

The Business Value of Upgrading to PeopleSoft Enterprise 9: Human Capital Management Solutions

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EXECUTIVE OVERVIEW

“Oracle continues to demonstrate a full commitment to their Applications Unlimited strategy. Not only have we seen clients embracing this strategy by a market resurgence for PeopleSoft HCM in general (including many “net new” clients), but we already have many clients interested in HCM v9.0 who were previously planning to wait for the Fusion HCM application suite. As the organization who committed the largest number of resources to PeopleSoft HCM v9.0 beta testing, Deloitte Consulting is very excited to help our clients take full advantage of the integrated end-to-end talent management life cycle enabled by PeopleSoft HCM v9.0’s enhanced Recruiting, Performance Management, and Learning Management solutions. In addition, moving to PeopleSoft HCM 9.0 moves clients’ one big strategic step closer to a combined Fusion application and architecture platform. Our staff is lining up to be on the next PeopleSoft HCM 9.0 project.”

**Frank Germano
U.S. Oracle/PeopleSoft HCM Lead, Deloitte
Consulting Human Capital Practice**

Today’s business challenges center on an ever-changing, increasingly mobile asset: the workforce. With talent management emerging as a hot-button issue from the boardroom to line-managers, organizations must move towards an environment of total employee engagement, linking individual skills, goals and competencies to those of the organization. In recognizing this important trend, Oracle has worked with our customers to develop automated, business process-based solutions to help organizations not only deploy but also achieve a successful talent management strategy. Today, we take human capital management to a new level in which employees, organizational objectives and processes are linked together through technology to enable mission-critical success.

With people at the heart of every business process and every transaction, you must not only retain key talent, but also reward both employees and the organization through measurable, defined successes. By leveraging a comprehensive talent management strategy, you can improve operational efficiencies while turning employees into knowledge workers—and competitive assets.

PeopleSoft Enterprise HCM 9.0 is Oracle’s newest global solution suite for intuitive and effective human capital management. Creating a rapid return on investment, PeopleSoft Enterprise HCM applications automate business processes, reduce operational costs and increase efficiency, continually defining and leveraging industry best practices.

PeopleSoft Enterprise HCM 9.0 is based on extensive customer feedback, industry best practices, analysts’ research and Oracle’s own commitment to thought leadership.

CREATING AN UPGRADE PLAN

HR management is moving into new territory. From personnel department to business partner to organizational driver, the practice of today’s HR organization continues to evolve. As we move “beyond the basics,” HR must guide the organization through issues such as corporate governance, talent management and operational success.

HCM 9.0 represents a continued commitment to excellence and quality and centers on three key business drivers:

1. Enterprise-Wide Talent Management
2. Lean Business Processes
3. Extended Value with Innovative, Standardized Technology

Only Oracle has the thought-leadership and development resources to continue to deliver the world's broadest and deepest HCM solution; a solution that delivers significantly more value on your HRMS investment. What are the top 5 reasons to upgrade to HCM 9.0's advanced functionality?

Supports HR Best Practices

The need for more effective human resources management is stronger than ever. HR best practices improve morale, increase productivity and assure retention, as well as providing high quality programs, policies and initiatives. The goal is to create a workforce that can not only get more done, but also ensure a greater level of efficiency, timeliness and quality. Given the challenge's faced by organizations today, HR must manage their practices with a focus on the value-added goals of return on investment, the management of turnover and retention, and increased productivity. HCM 9.0 supports multiple best practices, including:

- Offer life-cycle benefit programs to address changing needs
- Roles-based online access for managers and employees to view employee information and workforce demographics
- Linking existing employee core competency data with job assessment documentation to effectively build a plan for growth, development, and performance optimization
- Developing and promoting a "Total Rewards" philosophy so employees understand and value cash and non cash incentives
- Developing and documenting standard workforce administration processes across organizational units and employee groups to identify and eliminate redundant or unnecessary practices

Reduces Administrative Costs

The practice of across-the-board cost cutting is rarely the best way to achieve cost containment or savings and, in fact, often places your organization at a disadvantage. The focus of cost reduction should be on redundancy and inefficiency. Typical reductions in administrative costs through the implementation of Enterprise HCM 9.0 application suite include:

- Reduce HR printing and distribution costs by up to 90%
- Reduce the cost of payroll errors by up to 50%

- Reduce the cost of recruiting by up to 50%
- Reduce the benefits enrollment fees by up to 80%

Improves Productivity

A simple explanation of productivity in any organization is the successful management of process. The need for HR managers to improve their core processes is greater than ever before. Organizations are not interested in grandiose reorganizations and superficial maneuvers that fail to improve upon core corporate processes. A highly productive workforce depends on driving technology and automation. HCM 9.0 delivers real improvements in productivity:

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

Key New Features, Functionality and Technology

The new features delivered with PeopleSoft Enterprise HCM 9.0 were designed based on extensive customer feedback, industry best practices, analysts' research, and our own commitment to thought leadership. HCM 9.0 represents our ongoing commitment to best-in-class applications that provide real business value. With a delivered, direct upgrade path to Fusion, PeopleSoft Enterprise HCM 9.0 delivers the first benefits of Fusion planning and development. Leveraging "early" Fusion fundamentals, organizations can acclimatize to technology changes while planning a long-term applications roadmap. Enhancements throughout the release extend Oracle's leadership in the HCM arena and support workforce initiatives to drive overall enterprise performance.

NEW FUNCTIONALITY

- Workforce Management enhancements
- SmartHire
- Profile Management
- Recruitment letter
- Person Model enhancements
- I-9 Compliance
- Industry Enhancements for Military & Gov't/Public Sector
- Global Payroll enhancements

NEW TECHNOLOGY

- Mass Update

- Enhanced Integration for Time/Pay, and Talent Management
- Standardized Approvals
- Delegations Framework

Extended Maintenance & Support

PeopleSoft Enterprise Release 9.0 delivers on Oracle's promise to support and invest in the applications you're already running. By delivering HCM 9.0, Oracle demonstrates its commitment to protect, extend, and evolve your application investments. Customers implementing HCM 9.0 will receive regular support until 2012 and extended support until 2015.

Usability and Scalability Improvements Drive Usage, Business Value

“With increased usability for elearning and interoperability and an array of talent management tools for eRecruiting and performance management, PeopleSoft Enterprise Human Capital Management 9.0 reinforces the optimal user experience, leading to widespread system usage, improved employee satisfaction and enhanced productivity. The scalability of PeopleSoft Enterprise Human Capital Management 9.0 allows the right applications to manage the entire employee relationship life cycle - from hiring to succession planning - without fear of functionality gaps and technology limitations, making Oracle’s global offerings more compelling than ever.”

Albert Pang
IDC Director Enterprise Applications
Research

(Taken from Oracle press release, "Oracle Introduces PeopleSoft Enterprise Human Capital Management 9.0" - Jan. 31, 2007)

By extending your investment in HCM you assure your organization the ability to continue indefinitely with Apps Unlimited. Oracle intends to deliver other PeopleSoft point releases, which further underscores the fact that customers will not be “forced” to move to Fusion. However, upgrading to HCM 9.0 will not lock you out of Fusion. With a delivered, direct upgrade path to Fusion, PeopleSoft Enterprise HCM 9.0 delivers the first benefits of Fusion planning and development. Maybe your organization has made a decision about the future of your HCM applications. Maybe you are not ready yet. Upgrading to HCM 9.0 will position you for whatever choice you make.

EXPENSE/OPERATING SAVINGS

The benefits of Expense/Operating Savings help reduce the operating costs of an organization. These are measurable costs which would be typically found on an organization’s income statement. Reduction or elimination of these costs contributes to the improved financial health of the organization.

Improved Staff Retention

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

HCM 9.0 Enhancements that Support Improved Staff Retention

- Core HR (Profile Management) - Employees are able to proactively manage their career by identifying developmental opportunities to prepare them for a desired position.

- eDevelopment – Employees are provided a single place to identify and track their career aspirations and accomplishments. In addition, employees are able to search for jobs that match well to their own skills and qualifications, or compare various positions of interest. Results from these comparisons may assist employees in determining their next career steps, developmental goals, and targeted learning.

Reduction in HR Materials and Distribution Costs

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

HCM 9.0 Enhancements that Support Reduction in HR Materials and Distribution Costs

- Core HR (Person Model - Contingent Worker) – Improvements in Contingent Worker help eliminate antiquated, costly, paper-based processes.
- Core HR (I-9 Compliance) - To better comply with the United States' Immigration and Nationality Act, all I-9 information can now be collected and stored. Workflow driven self-service functionality allows for electronic completion of I-9's, thus reducing paper costs.
- ePay – Using XML Publisher, expanded self-service options in Payroll for North America include some delivered paper year-end forms and enhanced paycheck viewing features. Self Service Year-End Forms provide employees access to an electronic version of their W-2, W-2c, T4 and T4A forms. This solution uses the payroll system's annual processing to create these year-end forms in PDF format. Self Service View Paycheck provides employees with access to year-to-date balances for vacation and sick leave as well as the ability to print off paycheck details formatted for a single page.
- XML Publisher –Utilizing a set of familiar desktop tools, XML Publisher can be used to create and maintain both reports and document layouts in any combination of 185 languages and 244 territories. Seamlessly converting these layouts into industry-standard files, each translation file can be individually modified without impacting translations. With bi-directional and advanced

font handling support, XML Publisher provides organizations with a secure, streamlined document system.

Reduced Cost of Errors

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

HCM 9.0 Enhancements that Support Reduced Cost of Errors

- Payroll for NA - Garnishment Calculations - Garnishment processing now leverages the Canadian rules-based engine to meet the ever-changing regulatory requirements in the United States. This gives customers complete control over all aspects of their garnishment calculations by providing users more flexibility in defining the applicable earnings and exemptions. These changes will increase staff productivity by reducing the amount of manual labor required to compute garnishments, which also improves data accuracy.
- US Federal NFC Interface – Improvements in the existing NFC interface reporting process such as new codes, regulatory edits and workflow and import processes will help eliminate potential for data errors in the system.
- Payroll for NA, Global Payroll, Time & Labor and Absence Management Integration - Improvements have been made to the existing integration with Payroll for North America, Global Payroll, Time & Labor and Absence Management. Online reconciliation tools can be used after the Time Administration and Load to Payroll processes to ensure that time passes to payroll correctly, helping to catch errors early. Additionally, enhancements to how absence time is displayed, received and processed are also available, giving users the improved ability to verify data, helping to reduce additional errors.
- Global Payroll – Improved trigger functionality to notify payroll staff of actions that need to be recalculated, thus reducing the number of errors in payroll.
- Time & Labor - The new time reporting enhancements in Time and Labor enable data entry users to copy worked hours from time cards into online timesheets quickly and accurately, thus reducing the number of errors in payroll and billing.

Reduced Services and Overhead Costs

Managing service and overhead costs is a goal of every organization. Fees incurred for outsourced services or the costs of offering various benefits can be significant. Keeping a tight control on these costs is essential. System automation can help streamline processes and reduce the burden. Having greater insight into the overall process can also help expose hidden costs or reveal alternate avenues of service delivery that can be more cost effective.

HCM 9.0 Enhancements that Support Reduced Services and Overhead Costs

- Core HR (Person Model - Person of Interest Payees) - Organizations have more options for the types of non-workers who can be paid or receive benefits. Possible Persons of Interest who may receive payments or benefits from an organization include surviving spouses or former dependents. Improvements in this area increase the flexibility to provide these benefits, (sometimes with a lower cost of benefit delivery) and can enable delivery capabilities that had previously been cost-prohibitive.

Reduced Training Costs

The cost of training employees can be significant, but is essential to the overall health and success of an organization. Without adequate and timely training, organizations will fail to meet both tactical and strategic goals. Through system automation and business process/policy changes organizations can see a reduction in the actual costs associated with training delivery, such as instructor and speaker fees, manuals and materials, travel, and facility charges.

HCM 9.0 Enhancements that Support Reduced Training Costs

- Global HR – Additional options have been added to Training Administration to track costs and comply with regulations.

Reduced HRIT System Costs

Consolidation of multiple, redundant systems, which results in the elimination of unnecessary or manual interfaces and custom system enhancements is a goal of every organization. Reduction or elimination of these systems or enhancements helps to lower software and hardware licensing and maintenance fees as well as related upgrade costs.

HCM 9.0 Enhancements that Support Reduced HRIT System Costs

- Core HR (Global Military) - customers can now capture whether service members are deployable or can be reassigned to new duty assignments. This enhancement eliminates a common customization.
- ePerformance (Standard Approvals & Delegation) – ePerformance leverages the common HCM framework for approval of performance documents. The common approvals management framework enables customers to create

flexible rules around routing, levels and exceptions, which helps eliminate any custom workflow previously needed for approvals.

- Global Payroll – Processing enhancements in country extensions help to eliminate custom programs and interfaces, reducing the overall cost of system ownership. New data archiving templates, triggers enhancement, and off cycle payment processing enhancements will help reduce the amount of stored data and eliminate custom programs or processes that had been required previously, thus reducing overall system costs.
- Payroll for NA, Global Payroll, Time & Labor, and Absence Management Integration – Improved integration points reduces or eliminates the need for any custom integration routines.
- XLM Publisher – XML Publisher enables users to create advanced reports on their own, reducing the need for custom reports.

LABOR PRODUCTIVITY SAVINGS

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

Improved Employee Productivity - Reduced HRIT Labor Costs

Many organizations have multiple systems or custom interfaces and processes. This is less than ideal. Streamlining and standardizing systems is typically a goal of every organization. This benefit can be measured through the labor costs (average burdened salary costs) of employees tasked with the maintenance of application systems, interfaces and servers, and the delivery of reporting and analytics.

HCM 9.0 Enhancements that Support Reduced HRIT Labor Costs

- ePerformance – Improved integration points with Learning Management help reduce need for custom interface programs and lower the IT labor costs associated with maintaining them.
- Global Payroll – The automation of global payroll processes and reports allows for a reduction in the amount of IT staff labor required to meet business needs.
- Upgrade Process - HCM 9.0 upgrades will be delivered using a modified upgrade process. The new process reduces the time it takes to perform the initial upgrade. The full database compares and copies across releases are replaced with Data Mover export/import scripts to reduce the overall

upgrade time and the effort needed to analyze for customization impact, thereby increasing the quality of the analysis

Improved Employee Productivity - Reduced Time to Hire

By reducing the time to hire new employees overall productivity will improve due to greater distribution of the organization's workload. Manual, labor intensive processes, long approval chains, and/or disparate systems within an organization can lead to lengthy delays in the hiring process. When job positions are vacant it is typical to expect other workers to cover these job functions in addition to their own regular duties. This contributes to an overall reduction in productivity for the company. Reducing this cycle time will help to improve overall employee productivity. Reduce Time to Hire can be measured by the time to hire exempt and non-exempt employees and the annual productivity impact hiring delays has on current employees.

HCM 9.0 Enhancements that Support Reduced Time to Hire

- Core HR (Person Model - Contingent Worker) - U.S. Federal Government customers now have the capability to quickly hire a person who was previously a contingent worker. Using the new “Add Employment Instance USF,” customers no longer will have to re-key personal information about that person into the Federal Hire components.
- Core HR (SmartHire) – Through faster and more accurate data entry, candidates for hire can be presented to hiring managers much faster, reducing the overall amount of time required to fill a position.
- Talent Management (Recruitment Letter) – XML Publisher allows for custom recruitment letters to be created online and emailed directly to candidates, reducing the amount of time previously required to create custom letters manually.

Improved Employee & Manager Productivity – Streamlined Approval Process

Approval processes in any organization can be difficult and costly, and can create lengthy delays that cost organizations more than just lost time. Having the ability to gain greater insight and control over the approval process creates greater trust in the overall process and the business results. It also improves investor confidence in an organization through greater compliance and lower business risk. This benefit can be measured by calculating the labor cost associated with the current approval process. A confident, secure approval process can also reduce the number of approvals required through greater management trust in the overall process.

HCM 9.0 Enhancements that Support Streamlined Approval Process

- Core HR (I-9 Compliance) – Improvements in the approval process can eliminate some approval levels while increasing management awareness and confidence in the overall process integrity.
- Absence Management – Utilizing the new features in the Approvals Framework and Delegation enhancements will help streamline the absence process and help eliminate time reporting bottlenecks.

Improved Employee & Manager Productivity - Time Tracking Activities

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

HCM 9.0 Enhancements that Support Improved Time Tracking Activities

- Core HR (Person Model - Contingent Worker) - Enhancements in Contingent Worker improve manager productivity by reducing the amount of project management time required to track the worker.
- Time & Labor – Streamlined time entry for Pay/Bill Management allows users to copy time entries from timecards to timesheets online quickly and accurately.
- Absence Management – Improved ability to add absence event entries on time sheet where all time may be viewed at once.

Improved HCM Staff Productivity – HCM Support Staff

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

HCM 9.0 Enhancements that Support Improved HR/Payroll Staff Productivity

- Core HR (SmartHire) – Templates allow for data entered once to be used by multiple processes throughout the onboarding process.

- Core HR (Mass Update) – Leverages Services Oriented Architecture (SOA) to improve extensibility and performance. In systems architecture, extensibility means that the system has been so architected that the design includes all of the hooks and mechanisms for expanding/enhancing the system with new capabilities without having to make major changes to the system infrastructure. Services are delivered for updating job, compensation, person-related information, labor agreements, competencies, military ranks and job profiles. This helps eliminate laborious transaction-by-transaction manual efforts.
- Core HR (Base Benefits) – Additional enhancements in rate configurations, calculation rules and life insurance/disability give employees more options and organizations more insight into benefit coverage, while making HCM staff processes more efficient.
- Global HR – New import processes, report generation techniques and mass change functionality will reduce administrative burdens.
- Payroll for North America – Improvements to garnishment processing reduce the amount of time required to manually compute the garnishments. Data integrity is also improved. A Search feature created for Payroll Administrators provides them with access to the Paycheck/Year End Forms, created using XML Publisher, and visible to employees in ePay. This allows for questions from employees to be addressed more quickly. The use of XML Publisher also reduces the annual maintenance and testing effort required for Year End Forms by using PDF templates downloaded from government websites instead of pre-printed forms that may require customers to make modifications to existing print parameters and programs.
- Global Payroll – Improvements in areas such as Enhance Rules Packager, Archiving, Proration of Earnings, Trigger Enhancements and Off Cycle Payment Processing will reduce the amount of time previously required by staff to process transactions. Global Payroll Country Extensions also offer additional improvements to local payroll processing.

Improved HCM Staff Productivity – Recruiting & Hiring Staff

Focus on more strategic tasks allows the recruiting and hiring staff to improve their skills and knowledge and become more valuable to the organization. Routine tasks make up the majority of staff time. Reduction in routine work will allow staff size to be adjusted or allow existing staff to focus on tasks not currently being maintained. This benefit can be measured by calculating the current annual productivity cost for recruiting administration. This is measured against a reduction in the number of FTE's required to maintain base functionality by automation of manual processes.

HCM 9.0 Enhancements that Support Improved Recruiting/Hiring Staff Productivity

- Core HR (Profile Management) - Recruiters are able to generate requisitions automatically based on the actual responsibilities and competencies required by the organization, without having to go to multiple sources each time there is a need.
- Talent Management (Recruitment Letter) – XML Publisher allows for custom recruitment letters to be created online and emailed directly to candidates, reducing the amount of time previously required to create custom letters manually.
- Talent Management (Interview Notes) – HCM 9.0 allows for attachments to be included with interview notes, reducing the amount of time recruiters typically would require to manually search for these types of attachments

Improved HCM Staff Productivity – Payroll Error Correction

By automating various, standard processes, manual data entry can be reduced or eliminated, which reduces or eliminates the labor associated with tedious error correction activities. This allows HCM staff to focus on more strategic issues. The cost associated with error correction is measured by calculating the labor cost of the HCM staff typically assigned to error correction duties, including management/supervisor review and approval of the corrections.

HCM 9.0 Enhancements that Support Improved Staff Productivity – Error Correction

- Core HR (SmartHire) - The new SmartHire feature enables a template administrator to configure hiring pages according to his or her organization's practices. By creating templates that default all data common to a job, a person performing entry only needs to enter variable data such as name and address. This significantly reduces the time it takes to enter hire data, and ensures that the data saved to the database is correct and complete.
- Core HR (Contingent Worker) – Contracts can now optionally track task orders or subcontracts. Additionally, contingent workers can be associated with a high-level contract as well as the individual tasks of the overall contract. This allows for a single entry of worker information to be used seamlessly throughout the system.
- Core HR (Mass Update) - The new Mass Update is based on three components that access data using the SOA framework: Mass Update Manager, Transaction Processor, and Batch Manager. These components leverage Services Oriented Architecture (SOA) to improve extensibility and performance while eliminating manual data entry efforts.
- Payroll for NA - Garnishment Calculations - Garnishment processing now leverages the Canadian rules-based engine to meet the ever-changing regulatory requirements in the United States. This gives users complete

control over all aspects of their garnishment calculations by providing more flexibility in defining the applicable earnings and exemptions. These changes will increase staff productivity by reducing the amount of manual labor required to compute garnishments, which also improves data accuracy.

- US Federal NFC Interface – Improvements in the existing NFC interface reporting process such as new codes, regulatory edits and workflow and import processes will help speed error corrections by providing more business insight into the data.
- Payroll for NA, Global Payroll, Time & Labor and Absence Management Integration - Improvements have been made to the existing integration between Payroll for North America, Global Payroll, Time & Labor and Absence Management. Online reconciliation tools can be used after the Time Administration and Load to Payroll processes to ensure that time passes to payroll correctly. Additionally, improvements to how absence time is displayed, received and processed within the application are also available, giving users the improved ability to verify data. Both improvements will help reduce time spent by HCM staff in resolving errors.
- Global Payroll – Data archiving templates will reduce the amount of older data in the system and improve data retrieval times when doing research on payroll errors.

Improved Productivity – Performance Management

Performance management is a process where the manager and employee establish goals and the plan for achieving them. The goals are usually based on the operational plan of the organization and include plans for employee development.

Regularly defining employee goals and objectives, establishing career plans, and then assessing the employee's progress is vital to the overall productivity of the organization. Streamlining this process through the use of automated systems achieves a direct productivity improvement: performance management FTE's, managers and employees spend less time on performance management tasks and are therefore available to work on other productive activities. This benefit can be measured by calculating the current time and labor cost of all employees in performance management related activities.

HCM 9.0 Enhancements that Support Improved Workforce Development

- Core HR (Profile Management) - Succession planners are able to compare three individuals on a high-risk succession slate.

Improved Productivity – Workforce Development

The ability to focus on more strategic tasks allows the workforce development staff a better understanding of the skill sets and training required for the overall organization. Global statistics show that over the next few decades there will be an

increasing workforce shrinkage due to retiring baby boomers. This benefit can be measured by calculating the current annual productivity cost for the administration of workforce development. Using Employee Self Service to perform many standard training tasks, such as course selection and registration, increases training staff productivity by enabling focus on more strategic, less tactical tasks and reduces management training oversight labor. This also includes management of employee competencies and employee readiness and overall career plans.

HCM 9.0 Enhancements that Support Improved Workforce Development

- Core HR (Profile Management) - Executives are able to identify high-potential employees who share competencies and experiences to model profiles.
- ePerformance – Improved integration with Learning Management provides employees and managers with real-time insight into complete or future learning, and any gaps in learning that would hinder career development. Additionally, leveraging the new Profile Management foundation and Approvals framework allows for more efficient processing of performance documents.

REVENUE/SERVICE DELIVERY IMPROVEMENTS

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

Greater Business Insight

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

HCM 9.0 Enhancements that Support Greater Business Insight

- Core HR (SmartHire) – By helping to reduce the amount of time required to hire an employee, there will be fewer vacancies, which means existing employees are not tasked with extra job requirements. The overall affect is improved revenue potential and/or improved service delivery capabilities.
- Core HR (Person Model - ERN Delete) - The batch process for deleting Employee IDs supports the deletion of specific Employee Records. This enhancement gives organizations the flexibility to manage employee records at a more granular and accurate level, leading to better data integrity and reporting for terminations and turnover analysis

- Core HR (Mass Update) – Leverages Services Oriented Architecture (SOA) to improve extensibility and performance. Services are delivered for updating job, compensation, person-related information, labor agreements, competencies, military ranks and job profiles. This helps improve data integrity.
- Core HR (Global Military) – Enhancements provide a greater ability to meet critical deployment or staffing deadlines by providing a global view of employee data. This will lead to improved military readiness and deployment since you can better select the “right” candidates for duty.
- eDevelopment – Employees are provided with a single place to identify and track their career aspirations and accomplishments. In addition, employees are able to search for jobs that match up well to their own skills and qualifications, or compare various positions of interest to them. Results from these comparisons may assist employees in determining their next career steps, developmental goals, and targeted learning, leading to improved employee morale, and better revenue or service delivery.
- Payroll for North America – Improvements to garnishment processing reduce the amount of time required to manually compute the garnishments. Data integrity is also improved.

Reduced Risk of Non-Compliance or Litigation

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

HCM 9.0 Enhancements that Support Reduced Risk of Non-Compliance or Litigation

- Core HR (Person Model - Contingent Worker) – Improvements in Contingent Worker help reduce business risk by eliminating antiquated, costly, paper-based processes.
- Global HR – Additional options have been added to Training Administration to track costs and comply with regulations.
- Benefits Administration – Additional enhancements in Medicare and Dependent Eligibility help ensure organizational compliance.
- Global Payroll – Enhancements to several country extensions provide improved ability to meet local compliance or legal requirements.
- US Federal NFC Interface – Improvements in the existing NFC interface reporting process helps improve data integrity and compliance.

- Time & Labor – Online reconciliation tools help ensure accuracy of time data prior to passing the financial details to the general ledger. This helps improve the accuracy of financial statements.

Improved Employee Satisfaction/Organizational Brand Image

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

HCM 9.0 Enhancements that Support Improved Employee Satisfaction/Brand Image

- Core HR (Global Military) – Improved ability to place the right service member in the right job will increase overall military morale.
- Core HR (Base Benefits) – Additional enhancements in rate configurations, calculation rules and life insurance/disability management give employees more options and organizations more insight into benefit coverage. Increased employee morale improves organizational brand image.
- eBenefits – Enhancements in certification and dependent management, coupled with an improved user experience, betters overall employee morale and increases organizational brand image.
- ePerformance – Improved integration with Learning Management provides employees and managers with real-time insight into complete or planned learning, and any gaps in learning that would hinder career development.
- eDevelopment – Employees are provided with a single place to identify and track their career aspirations and accomplishments. In addition, employees are able to search for jobs that match up well to their own skills and qualifications, or compare their skills with various positions of interest. Results from these comparisons may assist employees in determining their next career steps, developmental goals, and targeted learning, leading to improved employee morale, and improved revenue or service delivery.
- ePay – New personal information lookup and reporting capabilities using XML Publisher help improve employee morale.

PEOPLETOOLS ENHANCEMENTS

Enterprise PeopleTools 8.48 is a significant release with over fifty enhancements. The major focus areas for this release are to:

Enable/Optimize Oracle Technologies

- Support the installed base upsell sales strategy
- Extended use of Oracle technologies including BPEL and XML Publisher

- Protect Customer Investment
- A strong commitment to reducing maintenance and upgrade costs.
- Multiple performance enhancements
- Minimize technology impact through full backwards compatibility with earlier 8.4x PeopleTools releases
- Providing a stable platform for long-term supportability of PeopleSoft Enterprise applications.

A few of the major enhancements include:

- Integration Broker provides new, web service architecture for increased integration flexibility and simpler configuration.
- Wider range of PeopleSoft content now available for WSRP production, including components, iScripts, and pagelets.
- Application Designer offers enhanced upgrade compare report options, page compare and merge options, and external text file compare and merge options.
- Application server and web server improved performance due to Jolt session pooling, strict failover and load balancing, and stateful session improvements.

In addition, the release includes cumulative fixes for critical and urgent incidents found subsequent to PeopleTools 8.47.

Enterprise PeopleTools 8.48 focuses on continuing to improve the overall value of your PeopleSoft implementation by lowering your total cost of ownership, extending the PeopleSoft service enabled architecture and increasing customer choice with respect to technology configuration and deployment options.

PeopleTools 8.48 demonstrates Oracle’s continuing commitment to enhancing and extending the PeopleSoft Enterprise application suite.

CONCLUSION

Today’s business environment calls for Human Capital Management to extend well beyond HR basics in order to enable sophisticated, yet easy-to-use workforce related business processes. HR is a key stakeholder in an organization's success and plays a pivotal role in the boardroom. Organizations must be able to compete in the global economy in order to attract, retain and motivate their top talent. Concurrently, they must maintain regulatory compliance, control costs, and have access to business performance metrics that demonstrate clear ROI.

As part of Oracle’s commitment to Applications Unlimited, PeopleSoft HCM continues to evolve, offering greater value and providing new advantages for your organization. PeopleSoft Enterprise HCM 9.0 is based on extensive customer feedback, industry best practices, analysts’ research and Oracle’s own commitment

to thought leadership. Upgrading is key to realizing the maximum return on your Oracle investment. When considering an upgrade or implementation, each organization must evaluate the costs, risks, and rewards. PeopleSoft Enterprise HCM 9.0 is designed to meet customer needs, industry best practices and thought leadership recommendations. PeopleSoft Enterprise HCM 9.0 is a testament to Oracle's commitment to our customer base and leadership in the HCM arena.



The Business Value of Upgrading to PeopleSoft Enterprise 9: Human Capital Management Solutions
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