

AuroVision Consulting Moves Human Resources to the Cloud

AuroVision Consulting Corporation (AVC) is an international management and technology consulting firm headquartered in Dallas, Texas, and a subsidiary of AuroVision Ltd. Based in Tokyo, Japan. AuroVision Consulting employs approximately 12,000 people in 18 countries, including the United States, Japan, Brazil, China, India, Portugal, Singapore, Spain, the UK, Germany, and Vietnam.

Because the company provides consulting services, its employees are its most important resource. To succeed competitively, AuroVision Consulting must ensure that it has the right number of employees with the right skills and expertise wherever and whenever the need for its consulting services arises. The human resources function is vital in a company of this sort.

Four years ago, AuroVision Consulting decided to grow its business model to include turnkey and custom solutions combining business best practices and leading-edge technologies such as the Internet of Things (IoT) and traditional consulting services. AuroVision is doing this across many areas-rail and transportation, energy, water, cities, healthcare, and public safety.

A key success factor is collaborating with partners, clients and other stakeholders across industries. These new offerings require people with appropriate talents and skills to deliver AuroVision Consulting's new solution portfolio. The company had to recast its Human Resources department to operate more strategically to have the right human resources in place to do the work.

AuroVision Consulting was saddled with multiple disparate local human resources systems (and, in some cases, just spreadsheets) that held its valuable employee data. These systems were not integrated with the company's legacy Human Resources system in the United States.

There was no way to quickly obtain an enterprise-wide view of the company's workforce. When a senior executive requested such company-wide data for decision-making, HR staff had to assemble and aggregate the necessary data manually. The process would take days. Dealing with such complex manual processes and siloed data prevented the company from operating under a "single source of truth."

For the company to move forward, its Human Resources function had to be transformed and its legacy HR system needed to be replaced. a- top priority was to improve business processes for talent acquisition and development so that AuroVision Consulting could find the right people better, faster, and cheaper. In the past, AuroVision Consulting waited until a new position opened before actively recruiting new talent.

Its new E- function sought to cultivate relationships with top candidates, fueled by employee referrals and social networks. Through ongoing dialogues, the HR staff could identify star talent and quickly · these people when the time was right. AuroVision hoped the new HR system would reduce recruiting costs, improve candidate experience engagement and retention, and expand recognition of AuroVision as an employer of choice.

Another high priority was having a single system of record as the authoritative source of information for all of AVC's regions with a central repository for HR data. With an enterprise-wide cloud application, HR and IT managers could centrally assign authorizations for data access based on roles and responsibilities while also enforcing global security and regulatory policies AVC's workforce regularly works at client sites and requires access to enterprise data and applications from tablets and smartphones, so the new solution needed to provide mobile access well, which was not possible with AVC's legacy systems. Other goals included expanded analytics and reporting capabilities and a global platform to streamline compensation, benefits, and absence management.

A steering committee composed of HR, business, and IT leadership evaluated various technology options, selecting Oracle HCM Cloud for the solution. Oracle HCM Cloud is a cloud-based system for Human Capital Management (HCM), providing a single global human resources solution to maintain employee records, align common HR processes, attract, develop, and retain top talent, improve employee productivity, control labour costs, and address simple and complex employee compensation needs. There are capabilities for recruiting candidates, managing performance, developing careers, providing learning, performing talent reviews, and planning successions.

AuroVision Consulting was growing quickly, and the flexibility of cloud computing was helpful when it had to absorb large numbers of employees from a new acquisition quickly. At one point, AuroVision Consulting had less than two weeks to bring hundreds of new employees into its legacy HR system.

With the old system, it was a challenge to ensure the company had sufficient hardware and software resources to accommodate the new employees without overspending for additional infrastructure or, just as risky, keeping a lid on infrastructure expenditures so that the system couldn't handle future growth with a cloud platform, AuroVision Consulting could bring the new employees into the HR application and adjust its contract with Oracle to accommodate the additional head count.

Switching computing to a cloud software service provider also would relieve AuroVision Consulting's IT staff from routine data centre maintenance tasks, leaving more time for strategic business initiatives, such as creating reports and analyses for decision-makers.

Oracle HCM Cloud met all these requirements and featured a streamlined modern interface that would make the system easier for employees to use than the antiquated interface of AVC's legacy system. The Oracle cloud platform's flexibility also appealed to the steering committee. With many cloud services, customers must adapt their processes to the services' requirements. Oracle HCM Cloud offers standard processes but lets organizations customize processes when necessary.

The AVC team steering committee also found that Oracle HCM Cloud offered tight security and regulatory controls required to safeguard HR data, some of which are highly sensitive. For years, many companies were reluctant to adopt cloud computing, concerned that outside service providers could not safeguard sensitive data as effectively as systems housed and managed on-site.

Over time, cloud computing's reputation for reliability and security has increased. More firms have decided that cloud security is on par with what they could do on-premise. The AVC steering committee was convinced that Oracle is addressing the latest security threats and is doing everything as well as or better than the company to protect employee data.

Senior management approved the HR modernization plan in early 2019, with the new system projected to go live in August 2020. The project leaders realized they would need to carefully manage the employee experience so staffers would become comfortable with the changes created by the new system.

HR and IT staff directly involved with the HR modernization project also had to perform their usual duties. Project leaders devised a time-sharing plan that pulled individuals into the modernization project when their expertise was most needed but quickly returned them to their regular jobs to keep AVC's business on track.

Implementing the Oracle Human Capital Management Cloud to serve AuroVision Consulting's entire global workforce has provided many benefits for AuroVision Consulting. It has reduced hiring time and cost and improved top talent identification, development, and retention. The employee referral process faltered because staff members questioned whether their suggestions were implemented.

With the new system, the referring party is more clearly identified and tagged for eventual rewards if the referral leads to a successful new hire. AVC's referral rate of new talent from current employees has increased from 17 to 35 percent. The company saved \$1 million in the first year the system was operational by reducing payments to search firms. It has become easier to absorb and integrate employees from acquisitions.

AVC senior executives and regional managers can now access workforce information when deciding AVC's new business direction. For example, AVC's senior executives recently asked AVC director of service delivery, Matt Zaroff for the company's employee headcount and turnover trends over the last 12 months to evaluate the investments managers made for people in AVC's sales and solutions organizations.

To gather that information in the past, AVC's staff had to request the data from managers in each AVC region and then standardize the information. This was because some definitions, such as those for full-time employees versus contingent staff, weren't consistent. AVC's U.S.-based analytics group could aggregate the data and run the final report. Oracle HCM Cloud has centralized all of AVC's HR information and uses a standard enterprise-wide set of definitions. Reporting and analytics work can be accomplished much faster and more accurately.

The new centralized system has also made the HR department more efficient by replacing dozens of separate processes running in various regions with standardized practices and enhancing the ability to analyze employee data strategically. For example, AVC routinely reassigns hundreds of individuals a year to posts outside their home countries for customer engagements that require specialized skills. The new, streamlined global system significantly improved the international transfer process, and it also serves as the system of record that feeds employee data for any mission-critical downstream systems. This has improved data integrity and the global visibility of AVC's workforce, facilitating strategic analysis of global employee data.

AVC transformation experts teach the client that fundamental change is an ongoing process, a lesson the company's HR and IT departments are taking to heart. AVC leaders are now expanding their use of the compensation capabilities available within Oracle HCM Cloud to more closely manage sales force compensation. According to Kim Bianco, vice president of the Oracle HCM Cloud practice at AVC, the company needed time - to determine how it would be transforming its sales organization, so it kept sales compensation as a separate initiative,

AVC continues to use the new capabilities of Oracle HCM Cloud to help its business grow. The new system has handled complex bonus packages tailored for salespeople in each country. For example, "hot skill" bonuses are critical for attracting talent in Asia Pacific locations but are not used in other regions such as the Americas. AVC will soon be able to track multiple bonus plans in each country and investigate capabilities that enable managers to request and approve bonuses or salary increases via mobile devices.