

A Bird in the Hand...

USING HR TECHNOLOGY TO FIND HIDDEN TALENT



vibe
HCM

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“A Bird in the Hand is Worth Two in the Bush...” “Can’t see the Forest for the Trees...” “Grass is Always Greener on the Other Side...”. These are all some of the most well-known expressions / proverbs that we have all heard time and time again. They all ring true with respect to talent and recruiting. Specifically, while organizations are engaging more readily in finding and onboarding new candidates, there is often a missed opportunity to identify and develop hidden talent within their current workforce for new challenges and roles – often called “cross-boarding”.

Despite widespread consensus that people are a company’s most important asset, HR and senior leadership often do not have ready access to the tools and analytics they need to easily find and promote the best internal talent.

Traditional talent management practices relied heavily on formal hierarchical structures and job posting procedures to hopefully identify and promote the best and brightest candidates. However, this was often a hit-and-miss premise – typically only as good as the employee’s manager was at identifying and developing talent or relying heavily on chance for the best candidates to see the posting. How many times are external candidates brought in because we didn’t know about a high potential internal candidate?

WHAT DO YOU *REALLY KNOW* ABOUT THE PEOPLE WHO WORK FOR YOU?

We have all been in those meetings or on those conference calls, operating on the assumption that everyone across the table (or on the line) knows each other, only to find out that despite working for the same company, they have never met and really know nothing about one another. This situation is typically a microcosm for the overall organization. People are acquainted with employees within their immediate work location or department; but rarely have visibility to colleagues across the broader organization.

Historically, HR systems have done little to remedy this situation, providing only very basic information about the workforce. For the typical employee, the depth of visibility they get to colleagues across the organization might be an online phone directory. If they are lucky, there might be an org chart (likely out-of-date) that shows basic reporting relationships. For employees in managerial, HR or executive roles, they might get access to additional employment data; but it is often limited in scope and likely resides in a wide range of systems making access and usability difficult.

Information about an employee is typically limited to basic employment data such as:

- **Name:** Dave Jones
- **Current Role:** Senior Product Manager
- **Previous Role:** Business Development Associate
- **Hire Date:** 2012
- **Salary/Grade/Position In Range:** \$65,000, Grade 12, Max
- **Previous Performance Rating:** Exceeds
- **Age:** 27
- **ID #:** 78542

This type of information really doesn't tell you much about the people that work at your organization. How useful is it? To truly get to know the people behind the data, talent information needs to be much more robust. Your workforce is made up of very diverse people with a wide range of skills, background experiences, career aspirations, etc. Are you effectively engaging them in internal opportunities?

From a strategic talent management perspective, lack of access to robust talent information has bottom line impact. As HR and leadership are making strategic workforce decisions, what talent information is available? What if your organization is:

- **Considering expanding geographically;**
- **Planning a new product innovation initiative;**
- **Launching a new customer services project; or**
- **Assessing talent for 9-Box placement to support succession planning?**

Do you know whether you have the internal talent available to execute against these plans? Do you have access to comprehensive talent data at the point-in-time you are making these pivotal decisions?

A NEW MODEL FOR TALENT MANAGEMENT & WORKFORCE ANALYTICS

New HR technologies and talent management approaches are making it possible to better understand the unique characteristics of your workforce. Prolific advances in Internet technologies, mobile devices and social applications are changing the way enterprises engage with and manage their workforce.

We all know the importance of “real-life” experiences. Technology will never replace those. However, the latest social technologies are connecting people in ways never before possible. Leveraging integrated social technologies (i.e. talent profiles, online work groups, social networks, user generated content) within a broader HR technology environment sets the stage for organizations to develop a much deeper understanding of the people behind the names on their org chart, while at the same time fostering deeper connections between employees across the workforce.

How much more impactful / useful would it be if the basic employment information available was augmented with the following kinds of talent information?

- **Career Aspirations**
- **Subject Matter Expertise**
- **Online Work Community Contributions**
- **User Contribution Ratings / Comments / Views**
- **Endorsements from Peers**
- **Mentorship Expertise**
- **Unique Skills, Memberships, Courses, Certifications, Languages Spoken**
- **Prior Experience, Projects**
- **Willingness to Relocate**

With these kinds of metrics, you gain perspective on the unique talents of your workforce. Would it surprise you to know that there is much more to Dave Jones than his basic profile?

- **Name:** Dave Jones (also known as Davey J)
- **Tagline:** You Miss 100% of the Shots You Don't Take
- **Career Aspirations:** Product Director
- **Current Role:** Senior Product Manager
- **Previous Role:** Business Development Associate
- **Languages:** 4 (English, Spanish, French, Cantonese)
- **Subject Matter Expertise:** Product Roadmaps, R&D, Languages, World Travel, Digital Media
- **Endorsements:** 24
- **Previous Work Locations:** Denver, CO, Little Rock, AR
- **Hire Date:** 2012

- **Salary/Grade/Position In Range:** \$65,000, Grade 12, Max
- **Previous Performance Rating:** Exceeds
- **Age:** 27
- **ID #:** 78542
- **Willingness to Travel:** Yes
- **Hobbies:** Sports, Video Games, Cooking
- **Personal Network:** Wyona Smith, Jacob DeBringo, Sean McWilliams, Alysa Green, Thomas Briggs, Sloane Rathman, Mike Matinka
- **Special Skills:** Product Analysis, Project Mapping

The above example illustrates how combining traditional HR data with profile and social contribution data delivers much deeper insight into the uniqueness and diversity of your talent.

KEY CONSIDERATIONS UNDERPINNING THIS NEW MODEL

1 Strategy

A technology partner that enables you to execute and expand your workforce engagement strategies while taking care of the day-to-day demands of HR transactions and compliance is critical.

Deliver a shared sense of vision, culture and corporate citizenship through the platform's communication, social and collaboration tools. Technology should help organizations connect, manage, engage and inspire their employees.

Deploy a unified employee gateway that delivers the right information, analytics, metrics, processes, consultation from within one consolidated web-based environment – 1 URL, 1 set of login credentials, regardless of what role, location or type of employee (i.e. permanent or contingent). When you leverage this unified environment, you can deliver the essentials an employee needs, such as access to self-service tools (i.e. pay statements, income verification letters, schedules etc.), company communications, key performance metrics, employee social networks and real-time collaboration.

2 Accessibility

Your HCM gateway should be accessible to all employees in the organization through a highly branded and personalized experience. Adoption is a precursor to impacting engagement. Truth is, if the system isn't used, ROI suffers. Data is inconsistent, processes are inconsistent, and knowledge is lost as it is tracked outside the system. Inefficiencies arise and the whole promise of an integrated solution isn't fulfilled.

Mobile capabilities have quickly become paramount to driving accessibility and adoption. The conversation has rapidly moved from discussion of needing to consider mobile to "Mobile-First" design to a "Mobile Only" user requirement. Mobile devices might be the only way people are accessing different applications, information and content. We need to be thinking about the fact our talent may only ever connect to our systems using a mobile device. What does that experience

look like? Organizations have tried to address the mobile phenomenon with things like responsive web design and native mobile apps, however, both present significant challenges.

A progressive web app (PWA) is a website that looks and behaves as if it is a mobile app, but without limits to functionality or high drop-off rates. PWA are an enhancement of existing web technology and are typically a shortcut that lives on the home screen (no requirement to download or visit an app store). 5 key benefits of PWA include: 1) Immediate use – no install; 2) They work on any (current) device; 3) Functions like a native app – no refreshes, supports push notifications and offline work; 4) Fast & responsive; 5) Always fresh and up-to-date. [Read more detail about PWA here.](#)

3 Proven

Leverage proven technology to provide employees an easy-to-use tool for populating information about themselves. Make it easy for them by deploying advanced features like automated synchronization with LinkedIn and applicant tracking systems. Provide rich personalization features – after all, isn't this about helping employees showcase their uniqueness? Introduce profiles early on during preboarding and onboarding as a means to support employees getting socialized into your organization. Combine user generated profile information (i.e. personal information, skills, education, languages, prior roles) with contribution, activities, and traditional HR data to deliver deep talent profiles.



Madeline Benitez

CEO

welcome



Jared Hallinan

VP Restaurant Ops

welcome



Josh Stonebraker

Area Leader

“ Great to have you on the team! ”

WHAT TO EXPECT

Preparing for your first day

We've all been in your shoes before!

We are here to help make your transition as easy and productive as possible!

Beginning on your first day you will be provided with a virtual day 1 orientation experience that will guide you through all things **Indulge Tap & Grill**! From there you will get access to a personalized new hire experience guiding you through the first 90 days on the job!

In addition, your manager and colleagues are here to help!

[learn more](#)

PREBOARD ACTIVITIES

What should I do before my first day?

Introduce Yourself

[Complete Your Profile](#)

What Do Those Acronyms Mean?

[Browse Indulge Wiki](#)

[Explore Knowledge-Base](#)

Review Your Benefits

[Browse Our Benefit Pages](#)

Get A Head Start On Your Paperwork

[Update Your Personal Info](#)

GET CONNECTED

Meet Your Colleagues

Your Mentor

Your Mentor is here to ease your immersion into your new work unit.

Feel free to contact them today to chat about your upcoming first day!



Ysobella Garcia

Supervisor

[\[view profile\]](#)



**BROWSE OUR
ORG CHART** ▶

Deliver multiple ways for employees to connect with their peers. For example:

- **Find colleagues with expertise/interests aligned with a project they are working on.**
- **Learn about the person behind the name by viewing profiles.**
- **Start a conversation with someone they haven't met before.**
- **Build a personal network.**
- **Recognize a peer for a job well done.**
- **Find previously unknown experts that are currently available, on-shift and consult with them in real-time.**

4 Insightful

Smart technology provides role-based access to rich insights designed to help find, retain and fully engage your talent. Readily analyze data from across the platform (i.e. skills, sentiment, social, peer recognition, agile performance, rewards, tenure, role) to uncover unique perspectives into your culture and workforce. Drive action plans based on real-time engagement pulse surveys and feedback.

Give all employees a voice. By deploying sophisticated online work communities / groups, social networks and employee endorsement types of functionality in an integrated manner within the overall HR technology environment, employees are provided with a means to contribute expertise on an ongoing basis. These activity streams / contribution metrics are available for other employees to leverage when they are looking for peers that share similar interests, or for finding experts on certain topics and initiatives. With the right system, all of these contributions are also accessible by managers and HR to leverage within the broader talent management perspective. For example, HR leaders can use these analytics to ensure that social contributions and peer endorsements are considered during more formal performance review, compensation management and talent assessment periods.

recent activities

Blogs



Sarah J Maynard Created a blog in **Indulge Rookies**



Sarah J Maynard Created Post **Our Employees** a blog in **Culture**

Discussion Forums



Robert Guzman replied to **Being Kind** a forum topic in **Indulge in Kindness!**

Wikis



Sam Brunetti contributed to a wiki in **Indulge Ops**



Angelo Phillips contributed to a wiki in **Indulge Ops**

Ideas



Steven Hansing Created Post **Congratulations!** an idea in **Front of House Team**



Enrique Page Commented on **Top Chef Winner** an idea in **Back of House Team**

Resource Documents



Angelo Phillips created **Pulse** a resource document in **Indulge Ops**

Photos



Sarah J Maynard created **Specials** a photo in **Culture**

Upon successfully creating this unified, employee-friendly technology environment, you have the basis for significantly enhancing your talent management activities by leveraging innovative talent mining and visualization technologies – especially since it is widely used across your organization.

MINE YOUR TALENT

Today's powerful talent mining tools are making it so that you can instantly analyze a wide variety of information to create comprehensive views of your workforce. This includes marrying traditional HR data with unstructured, contribution-based social data. Based on your specific talent needs, find matches from within your existing talent pool by automatically searching across all types of data (i.e. personal profiles, online work communities, social networks and peer endorsements). Combine this information with traditional data from skills inventories, certifications, performance ratings, merit increases, 9-Box assessments and LMS courses. Using this targeted approach, you now have a much better chance of finding those hidden gems that are uniquely qualified for a project team, geographic expansion or new product launch.

VISUALIZATION TOOLS

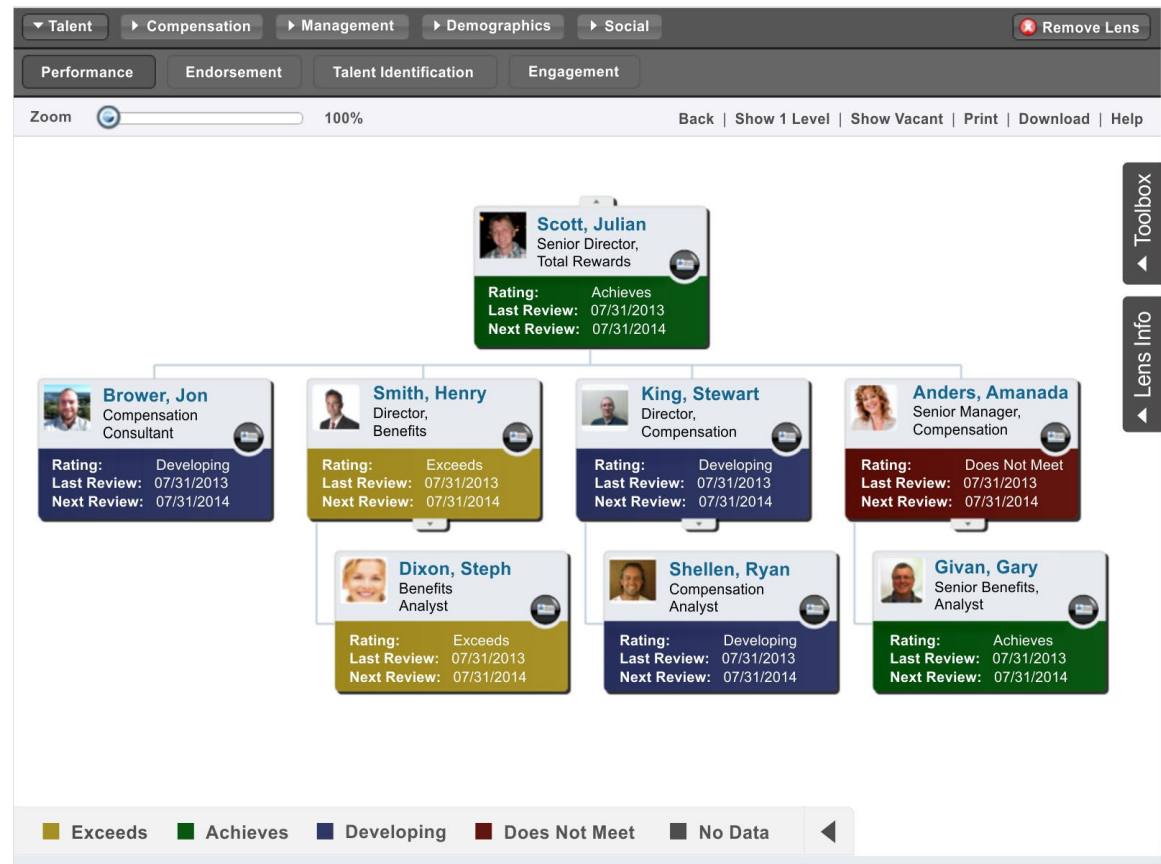
In addition to powerful talent mining tools, visualization solutions are also changing the game. Advancements in user design now make it much easier to explore and manage your workforce using impactful visualization tools. Talent Charts and Talent Cards are examples that illustrate this point.

TALENT CHARTS

Traditional static organizational charts are giving way to dynamic Talent Charts, an intuitive way for HR and managers to visualize their workforce at a glance – from top to bottom. When you apply various “lenses” to your Talent Charts, you can assess your talent in real-time on topics ranging from:

- Performance
- Engagement
- 9-Box & Succession
- Compensation
- Span of Control
- Diversity
- Regrettable Turnover
- Social Contributions

Dynamically identify where there are gaps or obstacles that need to be addressed within the overall corporate hierarchy.



TALENT CARDS

Generate employee Talent Cards to get a snapshot view of key talent metrics at a specific employee level. Talent Cards can span indicators such as: performance, succession, 9-box, compensation and social contributions.







Sarah Maynard VP of Human Resources

I have a wonderful husband and twin sons Aiden and Joey. We love Southern California and all it has to offer but also enjoy travelling to new places... [\[view profile\]](#)

Talent Snapshot [change display](#)

SOCIAL
Personal Profile: explore
Thanks: Received: 7 Given: 15
Number of Communities: 17 Personal Network Members: 12
Contributor Type: Creator Number of Contributions: 17

TALENT
Talent Profile: explore
Most Recent 9-Box: High Valued Contributor
2 Years Prior 9-Box: High Valued Contributor
3 Years Prior 9-Box: -

ROLE
Date of Hire: November 16, 2012
Title: VP of Human Resources
Time in Role: 5 years, 5 months, 6 days

MANAGEMENT
Total Headcount: 10
Span of Control: 6 Direct Reports
Total Vacancies: 0
My Annualized Turnover: 0.00%
My Regrettable Turnover: 0.00%

Visualization tools like Talent Charts and Talent Cards can play a pivotal role in those boardroom discussions where you and your colleagues are deciding on 9-Box placements, succession plans and resourcing new strategic corporate initiatives.

Given the rich talent information available in these next generation HR systems, you can now have unparalleled visibility into your talent. Using these advanced tools to mine and visualize data about your workforce across a wide variety of criteria, you are able to do three big things:

1. Proactively locate internal talent ideally suited to internal opportunities. Reach out and virtually “tap your employee on the shoulder” for the new opportunity.

What better way to be proactive in finding, engaging and retaining your high potential talent?

2. Find, assemble and reward employee teams based on specialized knowledge, internal social media contributions, self-declared career interests and endorsements from peers.
3. Intervene in cases where your employees are at risk because they have been stuck in a role and haven’t been promoted for a period of three or four years.

Now that you have found your top-fliers and uniquely qualified employees, utilize socially-infused talent management technologies to better support your managers. Leverage technology to create personal networks, mentors, development and succession plans. Augment “in real life” conversations with chat and thank a colleague technology to stay connected with your talent in real-time.

EMPLOYEE ENGAGEMENT

In addition to leveraging workforce data for talent management purposes, HR can analyze overall system contribution data to track social interactions across the organization to spot trends in topics. The data can be analyzed by topic, by type of contribution, by role and by location/department. Determine what topics and issues are of greatest interest to various groups within your organization to deliver personalized employee communications with the system. Correlate system contribution and interactions with employee engagement survey data to create action plans specific to identified areas of concern.

INFORMED DECISION MAKING

Leverage the unique combination of HR management, talent and social contributions data to deliver real-time KPI dashboards out to the field. Pull in data from other line of business applications (i.e. financial, operations, sales & marketing) to provide a unified view of your key business data. By leveraging roles and position security, data (at the right access levels) can be placed directly in the hands of managers and local HR to impact day-to-day decisions. In addition, by providing linkages from metrics dashboards to more detailed drill-down reports, the organization is in a position to conduct real-time assessment, trending and root-cause analysis. Providing direct access with the flexibility to run multiple dynamic views in the system means no more time delays associated with requesting ad-hoc reports from a typical HRIS/IT.

As with other aspects of an organization's enterprise technology environment, adoption of these next generation HR technologies needs to align with your corporate culture and overall business objectives. Notwithstanding, they deliver powerful tools that support your strategic pursuit of finding and retaining the best of your internal talent.

Instead of spending a lot of time and energy scouring your organization to find a suitable candidate for your next big project, or unknowingly passing over internal talent to post the job externally, consider deploying the latest in HR technologies to better find, engage and inspire your internal talent.

We'd Love To Chat

We could write about hidden talent, birds in the hand and cross-boarding all day (we are geeks that way)! However, we like nothing better than grabbing a cup of coffee and launching into a spirited debate about all things technology, engagement and HR. If you would like to have a chat, just drop us a line. We'd love to hear from you.

www.vibehcm.com

ABOUT VIBE HCM

If you are eager to create the best employee experience, we should meet. At Vibe HCM, we build technology for organizations seeking a better way to deliver HR services and engage their people. Our unified platform opens new possibilities for replacing or enhancing existing systems — whether your goal is to strengthen culture, transition to new service models or transform internal communications.

Relied on by over 1 million employees worldwide, the Vibe HCM platform delivers HR, Talent, Recruiting, Onboarding, Engagement, Analytics and Payroll. Go beyond just automating HR. Visit us at www.vibehcm.com.

Your Employees. Your Culture. Your Unique Vibe.

