

Using AI to Align Talent Strategy with Ever-Changing Business Needs

Enhancing Oracle's HR Solutions with Eightfold's Talent Intelligence



Unlocking Workforce Potential with Talent Intelligence	3
Deriving Intelligence from Global Talent Data	5
Eightfold’s Advanced Talent AI: Matching Skills, Jobs, and People	6
Using Eightfold to Align Talent Strategy with Business Needs	7
Accelerate the Hiring of Skilled Talent	8
Advance DE&I Goals	9
Empower Employee Growth and Mobility	10
Understand and Unlock Workforce Capabilities	11
Eightfold and Oracle Taleo: Put the Power of AI to Work Now	12
Eightfold and Oracle Recruiting / Oracle Cloud HCM: Apply AI to All Talent From Hire to Retire	13
Customer Success Story: BNY Mellon	14

The digitization of jobs, the decreasing half-life of skills, the rise in remote work, and the upending of business models. These and other aftershocks of the pandemic have made it increasingly hard for HR teams to align talent strategy with evolving business needs. In response, companies are reimagining how they recruit, grow, and retain talent, and they’re turning to new technologies, like artificial intelligence (AI), to fuel the transformation.

This white paper looks at the opportunities for Oracle customers to extend and augment their HR tech stack with AI-powered talent intelligence from Eightfold. The Eightfold platform combines the world’s largest talent data set with deep learning AI to provide unprecedented insights into the skills and capabilities in an organization’s talent network. With Eightfold, HR leaders can plan and execute more informed talent strategies and ultimately deliver better outcomes in a dynamic business environment.

Eightfold adds value to Oracle Fusion Cloud Human Capital Management (HCM) solutions including Oracle Recruiting, Oracle Learning, and Oracle Human Resources as well as legacy Oracle Taleo systems. This means Oracle customers can use Eightfold to build a future-ready workforce with a future-proof solution that works wherever they are in their technology journey.

Unlocking Workforce Potential with Talent Intelligence

The Eightfold Talent Intelligence Platform brings the power of AI to talent acquisition and management. By applying deep learning AI to talent data, Eightfold delivers groundbreaking insights that help organizations recruit the right talent, improve employee experience, retain top performers, upskill and reskill their workforce, and advance diversity goals.

Data-Driven Talent Strategies

Eightfold is the only purpose-built AI talent suite that empowers employers to plan and execute data-driven talent strategies that align with business demands. At its core, the Eightfold platform delivers intelligence about skills, jobs, and people that help talent leaders answer the basic questions they still struggle with, including:

- > What skills do we need to be successful?
- > What is my talent capable of?
- > What are our skills gaps?
- > How do we fill those gaps?
- > What skills are needed for this job?
- > Who has the potential to excel in this job?
- > How can employees continue to learn and develop?

System of Intelligence

As the digital foundation for human capital management, Oracle plays a valuable role as a core system of record and compliance. Oracle's HCM products drive key workflows, capture HR transactions, and hold vast volumes of data about employees and candidates.

Eightfold is not a replacement for Oracle's HR applications; it isn't an applicant tracking system (ATS) or HR information system (HRIS). Instead, Eightfold is a system of intelligence that "sits on top of" Oracle's HCM products—integrating seamlessly with Oracle Taleo, Oracle Recruiting, Oracle Learning, Oracle Human Resources, and more. Eightfold complements and extends Oracle HR solutions to unlock the insights in talent data and the considerable potential in an organization's workforce by leveraging insights from a massive global data set that is updated in real-time.

Intelligence Across the Talent Lifecycle

The Eightfold Talent Intelligence Platform is a complete solution that delivers measurable outcomes across the talent lifecycle—from recruiting, to learning and development, to retention and redeployment.

- > **Eightfold Talent Acquisition** is a comprehensive requisition-to-offer solution that reduces time-to-fill and helps employers hire for potential and diversity. The solution uses AI to match candidates with jobs based on their skills and potential to excel in a particular role.
- > **Eightfold Talent Management** unlocks workforce potential with insights that improve internal mobility, talent development, and upskilling/reskilling initiatives. The solution includes Career Hub, an employee-centric experience that empowers people with AI-based recommendations for training, projects, mentors, and internal roles.

"Eightfold is something different. It is designed as a highly intelligent matching and analytics system, and the team has a lot of "second order" technology as well. Eightfold is the first system that really tries to figure out skills inference. And customers love it because it provides really good matching."

Josh Bersin, Global Industry Analyst

SYSTEM of INTELLIGENCE



**AI-Powered
Talent Acquisition**

**AI-Powered
Talent Management / Career Hub**



Recruiting

**Career Site
Builder**

Learning

**Employee
Central**

SYSTEM of RECORD



Deriving Intelligence from Global Talent Data

The Eightfold platform brings together two must-have components for talent intelligence: massive quantities of talent data and sophisticated, deep learning AI.

World's Largest Talent Data Set

Eightfold's proprietary global data set is the world's largest, self-refreshing source of talent data. It encompasses 800,000 job titles, 1.4 million skills, and the profiles of more than 1.5 billion people working in every job, profession, industry, and geography.

Eightfold combines data from a broad array of internal and external sources, including:

- > Customer data ingested from Oracle Taleo, Oracle Recruiting, Oracle Human Resources, and other Oracle HCM applications
- > Public sources like career sites, job boards, resume databases, and company profiles (e.g., LinkedIn, Indeed, Monster, GitHub, Crunchbase, Hoovers, etc.)
- > The Eightfold customer base which includes organizations in the public and private sectors across more than 100 countries
- > Other business applications, such as financial and project management systems, which enable even more predictive insights into employee potential

The inclusion of large volumes of external third-party data is critical for meaningful, accurate, and objective talent intelligence. It avoids the biases that can arise when relying solely on a company's own data and it's the only way to stay in sync with the dynamic global market for skills and jobs.

Applying the Power of Deep Learning AI

Eightfold's deep learning AI uses neural networks to deliver real-time talent intelligence that gets increasingly accurate over time. The resulting insights and recommendations are far more relevant and specific than those produced by triggered logic or simple keyword matching. Despite the sophistication of its algorithms, Eightfold doesn't treat AI as a black box. Instead, the platform adheres to the principles of Explainable AI. For example, when matching people to jobs, Eightfold shows what makes someone a good fit for the role. This visibility builds trust in the platform's recommendations.

The Eightfold platform features two inter-related self-learning engines:

- > **Eightfold's Capabilities Matrix** helps organizations identify, inventory, and develop the skills and capabilities of their talent network. Having a thorough understanding of someone's skills and where they can succeed is critical to improving recruiting effectiveness, career development, internal mobility, and succession planning.
- > **Eightfold's Job Intelligence Engine** provides an AI-powered foundation for role definitions so organizations can rapidly build and easily refresh their job architecture. The engine eliminates the need for a long, costly consulting project whose output is quickly made obsolete by changes in technology, functional maturity, or business model. According to industry expert Josh Bersin, "Typical ERP systems like Workday, Oracle, and SAP really don't have tools for this, so they leave it up to you."

Eightfold's Advanced Talent AI: Matching Skills, Jobs, and People

Eightfold's continuously learning AI allows organizations to pursue a more data-driven, forward-looking talent strategy with capabilities that include:

> **Identifying the skills required to do a job successfully.**

Eightfold ingests requisitions from Oracle Taleo or Oracle Recruiting and augments them with relevant skills that don't appear in the job description. The sophisticated AI considers contextual nuances when mapping skills to jobs. For example, the AI can differentiate between the skills used by a Product Manager at a technology firm and the skills required for the same role at a consumer goods company. The AI also knows which skills are rising or falling in popularity, allowing employers to keep pace with changes in the talent market.

> **Determining an individual's skills, capabilities, and potential.**

Eightfold's AI captures, quantifies, and continually updates the skills and capabilities of talent profiles ingested from Oracle Taleo, Oracle Recruiting, and Oracle Human Resources. The AI enriches individual profiles with validated skills, likely skills, skills to validate, and any skills missing for a given role. The platform also identifies adjacent skills—the skills someone can quickly pick up based on their experience. This provides a more accurate, multi-dimensional picture of what people are capable of and where they can succeed next.

> **Matching individuals to jobs and other growth opportunities.**

The Eightfold platform enhances recruiting and internal mobility by matching talent with jobs based on an individual's AI-inferred skills and capabilities. In addition to current and learnable skills, Eightfold's matching algorithms consider factors like companies worked at, career path, time spent in different roles, work locations, performance feedback, and ideal candidate profiles.

The platform also uses AI to deliver a fully integrated talent development experience for every employee based on their skills and career ambitions. Employers can deliver personalized career development pathways using Eightfold's Career Hub, which presents AI-powered recommendations for skills-building classes, skills-based mentors, and short-term projects.

> **Inferring diversity traits and supporting inclusive hiring and development.**

In general, fewer than 15% of applicants identify their gender, ethnicity, or veteran status. Eightfold makes it possible to capture and analyze meaningful data on diversity hiring by using AI to infer candidates' diversity attributes. Equal Opportunity Algorithms—the state of the art in bias prevention—ensure that personal characteristics don't factor into best-fit matches. This means recommendations and talent decisions are based on what a candidate or employee can do and their potential for learning.

“Eightfold uses AI to not only match candidates who are a 100% fit for a specific role, but also to predict which individuals can go into the same role a year out if you develop them.”

Larry McAlister, Vice President, Global Talent, NetApp



Using Eightfold to Align Talent Strategy with Business Needs

Eightfold's AI-powered talent intelligence helps Oracle customers align talent strategy with pressing business needs. HR teams can ensure that their workforce has the skills needed for future success, and employees are encouraged to build their capabilities and careers. The potential impact is huge: Getting the right people with the right skills in the right jobs is the most effective way to drive business transformation and growth.

The Eightfold platform delivers quantifiable benefits at all phases of the talent lifecycle. In particular, integrating Eightfold with an Oracle HR solution delivers rapid time to value in these four key areas:

- 1 Accelerating the Hiring of Skilled Talent**
- 2 Advancing Diversity, Equity & Inclusion Goals**
- 3 Empowering Employee Growth and Mobility**
- 4 Understanding and Unlocking Workforce Potential**

1 Accelerate the Hiring of Skilled Talent

Eightfold extends the value of Oracle Taleo and Oracle Recruiting with deep learning AI-powered sourcing, screening, and talent rediscovery. Joint Eightfold/Oracle customers can attract, identify, and hire the right candidates faster. By leveraging a massive global data set and the most sophisticated deep learning AI that's on the market, Eightfold's solution unleashes the data in Oracle's HCM suite.

Enhancements with Eightfold

Add hyper-personalized job recommendations to a career site

Eightfold's AI makes it easy for job seekers to find and apply to the right roles. Applicants on an Oracle career site simply upload a resume, and Eightfold instantly recommends the best positions for that individual based on their inferred skills and capabilities. Smart job-matching results in more applications from diverse and qualified candidates. Eightfold customers have increased application rates from their career site by four times or more.

Gain the insights for skills-based hiring

It's difficult to determine whether a candidate has the right skills for a job based on the limited, self-assessed information on a resume. Eightfold addresses this issue by augmenting candidate profiles with inferred skills and capabilities. Recruiters and hiring managers can put the right people in the right roles because they know what skills a candidate has today and what they can be good at in the future. In addition, they avoid wasted cycles with a clear and shared understanding of what skills are required to do a job well.

Quickly pinpoint best-fit candidates for all roles

It can take weeks for a recruiter to build a candidate pipeline by manually reviewing hundreds of resumes. Eightfold identifies a shortlist of qualified candidates in minutes. The platform's AI analyzes an employer's entire talent pool—including passive and active applicants from an Oracle ATS—to single out high-potential candidates. The AI assigns each candidate a match score from one to five, and stack-ranks candidates based on their potential to succeed on the job.

"Eightfold has completely changed the way that recruiters and hiring managers think about candidates and jobs and who is a good match."

Holly Quincey

*Global Head of Talent
Attraction and Talent
Acquisition Solutions, Bayer*



29%

increase in highly
qualified candidates



90%

reduction in
screening time



35%

faster
time-to-fill

2 Advance DE&I Goals

Oracle customers can move DE&I initiatives forward by using Eightfold to attract more diverse candidates, reduce unconscious bias, and measure diversity hiring outcomes.

Enhancements with Eightfold

Evaluate all candidates consistently and objectively

Inclusive hiring starts with Eightfold's AI-enriched talent profiles. Resumes and applications often underrepresent an individual's true potential, especially in the case of women and minorities. The Eightfold platform overcomes this limitation by enhancing talent profiles with skills and capabilities inferred from the world's largest talent data set. This means all candidates are evaluated based on their potential to succeed on the job, not their pedigree or connections.

Increase applications from under-represented groups

Personalized job recommendations on a career site further advance inclusive hiring, with Eightfold customers nearly doubling the number of applications from diverse talent. Equal Opportunity algorithms ensure that diversity traits don't factor into job matches and Explainable AI encourages applications from minorities susceptible to imposter syndrome. Eightfold also anonymizes candidate profiles to prevent unconscious bias during the screening process.

Capture—and act on—more diversity data than ever before

Eightfold gives employers unprecedented visibility into the impact of diversity hiring initiatives. A Diversity Dashboard displays conversion rates for diverse talent at each phase of the hiring process, with analyses available by gender, ethnicity, candidate match score, organization, position, and more. Talent leaders can see where bias enters the hiring process and take steps to address areas of concern. With richer diversity data, employers can create accountability for DE&I outcomes at the corporate, department, and hiring manager levels.

"Eightfold makes it blatantly obvious if we're doing a good job on diversity or not."

Jody Atkins

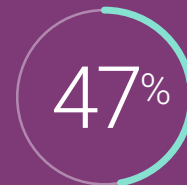
Head of Global Talent Acquisition, NextRoll



increase in
female applicants



increase in Black
and Hispanic applicants



increase in
diversity hires

3 Empower Employee Growth and Mobility

Oracle customers can increase employee growth and retention by using Eightfold to offer a rewarding, highly personalized career development experience that fits the needs of today’s dynamic business environment.

Enhancements with Eightfold

AI-guided, skills-based career planning

Eightfold ingests employee data from Oracle Human Resources, and then uses global data and AI to infer the skills and capabilities of every employee. Employees can map out potential career paths, and the platform will suggest future roles, identify skills gaps, and surface relevant development activities. Employees have a clear line of sight to their growth at the company and employers can support traditional and non-linear career journeys that align employee and business interests.

More visibility and choices for internal mobility

Oracle customers can help employees advance their careers by using Eightfold’s matching algorithms for internal mobility. Eightfold evaluates all employees against all open roles, with matches made across departments, geographies, and job levels. Employees can easily see and apply for positions that will leverage their skills and help them master new ones. For employers, it’s a way to retain top performers and ensure that people are in positions where they can contribute most fully.

Personalized development recommendations for every employee

Employers that augment Oracle HCM with Eightfold can engage employees with a personalized, skills-based development experience. Eightfold’s Career Hub puts employees in control of their career. The intuitive, consumer-grade interface presents AI-driven recommendations for jobs, projects, courses, and mentors—all in one place, all tailored to each employee’s professional aspirations. Employees have the agency and opportunity to pursue their dream job, and companies build a culture of growth that elevates employer brand.

“We’re very excited that the technology is going to help us not only remove biases, but also unleash the power of our employees in owning their careers and growing with us.”

Grant Weinberg
Vice President, Talent Acquisition, HR Operations, TriNet

5X

employee engagement with career management



increase in internal hires



increase in cross-functional hiring

4 Understand and Unlock Workforce Capabilities

Most companies lack a clear picture of the capabilities of their workforce—despite having huge volumes of employee data stored in Oracle HCM. Integrating Eightfold with the Oracle HRIS gives employers unprecedented insights into the skills and potential that exist in their global talent network. This talent intelligence drives strategies for upskilling/reskilling, workforce planning, redeployment, and hiring.

Enhancements with Eightfold

Understand workforce skills at scale

Eightfold provides an aggregated, enterprise-wide view of the skills employees have or can learn. These AI-based insights can be broken down by gender, geography, or department, and expanded to include applicants and contingent staff. Companies can prepare for the future with a deep understanding of what employees are capable of and where talent gaps exist. This talent intelligence complements the workforce planning features in Oracle HCM, which focus on headcount and budget.

Benchmark capabilities with Eightfold's global talent data

Eightfold's AI continually analyzes more than a billion talent profiles to provide real-time intelligence on the global market for skills and jobs. Talent leaders can use insights from Eightfold to determine whether they are keeping pace with marketplace shifts and what skills they need to ready their workforce for the future. Companies can also monitor the top skills and titles at industry peers to ensure that the business isn't falling behind competitors.

Redeploy talent to align with changing business demands

The pandemic highlighted the value of agility in talent management. Eightfold's AI helps Oracle customers identify redeployment opportunities at scale and with much less manual work. Talent leaders can quickly identify valuable skills among impacted employees and match people with new positions where they can succeed. As a result, employers can retain productive, fully-ramped talent and avoid the high cost of layoffs, while responding effectively to new business realities.

"Some organizations are unlocking 10s of 1,000s of hours of capabilities that they haven't been able to tap into before."

Sona Manzo

Managing Director Workforce Transformation, Deloitte



of 3,000 employees were redeployed by a financial services company, **saving \$40 million** in severance pay

Eightfold and Oracle Taleo: Put the Power of AI to Work Now

Many Oracle Taleo customers are at a crossroads. The application is outdated but migrating to a modern ATS is an expensive, disruptive, and lengthy undertaking.

Eightfold allows organizations to take advantage of AI technologies while continuing to use Oracle Taleo. The Eightfold platform integrates easily with Oracle Taleo to deliver value in weeks, not years. The solution is also future proof, meaning organizations have the time and flexibility to swap out the underlying ATS when it makes sense.

Get More Value from Current Talent Investments

- > Ingest, update, and enrich years' worth of applicant data in Oracle Taleo. Bringing forward as much historical data as possible widens the talent network and deepens the talent insights.
- > Rediscover talent trapped in Oracle Taleo. Eightfold reactivates past applicants who represent a significant investment in recruiting time and dollars.
- > Keep Oracle Taleo as the system of record and set up Eightfold to mirror the recruiting process stages. Bi-directional data flow between the two systems helps meet audit and compliance needs.

Make Recruiters Lives Easier Now

- > Improve the recruiter experience with AI-powered sourcing and screening in a modern, easy-to-use interface.
- > Eliminate the repetitive, manual tasks that bog recruiters down, like reviewing hundreds of resumes or searching through a massive applicant database.
- > Free recruiters to spend more time building candidate relationships, strategizing with hiring managers, and other higher-value activities.

Smoothly Transition to the Future

- > Extend the life of Oracle Taleo by integrating a system of intelligence that enables an AI-powered, skills-based talent acquisition strategy.
- > When ready, migrate to a next-generation ATS without disrupting the recruiter experience. Eightfold works seamlessly with Oracle Recruiting, Workday Recruiting, SAP SuccessFactors, Greenhouse, and other popular talent acquisition systems.

Eightfold and Oracle Recruiting / Oracle Cloud HCM: Apply AI to All Talent From Hire to Retire

Organizations that have standardized on Oracle Cloud HCM can put the power of a proven talent intelligence platform to work immediately. The market-leading Eightfold platform augments the capabilities of Oracle Recruiting and, when integrated with Oracle Human Resources, extends the value of AI-powered talent management to an organization's entire workforce.

Complement Oracle Recruiting

- > Integrate AI-based job discovery into an Oracle career site to improve the candidate experience and increase the number and quality of inbound applicants.
- > Use AI-powered sourcing and screening to quickly find high-potential candidates, increasing recruiter efficiency and accelerating time-to-fill.
- > Gain new tools and insights to benchmark and advance DE&I initiatives, including bias-free job matching, anonymous screening, and rich diversity analytics.

Apply Talent Intelligence to Entire Talent Network

- > Integrate Eightfold with Oracle Human Resources to create a single talent pool that includes applicants, employees, alumni, and contingent staff.
- > Discover and keep up-to-date the skills and capabilities of every employee. Transform talent management by using skills as the currency for advancement and growth.
- > Encourage internal mobility by matching all eligible employees against all open positions. Casting a wider net creates more opportunities for diverse and undiscovered talent.
- > Empower employees with self-directed career planning and personalized learning and development recommendations, including jobs, courses, mentors, and short-term gigs.
- > Inform succession planning with insights into the bench strength for every role in the company, not just the senior-most positions.
- > Enhance workforce planning with a clear picture of the skills and potential that exist in the organization's global talent network.

BNY Mellon Integrates Eightfold with Oracle Taleo to Accelerate Talent Transformation

BNY Mellon is on an ambitious HR transformation journey. The leading financial services company is transitioning from a fragmented set of HR investments to the modern Oracle Cloud HCM solution. The move underpins a multi-pronged initiative to improve how the bank finds, onboards, and grows a global workforce of more than 55,000 employees.

To jumpstart its journey, BNY Mellon integrated the Eightfold Talent Intelligence Platform with Oracle Taleo, the bank's legacy ATS. The Eightfold platform has provided a rapid path to innovation and value while the Oracle HCM implementation is still in flight. The solution was deployed in less than six months and BNY Mellon now uses Eightfold to:

- > **Leverage applicant data in Taleo** by pulling resumes from the ATS into Eightfold, where they were cleansed, digitized, and enhanced with skills and updated job experience. The bank now has a current view of the capabilities in its external talent network and can re-engage past applicants with the skills it's looking for.
- > **Reimagine talent acquisition** by using AI to enhance upfront recruiting activities, including candidate sourcing and selection. In addition, Eightfold's AI is integrated into the BNY Mellon career site so applicants can upload a resume and see the jobs that are most relevant to them.
- > **Promote diversity in hiring** by using candidate masking and Explainable AI to create a fair and balanced playing field. The bank has already seen a dramatic increase in the volume of female applicants for technical positions. "The opportunity around AI and D&I is incredible," says Jolen Anderson, BNY Mellon's Global Head of Human Resources.
- > **Rationalize the bank's jobs library** to facilitate career pathing, internal mobility, and the development of learning resources. BNY Mellon consolidated 3,000 IT and operations jobs in less than three weeks and plans to rationalize all 31,000 jobs by the end of 2021. The job library will be loaded into Oracle Learning when it's brought online.
- > **Encourage internal mobility and growth** by assessing employee skills and capabilities, and then matching people with openings on a one-to-one and one-to-many basis. Longer term, the bank anticipates using Eightfold's talent intelligence to improve workforce planning and balance the supply and demand for skills across the organization.

For more information about BNY Mellon's joint Eightfold / Oracle solution, check out the webinar, ["Using AI to Identify and Grow Talent for Tomorrow's Business Needs."](#)

"Now we really understand the power of our workforce and how it can be deployed appropriately across an organization."

Jolen Anderson, Global Head of Human Resources, BNY Mellon

Now is the Time for AI-Powered Talent Acquisition

The future of HR is here. AI is already transforming talent acquisition and management to help HR teams align talent strategy with evolving business needs. Major employers across industries and around the world are using the Eightfold Talent Intelligence Platform to unlock the considerable potential in their talent pool and talent data.

For Oracle customers, the Eightfold platform offers an opportunity to turbocharge HR operations with proven, industry-leading talent AI—now, not years from now. By adding a system of intelligence to their HR stack, Oracle customers can get a full and true picture of the skills and capabilities in their talent network. Armed with this knowledge, companies can accelerate the hiring of qualified candidates, guide employees to internal development opportunities, hit DE&I milestones, and build a more agile, future-ready workforce.

Industry Awards



The Eightfold Talent Intelligence Platform™ is a purpose-built, deep-learning artificial intelligence technology that is powered by an ever-refreshing global data set of billions of talent data points and over 1.4M unique skills.