



RFP Response: Scope of Work (SoW) for Job Architecture and Career Pathing

Phase 2: Integration and Implementation



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Phase 2 – Integration and Implementation

Introduction

DENSO North America is advancing into Phase 2 of the “Future Focused Organization” initiative, building on the foundation laid in Phase 1 (Design and Evaluation). In Phase 1, a modern job architecture was designed for the pilot areas (R&D Engineering, Green Engineering, Peace of Mind Engineering, and Sales), complete with streamlined role definitions and a comprehensive skills ontology. Phase 2 (Integration and Implementation) will turn this design into a living system by integrating the new work ontology and career pathing framework into DENSO’s enterprise HR platform. This document outlines the plan for Phase 2, detailing how the Phase 1 deliverables will be implemented within Oracle HCM Cloud (or an equivalent system) to enable organization-wide career path visibility for associates. It also covers required system updates, cost considerations, deliverables, timeline, and acceptance criteria. The approach is designed to be enterprise-ready, ensuring alignment with DENSO’s IT standards and a smooth adoption by both leadership and associates across the United States, Canada, and Mexico.

Objectives

The objectives of Phase 2 – Integration and Implementation are to:

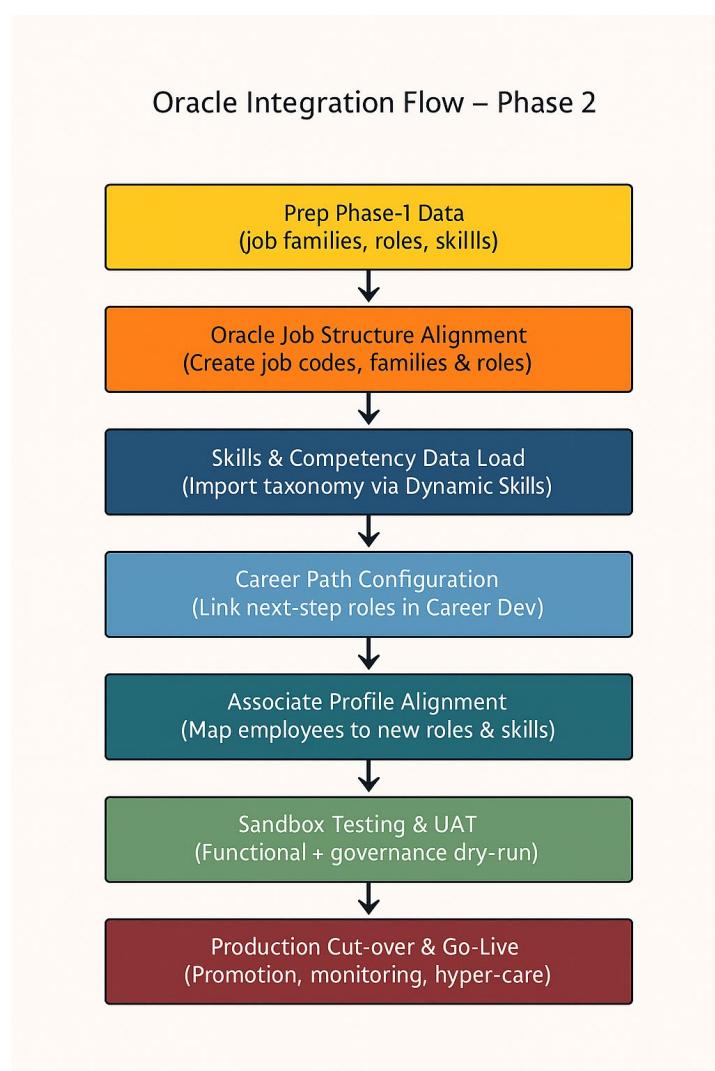
- **Seamless System Integration:** Embed the newly developed job family framework, roles, and skills ontology into DENSO’s Oracle HCM Cloud platform. This involves aligning all pilot positions, associated tasks, and required skills with the Oracle system’s job and talent profile structures, ensuring the data from Phase 1 is fully leveraged within DENSO’s HR ecosystem.
- **Empower Career Visibility:** Enable DENSO associates to view and explore career path opportunities across the organization through Oracle. Employees should be able to see their current role within the context of a broader career progression, identifying potential next roles and the skills or qualifications needed to advance, thereby fostering a culture of career development and internal mobility.
- **Governance and Sustainability:** Implement a clear process and governance for maintaining the job architecture going forward. This includes establishing a standard process to evaluate and add new positions into the framework so that as DENSO’s needs evolve, the Oracle system and career pathing remain up to date. This governance model will ensure the framework’s long-term sustainability and alignment with organizational changes.
- **Transparency of Updates and Costs:** Provide DENSO leadership with full visibility into any system updates, licensing requirements, or integration fees associated with Phase 2. All updates made to the framework during integration will be documented, and any Oracle module licensing or implementation costs will be clearly outlined to support informed decision-making and budgeting.

- **Smooth Transition and Adoption:** Ensure the implementation is carried out with minimal disruption to ongoing HR operations and that key stakeholders are prepared to use and maintain the new system. This includes coordinating with DENSO's HR and IT teams for knowledge transfer, user acceptance testing, and basic training or documentation so that both administrators and end-users (associates and managers) can confidently navigate the new career path features.

These objectives will guide Phase 2 execution, ensuring that the technical integration delivers tangible value for DENSO's workforce development goals while maintaining a high standard of project governance and transparency.

1. Oracle Integration

Integration of Work Ontology into Oracle HCM: In Phase 2, our team will integrate the Phase 1 work ontology (job families, roles, tasks, and skills taxonomy) directly into DENSO's Oracle HCM Cloud environment. We will collaborate closely with DENSO's HRIS/IT departments and Oracle support to configure the system in alignment with the new job architecture. Key activities will include:



- **Oracle Job Structure Alignment:** We will map each newly defined Job Family and Role from Phase 1 to Oracle's job and position architecture. This involves creating or updating job codes/records in Oracle for all pilot roles, along with their titles, descriptions, and hierarchical relationships (e.g. linking roles to their respective job families or departments). The streamlined role definitions from Phase 1 will be used to update Oracle job profiles, ensuring that responsibilities and qualifications in the system reflect the redesigned roles.
- **Skills and Competency Data Integration:** Using Oracle's talent profile or skills management modules (such as Oracle Dynamic Skills or Profile Management), we will import the curated skills taxonomy and link relevant skills to each role profile. Each role in Oracle will have an associated set of required skills/competencies (as identified in Phase 1), and these will be loaded into the system's skills library. Where possible, we will leverage Oracle's open skills architecture to accommodate DENSO's custom skill definitions and ensure they complement Oracle's pre-existing skill data. This integration of skills data will enable Oracle to match associate profiles with role requirements, and support features like skill gap analysis or role recommendations in the future.
- **Career Path Configuration:** A crucial part of the integration is configuring Oracle's career development and planning features to mirror the career pathways designed in Phase 1. We will utilize Oracle HCM's Career Development module (or an equivalent career pathing feature) to define career paths for key roles. For each pilot area role, we will establish one or more "next step" roles in the system, creating a network of progression opportunities. For example, if *Software Engineer III* in R&D has potential next moves to *Senior Software Engineer* or *Project Lead*, those links will be configured so that the system can display them. Oracle's career path tables or profiles will be populated with this data, effectively visualizing the job architecture within the platform. We will ensure that multiple career moves (both linear promotions and lateral or cross-functional moves, where applicable) are captured, reflecting DENSO's philosophy of broad career development (e.g., a Sales engineer might see a path into Product Management, if appropriate).
- **Associate Profile Alignment:** Once the roles and skills are in Oracle, we will align current associates to the updated roles and their profiles. Each employee's Oracle profile will be updated to ensure their job title/code matches one of the new or revised roles. Their existing skills and qualifications (if tracked in Oracle) will also be reviewed in light of the new skill framework. This step ensures that when associates log in, the system recognizes their current role within the new framework. It also lays the groundwork for future talent analytics – for instance, Oracle can potentially show an associate how their skills match a target role, or highlight development areas.
- **Testing in a Sandbox Environment:** All configuration will first be done in a secure test environment (Oracle sandbox or staging instance) before live deployment. In this sandbox, we will load the job framework data and simulate associate profiles to verify that career path linkages and skill mappings work as intended. For example, we will select sample employee profiles and ensure that when viewed, the Oracle Career Development interface correctly shows the possible next roles and the associated skill gaps or recommendations. We will also test Oracle's permissions and interface to ensure that associates across the U.S., Canada, and

Mexico can access the career path features relevant to them in their local Oracle self-service portal.

- **Integration with Existing Oracle Modules:** If DENSO has additional Oracle HCM modules (Performance Management, Learning, etc.), we will ensure the integrated career framework connects appropriately. For instance, Oracle Learning could be linked so that if an associate sees a target role requiring *Skill X*, the system can suggest a learning module for *Skill X*. While configuring these linkages is optional at this stage, we will design the Phase 2 integration to be extensible, meaning DENSO can easily take advantage of such Oracle features in the future.
- **Data Integrity and Security:** Throughout the integration, we will adhere to DENSO's IT security protocols and Oracle's data management best practices. All data uploads (job data, skill files) will be validated for accuracy and consistency. We will coordinate with DENSO's IT to ensure any personally identifiable information or sensitive data remains secure. The integration will be executed in compliance with any data privacy requirements across the three countries (for example, ensuring Mexican or Canadian employee data is handled according to local regulations and company policies).

By the end of this integration effort, Oracle HCM will serve as the single source of truth for the new job architecture. Associates and managers will be able to rely on the Oracle system to understand role expectations and navigate career options, fulfilling the promise of Phase 1 by putting the new frameworks into practical use. The integration is designed to be robust and scalable, so DENSO can expand the framework beyond the pilot areas in the future with minimal additional configuration.

Enabling Career Path Visibility for Associates: A primary outcome of the Oracle integration is that every associate in the pilot functions (and eventually across DENSO North America) will have visibility into career paths. Concretely, this means:

- Associates can log into the Oracle HCM self-service portal and access a Career Path or Explore Careers section. There, they will see their current role and a visual or listed map of potential next roles within DENSO. Each role on the path will display key information – for example, the title, a brief description, and the critical skills or qualifications required. Oracle's interface might allow associates to click on an interesting next-role to see details (like job description and required competencies), which will all be populated from the Phase 1 data.
- The system will also show *across-division opportunities*. Even though Phase 1 covered four specific areas, the integration in Oracle makes it possible for an associate in one area to view roles in another. For instance, an R&D Engineer could explore a career move into a Green Engineering role if the skills overlap and such transitions are part of DENSO's talent strategy. By using Oracle's enterprise-wide visibility, we break down silos – associates can consider lateral moves or transitions between R&D, Green, Peace of Mind, and Sales (when those make sense), thus encouraging a flexible, future-focused career mindset across the organization.
- Managers and HR business partners will similarly have access to these career path views for the employees they support. This will assist in career coaching and succession planning. For example, when doing performance reviews or development planning, a manager can use

Oracle to discuss possible next steps with an employee, referencing the skills the employee should develop for their desired next role.

- We will configure dashboards or reports as needed to help HR track the utilization and impact of the career pathing tool. Oracle HCM can provide analytics such as how many employees are exploring roles, what the most commonly viewed career moves are, etc. While a full analytics rollout might be beyond Phase 2, we will ensure the data is structured in a way that future analytics can be performed.
- User Experience Consideration: As part of implementation, we'll review and adjust (where possible) the user interface labels or content to fit DENSO's terminology. For example, if DENSO prefers the term "Career Navigator" instead of "Career Development", we will incorporate that language to make the tool feel intuitive to DENSO associates. Additionally, we will provide guidance on how associates can access and use these features (this may be in the form of a quick reference guide or webinar as a supplemental deliverable, see Deliverables section).

By integrating career path visibility into Oracle, Phase 2 ensures that the work done in designing roles and career progressions is directly accessible to every associate. This democratization of career information helps engage employees, allowing them to take charge of their growth at DENSO. It also provides leadership with a powerful platform to nurture talent internally – identifying candidates for roles, promoting reskilling or upskilling, and improving retention by showing employees a future with the company.

2. Updates and Costs

Phase 2 will involve certain system updates and will incur specific costs related to the Oracle integration. This section outlines the anticipated updates (including how new positions will be handled) and provides an overview of licensing and integration fees. All information will be documented for transparency and decision-making.

This is **One-time cost** that shall be incurred by Denso for carrying out Phase 2. This will include the development of the Oracle HCM cloud Integration with Draup.

Activities	Description	Price
Phase 2 implementation cost	Requirements gathering, Data mapping, integration, architecture design & development of Oracle HCM Cloud Integration with Draup Data, Sandbox Testing with Stakeholders, Stakeholder feedback incorporation, Production deployment, Handover and User Workshops and Go live support.	\$250,000

Please refer to the **recurring costs** outlined below, which will be incurred after the implementation of Phases 1 and 2. These costs will ensure the seamless management of new job roles and the continuous integration of Oracle services. This will be an annual investment starting from **Year 2** onwards, guaranteeing sustained efficiency and excellence.

Activities	Description	Price
Skills Architecture refresh	Includes a refresh of the Denso Skills Ontology based on addition of new roles and/or changes in skills required. This will also include improvements made by Draup through the coverage of new skills identified and their relevance to Denso.	\$50,000 / year
Technical Maintenance of the Oracle Integration	Includes maintenance and support of Oracle integration, upgrading APIs, Security Protocol etc and ensuring the pipeline between Draup and Oracle HCM cloud to integrate data runs smoothly and is updated on pre-agreed intervals, Data and Security Governance.	\$150,000 / year

System Updates and Enhancements: As we integrate the job framework into Oracle, a few updates or configuration changes will be necessary:

- **Oracle HCM Module Enablement:** DENSO may need to ensure that the relevant Oracle modules (such as the Career Development module, Skills Management, or Profiles) are enabled and updated to the latest version. If any of these features were not previously in use, our team will work with DENSO's Oracle administrators to activate them. This could involve an Oracle Cloud configuration change or obtaining additional Oracle licenses (discussed below). We will outline any required system enhancement clearly. For example, if the "Skills and Competencies" functionality needs an Oracle Dynamic Skills license or an upgrade, this will be identified early in the project.
- **Data Updates from Phase 1:** We will review the Phase 1 outputs to see if any updates are needed before uploading to Oracle. It's possible that during Phase 2 we discover minor adjustments (e.g., refining a skill name for clarity or tweaking a role description for Oracle's character limits). Any such updates to the job ontology will be done in consultation with DENSO HR and documented. The goal is to keep the data consistent, but also optimize it for the Oracle environment.
- **Integration Adjustments:** During the integration, if we encounter that certain fields or relationships need to be captured differently (for instance, Oracle might require a numeric job code or a specific category field for job family), we will make those adjustments. These

are configuration updates to ensure the new framework fits seamlessly into Oracle's data model. We will maintain a log of all configuration changes made.

- **User Access Configuration:** An update will be made to ensure the right user groups can see and use the new features. For example, associates will need appropriate self-service permissions to view career paths, and HR admins might need permissions to maintain the career path data. We will configure or update Oracle security roles as needed, working within DENSO's IT governance rules.
- **Process for Evaluating and Adding New Positions:** A key part of sustaining the Future Focused Organization framework is having a clear process to handle new roles or changes post-implementation.

In Phase 2 we will formalize this process and integrate it into DENSO's workflow:

- **Governance Committee:** As recommended in Phase 1, DENSO will establish a small governance team (e.g., HR Business Partners, Talent Management leaders, and representatives from each pilot function) responsible for overseeing the job architecture. Phase 2 will engage this team to define how new positions are evaluated.
- **Evaluation Criteria:** We will document criteria for adding or updating a role. For example, if a business unit proposes a new engineering role, the governance team will review whether the role fits an existing job family or requires a new family, check for overlap with existing roles, and determine required skills. We will provide templates or checklists to assist in this evaluation (leveraging the Phase 1 framework to ensure consistency).
- **Oracle Update Workflow:** Once the governance team approves a new or changed position, Phase 2 will have established the steps to update Oracle. This might include: creating a new job code in Oracle, linking it to a job family (possibly via a custom field or an Oracle job category), entering the role description and skills into the system, and defining its career path relationships (e.g., what are likely feeder roles and next roles for this position). We will ensure that DENSO's HRIS team is trained on performing these steps. If Oracle allows, we could also set up a simplified form or interface for future entries.
- **Frequency and Maintenance:** The process documentation will state how often the framework should be revisited (e.g., an annual review of all roles and skills by the governance committee) and how urgent requests (like a sudden need for a new role) are handled. We will integrate this process with DENSO's existing HR change management. For instance, if DENSO has a practice for job description approval or job code creation, the new position process will dovetail with it, adding the aspect of ensuring alignment with the overall ontology and career paths.
- **Version Control and Documentation:** As part of Phase 2 deliverables, every time a new position is added via this process, there will be a requirement to update the master documentation (the job family framework document, and Oracle records). We will provide a template for logging these changes so that history is maintained. This ensures that over time

DENSO can track how the organization's roles evolve and can always regenerate an updated view of the job architecture.

By instituting this new position evaluation process, DENSO will have a governance mechanism that keeps the Oracle-integrated framework current and relevant. It prevents the job architecture from becoming outdated and preserves the investments made in Phase 1 and 2. Our team will walk DENSO through a pilot of this process during Phase 2 (for example, we might simulate the addition of a hypothetical new role or actually incorporate a real new role that DENSO has identified) to ensure the process is practical and well-understood.

Licensing and Integration Costs: Phase 2 will detail all costs associated with integrating the framework into Oracle. These costs can be categorized as follows:

- **Oracle Licensing Costs:** If any new Oracle HCM Cloud modules or features are required specifically for the career pathing capability, we will outline those. For instance, Oracle Career Development or Dynamic Skills might come as add-ons depending on DENSO's current HCM package. We will liaise with Oracle (or use DENSO's Oracle account team information) to determine if additional license fees apply for enabling the career path visualization and skills features. Any recurring subscription costs or one-time activation fees will be clearly listed. If no new modules are needed because DENSO already has the necessary Oracle functionality, we will state that no additional Oracle licensing is required.
- **Integration/Implementation Service Fees:** These are the professional service fees for executing the Phase 2 work (often part of the project contract with the vendor). We will break down the integration effort into components (e.g., configuration, data migration, testing, training support) and provide cost estimates or a fixed fee as appropriate for each. This will give DENSO a transparent view of what the implementation work costs. If a third-party Oracle implementation partner or Oracle consulting is involved for technical tasks, those costs will be included or clearly noted.
- **Updates and Maintenance Costs:** We will also highlight any cost associated with maintaining the integrated system post go-live. For example, if DENSO would like ongoing support from the vendor or periodic check-ins to update the framework, those could be offered as an optional service with associated costs. Additionally, if Oracle charges any fees for things like additional sandbox environments for testing or for data upload utilities, we will document those.
- **Training or Change Management Costs:** Should DENSO request dedicated training sessions (beyond the knowledge transfer included in deliverables) or additional change management support for rolling out the new career path tool to the workforce, we will outline the scope and cost of those services. This ensures that if executive leadership decides to do a broad communication campaign or extra training, they have a sense of resource requirements.

All cost information will be compiled in a Costs and Updates Report (as one of the Phase 2 deliverables). This report will list one-time costs (like integration fees or any one-off license fees) and ongoing costs (like Oracle module subscriptions or maintenance, if any). It will also have any cost

savings or efficiencies, for example, if consolidating roles in Phase 1 allows DENSO to reduce the number of Oracle licenses needed for certain modules, we would mention that as a positive impact.

Throughout Phase 2, we will maintain strict change control: if any new requirement emerges that has cost implications, it will be reviewed with DENSO and approved before incurring expense. The emphasis is on no surprises – executive and HR leadership will have full knowledge of the financial and operational impact of integrating the new job architecture into Oracle.

Deliverables for Phase 2

By the conclusion of Phase 2 (Integration and Implementation), the following deliverables will be provided to DENSO North America:

- **Oracle-Integrated Job Framework:** A fully integrated job family and career path framework within DENSO's Oracle HCM system. This is not just a document but the live configuration in Oracle. We will, however, provide a configuration summary document that details what has been set up in Oracle (e.g., list of all new/updated job codes, descriptions, skill profiles, and career path linkages entered). This deliverable signifies that the Phase 1 designs are now operational within DENSO's enterprise systems, enabling real-time use by stakeholders.
- **Career Path Visualization for Associates:** The Oracle HCM Career Navigator (or equivalent) feature enabled and populated with DENSO-specific data. We will deliver screenshots or a short demo report illustrating how an associate in each pilot function can view their career path. Essentially, this deliverable is evidence of the user-facing outcome – for example, a set of example Career Path Profiles (one per pilot area) showing the progression routes. If desired, we can also deliver a short user guide (a few pages or a video walkthrough) for employees and managers on how to access and interpret the career path information in Oracle. This will help ensure DENSO's workforce quickly benefits from the new tool.
- **Updates, Licensing, and Integration Report:** Comprehensive documentation of all updates made, costs incurred, and integration details. This report will include:
 - A section on Framework Updates: any changes or refinements to the Phase 1 job architecture during integration, with rationale.
 - A section on System Changes: what configuration was done in Oracle (serving as technical documentation for DENSO's IT), including any custom fields or workflows created.
 - A Licensing and Cost Summary: itemizing Oracle licenses (new or existing) used for the career path functionality, and all integration fees or expenses.
 - This document serves both as an accounting of the project and as reference material for future phases or audits, ensuring DENSO leadership has a clear record of the investments in Phase 2.
- **New Position Integration Process Document:** A process manual outlining how to evaluate and add new positions to the job framework and Oracle system. This will detail the governance workflow decided upon (steps, responsible parties, decision criteria) and include “how-to” instructions for Oracle updates (for example, step-by-step guidelines for HR personnel to input a new job and link it in the career path structure). We will include

flowcharts or diagrams as needed to make the process easy to follow. Additionally, this document will contain the maintenance schedule recommendations (e.g., periodic review of skills, annual refresh of career paths) so DENSO can keep the system current.

- **Project Wrap-Up and Transition Materials:** (Optional/supporting deliverable) We will provide any remaining materials needed for a smooth transition. This could include administrative training guides for Oracle (if administrators need quick reference on managing the new data), meeting records of final testing and stakeholder sign-off, and a brief Phase 2 Completion Presentation summarizing what was achieved (suitable for sharing with executives or global leadership to communicate the success of the initiative).

All deliverables will be prepared in professional formats (e.g., Word documents for reports/processes, PowerPoint for presentations, and configurations directly in the Oracle system). They will align with DENSO's documentation standards and can be incorporated into DENSO's knowledge repositories. Importantly, the deliverables – especially the Oracle configurations and process documents – are intended to make Phase 2's outcomes sustainable. DENSO's HR and IT teams will be equipped not just with a working system, but with the knowledge of how it was set up and how to continue deriving value from it in the future. By the end of Phase 2, the Future Focused Organization framework will be fully embedded in daily operations, paving the way for potential Phase 3 efforts (such as scaling to additional functions or broader workforce training on new roles) with a solid, functional foundation in place.

Timeline and Milestones

Phase 2 is planned to kick off immediately after the conclusion of Phase 1 (targeting August 2025 assuming Phase 1 ends in July 2025) and will span approximately 3–4 months. The high-level timeline below outlines key milestones and deliverables to achieve a go-live of the Oracle integration by the end of the year 2025:

- **1st to 31st August 2025 – Phase 2 Kickoff and Planning:** Conduct kickoff meetings with DENSO's HR, IT, and key business stakeholders to reconfirm Phase 2 scope and objectives. During early August, we will review the Phase 1 outputs with the implementation team, finalize the project plan for integration, and establish governance team members for the new position process. We will also coordinate with Oracle (or DENSO's Oracle support team) to ensure we have the necessary system access and that any required Oracle features are enabled for configuration. By end of August, all prerequisites (access credentials, sandbox environment, data preparation) will be in place.
- **1st September to 30th Oct 2025 – Oracle Configuration and Data Migration:** Throughout September, the team will focus on configuring Oracle HCM with the new job framework. In the first half of the month, we will create the job families and roles in the Oracle test environment and upload the skills data. Mid-September will involve setting up the career path relationships and validating that each role is correctly linked. We will have iterative review sessions with DENSO's HRIS specialists to verify that the data in Oracle matches the intended design (milestone: *Initial Oracle Integration Complete* by around third week of October). If

DENSO identifies any adjustments (for example, tweaks to nomenclature or corrections in role mapping), we will address them in this phase.

- **1st Nov to 10th Nov 2025 – Testing and Validation:** Once the initial configuration is done, we will enter a testing period. Key activities include:
 - Functional Testing: Our project team and DENSO HR representatives will perform end-to-end tests (e.g., logging in as a sample employee to view career paths, checking an example new position addition in a test scenario, verifying reports).
 - User Acceptance Testing (UAT): We will invite a small group of end users – for instance, a few managers and employees from the pilot departments – to try out the new career path features in the test environment. Their feedback will be gathered to identify any usability issues or misunderstandings.
 - Governance Process Dry-Run: The governance committee will conduct a “dry-run” of the new position process (as mentioned, perhaps by simulating a new job role request) to ensure the documented procedure is clear and workable.
 - Milestone: *UAT Sign-off* – by early October, our aim is that DENSO stakeholders have validated the system configuration and the career paths display correctly, and that the new position process is agreed upon. Any critical issues found in testing will be resolved immediately following the UAT feedback.
- **11th Nov to 30th Nov 2025 – Training and Go-Live Preparation:** In mid-November, with the system configuration finalized, we will prepare for production go-live. This includes migrating the configuration from the test environment to the production Oracle HCM environment (while re-testing key items to ensure nothing was lost in migration). We will also finalize all deliverable documents during this time. Concurrently, we will conduct administrator training sessions for DENSO’s HRIS team on managing the new framework in Oracle. If required, we will also help HR prepare communications to introduce the new career path tool to associates (for example, content for an announcement email or intranet post). By late November, everything should be in place for launch.
- **1st to 31st December 2025 – Oracle Integration Launch (Go-Live):** We target an official go-live in early December 2025. At this milestone, all DENSO North America associates in the pilot functions will have access to the career pathing features in Oracle. The project team will closely monitor the system for any post-launch issues during December. We will remain on hand to support DENSO in addressing any questions or minor adjustments as employees begin to use the system. Additionally, December will be used to finalize the Updates & Costs Report and the New Position Process Document, incorporating any final inputs or real-life observations from the first weeks of use.
- **1st Jan to 15th Jan 2026 – Project Closure and Transition:** By early Jan 2025, we plan to formally close Phase 2. This involves a final project review meeting with DENSO executive and HR leadership to demonstrate the functioning system and present all Phase 2 deliverables. We will obtain formal acceptance on the Phase 2 outcomes (per the acceptance criteria). The project retrospective will capture lessons learned and recommendations for any next steps (such as extending the framework to other departments or additional training programs, which could be considered for a Phase 3). By mid-January 2026, the Phase 2 engagement will

conclude with all deliverables handed over and DENSO's teams fully owning the integrated framework moving forward.

Throughout the Phase 2 timeline, we will manage progress rigorously to meet the 3–4 month window. Regular status updates (e.g., weekly meetings or reports) will be provided to keep everyone aligned. We recognize the timeline is ambitious, so we have built in overlapping work streams (for example, while configuration is being done, documentation and process planning occur in parallel) to optimize efficiency. Importantly, we will ensure minimal disruption: all integration work on Oracle will be planned to avoid interference with other HR activities (e.g., we can schedule the go-live after a payroll cycle to avoid any system freeze periods). By adhering to this timeline, DENSO will have a fully functional career pathing solution in Oracle by the end of 2025, positioning the company to capitalize on the new job architecture as it enters the new year and strategic workforce planning cycles.

Acceptance Criteria

The successful completion of Phase 2 – Integration and Implementation will be determined based on the following acceptance criteria (to be agreed and signed off by DENSO stakeholders):

- Oracle Integration Fully Operational: The Future Focused Organization framework is completely and accurately integrated into Oracle HCM Cloud. This means all pilot job families and roles from Phase 1 are reflected in the system, with correct descriptions and skill requirements. Associates in the pilot groups can log into Oracle and visibly navigate their career paths – for example, an employee can see at least one progression route from their current role, along with the key qualifications for potential next roles. The career pathing functionality should be accessible to end-users and functioning as intended (validated through user testing and final demonstration). DENSO's HR leadership will verify that the system meets their requirements – essentially that the Phase 1 design is now live in Oracle and provides the expected visibility and insights.
- Complete Documentation and Governance in Place: All Phase 2 deliverable documents have been delivered and approved by DENSO. In particular, the documentation of updates, costs, and the governance process must be clear, comprehensive, and accepted by the relevant DENSO teams. This includes:
 - A finalized Updates/Licensing/Integration Report that transparently lists any changes made during implementation and all costs incurred, with no outstanding questions from DENSO finance or IT.
 - A New Position Addition Process document that has been reviewed by the DENSO governance committee and deemed fit-for-use, meaning DENSO is confident they can follow this process for future role changes.
 - Any training or support materials promised are delivered and accessible (e.g., admin guides, user guide snippets), ensuring DENSO can internally support the Oracle-integrated system.
- Stakeholder Sign-Off: DENSO's executive sponsor and HR leadership have formally signed off that Phase 2 outcomes meet the agreed scope. This implies that the Oracle integration and

documentation have been reviewed, tested, and are satisfactory. Any issues identified during the project have been resolved or are documented with an agreed action plan. Essentially, DENSO agrees that the criteria for success (functional system and prepared governance) are met, allowing the project to be closed.

Upon meeting these acceptance criteria, Phase 2 will be considered successfully completed. The integrated career pathing framework will be under DENSO's control, and the organization will be equipped to maintain and utilize it moving forward. This sets the stage for DENSO to realize tangible benefits from the Future Focused Organization initiative – from empowered employees planning their careers to leadership leveraging better talent insights – fully aligning with DENSO's strategic workforce transformation goals. The project's completion will be formally acknowledged, and the solution will transition from project mode to an operational tool within DENSO's HR environment, supported by the processes and documentation delivered. The acceptance of Phase 2 thus signifies that DENSO has not only a vision of a future-focused workforce (from Phase 1) but now also the implemented means to drive that vision through its enterprise systems.