

THE ROLE OF BUSINESS INTELLIGENCE SYSTEMS IN DETERMINING STRATEGIC TALENT MANAGEMENT PLANNING

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ABSTRACT: *Strategic planning is the most challenging role for managers, and given the tremendous sophistication of information systems and technologies used, they are used by senior management in business organizations to help speed decisions. Due to the nature of its composition, it is of great importance, as it has in its establishment the development of highly sophisticated information technologies*

The effectiveness of these systems depends on several factors, the most important of which is the amount of political support from the senior management, finance, technology and mechanisms, the conscious management of the system, specialized human resources, and operational research, statistical and economic analysis, as well as several obstacles and problems that hinder the implementation of these systems, Decision and resistance to change and the absence of strategic planning thinking.

Keywords: Business intelligence, Talent Management, Strategic planning.

1- INTRODUCTION:

The organizations have experienced a rapid change in the globalization of markets, scientific streets, and technological development.

The most prominent data is that business organizations need intelligence systems that can provide the information needed on the business environment in a timely manner; in terms of minutes of opportunities, threats, and competitive risks. Where the intelligence, systems of the workers play a pivotal role in preventing the organizations and improving the commission levels in it. The number of information and the transfer of this information to the intelligence system is regulated by the Organization Environmental impacts as well as opportunities, and interact with them to achieve sustainable competitive advantage it was argued that the organizations that had adopted their work on technology had been able to adapt to changing market conditions under competition, OLTi requires them to give more importance to the competencies IT is reflected in achieving its goals and giving it the ability to adapt and organizational agility quickly Changes in internal and external environment factors.

2-Business intelligence phases.

A- Collect phase:

In the collect phase, an information system facilitates bringing problems to a decision maker's attention. In this phase, data are obtained, processed, and examined for clues that may identify problems. In other words, Intelligence phase is defined as the gathering of information. Data must be collected on objectives, organizational constraints, resources available, and on the external environment. Study of this data, recognizing patterns and trends, leads to the next phase; design. [6]

B- Design phase:

In this phase, the information system can support simulation modeling to help identify and explore alternative responses. After analyzing the problem, it may become apparent that information systems cannot provide a solution. Instead, data is manipulated, risk evaluated, and alternative solution postulated based on management's past experience, knowledge, perception, creativity, and intuition. Several solutions should be developed, including solutions with probability associations indicating the chance of success for each decision.

C- Choice phase:

In the choice phase, the decision maker selects a particular alternative from available alternative, which is generated

from the design phase. It must be noted that in all types of decisions, the choice is essentially a human activity.

D- Implementation phase

In this phase, the choice which was made in the choice phase is implemented. From the definition of the above phases, it is clear that management information systems and especially strategic information systems have made major contributions to the intelligence phase.

3- The Role of Business intelligence for Strategic Talent Management.

In organizations, the functions of planning, organizing, controlling and actuating with a view to using the organization's resources in the best way possible are performed. The success of any organization is determined by how well its leaders perform those activities. And how well those functions are carried out is dependent, in part on how well the managers' information needs are being met. Each function involves decision making, and decision making must be supported by information that is accurate, timely, complete, concise, and relevant. If a manager's information does not possess these characteristics, the quality of his /her decisions will probably suffer. And the organization will not attain the success it might otherwise have had.

The specific information required by a particular manager includes information needed to Establish, evaluate, and adjust goals, develop plans and standards to indicate action, measure actual performance and take appropriate actions when performance varies from the plans and standards.

Every day, numerous management decisions may be required. Each decision process can be viewed as a transformation of inputs into decision outputs. Thus, the designer of an information system must concern himself/herself with three aspects of the decision process:

1. The information inputs for the decision.
2. The decision process
3. The decision outputs and how the result in action.

It is fairly easy to formalize routine decisions. However, no routine decisions, which are qualitative and subjective rather than qualitative, are much harder to formalize. In such circumstances, the formal system maybe at the best, a limited aid to the human decision maker. Decision support systems are usually designed to be used in such cases.

4- Strategic Talent Management Planning.

Through strategic planning efforts incorporate the specific actions that will be taken to bring organizational goals to life, drawing guidance from a detailed assessment of the

organization's internal and external environments and the participation of interested parties from the organization and its community. Bryson echoes other theorists in arguing that public and nonprofit organizations face uniquely turbulent environments necessitating coordinated action. Organizational leadership must think in terms of internal operations and external environment to translate potential organizational responses into goals that are coordinated and serve to mesh organizational efforts with environmental demands. Leadership must extend this effort beyond general goals to action, necessitating an assessment of organizational capacity and concern with the ability of the organization to respond to environmental cues. The rationale for the importance of strategic planning in public and nonprofit organizations grows as we note that the distinctions among different arena of authority – public, private, and nonprofit have become increasingly vague. Particular actions may no longer be routinely considered to be the exclusive domain of the public sector in an era of privatization and public-private partnerships.

Strategic Talent management requires that human resource departments move beyond and conventional. Limited roles of facilitator or adviser to integration of human resource management activities into strategic planning management, and action. Strategic Talent management is "the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals. It occurs when the human resource unit recasts itself as part of the decision-making team rather than viewing itself as an agent of internal accountability and control. Considering human resource efforts in the context of organization-wide strategic planning reflects an acknowledgment of the key role that employees play in organizational success. The link between human resource practices and strategic management to accomplish organizational objectives requires close coordination of human resource practices with organizational mission. Strategic Talent management becomes relevant for other organizational actors when it is intimately linked to the enhancement of organizational capacity; lacking such a close linkage, line managers are unlikely to accord much priority to human resource development initiatives or supportive services.

Unfortunately, if human resource activities are not integrated into organizational strategy or if strategic planning is simply left to talent departments as one more management fad to be borne, then decisions made in Talent department or by other agency departments could be ill-considered. Many expertise's offers an example of how short-run problem solving can lead to a larger organizational problem. What might occur if staffing became ad-hoc, with managers adding people in response to a perceived shortage without regard to civil service procedures? Potentially such actions could disrupt salary levels and raise thorny equity issues. Career ladders may become quite convoluted, leading to employee morale and motivation concerns. Employees may leave for organizations with more consistency and predictability in questions regarding career path progress or exceptional about responsibilities, thereby raising problems with employee retention. "Quick fix solutions to human resource problems that arise in the normal course of work will often have unanticipated and negative consequences that are costly to the agency. The Strategic Talent Management Planning phases are:

A. Forecasting Future Demand for Employees.

The first phase of an effective Talent planning process is estimating not only how many but what kinds of employees will be needed in the future. Forecasting yield these advanced estimates or calculations of the organization's staffing requirement. Although there are many quantitative tools to help with forecasting, a process involves a great deal of human judgment [5].

Four forecasting techniques are three top-down techniques expert estimate. Trend projection, modeling and the bottom-up unit forecasting technique.

B. Analysis of the supply of current employees

The second phase of HR planning is designed to answer the question, How many and what kinds of employees do I currently have in terms of the skills and training necessary for the future? It should be obvious that this phase of HR planning involves much more than simply counting the number of current employees in the organization.

The major tool used to assess the current supply of employees is the skills inventory.

C. Action Decisions in Talent planning

After the Talent planning system has analyzed both the supply of and demand for future workers, these two forecasts are compared to determine what, if any, action should be taken. Whenever there is a discrepancy between these two estimates, the organization needs to choose a course of action for eliminating the gap [10].

5- Perceived Barriers to Strategic Talent Management Planning

The three major barriers to planning in nonprofit organizations that may echo difficulties with public sector strategic planning are the skill level of, managers charged with planning, the diversity of agendas for the various stakeholders, and concerns about the rigidity of formal plans [1].

First, staff may be relatively unskilled in planning and management techniques, Just as traditional workforce planning efforts were often relegated to centralized human resource departments, other planning efforts might be comported, metalized, delegated as the domain of a particular department in an agency or retained at a certain level of organizational decision making, Under these circumstances, little active participation would be required from line supervisors, However, with strategic planning, workforce planning is integrated with all other aspects of operations and in consideration of other environmental factors.

This means that line managers, as well as human resource specialists, need to be familiar with strategic planning generally, and with the issues attendant to traditional workforce planning, Training is necessary in the techniques of planning and environmental assessment methods, Even if employees(and outside participants) are familiar with the general concepts of strategic planning, the complexity of the data to be considered may be overwhelming , The addition of complex modeling programs to manage all of the detail about the organizations environment, staffing levels and characteristics, range of project types, varying timelines, and diverse benchmarking criteria could hinder active participation by who are unfamiliar with or intimidated by statistical analysis [11].

Second, the diversity of goals, values, and interests of the people associated with the organization makes planning difficult, for example, bringing out the perspectives of

clients, donors (taxpayers), volunteers, and board members (political decision makers) can be difficult enough, meshing these views may require some vagueness in goals and objectives to limit internal conflict between organization stakeholders , Unfortunately, ambiguity in goals and objectives makes it difficult to develop a series of actions as a result, Organizations, the only certainty is that demand will exceed resources[2].

A third problem is that in nonprofit sector organizations, staff members and volunteers may resist planning because it seems a bit too corporate or businesslike rather than client responsive, they echo concerns frequently expressed by public sector administrators that formal plans have the potential of limiting flexibility of action or, alternatively, imposing " bureaucracy" on adaptive or innovative activities.

Additional problems with strategic planning may stem from previous efforts; unfortunately, it is not unusual for public managers to find themselves buffeted by "flavor of the week" management trends.

Strategic planning has often been treated as one such faddish effort, suddenly an agency is asked to develop a plan by a legislative body or executive branch official;

consultants are hired and committees are formed, and day-long work sessions are scheduled, midlevel managers are thrown together with a sprinkle of line-level supervisors to develop a mission statement, goals, and objectives in an eight hour retreat the comments are scribbled on large pieces of paper for the group to see and then carefully transferred to a document that will become [7].

Another problem that may frequent planning efforts is over planning. The highly detailed scheduling of implementation efforts or the development of overly structured plans can often have impeded organizational responsiveness. Some individuals do tend to invest heavily in the written plan and limit their efforts exclusively to those activities that are specifically detailed, thereby limiting innovation and adaptability. The organization's environment will still be fluid even after a plan is in place, so a general focus on goals and willingness to let the organization respond to environmental cues is important. Managers should have the latitude to respond to shifts and be comfortable with change and variety while recognizing that even small decisions can lead to larger outcomes for good or ill [9].

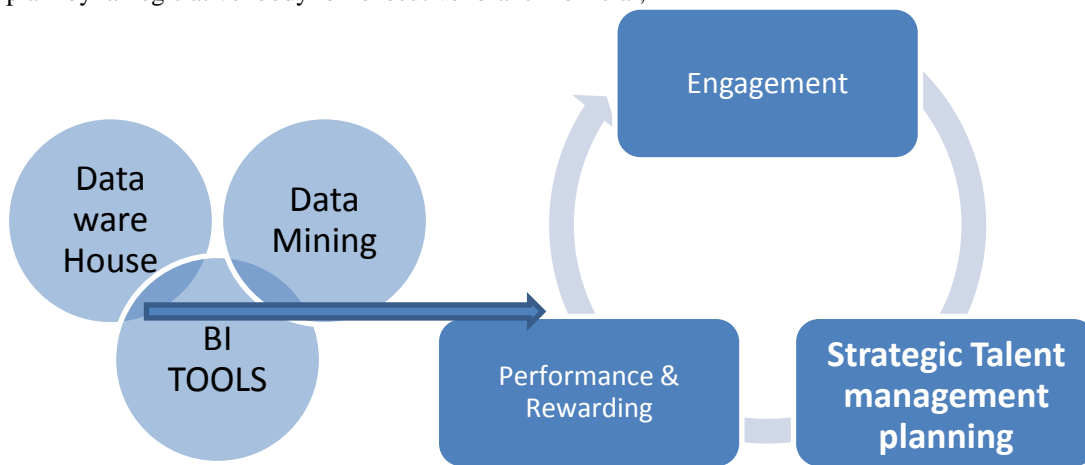


Figure (1): The Role of BI in Determining Talent Management Planning

CONCLUSION:

Business intelligence systems are characterized by their evolution from the rest of the other information systems by integrating them between information technology and operations research in an interactive framework, which contributes to supporting decision makers in different decision-making stages. The fundamental advantage of these systems is to provide managers with tools, not information, to help them solve non-structural and semi-structural situation.

In view of their importance in supporting and streamlining management decisions, their areas of application and application areas have expanded, and this has necessarily led to their development with the development of information technology.

The environment of the decision support system is one of the most important factors influencing its effectiveness, including the most important indicators of supporting the senior management in addition to financing and the availability of technology and mechanisms and relying on cadres in various fields, especially in operations research and economic analysis [4].

The management of this system is one of the most important of these conditions, which must be scientific and informed. It has bold leadership with a vision and ability to plan strategically in line with the requirements of the times. The most important obstacles and problems facing the implementation of decision support systems are resistant to change, weak information environment and weak decision environment.

It can be said that the administrative decision in the Arab institutions, in general, is still based on intuition, experience, experience, and error, and lacks scientific and information technology. Therefore, the quantitative dimension should be included and the use of modern technologies and try to apply decision support systems to make decisions more quality and effectiveness, their growth in light of competition and rapid changes [8].

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