

Confitude

endless possibilities



Since the inception of Confitude our approach has been to enable the success of clients, as we take pride in collaborating with the Industries high performers.

At Confitude not only do we provide services - We listen, understand and assist clients in translating strategies into action in order to improve and maintain success.

Our collaboration is second to none and areas of specialisation is on a constant rise as we maintain and nurture our business relationships.

INFORMATION EMPOWERS

Oracle Human Resources Management System

Incorporating Human Capital Management Strategies
for an Effective Workforce

“Our people are our most important asset” is a phrase you see often in today’s annual reports. Businesses are paying more attention to the contributions made by their workers and it’s paying off on the bottom line.

People-related costs now constitute the majority of total corporate expenditures, and leading firms have embraced the need to better manage their human capital and build a more effective workforce.

Oracle believes that achieving workforce excellence should be the ultimate goal of human resources (HR)—regardless of company size, industry segment, or geography. Oracle is enabling firms around the world to transform their HR functions from predominantly administrative departments to functions that develop and deliver programs to improve worker efficiency, effectiveness, and productivity.

You Focus on Your People; We Focus on You

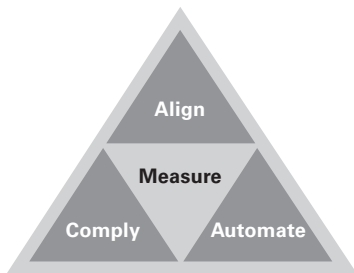
Track the Impact on Your Bottom Line

You can easily measure your cost savings and increased productivity by using our HCM Benefit Cards.

Efficiency in any organization begins at the point of impact—where a worker performs a job. Employees who have the right skills, knowledge, and abilities can have an impact on your company's bottom line. Unfortunately, even good employees don't manage themselves. It takes fast, reliable information and a system behind it to let your people have the greatest positive impact—for themselves, for you, and for your shareholders.

When our customers communicate their needs, we listen. We conduct hundreds of focus groups and hold customer meetings and programs around the world to incorporate your ideas and business requirements into every release. Our goal is to keep making our applications easier and less costly to implement, use, manage, and maintain—thus delivering a superior ownership experience.

Part of delivering a superior ownership experience is designing applications that will last. Oracle Human Resources Management System (Oracle HRMS) is flexible enough to meet your needs now and adaptable enough to change with your business. With every new release, we increase the quality and innovation of our products—and the impact they can have on your bottom line.



Workforce Excellence Pyramid

Employing Strategies to Empower People

An effective HR transformation requires the adoption of a comprehensive human capital management (HCM) strategy. To build a more effective workforce your firm must develop a cohesive HCM strategy that is tightly linked to your overall business goals and objectives. Leading HR technologies are critical to executing your HCM strategy successfully because they enable your HR function to move beyond administrative activities and transactions to add value to enterprisewide business processes. Oracle HRMS adapts to your business needs, increases the value of your workforce, and improves your bottom-line business results.

Oracle HRMS delivers a comprehensive platform and robust functionality that helps your organization execute all four HCM strategies:

- **Comply:** Managing core HR data and processes, payroll, benefits, and legislative/regulatory compliance.
- **Automate:** Saving cost and time with comprehensive, workflow-driven employee and manager self-service.
- **Measure:** Providing metrics and analytical tools to stakeholders to deliver information and determine the value of HR program investments.
- **Align:** Offering flexible programs designed to increase workforce value through a broad range of development, performance management, and learning applications.

Oracle HRMS delivers a comprehensive platform that will enable your organization to execute its HCM strategy:

- Robust functionality across the four HCM components.
- Scalable global transaction architecture. Oracle HRMS has been built from the ground up as a flexible and adaptable global platform, with configurable business rules and logic as well as country-specific localizations. Oracle HRMS is live in over 80 countries.
- Unsurpassed integration between each Oracle HRMS component. Oracle HRMS is part of the Oracle E-Business Suite, which delivers all functionality on a single data model. All the parts of the system are designed to enable effective business decisions by providing information and transaction results smoothly and efficiently.
- Powerful technology support. Experienced support that includes the world’s leading database, comprehensive middleware, and robust collaboration tools to enable more efficient, effective worker information management and collaboration.

“Oracle helped us manage our Oracle Financials and Oracle HRMS applications and has offered valuable insights into best practices and the leveraging of technology to improve both processes and controls.”

Brian Corcoran
Vice President
Corporate Systems
E*Trade Financial

Oracle HRMS offers the flexibility to choose modules that support your unique HCM strategy.

Oracle HRMS Modules	Comply	Automate	Measure	Align
Human Resources	•		•	•
Payroll	•			
Time & Labor	•	•		
Learning Management	•			•
Tutor	•	•		
Work flow		•		
Advanced Benefits		•		
Self-Service Human Resources		•		•
iRecruitment		•		•
Incentive Compensation		•		•
Human Resources Intelligence			•	•

The following sections give you more information about the modules that support each phase of your HCM strategy.

Executing Your HCM Strategy: Comply

The Comply phase of your HCM strategy contains the basic processes for managing worker and organizational data, compensation, benefits, and legal/regulatory compliance (for example, EEO/Affirmative Action, Worker's Compensation, payroll tax reporting in the U.S., Statutory Sick Pay in the U.K., Minimum Training Hours in France, Working Time Directives in the European Union, data privacy globally).

The Comply section of your HCM strategy is considered foundation work—not necessarily adding strategic value, but absolutely fundamental to the continued operation of the enterprise. HR must perform these duties flawlessly to gain credibility for higher-order “strategic” tasks. In addition, organizations are paying increased attention to risk management and corporate governance because of recent high-profile business failures and resulting legislation. There is substantial benefit to properly managing risk and avoiding litigation.

Oracle HRMS can help with compliance by ensuring the accuracy and consistency of many processes in the Comply phase and by providing comprehensive functionality in one integrated system. This provides substantial initial benefit to organizations trying to get a grip on enterprisewide transactional HR and compliance issues. Take a look at how Oracle HRMS helps firms comply using the following modules.

Oracle Human Resources

Oracle Human Resources serves as the core functionality that unifies all the other modules into a comprehensive offering. Oracle Human Resources helps firms execute their HCM Comply strategy by satisfying the following critical needs.

Centralize Human Resources Information

Oracle Human Resources provides a centralized data repository for all people-management activities throughout your organization. Oracle's single global employee data model (the global engine) keeps all data in one place to provide a single source of truth.

Regardless of whether you are performing routine functions or dramatic organizational changes, such as mass transfers, you work with a single, consistent, globally accessible record for each employee. Consolidating data in this way allows for improved analysis, better hiring and deployment decisions, and earlier detection of cost-saving opportunities. Additionally, Oracle's open architecture interfaces ensure that you can expand the reach of your organization to encompass relationships with suppliers (such as benefits providers), content providers (such as training content or policy repositories), or third parties (such as payroll outsourcers and recruiters).

Cross All Governmental and Cultural Borders

With the increased reach of e-businesses, companies must attract and deploy employees globally to secure the most profitable business opportunities. Oracle Human Resources integrates not only the legislative requirements of various countries, but also their common HR processes, varying methods of entering and using data, and cultural differences.

Human Resources business requirements can vary according to the unique culture and local reporting needs of each country. Oracle Human Resources is made up of a global core where multiple languages, currencies, and other global data formats are available. This global core enables you to “Go Anywhere” with your operations.

Oracle Human Resources extends human resources capabilities with “localizations”—extensions of software that expand core functionality to include country-specific requirements. Oracle Human Resources supports a complete set of country-specific functionality, including legislative HR data, for more than 28 countries. Where there is not a localization delivered, Oracle’s “Go Anywhere HRMS” gives you the ability to easily configure country-specific needs so you can go into any country critical to your global strategy. Businesses can now consolidate previously fragmented workforce information with a global perspective.

Support Global Operations

For a business to function under global HR practices and procedures, its HR-related applications must be flexible enough to accommodate policies that may differ across business units and between countries around the world. Oracle Human Resources supports local business practices and legal requirements and manages business-critical operations across borders.

Oracle believes that people should be able to view their HR information in their native language. Consequently, users of Oracle applications in Japan can expect to see an interface presented wholly in typical Japanese style, while users of the same system accessible in Poland would see a style familiar to them. On a global level, the data is viewed in a completely integrated structure for easy reporting and analysis.

Enable Workforce Compliance

Human Resources departments routinely face the challenge of ensuring compliance with laws and mandates throughout the world. Oracle Human Resources offers the best of both worlds within one installation. It delivers a foundation consisting of non-legislative information common across all countries, as well as fully localized data specific to each country, including legislative data, reporting guidelines, business rules, process requirements, data entry forms standards, and online help in the appropriate languages.

Oracle Human Resources also helps businesses establish and amend policies through a unique, flexible, and rules-based engine. For example, rules-based payroll accommodates adjustments to reward employees for outstanding achievements and provides rapid implementation of bargaining agreements and global tax structures.

Core HR Data Management

Oracle Human Resources enables firms to track all HR-related data elements required by the business, including regulatory data. Managing the organizational structure requires establishing reporting relationships and various grouping entities (for example, region, division, department, team), extending down to the individual position for some industry segments.

Job information (including skill and competency requirements) is critical to other strategic phases, and it forms the foundation for many compliance activities. In addition, tracking worker demographic and employment data is also an essential component. It is important to note that core data management processes have recently expanded to include various types of contingent workers (for example, contractors, temporary employees, interns), so that your organization can get a complete picture of who is doing what work, and where.

“ The Oracle HR and Payroll system is a key enabler of business process improvement...By implementing Oracle Payroll, we have been able to reduce cash costs 50 to 60 percent, by eliminating our outsourced payroll function. This does not even include further savings associated with increased efficiencies and functionalities of the product...”

Geoff Bray
General Manager
Corporate Services
Parks Victoria
(Australia)

Foundational Benefits and Compensation Processes

The breadth and scope of benefits and compensation activities varies dramatically by country, depending on the extent of nationalized core benefits (for example, health, welfare, retirement) and compensation practices (for example, thirteen-month pay, car and housing allowances). Typical activities supported by Oracle Human Resources include managing health and welfare plans (medical, dental, and vision insurance); income replacement plans (life, long-term disability, accidental death and dismemberment); qualified retirement plans (401k, 403b, pension); flexible spending accounts (medical, dependent care, legal); various optional benefits; and known compensation schemes.

Furthermore, the application supports required data tracking and reporting to third-party carriers and legislative or regulatory bodies, taking into account the effects on plan complexity of the presence of worker's councils or collective bargaining units.

To gain the visibility, control, and efficiencies required by complex organizations, Oracle Human Resources provides the unifying, Web-based infrastructure and robust multi-language, multicurrency functionality to consolidate HR functions across countries and organizational structures.

Oracle Payroll

Oracle Payroll is a high-performance, graphical, rules-based payroll management system designed to keep pace with the changing needs of your enterprise and workforce. Oracle's approach to payroll management allows you to reduce administration, lower setup costs, and decrease errors while improving your reporting, analysis capabilities, and responsiveness.

You can streamline your payroll workload through features such as our Continuous Calculation Engine, which allows you to run payrolls any time during the pay period, and then, simply process any changes at the end of the payroll cycle. This feature drastically reduces cycle times.

Automation features such as gross up and retroactive pay reduce the need for manual calculations. With Oracle Payroll, you can also reduce manual processes associated with statutory compliance. Oracle Payroll was designed to be a truly global product—able to support the diverse requirements of multinational organizations operating across dozens of countries.

Oracle Tutor

Oracle Tutor lets you quickly create, customize, and maintain process documentation, training, and reference materials related to Oracle HRMS and across the entire Oracle E-Business Suite. You can customize handbooks and procedures for your business, and then deploy documents across your enterprise. As a result, you reduce training and implementation costs, increase adoption rates, raise compliance awareness, and ensure adherence to policies and procedures.

Oracle Tutor integrates seamlessly with Oracle HRMS and with Oracle Collaboration Suite for workflow-driven, access-controlled, secure document management in the Oracle Database.

Oracle Tutor lets you

- Streamline implementation—Tailor step-by-step documents from a preexisting online repository of model business procedures, rather than building documentation from scratch.
- Provide visual step-by-step procedures at a glance—Enable end users to call up a visual flowchart of the entire procedure to stay on track. Click on a specific task and receive step-by-step instructions.
- Build job-specific courseware—Reduce training time and improve success rates by teaching end users to use applications in the context of their individual job roles.

Oracle Learning Management

Oracle Learning Management is designed to support all education models by providing a single unified learning delivery system to employees, customers, and partners. Because this single system is native to the Oracle E-Business Suite, it can also relate learning activities and results to business needs, including compliance-related initiatives. Oracle Learning Management addresses your compliance needs by providing

- Full management of learning-related workforce competencies
- Structured learning paths, enabling the monitoring of compliance-related learning events and notification of progress towards path completion
- Management of a unified catalog of compliance-related courses in one central location, combining self-paced and classroom-based training into one catalog
- Creation of tests to assess both learner experience and curriculum effectiveness, providing valuable feedback on whether compliance goals and awareness objectives are being served

Executing Your HCM Strategy: Automate

Once the HR basics are covered, organizations look to reduce the cost and cycle time of HR processes. One key element is to move HR transactions as close to the original source of data as possible using employee and manager self-service. User friendliness of the application is critical to ensure user acceptance, as is flexible workflow for routing, notification, and approval.

Oracle HRMS delivers these elements as part of an integrated suite of enterprise functionality, extending the reach of the system to all workers and managers in the organization. The result is significant cost and cycle-time reductions as well as improved user satisfaction.

“You must have an edge on expenses to be able to effectively compete against the competition. By implementing Oracle Human Resources and automating our processes, we expect to lower the cost per employee by 25 percent. That gain in efficiency allows us to continue to grow our business, even in a down economy.”

Mike Prince

CIO

Burlington Coat Factory
Warehouse Corporation

Oracle HRMS enables automation and streamlining of HCM processes with the following major modules.

Oracle Self-Service Human Resources

Oracle Self-Service Human Resources lets your workforce update and use worker-specific information using a portal view that is personalized to an individual's role, experience, work content, language, and information needs. By allowing managers and workers to access and manage information and transactions in a paperless environment, you can streamline business processes, decrease costs, and improve service.

With managers and workers empowered to update and maintain their own information, HR professionals can focus on the more value-added components (Measure and Align) of your HCM strategy.

With Oracle Self-Service Human Resources you can

- Work from a single source of truth—Increase accuracy and timeliness by providing both managers and employees with a single point of entry to all your HR information and processes. Deliver workforce intelligence to those who need it: managers, HR professionals, and executives. Use embedded, online advice to reduce errors.
- Drive employee self-service—Let employees and other workers manage everything in their own language, from profiles (including skills, resumes, contact details, and bank data) to self-appraisals, learning, benefits, payroll, expenses, and more) using self-service portals. Employee self-service can increase worker productivity.
- Empower managers—Give managers the tools to perform transfers, regrading, employee training enrollment, terminations, compensation and performance reviews, skills searches, and more.

Oracle Workflow

A critical enabling technology for HR process automation, Oracle Workflow removes the need for traditional paper-based approvals by replacing paper forms with electronic notification, routing, and approval.

Oracle Workflow is a foundation element of the entire Oracle E-Business Suite that includes provisions for both predetermined and ad-hoc routing, reminders, and escalation to alternate approvers after preset time periods. It also includes predelivered workflow processes (based on best practices) to give you a “head start” with your process redesign and implementation. These workflows can easily be configured to meet your business needs and can be ported from upgrade to upgrade. Robust Oracle Workflow serves as the foundation for HR process improvement, as it delivers substantial cycle-time reduction and enables the linking of multiple applications into a cohesive set of capabilities.

Oracle Workflow enables you to

- Route information of any type according to user-defined business rules
- Integrate automated approvals into any HR process

- Deliver reports, status messages, and approval requests to approvers in sequence
- Monitor operational metrics to spot process inefficiencies (such as approval bottlenecks), so processes can be continuously improved
- Support large numbers of transactions enterprisewide, including legislative processes
- Streamline processes, remove bottlenecks, and reduce administrative costs
- Track transactional history to fulfill audit requirements

Oracle Advanced Benefits

The rising cost of worker benefits is of great concern to most global organizations. Oracle Advanced Benefits is a flexible, rules-based benefits and compensation administration application that provides improved benefits support and analysis while reducing overall costs through internet-based automation. Oracle Advanced Benefits helps professionals adapt to evolving business needs by letting them implement, manage, and monitor complex benefits offerings and compensation programs, while analyzing their impact on the bottom line.

Oracle Advanced Benefits enables you to

- Manage benefits plans—Accommodate diverse and complex benefits plans and programs triggered by life events via a Web-based interface.
- Manage eligibility rules—Easily create and modify complex eligibility rules and criteria without customizing the application.
- Reduce costs—Improve service to employees and reduce enrollment costs with Web-based self-service functionality.
- Optimize benefit plan usage and value—Facilitate and improve workforce benefit decisions by utilizing “what-if” eligibility analysis and advanced analytical tools to evaluate plans for maximum value.
- Make decisions globally—Increase consistency of decisions on benefit issues at all levels across your organization.
- Share data—Easily transmit and share data with your vendors, partners, and third-party providers.
- Support shared service centers—Provide optimal customer service because your benefits administrators will have key information available to answer questions more accurately and can proactively provide essential communications to employees. Oracle Advanced Benefits and Oracle HRMS are integrated with Oracle CRM to facilitate the implementation of benefits-shared service centers.

Oracle Time and Labor

Oracle Time and Labor automates the entire time and attendance record-keeping process and provides an intuitive, Web-based interface for time entry and approval. It offers a simplified way to submit, review, track, and approve timecards. At the same time, it helps you control costs and time worked, consolidate timecard information, and adhere to organizational time management rules.

“The measure/plan talent category is the fastest growing overall. This category includes a data warehouse fine-tuned for HR and workforce data, workforce analytics, and workforce planning. All applications show strong growth, from a small base. We see this category as the one that will continue to show strong growth in the coming year as metrics continue to be requested by both executives and the general business user population and organizations move to metrics-based management—providing metrics to report on progress in meeting the business strategy.”

CedarCrestone
2005 HCM Survey

Oracle Time and Labor enables you to

- Create a single source of entry—Improve reporting, extracting, and processing with a single database of employee time-related information by sharing data with Oracle Projects, Oracle Human Resources, and Oracle Payroll
- Automate timecard creation—Automatically generate a timecard or group of timecards from work schedule, last timecard, or a project stored in Oracle Projects Resource Management
- Enter time anytime, anywhere—Use a Web browser or mobile device, or even enter data offline with a timecard template that can be uploaded later
- Streamline management—Allow approvers to search timecards and view summary information, perform mass approvals, and gain flexible configurations for approvals workflow
- Enforce policies—Leverage configurable timecards to create the best timecards for a group of workers; define rotation plans based on shifts and work plans, which employees can charge to which organizations in your company; and support policies for holidays, overtime, and rounding

Oracle Tutor

As described in the Comply section, Oracle Tutor lets you quickly create, customize, and maintain process documentation, training, and reference materials across the entire Oracle E-Business Suite. Oracle Tutor uses the idea of intelligent self-service, so you can, for example, place “desk manuals” directly into your application’s online help system. This lets users choose their job title and access information specific to their role, providing “just in time” learning that facilitates quick and accurate completion of self-service tasks.

Executing Your HCM Strategy: Measure

Over the past three years, there has been a dramatic increase in the awareness of the importance of HCM metrics and measurement. But still, many firms have just begun to explore this area. The emergence of “information-driven HCM” will be a critical success factor for firms in the next three years, with measurement at the heart of any meaningful improvement in HCM programs and processes.

In the Measure component, HR moves beyond providing basic information in standard reports to the electronic distribution of data; metrics dashboards tailored to specific organizational roles (such as HR Generalist, Line Manager, HR Executive); and contextual analytics embedded into HR transactions (for example, a hiring manager extending an offer has access to salary information on incumbents to ensure equitable compensation).

Leading firms are beginning to tie workforce information to financial and operational data and to various forms of predictive modeling so they can more accurately determine the value of HR investments. Effective development and delivery of these analytic tools provides a firm foundation for alignment efforts in the financial component of the HCM strategy.

Firms that lack a comprehensive framework for measuring HR will find it difficult to determine the success or failure of workforce investments. A vast majority of companies struggle with a haphazard set of reporting and analytical tools that have been developed over time and which no longer meet their needs. We believe organizations should take a role-based approach in determining the specific information needs of stakeholders, and then deploy the minimum number of tools required to meet those requirements. Oracle HRMS provides a robust framework for HCM measurement, delivered by way of the following modules.

Oracle Human Resources

Oracle Human Resources serves as a hub for all your HCM measurement and information-analysis activities. Knowing that one size or type of reporting tool cannot meet all stakeholder needs, Oracle Human Resources delivers a variety of workforce information-management solutions to help organizations measure the impact of HR investments.

- All workforce information is in one place, with a single, global data model and a single, global instance.
- Oracle Human Resources leverages all the capabilities of the Oracle Database, which allows transactional and analytical functions to coexist without the need for a separate data warehouse.
- Oracle Human Resources includes more than 1,000 standard reports and information workbooks, providing the ability for users to view summarized data through a standard browser, drill down to more detailed information, or export data to Excel.
- HR analysts can “slice and dice” for sophisticated multidimensional analysis as needed with Oracle Discoverer, an ad-hoc reporting tool.
- A comprehensive end user layer in Oracle Discoverer isolates users from complicated data structures and simplifies information access and analysis.

Oracle Human Resources Intelligence

Oracle Human Resources Intelligence is a prebuilt decision support system for Oracle HRMS that helps you analyze and manage all your HR processes. It provides access to accurate, timely, comprehensive data from your HRMS applications and provides the tools to make better, more-strategic decisions; perform comprehensive manpower analysis and budget reports; view employee development and performance reports; and analyze salary, recruitment, vacancy, and termination trends. The results: you drive faster, better decision-making that aligns your workforce with corporate objectives.

“One of the issues...is integrity of data, not just in payroll functions but on performance management data, e-learning capabilities, the full spectrum of HR activity. And, as a consequence...(we) have a much greater understanding of the correlation between different pieces of information.”

Carolyn Tremain

Senior Vice President
Human Resources
and Organisational Change
Air New Zealand

“As we move forward, customer service is a high priority. Our goals are to improve leadership, nurture talent, and improve Lloyds TSB’s agility in a dynamic business environment. Oracle HRMS enables us to achieve these goals while helping to improve employee satisfaction and reduce costs.”

Martin Hunt

HR Shared Services Director
Lloyds TSB

“Organizations are seeking solutions that help them strengthen the link between employee contribution and business results, preferably from a single vendor. They need to be able to build tighter integration between performance and pay and focus more on developing employee skills and competencies in order to obtain the highest level of workforce performance.”

META Group

Oracle Human Resources Intelligence enables you to

- Gain daily business intelligence—Leverage predefined KPIs (key performance indicators) on a single homepage, with one-click access to automated out-of-tolerance notifications, reports, and more
- Manage workforce development and learning—Analyze competence gaps by person and job as well as skill gaps for groups and individuals
- Optimize compensation—Analyze salary trends; compare average salaries by group; salary distributions and skews by grade, performance, and length of service
- Analyze workforce composition—Understand workforce trends by job, geography, user-defined categories, minority groups, and business areas
- Manage utilization and productivity—Analyze planned and unplanned hours by cost band over time, and absenteeism by reason over time

Executing Your HCM Strategy: Align

The ultimate key to achieving workforce excellence is alignment, which impacts the organization along multiple dimensions. Various organizational units (for example, regions, divisions, departments, and teams) are constructed to achieve business goals and objectives. Problems occur when these units (or the individuals within) are not properly aligned—that is, when they lack the proper understanding of what needs to be done, and the skills and motivation to do it. Lack of communication up and down the line of business is also a cause of misalignment.

Human Resources investments in the alignment phase focus on improving the selection of workers (both employee and contingent types), clearly communicating business objectives, assessing and managing performance, developing and growing worker skills and competencies, developing specific reward programs, and planning for workforce adjustments based on changing business strategies and/or economic conditions.

Around the globe, organizations are seeking to improve business performance by better aligning individual workers with business goals and objectives. HR can play a major role in facilitating alignment activities if the HR systems and processes can support a closed-loop approach to measuring the impact of programs on the workforce and making adjustments on a continuous basis. Oracle HRMS delivers a suite of modules tightly integrated with the core application. Users spend less time integrating and reconciling multiple-information sources because information flows between functions are built-in.

Oracle HRMS enables alignment of the workforce to organizational objectives with the following major modules.

Oracle Human Resources and Oracle Self-Service Human Resources

With increasing demands to optimize the use of the workforce in a competitive, dynamic global business environment, businesses are rapidly adopting new practices to succeed. These practices help companies align the workforce to business objectives, and systematically grow and reward talent as strategic resources. Oracle provides this via collaborative, internet-enabled capabilities. With Oracle Human Resources combined with Oracle Self-Service Human Resources you can

- Manage flexible working arrangements using permanent, short-contract, and contingent workers to staff new projects quickly and at the appropriate level of cost and skill.
- Meet business objectives by identifying current and future job capability requirements and increasing staffing capability through job pathing and structured learning, including succession plans.
- Identify required skills and qualifications to help assess and deploy people to jobs or projects using comprehensive competency management.
- Measure and monitor performance to personal goals and corporate objectives. Continually monitor personal performance and use structured career development methods, such as online appraisals of objectives and competencies, to ensure that employees continue to develop and utilize skills.
- Motivate the workforce and influence performance through targeted total compensation and reward planning, including adjustments to performance-based pay, bonuses, non-cash, and benefits with Compensation Workbench Manager.

Oracle iRecruitment

Oracle iRecruitment is a full-cycle, end-to-end recruiting solution that uses a self-service interface to give managers, recruiters, and candidates the ability to track every phase of finding, recruiting, hiring, and tracking new employees.

Oracle iRecruitment enables you to

- Hire more efficiently—Manage job vacancies, search for candidates, manage the interview process, and extend recruiting functionality to managers.
- Hire more safely—Leverage third-party integration for prescreening and background checks.
- Hire more effectively—Continuously improve recruiting strategies by measuring the performance and tenure of hired candidates, leveraging results to modify assessments or the hiring process for specific job categories.
- Manage and share your candidate base—Simplify the candidate process by using a resume extraction utility to prepopulate profiles. You can also maintain profiles, search for and refer jobs to colleagues, and use automated matching functionality to identify “best fit” candidates for a given job or project.
- Extend your talent pool—Candidates can maintain profiles, search for jobs, refer jobs to colleagues, follow the recruitment process, and more.

Oracle Learning Management

Oracle Learning Management is an enterprise learning management system that provides a complete, scalable, and open infrastructure for organizations to manage, deliver, and track training using a multitude of training methods (including online, classroom, self-paced, and others). Oracle Learning Management offers complete integration with the other talent management processes to help meet the learning needs of your workforce.

As workers are hired, HR can facilitate their orientation with an online review of company goals, job responsibilities, policies and procedures, new hire training, and so on. Managers can automate key business flows—from skill assessments to learning plan development, from order processing to training delivery, from performance appraisals to training assessments.

Oracle Learning Management enables you to

- Implement competency management—Leverage a common, reusable framework to describe learning objectives, define competencies attained by learner, automatically update competency profiles, and create comprehensive learning paths.
- Manage learning content—Rapidly assemble and deliver learning content that makes use of mixed media and multiple learning methods, resulting in delivery of the optimal blend of classroom and online training for your firm's needs.
- Support online learning and assessments—Leverage a content player that delivers any Web-accessible content, enabling you to deploy content to a global learning community. Develop and deliver online assessments to measure learning.
- Build a unified learning catalog—Create a single catalog for all online, offline, synchronous, and asynchronous learning, including full support of blended learning.
- Schedule and manage resources—Place the right resources and equipment in the right locations, by defining learning event needs only once and ensuring that instructors possess the necessary competencies and experience.
- Tie training to organizational goals—Measure the effectiveness of training initiatives to drive future learning investments.
- Extend learning to customers and partners—Provide self-service access to learning for customers and partners, including one-stop administration, automated catalog distribution, and enrollment.
- Collaborate with others—Oracle Learning Management is fully integrated with Oracle Collaboration Suite, delivering a full set of document management and Web conferencing capabilities.

Oracle Incentive Compensation

Oracle Incentive Compensation is a global compensation-management application that allows organizations to connect sales incentives to business objectives in order to motivate sales representatives, resellers, and partners. Oracle Incentive Compensation automates the complex task of calculating, allocating, and accumulating incentive credits.