

Company:

Avaya

Industry:

Technology

Headquarters:

Santa Clara, CA

Challenge:

To create an integrated talent management strategy and support its performance-based culture with a systematic solution that addresses the entire HR life cycle, from recruitment through performance, compensation and succession.

PeopleFluent Solution:

PeopleFluent Talent Management Suite

PeopleFluent's Integrated Talent Management Solution: Revolutionizing Information Exchange for Avaya

Company Profile

Avaya is a global leader in business collaboration and communications solutions, providing unified communications, contact centers, networking and related services to companies of all sizes around the world. Deployed in 58 countries, Avaya employs approximately 17,500 individuals to bring new collaborative technologies to market and shape the way the world communicates.

Business Challenge

With a mission to revolutionize how people share information, Avaya's intellectual capital is what drives its ability to innovate. While the company has a global footprint, the corporate culture is more like that of a nimble start-up, where every individual plays a key role in its success.

To that end, employee engagement and employee development at all ends of the HR spectrum are core to the talent focus for Avaya. This includes recruiting the right people for the right positions at the right time, clearly communicating goals and objectives, managing employee growth, planning for future corporate needs, and rewarding them appropriately. Avaya recognized the need to not only closely manage these steps, but do so in a flexible, customizable and integrated way whereby one process works with another to ease the requirements of key stakeholders.

PeopleFluent Solution

The First Step: Compensation

The first step in Avaya's integrated talent management strategy was to increase efficiencies with managing compensation and coordinating performance with rewards and incentives. Avaya's pay programs are complex, and change based on business performance and other factors. Effective compensation management required a solution that was flexible and could accurately and efficiently manage plans as they evolve over time.

In the spring of 2010, Avaya implemented PeopleFluent Compensation to streamline its compensation planning and management processes. With the solution in place, Avaya could manage plans as they changed and reduce errors, improve cycle time and give managers greater visibility into compensation decisions.

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**Steven Melamed,
Senior Director of
Organizational Effectiveness,
Avaya**

Performance: Reducing Time Cycles, Standardizing Processes

Having had success automating compensation management with PeopleFluent, Avaya sought to replicate the experience with its approach to performance management. The company had an existing legacy performance management process, but it was paper-based. This made it difficult to accurately collect and analyze information and effectively manage its large, globally dispersed workforce.

Additionally, the cycle time between performance and review was elongated, making it hard to use feedback for opportune, productive discussions. Recognizing that the process was not sustainable, and realizing the benefits of an integrated approach, Avaya turned to its existing technology partner for a solution.

“We wanted a standardized means of measuring our employees against their commitments and encouraging more constructive dialogue between managers and employees,” said Steven Melamed, senior director of Organizational Effectiveness for Avaya. “We needed to go to an automated solution and quickly validated that implementing PeopleFluent Performance Management was the right decision.”

Avaya selected PeopleFluent based on the integration, speed and ease of implementation, and high marks from the analyst community, as well as the company’s strong service and support reputation. Their prior experience also served as testament to the high quality customer care and solution performance they could expect.

PeopleFluent Performance Management provides easy-to-use yet highly effective tools such as goal management, performance appraisals, competency and skill assessment, talent profiles, development activities, mobile performance management, reporting and analytics, and multi-rater / 360 review functionality. With PeopleFluent Talent Management in place, Avaya has a systematized solution for measuring employees against their commitments and more robust information about its workforce.

“From Avaya’s point of view, an effective performance management system ensures that the annual salary and bonus review process accurately reflects performance and progress toward goals, creating a connection between an employee’s work and the associated rewards,” said Melamed. “Together, PeopleFluent Performance Management and Compensation facilitates that process by providing the ability to articulate goals in the beginning of the performance cycle, modify them as priorities change, and directly link to compensation-specific metrics.”

The integrated solution also supports Avaya’s pay-for-performance philosophy by ensuring top performers are rewarded for their contributions. Through the system, Avaya can identify performers who exceed expectations and set guidelines to ensure rewards are allocated to those individuals having the greatest business impact.

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Melamed notes that both solutions are intuitive and easy to use, and require no training, even as they were deployed across countries and cultures. During the first year following implementation, Avaya experienced 97 percent compliance across the business. In place now for nearly four years, the company notes a 25 percent cost reduction compared to its previous process as well as efficiency gains and other soft savings.

As part of its broader strategy, Avaya expanded its partnership to include PeopleFluent Succession Planning and Recruitment solutions. By continuing its systematic approach to integration, Avaya is able to achieve the benefits that come with managing talent in a more integrated manner.

Recruitment and Succession: Where Integration Shines

As users of PeopleFluent’s Succession Planning and Recruitment solutions, Avaya has the ability to optimize their talent acquisition process by finding the best candidates for its positions. With the employee talent profiles, Avaya can collect and organize standard details about its workforce including performance reviews, competencies, work history, career interests, language skills and compensation and identify succession candidates for key positions. Recruitment efforts are thus strengthened by looking inside the organization and outside the organization at the same time.

“Talent management is something that happens across the employment lifecycle, so as you bring on a new hire, or if you hire from within the organization, you want to make sure you collect information about that person not only to document progress in their current role, but to gain insight into where they could fit into future opportunities,” explained Melamed. “One area of system functionality is the talent profile that enables us to collect the skills of employees as well as their development interests. This provides a robust view of the employee, including areas where we need to develop as well as where we can leverage skills across our business.”

Mobile: The Strategic Edge in Talent Acquisition

As managers of all stripes know, talent acquisition has changed dramatically. Today, more employees than ever are in the field, working from home or otherwise un-tethered from their desks. Avaya’s mission is connecting people through technology, and the organization’s internal human resource tools needs to live that mission with better mobile tools for a fast moving workforce.

Moving forward, Avaya is implementing Workforce Explorer, PeopleFluent’s Mobile Talent Management app for the iPad. With approximately 35 percent of its workforce in sales, managers need to remain connected to the workforce at all times – even when they are out of the office. For managers who spend a majority of time in the office, having a solution that doesn’t require them to return to their desk to perform critical talent management functions is valuable.

Waltham, Massachusetts

300 Fifth Avenue
Waltham, MA 02451 USA
Tel: +1-781-530-2000

Raleigh, North Carolina

434 Fayetteville Street,
9th Floor
Raleigh, NC 27601 USA
Toll-Free: (877) 820-4400
Tel: +1-919-645-2800

London, United Kingdom

15 Fetter Lane
London EC4A 1BW
United Kingdom
Tel: +44 (0) 20 7832 3440

www.peoplefluent.com

Business Results

The Convergence of Partnership, Technology and Systemic Integration

Like any business, having the right talent in the right roles is critical. And, given that talent is Avaya's biggest competitive differentiator, being able to optimize the workforce and measure organizational results is necessary for continued success. While PeopleFluent offers robust solutions enabling Avaya to reach those goals, Melamed notes the collaborative partnership is equally important.

"When we offer a suggestion for change in the system and then see it come through in a future release, it shows that the vendor wants to understand the customer's requirements and values them as an expert partner," concludes Melamed. "PeopleFluent is one of my strongest vendors, if not the strongest. They're incredibly responsive to my needs as well as the needs for my business."

Avaya's mission is to help the world communicate better; now it does the same with its employees. By using technology to ensure the right talent is in the right roles, Avaya is able to foster engagement, collaboration and teamwork to reach its business goals.

For more information on PeopleFluent Talent Management Suite visit us at www.peoplefluent.com or call us directly at 1-877-879-8807.

About PeopleFluent

PeopleFluent, the leading total workforce HCM technology company, redefines Talent Management with an innovative Talent Engagement Cloud that is built around people and not HR processes. PeopleFluent has worked with over 5,100 organizations in 214 countries and territories to engage employees to drive better business results. Today, 80% of the Fortune 100 relies on PeopleFluent as part of their talent management delivery strategy, helping them successfully achieve their talent aspirations.

