

# TALENT REVIEW AND SUCCESSION PLANNING

Cambria Consulting Offers Customized Web-based Talent Review,  
Succession Management and Promotion Processes at the Enterprise Level.

## THE NEED

Talent review, succession management, and promotion processes have risen to the top of the corporate agenda. Although there are a number of software packages that purport to provide a solution to automating these processes, the majority of large companies have opted to design their own systems. The reason: most standard offerings do not mirror the business processes preferred by the client, and modifications to the underlying architecture are expensive to make. Consequently, many companies have remained with paper-based processes rather than make the often substantial investment in off-the-shelf solutions that don't meet their needs.

In response, Cambria Consulting has developed a powerful set of tools and processes to map, consolidate, and web-enable talent review, succession management, and promotion to achieve these objectives. These customized offerings are built on Cambria's proprietary HR.NET™ application development platform, utilizing the Microsoft .NET™ Framework and Skelta Workflow.NET™, a fully embedded and scalable workflow engine. Cambria's HR.NET enables us to create highly customized applications for our clients rapidly without the time and risk typically associated with custom development projects, and without the limitations of out-of-the-box products.

## CORE APPLICATIONS

Here are some examples of how Cambria Consulting's HR.NET talent management applications are being used by thousands of managers and executives in global enterprise environments:

- **Talent Review.** Designated managers and senior managers first enter the system and review and update their leadership profile. Next, their managers complete an assessment of them against performance, contribution to the business, and leadership competencies, provide feedback on strengths and development needs, and recommend future assignments. A talent management review board can then access consolidated reports for each person and conduct review meetings to determine key and emerging talent.
- **Succession Management.** Managers of identified key talent complete a further assessment of their direct reports and determine their suitability to fill next-level roles within the organization. A succession planning review board can then review the manager assessment, including track record, key experiences, critical skills, 360-degree feedback, and other data on each individual and make final recommendations that are logged and maintained in the succession database.
- **Promotion.** Senior executives usually must sponsor individuals who consider themselves promotable to the next management level. Each sponsored candidate then completes an on-line self-assessment detailing his/her capabilities and experience, and his/her sponsor or sponsors then complete a form assessing the candidate and why he/she should be considered ready for promotion. Candidate, sponsor(s), and other HR data (e.g., Oracle, SAP, and PeopleSoft) are then summarized and consolidated into detailed reports that the promotion board reviews, discusses, and uses to determine which candidates will be promoted.

## FEATURES AND BENEFITS

Compared with packaged solutions and “one size fits all” approaches, Cambria Consulting’s HR.NET-based applications offer a combination of features and benefits that the competition cannot match:

- **Customized Design.** Before implementing any new application, Cambria works with the client to map the ideal process, thereby eliminating redundancies, speeding the flow of information, and providing transparent administrative oversight. We build in the features that allow our clients to do what they want, when they want, and the way they want to do them. Moreover, since Cambria is a consulting firm with decades of experience designing effective talent management processes, we offer best practices and insights in creating practical, state-of-the-art applications.
- **Process Efficiency.** Cambria helps our clients rationalize and automate their talent management processes to reduce the time spent managing them, and consolidates disparate forms and processes to eliminate duplication of data and reports. Cambria’s applications also make it easier to handle the volume of information and automatically manage all administrative processes.
- **Paperwork Elimination.** Rather than passing around paper forms or Word/Excel documents to input critical information, Cambria’s HR.NET applications maintain all forms in a central database and make them immediately accessible to appropriate users in offices around the world via the Internet. Any permissioned user can log in, identify a candidate, complete a form for that person, and submit it.
- **Standardization with Flexibility.** Since different business units often have their own criteria and ways to measure achievement, Cambria’s solution is designed to create different standardized forms for each business unit plus specific questions dynamically created on the form. Because forms are tailored to how different business units work, they are easier to complete, eliminate redundant and non-applicable information, and make it easy to identify and focus on the information that each part of the organization values the most.
- **Centralized Access.** Using our Talent Management Portal, administrators can log in, view the status of everyone in the system at a glance, and follow up where necessary to ensure that the process is running on schedule. Having this central access point significantly reduces administrative overhead, produces better quality information, allows instant data consolidation, and enables downloading of detailed reports with a single click. Manual follow-up is replaced with centralized notification based on detailed completion information on all data and forms in the system.
- **Flexible Customization.** Cambria’s HR.NET platform can create highly customized applications for our clients rapidly and without the risks typically associated with custom development projects and without the limitations of out-of-the-box products. Consequently, design time can be focused more on optimizing the business processes and end-user experience. Typical implementation time for a full-featured, hosted custom application is only 6-12 weeks.
- **Security.** The HR.NET platform and the processes that it supports include role-based security, navigation, a multilingual interface, multimedia and embedded reporting, and workflow engines. Applications are hosted by Cambria on our fault-tolerant servers and are available 24/7. Cambria is dedicated to providing whatever levels of security are required by our clients and will work with them to understand and address any of their specific or unique requirements.
- **Cost.** Compared with software packages and other ASPs, Cambria Consulting delivers the greatest value for the dollar. Let us surprise you with what we can offer.

## FOR MORE INFORMATION

To find out more about Cambria Consulting’s HR.NET talent management applications and arrange for a demonstration, contact Scott Simpson, Partner and the head of Cambria’s Technology Development Group at [ssimpson@cambriaconsulting.com](mailto:ssimpson@cambriaconsulting.com) or by calling Cambria at (617) 523-7500.