



ELISE

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HR

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Elena Raymond, Senior Global Recruiting Training Consultant

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Additional Panelist

* Nikki Husain, Sr. M&A
Consultant, Compensation

Source-to-Settle

Oscar Brambila, Lead Project Manager, Source to Settle M&A Integrations

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2

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INTRODUCE SPEAKERS



Oracle's Approach to Talent Management

Rachel LaPierre, Senior HR Business Partner



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Rachel

Let's kick off today's session by talking about the power behind Oracle's ongoing success – the talent of our people.

Oracle's View on Talent



"Oracle thrives because of the exceptional talent we have attracted to our team. Our employees are creating the technologies of tomorrow."

*- Larry Ellison, Founder,
Executive Chairman of the
Board, and CTO*



*"It is really, really simple:
Employees are our company.
Everything of value that we are
is coming from, and in, the
heads of our people."*

- Safra Catz, CEO



*"Success requires excellence at
three things: the ability to set a
proper strategy, the ability to
pick the right people, and the
ability to drive continuous, razor-
sharp execution of that
strategy."*

- Mark Hurd, CEO

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4

Rachel

In these three quotes, our senior leaders say a lot about the incredible impact of the talented employees and managers that make up our workforce. Our employees are the reason Oracle is a successful, innovative and thriving company. We are so pleased to add you and your colleagues to our dynamic team. Each one of us plays a part in Oracle's ongoing growth and evolution, and working together, we make Oracle even stronger and more competitive.

As a manager at Oracle, you're entrusted with creating an environment that helps the talented people of your team grow, thrive, and succeed while executing your business strategy. We can help you to do that with our talent management process and tools.

What Is Talent Management?

**Talent Management
– A Strategic Financial
Driver**



Talent Management is the systematic attraction, identification, development, engagement, retention and deployment of individuals within Oracle

Talent Management at Oracle is designed to meet the current and future needs of the business and its strategy

- It is a key driver of financial performance and business success
- Talent management occurs throughout the employee lifecycle and provides a framework to match employee skills, qualifications and aspirations with organizational goals

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5

Rachel

Talent management is the systematic management of people across an organization to achieve business goals. Talent Management isn't just managing to the employee lifecycle – it's managing the employee lifecycle as it relates to the strategic needs of the business.

Talent Management as a Business Driver

As a Management Tool



- Incorporate talent management philosophy into daily conversations and activities
- Coach employees on individual development options for current and future roles
- Utilize on-the-job projects and activities to meet differentiated individual needs
- Optimize team performance and individual skills, qualifications and career aspirations through continuous conversations
- Provide suggestions on focused programs/opportunities to support development needs
- Encourage employees to complete their talent profiles

As an Organizational Tool



- Collect talent data to analyze Oracle's bench strength and capability to support our business strategy, looking at:
 - Trends, strengths, gaps
 - Health of leadership pipeline and succession plans
 - Emerging Talent to be developed
 - Can be LOB, Grade, or country driven
- Allows Organization-wide Talent development initiatives and investment

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6

Rachel

Talent Management is both a manager tool and an organizational tool. In daily activities, managers can be talking to their people about Oracle's talent management philosophy; they can ensure their people have talent profiles in place; they can work with their team members to create development plans that align with a person's goals and with Oracle's strategy.

As an organizational tool, Talent Management data can be used to analyze Oracle's bench strength, determine gaps that need to be filled, enhance succession plans, and look at talent across the organization to determine is skills need to be moved to a different strategic focus.



Role of an Oracle Manager & Key Tools

Rachel LaPierre, Senior HR Business Partner

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Rachel

Now I'd like to talk a little bit about the expectations Oracle has of managers as well as give you some key tools and resources that I'll reference in this presentation and will help you succeed in your role as a manager at Oracle.

Agenda

- 1 Oracle's Approach to Talent Management
- 2 Role of an Oracle Manager & Key Tools
- 3 Employee Life Cycle
- 4 Finance / Source-to-Settle for Managers

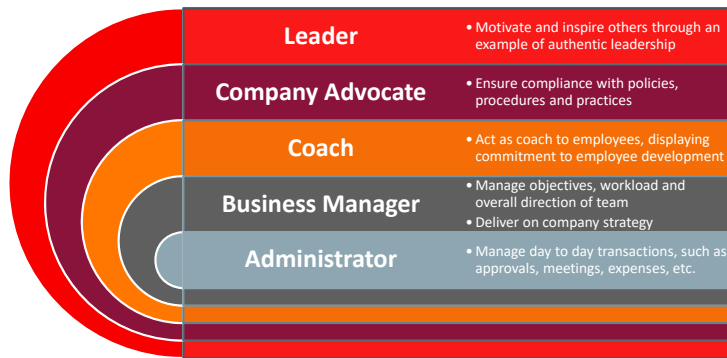
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8

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Roles of an Oracle Manager



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A manager needs to fulfill these roles, keeping in mind the strategy and direction of the business. Today, a manager needs to fulfill these roles in the context of Oracle's Cloud strategy.

Key Expectations of Oracle Managers



Execute on operational plans that drive key priorities



Hold yourself and your team accountable for demonstrating Oracle values and core competencies



Hire, engage, develop and retain the world's best talent by managing the stages in the Employee Lifecycle

[Leading at Oracle: Manager Fundamentals Guide](#)

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Rachel

Point out that the Manager Fundamentals Guide was identified on Slide 6 and serves as the starting point for understanding Oracle's expectations of its managers.

Here are the 3 expectations of managers at Oracle.

#1 Execute of Operational Plans that Drive Priorities.

Make sure you and your team are focused on doing the work that matters most with an operational plan that aligned to key priorities. Keys to Success: Play on Strengths, Remove Roadblocks, Communicate, Daily Accountability.

#2 Hold yourself and your team accountable for demonstrating Oracle values and core competencies.

Oracle's core values comprise the foundation of our company, and our core competencies make it possible to engage the entire workforce in demonstrating the most critically important behaviors for Oracle's success. In this presentation we'll talk more about the core competencies and values as well as show you where you can access more information

#3 Hire, engage, and develop and retain the world's best talent by managing the stages in the employee life cycle

An Oracle's manager's role with talent development doesn't stop with hiring. A manager is engaged throughout the lifecycle, which we will cover in forthcoming slides.

But before we dive into the employee lifecycle, I want to give you a sense of the wealth of tools and resources at Oracle to help our managers manage top talent as well as grow their own leadership careers. Many of these tools will be referenced in forthcoming slides

Key Resources for Managers



[Manger Fundamentals Guide](#)

Outlines key expectations of all Oracle managers, including targeted resources to help meet those expectations

[Manager Essentials Portal](#)

Provides links to all Oracle Manager resources across the Employee Lifecycle

[Managers Resource Guides](#)

Provides country specific information on Oracle policies and compliance requirements

Review the [REDACTED] section

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11

The Manager Fundamentals Guide was release June 2016 and outlines the key expectations of Oracle managers. Content in the Guide is approved through the offices of Larry, Mark and Safra.

The Manager Resource Guides provide country specific information on policies and procedures.

The Manager Essentials Portal is designed as a one-stop place for all things manager related. Sections of the portal our divided based upon the employee lifecycle. The portal will be continually updated as new manager resources become available.

Key Resources for Manager



Learning Centers

Offers a range of development options from web-based courses, classroom training, eBooks, videos, articles, blogs, and more! You can view by Skill or by Oracle Core Competency



Guide to Core Competencies at Oracle

- Seven core competencies
- All jobs will require employees to have some level of proficiency in all seven core competencies, but the levels required will vary by job role



Oracle Values

Values are the guiding principles for how we conduct ourselves with each other, partners, customers, and our communities

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Rachel

Learning Centers

The Learning center offering a range of development options from web-based courses, classroom training, eBooks, videos, articles, blogs, and more! You can view by Skill or by Oracle Core Competency. (This tool is available to all employees as well, but does have learning opportunities designed specifically for Oracle managers and leaders.)

Core competencies

We'll talk more about competencies when we discuss managing performance, but there are 7 core competencies and all jobs will require employees to have some level of proficiency in all seven core competencies, but the levels required will vary by job role

Oracle Values...these values are found on our oracle.com site are our guiding principals in our we conduct ourselves and do business

Key Resources for Managers



Leadership Development

Whether spearheading a new initiative, guiding a team to higher performance, or taking an organization into a new market, leadership skills are critical for your success. Leaders create the environment for employees to thrive and business to grow

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13

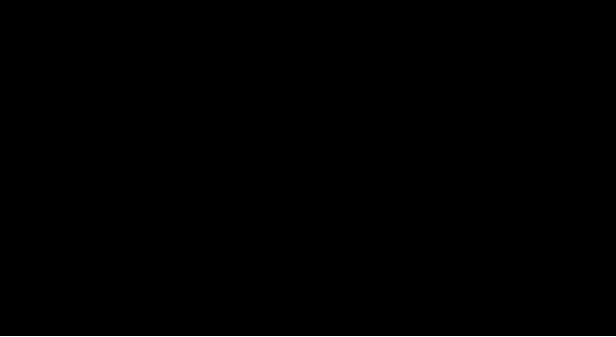
Rachel



Rachel

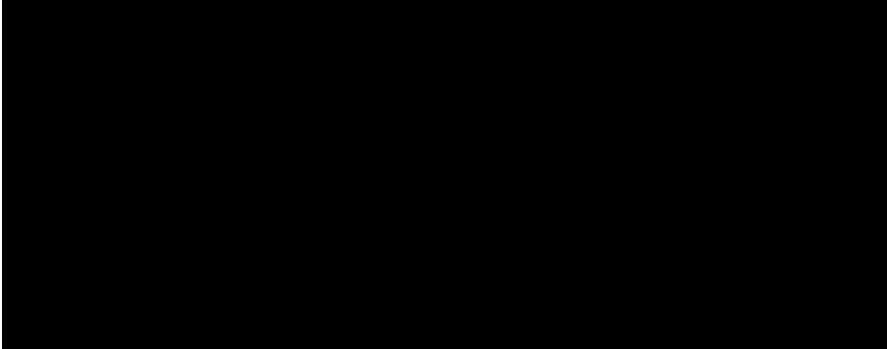
In the New Employee Orientation, we showed you how to get to this page from the Self Service Apps link under Employees Tools on the [REDACTED] site.

Use [REDACTED] to access transactions and functionality in [REDACTED], including:



- And more...

Use [REDACTED] to access transactions and functionality that will continue to be available in [REDACTED], including:

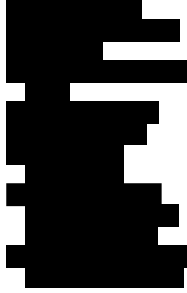


- And more...

Snapshot of Manager Self-Service in HCM

Overview

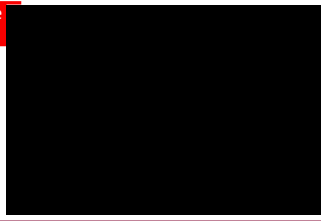
- Available for the following manager actions



How to Access

- To access from [redacted]
 - Click on [redacted] under [redacted]
 - Click on [redacted]
 - Role-based access that enables fast navigation within the system.

Manage Tasks



How to Use

- Within HCM, go to the [redacted] for initial instructions and learning resources



HR IN THE CLOUD

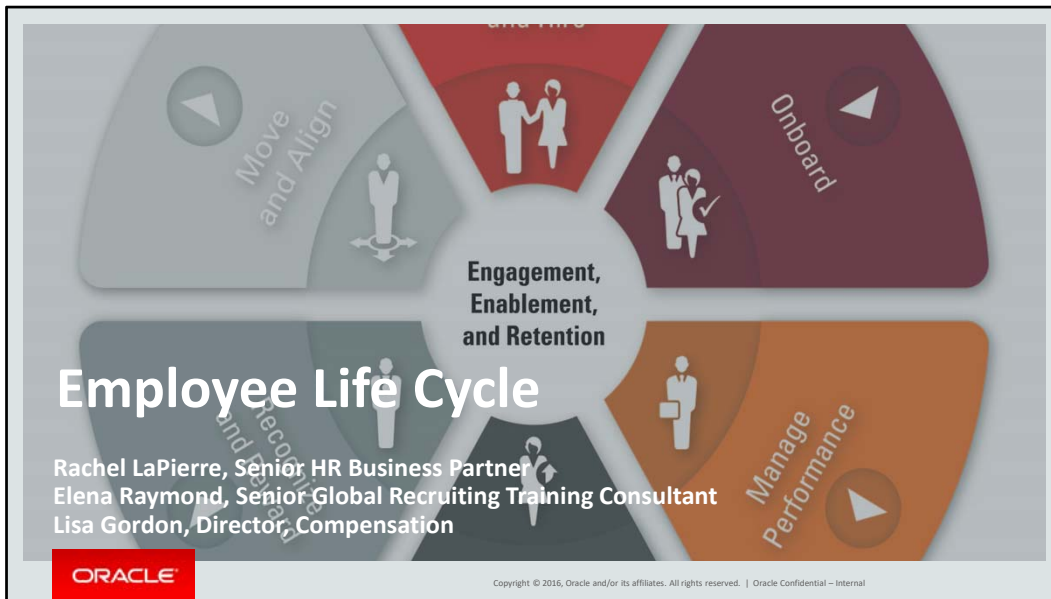
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15

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Here is a snapshot of the manager transactions you'll complete in the HCM tool. When you're ready to complete any of these transactions shown on the left hand side, go to myOracle.com and click on [redacted]. You'll then click on [redacted]. From here you will select the appropriate icon to complete your transaction. There are "how to videos" on OTube for most of these transactions. You can access these videos from this link or go to Otube. These videos show you step by step how to perform any of these transactions including employee transactions such as [redacted]. Written instructions also appear underneath each video. There is also HCM user guidance in the [redacted].



Rachel to hand off to Elena

In this section, we'll talk about your role in empowering and supporting your employees throughout their work experience at Oracle.

This is what Oracle refers to as the employee life cycle. It's a logical flow of the employee experience.

Through out this employee experience, your role as a manager is to attract and hire the right talent, engage, manage, develop and recognize excellence, then reward accordingly.

Let's look at each step in more detail beginning with Recruit & Hire



Elena

Let's talk about the first step in the employee lifecycle – when the employee first becomes part of the Oracle organization and begins their career journey with us. Like you, many employees have joined Oracle through acquisitions, but Oracle's recruiting team also brings in tens of thousands of new employees every year to fuel the growing and evolving needs of the business. You may not need to hire anyone right now, but you'll want to revisit this information later whenever you do have an open, approved position to fill.

For this portion of the presentation, keep in mind we'll be focusing on the hiring process for employees. Later, our speaker for the source to settle section of this presentation will talk to you about the separate recruiting process for non-billable contractors, which is managed by the Procurement team.

Select The Right Talent For Oracle

Offer a **highly skilled, internal recruitment team** that provides **comprehensive, high quality, and cost effective recruitment services** to business hiring managers.

Click [HERE](#) to find your recruiter to learn more about Oracle's recruiting process



Promote **diversity** and being an **Equal Opportunity Employer**

Encourage **hiring internally first** to provide opportunities for **current employees** to broaden their skills and grow their careers long-term within Oracle; impacting **employee engagement and retention**



Recommend employees to **refer talented friends** for Oracle positions via the global **Employee Referral Program**.
*Successful referrals may be eligible for a **referral bonus**.*

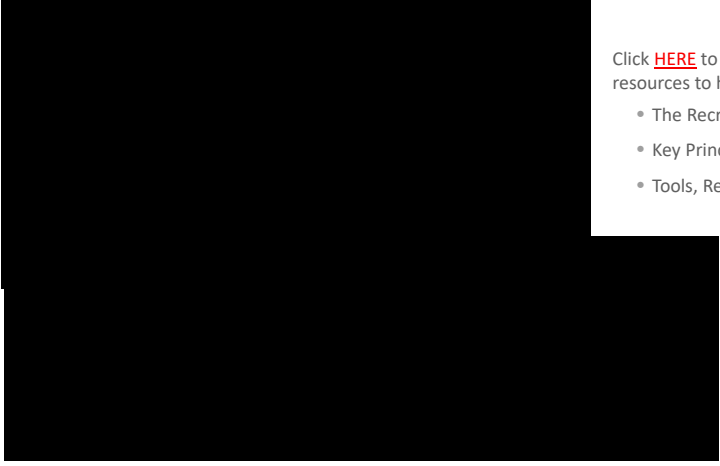
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18

Elena


Manager Essentials & Fundamentals: Recruit and Hire



Click [HERE](#) to get the information and resources to hire effectively at Oracle:

- The Recruitment Process
- Key Principles
- Tools, Resources and Videos

The [redacted] also links to key [redacted] resources



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Elena

The Hiring and Recruiting section of the Manager Essentials site is a great place for you to start learning about Oracle’s recruiting and hiring process.

To access the Manager Essentials, go to the [redacted] and click on [redacted] You will find [redacted] in the [redacted]. From here, click on [redacted]

The Hiring Process and Tools Webcenter for Managers

Click [HERE](#) to access the resources and guidance on how to effectively navigate the hiring process at Oracle

- Connect with your recruiter to *initiate your job requisitions*
- Follow the Oracle Hiring Process using key resources to help you *make smarter hiring decisions that align with your business and organizational strategies*
- Enhance your own candidate selection, interviewing, and onboarding skills to *elevate the candidate and new hire experience*



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20

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When you do have a need to hire and you have gotten your line of business's approval to hire NOW, you'll want to visit the Hiring Process and Tools for Managers site for detailed instructions. This site aggregates detailed information about the hiring process into one place for your convenience. You can access this page from Manager Essentials, or by using the URL shown at the top of the slide.



This key resource is constantly expanding to consolidate the hiring information you need, and to connect you with manager-focused learning resources that can help you enhance your skills used throughout the process.

Visit this site every time you have an open position so you can stay on top of tool and process changes that are occurring to offer you a better user experience.

Oracle Hiring Process



- Confirm approved budget and approval to hire prior to initiating a job requisition
- Contact and work with your regional Recruiter to open and support you with the job requisition
- Consider posting your position internally first to provide career development opportunities for current Oracle employees to help develop our own.
- Explore your region's Employee Referral Program
- Check with your Human Resource Business Partner on your business' New College Hire and Internship programs
- Create the optimal candidate experience throughout your interview process. Every candidate is a "brand advocate" for Oracle

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21

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Note that recruitment policies differ per region. Any time a manager has an open headcount, he or she should contact their recruitment team before filling the headcount.

Please note that internal candidates already know Oracle culture and have an internal network. These candidates may be a great fit for your open position.

Internal Recruitment

Hire an Oracle Employee



Internal
Recruitment



- *Whenever possible*...Post open position **internally first!**
- Use the [REDACTED] to manage the transfer workflow and follow the approval process. Your HR Business Partner will support you.
- Confirm any **possible constraints** with your HR Business Partner (*e.g. period of acquisition, re-organization, etc.*)
- Consider the **conditions of the job** - *career level, salary, location, etc.*
- **For International Transfers** – Must request corporate approval and work with your HR Business Partner and the Global Mobility Team

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22

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“Must Know” Information Recruiting & Hiring at Oracle

As a large, multinational company, Oracle has a **defined hiring and recruiting process** with several steps and tool-driven workflow approvals. *This may differ significantly from your legacy process, so you must educate yourself to succeed.*

Oracle@Oracle implementation: Our hiring technologies and processes are **currently evolving** to provide you with a better user experience. *Expect changes and educate yourself each time you have an open position.*





Hiring Managers may **not use recruitment agencies** as a source of candidates*



**Please Note: In rare exceptional occasions recruitment agencies may be engaged but only after written approval has been obtained via the recruitment team from the VP Recruitment*

- Involve your LOB’s **HR Business Partner** early on in the recruitment process
- Work with an **Oracle recruiter** for expert guidance and support to search for external candidates





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What are some critical takeaways regarding Oracle’s hiring process?

As a large, multinational company, Oracle has a **defined hiring and recruiting process** with several steps and tool-driven workflow approvals. This may differ significantly from your legacy process, so you must educate yourself to succeed. We encourage you to work closely with your regional recruiting team as you learn and walk-through the process steps.

Oracle@Oracle implementation: Our hiring technologies and processes are **currently evolving** to provide you with a better user experience – expect changes and educate yourself each time you have an open position.

Hiring Managers may **not use recruitment agencies** as a source of candidates. In rare exceptional occasions, however, recruitment agencies may be engaged but only after written approval has been obtained via the recruitment team from the VP of Recruitment

In addition to working with Oracle’s recruiting team, we encourage you to involve your LOB’s **HR Manager/HR Business Partner** early on in your hiring efforts. They can provide you with support, compensation guidance, and other key insights to help you fill your position.

To search for external candidates, work with an **Oracle recruiter** for expert guidance and support. You may also have current Oracle employees applying for your open position. They are known as internal candidates. Oracle encourages employees to consider moves across roles, organizations, or lines of business for career development opportunities and growth.

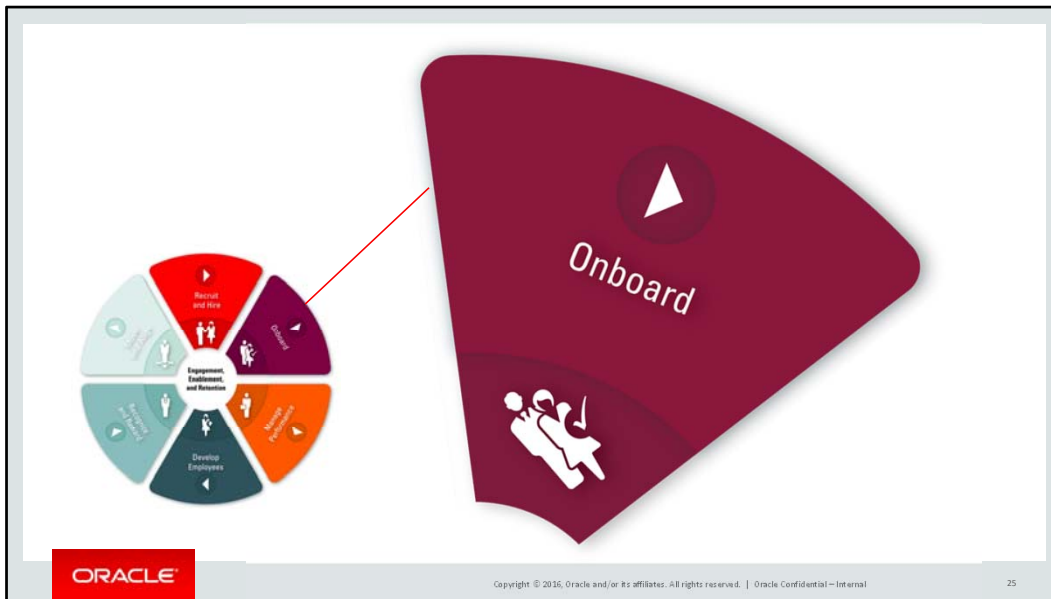
Q&A

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24

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Rachel

Once you've successfully recruited and hired your candidate, the next step in the employee lifecycle is onboarding.

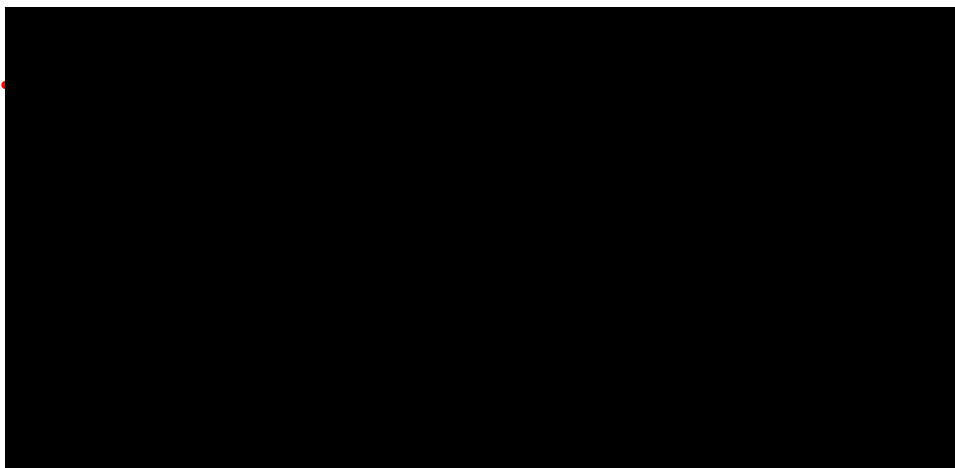


Rachel

The Onboarding section of the Manager Essentials Portal provides a gateway to key principles and resources you will need to successfully onboard your new employee.



Employee Onboarding




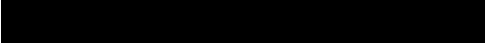
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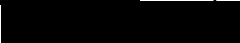
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It cannot be emphasized enough. Managers play a critical role in their new employee's onboarding experience. In study after study, it has been shown that Managers who take an active role in the onboarding of their new employees reap incredible benefits in the form of engagement, loyalty, and retention. Therefore, we want to ensure that we provide managers with the tools necessary to help facilitate a successful experience.

One important tool that is instrumental in helping managers bring on new employees is the “ ” which details what managers should do to prepare for their new employee before their start date, as well as, what to do each week after their employee joins.

Another key tool is the  that provides a framework for you to determine whether you'd like to adopt a policy of  to your new hires to assist with their acclimation. This can greatly enhance the new employee's experience and improve engagement with your team.

Reminder: How Employees Access Onboarding Tools

The screenshot displays the Oracle Global Human Resources portal. At the top, there is a navigation bar with links for Benefits, Compensation, Recruiting, Learning & Development, New Employees, Working Worldwide, HR Professionals, Managers, and Regions. The main content area features a "Welcome New Employees!" banner with a congratulatory message. Below the banner, a section titled "Get started on your new career with Oracle:" contains five interactive tiles: "Complete My New Employee Checklist", "How Do I...?", "I Need Help!", "Managers: On Board A New Employee (Access restricted)", and "Managers: New to Oracle (Access restricted)". A red circle highlights the "Complete My New Employee Checklist" tile. To the right, an "EMPLOYEE HIGHLIGHTS" sidebar lists various resources, with "New Employees" circled in red. A red arrow points from the "New Employees" link in the sidebar to the "Complete My New Employee Checklist" tile. The Oracle logo is visible in the bottom left corner, and the footer contains copyright information and a page number of 28.

Rachel

All employees have access to the New Employee Portal where they can find helpful information like a checklist to step them through the tasks they need to complete in their first 30 days, answers to common "How do I?" questions, and instructions on how to best obtain help within Oracle.

Please note that you can also access the Managers: Onboard a New Employee Checklist, Managers New to Oracle Checklist and Buddy Program from this portal, as well.

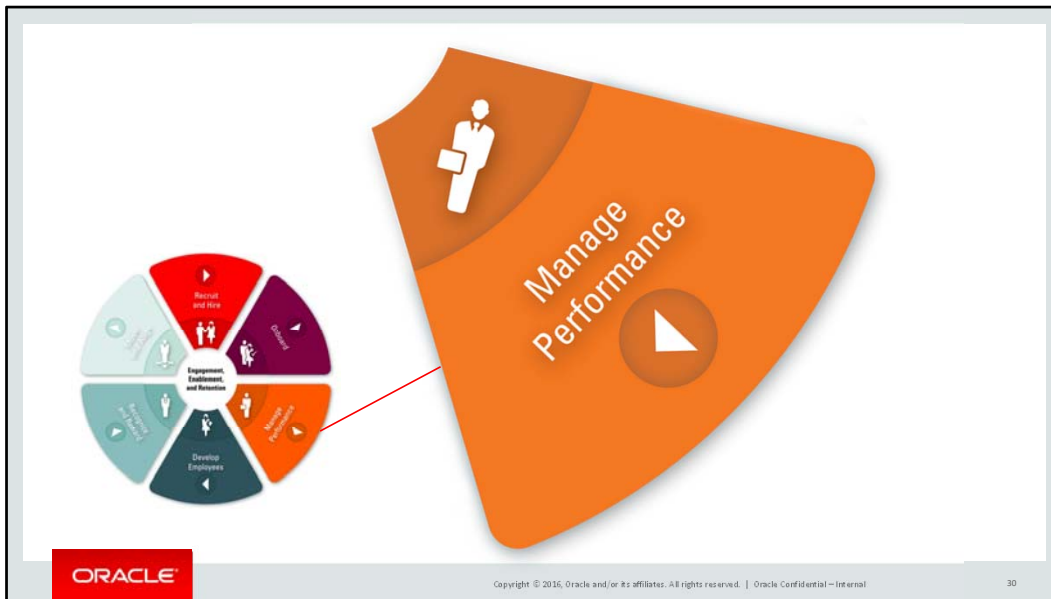
Q&A

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29

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Rachel

Now that our employees have been through the onboarding process, let's talk about Talent and Performance Management.

Talent Management is a business strategy, a retention strategy, an engagement strategy and a risk mitigation strategy.

Enabled by Oracle Talent Management technology, this process helps to ensure that we have the best talent management strategy in place to enable and align career development for our employees, and to accelerate our corporate growth objectives.

Prioritizing Talent Management and Career Development is key to helping us build the agility our organization needs to beat the competition and retain our talent.

As a leader your role is critical to this process.

Talent Management is not an HR strategy; it's a business strategy.

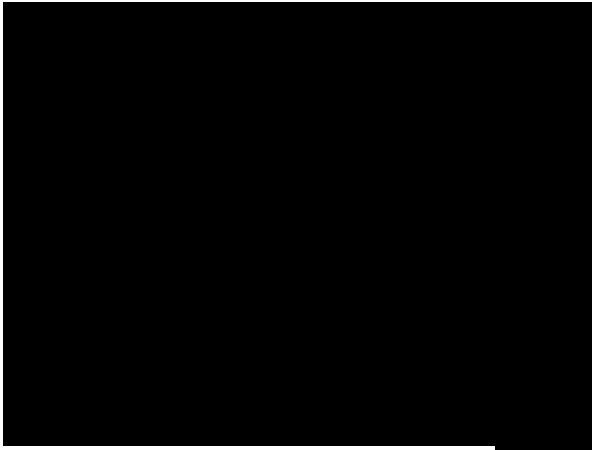
It's up to you, as a Leader, to participate in talent management.

The right talent at the right time is a key factor for Oracle's growth and innovation.

Who ensures that we are utilizing our talented resources to increase Oracle's capability and sustainability?

You do.

Manager Essentials: Manage Performance




Provides information and resources on effectively hiring, including:

- The onboarding process
- Key principles
- Tools, resources and videos to manage employee performance

The Manager Fundamentals Guide also links to key "Manage Performance" resources

Manage Talent and Manage Performance

**Manage Talent –
Strategic Financial
Driver for Oracle**




Align people to Oracle's organizational objectives to drive financial performance and business success.

Key components of the Talent Management process include

- **Business Strategy:** Maintain a broad view of talent readiness across the organization to meet current and future business goals and objectives
- **Required Capabilities:** Have the right people in the right jobs at the right time
- **Talent Review:** Identify top talent to accelerate development for expanded responsibilities; retain and challenge our best talent
- **Develop Action Plan:** Address identified talent gaps; establish pipeline and succession plans for leadership and critical roles; create flexibility to meet changing market and workforce conditions


**Manage Performance
–Accountability for
Individual Goals**



Set team goals and expectations for individual work and hold people accountable

Key components for Performance Management include

- **Set Performance Goals & Objectives:** for each individual on your team, aligning to the organizational goals
- **Provide Coaching and Feedback:** through ongoing conversations to ensure accountability for achieving goals
- **Conduct Performance Appraisals:** according to talent management cycle



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We talked earlier about the fact that Talent Management is looking at all talent across Oracle in order to achieve business goals.

In contrast, Managing Performance is about the individual. It is the process of setting expectations and goals at the individual level *that support the business goals* and holding individuals accountable for achieving those goals. Managing Performance also includes manager responsibilities in providing good feedback, coaching for performance and conducting ongoing performance conversations and performance appraisals.

STRESS: Managing Performance is ongoing – not a “one and done” performance evaluation.

M&A SLIDES:

Talent management encompasses performance management, but from a process standpoint they are separate.

Going back to our definition of talent management: The systematic attraction, identification, development, engagement, retention, and deployment of individuals within Oracle.

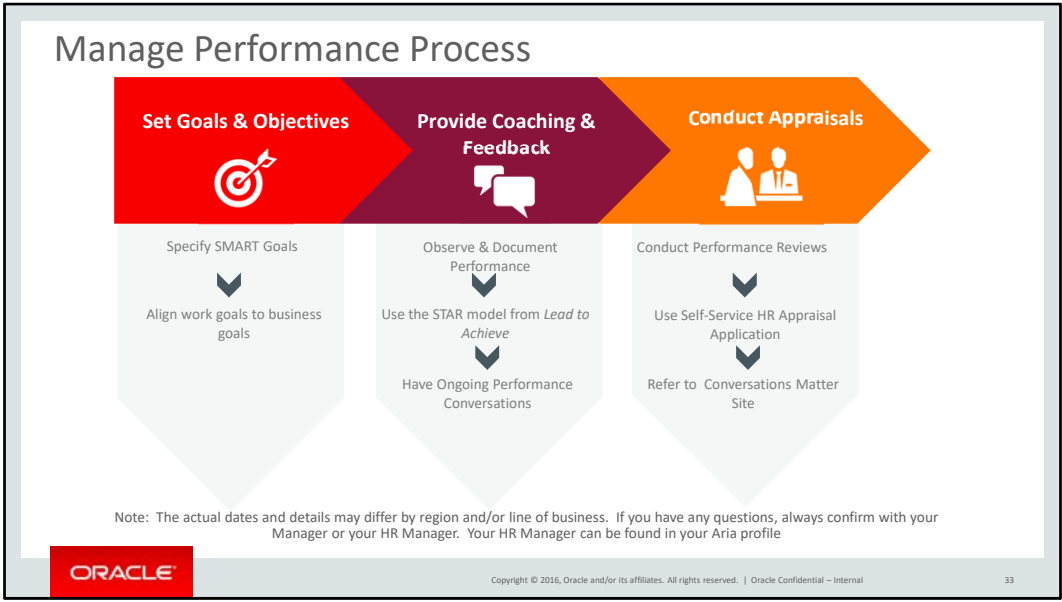
The foundation is both managing talent and performance and performance management which require ongoing conversations with employees.

The focus on ongoing conversations may be a new way to think about talent and performance management. Today's conversations should happen in your day to day work, they can be unplanned, informal, even a 5 minute conversation is the key to engagement, retention, career and performance development.

From a performance management perspective, ongoing conversations will identify and address issues early on so they don't turn into a performance issue.

With this goes ongoing career and development planning. Employees own their careers with support from you and Oracle. Again, you're critical to this process.

This strategy ensures you can connect your talent strategy to achieving your business goals and objectives.



Managing an employee’s performance requires a clear understanding of goals and objectives; a manager’s willingness and ability to provide ongoing feedback and coaching; and ongoing appraisal of an employee’s work and contribution to organizational goals.

If people are unfamiliar with SMART goals, they can refer to the Goal Setting topic in Harvard ManageMentor:

Lead to Achieve is the global program targeted to front line managers.

Other resources on this slide include:



Also on [redacted], refer to the [redacted].

Performance Management Resources



[Performance Management Toolkit](#)

Information on the Performance Management process, link to Oracle's online appraisal, and best practice, tips & hints and other resources that can help you effectively manage performance



[Global Performance Appraisal Training Center](#)

Access to training videos, FAQs and details on using the Self-Service HR Online Appraisal Tool

Addressing Performance Issues

Managers Should

- Identify and advise employee of issues
- Engage your HR Manager early and throughout process
- Check carefully with HR local legislation and processes
- Determine corrective action needed
- Be available for counseling and support
- Ensure consistency and fairness
- Intervene early so small issues don't become big issues

Be Prepared to Discuss With Your HR Manager

- Employee's tenure in position with Oracle
- Observed performance and when problem began
- Prior competent performance
- Date and result of last performance appraisal
- Consequences of performance
- Performance level of others
- Date, content, and response to feedback



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Performance Management Key Principles

Set SMART Objectives

Use the Job Competency Tool to align job and expectations

Provide regular Feedback and Coaching through Performance Conversations

Intervene early, engaging HR Manager if needed

Use the Self-Service HR Appraisal Tool to record performance ratings

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36

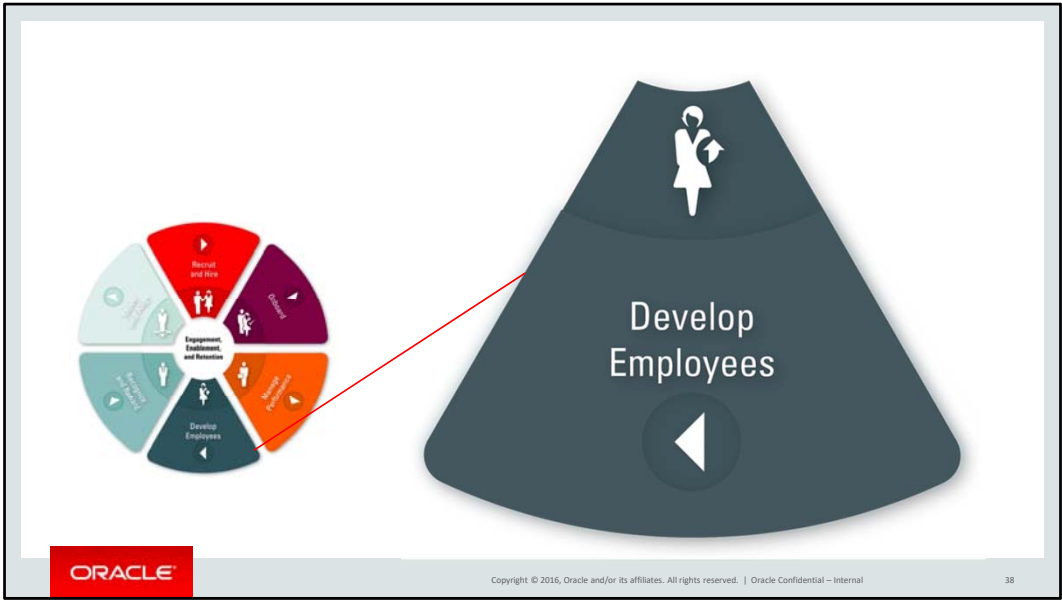
Q&A

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37

Rachel



Rachel

Why Support Employee Growth and Career Development?

- **Engagement & Retention**

- Companies with engaged employees outperform those without by up to 202%
- 29% of the workforce is engaged
- \$11 Billion lost annually due to employee turnover

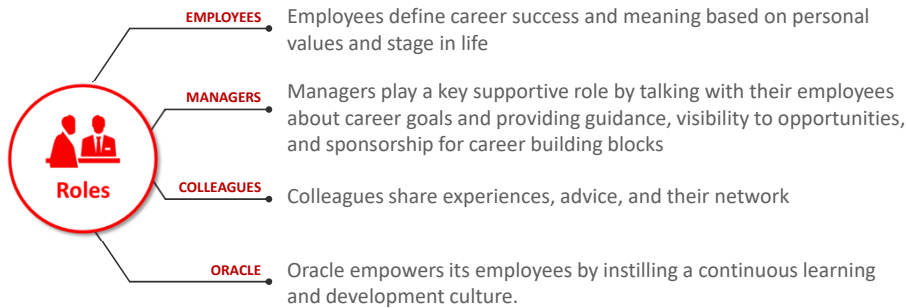
- **Motivation**

- One of the top three non-financial motivators; 76% want opportunities for career growth
- 25% of employees would be more satisfied at work if they were given the opportunity to do what they do best

Who Owns Career Development?



Career Development Roles at Oracle



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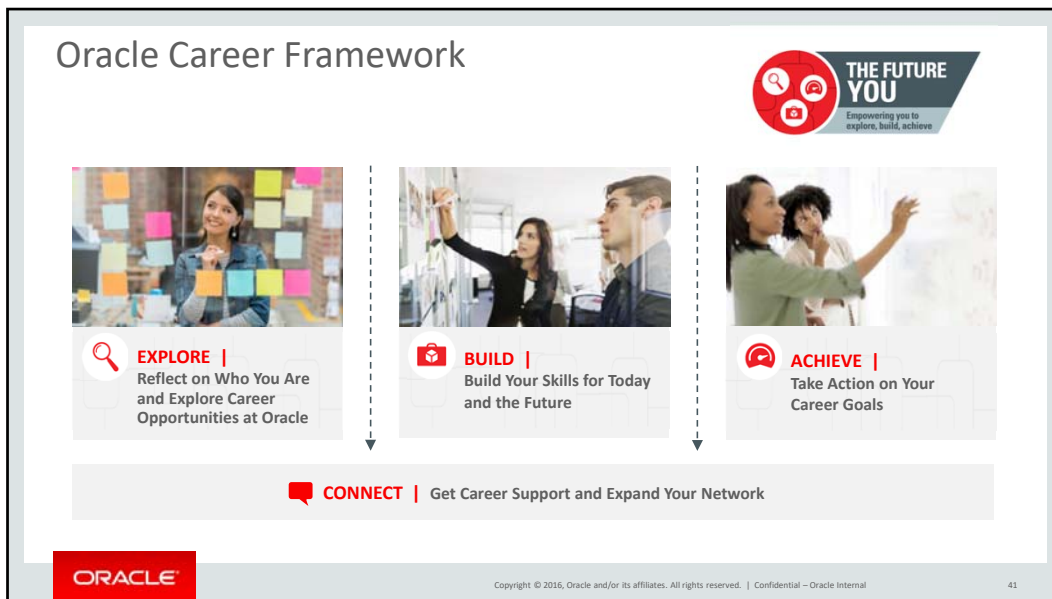
Let's look more closely at who owns career development.

You define career success and meaning based on your own personal values and stage in life. Actively manage your career development—explore your options, build your plan, achieve your goals. Talk to your manager and network along the way. Recognize growth happens in multiple directions.

Oracle empowers you by instilling a continuous learning and development culture—through tools and resources, career guidance, education and support—to help you explore your unique path and choose a direction that's right for you.

Managers play a key supportive role by talking with you about your career goals and provide guidance, visibility to opportunities and sponsorship for career building blocks, such as projects, assignments, training, learning resources, mentors, coaches and other jobs within Oracle.

Colleagues share experiences, advice, and their network; role-model successful career management; and provide mentoring to help you achieve your career goals.



A key organizing principle for the career planning website and many resources is the Oracle Career Development Framework.

The Framework has three main elements— Explore, Build, Achieve and a supporting element, Connect, that is a key component to each of the other three elements.

EXPLORE encourages you to reflect on who you are, determine your career goals and give you the resources to explore career opportunities at Oracle

BUILD gives you tools and resources you need to create your development plan, helps you to focus on the skills and experience you need to build your career for today and the future

Once you have your plan, it is time to grow in your career and take action to ACHIEVE your career goals.

Finally, Connect. Connect Through Conversations to get the career support you need from the people around you – managers, peers, mentors, coaches – as well as expand your network and learn from their experience, knowledge and advice throughout Explore, Build, Achieve, to experience success in your career goals.

Once you have your plan, it is time to grow in your career and take action to ACHIEVE your career goals.

Career Development Planning Homepage



Use the top menu to navigate to

- **Explore** – reflect on who you are and explore career opportunities
- **Build** – build your skills for today and the future
- **Achieve** - take action on your career goals
- **Connect** – get career support and expand your network
- **Managers** – learn how you can support career development

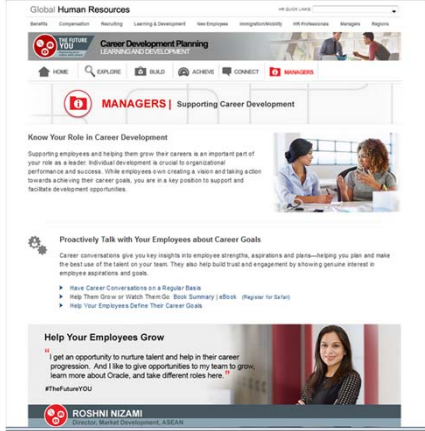
These pages are in development now but on target for launch on 10/20.

The banners at the top rotate and the additional banners map to the monthly topic – highlighting the CTA, resources, employee story, etc. The second banner will always point to the landing page for that month – there will be a new landing page for each of the month topics that Kelly just shared from our editorial calendar.

You can also see the main navigation follows the framework: Explore, Build, Achieve, Connect and a section for Managers.

The site tells a story as the user scrolls down the page with our key messages of: you can grow your career here, your vision and path is unique and up to you to define, oracle, your manager and colleagues all play a role in empowering you, the new perspective on cd (video), and then the framework, followed by our social components to get involved – osn , blog

Career Development Planning: Manager Page



Managers have an important role in supporting employees and helping them grow their careers. Use the Manager resources to

- Proactively talk with your employees about career goals
- Identify opportunities for career development
- Understand how career development is linked to talent processes
- Fill open positions with internal candidates
- Help your employees make connections

The Individual Development Plan

Individual Development Plan	
Name: _____	
Manager's Name: _____	Plan Start Date: _____
Department/Team: _____	Quarterly Review Dates: _____
Picture the Future	
Career Goals	
Career Interests within Your Department:	
Short Term Career Plans (1-3 years):	
Long Term Career Plans (5+ years):	
Think About the Present	
Current Situation	
Strengths	Areas for Growth
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

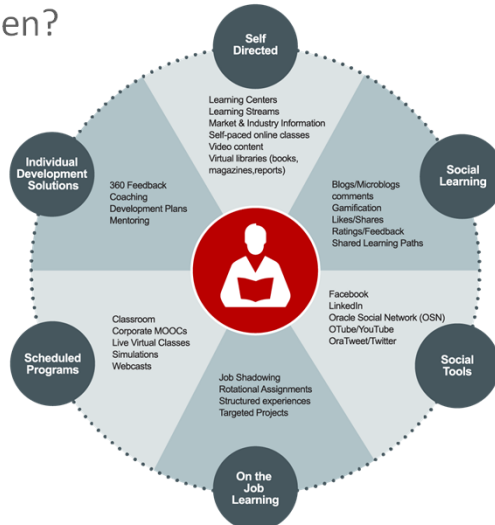
Plan Next Steps				
Plan for Development FY				
Focus your development on goals that are:				
<ol style="list-style-type: none"> 1. Drive your success in your role this year and your contribution to your team's objectives. 2. Further you or job in your role or prepare you for your future career prospects. 3. Have the greatest impact on your department, the organization, the customer, the world, etc. 4. Use the most appropriate development option - coaching, mentoring, projects, on the job training, etc. 				
Development Goals				
1 Current Development of Goal What should you know or be able to do about it?	2 Action Steps What development options are you going to use to achieve your goal?	3 When will it start? How do you track your progress on it?	4 Who will be helping you? How do you plan to get the most out of your support?	5 Outcomes What will success look like?
1.				
2.				
3.				
Individual's Signature: _____		Date: _____		
Manager's Signature: _____		Date: _____		

Use the Individual Development Plan template to document development activities and as a basis for ongoing development conversations with your people. The Development Plan template is on the "Build" section of the Career Development site.

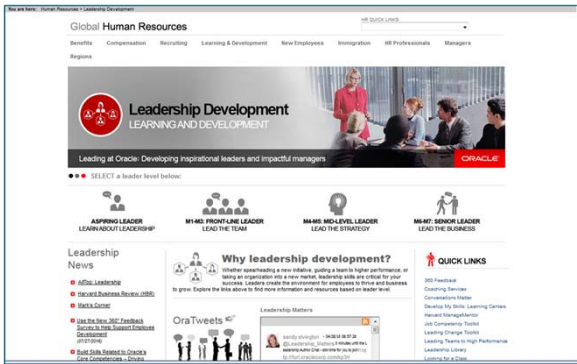
Where Does Learning Happen?

Learning happens in a variety of places – not just a classroom

This picture of today's learning environment can help you identify potential learning opportunities for your personal development



Leadership Development Portal



Development opportunities by leader level

- Learning Paths for each level (under "Essentials")
- Direct link to Harvard ManageMentor
- Direct link to Manager Essentials Portal
- Direct link to OWL (Oracle Women's Leadership)
- Feed from Leadership News on the Global OTD blog
- Feed from Leadership Matters OraTweet handle

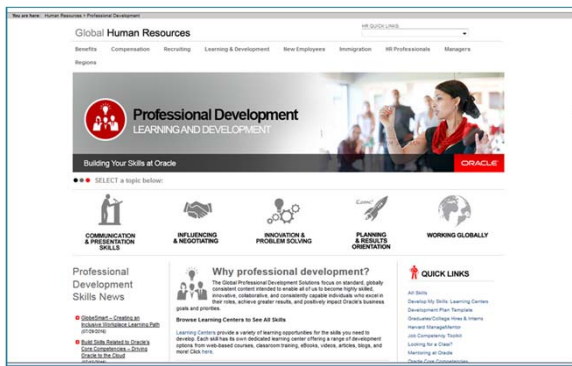
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The Leadership Development portal provides access to all learning resources related to Oracle managers and aspiring leaders.

Professional Development Portal



- Development opportunities by skill area
 - Communication & Presentation Skills
 - Influencing & Negotiating
 - Innovation & Problem Solving
 - Planning & Results Orientation
 - Working Globally
- Link to Oracle University classes
- Link to OTD Learning Centers
- Link to Development Plan template
- Feed from Professional Development on the Global OTD blog
- Feed from Skills Matter OraTweet handle

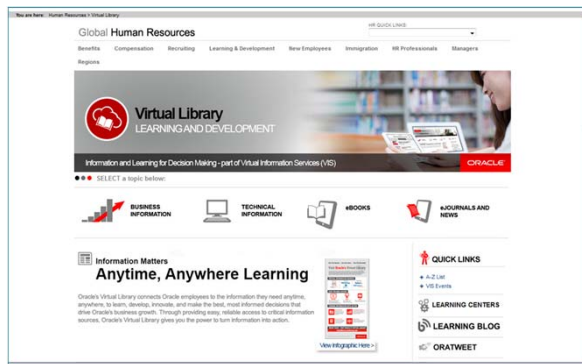
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The Professional Development portal can be used to find learning solutions related to a specific skill. Both managers and employees may use these learning solutions to build a specific skill.

Virtual Library



- Mobile and On-Demand access to business & technical information
 - Market & Industry Information
 - eBooks, eJournals, Magazines, and Articles
 - Corporate memberships
 - Articles & Proceedings
 - Specs and Standards
 - Oracle Technical Information
 - Business Book Summaries
- Feed from Information Services on the Global OTD blog
- Feed from Digital Library OraTweet handle

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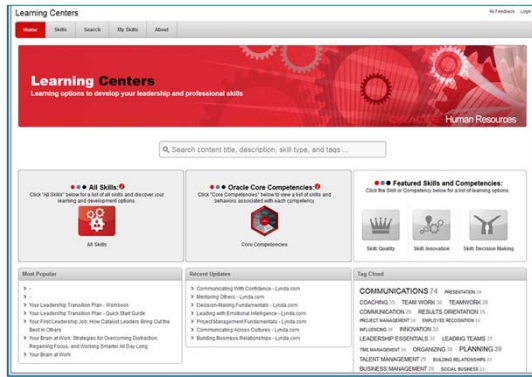
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Virtual Library provides mobile and on-demand access to both business and technical information. Some resources in which managers might be interested are:

- EBSCO – for online access to articles and journals like Harvard Business Review and access to Business Book Summaries
- Safari – for online access to full books, both technical and business related

Learning Centers

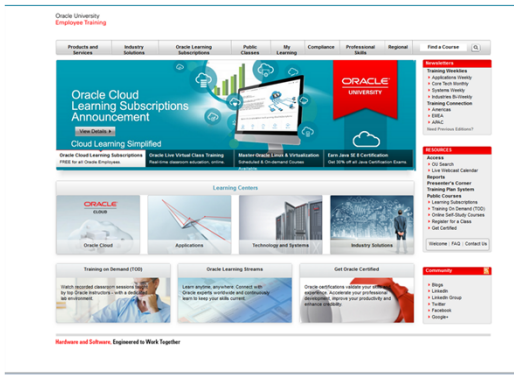


- Content aggregated by skill
- Skills and content related to each core competency
- Top Picks from OTD per skill
- User ratings and comments
- Content types include articles, blogs, book summaries, classes, videos, tools and more
- Tag cloud for most popular skills
- Variety of search options



Note: Learning Center now link skills and assets to the Oracle Core Competencies.

Oracle University: Employee Training (OU)



- Content to look for:
 - Oracle Learning Streams
 - Training on Demand
 - Online Self-Study
 - Classroom training
- Organized by Product, Industries, Solutions, Compliance and Professional Skills
- Training Weeklies Newsletters – email to employees to highlight available training



Developing Your People Key Principles

Employees own their development; managers help guide development

All employees should have a Development Plan

Development does not always equal a class

Look for a variety of methods to fulfill development needs

Development leads to personal effectiveness and engagement

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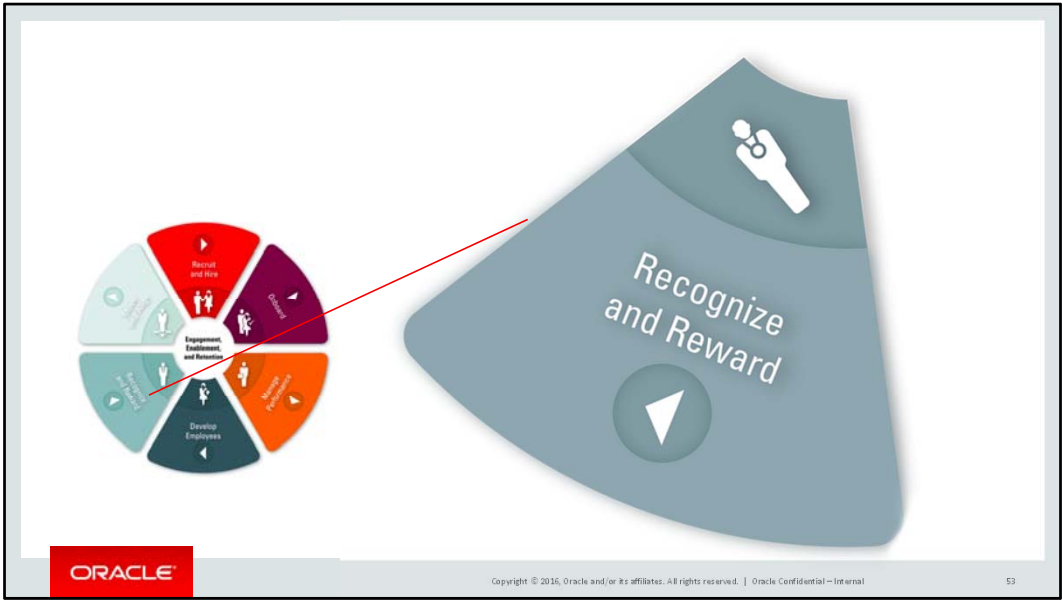
Q&A

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[Presenter Name]



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Recognition



[Recognition Quick Guide](#)

- Specific Personal
- Timely & Consistent
- Fair
- Matched to the Achievement
- Authentic

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Recognition is a manager's most powerful tool. How can you help your employees see their role in the big picture? What's the best way to excite them and encourage them to grow? How can you ease them through change? What will help them raise the bar to deliver results and ensure their success? Would it surprise you to know that recognition can accomplish all of those things? In fact, good recognition is the most versatile and influential tool at your disposal. It can drive engagement, build relationships, and tie together a geographically dispersed team.

Recognition should be **Specific** –Effective recognition not only tells the employee they did a good job, but is explicit about their tasks, accomplishments, and the impact of their contributions. Managers should ask employees their preference to be recognized as a majority enjoy being thanked publicly with some preferring just private recognition.

Timely and Consistent recognition reinforces positive actions by offering immediate appreciation and should be given as closely as possible after the event that inspired it. Recognition should be a consistent ongoing part of working with people and not reserved solely for performance reviews or big events.

Recognition within a team must be perceived as **Fair** by the team members. Everyone should be recognized when they do good work, not just certain individuals.

Recognition should **Match the Achievement**. Don't overdo small accomplishments or under recognize those large ones.

To be effective, recognition must be **Authentic** and provided in an honest and sincere manner. A sincere "thank you" from a manager can have greater impact than praise that is less than genuine.

Recognition perceived as insincere can actually de-motivate an employee.

Be sure to check out the recognition quick guide which you will be able to do by clicking on the link from this presentation.

Philosophy

Attracting, retaining and motivating highly skilled, high performing employees is key to Oracle's goal to be the #1 cloud company



Oracle's goal is to compensate employees based on their contribution to the company and Oracle's financial performance



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PETER

Compensation Components at Oracle

Base Salary

Linked to an employee's skills and competencies in their current role, sustained performance and local labor market conditions

Short-term Incentives

Provides a mechanism to reward short-term (less than one year) performance and results. Payouts are intended to vary based on performance

Examples of Short-term incentives at Oracle are

- Sales Incentive Plans - tied to individual or team performance against a quota
- Corporate Bonus - discretionary bonus funded based on company performance

Long-term Incentives

Intended to be a retention tool. Equity awards also tie individual awards to adding shareholder value.

Oracle uses

- Stock Options
- Restricted Stock Units

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There are several components to compensation at Oracle to include Base Salary, Short-term and Long-term incentives.

Base Salary - All employees have a Base Salary intended to link an employee's skills and competencies in their current role, as well as, their sustained performance and the local labor market conditions. At Oracle our program for the base pay review is referred to as our "Focal" with the timing for this pay review varying as well as the eligibility of such defined by the type of job. When budgets for programs such as this are approved, they are communicated to the Line-of-Business Heads which may determine their own strategy or method for budget allocation. Also, each line-of-business may develop their own timeline in order to review and approve recommendations to meet the overall corporate deadlines. A tool called *Workforce Compensation*, a module within HCM product, is used to manage planning of our compensation programs. If you're asked to make recommendations for your employees in Workforce Compensation, you will be given additional information and training on the tool's functionality.

A focal program is not yet confirmed, finalized or approved however, a program is estimated for this Fall. ██████████ employees who meet the eligibility rules for the focal program **will be pro-rated as of April 1st**. In other countries, harmonization will determine timing of movement to Oracle standard focal processes.

A focal program is not yet confirmed, finalized or approved however, a program is estimated for this Fall. ██████████ employees who meet the eligibility rules for the focal program **will have full year eligibility towards the FY17 Focal**. In other countries, harmonization will determine timing of movement to Oracle standard focal processes.

Short Term Incentives -Some jobs are eligible for Short-term incentives or Bonuses. These incentives or bonuses are tied to short-term performance with payouts varying based on results. Examples of these types of incentives at Oracle include: Sales Incentive Plans for Sales employees which are tied to individual or team performance against a quota and the Corporate Bonus which is a discretionary bonus funded by company performance. The Corporate Bonus is rolled out if the bonus is funded after the fiscal year-end earnings announcement which is typically in late June.

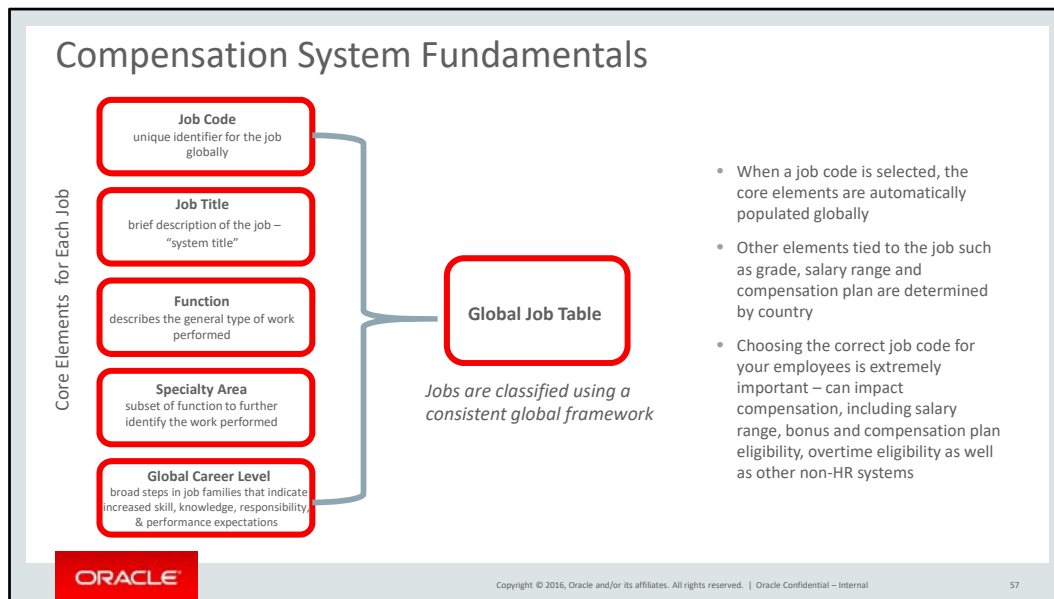
██████████ employees who meet the eligibility rules for the Corporate Bonus will be eligible for the FY17 Bonus, if funded, for their performance period beginning **July 1st, 2016 to May 31, 2017**. Outside of the US, harmonization will determine the timing of movement to a Oracle Corporate Bonus.

██████████ employees who meet the eligibility rules for the Corporate Bonus will be eligible for the FY17 Bonus, if funded, for their performance period beginning **August 1st, 2016 to May 31, 2017**. Outside of the US, harmonization will determine the timing of movement to a Oracle Corporate Bonus.

Long Term Incentives - The long-term incentive used at Oracle is equity and are intended to be a retention tool, as well as tie employees to stockholder value. Currently, those receiving equity awards may choose to receive in either Stock Options and/or Restricted Stock Units. The equity program is typically rolled out in May with the approval of grants in early July.

██████████ employees will be eligible for the annual Equity Program. Budgets are limited so not everyone will receive an award but you will be eligible in 2017.

██████████ employees will be eligible for the annual Equity Program. Budgets are limited so not everyone will receive an award but you will be eligible in 2017.



Lisa

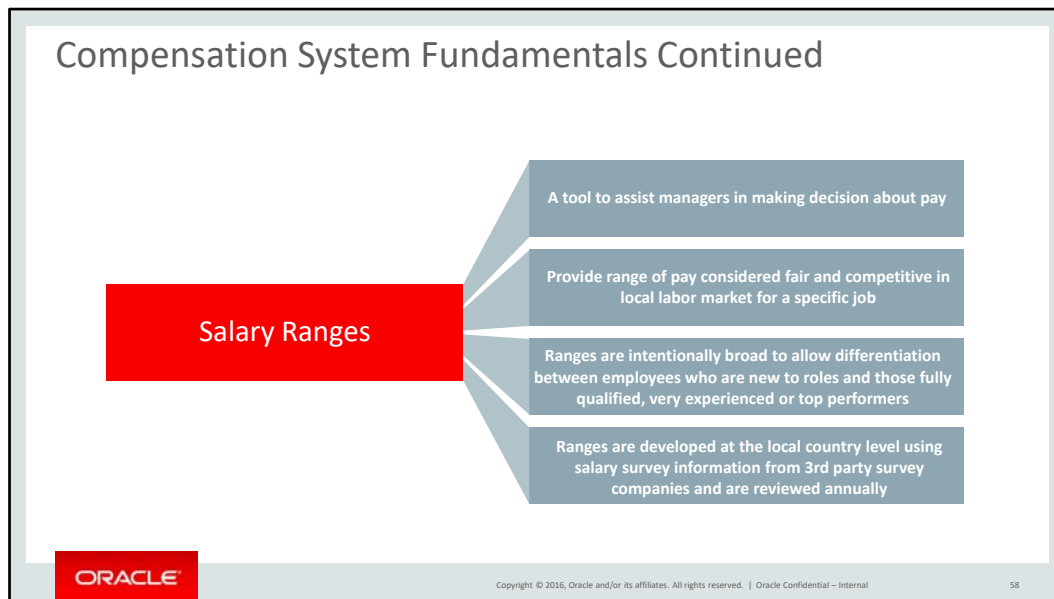
Let’s discuss briefly some compensation system fundamentals you will need to know as a manager. The first fundamental is the Job Table.

Jobs at Oracle are classified using a consistent global framework with all employees assigned to a Job Code from the Job Table. Each job is assigned 5 core elements globally.

- 1) The **Job Code**, which is the unique identifier for the job globally,
- 2) The **Job Title** or system title that describes the job,
- 3) The **Function** which describes the general type of work performed,
- 4) The **Specialty Area** which is a subset of the function and is intended to further identify the work performed and
- 5) The **Global Career Level** indicates broad steps in job families with levels increasing based on the skill, knowledge, responsibility and performance expectations and is useful when comparing roles across organizations and countries. The Global Career Level structure has 2 paths to include Management and Non-Management which as referred to as Individual Contributors (or “IC). There is no direct mapping between the management and non-management career level structures.

Other elements tied to the job such as grade, salary range and compensation plan are determined specifically by country to align to that particular local labor market.

Choosing the correct job code for your employees is extremely important as it can impact compensation, including salary range, bonus and compensation plan eligibility, overtime eligibility as well as other non-HR systems.



Lisa

The second fundamental to briefly review are the Salary Ranges. Salary Ranges are a tool designed to assist managers in determining the appropriate pay for an employee and provide a range of pay that is considered fair and competitive in the local labor market for the specific job. Our ranges are intentionally broad to allow managers the ability to differentiate between an employee who might be new to their roles versus those that are fully qualified, very experienced or top performers.

Salary ranges are developed at the local country level using salary survey information from 3rd party survey companies and are reviewed annually. As a manager, you will be able to view salary ranges for positions that you have employees in although employees aren't able to view their own salary range through any system. If an employee asks about their salary range, you can share it with them but we suggest you discuss the appropriate way to handle this situation with your HR manager.

Managing Pay

New Hires

When posting a position

- Choose correct job family and career level
 - Most closely reflects the role and level of work required

When determining offer

- Make final determination of correct career level for candidate
 - May differ from level of posting – one level up or down
- Review salary range for proposed position and salary range position of existing incumbents

Internal Transfers

- Lateral for salary and career level
 - Shouldn't be used to give salary increases or promotions



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Now let's discuss guidelines for a couple of common pay decisions you will make as a manager.

The first is a New Hire.

As we discussed earlier, when hiring a new employee you must first post a position. Choose the job family based on the family that most closely reflects the role. The Global Career Level should be chosen based on the level of work the organization needs.

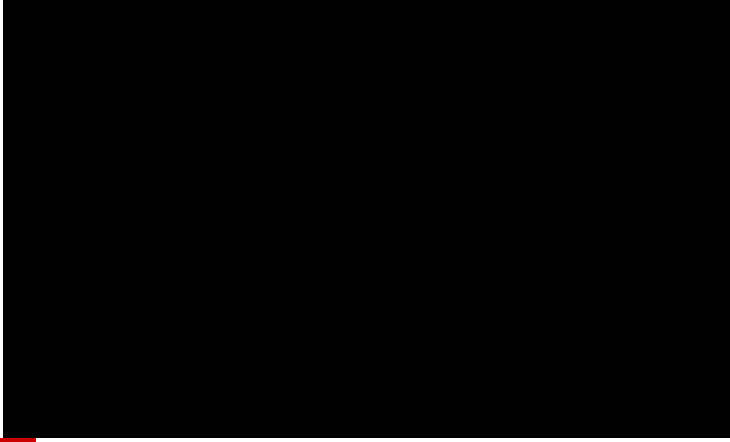
When determining the offer, make the final determination of the correct career level which is based on the candidate's experience and skill set. Also, based on the candidate's skills and experience, review the current salary range and the salary range position of existing incumbents and then select an appropriate starting salary.

A second common pay decision you may make is an Internal Transfer.

This type of transfer should generally be lateral for both salary and career level. Transfers should not be used as a means to increase salaries or to give promotions. However, if the new role involves a change in pay mix or there is a change to the job family, some adjustment may be necessary and should be discussed with your HR manager.

Additional Compensation Resources on the HR Portal

[Redacted]

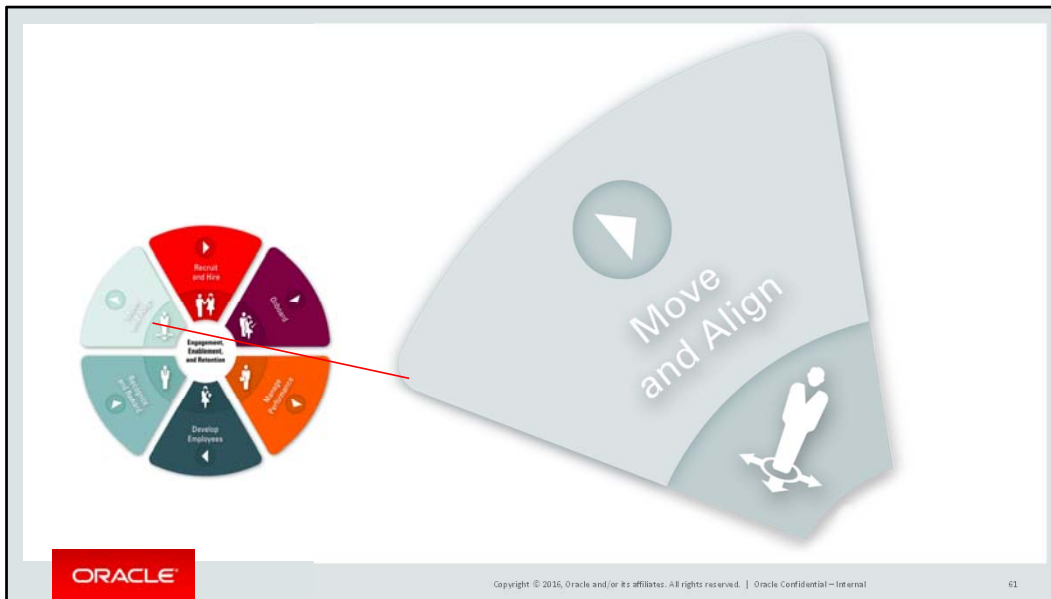


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There are several ways to “move and align” your team. The employee can be transferred/ promoted, literally moved with global mobility, or they can leave Oracle

Employee Moves Within Oracle

Consider

An Employee's Next Role or Transfer

- When you consider an Oracle employee for an open position, the Oracle employee's performance and skills are known
- We want Oracle to be a place where employees have opportunities to grow their careers, if they so choose

Succession Planning

- Who will take over for a key employee on your team when they make the next move?
- Who will take over for you?



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Some things to think about regarding employee transfers or promotions.

One of the best benefits of hiring an employee into an open role is that Oracle knows that employee. The employee is a known source while an off the street hire is more of a risk.

Oracle frowns upon managers hoarding talent and blocking employees who want to take on new roles/responsibilities in an effort to develop their careers. We want to be a place where employees are able to have elongated careers. We want to be able to provide employees with opportunities to grow their careers at Oracle.

And it is never too early to think about succession planning. Oracle has tools and resources to help you plan so that when a key employee on your team is ready for their next challenge, you will have a plan on how to handle. You should also look at succession planning for your own role to ensure business continuity.

Leaving Oracle

- Voluntary Termination
 - Talk to employee **before** using HCM to terminate employee
 - After you have talked to employee, use [REDACTED] to complete the termination transaction. See [REDACTED] for instruction
- Involuntary Termination
 - Engage with HR early

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When faced with an employee termination, always engage your HR manager early in the process. Your HR manager will help with the correct process for a termination.

And remember to engage HR early in the process

International HR / Global Mobility is ...

A dedicated group within HR that focuses on enabling temporary international assignments and employee mobility in partnership with the business

Some of the key activities are

- Global Immigration & Compliance
- Int'l Assignment Planning and Preparation
- Partnering with Tax for Compliance
- Setting Country Strategy
- Contract Negotiation and Supplier Management
- Problem Resolution

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Another type of “move” is to really MOVE an employee overseas.

Oracle has an International HR department available to assist and advise managers and employees on the following:

- international assignments
- international transfers
- global immigration (excluding US inbound)
- relocation – US inbound and domestic

In addition to the above mentioned items, IHR can work with you to help you with:

- Compliance: immigration, labor/employment laws and data privacy
- Cost reduction and risk management
- Employee & management support
- Solutions to business problems

What International HR will need from you:

Let IHR know if you or anyone on your team will be traveling internationally for more than 30 days or will be making multiple entries into a country;

- Ensure travel documents are in order (i.e. passport is valid, SOS card, copies of degree certificates and/or transcripts are readily available, etc.)
- Keep track of the number of days in a country;
- Do not enter as tourist
- Ensure you and your team(s) are in compliance with immigration and tax laws

Immigration

Oracle's Global immigration can assist and advise on the following

- Oracle's immigration policies, guidelines & processes
- Visas and Work Permits
- Invitation Letters
- Frequently Asked Questions
- Dedicated Oracle Immigration Program Link

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Oracle's US and Global immigration can assist and advise on the following:

[Oracle Immigration Policies, Guidelines, Processes](#)

- [Visas and Work Permits](#)
- [Invitation Letters](#)
- [Frequently Asked Questions](#)
- [Dedicated Oracle Immigration Program link](#)

- [REDACTED]

- There may be differences by region so it is always advisable to work with HR Immigration

Q&A

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Source-to-Settle for Managers

Oscar Brambila, Lead Project Manager, Source to Settle M&A Integrations

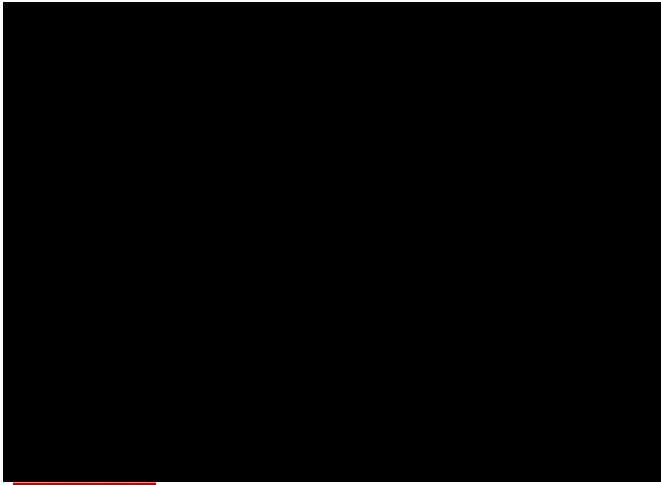


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OSCAR

In this section we will review Oracle Resources, Policies and Procedures.

Travel



- All Travel Must be Booked through the Oracle Travel tool
- Employees are responsible for discussing travel plans with manager prior from to booking a trip
- Employees can setup their own travel profile, and can designate a traveler arranger

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Travel at Oracle

It is required to use Oracle Travel to book all your travel. Not booking travel through Oracle can increase costs and in the case of an emergency prevents visibility to employee itinerary. Also, not using Oracle Travel could prevent employees from being reimbursed. Please refer to Global Travel & Expense Policy.

Employees are responsible in discussing travel plans with the manager before booking a trip. No system approvals are required and after a trip is booked, the manager will receive a system notification with the employee's booking detail.

Travel profiles were not migrated or created. You can setup your travel profile such as adding travel reward cards. Employees can designate a traveler arranger to assist with travel booking.

Expense Reimbursement

Expense reports are submitted through [REDACTED] in [REDACTED]

[REDACTED]

Managers are responsible for approving expense reports timely

[REDACTED]

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Expense Reimbursement

Expense reports are submitted through [REDACTED], in [REDACTED].

After your employee submits an expense report, you will receive a notification asking for your review. You are responsible to be aware of Oracle’s expense reimbursement guidelines. As you review your employee’s expense report, you have to be aware of what is a valid expenditure and take the proper action on the notification request.

Corporate Card

- All employees can enroll for a corporate card
- Required for ALL business travel expenses

Managers

- Manage Delinquency Proactively
- Legacy [REDACTED] credit cards will be closed at end of January 2017, any recurring charge needs to be migrated to an Oracle PO.



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Corporate Card

All employees can enroll in a corporate card, refer to the handbook on how to apply. The steps are:

- The employee enrolls for a corporate card
- The manager approves the request
- The employee receives the corporate card

Corporate Card & Travel

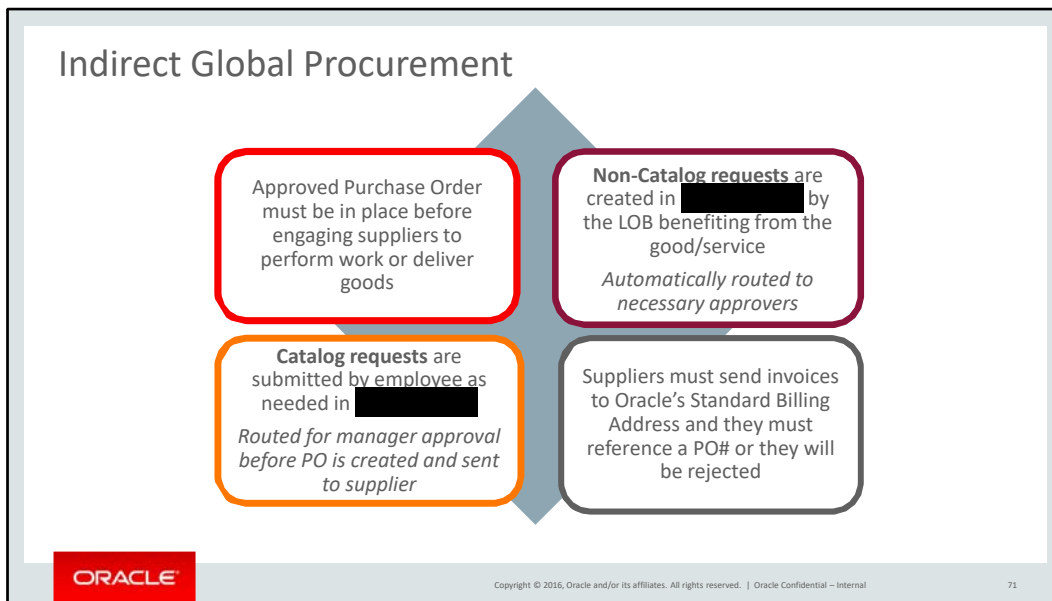
Use of the Corporate Card is required for **ALL** business travel.

Paying Credit card Charges / Submit Expenses via Local Expense Process

As a manager, you need to understand and communicate to your team how credit card charges get paid. Certain countries have credit card integration which allows the employee to reconcile their charges in internet expense. Depending on the country of the employee, Oracle might pay the charges or the employee might be responsible for paying them. **It is important that you understand the correct process that needs to be used and that your staff follow the expense guidelines and file their expenses timely.**

Manage Delinquency Proactively:

Ensure employees are submitting expense reports timely. Periodic alerts will be sent out if your employees do not submit reconcile their credit card charges. Oracle does not reimburse for late fees.



OSCAR

Employees in Oracle Data Cloud (ODC):

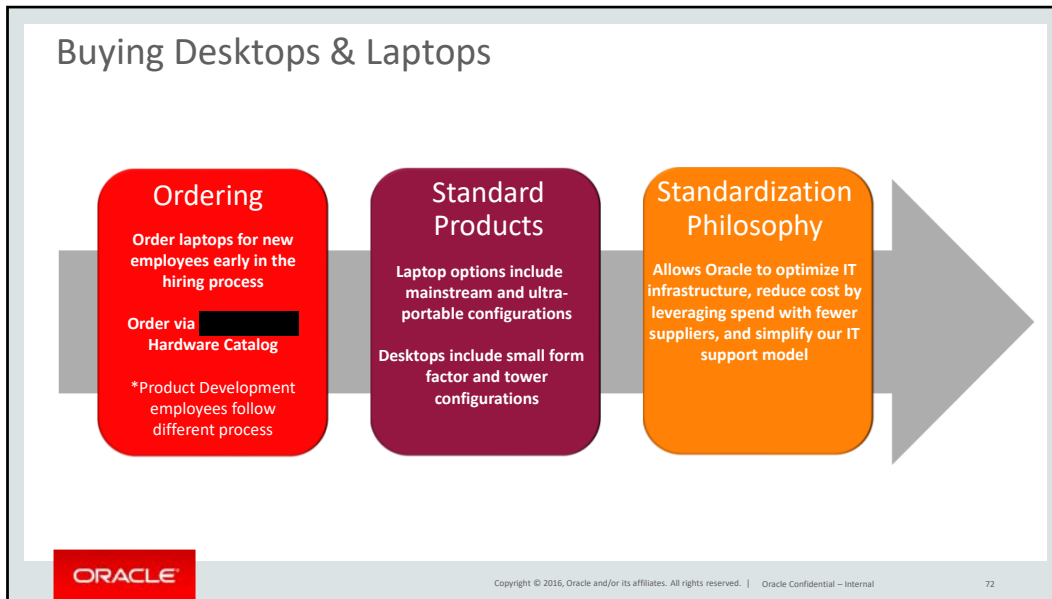
- Office suppliers, computer peripherals, mobile device service, and other catalog purchases can be made directly by the employee in [redacted].
- Hardware, software, laptops, and other non-standard purchases not available in the [redacted] catalogs can be requested by emailing ODC.
- ODC email alias in the handbook
- Managers should request laptops for new employee onboarding through the [redacted]
- Look for the Community Pages Wiki link in the S2S handbook for info on how to make specific purchases.

Employees not in ODC:

- Use Oracle's [redacted] to submit requisitions for purchase of all new goods or services.

Suppliers must send invoices to Oracle's Standard Billing Address and they must reference a PO or they will be rejected

Handbook and Live Demo Trainings



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- Managers should follow the instructions on the [redacted] Page
- Request is submitted through Oracle Data Cloud's [redacted]
- [redacted] and [redacted] link in handbook.

Non ODC Employees should order laptops through [redacted]

Standard Products

You can select Oracle's Laptops or Desktops. Laptop options include Mainstream and Ultra-Portable configurations while desktop standards include Small Form Factor and Tower configurations

Standardization Philosophy

Standardization allows Oracle to optimize its IT infrastructure and reduce costs by leveraging its spend with fewer suppliers and simplifying the IT support model

Non-Billable External Contractors

- Oracle's Contingent Workforce Program (CWP) is a web-based system for ordering non-billable contract labor
 - Staff augmentation, independent contractors, and resources engaged through a statement of work (SOW) engagement for a fixed duration
- Oracle partners with our managed service provider, Geometric Results, Inc. (GRI)
 - Available dedicated support
 - Training sessions are provided on the **third Tuesday of every month**
 - The S2S Employee Training page has the training details.

Training Name	Date	Time CT	Join Online
[Redacted Content]			

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73

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• **NON- Billable External Contractors / Contingent Workforce Program (CWP)**

Oracle partners with Randstad (our contingent labor services provider). Randstad manages all third party labor providers to support Oracle Managers with all their staff augmentation requirements as follows:

- Bid out Oracle Manager staffing requirements to multiple suppliers and ensuring most competitive rate for top qualified candidates
- Streamlined contractor on-boarding process to meet target deadlines

Available Dedicated Support for your questions and on boarding process.

CWP Training is available every third Tuesday of the Month.

Global Fixed Assets



- As a manager, you can request an [REDACTED] report to review your respective cost center assets
- Managers will receive a monthly Compliance Status Notification email indicating the number of laptops and desktops assigned to their employee hierarchy
- Fixed Assets may be disposed when they are no longer in use. If the asset is still in use, it must remain an active asset. Retirements for assets with a net book value require approval from the cost center manager

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74

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How to complete a review of assets in the [REDACTED]:

- Fixed Assets team can run [REDACTED] upon request from respective cost center Managers.
- The report will provide the details of all the assets assigned to a particular cost center.
- The same can be reviewed by the manager and can request for changes if any.
- Managers will receive a monthly Compliance Status Notification email indicating the number of laptops and desktops assigned to their employee hierarchy.
- Fixed Assets may be disposed when they are no longer in use. If the asset is still in use, it must remain an active asset. Retirements for assets with a net book value require approval from the cost center manager.

To retire a Fixed Asset, please fill out the Asset Retirement Template and raise a Service Request •

NOTE: Cost center manager must have signing authority greater than or equal to the net book value of the asset.

For further details on assets disposal please refer to the [Asset Recovery & Disposition Program](#)

For more information on what we have covered and other areas of Source to Settle, including Meetings & Events, please go to:

[Redacted]

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75

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For Contacts for Expenses, Corporate Card, Travel, Procurement, Payables and Assets please go to:

[Redacted]

Q&A

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CLOSING REMARKS

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ELISE

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78

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