

PeopleSoft Enterprise Human Capital Management Global Strategy

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PeopleSoft Enterprise Human Capital Management Global Strategy

EXECUTIVE OVERVIEW

Today's global marketplace requires organizations to conduct business on a multinational scale if they are to remain competitive and successful. This global way of doing business translates into companies opening local offices around the world as a better, more efficient way of serving their customers. As these offices open, the company hires new employees and relocates current employees—introducing the concepts of managing and mobilizing a global and virtual workforce. Organizations need to think about global human capital management, including global compensation and recruiting. The multinational enterprise finds it must navigate a maze of new employment expectations and administrative requirements—both cultural and regulatory—each time it ventures into a new country.

Companies often require a mergers and acquisitions (M&A) scenario as part of the global expansion plans. Research, however, shows that more than half of the mergers or acquisitions under perform or simply fail, which may be partly due to human resources factors. Organizations commonly find that employee retention issues arise in M&A situations, especially when dealing with diverse company cultures in widely spread geographical locations. Companies need to view human resources issues as a key component in effective due diligence and subsequent business integration. Planning, speed of analysis, and execution are key success factors in stabilizing the company after it has made the M&A announcement. Often little things, like getting a pay slip to every employee right after a merger, reflect the company's ability to execute on the integration plans.

Managing a global workforce for a strategic advantage in diverse locations gives rise to a new order of organizational needs. Multinational companies, relying on multiple products and databases to track and manage their human capital, find themselves investigating significant resources to bring together information from disparate sources—just to meet basic and legal reporting requirements. These companies need quick and efficient tools to view and analyze their global workforce on a real-time basis.

Oracle's PeopleSoft Enterprise solutions aim to meet the needs of all organizations, whether they operate in one country or many countries. PeopleSoft Enterprise software provides a truly global human resources management solution—a solution that enables multinational organizations to meet specific requirements unique to a country or region. At the same time, it gives clear access to a collective view of all

operations worldwide—for example, by deploying Oracle’s PeopleSoft Enterprise Portal. The global solution enables companies to manage a fleet of company cars in the U.K., comply with the business practice of Festive Advances in Malaysia, and at the same time provide a workforce profile that spans the globe.

We’ve written this white paper to give you a better understanding of the strategy for developing Oracle’s PeopleSoft Enterprise Human Capital Management (HCM) global applications. We’ll examine:

- PeopleSoft Enterprise global HCM strategy.
- Global functions and features of the solution.
- Global products in the HCM product family.
- Global implementation considerations.

PEOPLESOFT ENTERPRISE GLOBAL HCM STRATEGY

To deal with the challenges of meeting local requirements, while at the same time recognizing the global nature of a significant part of delivered functionality, the concept of a core product was created. The core product holds functionality that is common to at least two countries but typically serves all countries. Examples of core functionality include:

- Adding, updating, and deleting employee information in the human resources product.
- Capturing punch-in and punch-out times from a clock device in a time and attendance product.
- Budgeting for a training course in a training module.

Because of the nature and the intended use of the core functionality, we put significant effort into the flexibility and maintainability of these functions.

To better support specific local legislative requirements and common business practices, PeopleSoft Enterprise solutions deliver country-specific functionality that is required for a country but is too specific to be included in the core product. Examples of country products or country-specific functionality include:

- Local payroll processing.
- Legislative reporting.
- Capturing of country-specific data.

Over time, as we add to the list of supported countries, country-specific functionality may be moved into the core product, thereby making it available to all countries.¹

The combination of the core product and the country-specific functionality is called the global product. PeopleSoft Enterprise solutions include a variety of global products: Oracle’s PeopleSoft Enterprise Human Resources, Oracle’s PeopleSoft

Enterprise Global Payroll, Oracle's PeopleSoft Enterprise Payroll Interface, and Oracle's PeopleSoft Enterprise Time and Labor.

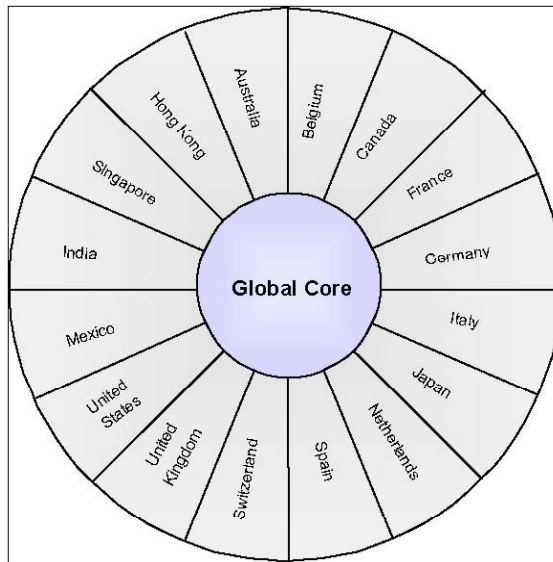


Figure 1: The global product consists of the core product and country specific functionality

Advantages of the Global Strategy

The global strategy for PeopleSoft Enterprise HCM offers customers many advantages, ranging from access to global best practices for human resources management to a lower total cost of ownership (TCO). In the following section, we'll highlight some of the leading advantages.

Access to Global Best Practices

In the process of creating a global human resources management solution, the requirements of many companies in many countries have been researched. We work closely with thought leadership authors, industry leaders, and consulting firms. The result is a product suite for global human capital management. Because the product was developed for global use, it can be used to gain strategic advantage.

¹ The PeopleSoft Enterprise Global Payroll products for different countries are sold separately—while other country functionality is packaged with the global product.

Common Format for Common Practices and Reporting

Companies often discover there are many similarities between the human resources practices and reporting needs in their various locations. They appreciate the cost savings they can realize by standardizing these common processes. A single global product enables users to leverage a common format for common practices and reporting. All subsidiaries of a company that use the same business practices and have the same reporting needs can instantly get access to these common elements of the global PeopleSoft Enterprise HCM product family. Multinational organizations can standardize their HR processes and create a two-way flow of information between employees and HR departments globally.

Same Code Line Worldwide

The architecture of the global product enables companies to use the same code line worldwide. Whether organizations use PeopleSoft Enterprise HCM in just two countries or many countries, there is no need to install separate versions of the product. A shared code line not only makes maintenance of the product easier to manage—there are no incompatible derivatives of the product to be maintained and updated, so you need only one skill set—but also leads to a lower total cost of ownership (TCO). Companies can install and maintain extensions and upgrades without the burden of dealing with a multi-product environment.

Other advantages of using the same code line—also contributing to a lower TCO—are the consistency in user interface, the usage of the same set of tools, and the availability of global training courses. The Web-based user interface has an intuitive look and feel, which reduces the learning curve and minimizes the need for training.

The screenshot displays the 'Job Information' tab for an employee named Susan Jones (EmpID: K00001). The interface includes a navigation bar with tabs for Work Location, Job Information, Job Labor, Payroll, Salary Plan, and Compensation. The main content area shows details for a 'Hire' action effective on 06/15/1996. Key fields include Job Code (KU013), Financial Analyst, Entry Date (06/15/1996), and Job Indicator (Primary Job). A list of countries is visible at the bottom, including Belgium, Germany, Spain, France, Italy, USA, Australia, New Zealand, Malaysia, and Mexico.

Field	Value
Effective Date	06/15/1996
Effective Sequence	0
Job Indicator	Primary Job
Action / Reason	Hire
*Job Code	KU013
Job Title	Financial Analyst
Entry Date	06/15/1996
Planned Exit	
Supervisor Level	
*Regular/Temporary	Regular
*Full/Part	Full-time
*Officer Code	None
Shift Rate	
FTE	1.00
Standard Hours	40.00
Work Period	Ww Weekly
Contract Number	
Contract Type	

Figure 2: The intuitive Web interface of the global product.

No Code on the Client

The global architecture of PeopleSoft Enterprise HCM is perfectly suited to take advantage of an internet-based architecture. The internet architecture uses a zero-client model, enabling users to access the system through any Web browser in the world without installing additional software on the client. Organizations can achieve global rollouts of PeopleSoft Enterprise HCM, including collaborative applications and self-service transactions, in very compressed time frames. Whereas the software industry usually associates global rollouts with high costs and long implementation times, internet solutions enable significant reductions in implementation time, IT support, and deployment costs. Global implementations become practical.

Rules-Based Architecture

An increasing number of PeopleSoft Enterprise HCM products use a rules-based architecture. After examining the requirements for many business processes, it was obvious that a common denominator exists in the ability to define rules as the basis for these processes. This has led, for example, to a rules-based payroll product and a rules-based time and attendance product.

For these rules-based products, the rules are not hard-coded; they're stored in the database, making it easy for users to create and update their own business and processing rules. Business analysts have the skill set required for this process—there is no need for programmers to be involved in the coding of rules. This highly reduces the TCO because the functional team no longer has to rely on IT resources to perform complex and time-consuming code changes. All changes are made online and are ready to be executed without the need of a code compiler step.

Rules created for one country can be used in other countries if there is a common requirement. These products also allow for industry separation because delivery of the rules can be controlled to the ones that are applicable to specific industries. A rule is not a customization but rather data stored in the PeopleSoft Enterprise tables. Customer-created rules are portable between the various versions of the product, leading to a lower TCO when upgrading to a new release.

Architecture Enables Creation of Own Country Products

Because of the architecture and flexibility of the global product, organizations can develop their own country products and integrate them into the global product. Country products can co-exist in the same database without the need to develop derivatives of the global product. The architecture also provides for off-cycle releases, meaning that you don't have to wait for a new release of the product before you can integrate your own country product.

Identification of Local and Global Requirements

Before new functionality for PeopleSoft Enterprise HCM is developed, we undertake extensive research to make sure we are meeting the requirements of

customers and prospects and satisfying legislative issues. PeopleSoft Enterprise HCM strategy managers, locally deployed domain experts, perform this task.

Developing software is not an activity that is performed in isolation. We actively engage in a variety of discussion groups and platforms to fully understand the needs of customers and the industry:

- **Focus groups.** When developing a new product or new functionality, customers with an interest in this functionality are invited to discuss their requirements with product experts. Typically, these focus groups extend around the world. Input from the groups plays an important role in driving product directions.
- **Guide groups.** After the designs are created and developed the first prototypes, we return to our customers and validate the designs and the product. This is to ensure that the product is as requested and will deliver the strategic value our customers are expecting.
- **Users groups.** Most users participate in the (independent) users group, either on a worldwide or regional level. We are generally invited to most meetings to discuss product functionality and future directions. This is another important platform from which to gain customer feedback.
- **Special interest groups (SIGs).** Customers with a special area of interest in the product often need counterparts with whom to share ideas and best practices. One of the SIGs is the Global HRMS SIG, consisting of international companies with best practices in global human resources management. We also participate in meetings and the annual conference of this group.

Working with industry thought leaders, industry analysts, and consulting firms helps us to better understand the needs of the marketplace and the future trends in the industry. Working together with these groups has resulted in state-of-the-art technology and deep functionality that meet the current and future human resources management needs of companies worldwide. Much of this knowledge is shared with users and prospects through PeopleSoft Enterprise solutions as well as articles and white papers.

GLOBAL FEATURES AND FUNCTIONS

Many functions and features included in the core of all PeopleSoft Enterprise HCM products are essential for worldwide deployment. We'll discuss these functions and features in this section.

Multilanguage Support

A multinational environment requires the support of multiple languages. A French human resources manager wants to use the system in his preferred language; a Japanese manager probably prefers another language. PeopleSoft Enterprise solutions support customers' various multilanguage needs. This support appears in many forms.

Unicode and Double-Byte Character Support

Computers store letters and other characters by assigning a number to them. Over the years, developers have established hundreds of different encoding systems to assign these numbers. Unfortunately, these systems are not always compatible with each other, resulting in problems when passing data between different coding systems. For example, two encoding systems can use the same number for different characters or use different numbers for the same character. The Unicode standard solves this problem. It provides a unique number for every character, regardless of platform, program, or language.

In a global environment, the support of Unicode is essential. Applications like PeopleSoft Enterprise HCM must handle a wide variety of languages at the same time. Mixing the character sets of the vastly different languages supported—for example, Japanese and German—is nearly impossible to do reliably without Unicode. Since Unicode has a single and unique definition for each character, it avoids the data corruption problems that plague mixed character-set programs. It provides a single code line to support the characters of all the world markets.

Due to the complex nature of some character sets, more computer memory is needed to store Unicode characters. Whereas most Western character sets are stored in eight bits of memory (equivalent to one byte), Unicode characters are stored in two bytes, hence the need for double-byte character support.

PeopleSoft Enterprise solutions support Unicode in all core components of the architecture. It enables organizations to centrally maintain and manage implementations of PeopleSoft Enterprise applications in virtually every modern language in a single database, eliminating the need for multiple databases and servers around the world to support different languages. Users can access PeopleSoft Enterprise HCM in the language of their choice—including languages with a complex character set like Chinese and Japanese—from anywhere in the world through a standard Web browser.

For more information on Unicode: <http://www.unicode.org>.

Translation of the Product

PeopleSoft Enterprise HCM is translated into a variety of languages so users can interact with the system in their preferred language. It includes the language that is used on the screens (panels), reports, online help, and documentation. The global products of PeopleSoft Enterprise HCM support the following languages:²

- Canadian French
- Chinese—Traditional
- Chinese—Simplified
- Danish
- Dutch
- English
- Finnish
- French
- German
- Italian
- Japanese
- Korean
- Polish
- Portuguese
- Spanish
- Swedish

All languages can reside in the same, integrated database—there is no need to install different versions of the product to support the different languages. Users around the world can access the same system to work in their preferred language. We deliver translation tools as a standard component of the system. These are the same tools PeopleSoft Enterprise software uses to translate the product. This enables organizations to use HCM products in over 100 countries with translated end user pages.

² We deliver language support for PeopleSoft Enterprise Global Payroll as follows: the core PeopleSoft Enterprise Global Payroll application supports all languages in the table. The PeopleSoft Enterprise Global Payroll products for different countries are available in English and the languages of the country they're designed for.

Maintenance of Data

Apart from multilanguage needs for panels and online help texts, organizations need to enter data in multiple languages—for example, for text that serves as a description of a payroll tax code or a training course. These descriptions are independent from the language displayed on the screen. A Mexican user might want to see and maintain training course descriptions in English but see the panel in Spanish.

PeopleSoft Enterprise HCM supports the maintenance of data in over 100 languages, including languages with a complex character set.

Multicurrency Support

In addition to multiple languages, international companies and most local companies must deal with multiple currencies. Human resources requires multicurrency support for business activities such as salary payments, the costing of reported hours, and the maintenance of threshold values.

PeopleSoft Enterprise HCM offers extensive functionality for working with multiple currencies. For example, it enables you to define an employee's base salary as a total of multiple components of pay. Companies can record all of these components in different currencies, so an employee can have standard hours paid in euros and an annual uplift in Australian dollars.

Data Protection

Many countries have adopted laws to regulate the accuracy and use of personal data. The European Data Protection Directive, for example, was created to bring standards to the issue of data protection. The directive's primary objective is to "protect the fundamental rights and freedoms of natural persons and, in particular, their right to protection with respect to the processing of personal data." Its second objective is to ensure the free flow of personal data— within specified guidelines. Adherence to the directive has become critical to the global enterprise, especially with the emergence of new technologies that speed the flow of data across borders.

The European Data Protection Directive affects companies all around the world. This is illustrated by Article 25 of the directive, which states that personal data cannot be transferred out of Europe to countries lacking "adequate" protection. A Safe Harbor policy, based on a voluntary code of compliance, is in place in the United States for companies that wish to transfer data to and from Europe and need to comply with Article 25. It illustrates the various cultural approaches available for data protection. While Europe regulates data protection, the United States prefers a self-regulated approach.

Companies that implement a centralized global system must adhere to these data protection laws when transferring data across borders. PeopleSoft Enterprise solutions offer a variety of levels and approaches to help companies comply with data privacy laws and protection. They include database security, user security, and object security and are all well documented and broadly implemented.

The system validates user logons with user profiles, LDAP integration, and internal or external IP addresses. User profiles, based on the role of a user in the organization, define access rights to self-service and applications. They also restrict access to specified business processes, depending on the enterprise's business needs, policies, and procedures. Organizations can set access rights at varying degrees of granularity, including table, row, and field level.

Oracle's PeopleSoft Enterprise Portal, the configurable self-service entry point, allows for the publication of data protection statements, policies, and practices.

GLOBAL PRODUCTS IN THE PEOPLESOFT ENTERPRISE HCM PRODUCT FAMILY

This section describes the high-level features of the global products available as part of the PeopleSoft Enterprise HCM product family. We've given special attention to the international aspects of these products.

PeopleSoft Enterprise Human Resources

PeopleSoft Enterprise Human Resources is the flagship product of the global PeopleSoft Enterprise HCM product family. Combining advanced technology and common business logic, it provides an integrated set of strategic modules that help organizations gain a competitive advantage. PeopleSoft Enterprise Human Resources lets organizations manage country-specific or regional operations and requirements, find the right people for the company, and track the professional progress of employees—while ensuring that salaries and employment practices remain fair and competitive. Internet-based and leveraging modern technologies such as workflow and online analytical processing, Human Resources relieves the administrative burden of organizations.

Offering all the advantages of the global PeopleSoft Enterprise HCM product family, such as multicurrency support, multilanguage support, and Unicode support, it also offers:

- Localized name, address, and national ID number formatting based on local requirements.
- Creation of a workforce profile that spans the globe and gives clear access to a collective view of worldwide operations.
- Functionality to meet the cultural and regulatory needs of organizations doing business in a variety of countries. See the table in this chapter for more information on the supported countries.

PeopleSoft Enterprise Human Resources integrates with PeopleSoft Enterprise collaborative applications to provide self-service solutions across organizations.

Using collaborative applications, employees and managers can quickly and efficiently manage work and personal events.

The compensation solution lets organizations design, plan, budget, administer, monitor, and communicate any element of direct and indirect remuneration.

PeopleSoft Enterprise solutions bring all types of direct and indirect compensation together under one umbrella—the data warehouse. The result is more flexible administration of compensation and better communications to the global workforce.

The comprehensive functionality helps organizations manage their human capital. From hiring to succession planning, PeopleSoft Enterprise Human Resources streamlines administrative tasks and lets organizations focus on more strategic business initiatives.

PeopleSoft Enterprise Global Payroll

PeopleSoft Enterprise Global Payroll is a state-of-the-art, Internet payroll solution that is built on a truly global architecture. Organizations can streamline their application maintenance because there is one core product and a single rules-based engine. They can easily deploy PeopleSoft Enterprise Global Payroll and manage payroll across borders because information is in one place.

PeopleSoft Enterprise Global Payroll gives you complete control over all aspects of your payroll operation, including statutory payroll and absence and leave requirements for each country. It easily handles all types of earnings and deductions, gross-to-net or net-to-gross calculations, and tax and social insurance regulations.

PeopleSoft Enterprise Global Payroll is a comprehensive, flexible payroll solution offering multilanguage and multicurrency functionality. You can run payroll in a central location for multiple countries using a single database, use PeopleSoft Enterprise Global Payroll for a single country, or have separate databases for some or all countries in a multinational environment.

PeopleSoft Enterprise Payroll Interface

PeopleSoft Enterprise Payroll Interface is designed for organizations that manage their payroll through an in-house system or an external service bureau. Some of these organizations may work with the global PeopleSoft Enterprise Human Capital Management product but depend on multiple local payroll products to meet legislative requirements. The payroll interface makes it easy to create bidirectional interfaces and to transfer employee data and updates from PeopleSoft Enterprise Human Resources to any payroll system or service bureau. PeopleSoft Enterprise Payroll Interface is built on a global HCM architecture. It offers multicurrency functionality and support for multibyte character sets (Unicode), making it a strategic application that you can use all over the world.

PeopleSoft Enterprise Time and Labor and PeopleSoft Enterprise Mobile Time Management

PeopleSoft Enterprise Time and Labor is also specifically designed to meet the business needs of organizations worldwide. It is a global, internet solution that lets users enter time and time-related data from any Web browser in the world. It gives a single point of entry to record any information that can be attributed to an

individual employee and expressed in hours or punch-in and punch-out times. Companies can run PeopleSoft Enterprise Time and Labor in different countries and time zones while maintaining a central time and labor data repository. It integrates with other PeopleSoft Enterprise applications, like PeopleSoft Enterprise Global Payroll and Oracle's PeopleSoft Enterprise Projects, to share data and deliver additional functionality.

PeopleSoft Enterprise Time and Labor features a flexible, comprehensive rules-based engine that will support even the most complex time-related rules. Multinational organizations can set up complex time reporting rules specific to a country's customs and regulations. Using PeopleSoft Enterprise Time and Labor from anywhere in the world, employees can view and report time and supervisors can view, edit, and approve time.

Oracle's PeopleSoft Enterprise Mobile Time Management premieres as the launch product for our new mobile business applications suite, Oracle's PeopleSoft Enterprise Mobile Workforce. PeopleSoft Enterprise Mobile Time Management is a global solution that saves time and money by ensuring data accuracy and time reporting flexibility for workforce members around the world who are disconnected from their time reporting systems.

PeopleSoft Enterprise HelpDesk for Human Resources

Oracle's PeopleSoft Enterprise HelpDesk for Human Resources is a global solution that reduces costs and optimizes organizational productivity by delivering a call center solution. It is the only product of its kind that leverages a pre-built, secure real-time integration between Oracle's PeopleSoft Enterprise Customer Relationship Management (CRM) and PeopleSoft Enterprise Human Capital Management (HCM). No other help desk solution provides secure, direct view and edit accessibility to global knowledgebases and HR applications in real time. Furthermore, no other solution offers an out-of-the-box, 360-degree view of each member of the workforce.

PeopleSoft Enterprise ePerformance

Oracle's PeopleSoft Enterprise ePerformance increases your business success by helping you align and engage your global workforce with your organization's business objectives. Employees are empowered with clearly identified performance targets and improved feedback. You get insight into employee performance across your enterprise and around the globe, enabling you to retain and motivate top talent while improving lesser performers. You can use performance assessments to apply integrated rewards. By streamlining the performance management process into one global Web-based, real-time solution, you can reduce costs.

PeopleSoft Enterprise HRMS Warehouse and PeopleSoft Enterprise Workforce Scorecard

Oracle's PeopleSoft Enterprise HRMS Warehouse allows you to consolidate information from across the enterprise to do everything from ad hoc reporting to analysis of complex relationships and workforce trends. The warehouse was built

with world class HRMS content, and over 150 metrics that address many areas of interest such as recruiting, training, compensation and workforce composition. Oracle's PeopleSoft Enterprise Workforce Scorecard rides on top of the warehouse and provides predefined key performance indicators that give you a dashboard indicator of how your workforce is performing. With this tool you can assess the impact of your workforce on corporate goals to determine how best to meet future business objectives and the required learning programs you'll need to meet them.

PeopleSoft Enterprise Learning Management

Oracle's PeopleSoft Enterprise Learning Management (ELM) is a global solution that enables multinational organizations to reduce learning costs and improve workforce productivity and customer satisfaction by deploying the right learning to the right people at the right time. The solution will enable you to anticipate the learning needs of everyone in your extended enterprise: customers, employees, partners, and suppliers. PeopleSoft Enterprise ELM integrates learning across all business processes to help you keep your workforce informed, improve your customer relationships, and proactively identify learning opportunities.

PeopleSoft Enterprise Recruiting Solutions

Oracle's PeopleSoft Enterprise Recruiting Solutions enable you to manage recruitment and retention as a continuous cycle that begins long before you post a requisition. You'll have the integrated information you need to determine the most cost-effective and timely way to meet your human capital needs. You'll post jobs knowing exactly why you're hiring and what skills you're looking for. Oracle's PeopleSoft Enterprise Recruiting Solutions offer comprehensive functionality, supplier integration for vital recruiting services, an underlying global architecture, and tight integration with world-class HCM products.

PeopleSoft Enterprise Self-Service Applications

PeopleSoft Enterprise self-service applications take users beyond traditional self-service—they provide complete organizational process support to help employees and managers make faster, more effective decisions. PeopleSoft Enterprise self-service applications combine rich, pre-integrated content, knowledge, workflow, and decision-support tools. They deliver transactions in a personalized environment with role-based access and context-sensitive navigation.

Without self-service applications, employees typically must go to different sources for benefits, compensation, financial, and other information. Hiring managers and recruiters must go to many external job boards to post or retrieve new positions. All employees must know how to access and navigate many different systems.

PeopleSoft Enterprise self-service applications eliminate these problems. They are one-stop-shops that bring together, in a single personalized interface, diverse content and applications from multiple sources. To enable this integration, PeopleSoft Enterprise self-service applications leverage standards such as XML for

real-time information sharing between applications, cross-application workflow, and intelligent searches that extend inside and outside your enterprise.

PeopleSoft Enterprise self-service applications feature full multicurrency and multilanguage support. The rules and business processes within the countries are instantly deployed based on the rules applicable to the user. And users can view any information in any language.

PeopleSoft Enterprise Portal

PeopleSoft Enterprise Portal is a pre-built solution that leverages the PeopleSoft Enterprise Portal platform technology. It supports the extension of content within the portal to include non-PeopleSoft Enterprise content. PeopleSoft Enterprise Portal provides a customizable and personalized home page for users, comprehensive role-based navigation to all PeopleSoft Enterprise applications, saved searches, Web publishing, and collaborative technologies. This solution lets organizations make employees more productive by combining collaboration tools, business intelligence, knowledge management, and transactional information into a single corporate Web top.

PeopleSoft Enterprise Portal is further enhanced by Oracle’s PeopleSoft Enterprise HRMS Portal Pack, which adds pre-built, action-oriented functionality and content to the portal based on the user’s role within the organization. It is tightly integrated with PeopleSoft Enterprise HCM to leverage the data and functionality that is already available to users.

Multinational organizations can use PeopleSoft Enterprise Portal and the PeopleSoft Enterprise HRMS Portal Pack to integrate systems in diverse locations, streamline HR processes, extend employee and manager self-service and transactions, and manage knowledge worldwide.

Availability of PeopleSoft Enterprise Global HR and PeopleSoft Enterprise Global Payroll Products

Organizations in over 100 countries in all parts of the globe use PeopleSoft Enterprise HCM. PeopleSoft Enterprise HCM products have the global architecture and flexibility to support the business requirements of global organizations.

To meet specific local legislative requirements and common business practices, additional country-specific functionality has been developed as part of the global PeopleSoft Enterprise HCM product family. The table below shows the availability of the global solutions for some of the major countries in the world. A “Yes” in the “Global HR” column indicates that country-specific functionality is supported for the Human Resources product. The same is true for the “Global Payroll” column. Because of an ongoing commitment to invest in the international marketplace and to provide global solutions, this list is updated on a continuous basis.

Country	Customers in Production	Language Support *	Global HR	Global Payroll
Argentina	Yes	Spanish		

Australia	Yes	English	Yes	Yes
Belgium	Yes	Dutch, French	Yes	
Bermuda	Yes	English		
Brazil	Yes	Portuguese	Yes	Yes
Canada	Yes	Canadian French, English	Yes	Yes
Caribbean (other)	Yes	English, Spanish		
Chile	Yes	Spanish		
China	Yes	Chinese (simplified), English		
Columbia	Yes	Spanish		
Costa Rica	Yes	Spanish		
Denmark	Yes	Danish		
Dominican Republic	Yes	English		
Ecuador	Yes	Spanish		
El Salvador	Yes	Spanish		
Finland	Yes	Finnish		
France	Yes	French	Yes	Yes
Germany	Yes	German	Yes	Yes
Guatemala	Yes	Spanish		
Hong Kong	Yes	Chinese (Traditional), English	Yes	Yes
India	Yes	English	Yes	Yes
Indonesia	Yes	English		
Ireland	Yes	English		
Italy	Yes	Italian	Yes	Yes
Jamaica	Yes	English		
Japan	Yes	Japanese	Yes	Yes
Korea	Yes	Korean		
Luxembourg	Yes	English, French, German		
Macao	Yes	English		
Malaysia	Yes	English	Yes	Yes
Mexico	Yes	Spanish	Yes	Yes
Morocco	Yes	French		

Netherlands	Yes	Dutch	Yes	Yes
New Zealand	Yes	English	Yes	Yes
Norway	Yes	English		
Peru	Yes	Spanish		
Philippines	Yes	English		
Poland	Yes	Polish		
Portugal	Yes	Portuguese		
Puerto Rico	Yes	Spanish		
Saudi Arabia	Yes	English		
Singapore	Yes	English	Yes	Yes
South Africa	Yes	English	Yes	
Spain	Yes	Spanish	Yes	Yes
Sweden	Yes	Swedish		
Switzerland	Yes	German, French, Italian	Yes	Yes
Taiwan	Yes	Chinese (Traditional), English		
Thailand	Yes	English		
Trinidad & Tobago	Yes	English		
United Kingdom	Yes	English	Yes	Yes
United States	Yes	English	Yes	Yes
Uruguay	Yes	Spanish		
Venezuela	Yes	Spanish		

*** The global products support English for all countries**

CONSIDERATIONS FOR GLOBAL HCM IMPLEMENTATIONS

Before looking at some of the architectural considerations of a global HCM implementation, let's first consider the key strategies for engaging in a global implementation.

Strategies for Global Implementations

Organizations face many challenges when they are implementing a global human resources system. Historically they have tried different models, with a mixed track record of successful implementations. But before they begin a project, organizations should consider their strategies for implementing. According to Gartner,³ there are three key strategies:

- **Technology motivated.** This strategy is based on the concept that a global HCM implementation is part of an overall drive for consistency of technology platform and applications. Larger organizations especially have the purchasing power to negotiate on price and service conditions and decrease maintenance and upgrade costs while leveraging internal knowledge when they expand in new markets.
- **Economies of scale and consistency of practice.** Efficiency is the key driver under this strategy. Organizations select this strategy when they want to improve the quality and consistency of data and business processes. This model leverages product expertise and human resources best practices across the enterprise.
- **Human capital management.** The goal of this third strategy is to improve business performance by using technology to optimize workforce performance and manage human capital.

There are also challenges to completing a successful global HCM implementation. One challenge for HR organizations is to build a business case to justify the investment. Many HR organizations have little experience in identifying and quantifying the benefits of a global human capital management strategy. These business cases often lead to an understatement of benefits and under-funding of the project.

Especially important for global projects is the issue of managing the total cost of ownership. If organizations neglect this management, it can later become impossible to deliver on the expected return on investment. Organizations need to set realistic levels of benefits, as well as priorities and implementation practices that monitor these issues.

A third challenge for many companies is maintaining project momentum. Many global projects lose funding for subsequent phases of the implementation after the first phase goes over time and over budget. The organization is focusing on establishing the technology and getting the system up and running, rather than creating business solutions. When it's time to get to the more strategic phases of the implementation, the project is already crumbling.

Gartner conducted a global research project on the current status of global human capital management. The research involved over 400 HR professionals in global organizations across three continents. There were three perspectives—global HCM implementations, self-service, and HR effectiveness—and one common conclusion: there is a gap between what organizations aspire to do and what they actually achieve through the global human resources effort. Gartner calls this the “Aspiration Gap.”

According to Gartner, user management and software vendors are both accountable for this gap. User management has not been proficient at implementing its original strategic vision and has instead focused on tactical activities. Software vendors share some responsibility because implementations continue to be difficult and time consuming. However, HR management can overcome these issues by setting a clear vision, executing on that vision, and anticipating that demand will move beyond the enterprise to take advantage of the collaborative environment of the internet.

³ Gartner Group white paper, **Global Human Capital Management: Bridging the Aspiration Gap**, December 2000.

Architectural Considerations

Organizations have tried different architectural models when implementing global human resources solutions. At an early stage of the implementation, the organization has to decide on a strategy for centralized data storage or decentralization (fragmented). Selecting the right strategy depends on the need to centralize data, maintenance, and support; data privacy issues; and establishment of the expected technical performance of the system.

An organization can generally opt for one or a combination of the following implementation models:

- A *global*, standard system that is centralized and runs on a single server.
- A *local*, decentralized system with multiple implementations running on several servers.
- A *data repository* that collects data into a common database, repository, or data warehouse.

In the aforementioned survey, Gartner found that 36 percent of respondents chose the global/standard implementation model, 14 percent chose the local/decentralized approach, and 48 percent chose a combination of global and local systems. The survey also revealed that 60 percent of the respondents planned multi-region rollouts.

There are many reasons why organizations select one model over the other. Below are some advantages and disadvantages of the three models.

Most multinational companies will find that if they are implementing a global human resources system, it is cost effective to define a core set of processes that they can implement around the world. The ability to manage and report on employees worldwide, recruit on a global basis, and adapt best practices worldwide can best be accommodated when information is consistently recorded in one common system. A global system should look and feel local to its users. Maintenance and implementation of global systems also has cost-saving attributes. This architectural model is especially relevant to organizations that pursue the “economies of scale and consistency of practice” strategy that Gartner has identified.

Though many companies prefer to implement one system around the world, the global PeopleSoft Enterprise HCM products may not yet support the countries in which the companies operate. Furthermore, local users may not be willing, or able, to make compromises, or may already be using a local product. In these cases, it may be necessary to have separate systems and databases located around the world. The advantage to this decentralized implementation structure is that it is easier to obtain local buy-in, the cultural comfort factor may be higher, and data is typically collected and stored in the same location. On the other hand, it is often a more expensive structure because the organization must undertake multiple upgrades of software systems, hardware, and networks.

The final model is a series of local/regional systems that are consolidated into a data repository—using PeopleSoft Enterprise solutions as a replicated repository, or using a data mart or data warehouse. This structure also provides local autonomy and cultural buy-in. But it can be an expensive proposition because of the need to develop complex interfaces and maintain several individual systems. In many cases, this data repository model may not provide enough detail or history for effective reporting and analysis.

CONCLUSION

PeopleSoft Enterprise HCM delivers a truly global human resources management solution that meets the needs of all organizations, whether they operate in one country or in many countries. PeopleSoft Enterprise HCM enables all organizations—even multinationals—to meet specific national or regional requirements. Comprehensive multilanguage, Unicode, and multicurrency capabilities accommodate employees around the world. The solution provides customized name, address, and national ID number formatting for each country, based on local requirements. The system lets organizations create a workforce profile that spans the globe and gives clear access to a collective view of worldwide operations.

The unique global architecture of PeopleSoft Enterprise HCM gives all users access to global best practices and lets companies share common practices and reporting. Because the system uses the same code line throughout the world, maintenance and updates will be less complex and less time-consuming—resulting in a lower total cost of ownership.

Oracle's PeopleSoft Enterprise HCM is built for the internet, providing exciting new ways to redefine every aspect of doing business. Global enterprises can use the power of the Internet to become more agile and efficient and meet their processing demands. All applications are internet-based, making them instantly accessible to anyone in the organization—anytime, anywhere—at a much lower cost than traditional applications. For the first time, employees can use a single, Web-accessible platform to track and manage HR information—from turnover and recruiting to employee reimbursements. Oracle's PeopleSoft Enterprise Portal maximizes employee productivity by providing a single self-service portal to collaborate and manage benefits, procurement, and travel.



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