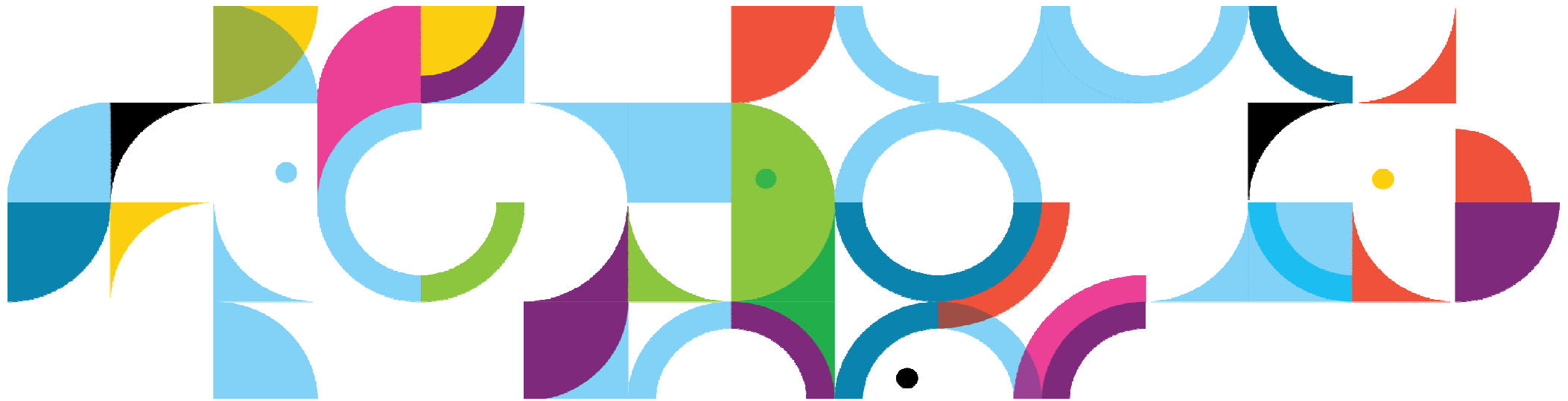


Raising the Bar in Talent Management

March 2013



Paget Miles
Olivier Hamelle



@pagetmiles



uk.linkedin.com/in/pagetmiles



Agenda

HCM Marketplace

Technology Suite

Demonstration of Employee Lifecycle

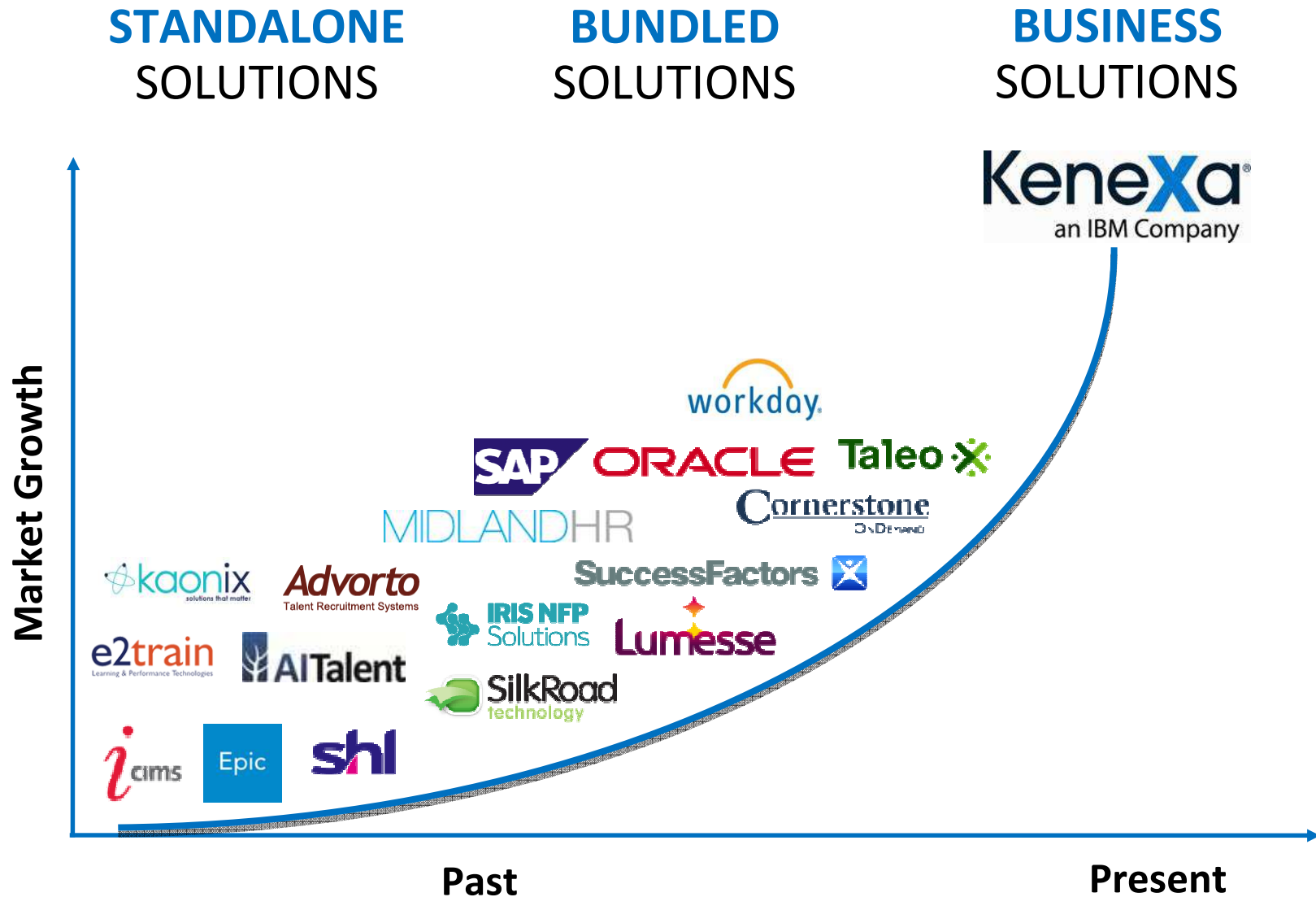




HCM Marketplace



HCM Marketplace

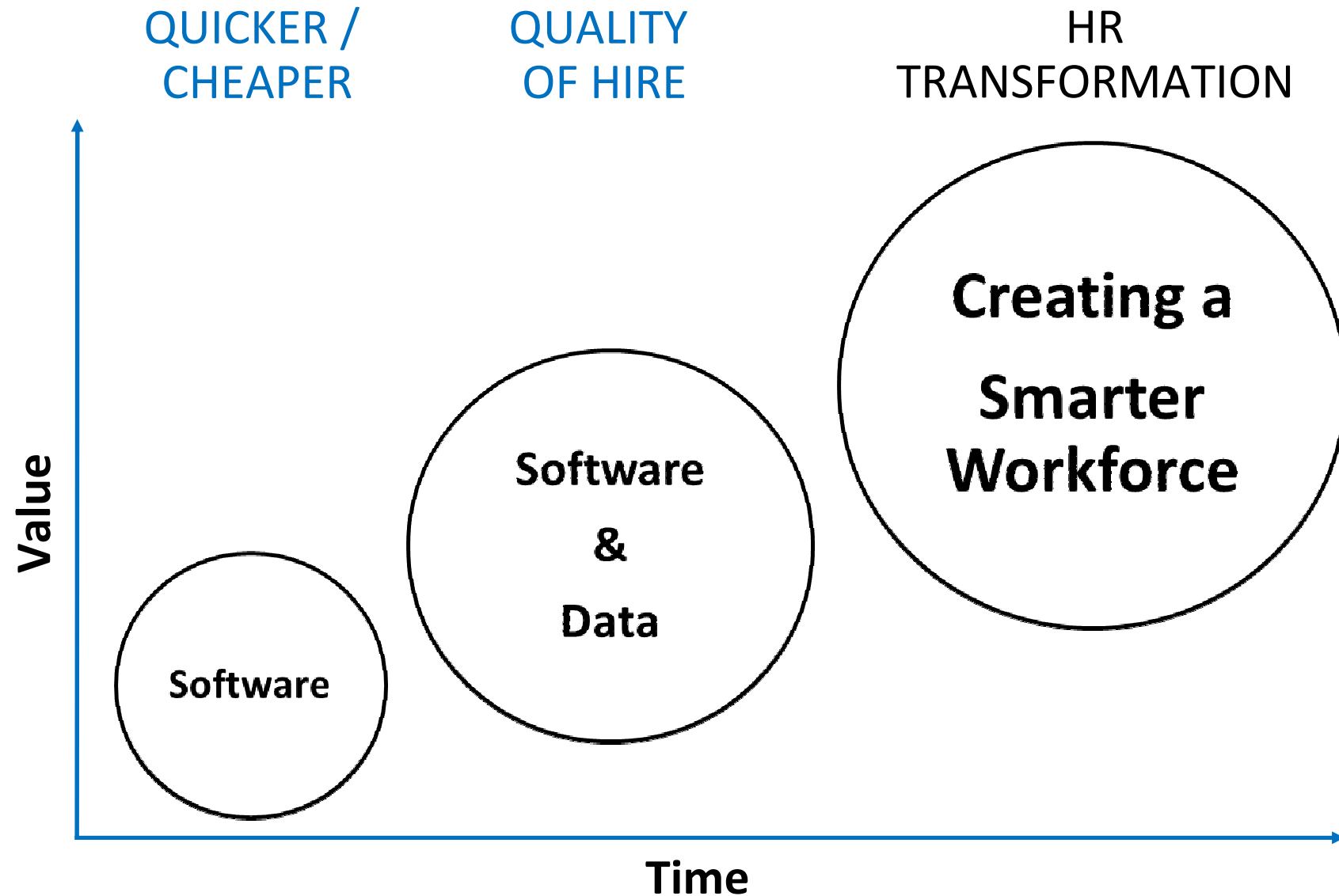


One Stop Shop

Software



HR Transformation



Corporate Objective :

Move from 4th position in market to 1st



How

Identify top 10% of performers, source, replicate and retain them

Phase 1 – Identify & Source

- Collated 5 years of new hire data
- 28,000 data records in various sources
- 50 questions e.g. Education, location, skills
- Internal data on top, average and low

performers

Top 3 key questions



30% increase in predicting top talent

Corporate Objectives:

- Reduce employee turnover
- Increase employee engagement
- Increase customer service
- Increase concession sales



Attract the right people for the right job

1.2%

increase in profit per customer

11%

lower employee turnover

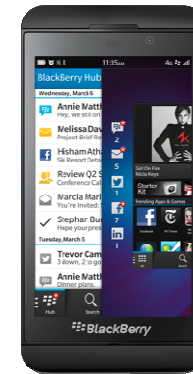




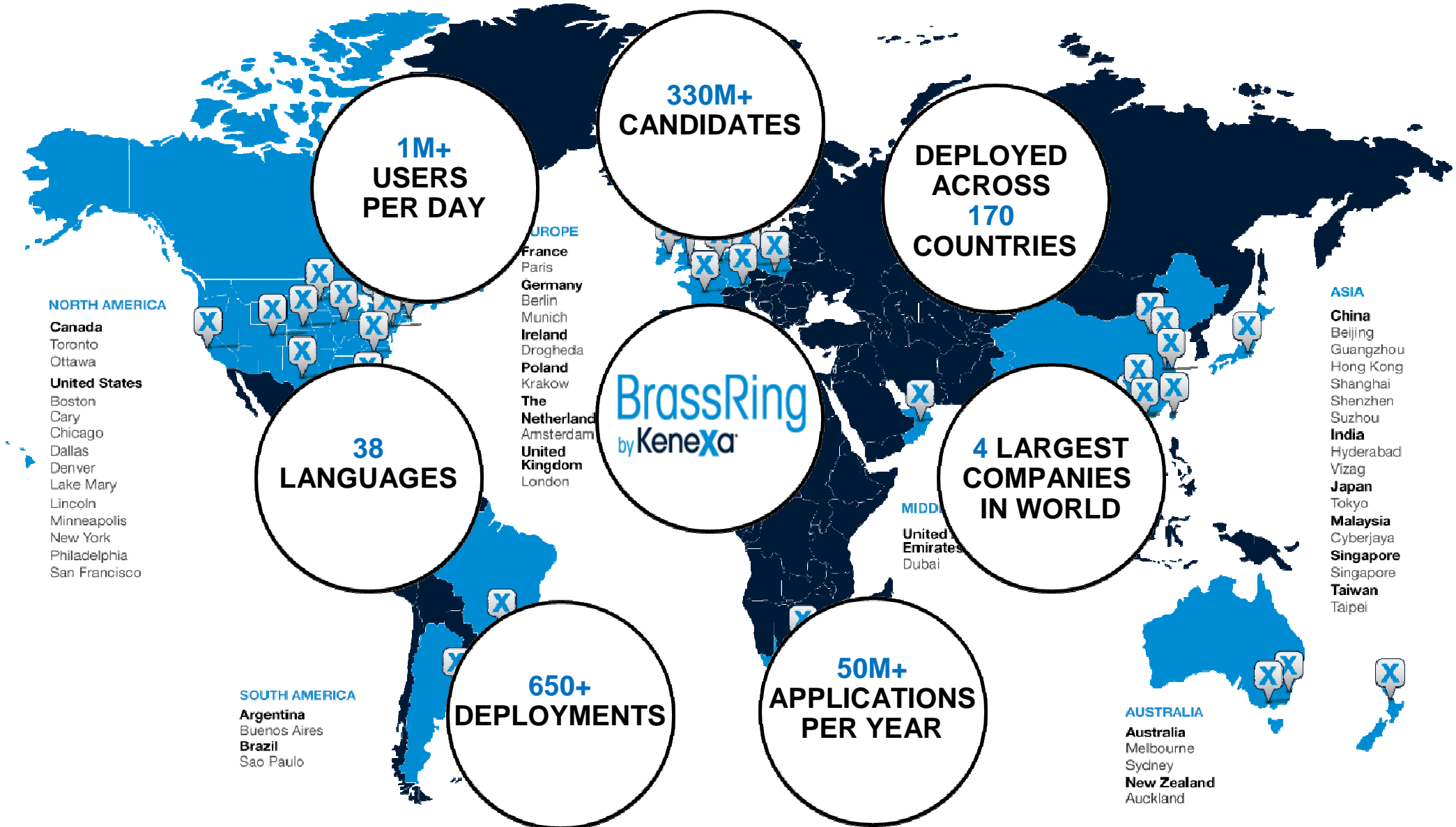
Technology Suite



Kenexa Software - Supporting the Employee Lifecycle



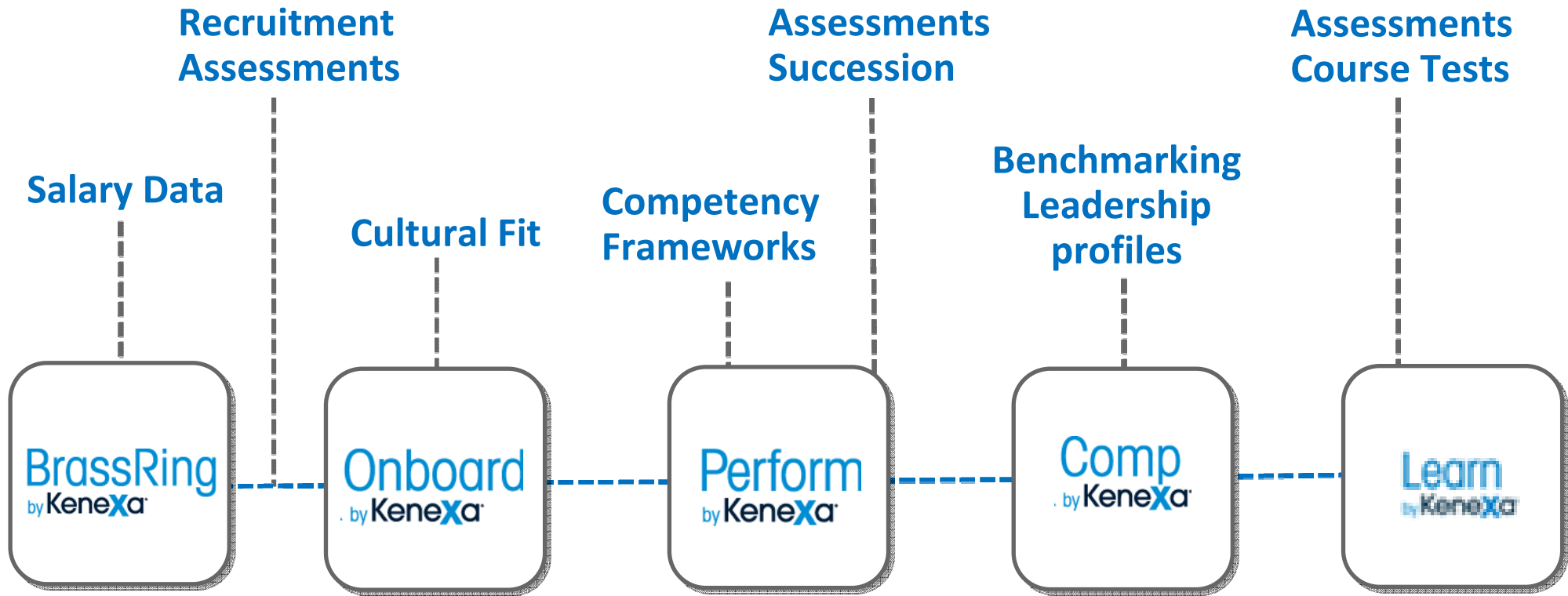
Global Recruitment Technology



Our Clients



Kenexa Software & Science Blended



Identify, Retain & Source Top Performers

How could we **add even more value?**





Single Point of Entry yet personalised for Employees

The screenshot shows the IBM Workplace interface for a user named Pag. The top navigation bar includes 'w3', 'Jam', 'My Links', 'You & IBM', 'Collaboration', 'About IBM', and 'Support'. A search bar on the right allows searching 'w3' pages. The user's name 'Pag' is visible in the top right, along with 'Welcome back Pag' and links for 'Sign out' and 'Edit Profile'.

The main content area is divided into several sections:

- Home navigation:** Home, My w3, Work, Career and life, Legal, Mobile.
- Connections quick start:** A sidebar section with a 'Get Social!' header. It encourages users to 'Communicate, collaborate, and build strong relationships with others.' It includes three main options: 'Connect with other IBMers', 'Share your knowledge and ideas', and 'Engage with IBMers on shared goals'.
- News:** A central section titled '#IBMJam Phase Two Jam. Now.' It features 'Top stories' from the past 7 days, including:
 - 'Front Office comes to CEO': New Lab helps C-Suite master Big Data, prototype ideas in Customer Experience. [Profiled for all IBM]
 - 'Making a difference': Amit Sharma, GM, operations, IBM India, shares a story of IBMers helping clean up Bangalore. [Profiled for all IBM]
 - 'How can Research help with our clients?': Jump into Bob Sutor's Client Experience Jam discussion and share your thoughts. [Profiled for Research and S&D]
- Search:** A sidebar section with 'People search' (Profiles by name), 'w3 search', and 'w3 Connections search' (Communities). It also shows 'Top searches' and 'Top pages'.
- What's new:** A sidebar section with a 'What's new' header. It features an 'ODW update' about the Expertise Location and Answer Network (ELAN), encouraging users to find experts and answers to support productivity, collaboration, and innovation.
- Market Report:** A sidebar section showing a stock report for IBM. It is quoted at 11:55 AM EDT on 15 Mar. The report includes a table with columns for Symbol, Current, and +/-.

Symbol	Current	+/-
IBM	214.57	-1.23


Additional news items include 'The software edge' (New study shows how effective software development & delivery drives competitive advantage), 'Generating Higher Value at IBM' (A two minute scroll through IBM's strategy and financial results), and 'THINKtogether: Why this Jam? Why now?' (Ginni and senior leaders share thoughts about the Client Experience Jam).

At the bottom, there is a 'News room on ibm.com' section with the text: 'Access the latest news releases, press kits, image galleries, biographies and more. [ibm.com]'

Single Point of Entry yet personalised for Employees

SHOP . TRAVEL . LEARN . ABOUT US . CAREERS . **MY GREENWELL** . SHARE
Samantha Daryn . Help . FAQ

home my tasks ¹³ communities profiles learning center performance recognition
search



Welcome back
Samantha, you have 5 tasks in your queue

My Tasks

[view all](#)

- Learning (3) Due
- Merchandising Basics Jan 15, 2013
- Become a Mentor Jan 18, 2013
- Time Management Jan 28, 2013
- Onboarding (1)
- Meet Josh, new hire Jan 16, 2013

Calendar


[view all](#)

January 2013						
SUN	MON	TUE	WED	THU	FRI	SAT
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

Learning Center

[view all](#)

Time Management



Performance

[view all](#)

Job Duties: Get 100 new sales leads

Completed


Teamwork: Increase collaboration within sales team

Started

Recognition

[view all](#)

Lastest Recognition




Louise Fitzgerald

Samantha shows great initiative in all projects...

[Read More](#)


Awards



1 Superior Sales

News Feed

[My Team](#) [view all](#)




Rita Ferrar

Saginaw sales on record for a store opening - great work team!

[Appreciate](#) · [Comment](#) · [Share](#) · 2 minutes ago

Write a comment...




Matthew Pierpoint

Congrats all: "@HookHunt Greenwell is awesome thank you so much to the customer service lady who helped me out today!"

[Appreciate](#) · [Comment](#) · [Share](#) · 8 minutes ago

Write a comment...




Dina Maroni

Collaborating with **Maureen Leclair** and **Paul Singh** on a new display setup. Great experience!

[Appreciate](#) · [Comment](#) · [Share](#) · 8 minutes ago


Write a comment...



Boyd Gossens The display is looking good!

about an hour ago

Write a comment...




Greenwell

Sunday Funday! Please join us at the GreenWell Annual Picnic October 28th in Fairmount Park. Prizes awarded for best team costumes.

[Comment](#) · October 1

[View all 5 comments](#)


Write a comment...




Maureen Leclair That's Awesome

about an hour ago

Write a comment...





GREENWELL SPORTS

17

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Single Point of Entry yet personalised for Employees

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News Feed

Write a comment...

Rita Ferrar
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[Appreciate](#) · [Comment](#) · [Share](#) · 2 minutes ago

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Congrats all: "@HookHunt Cabelas is great. Thanks to the customer service lady who helped me out today!"
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Join us at the GreenWell Annual Picnic October 28th in Fairmount Park. Prizes awarded for best costumes.
[Comment](#) · October 1
[View all 5 comments](#)

Maureen Leclair That's Awesome
about an hour ago

Write a comment...

Forums

[Start a Topic](#)

- Help Desk**
Updated by [Maureen Leclair](#)
Thursday, 12:00 PM
- Fitness Tips**
Updated by [Jasmine Haj](#)
January 10
- Merchandising Techniques**
Updated by [Frank Adams](#)
January 5

Communities

[view all](#)

- So you want to be a runner**
Updated by [Al Moreno](#)
January 5
- After work pick up games**
Updated by [Matthew Pierpoint](#)
January 15
- Human Resources**
Updated by [Betty Heinz](#)
December 21

Tags

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[Find a Tag](#)

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[Basketball](#)
[Cardio](#)
[Climbing](#)
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[Goals](#)
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[Healthy](#)
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[Run](#)
[Running](#)
[Sports](#)
[Team](#)
[Tired](#)
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[Volleyball](#)

Your Connections

Top Contributors

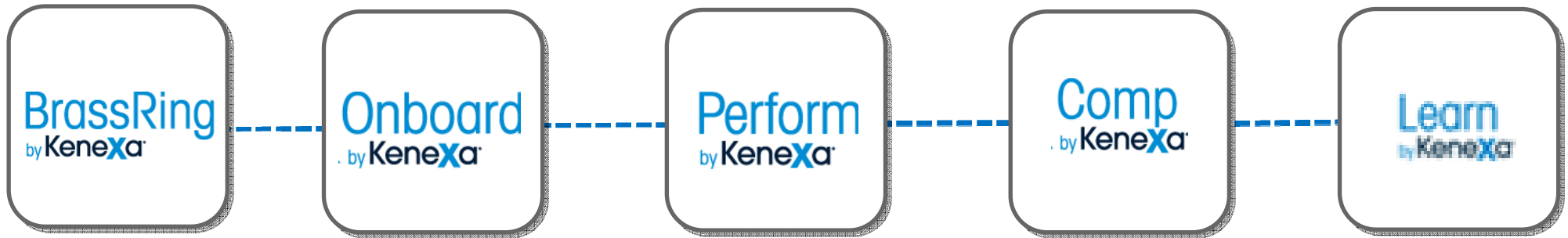
- [Clare Boothe](#)
- [Ed ElAmon](#)
- [Minh Li](#)
- [Stanley Carlow](#)
- [Dmitri Yannats](#)

GREENWELL SPORTS

Workforce Analytics across the software & sciences

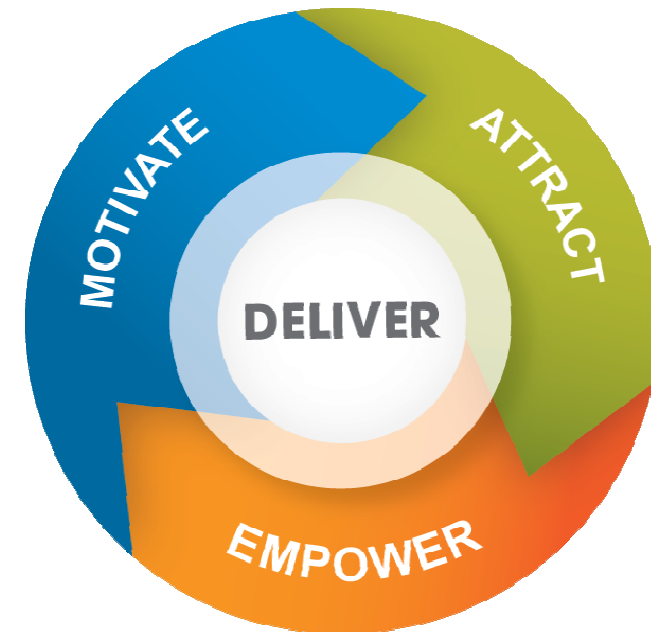


Supporting the Employee Lifecycle



Examples

Recruitment
Candidate Experience
Simulations
Onboarding
Performance Management
Succession Planning
Learning Management





Recruitment Candidate Experience Simulations





Onboarding Learning



Sign in to the Kenexa Onboarding Experience

Username

Password

Language

English



Sign In

[Forgot Password?](#)



Welcome, Christopher!

We are so happy you're here and have lined up everything you need. Are you ready to start your journey?

My Tasks



13
tasks to complete



Secure
your info
is safe

Complete New Hire Information

Complete and Sign Forms

Sign Agreements & Policies

Start My Tasks

chat.greenwell.com/hiringmanager

Participants (2)

- Samantha Daryn
- Ted Amado

My Resources



Life at Kenexa | Rudy Karsan, CEO

Mentor's Message



Hello, Christopher!
I'm Sally Jones and I'll be showing you around your first week in the office. I look forward to meeting you on Monday. If you need anything in the meantime, please contact me at sjones@email.com. See you soon, Sally

Top FAQ

Directions

Dress Code

First Day of Work

Benefits

First Paycheck

Office Schedule

Training

Paid Time Off

Places to Eat

What's Nearby

Meet your Team








Home / My Tasks

My Tasks

You have 13 tasks to complete. They are grouped into sections.



Complete New Hire Information

10% Complete

Personal Information	 in progress	complete
Employment Eligibility	 not started	start
Veteran Status	 not started	start
Emergency Contact	 not started	start
Direct Deposit	 not started	start


Complete and Sign Forms

0% Complete

I-9	 not started	start
W-4	 not started	start

Read and Sign Agreement & Policies

0% Complete

New Hire Survey	 not started	start
Introduction to 2x	 not started	start



Need Help? ×

Call us at
(610) 971-6525

Common Questions

- How long do I have to complete all of my tasks?
- What if I don't have the information I need while in the middle of a task?
- Can I change information entered on a completed task?
- What is an eSignature?

Give Feedback ×

Your feedback is important to us. Let us know what you think about your onboarding experience.

Comments:

Submit Feedback

Home / I-9



Secure

your information is secure



5 min

estimated completion time for this section

86% Complete

Employment Eligibility Verification



[?]
Help

[+]
Feedback

Electronic Signature

Draw or upload your e-Signature here. Your e-Signature is used to sign various documents such as the I-9 and W-4 form.

- Draw e-Signature
- Upload e-Signature

Next Step: **[New Hire Survey]**

[< Back](#)

Save & Continue

[Save & Finish](#)

Home / My Resources

My Resources

We've designed programs and initiatives that make sense for who we are as a company. Take time to browse each resource and learn how initiatives connect to our culture. We promise you'll like what you see.

What it's Like to Work Here



The Kenexan Experience is about creating three vitally important conversations — a conversation between leadership and employees, a conversation between managers and employees, and a conversation between employees.

[View the Kenexan Experience Library >](#)

My Career



The opportunity to grow your talents and experience new things here is endless. Whether it's travel, personal development or professional development — opportunity is everywhere.

[Learn More >](#)

Kenexans Around the World



We have operations around the world. Kenexa currently serves more than 9,100 customers from 46 locations in 22 countries.

[Learn More>](#)

Maps of the Area



[View Larger Map](#)

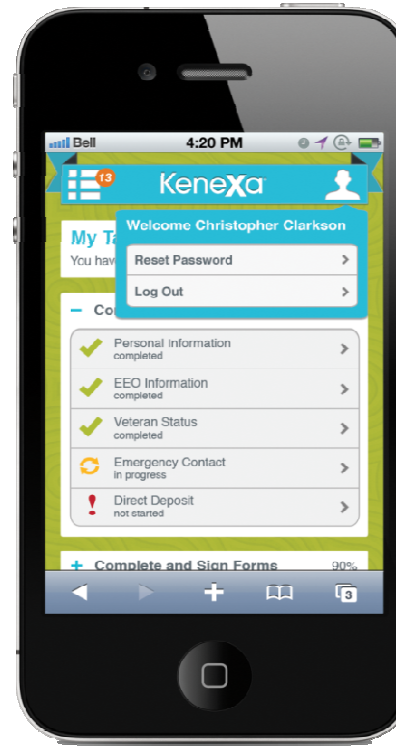
Downloads

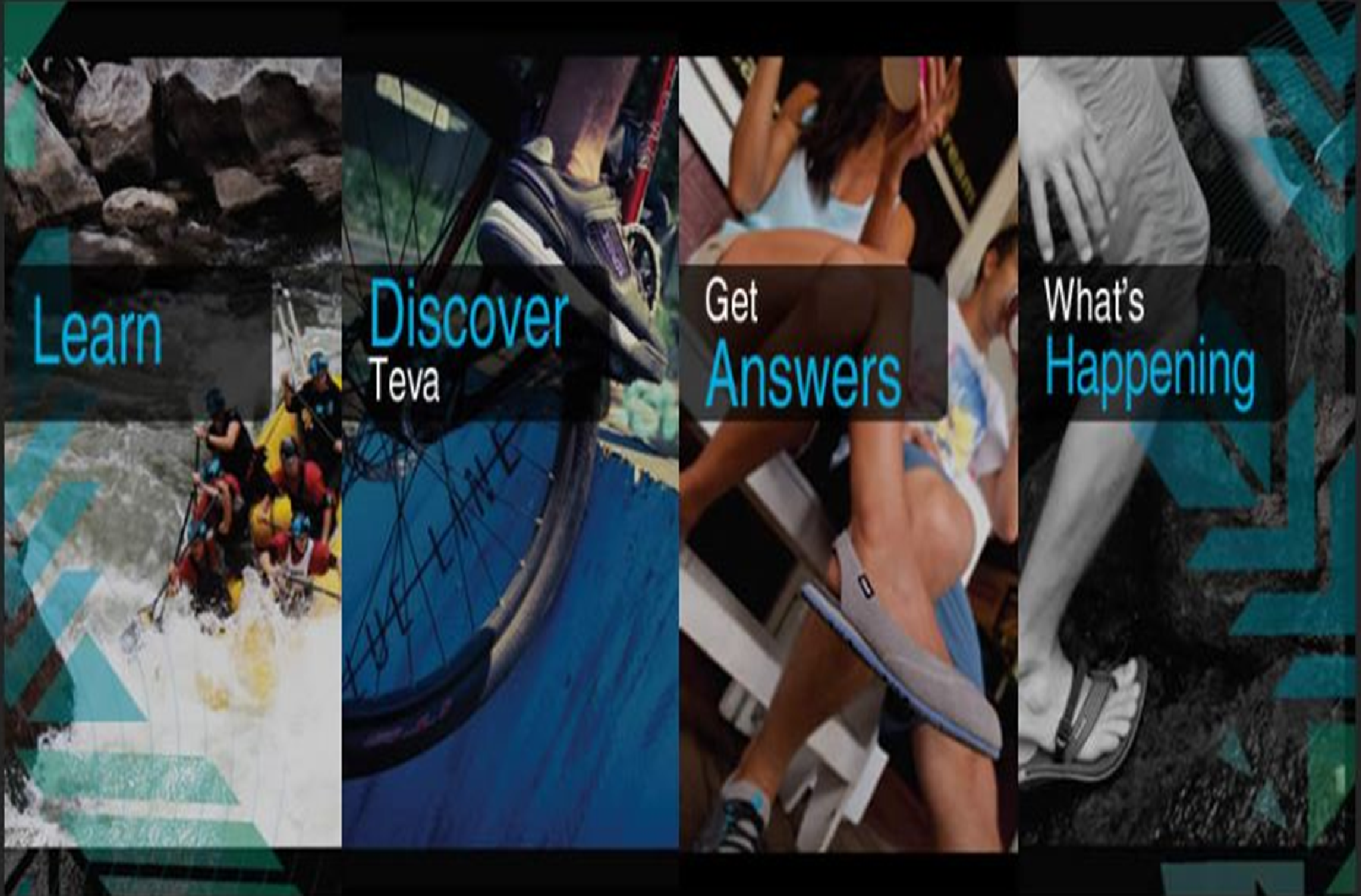


Helpful Links

[Kenexa Learning](#)
[Kenexanet](#)
[Kenexa Achievers](#)

Smart Phone Support...





Learn

Discover
Teva

Get
Answers

What's
Happening

HOME

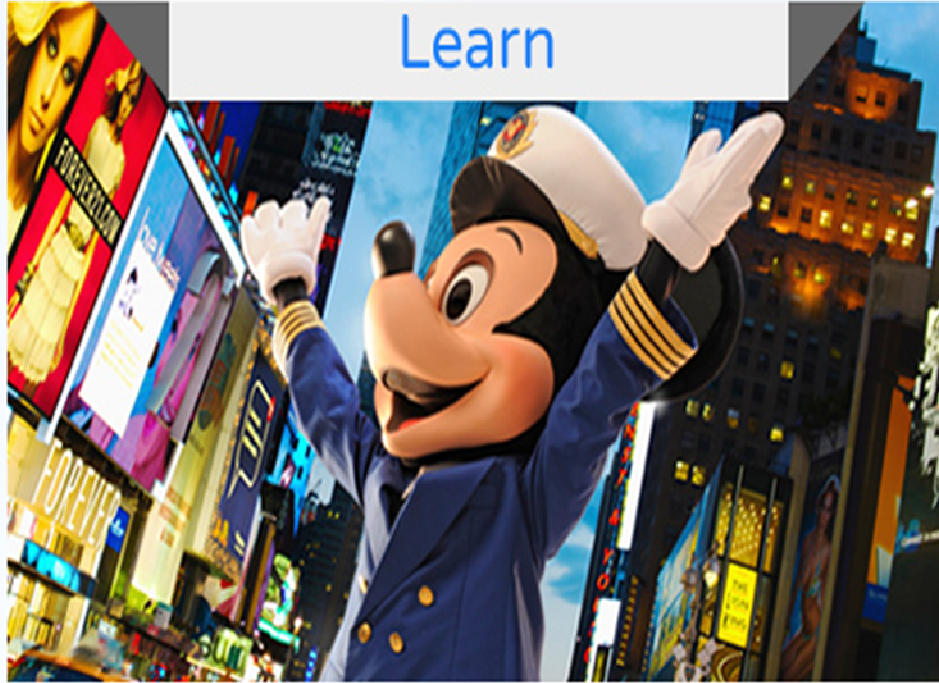
LEARN

GET ANSWERS

STAY INFORMED

TEAMWORK

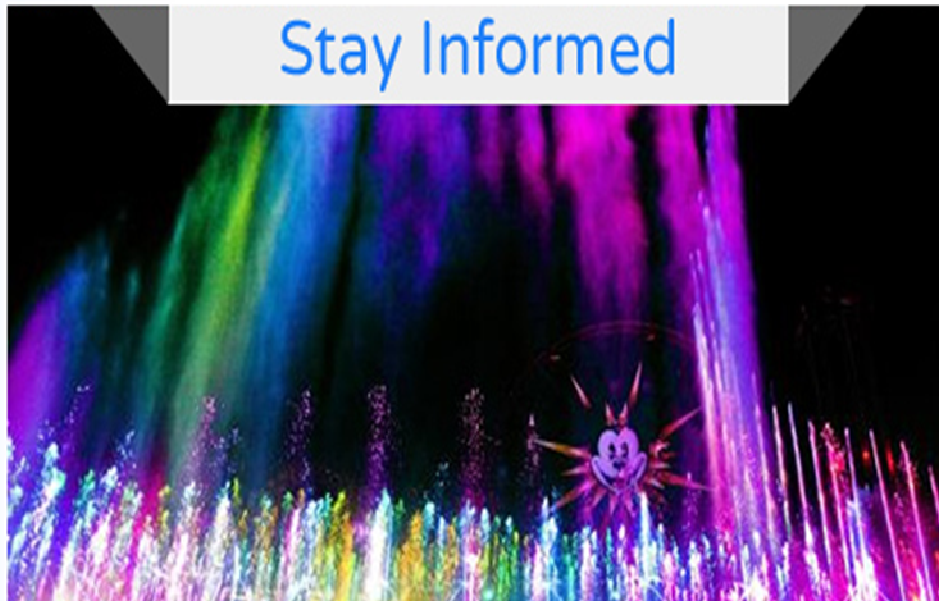
Learn



Get Answers



Stay Informed



Teamwork



Learning Suite by Kenexa

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- Ask
- Explore
- Managers Only
- My Profile

My Recent Assignments

eLearning

Schedule

Pending

Ed. Plan

Customer Service 101

Greeting the Customer

Ed. Plan

Finance

OPEN

Ed. Plan

Curriculum

Financial Accounting

OPEN

1

[See All Courses](#)

News Feed

Share

[More Options]

Welcome back!



SysAdmin SysAdmin

[Edit your personal status](#)

- [Start Micro-Blogging](#)
- [My Transcript](#)
- [Workspaces](#)
- [My Drafts](#)
- [My Subscriptions](#)
- [Private Messages \(0\)](#)

My Calendar

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LMS Toolbar

My Transcript

My Requests

Catalogs

Search & Enroll

My Assignments

- Curricula
- eLearning**
- Schedule
- Show All
- Pending

Showing 1 to 2 of 2

- Course: Customer Service 101** **OPEN**
Sales and managed services course around the basic tenets of providing customer service such as listening skills, problem solving, ...
Not started **Education Plan**
- Course: Greeting the Customer** **OPEN**
Sales and managed services course on how to greet customers on a phone call to maximize first impressions and customer satisfa...
In progress

Show content ...

... with title containing:

... currently:

in any state

... in Curriculum:

None

... between:

and:

Sort by ...

Date





Performance Succession Compensation



TalentManager™

logged in as: Mary Trosdal

Home | Myself | My Team | Programs | Reports | Setup

Manager's Dashboard View of Goals

Welcome Mary Trosdal

Tasks

Dashboard Reports

Organizational Goals Progress - Direct Reports

Readiness Distribution

Percent of Goals

30%

On Target Behind Target At Risk

Average Increase by Performance Rating

Pay Increase Actual Vs. Budget

Knowledge Center

Useful Links

Messages and Alerts

Performance Reviews

Performance Plans

Compensation Plans

Succession Plans

Monitor Goal Progress & Alignment

Plan Year: 2009 Goal List: Organizational % Aligned: Aligned Level: 2

Aligned Goal Type: All

Medical Devices

Name	Status	Alignment	Progress	Start Date	Due Date	% Achieved	Target	Actual
Increase Customer Retention	●	11%	View	01/01/2009	12/31/2009	120%	5 %	6 %
Increase Sales	●	17%	View	01/01/2009	12/31/2009	49%	\$ 1500000	\$ 730000

Simple drill-down to right level of detail

Increase Sales - Aligned organizational goals, 2 levels down

Close Window

Organizational Goals

Org Head	Organization	Goal	Status	Start	Due	% Achieved
Deborah Raymond	Marketing	Increase Sales	●	01/01/2009	12/31/2009	26%
Zachary Corning	Sales - Domestic (West)	Increase Sales	●	01/01/2009	12/31/2009	0%
Lauren Barnes	Sales - Domestic (East)	Increase Sales	●	01/01/2009	12/31/2009	88%
Patrick Adams	Finance	Increase Sales	●	01/01/2009	12/31/2009	60%
John Carnegie	Sales - International	Increase Sales	●	01/01/2009	12/31/2009	0%

Individual Goals

Employee	Organization	Goal	Status	Start	Due	% Achieved
Julie Alberts	Medical Devices	Upsell campaigns	●	01/01/2009	06/30/2009	70%
Julie Alberts	Medical Devices	Strategy Presentations	●	01/01/2009	03/31/2009	133%
John Miller	Marketing	Upsell campaigns	●	01/01/2009	12/31/2009	40%
John Miller	Marketing	Marketing Campaigns	●	01/01/2009	12/31/2009	80%
James Anderson	Upper Management	Assess Emerging Trends	●	01/01/2009	12/31/2009	
Dennis Smith	Finance	Strategy Presentations	●	01/01/2009	12/31/2009	25%
Dennis Smith	Finance	Channel Sales	●	01/01/2009	12/31/2009	0%
Dennis Smith	Finance	Increase Web Traffic	●	01/01/2009	12/31/2009	
Lauren Barnes	Sales - Domestic (East)	Upsell campaigns	●	01/01/2009	12/31/2009	60%
Lauren Barnes	Sales - Domestic (East)	Marketing Campaigns	●	01/01/2009	12/31/2009	0%

general company TalentManager™

logged in as: Nonko Kimura

Home Myself My Team Programs Reports

Performance Development Compensation Succession Planning

My Team's Goal Management

Goal Management Plan Year: 2009 Type: Individual Goals View: Org Chart Levels: 1

Performance Plan: 2009 Plan

Reset | Flip All

Org chart view of team goals

Nonko Kimura (S60) Comptroller

Bill Lupfer (S30) Credit Manager 0.00% Aligned

Don Newman (S35) Audit Coordinator 0.00% Aligned

Jim Stark (S43) Audit Coordinator Deliver projects on time and on budget

Rama Gosine (S40) Audit Coordinator Meet reliability standards Prepare monthly closings Reduce annual defaults 42.86% Aligned

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general company TalentManager™

Home Myself My Team Programs Reports

Performance Development Compensation Succession Planning

My Team's Goal Management

Goal Management Plan Year: 2009 Type: Individual Goals View: Table Levels: 1

Performance Plan: 2009 Plan

Submit All

Owner	Goal Name	Workflow Status	Due Date	Next Step	% Achieved	Delete	Actions
Gosine, Rama	Meet reliability standards	●	10/30/2009		100.00%		⌵
Gosine, Rama	Prepare monthly closings	●	10/30/2009		100.00%		⌵
Gosine, Rama	Reduce annual defaults	●	10/03/2009		125.00%		⌵
Stark, Jim	Deliver projects on time and on budget	●	03/15/2009		50.00%		⌵
Stark, Jim	Improve report accuracy to 99%	●	04/01/2009		60.00%		⌵
Stark, Jim	Mentor new employees	●	05/01/2009		80.00%		⌵
Stark, Jim	Suggest new revenue opportunities	●	03/15/2009	Align			⌵

Table view of team goals

general company TalentManager™

Home Myself

MyProfile Performance Development

Goals

Type: Individual Goals

Goals Plan Year: 2009 Plan: 2009 Plan Program: 2009 Individual Goals View: Timeline

Scale: Monthly

Add | Submit All

January 2009	February 2009	March 2009	April 2009	May 2009	June 2009
● Deliver projects on time and on budget					
● Improve report accuracy to 99%					
● Mentor new employees					
● Suggest new revenue opportunities					

Mentor new employees - 80.00% complete

Goal weight: 0.00%

Aligned to: Manage new risk

Target: 5.00 Unit: #

Goal due date: 05/01/2009

View | Align | Update Progress | Amend | Terminate | Journal

Timeline view of team goals

Search and compare Candidates

TalentManager™ logged in as: Mary Trosdal
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Home Myself My Team Programs Reports Setup

Welcome Mary Trosdal [Reset](#)

Tasks

Dashboard Reports Last updated: 09/17/2009 13:24:16 EST [Update reports](#) | [Edit](#)

Organizational Goals Progress - Direct Reports Readiness Distribution

Manager's dashboard, view readiness assessment of their team

Average Increase by Performance Rating Pay Increase Actual Vs. Budget

Annual 2009 Compensation Review
 Current Year Focal Plan
 Off-Cycle Transactions

Medical Devices Succession Plan
 Finance Talent Pool
 Finance Talent Plan

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Home Myself My Team Programs Reports Setup

Compare Candidates - Director of Risk Management

Candidate competencies are compared to the job/position requirements for the position you selected. It is possible that a candidate has not been rated on a particular competency required for the position. In this case the candidate rating will appear under NR for "no rating". All scores and ratings have been standardized on the company's standard competency rating scale.

Options: Show All Required Competencies Show Only Critical Competencies Highlight Best Fit Show Desired Rating Show Responsibilities

Legend: Candidate's Rating (meets or exceeds requirement) Candidate's Rating (gap) Required Rating Desired Rating

Competencies	Rama Gosine	Dori Newman	Joe Fineman	Abigail Clair
Accuracy/Attention to Detail	125%	75%	100%	100%
Auditing	50%	100%	100%	100%
Budget Management	100%	80%	60%	100%
Financial Risk Management	100%	100%	100%	100%
Forecasting and Modeling	75%	75%	75%	75%
Market Risk Analysis	100%	100%	60%	40%
Organizational Governance	100%	100%	100%	125%
Honesty and Integrity	100%	100%	100%	Not rated
Resource Management	33%	66%	66%	Not rated

Competency Fit: 87% Total Competency Fit: 84% Total Competency Fit: 74%

[Add to Slate](#) [Add to Slate](#) [Add to Slate](#)

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Home Myself My Team Programs Reports Setup

Create Development Plans - Finance

In this phase you can

1. Manage position slates
2. Rank candidates
3. Consolidate slates
4. Discuss nominations
5. Submit
6. Create development plans

Development Plan Policy

Click Create Development Plan to create a development plan for the employee. If View Development Plan is displayed the employee already has a development plan.

To create development plans for every candidate on a slate click the arrow icon on the slate.

[Create Development Plans for All Slates](#)

Slates

CFO	Director of Risk Management	Comptroller	Accounting Manager	Director of Finance
Christina Calley Working slate Noriko Kimura, Comptroller, Rank:1 View Development Plan Dawn Sigel, External Candidate, Rank:2 View Development Plan George Hallman, Director of Finance, Rank:3	Vacant Working slate Rama Gosine, Accountant, Rank:N/A View Development Plan Joe Fineman, Assistant Finance Manager, Rank:N/A View Development Plan	Noriko Kimura Working slate Samuel Douglas, Finance Manager, Rank:1 View Development Plan Joe Fineman, Assistant Finance Manager, Rank:2 View Development Plan	Javier Bufkin Working slate Rajesh Singh, Accountant, Rank:1 View Development Plan Rita King, Accountant, Rank:2 View Development Plan	George Hallman Working slate Javier Bufkin, Accounting Manager, Rank:1 View Development Plan Dori Newman, Audit Coordinator, Rank:2 View Development Plan Panhai Tang, Credit Manager, Rank:3

Why?



The pressures on business today:

- **Global talent pools and shortage of skills**
- **New generation entering the workforce**
- **Merging of science and technology**
- **Move from system of record to record of talent**
- **Big Data insights to drive business outcomes**



Thank you

