

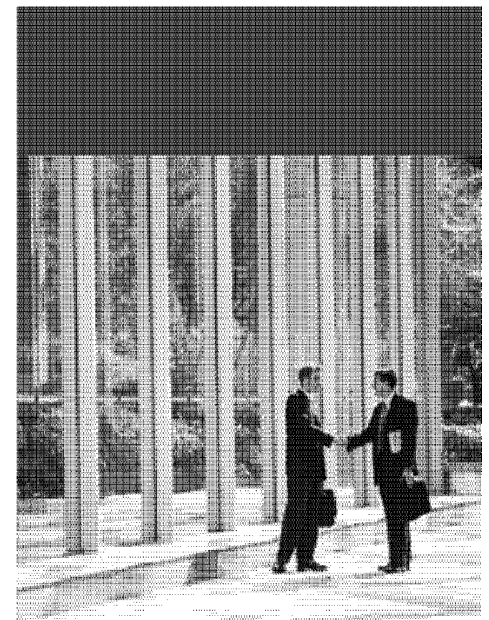


ORACLE®

**Manager Essentials
Product Development March 2014**

Welcome

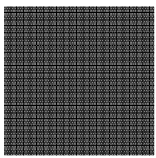
- Welcome to Manager Bootcamp
 - Manager Essentials
 - Managing within the Law
 - Lead to Achieve (replaces Transitioning in Management)
- Introductions
 - Name
 - Organization and Line of Business
 - How long at Oracle
 - How long managing people
 - How many direct reports
 - Have you been in bootcamp before?





Why Manager Essentials?

- This course is designed to assist you in fulfilling your role as an Oracle Manager:
 - Manage a team of people
 - Act as an agent of Oracle
 - Handle self-service tasks for your employees
 - Be knowledgeable on Oracle policies
 - Get results through a team by giving feedback and coaching

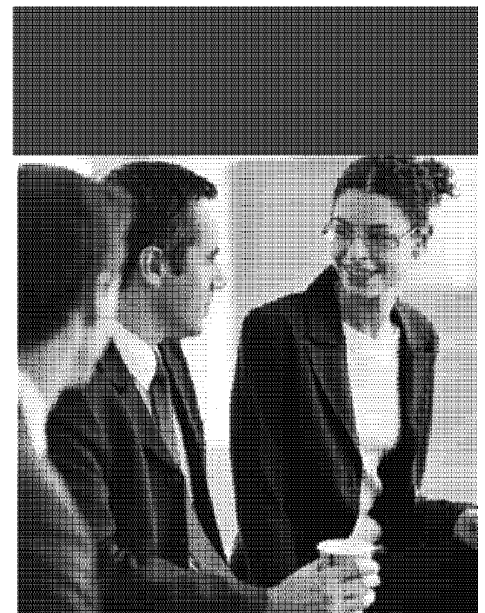


Agenda

- Managing at Oracle
- Oracle's Employee Life Cycle
- Oracle Resources, Policies & Procedures
- Online Manager Resources & Tools
- Coaching and Effective Feedback

Ground Rules

- Be present
- Be open to other points of view
- Confidentiality
- Share best practices
- Take responsibility for your own learning



Oracle Core Managerial Competencies

Competency	Definition
Leadership	Communicates vision, and motivates others to achieve a common goal.
Leading Change	Anticipates change opportunities, drives initiatives by involving key individuals and resources and secures commitment for change.
Strategic Thinking	Interprets business trends, establishes credibility, develops business expertise, and creates strategies that produce significant impact.
Managing Performance	Recruits individuals, manages performance, addresses performance problems, and supports the development and retention of talent.
Promoting Business Ethics	Exhibits, promotes and supports ethical behavior and business practices. Acts as a leadership model for the Code of Ethics and Business Conduct.



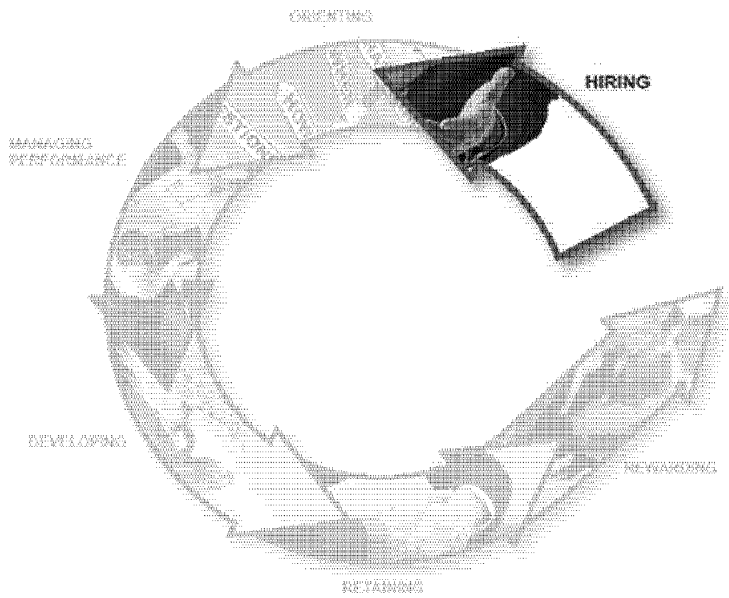
Roles of an Oracle Manager

- **Company Advocate**
 - Ensures compliance w/ policies, procedures and practices
- **Coach**
 - Commitment to the development of their employees
- **Business Manager**
 - Managing objectives, overall direction, and workload
- **Administrator**
 - Manage day to day transactions such as approvals, meetings, expenses etc.



Group Activity

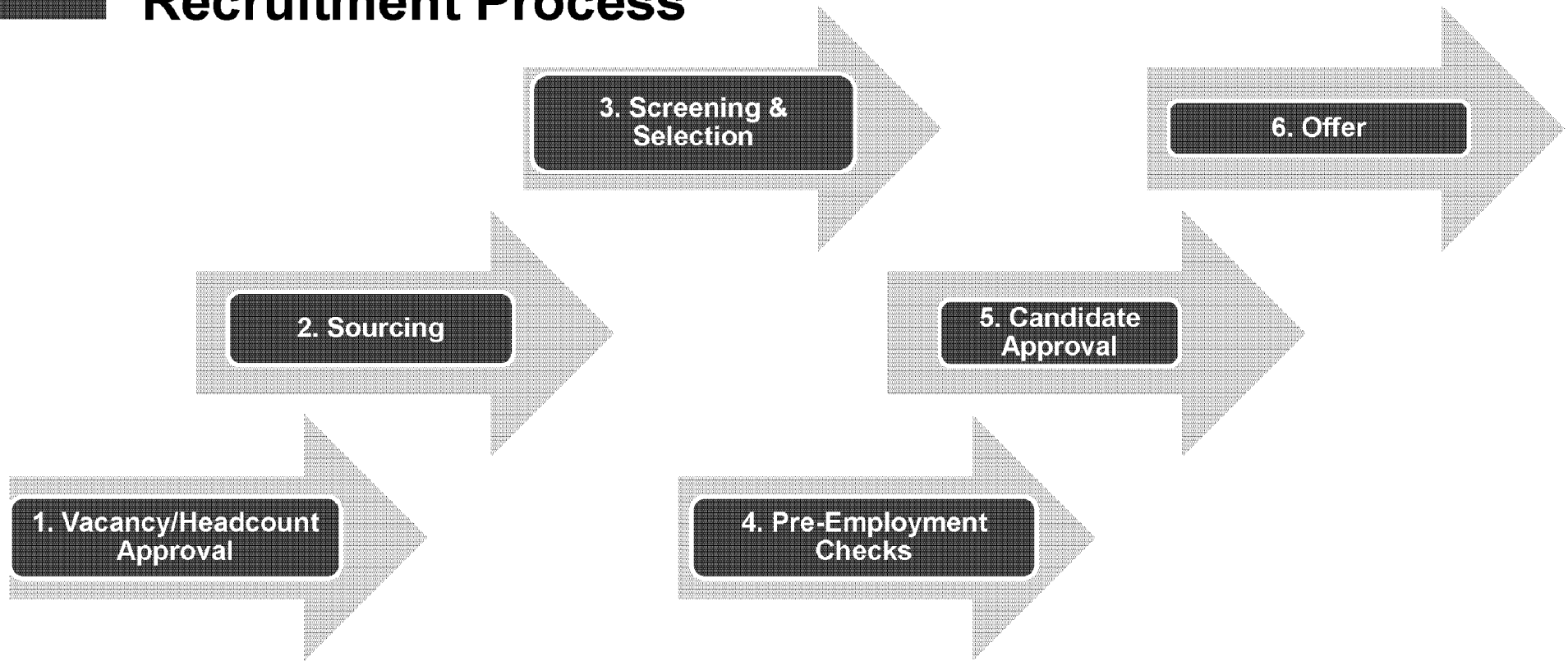
- **Manager Roles**
 - Each group will be assigned one manager role
 - As a group make a list of:
 - Challenges involved in that manager role
 - Tips for success in that manager role
 - Group reports list of challenges and tips to the rest of the class



Hiring Your People

- Recruitment Process
- Internal Recruitment
- Graduate and Interns

Recruitment Process



- Check with recruiter as to whether vacancy needs to be posted internally
- Referrals: explore your region's Employee Referral Program
- Graduate and Interns (students): review process with your regional or local recruitment contact

iRecruitment

ORACLE iRecruitment Home Logout Preferences Help

Home Vacancies

Enter Primary Details Format Job Posting Enter Team Members Review

Create Vacancy: Enter Primary Details

* Indicates required field.

Step 1 of 4

Enter the information below to create a vacancy. Some of the data will populate once a manager is selected. You will be able to change all but the recruiting area after the vacancy is approved. Once you submit the vacancy a Vacancy Status field will become available on the page that will enable you to control the vacancy.

The Field Definitions Document provides additional information about the fields located on this page. [Field Description](#)

Overview

Vacancy Name: IRC2135559	Start Date: 08-Apr-2013
* Manager: Rudsal, Doctor Kay C.A. (Dr. Kay)	Status: Unapproved
* Job Title: <input type="text"/>	Professional Area: <input type="text"/>
<small>Select the job that represents the work your employee will be performing. Information about Oracle's job classification system is available at http://hr.oracle.com/external/recruit/PM13. If you still have questions after reviewing the job classification document, please contact your local HR Representative. Only applicable in USA and Puerto Rico. If you change an employee's job from Overtime Eligible to Not Overtime Eligible or the reverse, you will be required to change their Salary also in the page ahead because Overtime Eligible employees must have an hourly salary and Non Overtime Eligible employees must have an annual salary for payroll processing. The offer letter will display the current title for bid in Canada.</small>	Number Of Openings: 1
	Type of Opening: <input type="text"/>
	Targeted Hire Date: <input type="text"/>
	* Do you wish to hold this vacancy?: <input type="text" value="No"/>
	<small>Choose "Yes" if you have an approved headcount but are not yet ready to make the vacancy available to candidates.</small>
	* Type of Post: Regular Employee Hire

Recruiting Area

* Recruiting Area:

[IP] Please contact your recruiter in the case a location is not available in the Recruiting Area Locations.

Recruiting Area Locations

Select Country:

No search conducted.

Travel Information

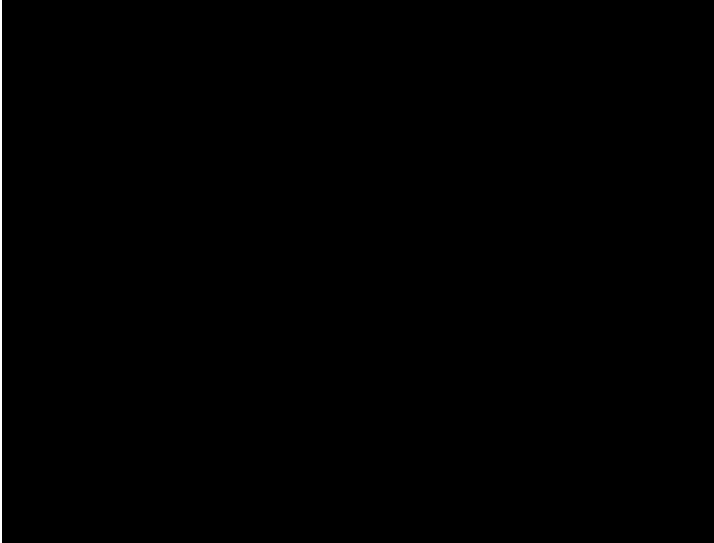
Amount of Travel:

Step 1 of 4

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Recruitment Process

- Principles around Recruitment
 - Plan with your Line Management
 - Get vacancy headcount approval
 - Get nominated candidate approval
 - Follow process as defined in your region
 - Run Competency-based interviews
 - Tools and Support
 - Candidate Interview Toolkit on the Global OTD website
 - Create customized interview guide - Tips and techniques
 - Regional Recruitment teams
 - Online training, Workshops
- 



Internal Recruitment

Hiring Within Oracle


- Check with local HR regarding possible constraints in country (i.e. in period of acquisition or re-organization)
- Use iRecruitment responsibility to manage the transfer work-flow and follow the approval process
- International transfer: request corporate approval & work with the Global Mobility Team and local HR
- Conditions: Domestic transfer at equal career level and salary

Hiring Your People

Key Principles




Mandatory
Approval
Processes



All
recruitments
must go via
Oracle
Recruitment
Teams (do not
use external
agency)



Check
Regional
Recruitment
Policies



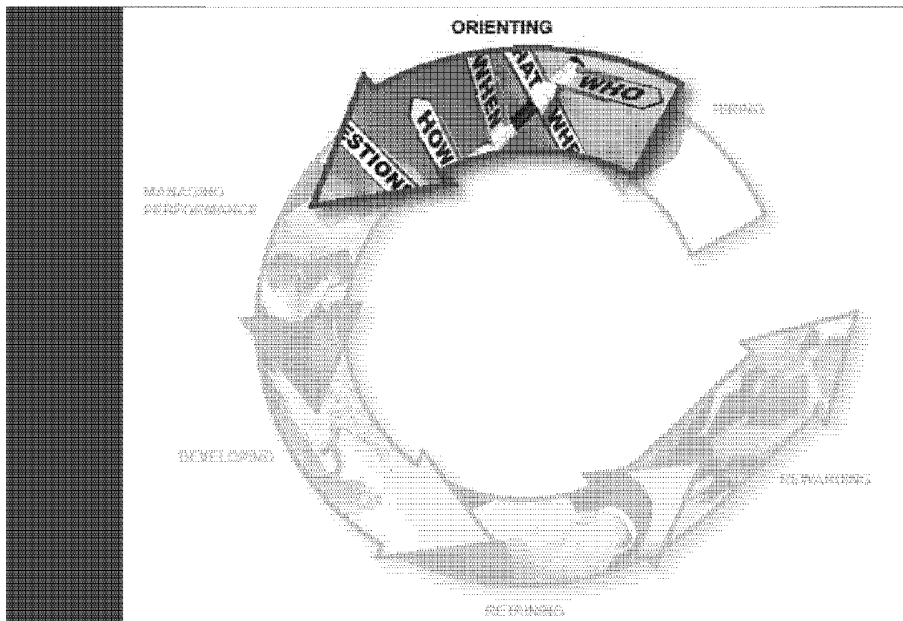
Oracle
Corporation
is an Equal
Opportunity
Employer

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Inbox 6

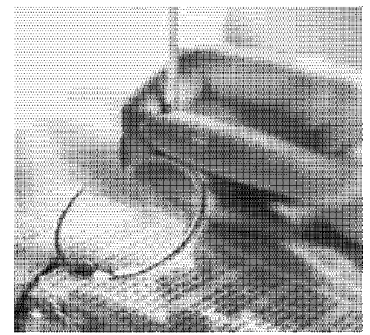
I just got approval from my manager to fill a new position in our group. I have found a great candidate who has the exact skills and experience I need to do the job. The candidate is now living in India and needs a visa. Also, he works for a competitor. Do I need to post this position?



Orienting Your People

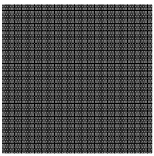
- Tools for new employees
- Tools to assist their managers

Key Tools & Processes

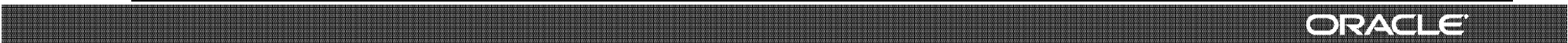
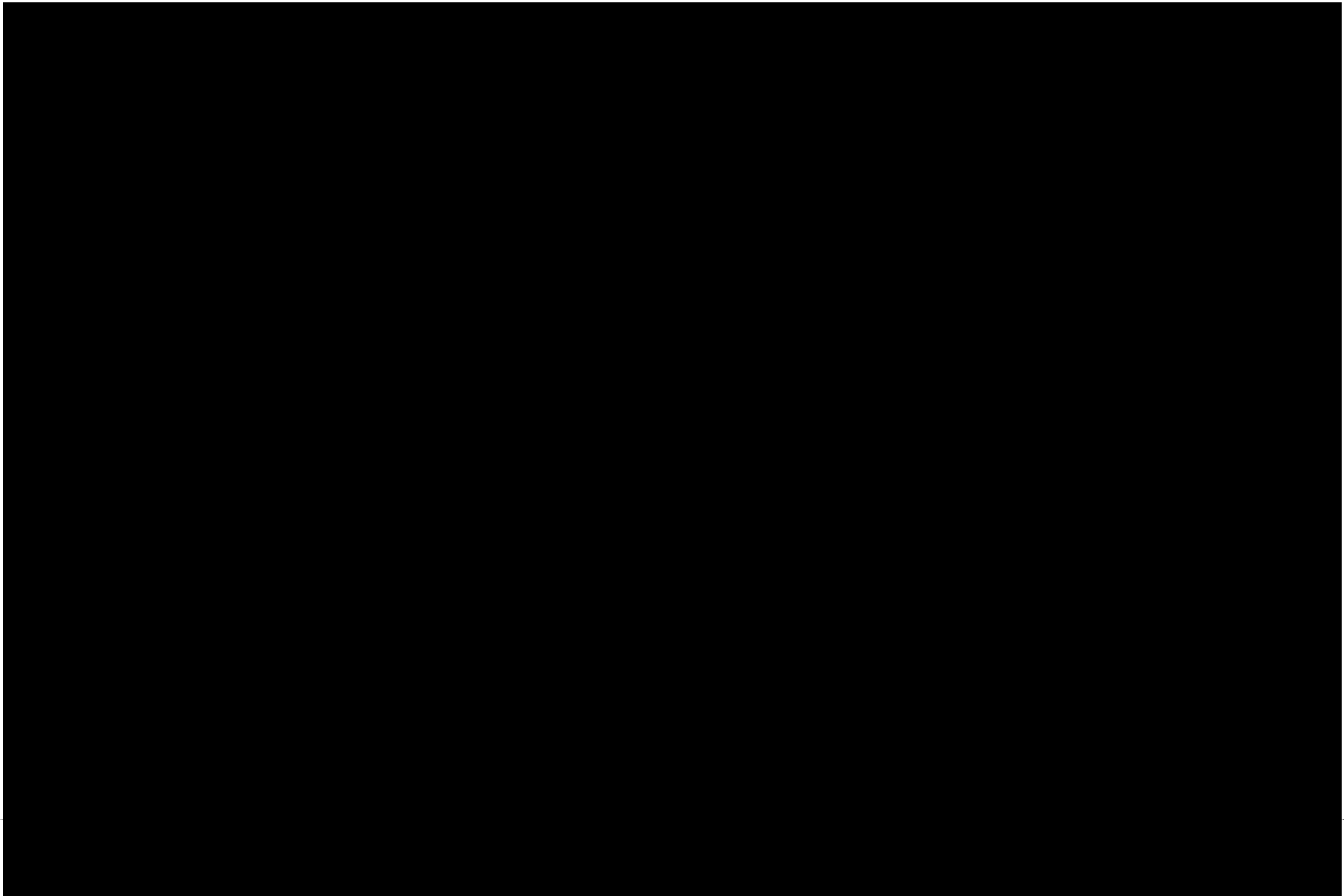


- Tools for New Employees
 - New Hire Websites
 - New Employee Orientation
 - Manager Orientation

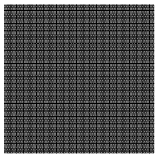
- Tools to Assist New Oracle Managers
 - Manager Resources Guide – Orienting Your People
 - Manager Onboarding Portal
 - Global Induction Toolkit
 - Manager New Hire Checklist



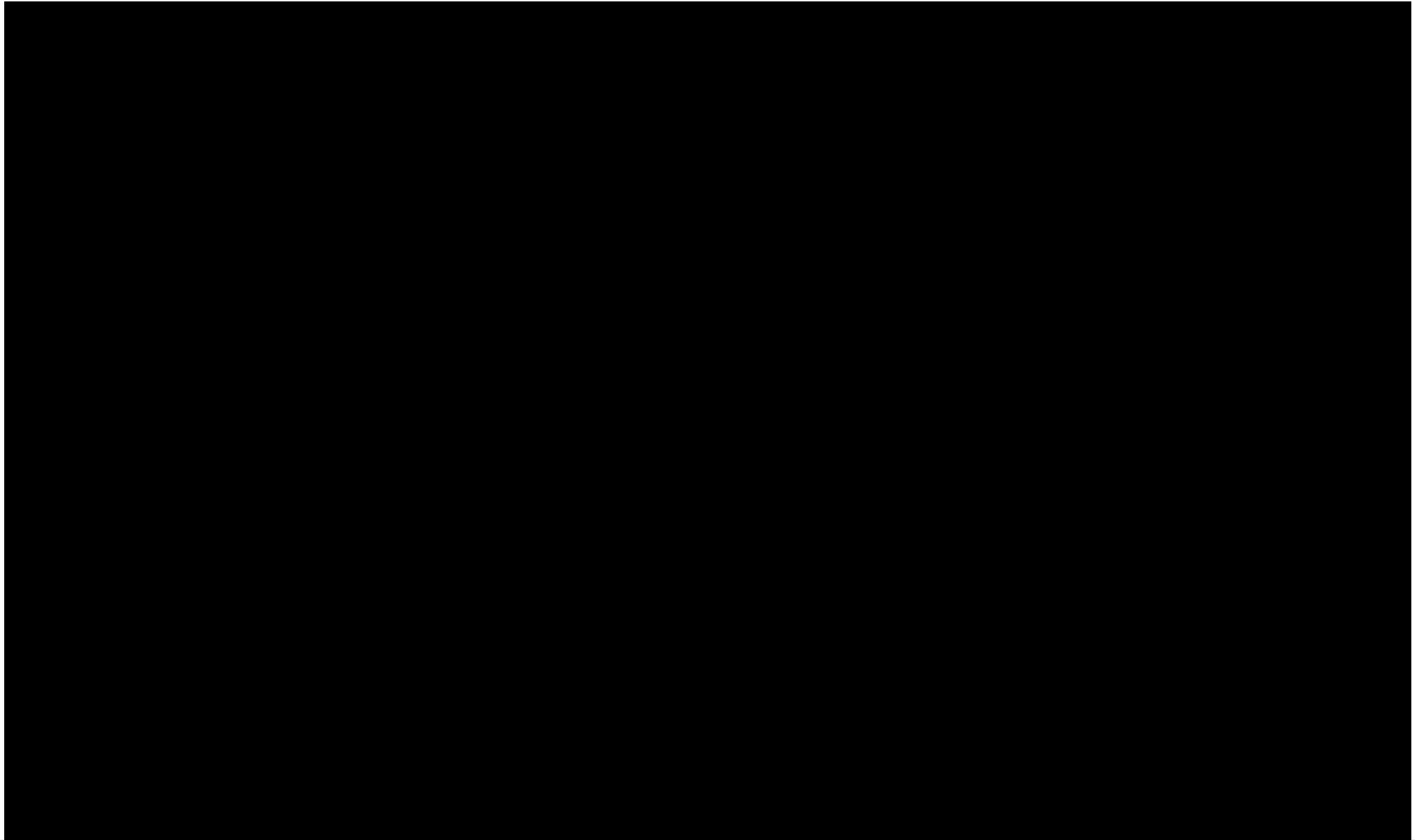
Global Human Resources



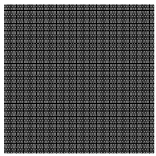
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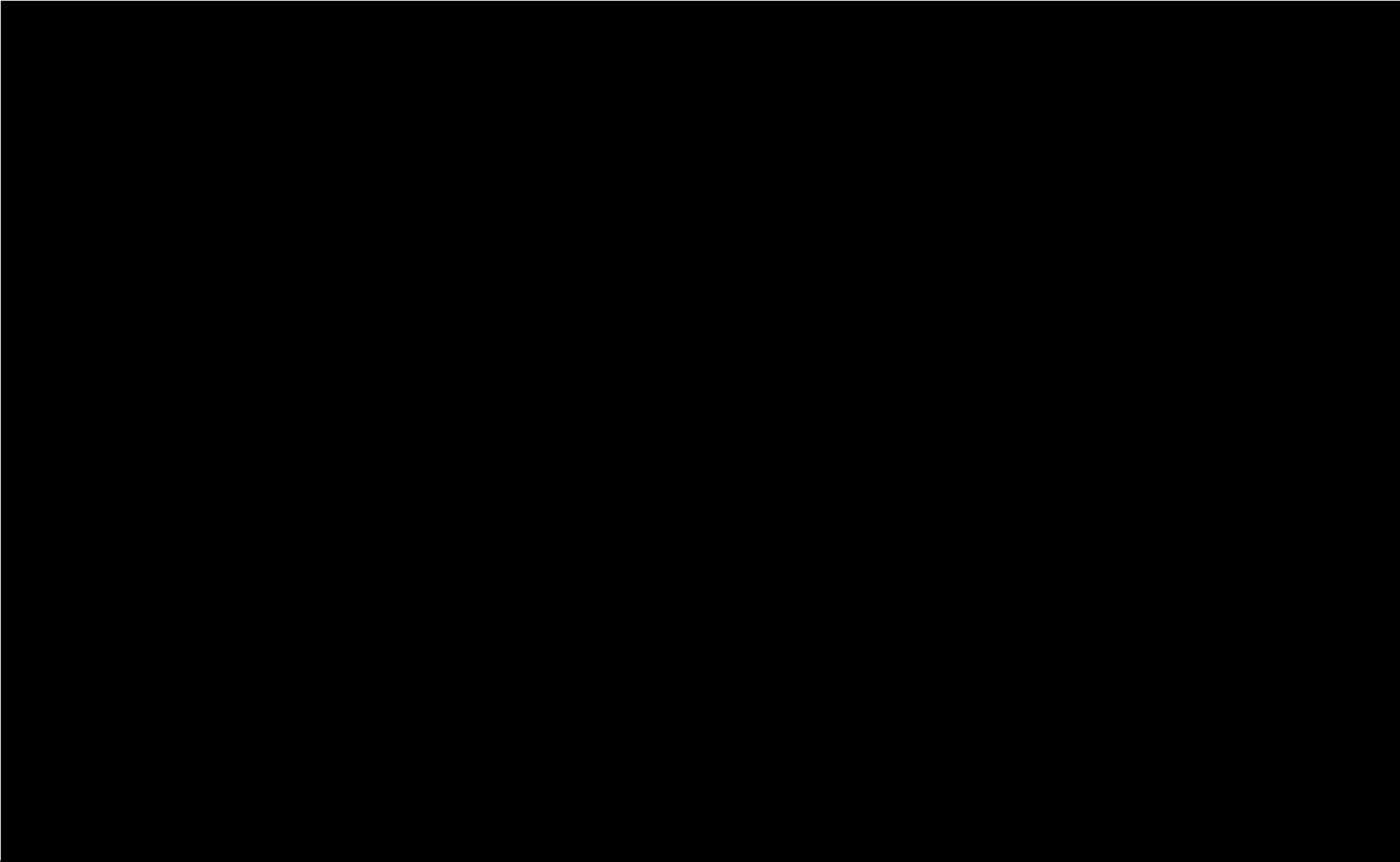
US New Hire Website



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US New Hire Get Started



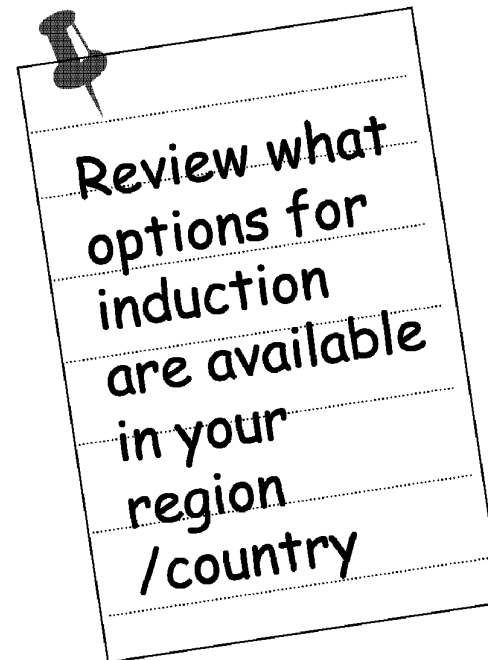
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Orienting Your People

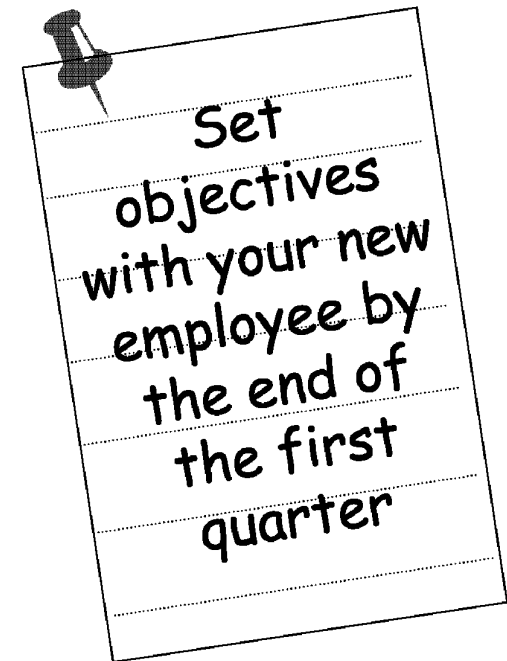
Key Principles



Make the best use of tools offered on the Global New Hire Website and Global HR website

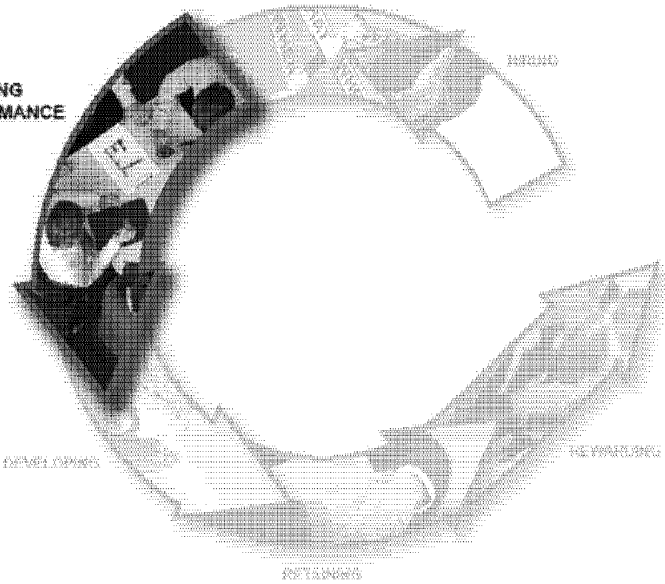


Review what options for induction are available in your region /country



Set objectives with your new employee by the end of the first quarter

MANAGING
PERFORMANCE



Managing Performance

- Managing the appraisal process
- Handling performance issues

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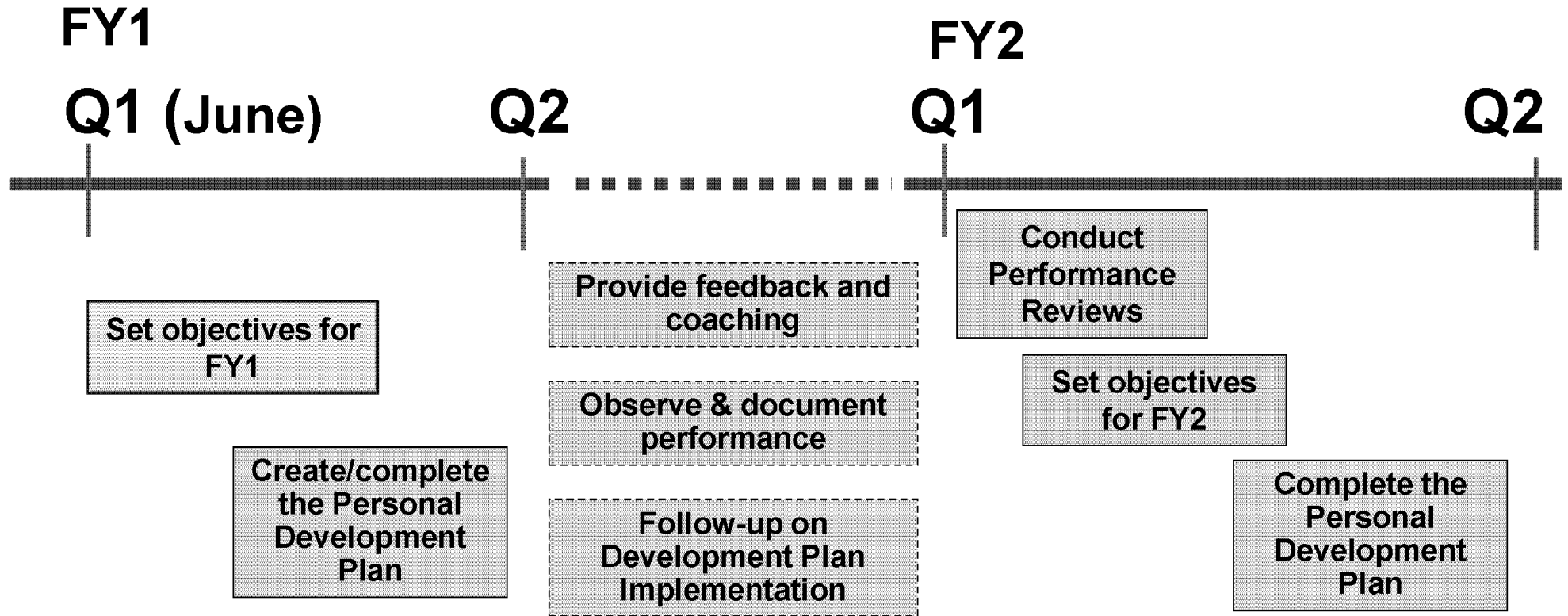


Performance Management Philosophy

Performance Management: a continuous, integrated set of practices designed to align individual accomplishment with the achievement of corporate goals.

- Performance management helps Oracle achieve and reward superior business results
- The performance management process clarifies
 - how you are expected to perform
 - how you will be measured and
 - how your work fits into the larger business context
- Effective performance management can help you excel in your current responsibilities and assist you in your career development.

Appraisal Workflow





Oracle's Self-Service HR Appraisal Application

- On-line tool for setting objectives and rating performance
- Template for appraisal is populated with competencies based on employee's job profile
- Overall Final Performance Rating uses a five point scale

Resources:

Global Performance Appraisal Training Center



Performance Management Toolkit



Global Performance Appraisal Training Center

Global Human Resources Organization & Talent Development

Organization Development

Talent Management

Leadership Development

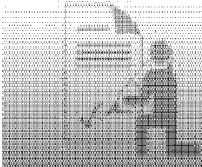
Professional Development

Virtual Library

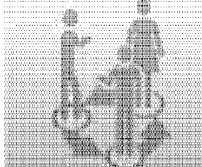
Search



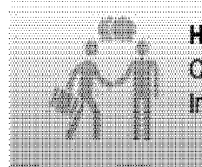
●●● The tools below are designed to guide you through the performance appraisal process:



EMPLOYEES
Online Appraisal
Instructions ►



MANAGERS
Online Appraisal
Instructions ►



HUMAN RESOURCES
Online Appraisal
Instructions ►

Performance management helps Oracle achieve and reward superior business results. The Self Service Human Resources (SSHR) Online Appraisal Module is Oracle's tool for facilitating and recording feedback during the appraisal process.

The Global Performance Appraisal Training Center provides information and tools to enable managers and employees to make the most of Oracle's SSHR Online Appraisal Module.

QUICK LINKS

- Performance Management Training Courses and Schedule
- Performance Management Toolkit

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Resources: Performance Management Toolkit

Global Human Resources
Organization & Talent Development

*Building organizational effectiveness
through our people*

Performance Management Toolkit

QUICK LINKS

Global Tools > Performance Management Toolkit > PERFORMANCE MANAGEMENT AT ORACLE

Performance Management At Oracle

The Performance Management Toolkit is a set of documented best practices, Hints and Tips, and other resources dedicated to the continuous improvement of employee performance and is of value to both Managers and Employees. Within this Toolkit you will find descriptions of the Performance Management Process used in Oracle, along with links to the SSHR Online Appraisal tool and associated training materials.

Definition of Performance Management

Performance management is a continuous, integrated set of practices designed to align individual accomplishment with the achievement of corporate goals.

Oracle's Philosophy

Performance management helps Oracle achieve and reward superior business results. The performance management process defines not only what you are expected to do, but how work goals should be accomplished (competencies). It specifies what will be measured and how your work fits into the larger business context. Effective performance management can help you excel in your current role and facilitate the development of new skills or taking on new roles with greater responsibilities and rewards.

Frequent and regular communication between employee and manager is the essential to effective performance management. Regular one-on-one meetings provide opportunities for mutual learning, exchange of information, creative exploration of ideas and goals, and performance discussions.

Oracle encourages managers to provide formal performance feedback and personal development guidance to employees. Most managers evaluate the performance of their employees at the end of the fiscal year. In addition to this, many managers provide additional feedback at mid-year or quarterly intervals. The HRMS Appraisal Module is the primary tool available to facilitate and record feedback, and also to clarify upcoming goals and objectives.

All employees are encouraged to participate actively in the planning and assessment of their work. You can design an individual work plan with the guidance of your manager to set clear and measurable objectives linked to job competencies that are integrated with your department's overall plan.

The Importance of Competencies

Oracle's Global Competencies are an integral part of the whole Performance Management Process, they are used in many feedback tools, are a key link to source appropriate development and training, and they have been collated and organised into Job Competency Profiles to be used within SSHR Online Appraisal. For further information please refer to the section called [Develop My Competencies](#).

OTD Web Sites:

[Global] [APAC] [EMEA] [LAO] [N. America]

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Oracle Global Competency Framework

- Global descriptions of knowledge, skills, attitude and behaviours needed to be successful in the role
- Core and Functional competencies developed jointly by LOB/Function Heads and HR
- Competencies assigned to each role to create a *job competency profile (job-competency toolkit)*
- Development options aligned with the competencies (DOM – Development Option Matrix)



Oracle Competencies

- Core Competency
 - Represents behaviors common to jobs and multiple job codes across Oracle
 - Example: Core Professional - Communication
 - Transmits a clear understanding of a subject and comprehends information received from others
- Functional Competency
 - Represents behaviors that are specific to a particular job code
 - Example: Sales – Competitive Awareness
 - Regularly consults Oracle internal competitive resources, industry news, and analysis to keep informed of key competitor businesses

Core Competency Proficiency Levels

Competency Levels

Core.Professional.Communication	
Level	Description
Behavioral Indicators	Articulates clear and concise messages, listens, understands and responds to the ideas of others. Composes clear and concise written messages and reports. Demonstrates a good grasp of vocabulary and grammar, uses language which adds impact to message. Modifies communication style for an audience by using appropriate media and language. Uses appropriate visual diagrams and graphs to help clarify information.
1-Foundation	Presents written and verbal information clearly and concisely. Listens carefully to the content of information being conveyed by others in order to understand the key points.
2-Intermediate	Conveys knowledge and credibility with effective structuring of ideas, opinions and information, in writing and speaking. Listens carefully to the content of information being conveyed; asks clarifying questions to ensure understanding of others' messages.
3-Skilled	Conveys information, thoughts, and opinions by writing or speaking in a persuasive manner appropriate to the audience. Listens carefully and attentively, and clarifies and confirms the understanding of others' messages. Demonstrates an understanding of the implicit (emotional) message as well as the explicit message of any communication.
4-Advanced	Expresses and articulates key elements of ideas or concepts (both written and verbal) in a logical, descriptive, and comprehensible manner. Anticipates reactions and responds appropriately. Probes and listens for information from others, without interrupting or judging, in order to understand underlying issues.
5-Superior	Expresses complex ideas both written and verbal to all audiences. Demonstrates a finely tuned ability to anticipate, and respond to, reactions, attitudes, views, and feelings of individuals and groups.

[Download Spreadsheet](#)

1 - 6

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For More Information

- Check your Region/LOB Business Process
 - What is the overall timeline?
 - Is your region/LOB using 3rd Party Feedback?
 - Will the feedback remain anonymous?
 - What is the specific Business Process?
- Global Performance Appraisal Training Center
 - Employee & Manager Recorded Webcasts
 - Training materials, instructions and FAQs
- Contact your Manager or HR Manager with additional questions



Managing Employee Performance Issues

- Identify & advise the employee of the issues
- Engage HR early and throughout process
 - Check carefully with HR local legislation and processes
- Determine corrective action needed
 - Be available for counseling & support
- Ensure consistency & fairness

***Intervene early:
Don't let a small issue become a big issue***

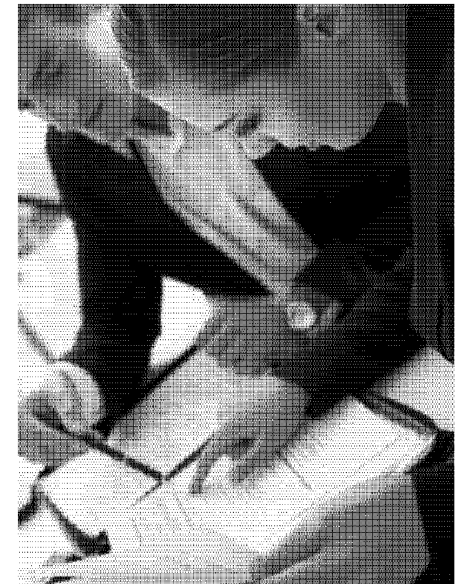
Managing Performance Issues

Contact your HR Manager:

It is important to engage HR early and throughout the process

Be prepared to discuss:

- Employee's tenure in position and 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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Managing Performance

Key Principles

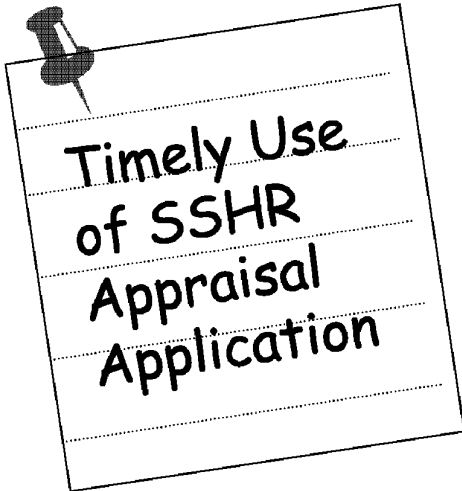


**SMART
Objectives**

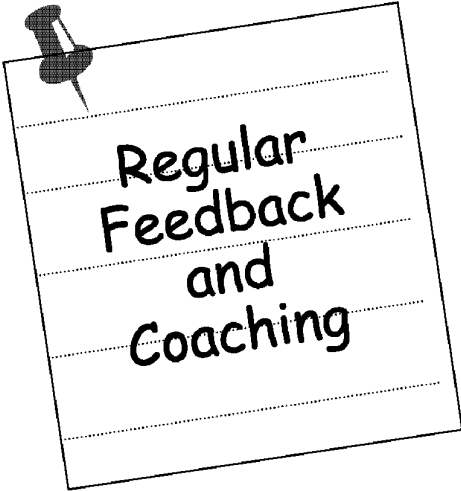
Specific
Measurable
Achievable
Result-Oriented
Time-bound



**Job
Competency
Profile Tool**



**Timely Use
of SSHR
Appraisal
Application**

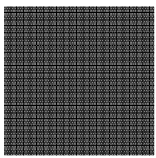


**Regular
Feedback
and
Coaching**



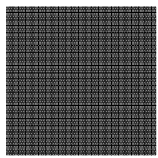
**Early
Intervention**

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Inbox 7

I just reviewed my Performance Appraisal and noticed that the overall rating given was 3. I had always received a rating of 4 or 5 in my past performance appraisals. I was promoted from an IC2 to IC3 eight months ago. I would like to understand why I received only a rating of 3?



Developing Your People

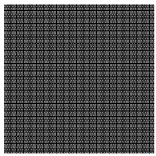
... and Yourself

- Development is key to motivation and to current and future performance
- Employees jointly manage their development with their Manager
- All employees should have a Development Plan

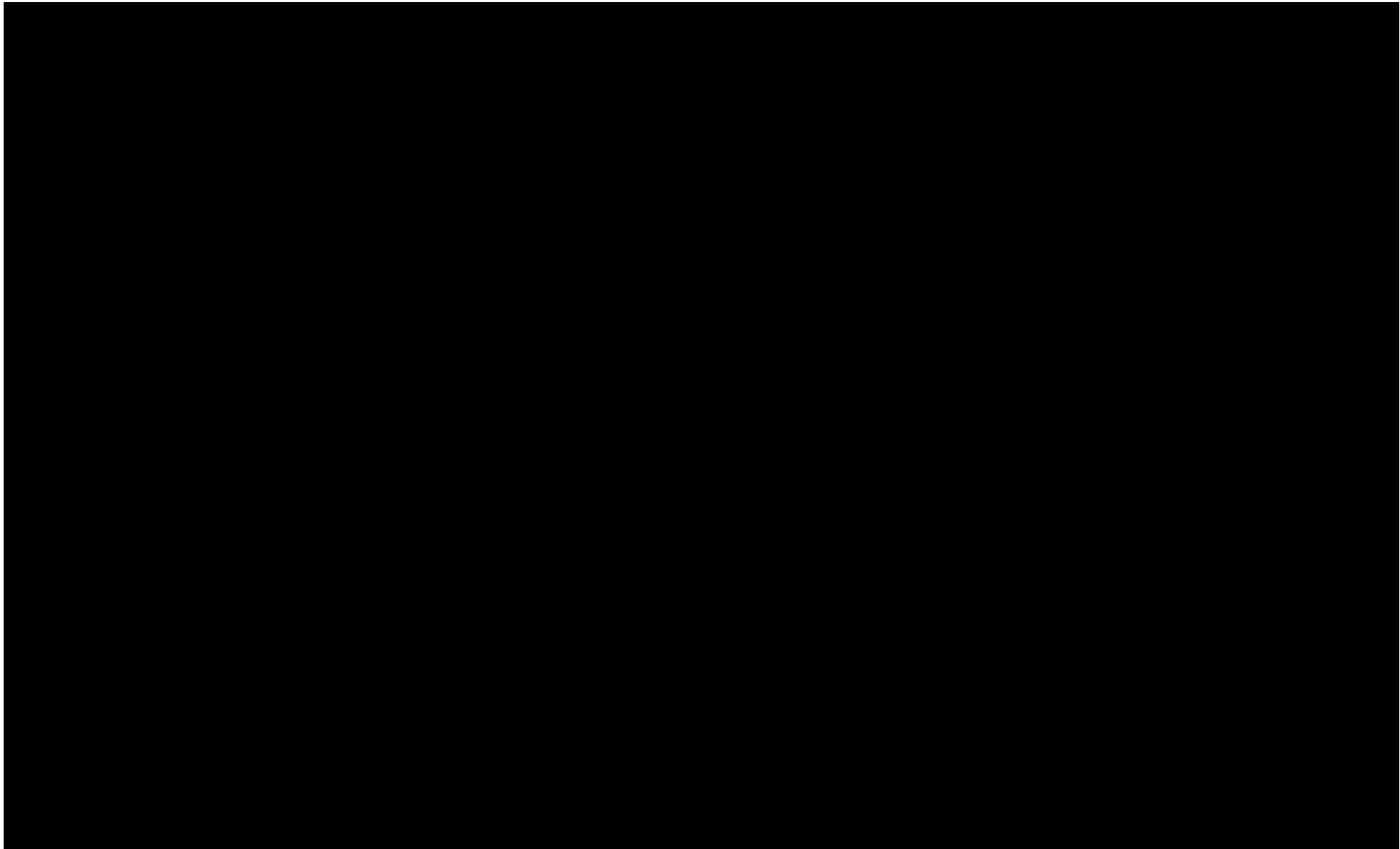
Developing Your People

... and Yourself

Development Organization	Examples
Organization & Talent Development (OTD)	<ul style="list-style-type: none">• Leadership & professional development• Performance Management Toolkit• Talent Management Toolkit• 360 Survey Tools• Competency profiles• My Career Toolkit
Oracle University (OU)	<ul style="list-style-type: none">• Product Training• Online courses free and available to all employees• Management of enrollment on all internal courses
LOB specific Training	<ul style="list-style-type: none">• Sales Readiness

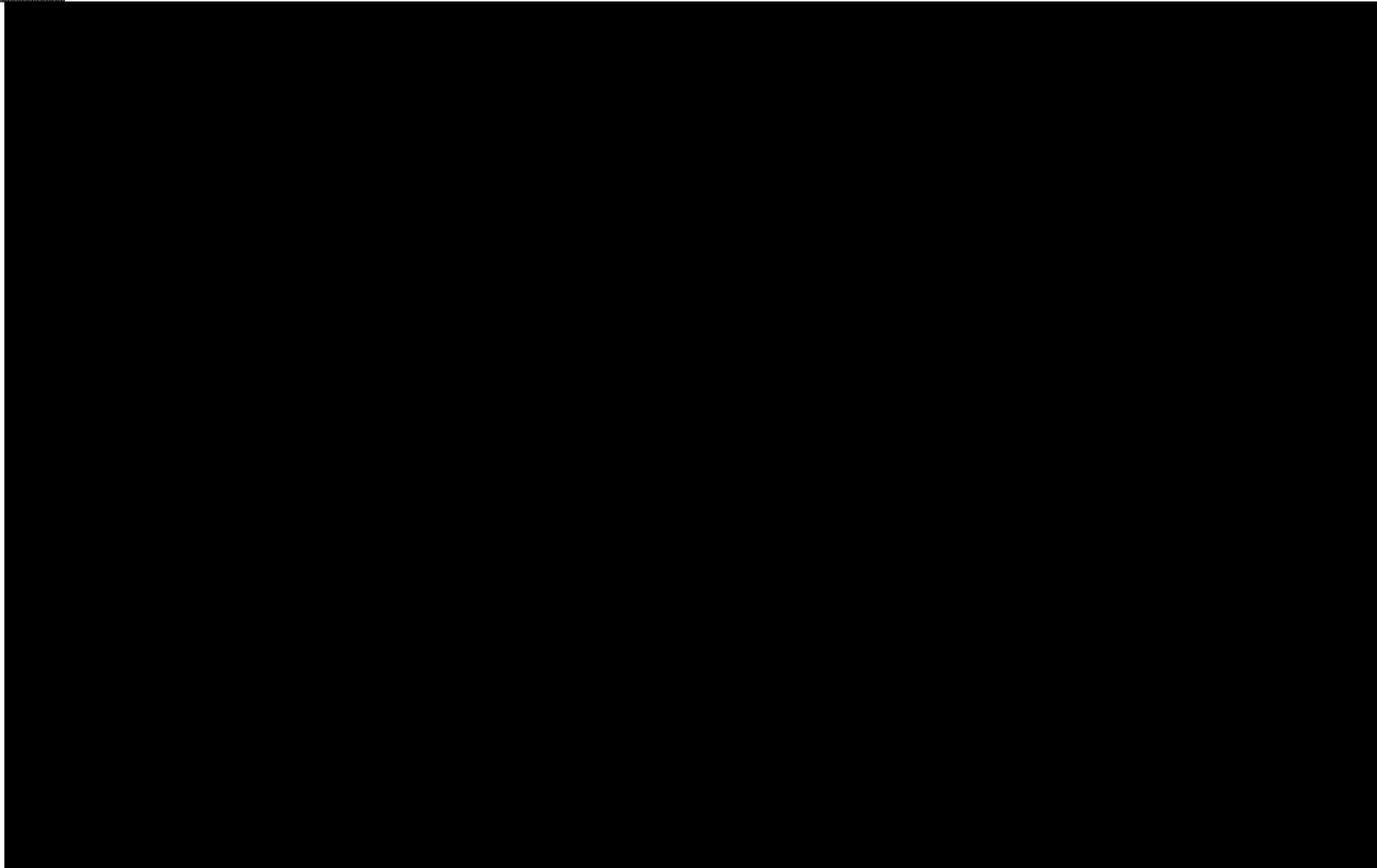


Career Development



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Leadership Development



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Managing at Oracle: Manager Bootcamp

Manager Essentials (1 day)

- Employee Life Cycle
- On Line Tools
- Oracle Policies & Practices
- Employee Management

Managing within the Law (1/2 day virtual)

Manager's Legal Responsibility

Lead to Achieve (3 day)

- Move successfully from an IC role to a manager role
- Create cohesive teams that can achieve business results
- Enhance engagement and capacity of teams
- Hold direct reports accountable for their performance
- Provide appropriate feedback to employees
- Expand their network outside of immediate team and colleagues
- Build awareness of personal leadership capabilities allowing to thrive in the Oracle environment

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Learning Centers

OTD Learning Centers

Feedback Login

Home Skills Search My Skills About

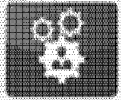
Welcome to the
Organization and Talent Development (OTD)
Learning Centers

...providing a variety of learning options for the skills you need to develop

Q

All Skills:

Click "All Skills" below for a list of all skills and discover your learning and development options.



All Skills

Quarterly Featured Skills:

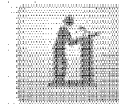
Click the Skill below for a list of learning and development options for those skills.



Communication



Influencing & Negotiating



Presentation

Most Popular

- > Your Brain at Work
- > Your Brain and Resilience: The Neuroscience of Great Leaders

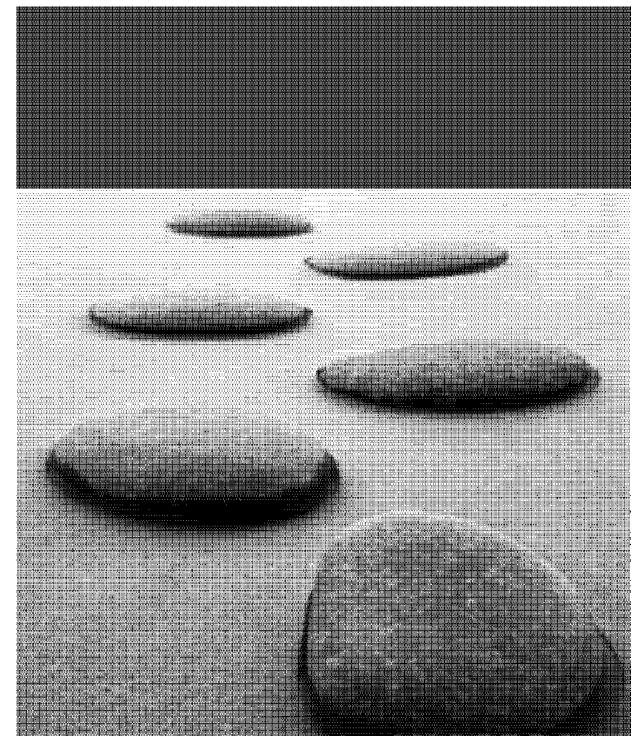
Recent Updates

- > Strategic Thinking: EBSCO Competency Overview
- > Strategic Thinking: A Step-By-Step Approach to Strategy

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Developing Your People

- Managing Promotions
- Global Approval Matrix
- Promotion Process



Individual Development Plan

Individual Development Plan	
Name: _____	
Manager's Name: _____	Plan Start Date: _____
Department/Team: _____	Quarterly Review Dates: _____

Picture the Future

Career Goals
<p>Career Interests within Your Department:</p> <p>Short Term Career Plans (1-3 years):</p> <p>Long Term Career Plans (5+ years):</p>

Think About the Present

Current Situation	
<p>Strengths</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>	<p>Areas for Growth</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>

Individual Development Plan

Plan Next Steps

Focus for development FY_____

Focus your development on goals that will:

1. Drive your success in your role this year and your contribution to your team's objectives.
2. Further grow you in your role or prepare you for your future career aspirations.
3. Take into account performance appraisal objectives, 360 assessment, MBTI or DISC input.
4. Use the most appropriate development option – coaching, mentoring, projects, on the job training, etc.

Development Goals				
1 Establish Development Goal <i>What should you know or be able to do better?</i>	2 Action Steps <i>What development options are you going use to achieve your goal?</i>	3 Measurement <i>How do you know if you achieved your goal?</i>	4 Business Impact <i>How is your goal going to impact your team's goals?</i>	5 Due date/ Status
1.				
2.				
3.				

Individual's Signature:

Date:

Manager's Signature:

Date:

Developing Your People

Key Principles

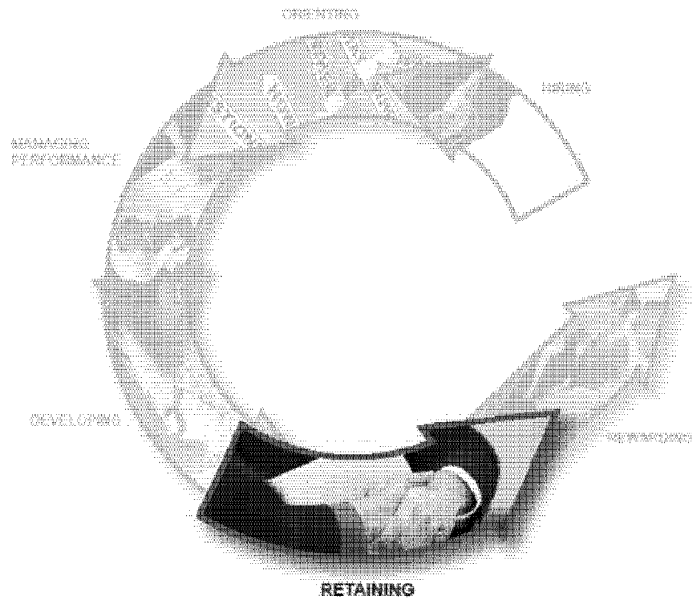
Responsibility
is everyone's

Development
does not
always equal
Training

Career
Development
for personal
effectiveness

Review
options
offered by
OTD, OU,
LoB...

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Retaining Your Key Players

- Identify and retain your Key Players
- Talent Management at Oracle



Retaining Your Key Players

In the context of Change:

- Identify your Key Players
- “Re-recruit” them
 - Stay conversation: retain key talent individuals
 - Engagement conversation: ensure focus on critical business priorities
- Share information with Oracle Management about them
- As soon as relevant, create a Development Plan with them

Then...

- Explore the Oracle Talent Management process



Retaining Your Key Players

Talent Management at Oracle:

Talented People are those expected by their managers to produce superior performance both now and in the future.

We believe that Oracle's future success is strongly linked to the quality of the talent in our organization. Talent Management is more than the way we identify, retain, reward and develop our talent; it's how we execute that in line with the organization's current and future business goals.

Talent Management within Oracle

A Management Tool

- To help map and identify individual requirements within your team
- Strategies and activities to help meet differentiated needs
- Optimize team performance and fulfillment of team member potential
- Managers can use the approach/model at any time
- Focused programs/curriculums support development needs

An Organizational Tool

- Collect talent data to analyze Oracle's bench strength and capability to support our business strategy
 - Trends, strengths, gaps
 - Management pipeline health
 - Emerging Talent to be developed
- Can be LOB, Grade, or country driven
- Allows Organization-wide Talent development initiatives and investment

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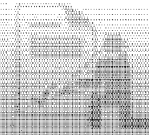
Talent Management Portal for Managers

Global Human Resources Organization & Talent Development

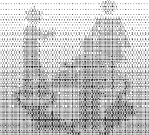
Organization Development Talent Management Leadership Development Professional Development Virtual Library Search



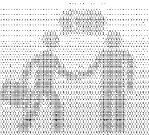
●●● TO GET STARTED Select Your Role Below:



EMPLOYEES
Manage and Grow Your
Career ▶



MANAGERS
Execute Your Business
Strategy ▶



HR PROFESSIONALS
Support the Business ▶

Talent Management is
An Essential Solution
to manage your career or run your
business.

Key components of the Talent Management process include organizational plans, employee career goals, employee performance, and employee development. Successful Talent Management efforts involve employees, managers and



QUICK LINKS

- ✦ Education
- ✦ Tools & Templates
- ✦ Supporting Portals Sites
- ✦ Still Have Questions?

 **CURRENT AVAILABLE**

ORACLE

Retaining Your Key Players

Key Principles



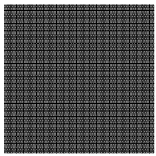
Identify &
"Re-recruit"
your Key
Talent



Share
knowledge
about them
with Oracle
Management

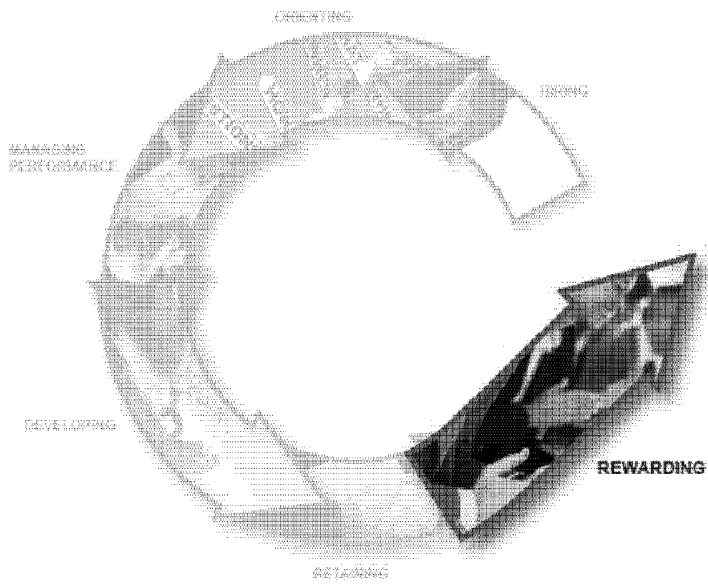


Explore
Talent
Management
at Oracle



Inbox 8

Now that I've been here for 6 months and have a good handle on everything, I want to explore other positions. Can you give me an idea of where the opportunities are in the organization?



Rewarding Your People

- Compensation and benefits
- Challenges for managers



Rewarding Your People

Compensation & Benefits:

- Oracle compensates employees based upon their contributions to the Company and Oracle's financial performance.
- The goal is to attract, retain, and motivate the very best qualified employees.
- Central to Oracle's total compensation philosophy are:
 - Recognition and reward
 - Open communication
 - Market competitiveness



Rewarding Your People

Compensation considerations:

- Different functions with different types of pay needs
 - Sales
 - Consulting
 - Development, Support, F&A
- Most roles in Oracle have a salary range to guide managers in recruitment and salary adjustment decisions
- Differences : local legislation and practices
i.e. Benefit offerings vary by location



Rewarding Your People

Challenges for Managers:

- Managing the differences in remuneration levels of new hires and current employees
- Autonomy given to different LOB's and therefore the need to manage the differences
- Managing employees' expectations
- May not be able to exert influence on budget allocation
- Striking a balance in rewarding performers & non-performers

Rewarding Your People

Key Principles

Compensation
based upon
individual
contributions
and Oracle's
financial
performance

Differences
according to
functions

Differences
according to
local laws
and practice



Oracle Employee Lifecycle

In this section, you have discovered principles and the main processes and tools for:

- Hiring
- Orienting
- Managing Performance
- Developing
- Retaining
- Rewarding

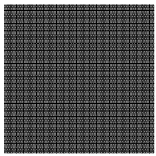
Please complete your knowledge with reference to our Regional and Local websites

Roles of a Manager

Inbox Scenarios

- Inbox 1
- Inbox 2
- Inbox 3
- Inbox 4
- Inbox 5





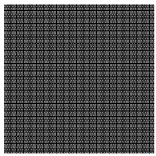
Inbox 1

Bob is at it again – telling jokes that belong in a locker room. I know he thinks he is amusing but he needs to give it a rest.



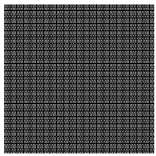
Inbox 2

As you know, I was not very happy with my recent performance review with you. So, I took it upon myself to ask my colleagues and internal customers to provide me some feedback on my performance. I have attached their feedback for your review since I think it indicates that I am clearly a stronger performer than my review reflects. Please let me know when you are free to discuss.



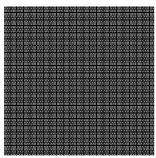
Inbox 3

I just sent you my expense report. I hope you don't mind my including the purchase of several plants for my office since it is so drab and a few holiday decorations.



Inbox 4

Hi, I forgot to mention this yesterday but I'm taking today off. I'm near my vacation limit quota anyway and Siva can cover for me. See you tomorrow.



Inbox 5

I belong to a software engineering networking group and I heard from several of my colleagues that even though I perform the same job as they do, they make a lot more money than I do.

Can you provide to me my salary range since I think that I am being underpaid?



Oracle Resources, Policies & Procedures

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Manager Essentials Product Development Version FY13

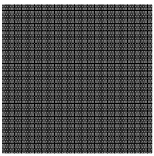
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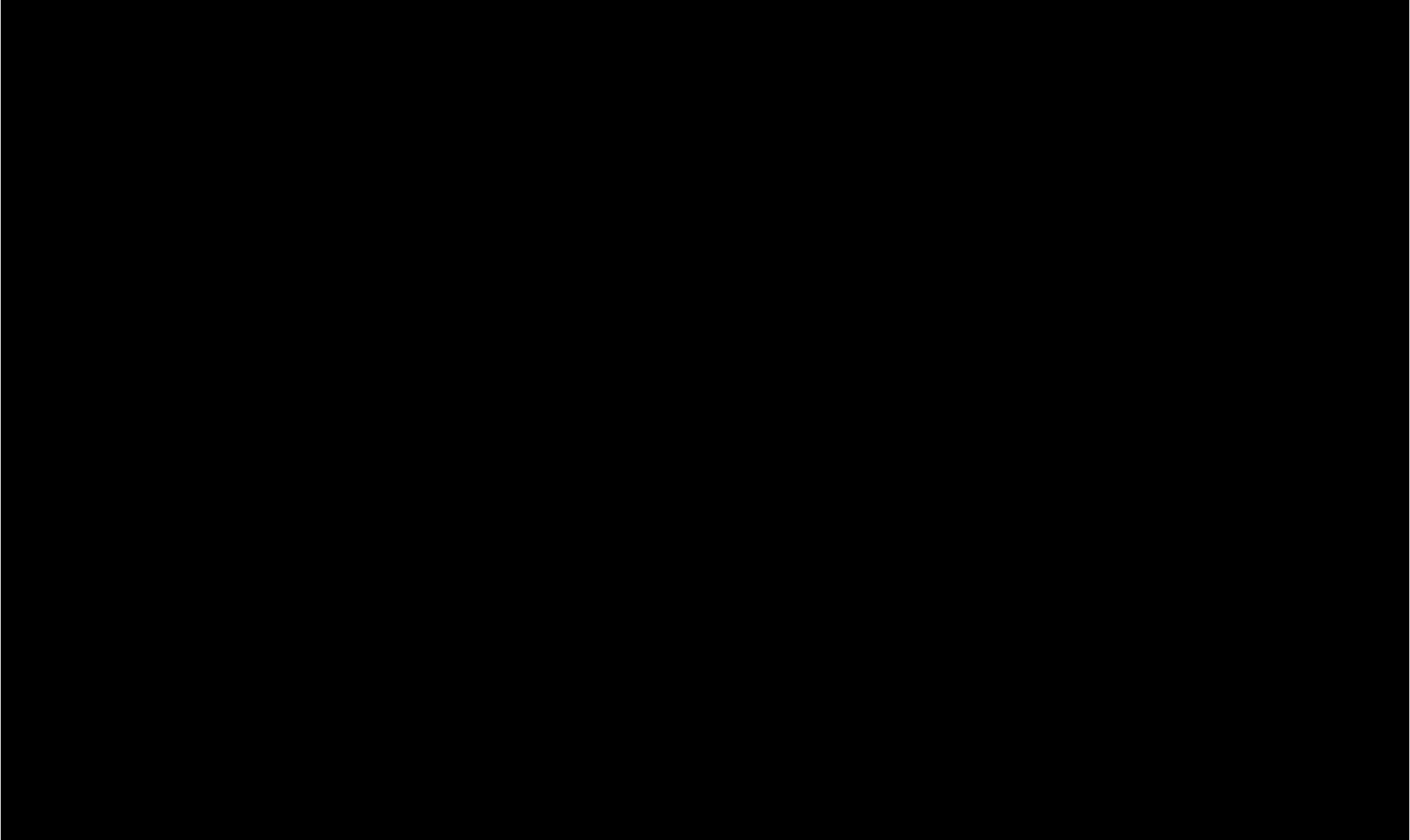
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HR Support Structure



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HR Support Structure

NOTE for U.S. Employees: The responsibilities of the HR Representatives and HR Managers are outlined below.

HR Representative:

- Work with employees to resolve HR processing issues
- Approve all Candidate Offers
- Advise employees on relocation guidelines
- Process Mass Change Spreadsheets
- Respond to employee questions on routine policy and resource matters
- Work with employees and managers to ensure accurate HR data
- Complete Workers' Compensation claim forms
- Conduct exit interviews
- Facilitate effective approval process for hiring, transfers (benchmark analysis), status changes, unpaid leaves, voluntary terminations and temporary employee transactions

HR Manager:

- Partner with division management to enhance organizational and individual development
- Facilitate resolution of employee relations issues
- Train and assure that managers/employees are current on HR policies, practices and procedures
- Support compensation programs and provide counsel on appropriate use of job codes, titles and promotional practices
- Facilitate an effective performance management process
- Available as resource for employees to discuss issues related to their employment
- Coordinate appropriate resources to facilitate resolution of visa issues

HR Support Structure



Benefits Representative

- Questions relating to employee benefits including open enrollment, leaves of absence COBRA, etc.
- Assigned by employee's last name



Americas HR Shared Services

- Questions:
 - ✓ Vacation balances
 - ✓ Use of Self Service Apps

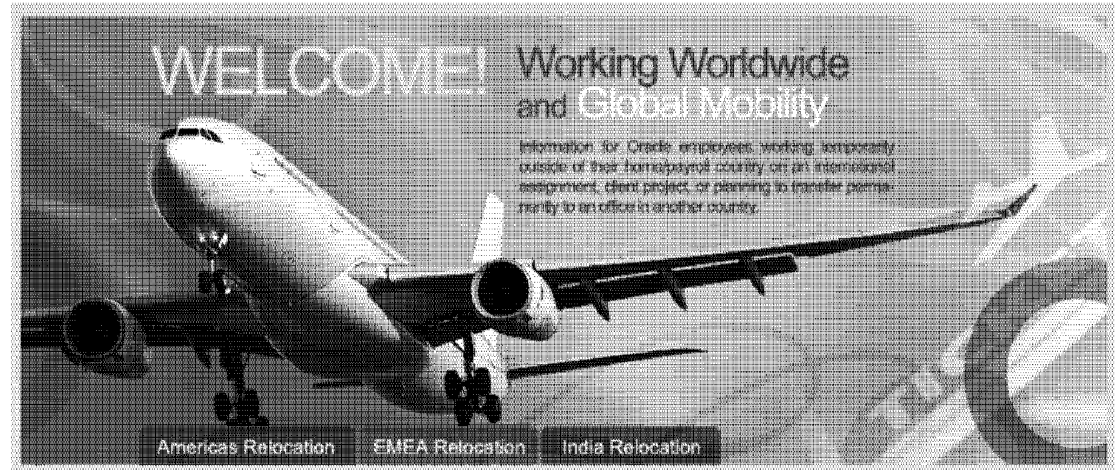


HR Policies Quiz

- An employee can travel to an international country for vacation, then, you, as the manager, can allow the employee to work in that country after his/her vacation has completed. TRUE/FALSE
- Oracle incurs payroll taxes and liabilities in the US and the global country if an employee is traveling to a global country and the employee decides to work and the country allows the employee to work in that country. TRUE/FALSE
- If a US-based employee relocates to another part of the US and will be telecommuting from another state, the manager needs to initiate a work location change for the employee. TRUE/FALSE
- If an employee continues to show a physical work address that is headquarters but the employee is actually working out of another state, that is appropriate since someone collects his/her physical mail at HQ and forwards the mail to the employee on a periodic basis. TRUE/FALSE
- An international transfer requires an i-recruitment posting before the manager initiates movement of the employee. TRUE/FALSE
- For a US-based, internal transfer, a manager can transfer an acquired employee prior to 12 months of him/her being in a position. TRUE/FALSE
- A manager can allow an employee to work part-time because the employee requests a part-time schedule due to needing to care for his/her ill spouse. TRUE/FALSE
- A manager can decide to “fire” an employee on-the-spot and ensure that they do not return to the workplace on that very same day. TRUE/FALSE
- Executive management reviews a monthly report that shows all managers who have not completed the Preventing Workplace Harassment training. TRUE/FALSE
- Employees need to forward requests for press releases and market analysis to the Public Relations Organization. TRUE/FALSE

International HR / Global Mobility

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



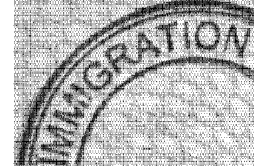
- Some of the key activities are:
 - Global Immigration & Compliance
 - Int'l Assignment Planning and Preparation
 - Partnering with Tax for Compliance
 - Setting Country Strategy
 - Contract Negotiation and Supplier Management
 - Problem Resolution

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Immigration & Tax Compliance at Oracle

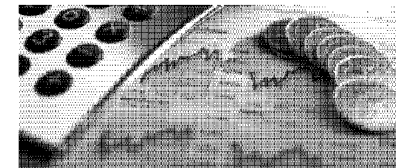
Business Visitors-Allowable Activities

- Attending business meetings
- Attending a seminar or conference
- Visiting a customer or potential customer for a sales meeting or to gather information about a project
- Will be in the country for less than 30 days and will not be making multiple entries into that country



Activities that are not allowed on a business visitor visa – Requires a work permit

- Project management / consulting services
- Hands-on technical assistance
- Software development, upgrades or implementing Oracle applications
- Multiple entries into the same country
- More than 30 days



Tax Facts

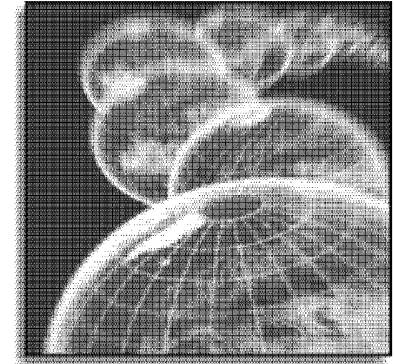
- Tax liabilities can arise after working 1 day in a foreign location
- Employees are taxed based on physical work location (not where they are paid)
- Oracle may be required to remit taxes monthly
- Interest/penalties can be assessed for non-compliance of tax laws



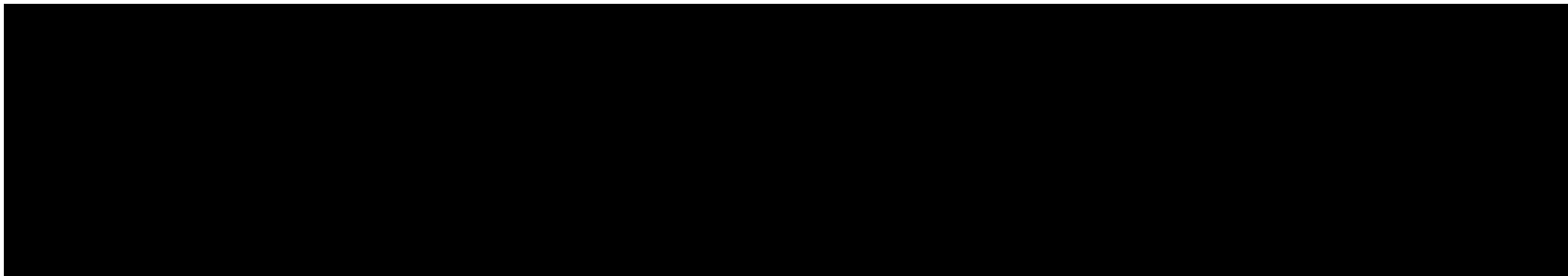
Compliance at Oracle: Mandatory

- Oracle's policy is that employees must live and work in the country where they are paid
 - Fines and penalties apply to the employee and the Company whether intentionally or unintentionally in violation
 - Dual citizenship does not exempt an employee from other areas of compliance
 - It is the employee's responsibility to ensure s/he has the proper authorization to physically be and work in the destination country
- The action of one employee may impact Oracle's overall global immigration and international assignment programs including the ability to obtain work permits
 - Failure to comply may be subject to disciplinary action up to and including termination

Travel Tips at Oracle



- Ensure you have appropriate immigration documents prior to traveling
- If no immigration documents are required, ensure there are no tax or labor law requirements prior to traveling
- Ensure there are no security concerns prior to traveling
- Ensure compliance with Physical, Global Information and Product Security & Safety
- Contact Global Mobility



Immigration

Working Worldwide and Global Mobility

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

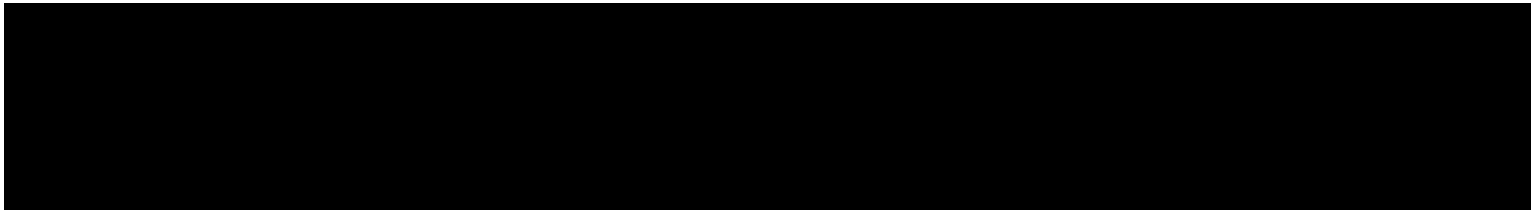
- Oracle's immigration policies, guidelines & processes
- Visas and Work Permits
- Invitation Letters
- Frequently Asked Questions
- Dedicated Oracle Immigration Program Link

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US Domestic Transfers

- Time in Position
 - 12 months as standard for Oracle and Product Development, unless releasing and receiving managers agree to earlier date
- Process
 - iRecruitment
 - A move into or out of Product Development Division
 - Other Template – Change Cost Center, Location, and/or Manager
 - A move within an org of a direct report of Thomas Kurian due to a restructure/reorganization



US Domestic Transfers - Continued

- Hiring/Receiving Manager's Responsibilities
 - 14 day job posting requirement applies
 - If a hiring manager wants to encourage an employee to respond to a posting, the hiring manager must first seek approval from the current manager (no "poaching")
 - The hiring manager need not inform the current manager of an employee-initiated application
 - Before extending an offer or initiating the transfer form, consult with the current manager as a reference check and to discuss transfer details
- Generally, no change in base salary and job level
 - Exceptions require Larry's approval
 - Car allowances should discontinue upon transfer to PD or other LOBs
- Workflow Status Monitor
 - 

Leaves of Absence

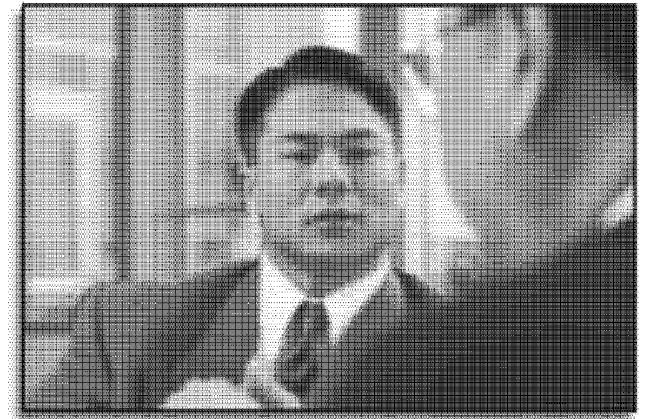
Types of LOAs

- Medical
 - Family Medical Leave Act (FMLA)
 - California Family Rights Act (CFRA)
 - Short and Long term Disability Leave
 - Worker's Comp
- Personal Leaves (PLOA)
 - Not job protected
 - Unpaid



Terminations

- Voluntary
- Involuntary
- Check with region/country specific process
- Engage with HR early



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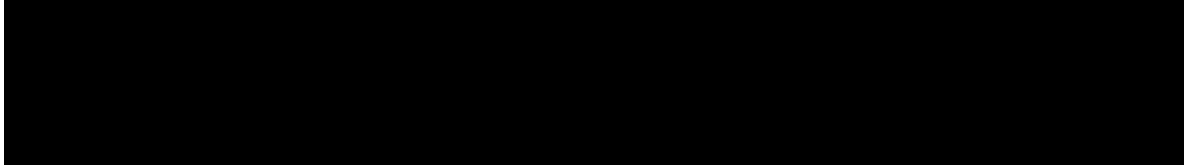


Learn About Oracle Policies

Oracle employees are responsible for knowing and abiding by the content of these courses:

- Information Protection Awareness
- Ethics and Business Conduct (*Booklets available from HR*)
- Sexual Harassment Awareness - Employee
- Preventing Workplace Harassment - U.S. Managers Edition

Oracle employees must complete the online courses within 30 days of starting employment with Oracle



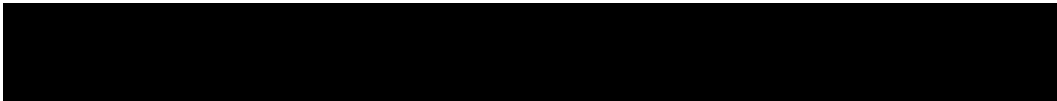
Oracle Compliance Website



Visit the OU Reporting Dashboard to check your completion status at:



There are other required courses for certain groups of people based upon location or role. Visit the main compliance page to learn more.



Ethics Hotline and Website

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Oracle Integrity Helpline

[MAIN PAGE](#) [CODE OF CONDUCT](#) [ANTI-CORRUPTION POLICY](#) [FAQS](#)

Oracle is committed to promoting a corporate culture that is centered on integrity, accountability and ethical business conduct. Oracle's integrity Helpline provides the company's employees, business partners, customers and other stakeholders around the globe a resource for asking questions or voicing concerns regarding compliance and ethics at Oracle. Oracle has contracted with an independent third party, EthicsPoint, to provide the integrity Helpline service.

Anyone may visit this website or call the integrity Helpline at any time to request guidance, report suspected violations of law, Oracle's Code of Ethics and Business Conduct or related policies, and follow up on an

Report a Concern

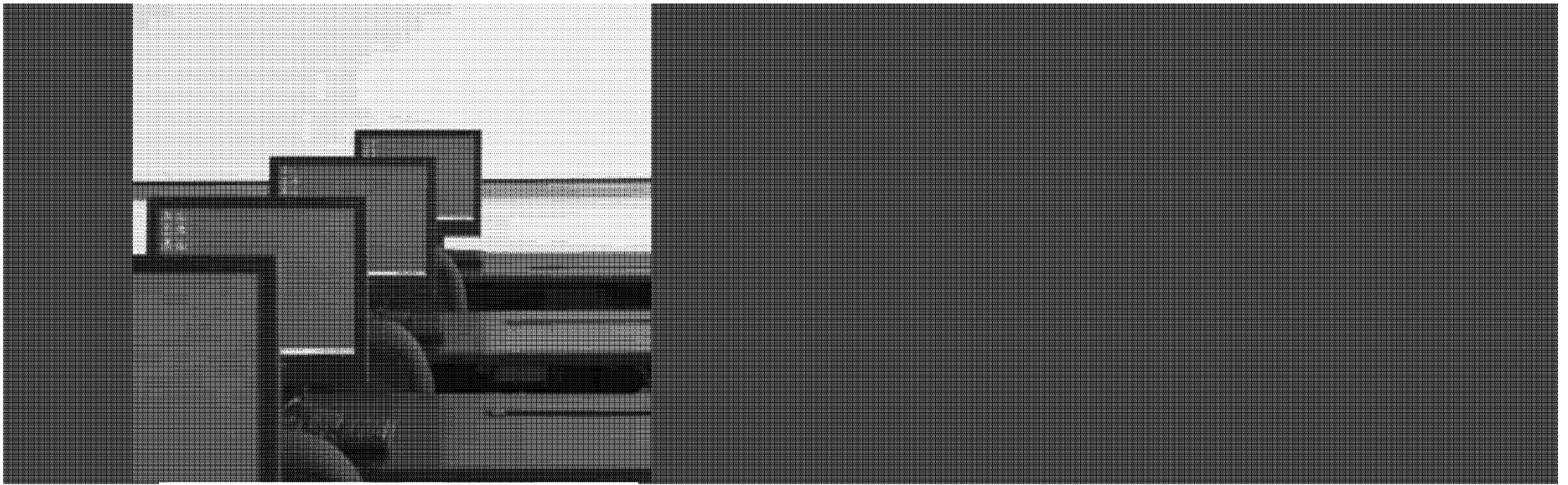
[Click here to report a suspected violation of Oracle's Code of Ethics and Business Conduct.](#)

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Policy for Communication with Press and Analysts

- ALL press and market analyst inquiries must be forwarded to our Public Relations/Analyst Relations organization
- You must NOT act as an official spokesperson for Oracle without their prior authorization
- Leaks of Oracle information to the press or analysts will be investigated in a legal and ethical manner



Online Manager Resources

ORACLE

Manager Essentials Product Development Version FY13

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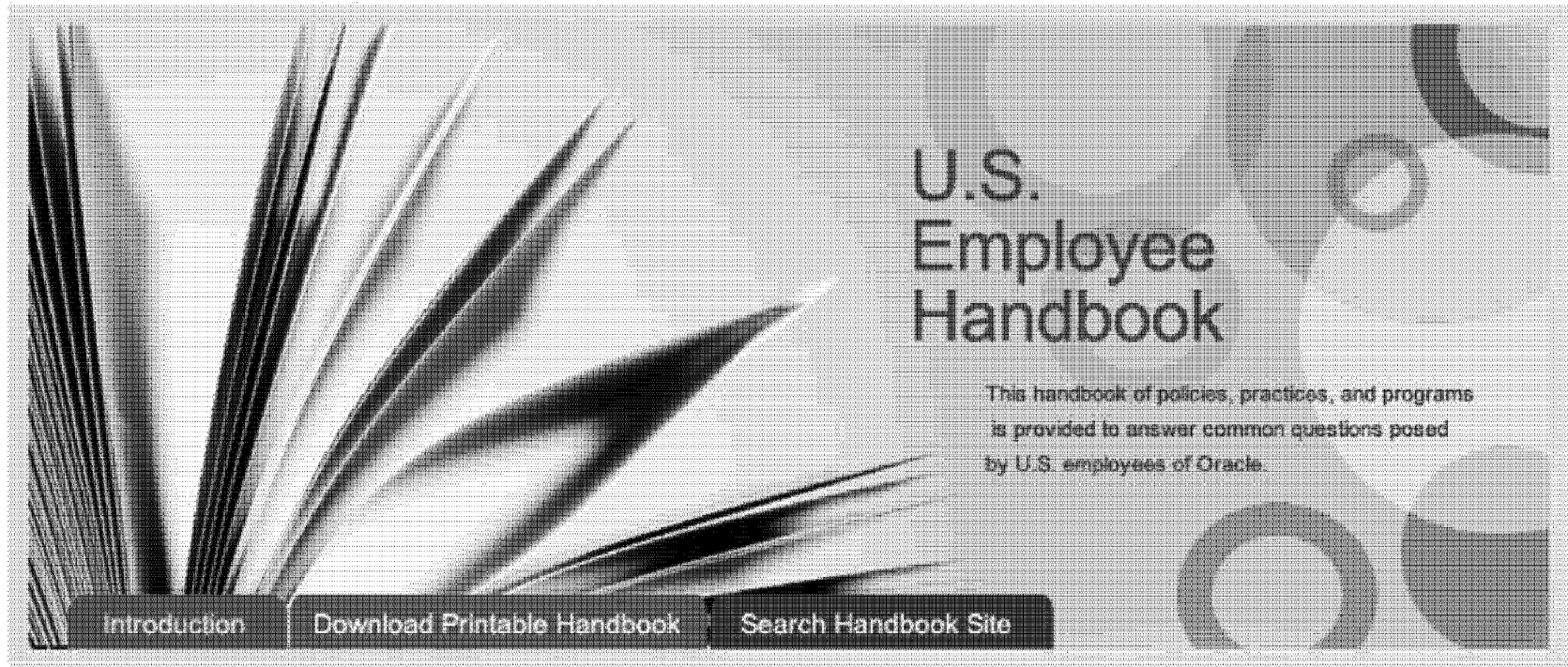
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Oracle Employee Handbook



- Online tool that covers policies, practices, and programs
- Provided to answer common questions posed by employees
- Managers are responsible for their employees understanding and following policies outlined in handbook

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Manager Self Service

Global Manager Self Service

- All HR Transactions Saved for Later
- HR Transactions
- Expenses Management Reports
- Manager Views

(Regional) Manager Self Service

- iRecruitment Manager
- Relocation
- Manager's Resource Guide
- Manager HR Self Service Guide
- Vacation Inquiry
- OTL Inquiry

Payroll Timecard Approval

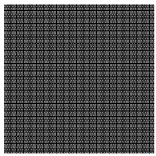
- Approvals

Compensation Management

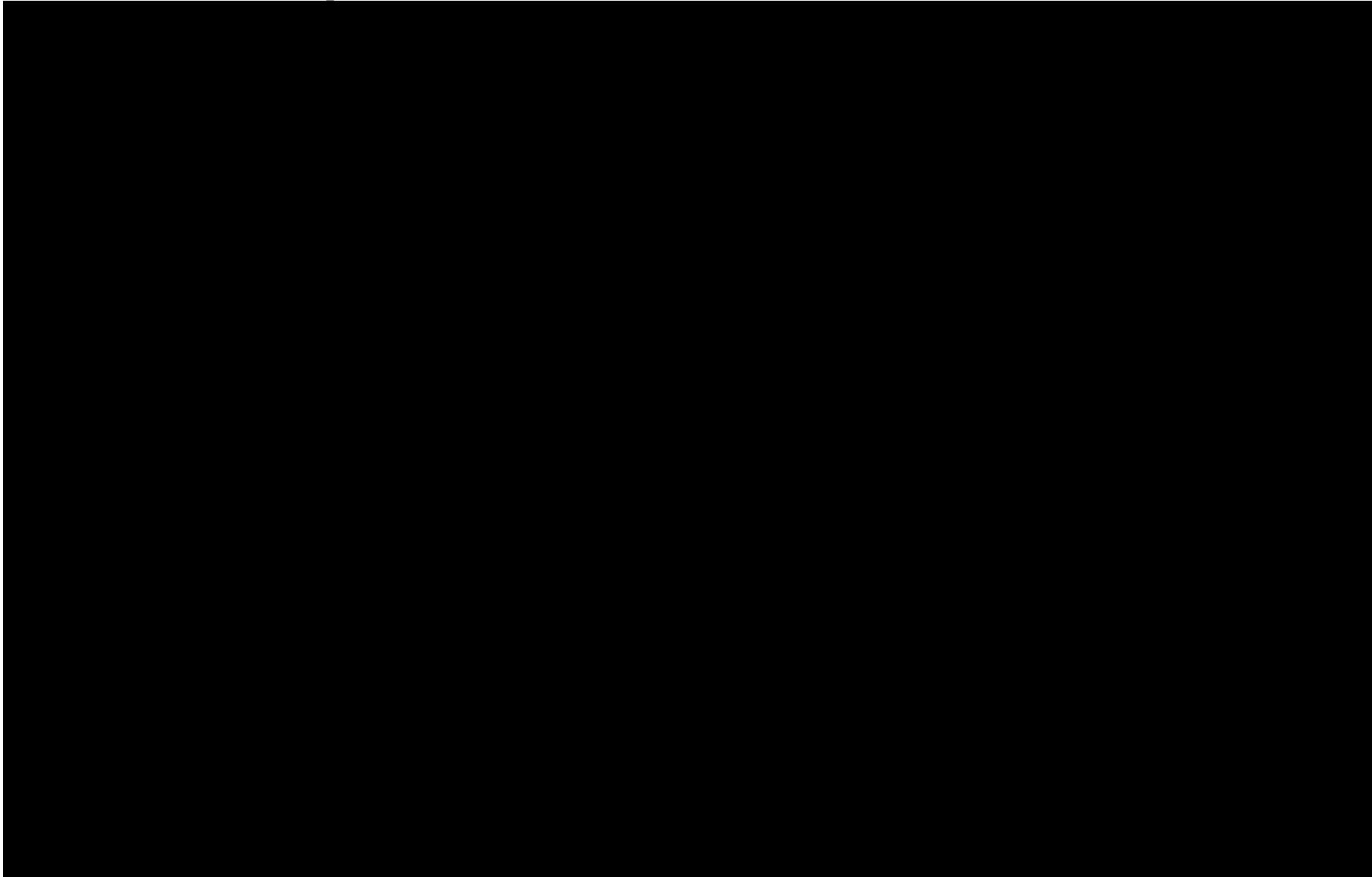
- Compensation Workbench

Email Templates

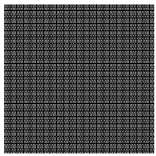
- Start Date Change Request
- Cancel Hire Request
- Cancel Term Request
- Change Term Request
- HR Applicant Tracking Form
- LOA - Personal



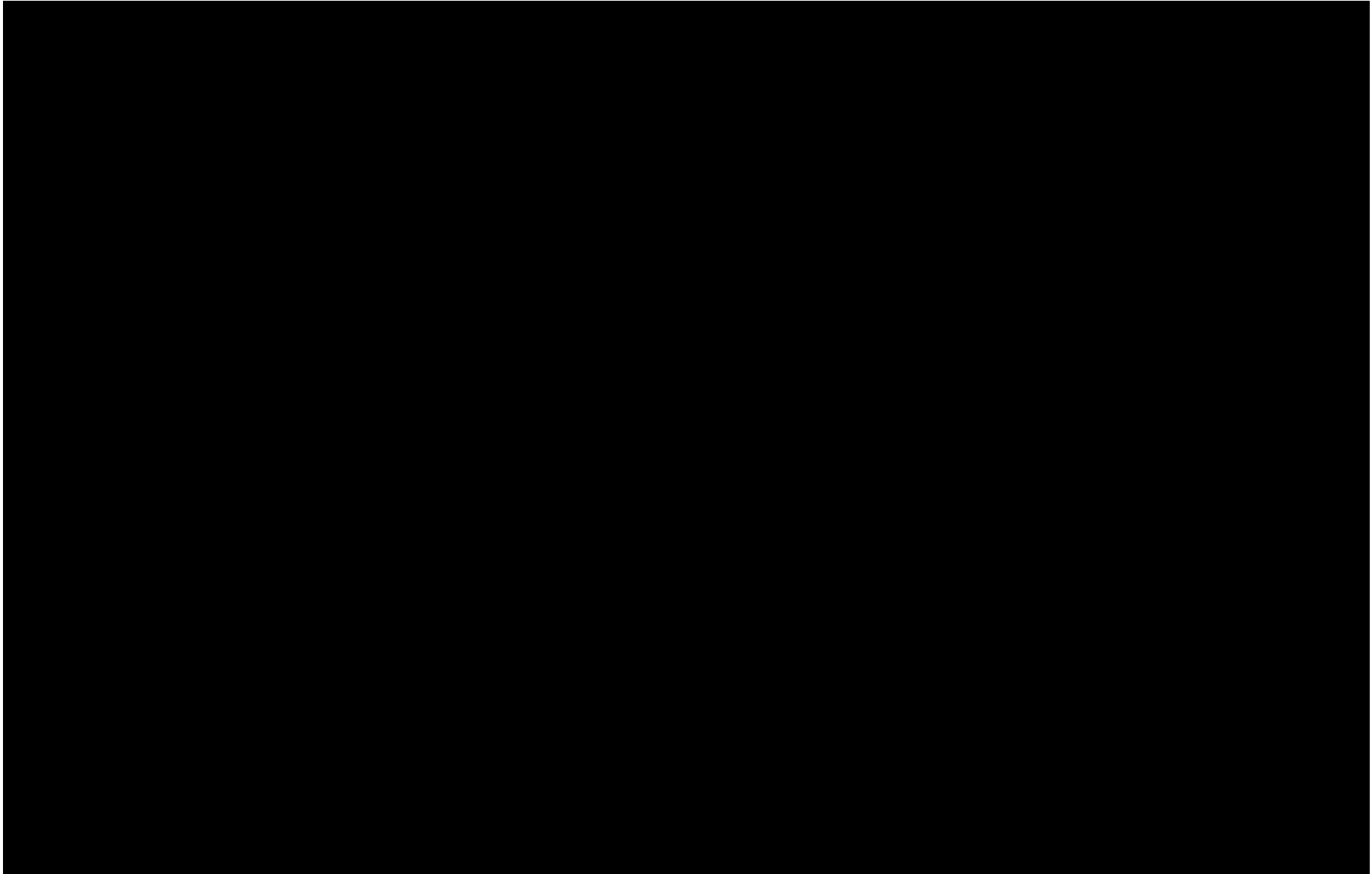
US Manager HR Self Service



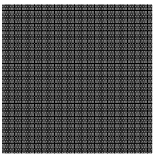
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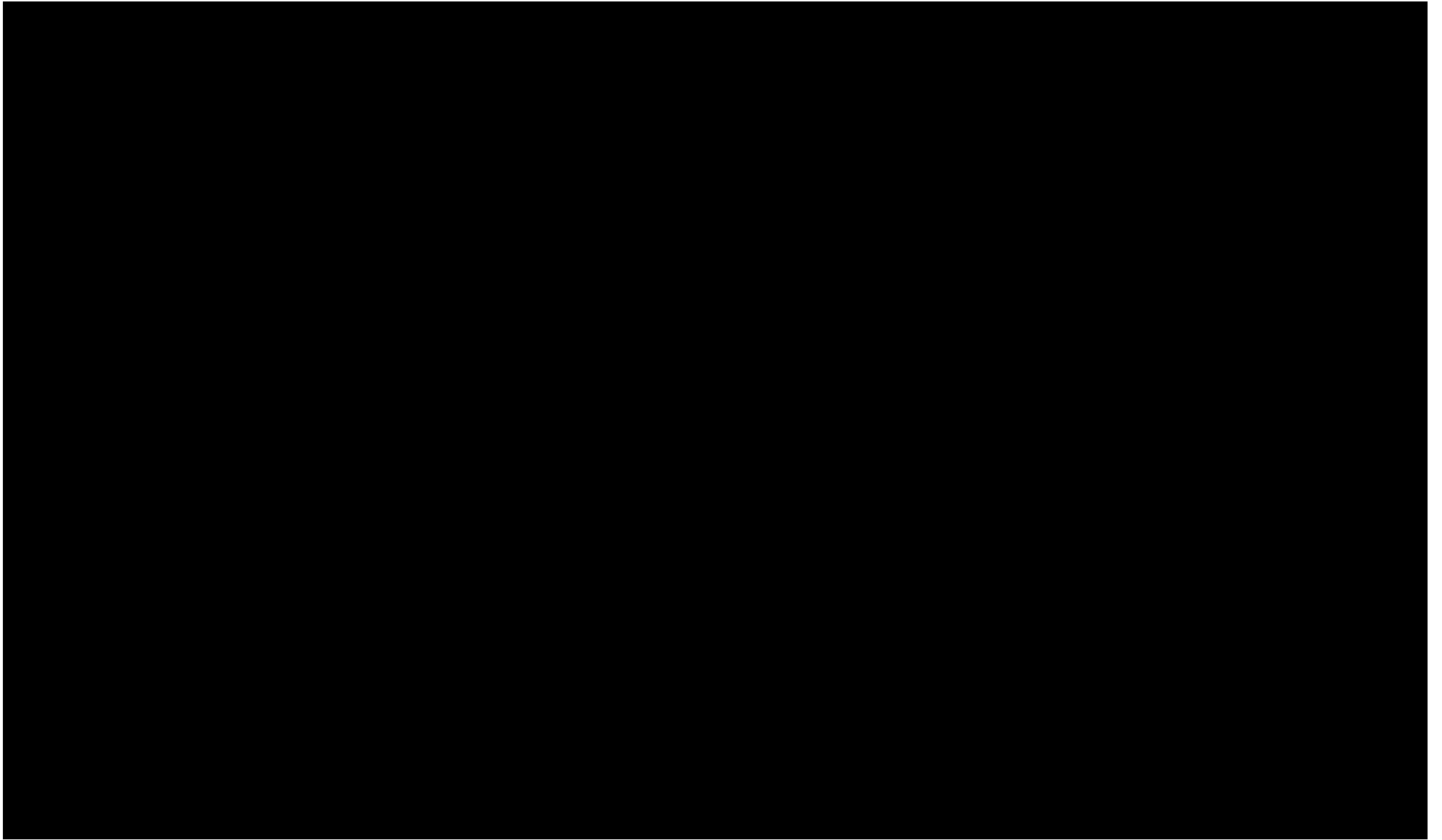
Global Human Resources



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US Manager Resource Guide



ORACLE



Virtual Information Services (VIS)

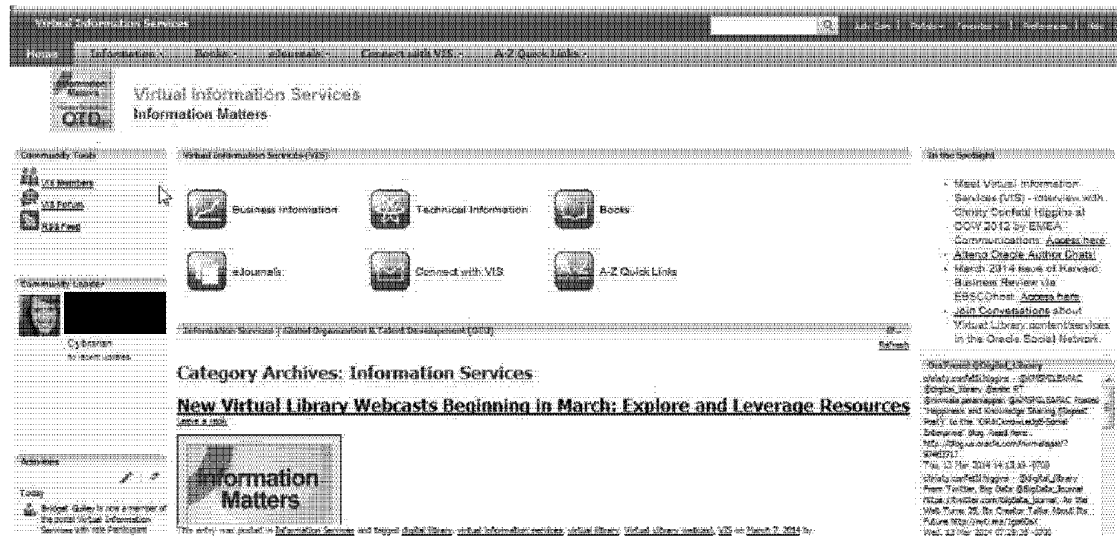
Good Information = Smart Decisions = Better Business

- Virtual Information Services
 - Enable Oracle leaders and employees by providing them with high quality information services to learn, innovate, develop, make effective decisions, stay competitive, and grow the business
- VIS is about:
 - Connecting information and people
 - Going deeper than Google
 - Search expertise in fee based and open web information (Google, social tools, etc.)
 - Helping to make sense out of all the information – provide clarification
 - Information consulting
 - Information mapping and integration

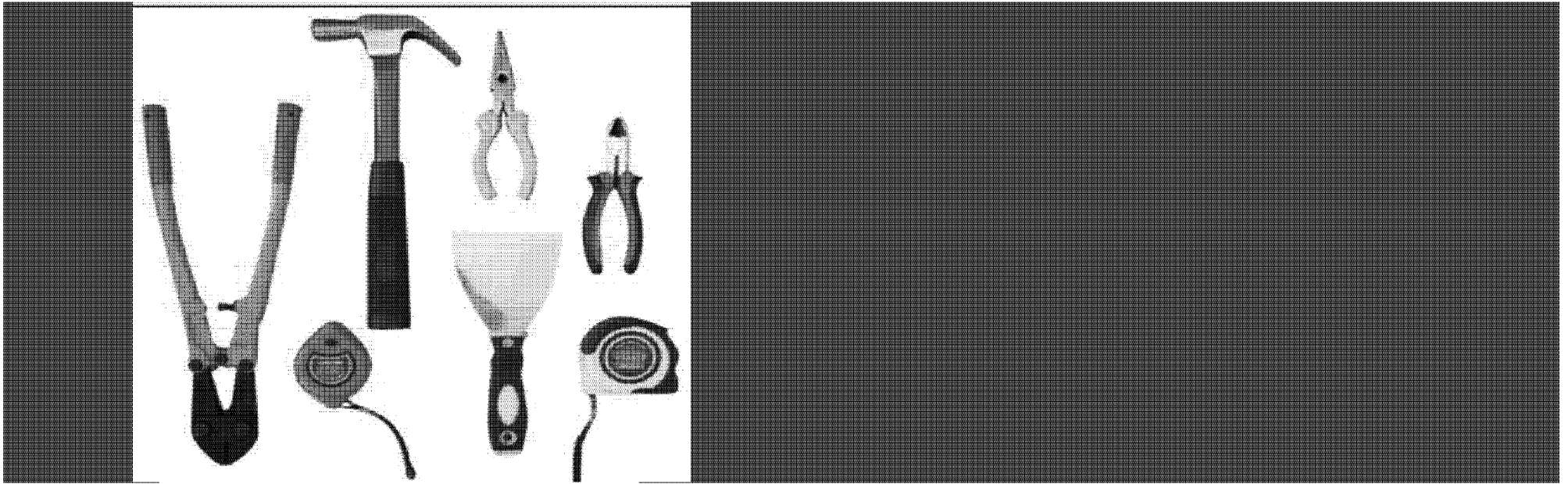
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Information Beyond Google!

Business and Technical Critical Information for Oracle's Business



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Online Manager Tools



Manager On-Boarding Portal



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The First 100 Days – Manager Checklist

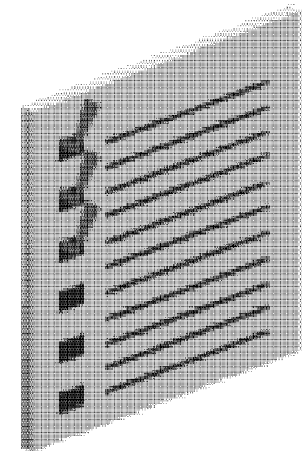
First 100 Days Leading at Oracle

FIRST 15 DAYS FIRST 30 DAYS FIRST 60 DAYS FIRST 90 DAYS FIRST 100 DAYS

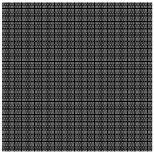
The First 100 days of leading at Oracle checklist is provided as a reference tool with information about activities all new managers at Oracle need to know or do within their first 100 days at Oracle,

This checklist includes information about Oracle processes and resources, and provides helpful tools to guide you during your on-boarding experience.

Click the tabs at the top of the page to see activities and tools you should become familiar with during your first 100 days of leading at Oracle.



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The First 100 Days – Manager Checklist

- Provides a Structured Program for the 1st 100 days of managing at Oracle
- Quick Check List with all the relevant activities managers should complete during first 100 days leading at Oracle
- Provides managers with tools and links to support their learning during the first 100 days

Leading Organizational Change

Global Change Management Wiki

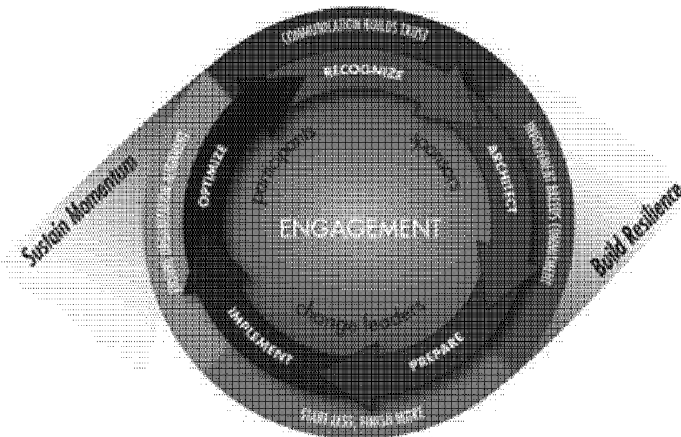
[Home](#) | [Logout](#) | [Search](#) | [Config](#) | [View](#) | [Edit](#) | [History](#) | [Print](#)

Global Change Management Toolkit

Filed in: Global Change Management Main | Modified on: Wed, 30 Dec 10

The purpose of this Toolkit is to provide you with the resources necessary to effectively manage change initiatives in your organization. Within the Toolkit, you'll find details on different training programs, resources and tools that you may find useful. If you are facing a large scale change with which you need help, please contact [Global Organizational and Talent Development \(OTD\)](#) for additional options.

Oracle Change Leadership Framework



Engagement – The core of successful change. If a person is engaged in the change, he or she will be more accepting of the change.
Sponsors – People who remove roadblocks and help the change team achieve its goal.
Change Leaders – People who drive the change in an organization and ensure its successful implementation.
Participants – Those people impacted by the change. Recognize and address the needs and concerns of these people to ensure change success.
Recognize – This is the compelling business reason for the change that allows people to understand the need for the change.
Architect – What the organization will look like when the change is fully implemented - a picture of the future state.
Prepare - Define the current state of the organization and the gaps between the current state and the desired state.
Implement – The actions needed to move from the current state to the desired state.
Optimize - Recognizing the benefits of the change and determine if the desired state has been fully integrated into the organization.
Build Resilience – As people learn a managed approach to change, they are more capable of dealing with change, and the organization's ability to positively manage change will grow.
Sustain Momentum – A structured approach to change allows an organization to integrate change without slowing or stopping its other activities, thereby sustaining the momentum of the organization.

On Our Bookshelf

The titles below are books that OTD members have found useful when learning more about change and the impact of change on an organization.

- * [Managing Transitions: Making the Most of Change](#) - William Bridges
- * [The Change Leader's Roadmap: How to Navigate Your Organization's Transformation](#) - Linda Ackerman Anderson and Dean Anderson
- * [Managing At the Speed of Change](#) - Daryl K. Connor
- * [Who Moved My Cheese?](#) - Spencer Johnson and Ken Blanchard
- * [Our Iceberg is Melting](#) - John Kotter
- * [Leading Change](#) - John Kotter
- * [Beyond the Wall of Resistance](#) - Rick Maurer
- * [Influence: The Power to Change Anything](#) - Kerry Patterson et al
- * [Switch! How to Change Things](#)

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Leading Teams to High Performance

LEADING TEAMS to *High Performance*

Are you leading a new team, have new team members joining your team, or managing an intact team with a new mission? If so, your team is likely facing challenges during the transition. This portal provides training, guidelines and resources to help your team overcome these challenges to achieve maximum effectiveness.

TEAM DEVELOPMENT MODEL

How Do I Get Started?

Evaluate which stage of team development your team is in, and click on the stage to find more information to help you successfully manage your team to high performance.

Source: Dr. Bruce Tuckman

FORMING <small>Is your team just beginning, or are you adding new members?</small>	PERFORMING <small>Is your team productive and ready for success?</small>
STORMING <small>Is there conflict and tension among the team members?</small>	NORMING <small>Is your team looking for more leadership?</small>

Resources

Leading Teams to High Performance Recorded Webcast: [27 Minutes](#)
[Click here to view the Webcast.](#)



Global Organization and Talent Development

Global Human Resources Organization & Talent Development

Organization Development

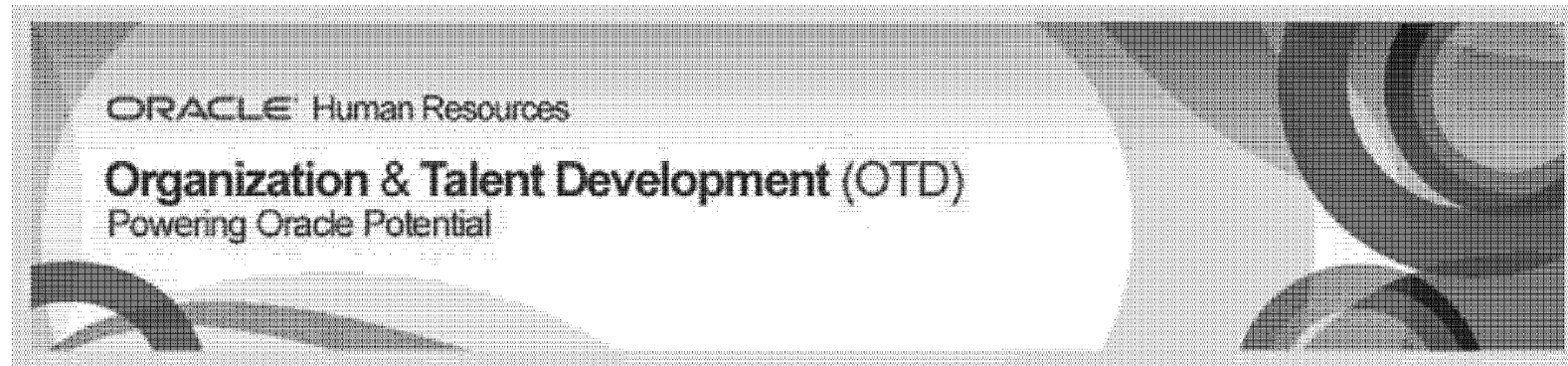
Talent Management

Leadership Development

Professional Development

Virtual Library

Search



ORGANIZATION DEVELOPMENT
Develop Your Organization Through Our Solutions

TALENT MANAGEMENT
Grow Your Organization Through the HR System

LEADERSHIP DEVELOPMENT
Expand Your Leadership Skills

PROFESSIONAL DEVELOPMENT
Expand Your Professional Skills

VIRTUAL LIBRARY
Information for Learning and Decision Making

Organization & Talent Development

Oracle's success depends on the capabilities of our people and the effectiveness of our organizations. Organization & Talent Development (OTD) provides solutions and consulting services that assist individuals, leaders, and teams.

Our offerings for Organization Development help leaders design organizations that work smoothly and achieve their strategic goals. Our Talent Management process and tools help leadership teams tap the talent of their people. We have a wide variety of leadership and professional development resources to grow the skills and careers of our employees. [Learn more.](#)

Quick Links

- [About OTD](#)
- [Career Development Portal](#)
- [Contact Us](#)
- [Develop My Skills: OTD Learning Centers](#)
- [Diversity & Inclusion](#)
- [Human Resources](#)
- [Looking for a Class?](#)
- [Leadership & Coaching](#)

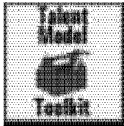
OTD Blogs

[OWL Spain Hosts Author Maribel Maseda for International Women's Day Event](#)
(03/17/2014)

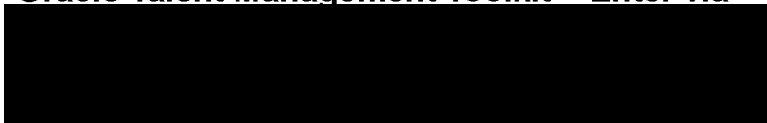
[OWL UK Donates Clothes for Job Seekers in Honor of International Women's Day](#)

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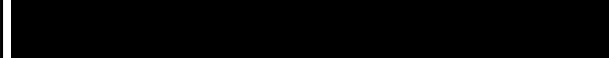
Global OTD Toolkits



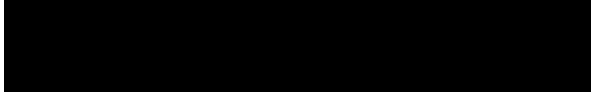
Oracle Talent Management Toolkit – Enter via



Oracle Job Readiness Toolkit – Enter via Manager



Oracle New Hire Toolkit – Enter via



Oracle Performance Management Toolkit – Enter via



Oracle Candidate Interview Toolkit – Enter via



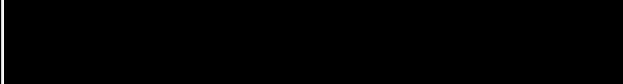
Oracle Executive Resource Portal – Enter via



Oracle My Career Toolkit – Enter via



Oracle Job Competency Toolkit – Enter via



Oracle University

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Employee Training

Find a Course

- Products and Services
- Industries
- Solutions
- Public Classes
- My Learning
- Compliance
- Professional Skills
- Regional Training

Extreme Price/Performance. In-Memory Computing.

The SPARC M6-32 server is Oracle's big memory machine. With up to 32 terabytes of memory, transforming workloads completely, the SPARC M6-32 server offers extreme performance for the biggest financial services workloads.

Training Available Now

- On the Self-Study CD Courses
- Training on Demand (TOD)
- Get Oracle Certified

RSS Feeds Applications Core Technology Systems Industries Fusion

Newsletters

Training Weeklies

- Applications Weekly
- Core Tech Bi-Weekly
- Systems Weekly
- Industries Bi-Weekly

Training Connection

- Americas
- India
- EMEA
- APAC

[Need Previous Editions?](#)

- Database Training**
- Oracle Database 12c
 - Enterprise Manager
 - Big Data
 - ExoData
 - Oracle Cloud
 - Data Warehousing
 - Real Application Clusters
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- Applications Training**
- Oracle Cloud Application Services
 - Oracle Fusion Applications
 - Oracle E-Business Suite
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 - Oracle RightNow
 - Oracle Knowledge
 - Oracle Commerce
 - Oracle Endeca Commerce
 - Oracle ATG Web Commerce
 - Oracle CRM On Demand
 - JD Edwards EnterpriseOne

- Server and Storage Systems Training**
- Sun Servers
 - Storage and Tape
 - ExoData Database Machine
 - Oracle Solars
 - Virtualization

- Industries Training**
- Communications
 - Financial Services
 - Healthcare
 - High Technology
 - Insurance
 - Life Sciences
 - Public Sector
 - Retail
 - Utilities
 - Aerospace and Defense
 - Automotive
 - Chemicals
 - Education and Research
 - Engineering and Construction

RESOURCES

Access

- OU Search
- Live Webcast Calendar
- Course Matrix

Reports

Presenter's Corner

Training Plan System Overview

Public Courses

- Training On Demand (TOD)
- Online Self-Study Courses
- Register for a Class
- Courseware Repository
- Get Certified

Welcome | [FAQ](#) | [Contact Us](#)

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Oracle University

The screenshot shows the Oracle University Employee Training Connection website. At the top left is the Oracle logo. The main header area features the text "Employee Training Connection" and "November 2012 | North America" on the left, and "Oracle University Employee Training" on the right, with a background image of two people in a meeting. Below the header, the page is divided into several sections:

- Find Classes by Product:** A section with a magnifying glass icon and a brief description: "Select a link from the right side menu to see all upcoming classes for that product. Class lists are by default sorted by location. Re-sort as desired using a column head or use the left menu to apply additional filters. Enroll in an Live Virtual Class (LVC) to attend our world-class, instructor-led training without leaving your desk (Location: ONLINE)." Below this is a banner for "OTD Looking for a Class" with a background image of a person's hands.
- Find Classes by Location:** A section with a magnifying glass icon.
- Upcoming Classes:** A section with a magnifying glass icon.
- Featured Classes:** A section listing "Q2FY13: North America ILT Live Virtual Classes Training On Demand".
- Classes by Product:** A vertical list of product categories: Agile, AutoVue, ATG, BEA, CRM On Demand, Database, Development Tools, Endeca, Oracle Exadata, Oracle E-Business Suite, Governance, Risk, and Compliance, and Hyperion.



Networking Tools

- ARIA
 - See employee contact information and organizational structures
- Oracle Review
 - Collaborate with single or multiple stakeholders or reviewers
- Oracle Social Network, Oracle Connect, OraTweet
 - Build work groups and connect to other Oracle employees
- Beehive Workspaces
 - Upload documents and share files with work groups

Check out the Social Networking & Business Collaboration website:





Inbox 9

I just got back from my trip to Chicago – loved all the steakhouses and good red wine. I couldn't believe the prices – wait until you get this expense report. Luckily at least Oracle doesn't have a limit on dinner!



Coaching and Effective Feedback

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Manager Essentials Product Development Version FY13

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Characteristics of Effective Feedback

- Accurate
- Specific
- Descriptive
- Focus on Behavior
- Consistent
- Timely
- Pertinent
- Helpful



Delivering High Impact Feedback

Set the stage for feedback:

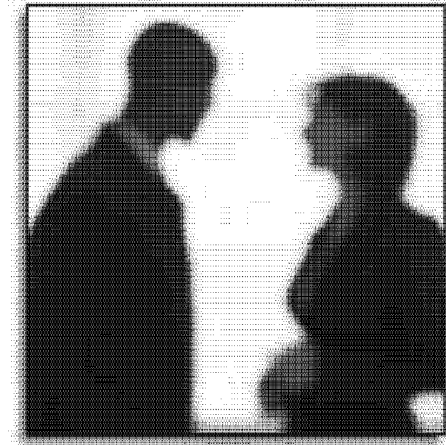
- **Establish trust**
- **Explain your purpose**
- **Be genuine**

Positive Feedback:

- **Be Specific and provide examples**
- **Feedback should be timely**
- **Let the person know what behaviors to continue**
- **Praise in public**

Constructive Criticism:

- **Respect the person's need for privacy**
- **Give feedback that is specific and behavioral**
- **Avoid overwhelming the person and remain calm**
- **Let the person present his/her side of the problem**





7 Tips for Receiving Feedback Gracefully

1. Do welcome constructive feedback
2. Don't justify your position
3. Do accept feedback at face value
4. Don't ruminate on feedback
5. Do evaluate feedback before responding
6. Don't react to feedback with a childish response
7. Do make a choice on how to use the feedback



When Giving Feedback

- Think twice about the “Feedback Sandwich”
 - People miss the key message
 - They discount the positive feedback given
- Be straightforward in your delivery
- Include the specific steps needed to make the correction
- When the correction is made, follow-up with positive feedback on a job well done



Feedback Structure

- Create an opening for giving feedback
 - *Samantha, do you have a few minutes?*
- Describe the behavior or result in a way that person can hear
 - *Good, I wanted to talk to you about something. I recently noticed that.... I am not sure if you realize that...I wanted to address the...*
- State the impact using I language
 - *I have been experiencing xxx due to the....*
- Make the request for changed behavior
 - *Is there something we could agree to moving forward....Do you have any ideas on how to correct this issue?*

The quicker you are, as the feedback giver, to make your point, the kinder the feedback is. "It's kind to be firm."

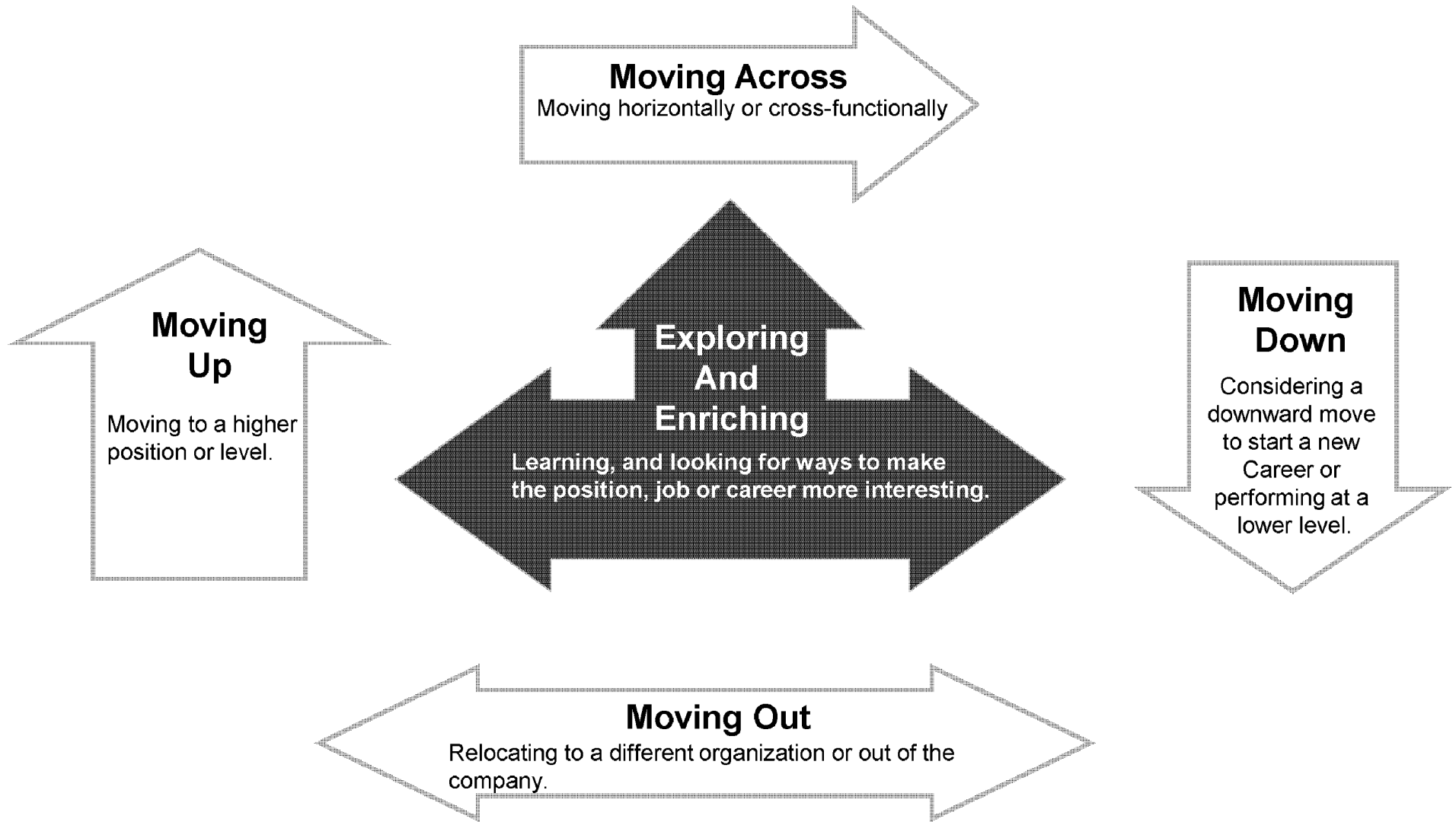


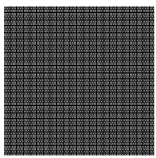
Practice!

Frank was very disruptive in a recent team meeting. He arrived late, began checking e-mail on his laptop, and seemed distracted. You are concerned with Frank's behavior and don't want others on your team to think this behavior is acceptable.

You have noticed that Kimberly's communication, both verbally and via e-mail, is slightly abrasive. It is starting to effect her relationships with her internal customers and people on the team are avoiding working with her. Kimberly is managing a key project for your team and needs to correct this behavior immediately.

The Many Coaching Opportunities





Coaching

DON'Ts:

- Don't make it personal
- Don't only give feedback when there's a problem
- Don't address multiple issues in one discussion

DO's:

- Focus on the issue, behavior, situation, or consequences
- Provide examples of behaviors – who, what, when, where, and how
- Discuss desired competencies and behaviors rather than personality



What Coaching Is Not

Discipline or counseling. Includes:

- Oral warning
- Written warning
- Performance Improvement Plan (PIP)
- Termination



Scenario #1

You are managing a young, bright employee named Sarah. She has a lot of talent and creativity but lacks follow-through skills. You have given her some feedback in the past, but she always gets defensive. You have assigned Sarah to a new, high visibility project for your department.

How should you coach Sarah?



Scenario #2

Jim is a long time, outstanding performer on your team. Jim has been very timid about making any career changes even though he has hit the performance ceiling in his current role. You feel confident that Jim has the skills necessary to move into a management role, but Jim seems to be lacking the confidence.

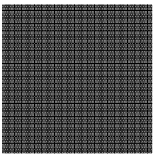
How should you coach Jim?



Inbox 10

I think you should know that Pat isn't carrying the weight that a project leader should. When Chris led the project, the schedule was updated, everybody got the training they needed, etc. You need to help Pat since all of us are doing all the work.

Role play the discussion you would have with Pat.



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3 questions for you

- What is the most valuable thing you got from today?
- What is the least valuable thing you got from today?
- On a scale of 1-10, overall, how useful did the day turn out to be for you?
 - 10 = incredibly useful!
 - 1 = no use at all.

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Coaching Model

