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Oracle E-Business Suite Human Capital Management Global Strategy

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Executive Overview

A man sits down in a café in Vienna and orders a cappuccino and cake. The waiter brings him the order on a silver plate with a glass of water. An hour later the man will have to get the attention of the waiter to get his bill which will include 15% tip (Incidentally, the coffee will also have a different value-added tax rate than the cake). Once the bill arrives, he pays the waiter and tips him another 15%. If this man were to sit down for the same order in New York, he typically would neither get his order on a silver plate and have the tip included on the bill nor be expected to ask for his bill and have different sales tax rates. In Japan, after finishing his coffee, the patron would get up to leave and pay at the cashier at the door.

We have all experienced similar situations abroad, which appear as a straight-forward everyday process at first. However, no matter how similar and basic, we encounter a degree of variance based on local traditions and laws all the time. Travel writers have written a plethora of travel books and TV scripts around this phenomenon. When we think about global strategy for Human Capital Management, ultimately the concept is very much the same. In this case, success in the global arena depends largely on how well an organization can attract, develop, engage, coordinate and motivate their global workforce. Here again we expect to, and do, find uniqueness in processes across borders and often even within countries. At the same time, global organizations need to be centralized in order to benefit from economies of scale, standardization and global branding.

In today's business environment shaped by globalization, every organization deals with these realities not only in their core business activities, such as supply chain and customer management or regulatory reporting but also in their search for and management of talent. As a result, organizations must achieve a dynamic balance between the need to be decentralized and operate differently in different HR frameworks, and the need to be centralized to maintain core values and optimize operations globally.

Essential to achieving this balance in a knowledge-based global economy is a solid set of business processes mapped to an effective technology infrastructure for managing a global workforce.

In the past, many organizations implemented multiple Human Capital Management solutions from varying vendors or multiple instances of a single vendor solution. They did this in order to deploy both global and local business processes, and to do it as quickly or easily as possible. This type of strategy

can result in a number of problems at both a corporate and local level. Problems may range from inaccurate headcount and compensation reporting to out-of-date data and inconsistent human resource process administration. With hindsight, many of the same organizations now appreciate the benefits of deploying and maintaining a single global instance with extensions added to meet local needs. Key benefits of this strategy include common data definitions, global processing and both global and local reporting abilities. Other benefits include the lowering of maintenance overheads and the ability to define competencies globally in order to equitably rate and pay workers, not to mention the increased ability to manage global transfers, assignments and performance management. This enables organizations to ensure the most efficient processes are being deployed consistently to deliver accurate global reporting and management of talent.

When we think about specific global needs, we must consider how modern practices for managing human capital globally are aligned with local custom and practice.

We are rapidly moving from a requirement to maintain accurate job information on a worker to the ability to keep track of future career opportunities and analyze them to ensure proper planning from a worker and budgetary perspective. Such a high-impact strategy requires HR organizations today to justify their projects by quantifying their HR programs. By providing tools that track the current and proposed direction of an employee, integrated with budgetary data, HR departments become more relevant and accountable for investment decisions.

It is difficult to think about global human resource administration without thinking about data privacy and security. Data privacy is already a concern within the boundaries of a single country, but even more so when data is accessed across borders. In Europe and Asia, this is of particular interest when considering a global single solution instance due to strict requirements on data privacy. However, we are beginning to see similar needs within the United States and Canada, as data privacy becomes more regulated and uniform. The progression of adoption of data privacy laws and policies has grown exponentially in the past five years and should be a primary focus for any organization allowing employee data access and processing within a single geography as well as across borders.

Oracle's E-Business Suite applications are designed to meet the needs of all organizations, whether they operate in one or many countries. Oracle provides secure global human resources management solutions—solutions that enable multinational organizations to meet specific requirements unique to a country or region.

Oracle's E-Business Suite Product Strategy team has created this white paper to give you a better understanding of the strategy for deploying Oracle's E-Business Suite Human Capital Management (EBS HCM) global applications. We'll examine:

- Oracle HCM – Global Strategy
- Features and functions to meet global needs
- Global deployment considerations

Oracle E-Business Suite HCM – Global Strategy

Oracle's E-Business Suite Human Capital Management (EBS HCM) global strategy recognizes that global organizations must achieve a dynamic balance between scale and local responsiveness.

Whilst an organization may operate in many countries it is still a single business entity and as such certain values will reside at its core and require central control. Certain factors will be critical in achieving competitive advantage, as will certain key individuals. Maintaining a consistent brand and reputation will typically be crucial to continued success. As a result an organization operating in many countries potentially may need to act in a manner that runs counter to the cultural values of a particular locale in order to remain profitable and adhere to its core values.

Multinationals enjoy benefits of scale and scope in all functional areas and can optimize business processes based on worldwide availability of resources. Modifying HR practices on a country by country basis increases design, implementation and maintenance costs. If each country functions with different management practices then costs will be higher than if practices are standardized. Standardization is also critical to enable control and monitoring of performance against common metrics.

Common HR systems and practices are therefore essential to maintain competitive advantage, manage reputation, support consistent branding and retain key talent.

However, regardless of its size, each constituent of a global organization must operate in its respective country, complying with legislative requirements, being sensitive to cultural norms and recognizing the sociopolitical realities of conducting business. Different HR frameworks will require flexibility in HR practice in order to attract, retain and develop the workforce in a manner most appropriate to the local market. Failure to do result in unlawful action or damage the organization's reputation through culturally insensitive HR practices.

Diversity gives global organizations a further advantage when compared to domestic organizations. By operating in different countries the organization is exposed to a wider variety of business practices and experiences. A multinational can leverage this by facilitating the transfer of best practice throughout the organization.

To realize the benefits of global scale and remain responsive to local requirements our strategy for Oracle EBS HCM is to enable our customers to:

Manage business systems globally

- Ensure corporate consistency and global visibility with centralized business functions
- Rapidly expand into new markets/regions
- Accommodate global data standards

Drive Compliant Business Processes

- Achieve corporate and local compliance with global human resource management

- Deliver global workforce best practices with leading human capital management
- Stay up to date with regulatory changes using managed rules driven processes (centralized control but decentralized update)

Deploy Country Specific Capabilities

- Easily expand global boundaries with deep localization
- Support cultural business differences with user-definable transaction options
- Enable local productivity with support for multiple languages (translations), reporting, and business flows

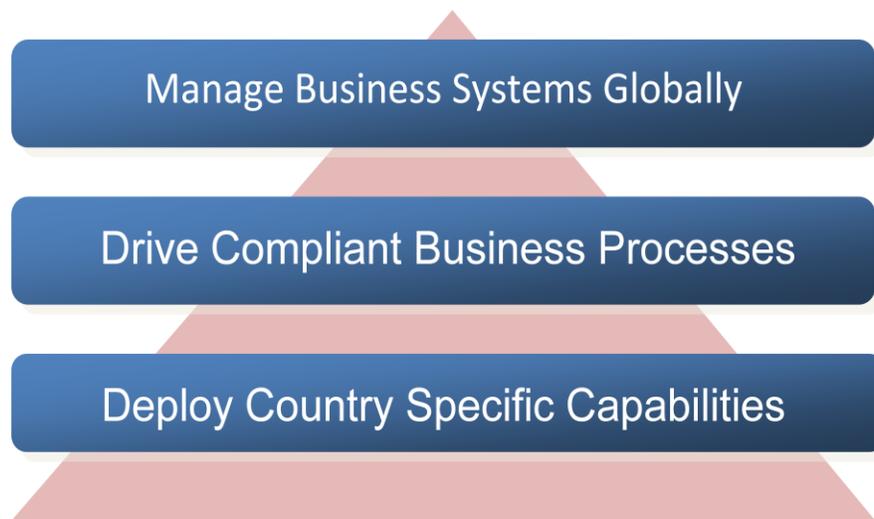


Figure 1. Oracle's Approach To Global HCM

Manage Business Systems Globally

Oracle HCM applications are an integral part of the Oracle E-Business Suite, an integrated set of applications that are engineered to seamlessly work together on a single data model. Oracle E-Business Suite is designed to enable effective business decisions by providing information and transaction results smoothly and efficiently. Oracle E-Business Suite HCM consists of the integrated global products detailed in Table 1.

Together, these products provide unified end-to-end HCM and talent management solutions that enable organizations to build a core foundation of data and processes that will expand and accommodate growth; a single global source of truth on human assets in a single global instance. Working with a single, consistent, globally accessible consolidating set of data facilitates improved analysis, better hiring and deployment decisions, and earlier detection of cost-saving opportunities. We believe that the ability to seamlessly use data across applications provides the strongest value and lowest total cost of ownership.

TABLE 1. ORACLE E-BUSINESS SUITE HUMAN CAPITAL MANAGEMENT PRODUCTS

HUMAN RESOURCES	SELF SERVICE HUMAN RESOURCES
GLOBAL PAYROLL	ADVANCED BENEFITS
TIME AND LABOR	WORKFORCE SCHEDULING
RECRUITMENT	PERFORMANCE MANAGEMENT
LEARNING MANAGEMENT	LEARNING
COMPENSATION WORKBENCH	INCENTIVE COMPENSATION
SUCCESSION PLANNING	

To address the challenges of meeting local requirements, whilst at the same time recognizing the global nature of a significant part of HR processing, Oracle EBS HCM delivers a global core and country specific localizations. This enables rapid expansion into new markets and regions. The global core holds multiple languages, currencies, other global data formats and core functionality that is common to all countries. Examples of this core functionality include:

- Person model
- Position management
- Compensation administration
- Talent Profile management

Because of the nature and the intended use of the global core functionality, we put significant effort in to ensuring the flexibility, configurability and maintainability of these functions.

Cost and complexity can be a barrier to business change and expansion and a lack of standards may require special IT skills or prevent “plug & play” integration with global partners. Standards offer more choice and less risk. They lower IT costs and barriers to change by enabling organizations to connect more quickly with partners to offer new business services, prevent vendor lock-in, and take advantage of an extensive global ecosystem of expertise.

Oracle’s standards-based systems enable organizations to develop new capabilities and integrations faster, cheaper, and with higher quality. Open architecture interfaces ensure Oracle EBS HCM can be expanded to encompass global 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).

Drive Compliant Business Processes

Organizations 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 an organization that use the same

business practices and have the same reporting needs can instantly get access to these common elements of the global Oracle EBS HCM product family. Multinational organizations can standardize their HR processes and create a two-way flow of information between employees and HR departments globally. This enables accurate reporting and the ability to act quickly on the results since significant analysis is not required to interpret and translate the data into a common definition.

Oracle Human Resources supports local business practices and legal requirements and manages business-critical operations across borders. Building on a global core of non-legislative information, we deliver country specific information, including legislative data, reporting guidelines, business rules, process requirements, data entry forms standards, and online help in the appropriate language.

Oracle EBS HCM assists businesses to establish and amend corporate and country specific 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.

A critical enabling technology for HR process automation, Oracle Workflow provides electronic notification, routing, and approval using pre-delivered workflow processes. Based on best practice, pre-delivered processes serve as the foundation for HR process improvement as they can easily be configured to meet both corporate and country specific requirements.

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. 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

Deploy Country Specific Capabilities

To fully support specific local legislative requirements and culturally dictated business practices, Oracle EBS HCM delivers country specific localizations. Localizations expand core functionality to include country-specific requirements. Oracle EBS HCM supports a complete set of country-specific functionality, including legislative HR data for 30 countries and 22 standard payroll localizations. Where a localization is not delivered, there is provision to configure needs for any country that is critical to global strategy. This means global organizations can consolidate previously fragmented workforce information into a single global perspective. Examples of country-specific functionality include:

- Payroll processing
- Legislative reporting
- Cultural differences

Employees need to be able to view their HR information in their native language. For example, users of Oracle EBS HCM applications in Japan can expect to see an interface presented wholly in typical Japanese style, while users of the same system 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.

Identification of Local and Global Requirements

We undertake extensive research and validation before we develop new functionality for Oracle E-Business Suite HCM applications to ensure we are meeting the requirements of customers and prospects and satisfying legislative requirements. EBS HCM global strategy managers and locally deployed domain experts perform this important task. Developing software is not an activity performed in isolation. We actively facilitate and engage in a variety of forums to fully understand the needs of our customers and the industry. Examples include:

- **Customer Advisory Board.** We have Customer Advisory Boards made up of a rotating schedule of between 10–15 current customers. These customers are called upon to validate details as we move through our development lifecycle. This group’s input is essential in the validation process of our detailed development efforts. We currently have the following customer advisory boards: HCM, Payroll, iRecruitment, Learning and US State and Local.
- **Focus groups.** When developing a new product or new functionality, we may invite interested to discuss their requirements with product. Typically, these focus groups extend across the globe. Input from the groups plays an important role in driving product direction.
- **User 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 organizations with best practices in global human resources management. We also participate in meetings and the annual conference of this group.

Working with customers, 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 organizations worldwide. Much of this knowledge is shared with users and prospects through EBS solutions as well as articles and white papers.

Features and Functions to Meet Global Needs

Global Platform

Oracle E-Business Suite applications are built on a global software platform designed to meet the complex requirements of a worldwide enterprise and enable ease of deployment in a single global instance. A global software platform enables organizations to compete globally with best practice core business processes that can be rapidly extended whilst achieving low total cost of ownership.

Key globalization features include support for a wide variety of languages and territories, reporting currencies and flexible date and number formats to suit local custom.

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 Oracle EBS 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 almost impossible to achieve 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.

Oracle E-Business Suite applications support Unicode in all core components of the architecture. It enables organizations to centrally maintain and manage Oracle EBS HCM 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 Oracle EBS 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>.

Multilanguage Support

Multinational as well as single country environments require the support of multiple languages. One US based manager may want to use the system in their preferred language, English, but another US based manager may want to use the system in Spanish. Enabling this multilingual support within one

country or across borders not only ensures understanding of the processes being administered but also ensures local application adoption.

Oracle E-Business Suite applications support customers' various language needs through National Language Support (NLS) and Multiple Language Support (MLS). NLS is the ability to run an applications instance in a supported language, including specific regional number and date formats. MLS is the ability to support multiple languages in the same applications instance. Using a Unicode character set with the MLS architecture allows Oracle EBS HCM applications to use any combination of supported languages in one database instance. Oracle EBS HCM applications support over thirty languages in Release 12.1 which are installed via NLS patches.

TABLE 2. ORACLE E-BUSINESS SUITE HUMAN CAPITAL MANAGEMENT SUPPORTED LANGUAGES

ARABIC	GREEK	ROMANIAN
CATALAN	HEBREW	RUSSIAN
CHINESE (TRADITIONAL AND SIMPLIFIED)	HUNGARIAN	SERBIAN
CROATIAN	ICELANDIC	SLOVAK
CZECH	JAPANESE	SLOVENIAN
DANISH	KOREAN	SPANISH (SPAIN AND LATIN AMERICA)
DUTCH	INDONESIAN	SWEDISH
ENGLISH	ITALIAN	THAI
FINNISH	LITHUANIAN	TURKISH
FRENCH (EUROPEAN & CANADA)	NORWEGIAN	UKRANIAN
GERMAN	POLISH	VIETNAMESE
	PORTUGUESE (PORTUGAL AND BRAZIL)	

Date and Number Formats

Oracle E-Business Suite applications allow entry and viewing of dates in any valid format, such as 12-31-06, 31/12/06, or 2006-12-31. The only exception is Oracle Reports, which always use the format DD-MON-RRRR, for example 31-JUL-2011. You can also enter and view numbers with either the period (full stop) character or comma as the decimal separator. For example, 1.02 or 100,000.02 (using the period), or alternatively 1,02 or 100.000,02 (using the comma). Regardless of the various formats that may be used to enter dates and numbers, the actual values are stored in the database in uniform canonical formats. This allows date and number values to be entered in one format, and viewed in an alternative format by another user.

Multiple Time Zone Support

Oracle E-Business Suite includes a feature called User-Preferred Time Zone Support. Using the user-preferred time zone feature enables users to specify their local time zone for both display and entry of date-with-time fields. Users see date-with-time fields in their preferred (local) time zone, and can enter

dates with time in this time zone. Date fields without a time component are not affected by this feature the data in the database continues to be stored in the standard corporate time zone.

Currencies

All major currencies are predefined with Oracle E-Business Suite using ISO standard codes and are shared by all applications. Specific currencies can be enabled as required.

Oracle EBS HCM applications enables the use multiple currencies for entering and processing information regarding employee compensation and benefits.

You can also record your payment methods to employees in different currencies. For example, if you have employees living and working temporarily in other countries, you might want to record specific earnings or deductions for these employees in local currencies. You might also want to pay these employees a fixed amount into a bank account in their home currency. The remainder you would pay in a local currency.

Reporting

Having a single global platform offers significant advantages in reporting, particularly when analyzing corporate information that crosses functional and geographic boundaries, including information sourced from different areas within the ERP ecosystem, like financials or supply chain. All workforce information can be held in one place, with a single global data model and a single global instance. The full capabilities of the Oracle Database can be leveraged, which allows transactional and analytical functions to coexist without the need for a separate data warehouse.

Oracle EBS HCM applications include 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. These reports can be easily modified using Oracle Reports, SQL*Plus or another tool of your choice. All standard reports have been converted for use with Oracle Business Intelligence Publisher (BI Publisher).

BI Publisher is Oracle's enterprise reporting server to author, manage, and deliver all types of high quality documents. End users can easily design report layouts directly in a Web browser or using familiar desktop tools such as Microsoft Word or Excel, dramatically reducing the time and cost needed to develop and maintain reports. Built on open standards, IT staff and developers can create sharable data models against practically any data source and use BI Publisher APIs to build custom applications leveraging existing data sources and infrastructure. Extremely efficient and highly scalable, BI Publisher can generate tens of thousands of documents per hour with minimal impact to transactional systems.

Finally, highly sophisticated analysis and insight can be obtained using Oracle Business Intelligence Enterprise Edition (OBIEE) and pre built Oracle Business Intelligence Analytics (OBIA). OBIA HR Analytics provide organizations with detailed analysis on HR programs and workforce performance. Critical data is integrated from across the enterprise value chain, transforming silos of information into relevant, timely, and actionable insight. For example, managers can better understand the impact of

compensation on employee performance by correlating compensation with employee performance and turnover metrics.

Global Architecture

Unified Data Model

E-Business Suite's Global Architecture consists of common components that are shared across applications. These common engines uniquely combine standardization and flexibility, enabling organizations to centralize some operations while at the same time supporting local requirements.

This is made possible by a hub and spoke architecture. Oracle EBS HCM applications have a database schema that is connected to a central core applications schema which allows the sharing of database objects, such as tables, to other modules wherever relevant. For example, the Oracle EBS HCM database schema owns the tables for people, jobs, positions and organizations, and all modules go to those tables when they need that information. This greatly simplifies application design, which in turn simplifies workflows, building ad hoc reports, patching and database administration.

EBS HCM users reuse the same applications technology footprint whenever new modules are "switched on", be it applications within the HCM product family or modules for different business functions.

Rules Engines

Staying on top of ever-changing regulatory requirements can be overwhelming. If your business applications support only one set of hard-coded rules, it becomes costly to keep current with regulatory changes. Rules maintenance is simplified in Oracle E-Business Suite with configurable rules engines that are separate from transaction processing, so you can make changes to tax, and payment formats without the need for expensive and time-consuming customizations.

Workflow

All E-Business Suite applications use Oracle Workflow, a complete workflow management system that enables modelling, automation, routing and continuous improvement of business processes according to user-defined business rules. Oracle Workflow provides a workflow solution for both global and local processes, and business process coordination between applications.

The Workflow Engine coordinates the routing of process tasks and supports sophisticated workflow rules including looping, branching, parallel flows, and sub-flows. Based on flexibly-defined workflow rules, the engine determines which activities are eligible to run, and then runs them.

Approvals Management

Oracle HCM applications use Approvals Management (AME) to manage transaction approvals. Oracle Workflow determines the point at which a transaction requires approval and AME processes the approval according to an organization's business rules. AME enables you to simply define the approval rules for your organization so that any business transaction requiring an approval can be completed with the appropriate authority.

You can devise simple or complex rules, to suit your organization's global or local requirements. Approval rules are evaluated by an efficient and scaleable run time engine which ensures that approval lists reflect current organization structures. You no longer have to be concerned with changes in personal and/or their approval authorities; the approval list will always be correct and up to date no matter how far the transaction is through the approval cycle.

Data Privacy and Security

Data Privacy is a critical issue impacting all organizations around the globe. Countries, states, provinces, cantons, counties as well as individuals are dictating their requirements to organizations to ensure the privacy of their personal data. It is becoming critical that every organization establishes and knows their data privacy rules and practices.

Oracle EBS HCM and Oracle technologies provide the tools to enable data privacy compliance at all of these levels. At both the database level and application level, there are a number of key features tied to security that can help with privacy compliance from network, database and backup data encryption to identity management, access control and auditing technologies.

For more information on Data Privacy and Oracle's security solutions, please see Oracle's White Paper on Data Privacy – Challenges and Solutions published April 2010 at www.oracle.com/hcm.

EBS HCM Global Functions

Oracle HCM Applications - Proven integration

Oracle EBS HCM applications were developed from the beginning as global products designed to support global core processes in a single integrated product set with over 30 local HR extensions. Our integrated solutions provide a comprehensive set of modules to assist in the transformation of your organization without the need for additional third party products and the resultant costly interface management.

Oracle Human Resources enables firms to track all HR- and talent-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.

Through the benefits of module integration and self-service, Oracle HCM allows organizations scope to achieve significant cost savings and to deliver an increased range of services to the business, all within a shorter period of time, and at a reduced support cost, than would be otherwise possible.

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 HCM 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.

Global Payroll

Oracle Payroll supports multinational workforces, with 22 localizations and support for payroll calculations in each worker's base currency. Oracle Payroll also automatically converts currency during the master payroll process, using the General Ledger currency conversion tables. Additionally, you are able to select the language in which you wish to view specified reports and forms. For example, one Canadian employee can select to view a payroll report in Canadian French while another Canadian employee in the same run wishes to view their data in English. This is all based on the language preference that the employee selects and is done dynamically in the report runs.

Oracle Payroll's architecture uniquely supports a global organization's payroll requirements. You can implement Oracle Payroll's core payroll engine and then install localizations as required to add the necessary functionality, reporting, and processes for each country in which you process payroll. For those countries in which Oracle does not yet provide a local extension, our International Payroll solution allows customers or implementers to configure what is needed for calculations in any country.

Unified Talent Management

In today's global economy, only a configurable, "unified" talent management solution is practical. Unified talent management refers to delivered integration not only between talent modules, but back into core HCM processing and extending to the broader ERP ecosystem. Oracle HCM application's unified talent management framework offers extended best-practice global capabilities, allowing an enterprise to configure the system for different countries and cultures.

For example, in some countries a job offer letter is sent after successful completion of references, and in others a letter is sent beforehand. Processes such as recruiting, performance and learning have a strong cultural aspect, so configuring them is important. Most niche vendors cannot approach the level of configurability required to meet culture-specific requirements.

Integration starting with core HR is absolutely essential for consistent, streamlined administration of talent across global locations. For example, core HR provides the global and local competence framework that is critical for talent management.

Configurability delivers other benefits as well. For unregulated aspects of talent management, the fact that organizations can configure the framework enables them to differentiate themselves, emphasize a unique culture and become more attractive employers for targeted prospects.

Localizations

Localizations and Compliance

Oracle EBS Global HR enables you to determine the rules required to administer your organization globally based the foundation of your HR processes. However, we do recognize the need to provide localized extensions since there are always further unique processing needs when you consider the regulatory, legislative or cultural requirements by country. These unique requirements span all of our HCM processes from core HR to Talent Management to Workforce Management.

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 30 countries.

TABLE 3. ORACLE EBS CORE HCM LOCALIZATIONS

EMEA	AMERICAS	APAC & JAPAN
BELGIUM	CANADA	AUSTRALIA
DENMARK	MEXICO	CHINA
FINLAND	USA – COMMERCIAL	HONG KONG
FRANCE	USA – PUBLIC SECTOR	INDIA
GERMANY		JAPAN
HUNGARY		KOREA
IRELAND		NEW ZEALAND
ITALY		SINGAPORE
KUWAIT		
NETHERLANDS		
NORWAY		
POLAND		
RUSSIA		
SAUDI ARABIA		
SOUTH AFRICA		
SPAIN		
SWEDEN		

UNITED ARAB EMIRATES

UK

In addition, a number of “add-on” localizations, are delivered by the Regional Field Centers (Add-on Localization Teams), which are available from My Oracle Support, and by partners, including Independent Software Vendors (ISVs) and system integrators:

TABLE 4. ORACLE EBS ADD ON HCM LOCALIZATIONS

EMEA	AMERICAS	APAC & JAPAN
CZECH REPUBLIC	BRAZIL *	MALAYSIA *
ISRAEL		PHILIPPINES*
KAZAKHSTAN		TAIWAN*
PORTUGAL		THAILAND*
ROMANIA *		
RUSSIA *		
TURKEY *		
UKRAINE		

* Available From My Oracle Support

Examples of country specific features provided by localizations are;

TABLE 5. COUNTRY-SPECIFIC FUNCTIONALITY EXAMPLES

<u>SINGAPORE</u>	<u>INDIA</u>	<u>MEXICO</u>
FULL NAME/CHINESE NAME	AUTOMATION OF ESI, PF, INCOME TAX,	NAME INCLUDES PATERNAL &
NRIC NO.	GRATUITY, TERMINATION SETTLEMENT	MATERNAL LAST NAME
PASSPORT INFORMATION	PROCESS FRINGE BENEFITS AND OTHER	ISR FEDERAL TAX COMPLIANCE
	REIMBURSEMENT	
<u>USA</u>	<u>UK</u>	<u>SAUDI ARABIA</u>
W2 PROCESSING	STATUTORY REPORTS - P60, P45	STATUTORY REPORTS E.G. GENERAL
FEDERAL AND STATE TAX PROCESSING		ORGANIZATION OF SOCIAL INSURANCE
		(GOSI) FOR THE CONTRIBUTORY MONTH

Oracle Payroll supports a complete set of country-specific functionality, including legislative data, for 22 countries.

TABLE 6. ORACLE EBS STANDARD PAYROLL LOCALIZATIONS

EMEA	AMERICAS	APAC & JAPAN
DENMARK	CANADA	AUSTRALIA
FINLAND	MEXICO	CHINA
IRELAND	USA	HONG KONG
KUWAIT		INDIA
NETHERLANDS		JAPAN
NORWAY		KOREA
SAUDI ARABIA		NEW ZEALAND
SOUTH AFRICA		SINGAPORE
SWEDEN		
UNITED ARAB EMIRATES		
UK		

A number of localizations are also delivered by partners, including ISVs and system integrators:

TABLE 7. ORACLE PAYROLL ADD ON LOCALIZATIONS

EMEA	AMERICAS	APAC & JAPAN
EGYPT	BRAZIL	BANGLADESH
MAGHREB		INDONESIA
POLAND		MALAYSIA
ROMANIA		PAKISTAN
RUSSIA		PHILIPPINES
TURKEY		TAIWAN
UKRAINE		THAILAND
KAZAKHSTAN		

To see a current list of support countries, please visit www.oracle.com/hcm.

Global Deployment Considerations

When organizations consider the opportunity of either consolidating to a single instance or deploying multiple instances of their HCM application globally, many requirements and practices must be considered. Planning and global involvement is imperative to the success of any global deployment. Moreover, it is critical that communication is clear and requirements of all locations are considered and provided with a solution. This communication plan must be executed upon early and consistently to ensure acceptance and rapid adoption of the global HCM instance. There are obvious benefits which include:

- Deliver HR content consistently
- Create a global data model
- Store past, present and future data in one place
- Report business metrics from one source
- Quickly get a consolidated view of the organization
- Train users on one application
- Simplify maintenance by supporting one application
- Manage data privacy for effectively and securely
- In order to accomplish this, the following is also required:
 - Ability to deliver multiple languages
 - Support multiple currencies and the conversions
 - Support multiple character sets

Ultimately, in order to ensure the success of a global deployment, the organization needs to ensure they have the proper executive sponsorship to secure commitment and governance is adhered to. The failures of many projects are as a result of the lack of executive support which resulted in lack of country management support and poor communication to the local offices.

Managing a Global HCM environment is challenging without all of your plans and considerations in place. Oracle HCM provides the experience and tools to place you on the right path.

Customer Success

1. **Experian Upgrades to Support Global Expansion and Improve Efficiency**
<http://www.oracle.com/us/corporate/customers/experian-ebs-snapshot-165811.pdf>
2. **Agility Cuts Reporting Times with Consolidated HR Solution on Oracle E-Business Suite R12.1**
<http://www.oracle.com/customers/snapshots/agility-ebs-hr-snapshot.pdf>
3. **Halcrow Saves US\$1 Million Annually While Leveraging Staff Skills to Sustain Annual Global Growth of 15%**
<http://www.oracle.com/customers/snapshots/halcrow-hr-snapshot.pdf>
4. **LG Electronics Improves HR Management by Consolidating on a Single Global HRMS**
<http://www.oracle.com/customers/snapshots/lg-electronics-case-study.pdf>
5. **Schroders Optimizes Employee Relationship Management Globally with Performance-Driven HR**
<http://www.oracle.com/customers/snapshots/schroders-snapshot.pdf>
6. **Investors Bank & Trust Company Optimizes and Streamlines Global Human Resources Capabilities**
<http://www.oracle.com/customers/snapshots/investors-bank-and-trust-company-snapshot.pdf>



Oracle E-Business Suite Human Capital
Management Global Strategy
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