent employee experience with data-driven insights available anywhere, anytime and on any device.

If you would like to speak with one of the team about any of the topics raised in this paper, please feel free to get in contact with one of the leading experts mentioned below, who would be more than happy to assist you.

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# HR TRANSFORMATION TRENDS

A workplace without boundaries; intense competition for talent; and a new generation of digital-savvy employees demanding anywhere, anytime working, have been driving HR transformation over the last five years.

This trend has accelerated in recent times with the onset of the COVID-19 pandemic, forcing organisations to rethink and reimagine their HR systems.

To adapt, HR leaders must start to transform using cloud-enabled technologies to future-proof their investment and address the changing needs of employees, while supporting the long-term strategic goals of their business.

# THE JOURNEY TOWARDS INTELLIGENCE-LED HR

This process of transformation can be described as the journey towards intelligence-led HR, where the aim is to evolve HR into a future-fit function, powered by data-driven insights and the cloud. This can unlock the ability to support more fluid and augmented workforces, while delivering personalised employee experiences for improved engagement and productivity.

Becoming more intelligence-led is an evolution.

**Digital**
Standardise and simplify key HR processes focused on improving employee productivity, efficiency and reducing costs.

**Personalised**
Enhance employee engagement through more personalised, data-driven experiences with self-service.

**Intelligence-led**
Turn HR into an agile and intelligence-led strategic function that gives people purpose and continually improves itself.

Reduce short-term costs →  Drive long-term value

# TRENDS DRIVING HR INTELLIGENCE

**70%** of
CEOs expect their
CHROs to be key players
in enterprise strategy, but
**only 55%**
say their CHRO meets
this expectation

Gartner report,
Become a World-Class Chief
Human Resources Officer, 2021

## HR HR must become a strategic enabler that evolves with the business

With people becoming the main point of differentiation for many companies, HR is increasingly taking on a more strategic role. It needs to remain aligned with the overall business strategy, while able to pivot and evolve with significant internal and external change.

## Data and insights should be built into organisational design

As the cloud and workplace technologies progress at a rapid pace, data is fast becoming the new digital battleground. Those who can harness it effectively stand to gain a significant advantage over their rivals by being able to increase process transparency, personalisation and improved decision making.

Only **40%** of
senior leaders seek out
HR
data when making
business decisions

Gartner report,
Actionable, Credible and Accessible
HR Analytics, 2021

Between January
and October 2021,
demand surged by **44%**,
leading
to increased competition
for the best talent.

Gartner: Prioritize Roles & Skills
to Fight the War for Talent, 2022

## The right skills need to be accessed quickly and for the long term

The competition for key talent has intensified. Loyalty is increasingly less certain and access to global job markets for employees is easier than ever. In addition, members of a tech-native generation expect anytime, anywhere work. Business leaders must balance the need to build loyalty, while accessing the capabilities and skills they need quickly.

## HR systems must be viewed through a human-centric lens

Generational trends mean employees are now seeking a higher purpose in their work, especially when they are now asked to bring their whole self to work. Wellbeing is also a priority. Colleagues want to feel safe both physically and mentally. This means companies need to take a human-centric approach to their HR systems, by addressing the intrinsic link between the health, happiness and engagement of their employees, and the productivity and performance of their organisation.

**28%**
increase in
employees who are
likely to recommend the
org by delivering deeper
connection.

Gartner report, Reinvent Your EVP
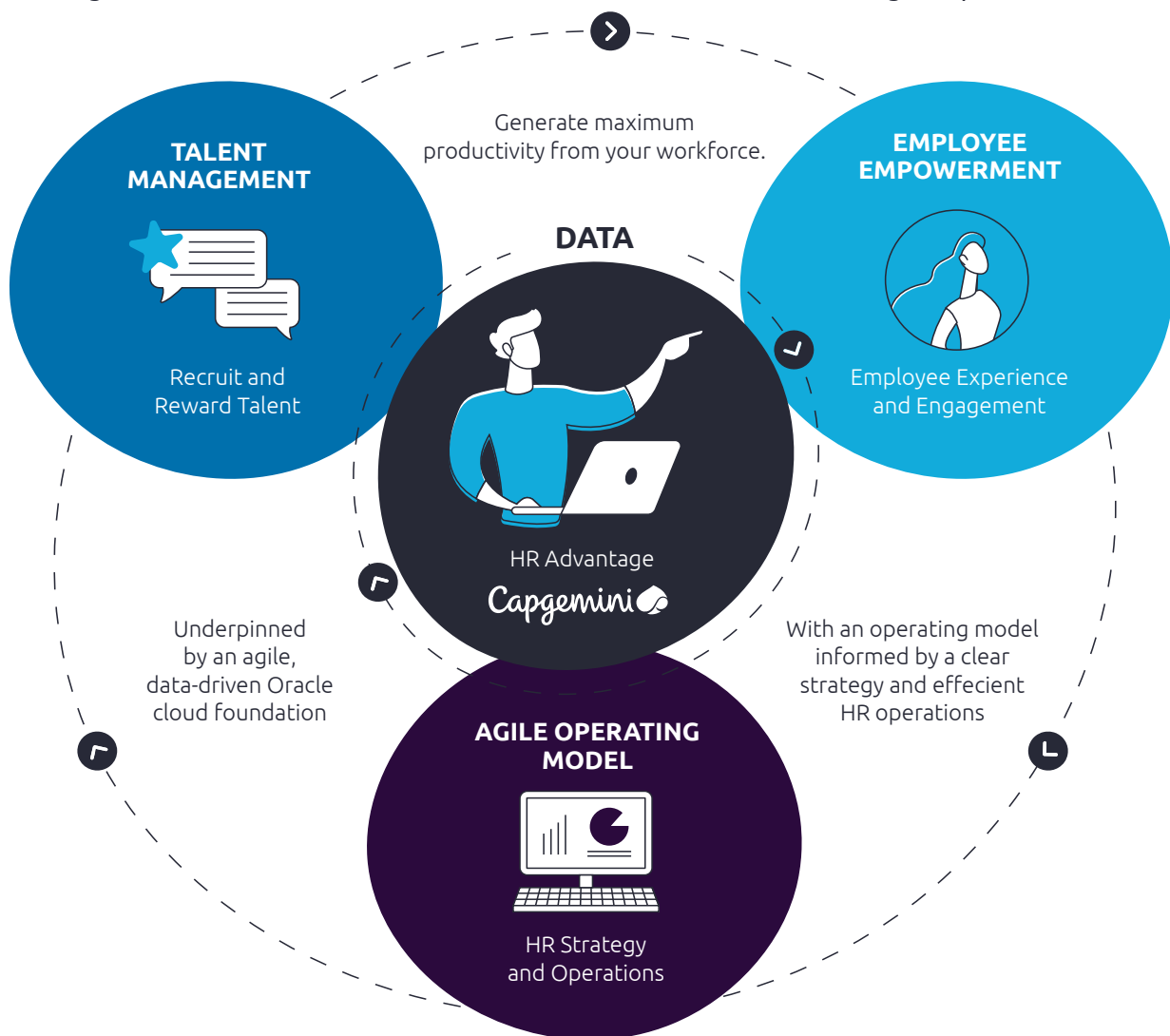for a Postpandemic Workforce, 2021

# WHAT IS HR ADVANTAGE?

To embed intelligence in HR, we have developed HR Advantage, a set of solutions underpinned by market-leading Oracle Cloud technologies, that enable you to progress on your journey to intelligence-led HR swiftly and seamlessly.

## HOW DO YOU GET THERE?

Attract and retain the top talent to ensure you have the right mix of skills to improve business performance, while providing them with a route to achieve.

Keep employees happy, healthy and empower them to help themselves and so they can add more value, while delivering exceptional results.

Generate maximum productivity from your workforce.

### TALENT MANAGEMENT

Recruit and Reward Talent

### DATA

HR Advantage

Capgemini

### EMPLOYEE EMPOWERMENT

Employee Experience and Engagement

Underpinned by an agile, data-driven Oracle cloud foundation

With an operating model informed by a clear strategy and effecient HR operations

### AGILE OPERATING MODEL

HR Strategy and Operations

Set a clear HR vision that aligns with business strategy by building an agile operating model underpinned by transparent and personalised data-driven digital operations.

# APPLYING HR ADVANTAGE TO HEATHROW

## THE BUSINESS CHALLENGE

Heathrow's legacy HR systems were experiencing several key challenges:

- Existing applications and business processes involved many manual processes and lacked alignment and integration with other critical business systems.
- Back-office applications were not optimally supporting the need to attract, retain and develop the very best talent.
- Consistency and transparency were needed to improve the colleague experience, with data available at the point of use.

## THE SOLUTION

Capgemini supported Heathrow to deliver a new strategic HR platform and integrated IT ecosystem, built around automated, cloud-based Oracle technologies and solutions. Heathrow's in-house transformation team, Capgemini and Oracle Consulting came together in a remarkable collaboration forged in uniquely complex circumstances, including terminals closing and furlough schemes coming into effect.This close collaboration was key to delivering Heathrow's successful HR transformation.

The solution has followed a set of key principles defined and reinforced throughout:

- Simplicity
- Consistency

- Transparency
- Supportability

- Enabling personal accountability
- Future proof

## We delivered holistic HR transformation across the three solution pillars:



**Agile operating model**

Heathrow benefits:

- Simpler ways of working
- Resilience to constant change

**Talent management**

Heathrow benefits:

- Seamless recruitment processes
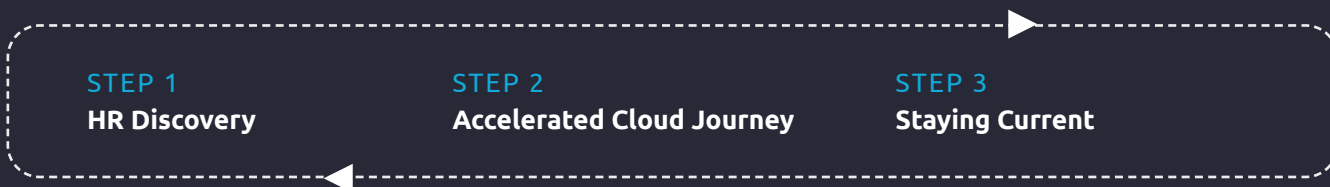- Better performance management
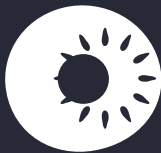
**Employee empowerment**

Heathrow benefits:

- Empowerment through self-service
- Access to business intelligence

## Executed with our methodology:

STEP 1
**HR Discovery**

STEP 2
**Accelerated Cloud Journey**

STEP 3
**Staying Current**

# AGILE OPERATING MODEL

## SIMPLER WAYS OF WORKING

Moving to Oracle HCM and ERP Cloud has allowed Heathrow to improve their operations and adopt industry best-practice processes:

- There are now consistent end-to-end HR processes from sourcing, talent and compensation and everything in between which makes process more streamlined.
- Automation built into HR systems helps to reduce or remove manual effort and allows for paperless working.
- Automated payroll calculations, benefits enrolment and third-party integrations, minimise errors and improve accuracy.
- Oracle Guided Learning and Digital Assistant reduce support requests by automating the first-time resolution of straightforward queries and also provides continuous support moving forwards.

## RESILIENCE TO CHANGE

The Oracle solutions are built to adhere to industry standard processes using best-of-breed technology which strengthens their value, resilience, and compliance:

- Heathrow can embrace continuous improvement via quarterly patch updates, and ensure it stays current, modern and relevant.
- The solutions have the scalability to support Heathrow's growth strategy, post-COVID.
- Users now have secure, and contextualised information, analytics, and dashboards to improve decision making, efficiency and effectiveness.
- In many cases, the ease of integration with third party systems and the reusability of services has simplified management of these interfaces and reduced risks.

# TALENT MANAGEMENT

### AN IMPROVED CANDIDATE AND ONBOARDING EXPERIENCE

Using Talent management solutions, we ensured HR teams and business leaders have an accurate understanding of their workforce and skills, how they need to evolve:

- It provides a simplified and streamlined experience for all stakeholders including candidates, recruiters, hiring managers and collaborators.
- Allows for a more integrated candidate experience from initial engagement to hire, by integrating with LinkedIn.
- New hires now have a guided onboarding experience with intuitive, step-by-step task completion and to-do lists.

### BETTER PERFORMANCE MANAGEMENT

We helped employees to take responsibility for their development, crucial in today's environment as many organisations are facing skills shortages and retention issues:

- Employees and managers can set and track goals, collaborate and provide and receive feedback to support continuous performance management.
- Workers' salary and performance-related bonuses are based on predefined business rules and total compensation statements are delivered with salary, benefits and incentives.
- Employees can get the information and answers they need through a digital assistant using text via natural language processing.

# EMPLOYEE EMPOWERMENT

## EMPOWERING USERS THROUGH GREATER SELF-SERVICE

Using Oracle HR solutions, we empowered employees to create their own personalised experiences on multiple devices for on-boarding, returning to work, and career progression:

- Gives the ability to maintain personal details, request leave, claim expenses and a host of other tasks, to the employees themselves.
- The information they need to do their jobs and manage their data is available anytime, anyplace, on any device.
- This minimises the time required for administrative tasks and allows them to focus on their core job roles.
- It also enables the freeing up of the company's support functions to concentrate on higher-value activity.
- Employees can get the information and answers they need through guided learning and adigital assistant using text via natural language processing.

## EASY ACCESS TO ROBUST, RELIABLE, MEANINGFUL BUSINESS INTELLIGENCE

We're helping Heathrow gain insights from their HR systems using data and analytics, so decision making becomes more intelligence-led and strategic:

- The system provides a single source of truth and ensures data can be trusted. Solutions are now intelligence-led and allow business partnering to become more proactive and strategic.
- Business intelligence tools have allowed Heathrow to create meaningful reports and dashboards, so they can identify and address their immediate needs in real time.
- Role-based dashboards for each key business role with embedded analytics, supports better monitoring and decision-making and can be flexed as the business evolves.

# METHODOLOGY

## STEP 1
### HR Discovery

The HR discovery phase helped Heathrow shape more than 1,000 HCM requirements. As a trusted advisor, we were asked to provide an independent review of these requirements and conduct a product fit gap assessment to help with vendor selection. We were also brought in to facilitate the mobilisation phase of the project to review key design, workforce structures and assist with design thinking.

## STEP 2
### Accelerated Cloud Journey

We worked with Heathrow to deliver the end-to-end design of core business processes, data migration, integration, collaborated with Oracle Consulting who implemented the HCM application, supported change management as well as managed Payroll UAT, Payroll Parallel Run and a smooth cut over and transition to live.

## STEP 3
### Staying Current

Working with Heathrow, we continuously reviewed best-practice quarterly upgrade optional/mandatory features and associated deployment processes specifically tailored to the solution footprint. This allows Heathrow business operations teams to model the impact of any upgrade on the specific solution processes.

This approach encompasses continuous improvement of the repeatable Regression Test Pack (automated wherever possible) able to be run within the 2-week Cloud Upgrade Test window at each SaaS Quarterly Upgrade.

This enables Heathrow to focus on key objectives of stabilisation, governance, go-live activity and the bedding in of new functionality and processes to stay current, modern and relevant.

# QUICK SNAPSHOT OF PROGRESS SO FAR IN THE LAST SIX MONTHS

Early examples of benefits throughout the airport have already been highlighted.

**141,500**
number of times the new platform has be accessed

**244.8k**
hits on the career site

**14,960**
helpdesk requests have been dealt with

**5,140**
Colleagues have been paid with access to their payslip on their mobile devices

# GET IN TOUCH

We hope you found this Market Insights Paperuseful, please get in touch with one our experts to find out how we can help you on your journey to creating an intelligence-led HR function.

## CONNECT WITH US

**Capgemini**
Set up a 1:1 meeting using the form on this page ›

**Oracle**
Email us ›

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Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 325,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

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