

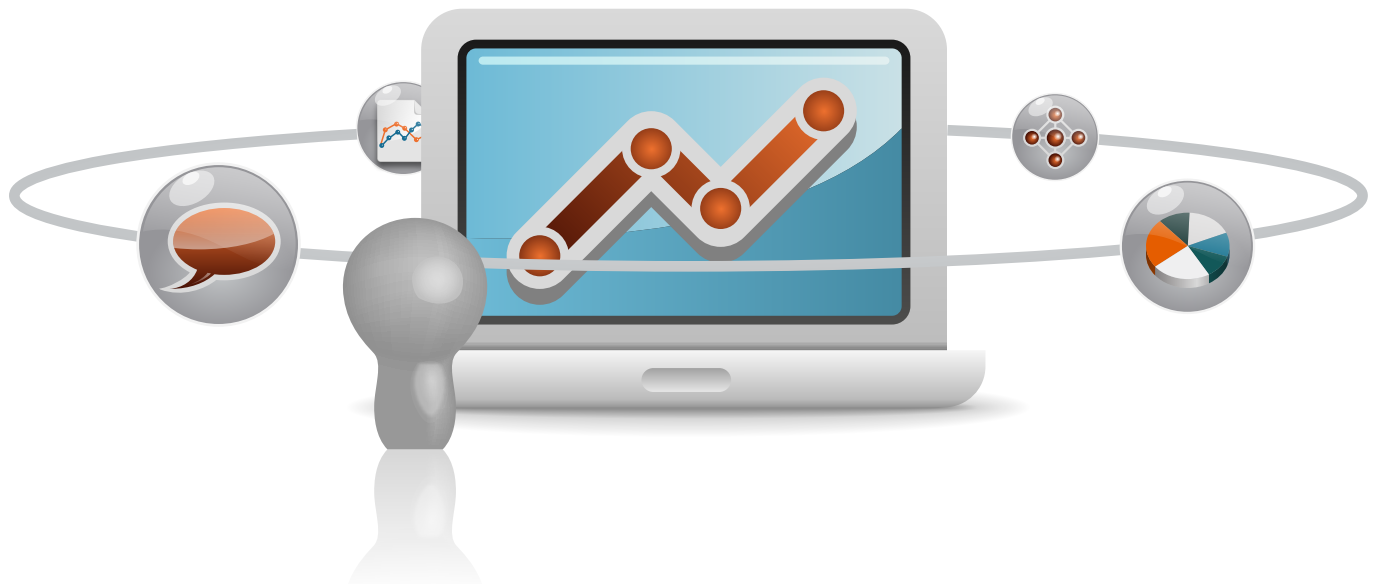
The Talent Profile

The Foundation for Next Generation Talent Management



White Paper

The Talent Profile - The Foundation for Next Generation Talent Management



The convergence of social business software with conventional enterprise applications will have a tremendous effect on the marketplace, especially for talent management. Social networking promises much richer data about a person, but in a less structured way. If implemented correctly, these tools can provide a rich repository of data that can be used by anyone to locate skills and subject matter experts on a given topic.

Today, the biggest criticisms of talent management products are that they have poor analytics and are poorly utilized by its employees. The primary reason for low utilization is that employees rarely, if ever, use their talent management system except for periodic performance reviews. But talent management is far more than just a seasonal review of how someone performed to expectations on the job. To be effective, talent management must go deeper into profiles of individuals to truly uncover their full potential. Moreover, the profiles must include data that highlights their skills, experiences, career aspirations and all of the interactions for that individual from within the company (or the network).

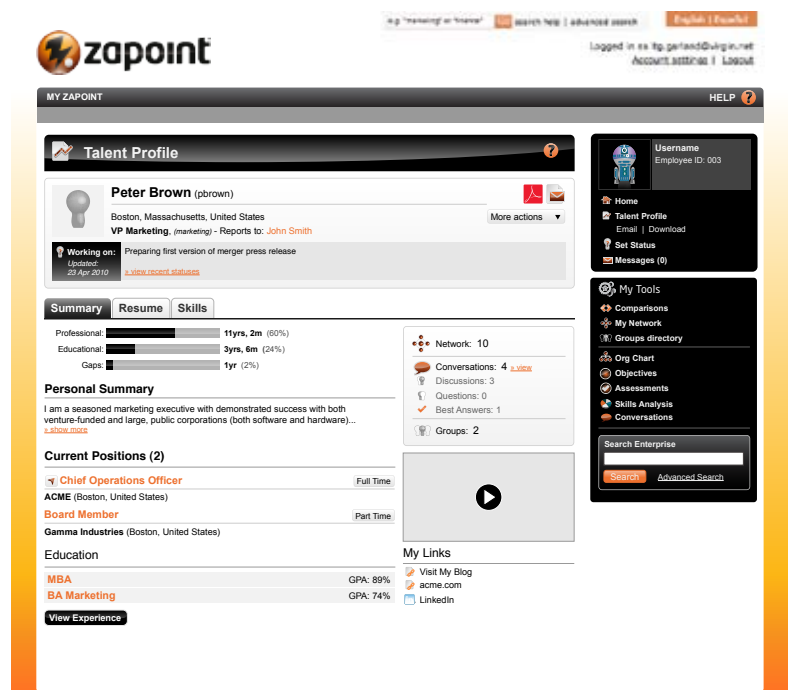
Hence, here at Zapoint we have focused our attention on employee engagement when designing our enterprise solution. Delivered as an employee communication and career management solution, the Zapoint talent profile is helping employers easily tap into the collective knowledge and skill sets of their workforce to make more effective talent decisions. This paper will discuss the benefits of Zapoint's unique profile technology and how it can be used to gain better visibility into the skills of the workforce.

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Foundation for Employee Development

Zapoint's talent profile exemplifies the benefits of a self-service approach to career management in several ways: It allow the employee to identify and communicate their desired potential; it provide a workflow to ensure that the employee's choice in career paths remains in alignment with business needs; and lastly, it enables the employee to build focused connections with employees who share similar career interests or are already in desired roles (as potential mentors).

Such an approach, where employees feel inspired to develop skills and empowered to chart their own career path, is a sea change within current corporate training and career management. Managers and employees will readily agree that more visibility into the skills people have and the skills jobs require is a huge benefit. What has stood in the way is an old-school approach to engineering this sort of system that isn't practical in an age of tight budgets and rapid change. Talent profile technology blends core HR processes and communication with Web 2.0 technology to drive employee content creation and empowerment - demonstrating that it's entirely possible to create and maintain a skills database affordably.

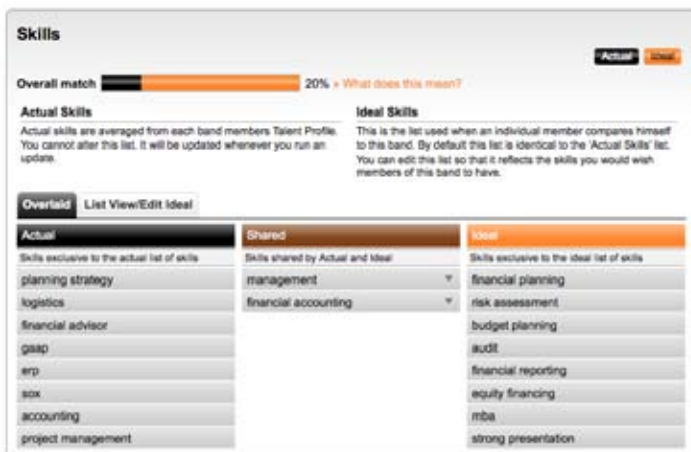


Comparison & Gap Analysis

With talent profiles, employees can compare their current skill set against the skill set needed for another job (job profile) within the organization, quickly isolating gaps and areas for improvement. Employees can view a graphical representation of skills gaps that need to be filled to be qualified for a particular role. This provides employees with instant feedback on their readiness for a new position and the skills and learning that are required to advance. This functionality gives every employee the ability to choose a career path and develop themselves accordingly.

Locate Content & Subject Matter Experts (SME)

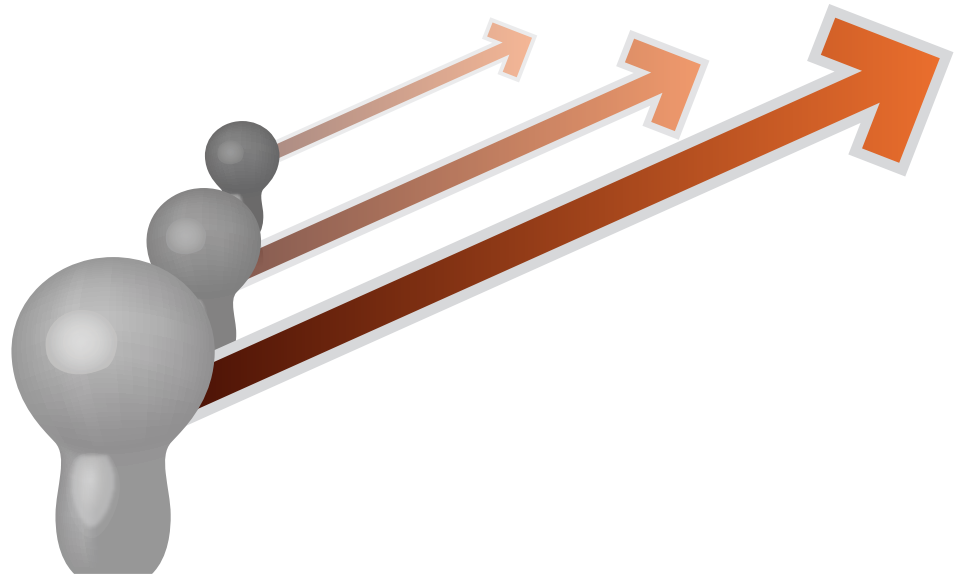
Unlike today's talent management and learning management products, talent profiles pull information dynamically, creating a connection between individuals, skills and related content. For example, users can simply click on a skills tag which automatically searches the database and identifies employees who possess that skill in their profile. The search results are



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ranked in order by skill frequency and duration. This helps users get to the most qualified individuals for a given skill set.

It doesn't stop there. The search also pulls in the 'Conversations' within the enterprise where that skill has been tagged. Conversations is a powerful communication feature found inside Zapoint talent profiles that allow users to assign skill tags to various interactions. These interactions create a virtual database of knowledge inside the enterprise for everyone to use.



Unlocking A Skills Database

Until recently, the talent profile has not evolved much. The talent profile in your typical talent management solution only tells a partial story about an individual. It provides structured data around things the organization needs to know about the person for their current job (and maybe next job) plus some common data about all people. However, most people have a wealth of experience that is not captured in this structured data. This is one of the benefits of integrating social networking technologies, to include a more comprehensive set of personal and professional data.

Zapoint's profile technology is built on next generation social networking technology and, once implemented, creates a dynamic network inside a company where employees can go into more depth highlighting their skills, experience and career aspirations. The profiles create a rich repository of relevant and up to date information regarding employee skills, knowledge, and academic and professional experience. This information is accessible to everyone and can be used in support of several critical talent management processes.

Below is an example of how an organization using Zapoint's talent profiles can quickly locate qualified employees with specific skill sets.

Example A - ACME Company: Skills Mapping

Bob is Senior Director of Marketing at ACME Company. He is being tasked with a new initiative to form a cross functional team to oversee and manage the implementation and roll-out of a new e-commerce application later this year.

Using the advanced search functionality, Bob put in search tags for "project management", "e-commerce" and "application deployment." This produced a ranked result of 52 employees, based on skills and experience. This is where he found Lewis Smith's talent profile.

Lewis is a full time employee with three years experience at ACME and currently works as an IT Administrator in the Information Systems department in their Cleveland office. His talent profile pulls in demographic information, talent data, and social data. Bob noticed that he has experience in a wide range of enterprise applications, and that "project management" and "application deployment" ranked highly in his profile. Bob also noticed the social interactions Lewis has been participating in through the "conversations" feature. The

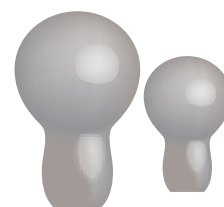
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majority of his interactions involved feedback and recommendations on a variety of application deployment questions other employees had posted. Bob determined that Lewis was a good match for this team and reached out to him.

If it was not for having a talent profile system in place, how else would Bob have been able to locate Lewis and his qualifications for the assignment? Talent profiles allow managers and individual contributors to make better use of the skills that exist and gain deeper insight into the skills that are lacking.

Conclusion

Social based technologies, if implemented correctly, will improve employee engagement while providing greater insight into the collective knowledge of the organization. The Zapoint talent profile combines the latest in social networking technologies with a heavy emphasis on employee career management. For this reason, employees are empowered with tools for keeping their information up to date, engaged in the HR process through career management and are encouraged to participate through knowledge sharing and building connections with others inside the organization.



About Us

Founded in March 2006, Zapoint develops career planning and learning technology that lets companies build more effective partnerships between HR and employees.

Headquartered in Cambridge, MA, Zapoint helps organizations engage, retain and develop their workforces, to sustain their competitive advantage. Across the world, employees use Zapoint to manage their career from both inside and outside their company.

For more information, please visit www.zapoint.com



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