Delivering Value with Oracle E-Business Suite Human Resources Management System Release 12.1

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EXECUTIVE OVERVIEW

Long before issues with the global economy, businesses were struggling with the increasing challenges of managing people in the workplace. As more companies vie for the attention of quality talent, the ability of human resources, recruiting and service delivery organizations to improve the efficiencies of their teams becomes a competitive essential. There are always crucial business decisions that need to be made. Layoffs and job optimization may be needed, rewards may need to be distributed to smaller groups, morale may be low, and lack of good succession planning could expose organizations to even more risks. Organizations need to ensure that the workforce and organizational goals are aligned, employees are more engaged, and the workforce talent and performance effectively optimized.

By having processes in place and integrated, employees have visibility into the organizational goals and understand their role. It also removes the need for additional vendors, licenses, and staff to maintain applications that reside outside the integrated Human Resource processes. Organizations will also see lower operating expenses by reduced turnover and hiring costs, as well as higher employee productivity and the optimization of information to make crucial business decisions.

Oracle E-Business Suite HRMS Release 12.1 is Oracle's global solution suite for intuitive and effective human capital management. Creating a rapid return on investment, Oracle E-Business Suite HRMS Release 12.1 applications automate business processes, reduce operational costs and increase efficiency, continually defining and leveraging industry best practices.

Oracle E-Business Suite HRMS Release 12.1 is based on extensive customer feedback, industry best practices, analysts' research and Oracle's own commitment to thought leadership.

This whitepaper is intended to provide guidance in regards to the types of benefits that may be realized through an upgrade or implementation of HRMS Release 12.1. For those customers that are considering a move from an 11i implementation directly to Release 12.1, this whitepaper also calls out the significant value add enhancements to HRMS Release 12. All Release 12 features are included in Release 12.1.

INTRODUCTION

Oracle E-Business Suite HRMS Release 12.1 is designed to help you make better decisions and be more competitive, while lowering costs and increasing performance. Achieving this balance requires companies to have a global (or holistic) view of their operations.

The ability to make informed decisions, work across boundaries, and manage the workforce globally benefits every organization, no matter what size or industry. Businesses that achieve a truly global perspective will end up the winners, driving out complexity so that they can focus on value added activities.

KEY BUSINESS DRIVERS

In this ever changing economic environment, we are talking about Oracle E-Business Suite in two different ways. Oracle E-Business Suite HRMS Release 12.1 represents a continued commitment to excellence and quality and centers on these key business drivers:

1. Achieve Rapid Return on Investment

2. Standardize and Simplify HR Processes

The first driver is the opportunity to achieve rapid return on investment. Feedback from CIOs is that they're often looking for investments that will have a 6-9 month payback in this environment.

The second driver is the need that companies have to standardize and simplify, either because of cost pressures or because of merger and acquisition activity. Organizations today can't afford the luxury of having redundant, duplicative or inefficient systems with expensive integrations. So the opportunity to standardize and simplify on a common platform is a way to eliminate costs and be more efficient in this environment.

Only Oracle has the thought-leadership and development resources to continue to deliver the world's broadest and deepest HRMS solution that addresses these drivers; a solution that delivers significantly more value on an organizations HRMS investment.

TOP FIVE REASONS TO UPGRADE

When considering and upgrade to the latest release, it is important to understand the return on the investment of the upgrade. Here are the top five reasons to consider an upgrade:

1. Supports HR Best Practices
2. Reduces Administrative Costs
3. Improves Employee, Manager, and Administrative Productivity
4. Key New Functionality and Technology
5. Extended Maintenance and Support

1. Supports HR Best Practices

The need for more effective human resource management is stronger than ever. HR best practices improve morale, increase productivity and assure retention, as well as providing high quality programs, policies and initiatives. The goal is to create a workforce that can not only get more done, but also ensure a greater level of efficiency, timeliness and quality. Given the challenge's faced by organizations today, HR must manage their practices with a focus on the value-added goals of a rapid return on investment, the management of turnover and retention, and increased productivity. Oracle E-Business Suite HRMS Release 12.1 supports multiple best practices, including:

- Career Path, Succession, and Advancement
- Compensation, Rewards, and Recognition
- Employee Development and Training
- Employee Satisfaction and Retention
- HR Mission, Strategy, and Structure
- Performance Management

- Recruitment and Selection
- Call Center for Human Resources

2. Reduces Administrative Costs

The practice of across-the-board cost cutting is rarely the best way to achieve cost containment or savings and, in fact, often places an organization at a disadvantage. The focus of cost reduction should be on redundancy and inefficiency. Typical reductions in administrative costs through the implementation of the E-Business Suite HRMS applications include:

- Reduce HR printing and distribution costs by up to 80%
- Reduce the cost of payroll errors by up to 50%
- Reduce the cost of recruiting by up to 50%
- Reduce the benefits enrollment fees by up to 80%

3. Improves Employee, Manager, and Administrative Productivity

A simple explanation of productivity in any organization is the successful management of process. The need for HR managers to improve their core processes is greater than ever before. Organizations are not interested in grandiose reorganizations and superficial maneuvers that fail to improve upon core processes. A highly productive workforce depends on driving technology and automation. Typical improvements in productivity through the implementation of the E-Business Suite HRMS applications include:

- Reduce time to hire by up to 10%.
- Improve time required for open enrollment/life event changes by up to 50%
- Improve time required to process a job requisition by up to 25%
- Improve time required to apply for a job by up to 50%

4. Key New Functionality and Technology

The new functionality delivered with Oracle E-Business Suite HRMS Release 12.1 were designed based on extensive customer feedback, industry best practices, analyst research, and our own commitment to thought leadership. These releases represent our ongoing commitment to best-in-class applications that provide real business value. With a planned upgrade path to Fusion, Oracle E-Business Suite HRMS Release 12.1 delivers the benefits of Fusion planning and development. Leveraging early Fusion fundamentals, organizations can acclimatize to technology changes while planning a long-term applications roadmap. Enhancements throughout the release extend Oracle's leadership in the HCM arena and support workforce initiatives to optimize overall enterprise performance.

NEW FUNCTIONALITY IN R12.
- End – End Talent Acquisition Management
- Talent Management
  - Managing Talent Profiles
  - Succession Planning
  - Performance Management – Objective Alignment, Line of Sight and Offline Appraisals
  - Learning Management – Course Evaluations and Learner Groups
- BPO Support – Enhanced Multi Tenancy
- Help Desk Integration to PSFT HR Help Desk (Integration available with PeopleSoft HCM v9.1)
- Revamped Time and Labor User Interface
- Expanded Content Provider Integrations
- Enhanced Workforce Lifecycle Management through Checklists and Web Services

NEW FUNCTIONALITY IN R12
- Workforce Performance Management
- Cascading Objectives
- iRecruitment Offers
- HR Checklists
- HR Global Transfers
- Compensation Workbench Enhancements
- Total Compensation Statement
- Workforce Scheduling Integration
- UAE, Denmark & India Payroll Localizations

NEW TECHNOLOGY
- XML Publisher – new or updated reports include:
  - All EEO reports
  - Quarterly Tax Return Worksheet
  - Employee W-2
  - Retro Notifications Report
  - Compensation Workbench Employee Statement
- Improved User Interface (most traditional 'Forms' have been upgraded to internet based HTML pages)
- Major upgrade improvements include:
  - Parallel running of upgrade scripts
  - High level of performance tuning of upgrade scripts

5. Extended Maintenance & Support

Oracle E-Business Suite Release 12.1 delivers on Oracle's promise to support and invest in the applications already running. With this release, Oracle demonstrates its commitment to protect, extend, and evolve application investments. Customers implementing HRMS Release 12.1 will receive Premier Support until May 2014 and Extended Support until May 2017. Sustaining Support is also available indefinitely.

By extending Oracle's investment in Human Capital Management (HCM), organizations are ensured the ability to continue indefinitely on their current platform with Applications Unlimited.

BUSINESS BENEFITS OF UPGRADING

The following sections focus on the three main types of business benefits that might be realized by upgrading or implementing Oracle E-Business Suite HRMS Release 12.1.

1. **Expense/Operating Savings** - The benefits of Expense/Operating Savings help reduce the operating costs of an organization. These are measurable costs which would be typically found on an organization's income statement. Reduction or elimination of these costs contributes to the improved financial health of the organization and helps attain a rapid return on investment.

2. **Labor/Productivity Savings** - Labor Productivity Savings benefits are the benefits from reduction in labor efforts. The benefit can be measured through estimating the burdened salary costs associated with various tasks per type or category of employee. Burdened salary means a person's annual salary or wages plus

benefits. This amount is typically around 30% of their salary or wages, but may vary by country or industry. A reduction in labor costs does not necessarily mean a reduction in employees. By standardizing and simplifying operations, and reducing the amount of time it takes to complete manual or time consuming activities, resources become available to focus on more strategic tasks.

3. Revenue/Service Delivery Improvements - Revenue/service delivery improvements in HCM are harder to measure than exact costs or labor productivity improvements. Revenue/service delivery benefits are much softer benefits that can be derived as a result of specific costs reductions or productivity improvements. These type of improvements are usually called "soft benefits" since they are much harder to measure, yet are universally accepted as an outcome benefit to process and system improvements.

They are not meant to be the only benefits available, but highlight some of the main enhancements in the product and where organizations should look to realize these benefits.

1. EXPENSE/OPERATING SAVINGS

Improved Staff Retention

Eliminating administrative overhead and routine, manual tasks lead to improved staff retention. Job satisfaction is improved by hiring the best candidates and fully educating the workforce. This is measured through a reduction in turnover and avoidance of staff replacement costs such as recruiting and training costs. Workflow, administrative system features, and self-service help to reduce errors and simplify access to each employee's personal information, whether it is routine or specific to incentive or benefit plans. Providing more complete and easily accessible information enables employees to make informed decisions and thus be more satisfied with benefits and their job. All of which contributes to improved staff retention and lower costs for replacing lost employees.

Enhancements that Support Improved Staff Retention

- Objectives Management (Core HR, R12) – New or improved features around objectives management enforce consistency across the workforce, align worker objectives with business strategy, and reduce worker efforts in objective setting and tracking – all helping to improve staff retention. Improved visibility into objective achievement also helps improve in this area.

- Compensation UI (Compensation Workbench, R12) – A redesigned manager user interface provides simplified process flow and access to important decision-assisting analytics. Improved ability for managers to allocate compensation in accordance with enterprise, department and personal philosophies using rules-based modeling scenarios and additional analytics. Time from process start to award distribution can be greatly reduced making a bigger impact on employees and helping improve staff retention.

- Total Compensation Statement (Core HR, R12) – Employees and managers can view a statement (online or in printable form) that outlines the total their compensation. This can include salary, bonuses, stock value, benefits paid by the organization, savings and retirement information and many other items. The Total Compensation Statement is completely configurable and can include information from the core HR system or from 3rd party systems.

- New Localizations (Global HR/Payroll, R12) – New HR/Payroll localizations in R12 included UAE and Denmark for HR/Payroll & India for Payroll. These additional localizations will help improve staff retention for organizations operating in these countries by providing the latest, state of the art HR/Payroll technology and improved ability to streamline business processes.

- Global Deployments (Global HR/Payroll, (R12) – Using the Global Deployments functionality, HR Professionals can transfer employees permanently or temporarily between business groups. Oracle HRMS automatically creates or updates the employee record in both the source and the destination business groups when the transfer is initiated. Similarly, when a transfer ends, Oracle HRMS automatically updates records in both business groups again. By automatically updating employee records and helping to ensure a smooth job transfer, employee staff retention improves.

- Succession Planning (Core HR, R12.1) – The implementation of formal succession plans improves staff retention. A clear correlation exists between executive retention and companies with formalized retention and succession programs. Succession Planning and Management enables managers and HR Professionals to identify, create, and manage the talent pool available in their organization. Using this feature, both managers and HR Professionals can: i) Designate jobs and positions as critical to the enterprise, ii) Identify high risk workers, iii) Create succession plans for critical jobs and positions, iv) Create succession plans for workers, and v) View and modify succession plan information.

- Line of Sight Objectives (Performance Management, R12.1) – Line of Sight is a graphical representation of the alignment of objectives in an organization. This feature displays objectives that are aligned or linked to each other in the objectives hierarchy. Line of Sight helps employees to understand how their objectives have been cascaded down through the organization and the association between objectives. The feature provides management with online visibility of objectives alignment in the organization. Employees who understand their goals are less likely to leave the organization.

Reduced Fees Paid

Reducing the total fees paid for advertising and agency services related to job openings, services around resume processing job offer letters and other recruitment related tasks, and fees paid for services around training management such as online forms and actions on mass groups of students is a direct operation cost reduction.

Enhancements that Support Reduction in Recruiting Advertising and Agency Fees

- Offers (iRecruitment, R12) – The ability to create and send offer letters without engaging the services of a third-party recruiting agency, the fees associated with those types of relationships are reduced.

- Employee Referrals (iRecruitment, R12.1) – With new ability to implement and manage employee referrals, the fees associated with advertising open positions and using recruiting agencies is reduced. The Employee Referrals enables: i) Recruiters or hiring managers to mark vacancies eligible for employee referral, ii) Employees to create candidate profiles, and refer candidates to vacancies available for referrals, iii) Employees to create a candidate and refer the candidate to a manager who in turn can pursue the candidate for a suitable vacancy, iv) The candidate to give the reference of an employee while creating their profile or submitting a job application, v) Recruiters and hiring managers to search for candidates who are referred by employees.

- Interview Management (IRecruitment, R12.1) – With new ability to manage the entire interview cycle in their recruitment process, the fees associated with advertising open positions and recruiting agencies is reduced. Using the Interview Management, recruiters and hiring managers can: i) Schedule multiple rounds of job interviews for an applicant or for multiple applications for a

vacancy, ii) Select the members of the interview team and define the primary interviewer if there are multiple interviewers for a particular round of Interview, iii) Maintain interview information such as the interview schedule, contact information, and details about the interviewers, iv) Provide feedback about the interview, add interview notes, and enter the result of the interview, v) Reschedule, cancel, or put an interview on hold.

Enhancements that Support Reduction in Recruiting Print, Copy, and Mail Fees

- Offers (iRecruitment, R12) –The ability to create and send offer letters using XML Publisher helps to reduce overall recruiting print, copy and mailing fees.

- Employee Referrals (iRecruitment, R12.1) – With new ability to implement and manage employee referrals, the fees associated with advertising open positions and using recruiting agencies is reduced. The Employee Referrals enables: i) Recruiters or hiring managers to mark vacancies eligible for employee referral, ii) Employees to create candidate profiles, and refer candidates to vacancies available for referrals, iii) Employees to create a candidate and refer the candidate to a manager who in turn can pursue the candidate for a suitable vacancy, iv) The candidate to give the reference of an employee while creating their profile or submitting a job application, v) Recruiters and hiring managers to search for candidates who are referred by employees.

Enhancements that Support Reduction in Training Print, Copy, and Mail Fees

- Online Evaluations (Learning Management, R12.1) – With new ability to manage course evaluations enables enterprises to easily incorporate course evaluation in all of their classes. Enterprises can evaluate self-paced and classroom based courses online to gather feedback from learners on different training courses.

- Online Materials (Learning Management, R12.1 – With new ability for Training Administrators to present more information to the learner or instructor about courses, offerings and classes using attachments. Administrators can provide detailed course descriptions; instructor presentations; hotel descriptions; pre course material; and instructor notes as attachments.

Reduction in HR Materials and Distribution Costs

By providing employees with electronic access to common forms and reports, organizations are able to reduce HR materials and distribution costs. This savings is measured by a direct reduction in cost of manufacturing and distributing HR materials, forms and personalized employee reports, such as pay slips, vacation balances, etc. An enterprise-wide shift to online access of common HR-related information will reduce the need for printing and distributing hard-copy materials, thus reducing overhead costs. Providing employees with secure, personalized access to common HR related data requires tools that will provide online, web-enabled access 24x7. It may also require shifts in business practices and/or policies to move away from any requirements to provide materials hard-copy. It will also require employee change management to ensure all employees are aware of the change and are able to access the data.

Enhancements that Support Reduction in HR Materials and Distribution Costs

- Employee Statements (Core HR, R12) – New ability to create employee statements using XML Publisher that can be emailed to each employee helps reduce HR materials and distribution costs.

- Enhanced Reporting (XML Publisher, R12) – XML Publisher utilizes a set of familiar desktop tools that can be used to create and maintain both reports and document layouts in any combination of 185 languages and 244 territories. Seamlessly converting these layouts into industry-standard files, each translation file can be individually modified without impacting translations. With bi-directional and advanced font handling support, XML Publisher provides organizations with a secure, streamlined document system. Automation of report creation and generation helps reduce HR materials and distribution costs.

Enhancements that Support Reduction in Call Center Overhead Costs

- HR HelpDesk Integration (Core HR, R12.1) – HR HelpDesk Integration provides pre-built, secure, real-time integration with PeopleSoft HelpDesk for Human Resources for Oracle E-Business Suite Human Resources. Data from Oracle HRMS applications can be used throughout the case resolution process. Enables automation of call center requests with Content Center functionality. The out-of-the box integration with the PeopleSoft Helpdesk will provide the following capabilities within the PeopleSoft application: i) Employee 360 view for the call center agent pulling in data from the E-Business Suite HRMS system. ii) Action links that will enable a call center agent to drill down to the transactional E-Business Suite system for specific HR transactions straight from the PeopleSoft application.

Reduced Cost of Errors

Reducing or eliminating data entry errors is a goal of every organization. This is accomplished through processes that allow for entry of data one-time only, which is then available to multiple other processes throughout the enterprise system. The cost of data entry errors can be measured by the current expense of fees incurred due to such errors. For example, in payroll, these costs may include fines, bank charges for reversals and reissues, miscellaneous reimbursed employee fees, and wasted check stock. Entering data only once provides a single source of truth for critical employee data which can then be shared throughout a single, integrated system.

Enhancements that Support Reduced Cost of Errors

- Enrollment Upload (Advanced Benefits, R12) – The ability to automatically upload enrollment data puts the preparation of the data in the hands of the functional users and helps improve data integrity by using system rules to validate the data, thus improving the quality of data being loaded.

- Rules and Modeling (Compensation Workbench, R12) – Use of rules and modeling scenarios takes the guesswork out of compensation planning and automate the calculations, which will reduce the risk of costly data errors. Integration with Oracle Incentive Compensation also helps reduce the risk of errors by eliminating the need to re-key incentive compensation data into Compensation Workbench.

- Costing of Payments and Subledger Accounting (Payroll, R12) – This feature allows users to create accounting entries in one automatic operation rather than a series of manual updates for each payment. This helps to reduce potential errors and complete costing entries quickly and efficiently. Also new in Release 12 for Financials is a centralized subledger accounting that allows organizations to apply standard accounting rules to all business transactions, whether they're generated in Oracle E-Business Suite or third-party, custom, or legacy applications, and ensures consistent financial

reporting and compliance. From the payroll side, this will allow for better drilldown from summarized GL entries to original payroll source entries.

- New Salary Proposal Approval (Compensation Workbench, R12.1) –The enhancement 'New Salary Proposal to be Explicitly Approved' offers the ability to explicitly control approvals for new salary proposals. The enhancement ensures that the new salary proposal approval is SOX-compliant and reduces the total costs incurred annually due to payroll errors.

- Supervisor Aids (Time and Labor, R12.1) – Supervisor Report to Identify Missing Timesheets; Supervisor List of Timesheets Expected and Status Online; Audit Change Report - Identify Changes Made to Timesheets; Summarize Regular/Overtime Hours Separately.

- Time Card Audit (Time and Labor, R12.1) – By providing an audit trail on time cards, a complete history of timecards from its timecard submission to approval stages is readily available.

Reduce HRIT System Costs

Consolidation of multiple, redundant systems, which results in the elimination of unnecessary or manual interfaces and custom system enhancements is a goal of every organization. Reduction or elimination of these systems or enhancements helps to lower software and hardware licensing and maintenance fees as well as related upgrade costs. Putting more processes and information in the hands of the users is another effective method of reducing system costs. The information is owned and understood by the people adding it to the system, thus reducing the amount of incorrect or incomplete information.

Enhancements that Support Reduced HRIT System Costs

- Enhanced Payroll Functionality (Payroll, R12) –Payroll now includes the following features, which help eliminate or reduce HRIT custom programs and/or interfaces:

  The Costing of Payment process, Generic Check Writer, Batch Balance Adjustments, Datapump Process Manager, Run Type by Element classification, FastFormula Assistant.

- Offers (iRecruitment, R12) – New ability to create and send offer letters using XML Publisher helps to reduce or eliminate custom programming that may have been necessary in the past to create, track and distribute offer letters.

- Archive Timecard Information (Time and Labor, R12) - Providing the ability to archive timecard information enables greater system performance and more efficient access to timecard data.

2. LABOR PRODUCTIVITY SAVINGS

Labor Productivity Savings benefits are the benefits from reduction in labor efforts. The benefit can be measured through estimating the burdened salary costs associated with various tasks per type or category of employee. Burdened salary means a person's annual salary or wages plus benefits. This amount is typically around 30% of their salary or wages, but may vary by country or industry. A reduction in labor costs does not necessarily mean a reduction in employees. By reducing the amount of time it takes to complete manual or time consuming activities, resources become available to focus on more strategic tasks.

Improve Employee Productivity

This section covers the enhancements that support labor productivity savings measured against improving employee productivity:

- Reduced HRIT Labor Costs
- Open Enrollment/Life Event Changes
- Performance Management Amount
- Profile Management
- Time Tracking
- Reducing Time to Hire – Exempt and Non-Exempt Employees
- Workforce Development

Enhancements that Support Improved Employee Productivity - Reduced HRIT Labor Costs

- Compensation & Benefits Management enhancements (R12) – Multiple enhancements automate and strengthen key business processes, reducing or eliminating data entry, which helps reduce HRIT labor costs. Specific enhancements include: enrollment upload, mass data update, and the ability to automatically generate total compensation statements.

- Fast Formula Assistant (R12) – Fast Formula is a powerful way to model business rules. Implementers and administrators can quickly create new Fast Formulas, copy existing Fast Formulas, and test Fast Formulas using Fast Formula Assistant, a web-based, intuitive tool. This helps to eliminate manual work of coding custom calculations and improve productivity for the HRIT staff.

- Single Unified Driver (R12) - In Release 12 the upgrade process was enhanced and streamlined. New features were added to Rapid Install and AutoPatch to increase their capabilities. In addition, an upgrade no longer relies on AutoUpgrade processes. All upgrade functionality was consolidated into a single unified upgrade driver that performs the upgrade without reliance on the information formerly captured on the AutoUpgrade screens.

- Parallel Running of Upgrade Scripts (R12) – The scripts which perform data upgrade on a mass scale have been allowed to make use of parallel running mechanism, by spawning different workers and allocating pieces of upgrade to each. This has reduced the total time taken for the upgrade process to complete thereby reducing the downtime.

- High Level of Performance Tuning for Upgrade Scripts (R12) – Most of the upgrade scripts have been tested on volume instances to simulate customer scenarios and their performance tuned to the maximum.

- The Upgrade Manual Script (TUMS) (R12) - This script generates a list that can be used to determine which tasks can be omitted from the upgrade process. Performing this task can substantially reduce the time it takes to complete the upgrade.

- Data Update Process Status Report (previously DTR) (R12) – Organizations upgrading now have the option to move a number of processes out of the main application so that the downtime is reduced. The Data Update Process Status Report (recommended to run on a test upgrade first) lists those steps that a customer may choose to move out of the main patch 'if' a test upgrade shows that the 'default' location is time consuming. Steps removed from the main path may be reassigned as either as pre- or post-upgrade tasks which they can be performed by an application DBA at any suitable time, even while end-users are online. Moving these tasks to pre- or post-upgrade will help

to reduce the time it takes to install a HRMS Family Pack and reduce the time the whole application system is unavailable for use.

- Checkfile Equivalence (R12) – Includes new functionality which will compare code from between 11i and 12/12.1 and prevent code that has not changed from running during the upgrade. This is a significant downtime reduction feature.

Enhancements that Support Improved Employee Productivity Open Enrollment/Life Event Changes

- Checklists (Core HR, R12) – HR Checklists give HR professionals the ability to set up checklists for Life Events that need an associated HR process, such as new hire/transfer or family status change, that will enable employees to complete the process steps in a much more timely fashion, helping to improve their overall productivity. Checklists also leverage Eligibility functionality to greatly enhance the ability to create smarter checklists.

Enhancements that Support Improved Employee Productivity - Performance Management Activities

- Line of Sight Objectives (Performance Management, R12.1) – Line of Sight is a graphical representation of the alignment of objectives in an organization. This feature displays objectives that are aligned or linked to each other in the objectives hierarchy. Line of Sight helps employees to understand how their objectives have been cascaded down through the organization and the association between objectives, and provides management with online visibility of objectives alignment in the organization.

- Offline Appraisals (Performance Management, R12.1) – Main appraisers, appraisees, and other participants can manage appraisals offline by downloading in-progress appraisals in Microsoft Excel format, to update the appraisals without connecting to the application (for example, away from the workplace), and upload them later.

Enhancements that Support Improved Employee Productivity - Profile Management Activities

- Content Vendor Integration (Self-Service HR, R12.1) – Integration of Oracle HRMS (Self Service) with ENWISEN provides self-service users with accurate information for decision support to the user quickly and easily within the self-service applications improves employee's confidence and timeliness in completing transactions online, including: i) Ability to launch content pages from non E-Business suite sites, ii) Ability to launch third party content sites from HCM self service pages, iii) A seamless working experience between the two user interfaces where by information like single sign on, subscription ID, and context of the calling page are passed to the third party vendor to launch the appropriate page, iv) A region in Personal Information (SSHR-EBS HCM) to launch the employee handbook (ENWISEN), v) A region in Absence Management (SSHR-EBS HCM) to launch Absence Policies (ENWISEN), vi) Easily changeable content in accordance with the changes in organization policy.

Enhancements that Support Improved Employee Productivity – Time Tracking Activities

- Enhanced Contingent Worker Support (Time and Labor, R12.1) – Contingent workers can now report time for multiple purchase orders. Additionally, the contingent worker is able to report time against any valid project whether or not the project is associated to a purchase order.

- <u>Enhanced User Interface (Time and Labor, R12.1)</u> – The following changes have been made to the self-service pages: i) New recent timecard, wherein existing Recent Timecards and Timecard Search screen are merged together as one. Additionally provide an ability to delete multiple timecards in a single action, ii) New projects/ projects payroll layouts with Project number and name concatenated together. The same has been done for task details, iii) Ability to set default timecard period for a user, iv) Ability to set default approval action for a Supervisor/Approver, v) Ability to set future time period limit for a user.

Enhancements that Support Improved Employee Productivity - Reducing Time-to-Hire for Exempt and Non-Exempt Employees

- <u>Candidate Communication (iRecruitment, R12.1)</u> – Using the recruitment communications recruiters and hiring managers can communicate with recruiting team members, candidates, and agencies individually or as a group. They can initiate a topic or message and add recipients to it. The recipients receive notifications for these messages. The recipients can respond to these messages from the Communication tab of the Job Application details page.

- <u>Recruitment Dashboards (iRecruitment, R12.1)</u> – Track recruitment activity; A dashboard on the iRecruitment home page provides hiring managers and recruiters direct access to the recent vacancies, new applicants for vacancies, and recently created or updated offers. Managers and recruiters can view recruitment information for a specific time period using the last N number of days. A Recruitment Summary link on the home page leads them to a page where they can review recruitment summary information.

- <u>Employee Referrals (iRecruitment, R12.1)</u> – Employee Referrals enables: i) Recruiters or hiring managers to mark vacancies eligible for employee referral, ii) Employees to create candidate profiles, and refer candidates to vacancies available for referrals, iii) Employees to create a candidate and refer the candidate to a manager who in turn can pursue the candidate for a suitable vacancy, iv) The candidate to give the reference of an employee while creating their profile or submitting a job application, v) Recruiters and hiring managers to search for candidates who are referred by employees.

- <u>Interview Management (iRecruitment, R12.1)</u> – Interview Management enables enterprises to manage the entire interview cycle in their recruitment process. Using the Interview Management, recruiters and hiring managers can: i) Schedule multiple rounds of job interviews for an applicant or for multiple applications for a vacancy, ii) Select the members of the interview team and define the primary interviewer if there are multiple interviewers for a particular round of Interview, iii) Maintain interview information such as the interview schedule, contact information, and details about the interviewers, iv) Provide feedback about the interview, add interview notes, and enter the result of the interview, v) Reschedule, cancel, or put an interview on hold.

Enhancements that Support Improved Employee Productivity - Workforce Development

- <u>Line of Sight Objectives (Performance Management, R12.1)</u> – Line of Sight is a graphical representation of the alignment of objectives in an organization. This feature displays objectives that are aligned or linked to each other in the objectives hierarchy. Line of Sight helps employees to understand how their objectives have been cascaded down through the organization and the association between objectives. The feature provides management with online visibility of objectives alignment in the organization.

Improve Manager Productivity

This section covers the enhancements that support labor productivity savings measured against improving manager productivity:

- Compensation Management Activities
- Checklist Control
- Job Change Approvals

Enhancements that Support Improved Manager Productivity - Compensation Management Activities

- Task Automation (Compensation Workbench, R12) – Automation of a number of compensation tasks and calculations helps to improve the overall productivity of managers that utilize the system for planning and award purposes.

Enhancements that Support Improved Manager Productivity - Checklist Control

- HR Checklists (Core HR, R12.1) – By automating manager actions through predefined Checklists, organizations can improve productivity and reduce risk of non-compliance. Impact rationale: This feature enables HR Professionals to set up checklists for common life event processes such as on boarding. Depending on the life event, a checklist is dynamically built (based on eligibility) to comprise a number of associated tasks with target completion dates and designated performers.

Enhancements that Support Improved Manager Productivity- Job Change Approvals

- HR Checklists (Core HR, R12) – HR Checklists allows managers to have better access to the critical, key information and steps needed for processing job change approvals, which helps to improve their overall productivity by taking some of the traditional "guess-work" out of this process.

Improve Employee & Manager Productivity

Time Tracking Activities

An integrated, web-enabled time management system will help control costs and time worked, consolidate timecard information and adhere to organizational time management rules. For employees, it offers a simplified way to submit, review, track and approve timecards. This approach creates a single "source of truth" for time entry information that can be used by multiple applications. This benefit can be measured by calculating the current annual productivity costs of time tracking tasks such as recording time, and determining proper costing allocations and approvals.

Enhancements that Support Improved Employee & Manager Productivity -Time Tracking Activities

- Enhanced User Interface (Time and Labor, R12) - The improved User Interface on the Oracle Time & Labor timecard reduces unnecessary scrolling, adds Help text, and reduces the number of clicks to accomplish time entry tasks.

Streamlined Approval Process

Approval processes in any organization can be difficult and costly, and can create lengthy delays that cost organizations more than just lost time. Having the ability to gain greater insight and control over the approval process creates greater trust in the overall process and the business results. It also improves

investor confidence in an organization through greater compliance and lower business risk. This benefit can be measured by calculating the labor cost associated with the current approval process. A confident, secure approval process can also reduce the number of approvals required through greater management trust in the overall process.

Enhancements that Support Improved Employee & Manager Productivity – Streamlined Approval Process

- Authorized Delegates (Time Management, R12) – Authorized Delegate brings Timekeeper functionality to self-service, allowing a designated administrator to enter time for a group of workers.

- Timecard Status (Time Management, R12) – Timecard data can be optionally placed into an approved status after it's submitted, improving the efficiency of the overall approval process by avoiding unnecessary manager intervention for timecards that remain constant.

- Enhanced Approval Workflow (Time Management, R12) – Enhanced Approval Workflow provides additional options to re-send and escalate approval notifications when a manager hasn't already taken necessary action.

Absence Requests

By streamlining Time Off (Absence) transactions, employee and manager productivity can be improved. By automating manual and streamlining complicated processes, cost savings are possible for employees requesting time off, as well as supervisors reviewing, approving, and managing time off requests. Focus on more strategic tasks allows employees to be more productive and hence more valuable to the organization.

Enhancements that Support Improved Employee & Manager Productivity – Absence Requests

- Enhanced User Interface (Absence Management, R12) – The Absence Management user interface screens have been updated, thus allowing for a more efficient business process flow. Reviewing and processing absence information has been simplified and now results in less time spent using the system, and more time dedicated to improved productivity.

Improve HCM Support Staff Productivity

Focus on more strategic tasks allows the HCM-related support staff to improve their skills and knowledge and become more valuable to the organization. Routine tasks make up the majority of staff time. Reduction in routine work will allow staff size to be adjusted or allow existing staff to focus on tasks not currently being maintained. This benefit can be measured by calculating the current annual productivity costs associated with the administration of payroll, time entry, benefits travel and expense and compensation. This calculation is then compared to the savings achieved by reducing the number of FTE's (full time equivalents) required to maintain base functionality that has been replaced by the automation of manual processes. This section covers the enhancements that support labor productivity savings measured against improving HCM support staff productivity:

- Advanced Benefits
- Compensation
- Hiring Administration
- HR Administration
- Payroll Administration

- Performance Management
- Recruiting
- Workforce Development

Enhancements that Support Improved Productivity for HCM Support Staff - Advanced Benefits

- Enrollment Upload (Advanced Benefits, R12) – Enhancements in configuration of how elections are managed when a person has an intervening life event will reduce the effort required to ensure that the appropriate elections are made. The ability to automatically upload enrollment data helps reduce or eliminate manual upload efforts by the HCM staff, improving their overall productivity.

- Enforce Minimum Coverage (Advanced Benefits, R12.1) – If someone is found ineligible for something in which they are currently enrolled and end up with no enrollment. This enhancement deals with the functionality of detecting those cases when a participant loses coverage and is not allowed to make elections for specific events by performing the following:

  - Identifies if the minimum enrollment for the Plan Type in Program should be checked for a business group if an event is processed and the person cannot make elections.
  - Checks if a person lost coverage, when you process an event that does not allow the person to make elections.
  - Checks if a person still meets the Plan Type in Program minimum   limitation requirements, if the person lost coverage and is still eligible for the Plan Type in Program that they were enrolled in.
  - Generates an error if the requirements are not met so the person does not lose coverage and the eligibility issues can be resolved.

- Compensation Distribution (Advanced Benefits, R12.1) If someone is found ineligible for something in which they are currently enrolled and end up with no enrollment. This enhancement deals with the functionality of detecting those cases when a participant loses coverage and is not allowed to make elections for specific events by performing the following:

  - Identifies if the minimum enrollment for the Plan Type in Program should be checked for a business group if an event is processed and the person cannot make elections.
  - Checks if a person lost coverage, when you process an event that does not allow the person to make elections.
  - Checks if a person still meets the Plan Type in Program minimum   limitation requirements, if the person lost coverage and is still eligible for the Plan Type in Program that they were enrolled in.
  - Generates an error if the requirements are not met so the person does not lose coverage and the eligibility issues can be resolved.

Enhancements that Support Improved Productivity for HCM Support Staff - Compensation

- Administrators' Access (Compensation Workbench, R12) – Addition of an 'Administrators' access to the Compensation Workbench allows the compensation professional to perform tasks within the same interface used by the managers. This allows administrators to easily provide assistance to the managers. Automation of a number of compensation tasks and calculations helps to improve the overall productivity of the compensation management support staff.

- <u>Change Pay Rate (Compensation Workbench, R12.1)</u> – Change pay rate functionality was enhanced to; allow multiple pay actions (Create/Update/Delete) as part of one transaction, support Salary Basis change (with option to restrict), display Employee Pay Change History, propose future base salary changes, update future base salary (where payroll has not been processed), delete one or more future base salary changes (where payroll has not been processed), support Quintile, Quartile, Percentile, and Comparatio, display Annual Equivalent, Annual Full Time Equivalent, and Annualization Multiple, display Part time Factor, Work Hours, Employee Local Currency, Last Payroll Run, display Peer Averages and Peer History (using secure view), display amounts in user preferred currency.

- <u>Grade Step, Point Changes (Compensation Workbench, R12.1)</u> – Productivity improvements in this area come from streamlined review and approval of individual compensation changes based on grade steps and points. This is measured by the amount of time each manager spends per employee.

- <u>Multiple Adjustments (Compensation Workbench, R12.1)</u> – Allowing managers to make multiple and future dated salary transactions improves the speed with which salary changes are made, and frees HR Administration time for other tasks.

- <u>Salary Administration Interface (Compensation Workbench, R12.1)</u> – HTML based salary administration interface to complete the salary administration tasks such as entering starting salary amounts, proposing a salary changes, or viewing the current salary information of an employee.

- <u>Salary Page (Compensation Workbench, R12.1)</u> – Salary page enables HR Administrators to complete salary administration tasks such as entering starting salary amounts, proposing a salary changes, or viewing the current salary information on an employee more effectively. Administrator time spent on performing transactions correctly is reduced, freeing time for other activities.

- <u>Batch Total Compensation Statements (Total Compensation Statement, R12.1)</u> – Customers can reduce the amount of time needed to print Total Compensation Statements by submitting batch processes for groups of employees.

Enhancements that Support Improved Productivity for HCM Support Staff - Hiring Administration

- <u>Candidate Administration (iRecruitment, R12.1)</u> – Using the recruitment communications recruiters and hiring managers can communicate with recruiting team members, candidates, and agencies individually or as a group. They can initiate a topic or message and add recipients to it. The recipients receive notifications for these messages. The recipients can respond to these messages from the Communication tab of the Job Application details page.

- <u>Recruitment Summary Dashboard (iRecruitment, R12.1)</u> – Track recruitment activity; A dashboard on the iRecruitment home page provides hiring managers and recruiters direct access to the recent vacancies, new applicants for vacancies, and recently created or updated offers. Managers and recruiters can view recruitment information for a specific time period using the last N number of days. A Recruitment Summary link on the home page leads them to a page where they can review recruitment summary information.

Enhancements that Support Improved Productivity for HCM Support Staff - HR Administration

- <u>Workforce Sourcing and Deployment (Core HR, R12)</u> – Three major changes in functionality help improve HCM staff productivity by eliminating or reducing manual efforts previously required:

HCM staff can now change an employee's Final Process Date, provided the new date does not conflict with other information held for the employee; rehire an employee before the Final Process Date for their previous period of service; and record same sex marriages while recording employee personal details.

- Ex- and Future Employee Records (Core HR, R12.1) – With dynamic security profile, the application evaluates security definition when a user logs in. With a new system profile users are able to retrieve the ex-employee or future dated employees' records.

- Global Deployments (Core HR, R12.1) – Global Deployments in R12.1 enables HR Professionals to transfer employees permanently or temporarily between business groups. HRMS automatically creates or updates the employee record in both source and destination business groups when the transfer is initiated.

- Global Use, One Instance (Core HR, R12.1) – Companies need to consolidate global business information real-time. However, it is usually inappropriate to conduct transactions in a single manner, because legal requirements, language, and cultures demand variation. With EBS 12.1, companies benefit from global features such as multi-lingual, multi-currency capabilities, all operating on a single global instance. Work Globally – Work better across applications, divisions and regions.

Enhancements that Support Improved Productivity for HCM Support Staff -Payroll Administration

- New Payroll Localizations (Global HR/Payroll, R12) – New payroll localizations for R12 included UAE, Denmark & India. These additional localizations will help reduce the potential for payroll errors for organizations operating in these countries by providing the latest, state of the art payroll technology and improved ability to streamline business processes. It will also help improve the correction process when errors do occur by utilizing the latest in payroll technology to isolate and correct the errors.

- Costing of Payments (Payroll, R12) – This feature allows users to create accounting entries in one automatic operation rather than a series of manual updates for each payment. This helps to reduce potential errors and complete costing entries quickly and efficiently.

- Enhanced Functionality (Payroll, R12) –Payroll now includes the following features, which help eliminate or reduce HRIT custom programs and/or interfaces:

  The Costing of Payment process, Generic Check/Cheque Writer, Batch Balance Adjustments, Datapump Process Manager, Run Type by Element classification, FastFormula Assistant

- Enhanced Functionality (Time and Labor, R12) – Consultant Taxation allows the capture of jurisdiction/location information on a timecard, thereby allowing the correct tax to be calculated by Payroll based on the entered location.

- Audit Timecards (Time and Labor, R12.1) – By providing an audit trail on time cards, a complete history of timecards from its timecard submission to approval stages is readily available.

Enhancements that Support Improved Productivity for HCM Support Staff - Performance Management

- Objectives Management (Performance Management, R12) – New functionality supporting objectives management enforces consistency across the workforce, aligns employee objectives with

business strategy, and reduces efforts in objective setting and tracking – all helping to improve workforce productivity. Tracking objectives throughout the year fosters ongoing collaboration around feedback, development, and coaching.

- Line of Sight Objectives (Performance Management, R12.1) – Line of Sight is a graphical representation of the alignment of objectives in an organization. This feature displays objectives that are aligned or linked to each other in the objectives hierarchy. Line of Sight helps employees to understand how their objectives have been cascaded down through the organization and the association between objectives. The feature provides management with online visibility of objectives alignment in the organization.

- Offline Appraisals (Performance Management, R12.1) – Main appraisers, appraisees, and other participants can manage appraisals offline by downloading in-progress appraisals in Microsoft Excel format, to update the appraisals without connecting to the application (for example, away from the workplace), and upload them later.

Enhancements that Support Improved Productivity for HCM Support Staff - Recruiting

- Candidate Communication (iRecruitment, R12.1) – Using the recruitment communications recruiters and hiring managers can communicate with recruiting team members, candidates, and agencies individually or as a group. They can initiate a topic or message and add recipients to it. The recipients receive notifications for these messages. The recipients can respond to these messages from the Communication tab of the Job Application details page.

- Summary Dashboard (iRecruitment, R12.1) – Track recruitment activity; A dashboard on the iRecruitment home page provides hiring managers and recruiters direct access to the recent vacancies, new applicants for vacancies, and recently created or updated offers. Managers and recruiters can view recruitment information for a specific time period using the last N number of days. A Recruitment Summary link on the home page leads them to a page where they can review recruitment summary information.

- Employee Referral (iRecruitment, R12.1) – Implement and manage employee referrals. The Employee Referrals enables: i) Recruiters or hiring managers to mark vacancies eligible for employee referral, ii) Employees to create candidate profiles, and refer candidates to vacancies available for referrals, iii) Employees to create a candidate and refer the candidate to a manager who in turn can pursue the candidate for a suitable vacancy, iv) The candidate to give the reference of an employee while creating their profile or submitting a job application, v) Recruiters and hiring managers to search for candidates who are referred by employees.

- Interview Management (iRecruitment, R12.1) – Interview Management enables enterprises to manage the entire interview cycle in their recruitment process. Using the Interview Management, recruiters and hiring managers can: i) Schedule multiple rounds of job interviews for an applicant or for multiple applications for a vacancy, ii) Select the members of the interview team and define the primary interviewer if there are multiple interviewers for a particular round of Interview, iii) Maintain interview information such as the interview schedule, contact information, and details about the interviewers, iv) Provide feedback about the interview, add interview notes, and enter the result of the interview, v) Reschedule, cancel, or put an interview on hold.

- Reactivate Terminated Employees (iRecruitment, R12.1) – Recruiters will be able to update a terminated application status and re-activate him/her, for one applicant or many, from the View

Applicants page. A candidate who has previously withdrawn from consideration or terminated by the recruiters can now request for re-activation of his/her application from the job application details page. The recruiters or hiring managers can validate and reactivate the application.

Enhancements that Support Improved Productivity for HCM Support Staff - Workforce Development

- Course Evaluations (Learning Management, R12.1) – Course Evaluation enables enterprises to easily incorporate course evaluation in all of their classes. Enterprises can evaluate self-paced and classroom based courses online to gather feedback from learners on different training courses.

- Performance Management Plan Administration (Performance (Management, R12.1) – Performance Management Administrator provides robust administration capabilities for the Performance Management Plans. Using this enhancement, administrators can: i) Switch as an employee or manager and edit the personal score cards and appraisals on their behalf. ii) Publish the performance management plan of the new-recruits and transfer the plans into the performance management plan. iii) Rollback a published performance management plan.

3. REVENUE/SERVICE DELIVERY IMPROVEMENTS

Revenue/service delivery improvements in HCM are harder to measure than exact costs or labor productivity improvements. Revenue/service delivery benefits are much softer benefits that can be derived as a result of specific costs reductions or productivity improvements. These type of improvements are usually called "soft benefits" since they are much harder to measure, yet are universally accepted as an outcome benefit to process and system improvements.

Greater Business Insight

Enabling greater business insight into business processes helps uncover problem areas and streamline policies, which helps create a solid business balance between people, processes and technology, which are the three key items that leading organizations keep in balance in order to succeed.

Enhancements That Support Greater Business Insight

- Compensation & Benefits Management Enhancements (Core HR, R12) – Multiple functionality enhancements provide improved reporting and online data access, which leads to greater business insight. Specific enhancements include: generating compensation workbench notifications online, validation of jobs, grades and positions in compensation workbench, new compensation workbench reports, and an enhanced compensation manager review page.

- Compensation Enhancements (Compensation Workbench, R12) – Improved integration and automated calculation options, a task oriented user interface, statistical reporting capabilities and employee statements increase an organization's visibility into the details, providing greater business insight to the compensation process.

- Improved Salary Administration (Salary Administration, R12) – Improved salary administration screens and process flows provide better access to salary information that will help improve decision-making and provide greater flexibility in salary planning.

- Offers (iRecruitment, R12) – Embedded analytics have been built into this process, enabling anyone creating an offer of employment to see the average salary for employees that are in the group the

new employee will join. This allows complete visibility into salary data necessary to make informed and competitive offers quickly and easily.

- New Localizations (Global HR/Payroll, R12) – New HR/Payroll localizations for R12 included UAE and Denmark for HR/Payroll & India for Payroll. These additional localizations will greater business insight for organizations operating in these countries by utilizing the latest, state of the art HR/Payroll technology and improved ability to streamline business processes. As a result, reports and data should be more accurate, timely and compliant with local regulations and rules.

- Subledger Accounting (Payroll, R12) – New in Release 12.1 for Financials, centralized subledger accounting allows organizations to apply standard accounting rules to all business transactions, whether they're generated in Oracle E-Business Suite or third-party, custom, or legacy applications, and ensures consistent financial reporting and compliance. This new data model increases transparency and enables full auditability of transaction and accounting information. A universal posting engine streamlines the close process, so that all subledger modules can transfer data to the General Ledger using a standard, auditable, reviewable process. From the payroll side, this will allow for better drilldown from summarized GL entries to original payroll source entries.

- XML Publisher (R12) – XML Publisher utilizes a set of familiar desktop tools to create and maintain both reports and document layouts in any combination of 185 languages and 244 territories. Seamlessly converting these layouts into industry-standard files, each translation file can be individually modified without impacting translations. With bi-directional and advanced font handling support, XML Publisher provides organizations with a secure, streamlined document system. Enhanced ability to access timely, accurate data improves business insight.

Reduce Risk of Non-Compliance or Litigation

Organizations have to comply with various regulations and report to governmental oversight organizations (EEO, ADA, OSHA, HIPAA, and union and/or Works Councils in Europe). Non-compliance would attract fine and/or litigation. Better compliance leads to reduced costs and improved bottom line. This benefit is difficult to measure unless an organization has been fined for non-compliance. Avoidance of these types of fines is always a goal of every organization.

Enhancements That Support Reduced Risk of Non-Compliance or Litigation

- HR Checklists (Core HR, R12) – By having predefined checklists for an organizations key business processes, and ensuring employees are aware of the checklists and abide by them, organizations can reduce their risk of non-compliance. Checklists also leverage Eligibility functionality to greatly enhance the ability to create smarter checklists.

- New Localizations (Global HR/Payroll, R12) – New HR/Payroll localizations for R12 included UAE and Denmark for HR/Payroll & India for Payroll. These additional localizations will greater business insight for organizations operating in these countries by utilizing the latest, state of the art HR/Payroll technology and improved ability to streamline business processes. As a result, reports and data should be more accurate, timely and compliant with local regulations and rules.

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transparency and enables full auditability of transaction and accounting information. A universal posting engine streamlines the close process, so that all subledger modules can transfer data to the General Ledger using a standard, auditable, reviewable process. From the payroll side, this will allow for better drilldown from summarized GL entries to original payroll source entries.

- Offers (iRecruitment, R12) –New ability to create and send offer letters using XML Publisher helps to ensure compliance with regulations around recruiting and hiring practices, thus reducing the risk of non-compliance.

Improve Employee Satisfaction and Organizational Brand Image

Creating a workplace where workers are satisfied and committed helps improve an organization's overall brand image, helping them to become an employer of choice. It is reasonable to assume that motivated workers are also more productive and take greater care with their work. This helps improve revenue and service delivery through greater product output/quality and customer care.

Enhancements that Support Improved Employee Satisfaction/Brand Image

- Workforce Sourcing & Deployment (Core HR, R12) – Three major changes in functionality help improve employee satisfaction by providing greater ability to provide more accurate employee setup details, which in turn can positively affect their compensation and benefits: HCM staff can now change an employee's Final Process Date, provided the new date does not conflict with other information held for the employee; rehire an employee before the Final Process Date for their previous period of service; and record same sex marriages while recording employee personal details.

- Objectives Management (Performance Management, R12) – New functionality supporting objectives management enforces consistency across the workforce, aligns employee objectives with business strategy, and reduces efforts in objective setting and tracking. Improved visibility into employee goals and goal alignment, and the support of a collaborative environment for ongoing feedback on performance and development, can help to improve employee satisfaction.

- Compensation Planning (Compensation Workbench, R12) – Greater accuracy and visibility into the overall compensation planning and execution process increases employee confidence in the accuracy and fairness of compensation.

- Total Compensation Statement (R12) – The ability to provide employees with total compensation statements improves employee morale, satisfaction and brand image.

- New Localizations (Global HR/Payroll, R12) – New HR/Payroll localizations for R12 include UAE and Denmark for HR/Payroll & India for Payroll. These additional localizations will help improve employee satisfaction for organizations operating in these countries by utilizing the latest, state of the art HR/Payroll technology and improved ability to streamline business processes. As a result, employee data and payroll should be more accurate and timely, which helps improve employee satisfaction.

- Global Deployments (Global HR/Payroll, R12) – Using the Global Deployments functionality, HR Professionals can transfer employees permanently or temporarily between business groups. Oracle HRMS automatically creates or updates the employee record in both the source and the destination business groups when the transfer is initiated. Similarly, when a transfer ends, Oracle HRMS

automatically updates records in both business groups again. By automatically updating employee records and helping to ensure a smooth job transfer, employee satisfaction improves.

- Offers (iRecruitment, R12) – New ability to create and send offer letters using XML Publisher helps to ensure offers are received by prospects accurately and timely, thus increasing a prospective candidate's overall impression of the organization and improving its brand image among peers.

- Improved User Experience (R12) – Improved and streamlined business process flows, dashboards, and embedded analytics help to improve brand image by eliminating redundant screens and process steps, allowing employees to complete their work faster and more accurately, which creates happier and more satisfied workers.

Reduced System Downtime

Reducing the amount of downtime during any system implementation, upgrade, or routine maintenance is always a critical goal for an organization's IT and HR departments. Having a system "down" reduces an organizations ability to compete effectively in the marketplace which reduces revenue and/or service delivery capabilities. Significant downtime can also result in potential recruits choosing competitor organizations and existing employees deciding to leave the organization in favor of competitors with a better work environment.

Enhancements that Support Reduced System Downtime

- Single Unified Driver - In Release 12 the upgrade process was enhanced and streamlined. New features were added to Rapid Install and AutoPatch to increase their capabilities. In addition, an upgrade no longer relies on AutoUpgrade processes. All upgrade functionality has been consolidated into a single unified upgrade driver that performs the upgrade without reliance on the information formerly captured on the AutoUpgrade screens.

- Parallel Running of Upgrade Scripts (R12) – The scripts which perform data upgrade on a mass scale have been allowed to make use of parallel running mechanism, by spawning different workers and allocating pieces of upgrade to each. This has reduced the total time taken for the upgrade process to complete thereby reducing the downtime.

- High Level of Performance Tuning for Upgrade Scripts (R12) – Most of the upgrade scripts have been tested on volume instances to simulate customer scenarios and their performance tuned to the maximum.

- The Upgrade Manual Script (TUMS) (R12) - This script generates a list that can be used to determine which tasks can be omitted from the upgrade process. Performing this task can substantially reduce the time it takes to complete the upgrade.

- Data Update Process Status Report (previously DTR) (R12) – Organizations upgrading now have the option to move a number of processes out of the main application so that the downtime is reduced. The Data Update Process Status Report (recommended to run on a test upgrade first) lists those steps that a customer may choose to move out of the main patch 'if' a test upgrade shows that the 'default' location is time consuming. Steps removed from the main path may be reassigned as either as pre- or post-upgrade tasks which they can be performed by an application DBA at any suitable time, even while end-users are online. Moving these tasks to pre- or post-upgrade will help

to reduce the time it takes to install a HRMS Family Pack and reduce the time the whole application system is unavailable for use.

- Checkfile Equivalence – Release 12 included new functionality which will compare code from between 11i and 12/12.1 and prevent code that has not changed from running during the upgrade. This is a significant downtime reduction feature.

CONCLUSION

Today's business environment calls for Human Capital Management to extend well beyond HR basics in order to enable sophisticated, yet easy-to-use workforce related business processes. HR is a key stakeholder in an organization's success and plays a pivotal role in the boardroom. Organizations must be able to compete in the global economy in order to attract, retain and motivate their top talent. Concurrently, they must maintain regulatory compliance, control costs, and have access to business performance metrics that demonstrate clear ROI. As part of Oracle's commitment to Applications Unlimited, Oracle E-Business HRMS Release 12.1 continues to evolve, offering greater value and providing new advantages for your organization. Oracle HRMS is based on extensive customer feedback, industry best practices, analysts' research and Oracle's own commitment to thought leadership. Upgrading is key to realizing the maximum return on your Oracle investment. When considering an upgrade or implementation, each organization must evaluate the costs, risks, and rewards. Oracle E-Business HRMS Release 12.1 is designed to meet customer needs, industry best practices and thought leadership recommendations. Oracle E-Business HRMS Release 12.1 is a testament to Oracle's commitment to our customer base and leadership in the HCM arena.

FOR MORE INFORMATION

To find out more about Oracle E-Business Suite HRMS Release 12.1 from the following resources:

- My Oracle Support

  - Oracle Applications Release Notes, Release 12.1

  - Release 12.1 Information Center (Note 806593.1) for additional documentation

  - Release Content Document: E-Business Suite HRMS R12.1

  - Release Value Proposition: E-Business Suite HRMS R12.1

- Oracle.com

  - Oracle E-Business Suite Release 12.1.1 and associated training can be found at (http://www.oracle.com/applications/e-business-suite-release-12-1.html)

  - Podcast: What's New in E-Business Suite HRMS R12.1 (http://feeds.feedburner.com/~r/OracleAppcast/~3/505537858/7129777_Anand_Subb araman_010709.mp3)

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