



ellucian®

Achieving a truly unified talent management strategy

AN eBOOK FOR HUMAN RESOURCE PROFESSIONALS

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Taking a comprehensive approach to your people strategy

Unified talent management—why it matters for higher education

You know you need an applicant tracking system to help you find the best talent.

And that's a wise choice. Expanding your capabilities to source high-potential, high performing staff is critical to thriving amid new challenges: increased competition for talent, budget shortfalls, and changing enrollments.

But your recruiting tool is NOT an engagement, development, or retention tool.

Hiring the right people is only the first step. Fostering engagement and helping them grow are the keys to keeping them. This means using tools that help you nurture, motivate, and train faculty and staff beyond their first week. How? With a unified talent management (UTM) platform, higher education institutions can drive engagement and productivity throughout the entire employee lifecycle.



A unified talent management platform *unifies* every stage of the employee lifecycle to enable HR, leadership, and stakeholders to make the best use of their most valuable resource, their *people*.

In purely technical terms, UTM is defined by an organically grown talent management suite built on a single code base designed to touch all aspects of the employee lifecycle. More strategically, UTM is a tool designed to enable powerful insight and powerful decisions. By aggregating all facets of talent management, UTM delivers both the big picture view of an institution's entire workforce and the ongoing story of each individual employee.

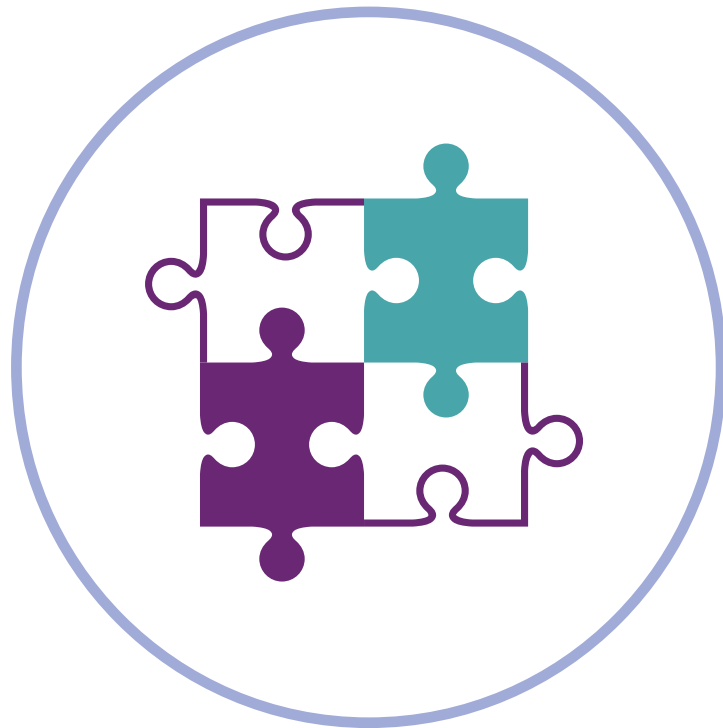
Think about this: while your institution may treat recruiting, learning, and performance as discrete tasks, they're not separate in the reality of work life. The phases of the employee lifecycle don't occur in a linear fashion, where onboarding leads to learning, and the learning phase becomes the performance phase. These activities happen concurrently during an employee's entire tenure. It's not a linear process, but a continual feedback loop.

Even using the term "phases" may be a misnomer; the employee lifecycle is more about mutuality. Case in point, performance evaluations can (and should) drive new learning and growth initiatives, in turn improving future performance. Success in learning, performance, and collaboration all play directly into compensation decisions, succession planning and leadership development.

With a UTM platform, institutions no longer have to rely on unsecure spreadsheets or multiple systems to manage their talent and drive motivation, engagement, and retention. Instead, they can use one platform, with one log-in, to deliver, track, and report on onboarding, learning and development, performance management, leadership development, compensation, and succession planning activities. This all-in-one, big picture approach does more than just improve employee engagement and performance. Because a UTM platform ensures the interoperability of data between modules, campus leadership can have access to real insight, not just discrete packets of information. This in turn, enables smarter, more informed decision making about everything from growth to sustainability, funding to enrollment.



Saying a platform is unified doesn't actually make it so



“But our recruiting technology is already part of a unified talent management system...”

Maybe your recruiting software vendor recently started offering other talent management capabilities, such as learning and development, performance management, or succession tools. They may even have started calling their revamped recruiting tool a “unified talent management” system. Yet the frustrating truth is that most talent management software out there today is *Talent Management Lite* (TML), strong on one aspect, like recruiting, but limited in functionality and incapable of truly managing the rest of the employee lifecycle.

Then there are those platforms that call themselves “unified” but are often just different tools cobbled together, made to appear as one system. But looks can be deceiving. A bunch of talent management add-ons, stitched together by a pretty user interface, is merely an *integrated* platform, not a unified one. And while an integrated platform is a step up from a TML platform, it still can't give you the comprehensive, high-resolution views of your broader talent management picture. Even if they seem budget friendly in the beginning, these half-baked systems usually wind up costing you *more* later on. Limited functionality means more work for your HR team—and less comprehensive, actionable data for your decision makers.

Plus, many of these so-called UTMs (which are really TMLs) *aren't* scalable. They weren't designed to effectively grow with you. *And that's a big problem.* Managing your talent effectively today *and* tomorrow requires a system that can quickly adapt to your institutions unique challenges without requiring painstaking customizations, costly change orders or the need for new systems altogether.

Meeting the needs of higher education institutions



Your human resource challenges are more complex than those of most Fortune 500 companies.

Higher education HR teams don't just have to develop better leaders, plan for succession, or attract, onboard, and retain top talent. They must do so *within* a complicated internal structure continually seeking a balance between a powerful mission—serving students and elevating knowledge—and an equally powerful imperative to ensure the financial sustainability and institutional flexibility necessary for long-term success.

A UTM platform streamlines the complexity of managing *all* your talent while giving you stronger, real-time insight into attracting *and* keeping the best. While short-term results are obvious—more motivated employees, more efficient use of hiring resources—a UTM platform also delivers powerful long-term benefits. According to Gartner, higher education institutions that have more engaged employees see more engaged *students*. This in turn can lead to more persistence, more on-time graduations, and even more active alumni—all beneficial to maintaining your institution's reputation, sustainability, and longevity.

The Ellucian Talent Management Suite

The Ellucian Talent Management Suite, leveraging the industry-leading functionality developed by Cornerstone, is customized to meet the unique needs of higher education professionals. Ellucian Talent Management Suite delivers a powerful, secure set of cloud-based tools that can save you money and is comprised of three modules that can be used together or individually depending on need: the Recruiting module, the Learning module, and the Performance module.





Cornerstone OnDemand is pioneering solutions to help organizations realize the potential of a modern workforce. As a global leader in cloud-based learning and talent management software, Cornerstone is designed to enable a lifetime of learning and development that is fundamental to the growth of employees and organizations. From recruitment to onboarding; from training to learning to collaboration; from compensation to succession to analytics, Cornerstone is there, at every phase of the employee lifecycle. The company's solutions are used by more than 2,600 clients worldwide, spanning 25 million users across 191 countries and 42 languages.

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Ellucian helps education institutions thrive in an open and dynamic world. We deliver a broad portfolio of technology solutions, developed in collaboration with a global education community, and provide strategic guidance to help education institutions of all kinds navigate change, achieve greater transparency, and drive efficiencies. More than 2,400 institutions in 40 countries around the world look to Ellucian for the ideas and insights that will move education forward, helping people everywhere discover their futures through learning. To learn more, please visit www.ellucian.com.

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