

Oracle

Using HCM Cloud Analytics for Oracle Transactional Business Intelligence Enterprise

Release **10**

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Preface

This Preface introduces information sources available to help you use Oracle Applications.

Oracle Applications Help

Use the help icon to access Oracle Applications Help in the application.



Note

If you don't see any help icons on your page, click the Show Help button in the global area. Not all pages have help icons.

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- <http://www.oracle.com/pls/topic/lookup?ctx=acc&id=info>
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- Click your user name in the global area of Oracle Applications Help, and select **Send Feedback to Oracle**.

1 Introduction

About this Guide

This guide explains how to view and work with the delivered analytics in Oracle Transactional Business Intelligence Enterprise for HCM Cloud Service. It is intended for these HCM users who use predefined existing analytics to assist them in strategically managing their workforce:

- Vice Presidents of Human Resources
- Human Resource Managers
- Line Managers

Related Documents and Training

Review videos, tutorials, and other help about HCM analytics in Oracle Transactional Business Intelligence Enterprise and reports in the Oracle Cloud Documentation Library.

Regardless of your role, Oracle HCM Cloud analytics and reports are designed to help you strategically manage your workforce to ensure that your company is competitively positioned in the marketplace. For more information on the delivered analytics, see:

- Oracle Transactional Business Intelligence Enterprise for HCM Cloud Service: Creating Analytics

2 Overview

Oracle Transactional Business Intelligence Enterprise for HCM Cloud Service: Explained

Oracle Transactional Business Intelligence Enterprise for HCM Cloud Service is a collection of dashboards, delivered analyses, and metrics that enable human resources (HR) vice presidents, HR managers, and line managers to:

- Gain complete workforce visibility and predict future needs.
 - Executive dashboards across your enterprise and with data from multiple systems
 - Analytics designed specifically to address key issues facing HR leaders
 - Predictive analytics to adapt workforce to strategy and skill set requirements
- Maximize employee contribution with high performing recruitment, talent development, and compensation practices.
 - Determine which recruiting sources are delivering high performers
 - Identify future skill gaps to drive current talent development
 - Understand impact of departmental compensation plans and retention
- Deliver insights to ensure workforce meets corporate strategic goals and activities are cross-functionally aligned.
 - Maximize HR investments while maintaining budgetary alignment
 - Unified view from cross-functional business systems for complete picture
 - Mobile analytics to deliver the insights to make informed decisions

3 Delivered Analyses

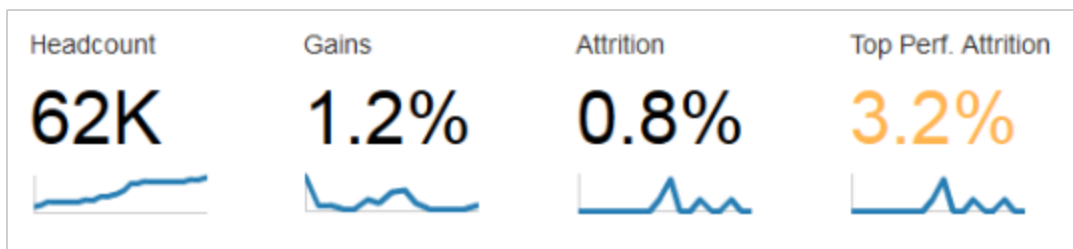
HR Executive Dashboard: Explained

The HR Executive dashboard provides a global view of workforce health, activity, composition, costs, and talent. The dashboard includes these tabs:

- Workforce Health Summary: Summarized workforce health for the selected month and trending for previous 12 months
- Headcount Overview: Headcount gains, losses, and change. Includes analyses of hire sources and loss reasons.
- Internal Mobility: Employee transfer and promotion activity trends and recent activity by department.
- Costs: Workforce costs by department, including cost distribution by several dimensions.
- Talent: Displays workforce performance for the selected month and trending for previous 12 months.
- Demographics: Workforce demographic information by several dimensions, as well as projection of retiring workers.

Each tab contains a sparkline, which is a collection of small reports and graphs, or tiles, on key business indicators.

The following figure illustrates a sparkline.



The tiles represent summary information. The details for each tile are available as

To access the HR Executive Dashboard:

1. Navigate to the Oracle Business Intelligence Catalog.
2. Expand **Shared Folders**.
3. Expand **Human Capital Management**.
4. Expand **Analytic Library**.

Navigation and Prompts on the HR Executive Dashboard: Explained

When you use the HR Executive Dashboard, be aware of the following:

Setting the Dashboard Prompts: Worked Example

This example illustrates how to set up the dashboard prompts that you use when viewing the HR Executive Dashboard. You can set the prompts on any of the pages other than the Overview Page. You can save the prompts for global use or for your own use.

The prompt values that you set are then applied to all of the other pages in the HR Executive Dashboard, including the Overview page.

Setting the Dashboard Prompts

1. From the HR Executive Dashboard click one of the tabs such as **Workforce Health Summary**.
2. In the left column, select the criteria you want to use such as **Time**, **Country**, **Manager**, and so on. For example, set **Time** to 2013/01.
3. In the upper right corner click **Page Options** and select **Save Current Customization**.
4. Enter a name for the customization such as Year 2013.
5. To save the customization for your own use, click **Me**. To save it for global use, click **Others** and click **Set Permissions**.
6. Click **Search for users, roles, or groups** to browse available roles or groups or you can search for specific roles or groups.
7. Click **Add Roles/Groups** and use **Name** to enter part of the name of a role or group then click **Search**.
8. Click a single result to select it and click **>** to move it to **Selected Rows/Groups**.
Or, click **>>** to select all of the accounts.
9. Click **OK**.
10. Click **Make this my default for this page** to set this as a default.
11. Click **OK**.

Evaluating the Overview on the HR Executive Dashboard: Explained

The Overview page of the OTBI-Enterprise for Human Capital Management Executive Dashboard provides HR Leaders a global view of strengths, risks, and trends in Workforce Performance, Diversity, and Leadership/Talent development. This page can be customized to reflect the needs of your company.

Prompts allow you to quickly drill down and find the answers to the questions listed in the left column. Click a question to see the related detailed report.



Note

To set filters for viewing the data, click the **Workforce Health Summary** page or any of the other pages, and set filters that are used by all of the pages.

Headcount

Click the graphs to drill into Headcount details.

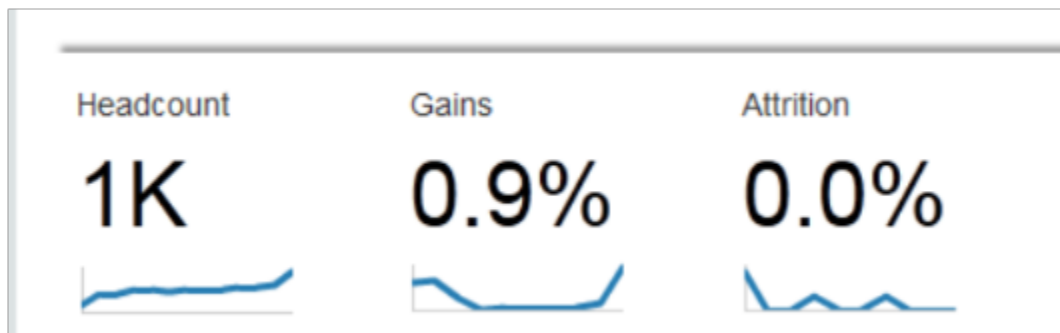
Historic Trends

The graphs display the 5-year trend for attrition, performance, and costs.

Evaluating Workforce Health on the HR Executive Dashboard: Explained

The workforce health summary on the HR Executive Dashboard enables human resources (HR) vice presidents, line managers, and HR managers to assess overall workforce health.

The initial view of workforce health is displayed in summary format. The numbers within the tiles on the summary page display the current data as of the month chosen in the prompt on the dashboard page. The sparkline graphs display data for the 12 months prior to the month chosen in the prompt on the dashboard page. The following figure illustrates some of the tiles within the sparkline.



The sparkline contains these tiles:

- Headcount: Total number of employees, including contingent, temporary, and inactive employees.
- Gains: New hires as a percentage of the total workforce
- Attrition: Percentage of employees that are in terminated status.
- Top Performer Attrition: Percentage of terminated employees that were also classified as top performers.
- Open Requisitions: Total number of open requisitions. This value requires integration to Taleo Recruiting, or external recruiting data loads.
- Workforce Cost: Total payroll balance amount. This value requires integration to Oracle Fusion Payroll or external payroll data loads.

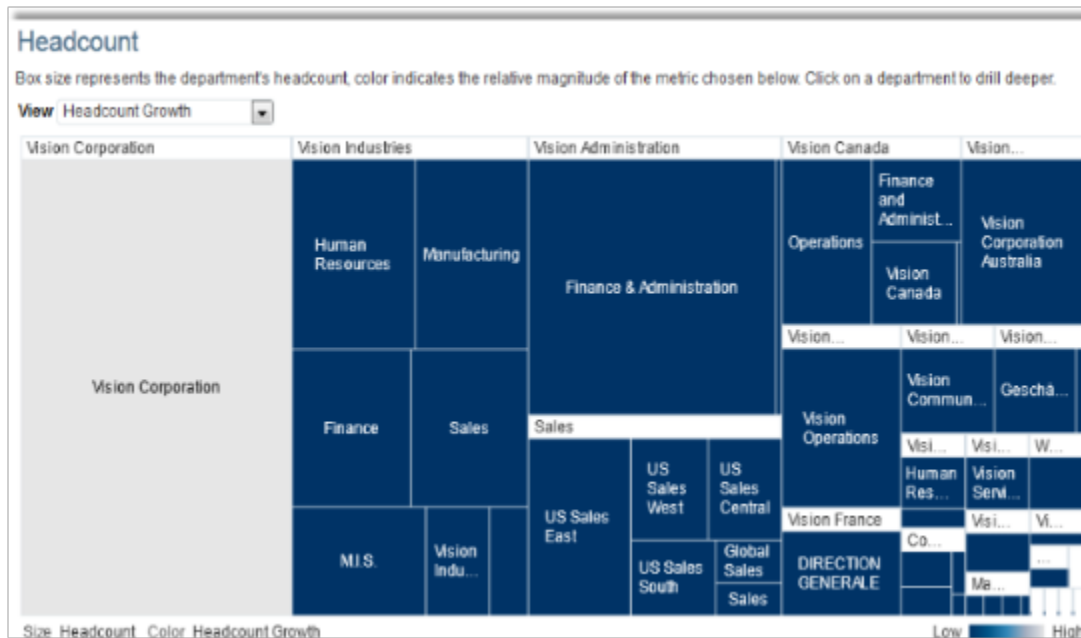
In addition to the summary format, you can view workforce health information using these analyses:

- Headcount
- Details by Department

- Trend line graphs

Headcount

The following image shows an example of the Headcount report with headcount growth metrics displayed. The boxes in the treemap represent departments within the hierarchy. The size and color of the boxes indicate the relative magnitude of the selected metric. The visual properties of this treemap enable you to see, at a glance, how your departments compare to each other.



This information helps you to understand which organizations within the company are growing rapidly, and which ones may be declining in headcount.

You can change the perspective of the data displayed in the report by selecting one of the following view types in the View list:

- Headcount growth: Employees hired and deployed
- Attrition rate: Employee turn over rate.
- Voluntary attrition: Employee voluntary turn over rate.
- New hires: New hire employee count.
- Open requisitions: Total number of open requisitions. This value requires integration to Taleo Recruiting, or external recruiting data loads.
- Payroll cost by employee: Payroll balance amounts per employee.

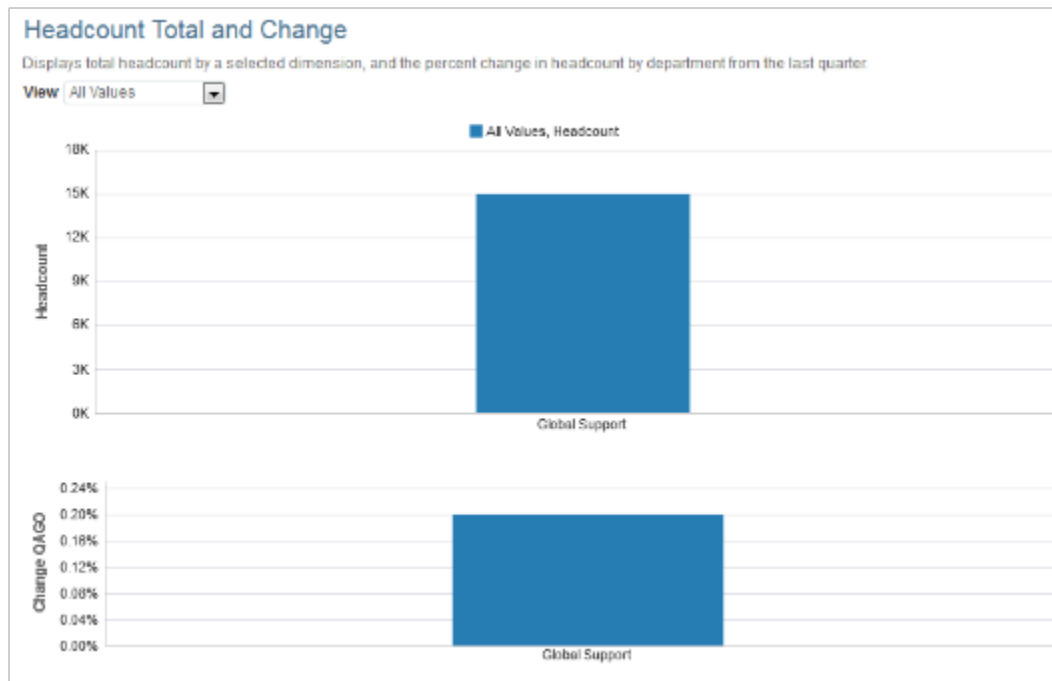
You can optionally click the **Show data** link at the bottom of the report to display the treemap in a detailed table format.

Details by Department

To drill down to more details about a particular department:

1. Click in a department box, or on a department heading label in the treemap, and select **Explore this Department** to drill down into the department details. The image below shows an example of a drill down into the detailed headcount metrics for the Global Support department. After drilling down to the next lower department in the

hierarchy, you can analyze the department and its child departments by the same topics you work with at the global corporate level. This enables you to identify opportunities and issues at the lower levels of the organization.

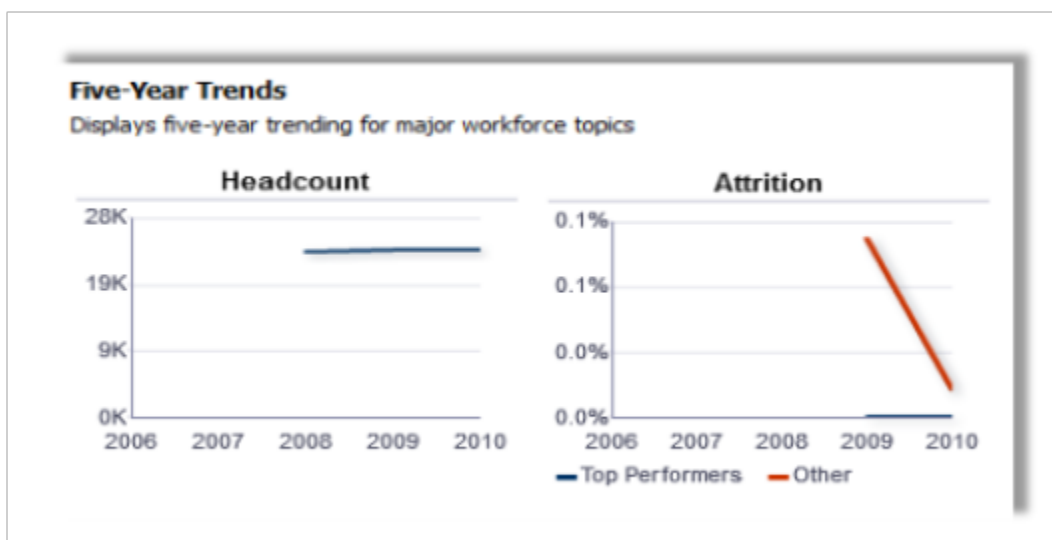


- Click the **Back to Global** link to return to the Global Workforce Health Summary page or continue to analyze this department level by the topics displayed in the tabs at the top of the HR Executive Dashboard.

Trend Line Graphs

The Workforce-trend line graphs displays key workforce trends over the last five years.

The following figure illustrates some of the trend line graphs.



In this example, it looks like the overall headcount rates are flat and attrition is down. You can use this information to get a broader view of your workforce health over the last five years and provide context to strategic planning activities and discussions.

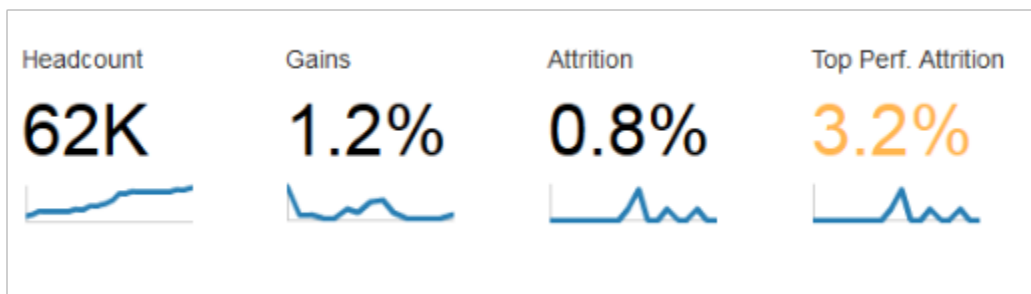
The report contains the following trend metrics:

- Headcount: Percentage of employees deployed.
- Attrition: Percentage of terminated employees segmented by top performers and all other employees.
- Open requisitions and hires: Number of open requisitions and hires.
- Workforce costs: Payroll balance amount.

Evaluating Headcount on the HR Executive Dashboard: Explained

Use the Headcount tab on the HR Executive Dashboard to assess headcount, hires, and attrition. You can review a high level view of headcount gains, losses, and change for a particular month as well as trends over the past 12 months.

The initial view of headcount is displayed in summary format using a sparkline. The numbers within the tiles on the sparkline display the current data as of the month chosen in the prompt on the dashboard page. The sparkline graphs display data for the 12 months prior to the month chosen in the prompt on the dashboard page. The following figure illustrates some of the tiles within the sparkline.



This sparkline contains the following tiles:

- Headcount: Total number of employees, including contingent, temporary, and inactive employees.
- Gains: New hires as a percentage of the total workforce.
- Attrition: Percentage of employees that are in terminated status.
- Top Performer Attrition: Percentage of terminated employees that were also classified as top performers.
- Voluntary Attrition: Total number of employee resignations.
- Open Requisitions: Total number of open requisitions. This value requires integration to Oracle Taleo Recruiting, or external recruiting data loads.

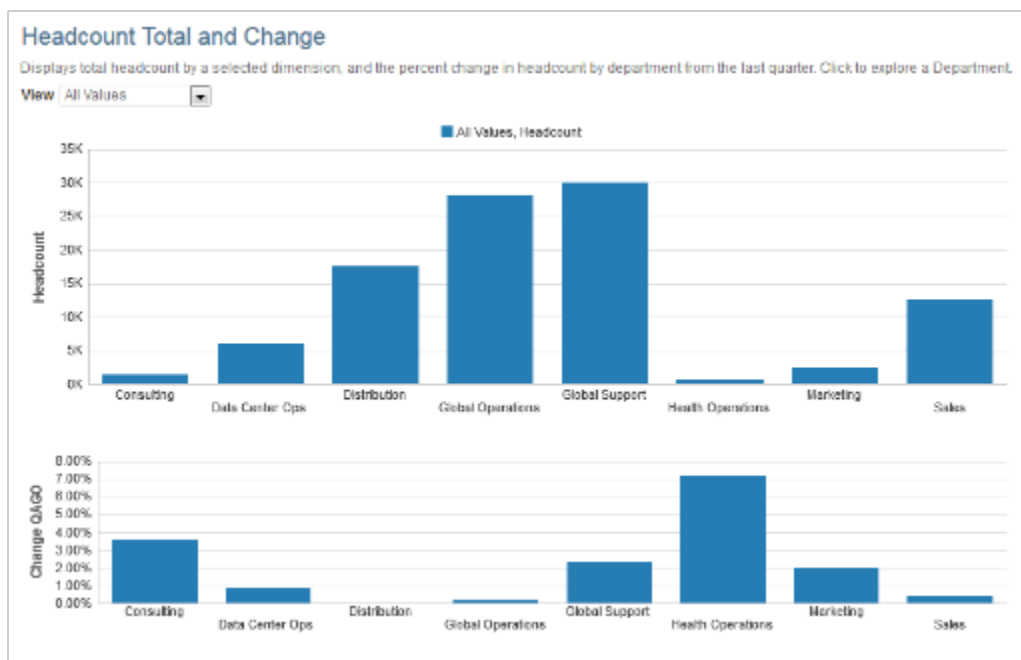
In addition to the summary view, you can view these analytics:

- Headcount Total and Change
- Headcount Gains
- Headcount Losses

Headcount Total and Change

This graph shows total headcount by a selected dimension, and the percent change in headcount by department from the last quarter. The horizontal axis uses Department Hierarchy Level 13.

The following figure illustrates the Headcount Total and Headcount Change graphs.



In this example, you can see that Global Operations and Global Support are growing rapidly. Use this information to compare these organizations to those that may need further support from the HR organization to assist with employee development and strategic planning.

Change the perspective of the data displayed in the report by selecting one of the following view types in the View list:

- **All Values:** All headcount.
- **Performance Band:** Headcount by performance band.
- **Worker Type:** Headcount by worker classification.
- **Job Family:** Headcount by job category.

To drill down for more details on a department:

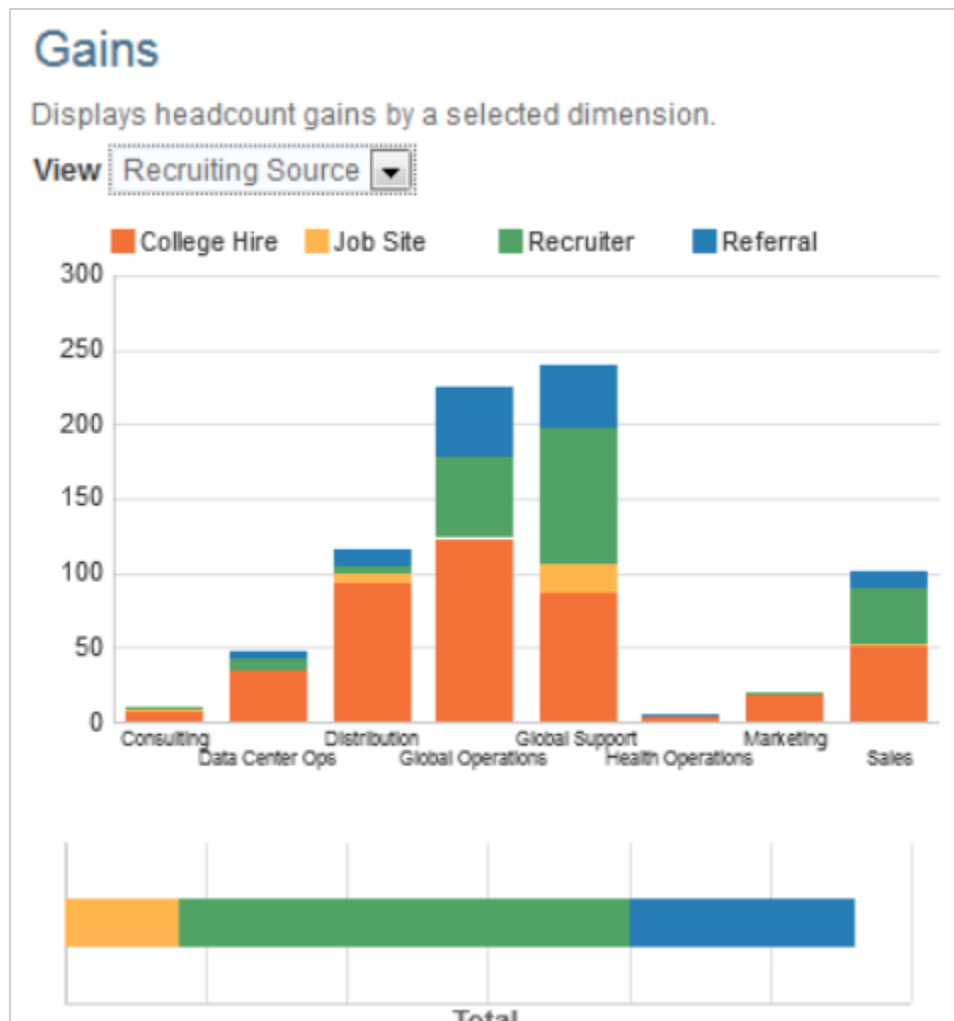
1. Click in a bar, or on a bar heading label in either charts to drill down into the department details.

2. Click the **Back to Global** link to return to the Global Workforce Health Summary page or continue to analyze this department level by the topics displayed in the tabs at the top of the HR Executive Dashboard.

Headcount Gains

This analytic shows headcount gain by department. Use the View menu to see how many headcount gains for each department are attributed to each recruiting source, pay grade, job family, or country.

The following figure illustrates the Headcount Gains analytic.



In this example, you can see that many of your headcount gains are attributed to college hires. This information provides context to your discussions with department leaders about the types of skills they are acquiring, how HR can assist the organization to grow talent from within, and how best to evaluate quality of hire for these key jobs.

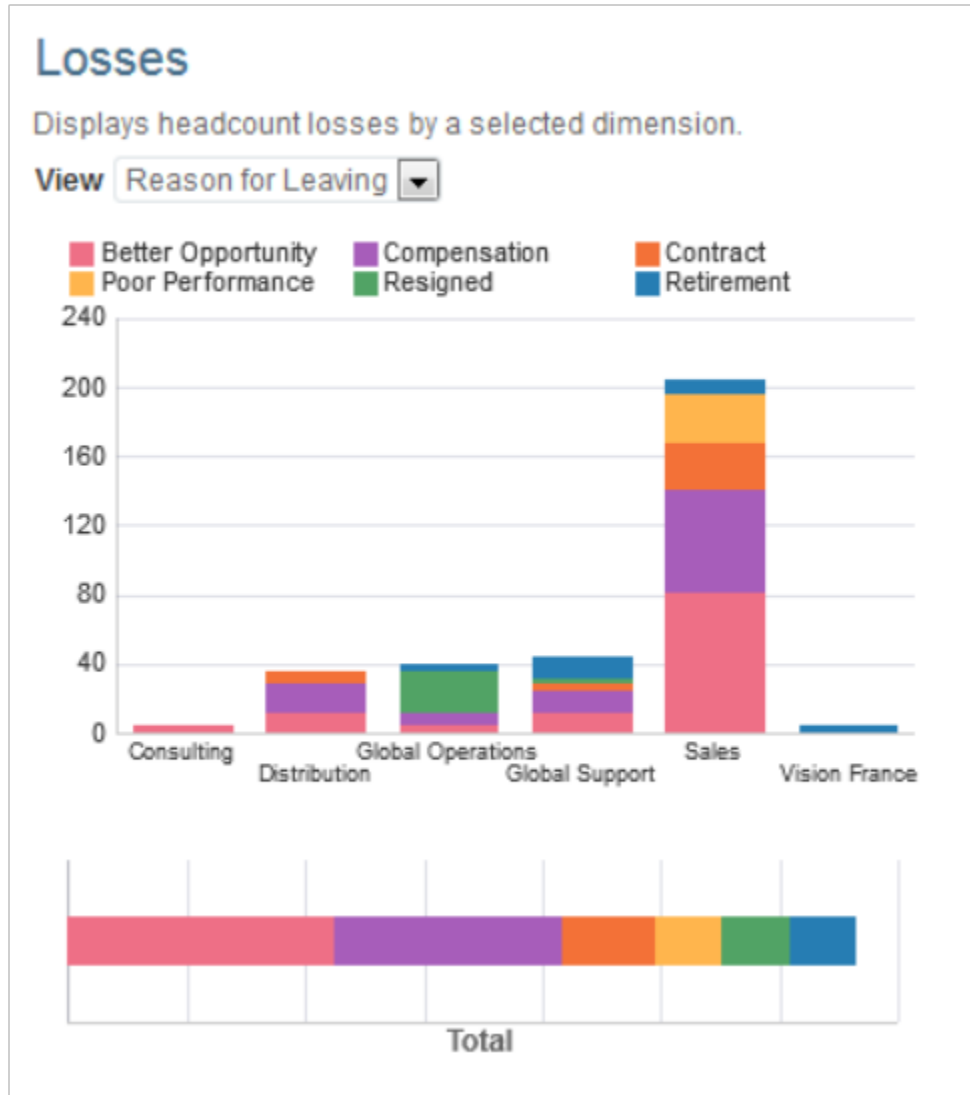
Change the perspective of the data displayed in the report by selecting one of the following view types in the View list:

- **Job Family:** Headcount gains by job family.
- **Country:** Headcount gains by country location.
- **Pay Grade:** Headcount gains by pay grade.

Headcount Losses

This analytic shows headcount losses by department.

The following figure illustrates the Headcount Losses analytic.



In this example, you can see that the largest number of workers left the Sales department for better opportunities and compensation. Use this information to investigate further and to plan retention strategies to prevent expensive headcount losses in the future.

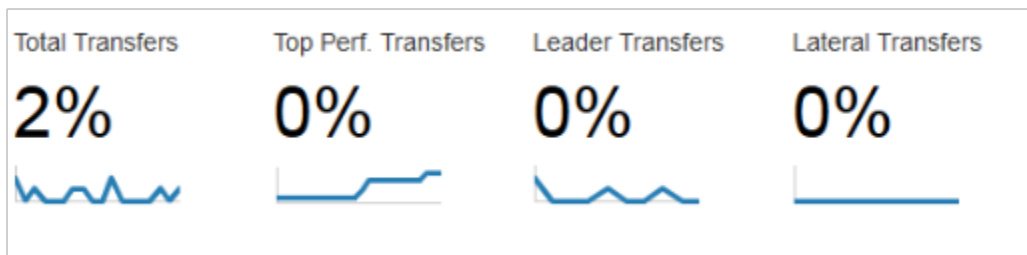
Change the perspective of the data displayed in the report by selecting one of the following view types in the View list:

- **Reason for Leaving:** Headcount loss by reason for leaving.
- **Job Family:** Headcount loss by job family.
- **Country:** Headcount loss by country location.
- **Performance:** Headcount loss by performance rating.
- **Pay Grade:** Headcount loss by pay grade.

Evaluating Internal Mobility on the HR Executive Dashboard: Explained

Use the Internal Mobility tab on the HR Executive Dashboard to help you analyze personnel movement, understand employee transfer opportunities, and determine whether employee mobility patterns are creating a positive or negative impact on your workforce.

The initial view of internal mobility is in summary format, using a sparkline. The numbers within the tiles on the sparkline display the current data as of the month chosen in the prompt on the dashboard page. The sparkline graphs display the 12 months prior to the month chosen in the prompt on the dashboard page. The following figure illustrates some of the sparkline tiles.

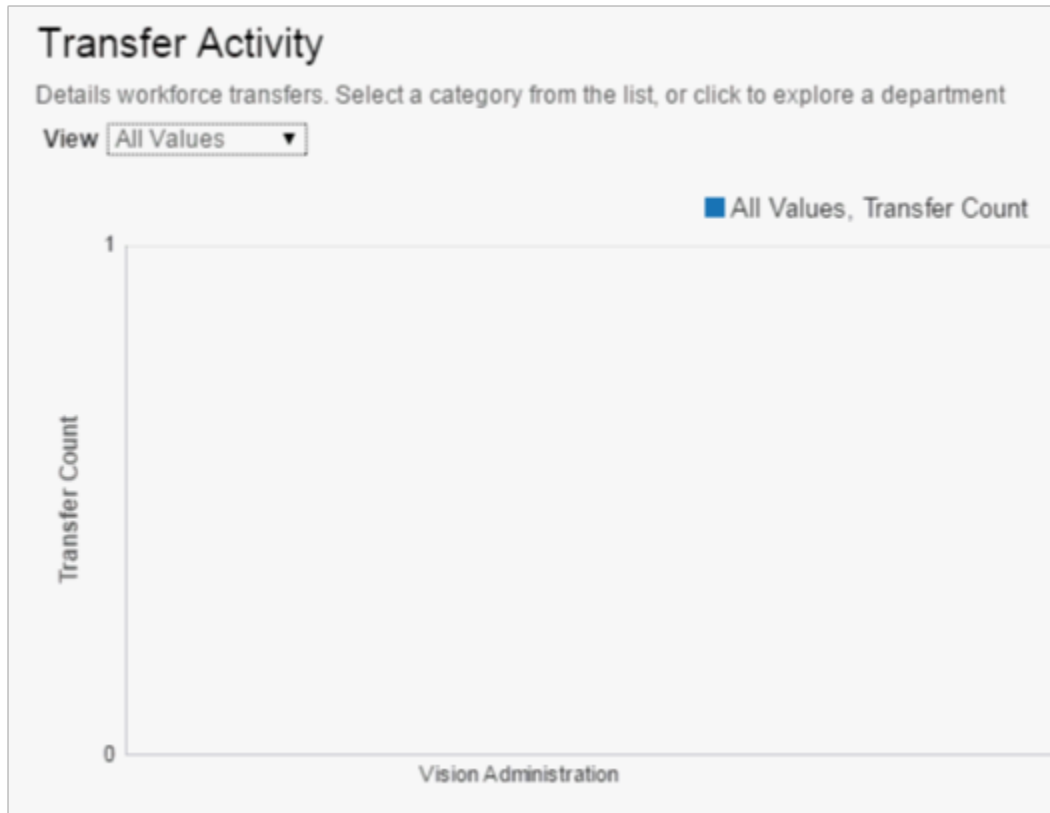


This sparkline contains the following tiles:

- **Total Transfers:** Percentage of the total headcount that have transferred.
- **Top Performer Transfers:** Percentage of the total headcount assigned to the top performance bands that have transferred.
- **Leader Transfers:** Percentage of the total headcount classified as supervisors that have transferred.
- **Lateral Transfers:** Percentage of the total headcount that have transferred to a position that is different, but in the same pay grade as their previous position.
- **Promotions:** Percentage of the total headcount that have transferred to a more senior level position than their previous one.
- **Worker Mobility:** Calculated percentage of workers that have either transferred or have been promoted within the department. The worker mobility metric provides you with an overall indication of movement in the organization.

With these metrics, you can determine if you are providing adequate opportunities for employees to move and grow within the organization, and confirm if you are gaining high performers through transfer activity. This information is vital for creating and refining employee retention and development strategies.

The Transfer Activity analytic details workforce transfers.



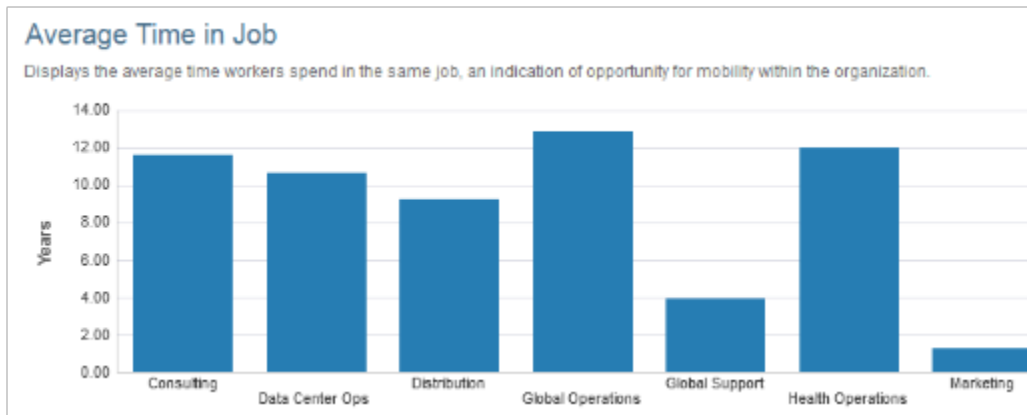
You can change the perspective of the data displayed in the report by selecting one of the following view types in the View list:

- Transfer Type: transfers by type
- All Values: transfers by all values
- Country: transfers by country
- Job Family: transfers by job family
- Pay Grade: transfers by pay grade

Time in Job

This analytic shows the time that workers spend in a position as indicated by the mobility opportunities within a department. When you pinpoint the average time employees remain in the same job, this helps you to better analyze employee attrition (where employees may feel there are no opportunities for growth), organization productivity (where employees with more experience may be more productive), and effectively manage succession planning (identifying organizations with experienced workers that are ready for a change).

The following figure shows the Time in Job analytic.



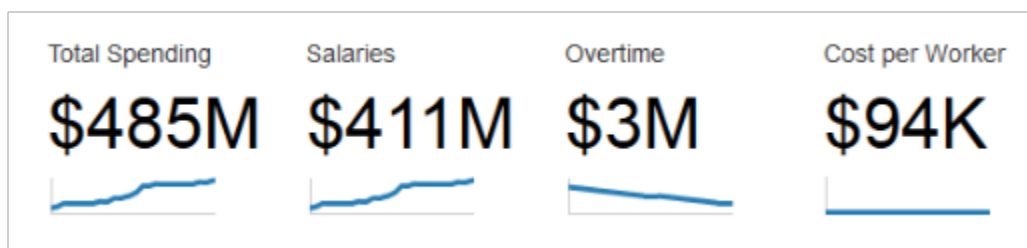
To drill down for more details on a department:

1. Click in a bar, or on a bar heading label in the chart to drill down into the department details.
2. Click the **Internal Mobility** link to return to the Global Internal Mobility page.

Evaluating Workforce Costs on the HR Executive Dashboard: Explained

Use the Global Workforce Costs tab on the HR Executive Dashboard to help you gain valuable insight into major payroll spending categories, such as salaries, overtime, and bonuses.

The initial view of cost information is in summary format. The Global Workforce Costs sparkline tiles enable you to quickly assess key workforce cost metrics. The numbers within the tiles will display the current data as of the month chosen in the prompt on the dashboard page. The sparkline graphs will display the 12-months prior to the month chosen in the prompt on the dashboard page. This figure illustrates some of the sparkline tiles.



This sparkline contains the following tiles:

- **Total Spending:** Total payroll balance amount.
- **Salaries:** Total annual base salaries amount.
- **Overtime:** Total amount of overtime pay.
- **Cost per Worker:** Total payroll cost divided by the total headcount for the same period.
- **Cost of Attrition:** Cost of attrition based on the assumption that the cost to replace a worker is 125% of the worker's annual salary.

- **Leave Liability:** Total calculated cost of employee leave accrued, but not taken.

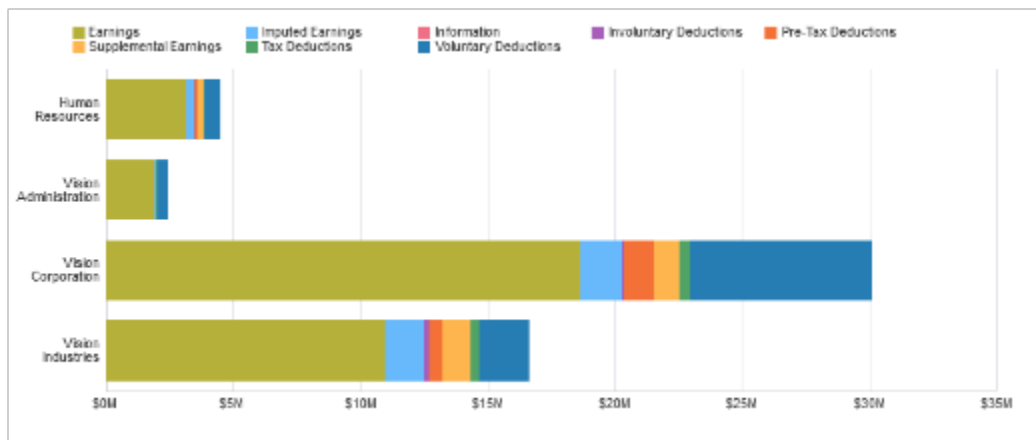
With these metrics, you can pinpoint total payroll spending and trends, as well as costs for key categories like salaries and overtime. The Cost of Attrition metric enables you to understand how much attrition costs the organization. The Leave Liability metric enables you to understand the cost of untaken leave.

In addition to the summary view of the sparkline, you can view:

- Workforce Costs
- 5-Year Trend

Workforce Costs

The Workforce Costs report enables you to see workforce costs from a variety of angles. You can use this information during strategic workforce planning sessions to determine the right mix of full and part time workers, as well as pinpoint the geographies from which to source future employees based on the total cost of employment. This figure illustrates the Workforce Costs analysis:



Change the perspective of the data displayed in the report by selecting one of the following view types in the View list:

- **Cost Type:** Costs classified by expenditure type.
- **Country:** Costs by country location.
- **Worker Type:** Costs by worker classification
- **Salary Basis:** Costs by salary basis.
- **Department Level:** Costs by department level within the organization's hierarchy.
- **Employment:** Costs for full-time employees.

To drill down for more details on a department:

1. Click in a bar, or on a bar heading label in the chart to drill down into the department details.
2. Click the **Return** link to return to the Global Workforce Costs page.

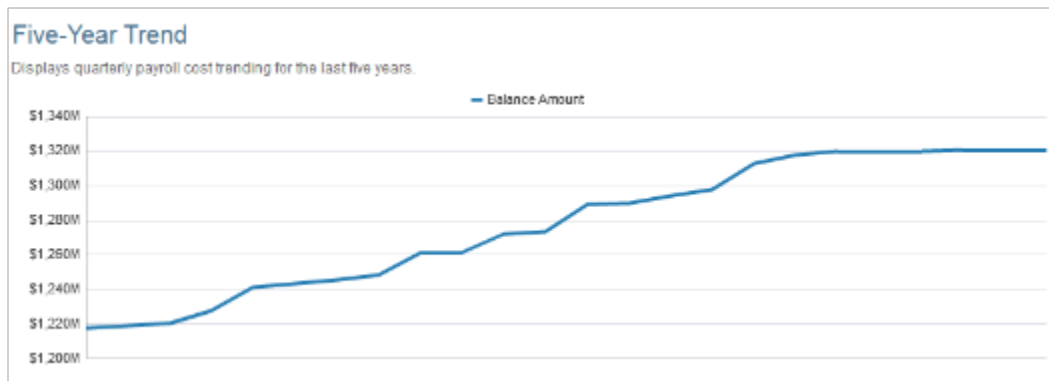
5-Year Trend

Displays payroll cost trending for the last five years. This report contains the following metrics:

1. Balance Amount: Payroll balance by year

2. Year: Year in which the payroll balance is tracked.

The following figure illustrates the 5-Year Trend analysis.



With these metrics you can see that your workforce costs have been steadily on the rise. You can use this information as important context for strategic planning and further analysis of costs at the corporate and department levels.

Evaluating Leadership on the HR Executive Dashboard: Explained

The leadership summary page on the HR Executive Dashboard enables human resources (HR) vice presidents, line managers, and HR managers to assess overall leadership performance.

The initial view of leadership is displayed in summary format. The numbers within the tiles on the summary page display the current data as of the month chosen in the prompt on the dashboard page. The sparkline graphs display data for the 12 months prior to the month chosen in the prompt on the dashboard page. The following figure illustrates some of the tiles within the sparkline.

The sparkline contains these tiles:

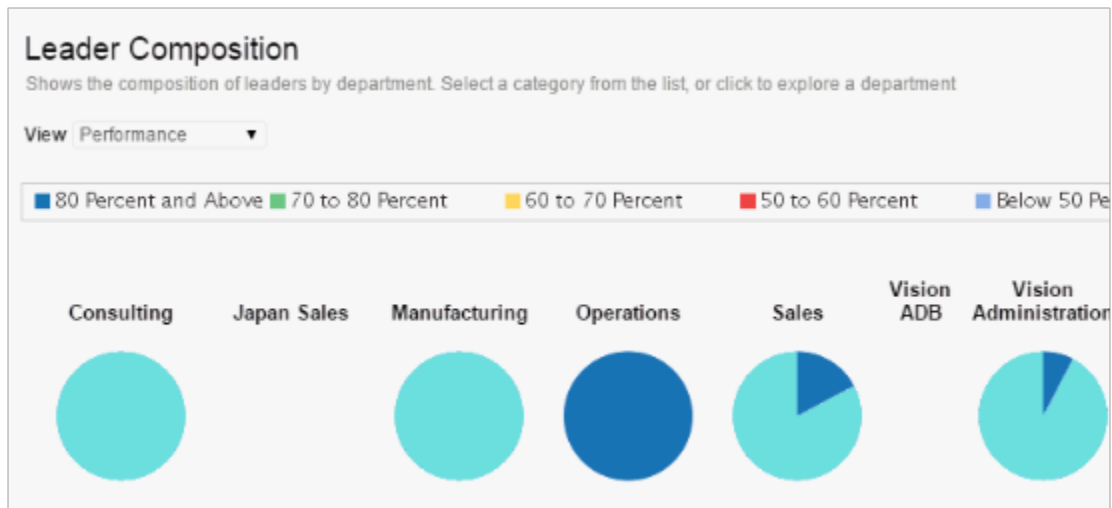
- Managers: Total number of managers, including contingent, temporary, and inactive managers.
- Female Managers: Female managers as a percentage of the total workforce
- Span of Control: Number of subordinates
- Leader Promotions: Percentage of promoted leaders.
- Leader Attrition Percentage of leaders who are no longer in that position.
- Executive Openings: Total number of executive openings.

In addition to the summary format, you can view leadership information using these analyses:

- Leader Composition
- Department Size and Depth
- Trend line graphs

Leader Composition

The Leader Composition analytic shows the composition of leaders by department. Select a category from the View list or click to explore a department.

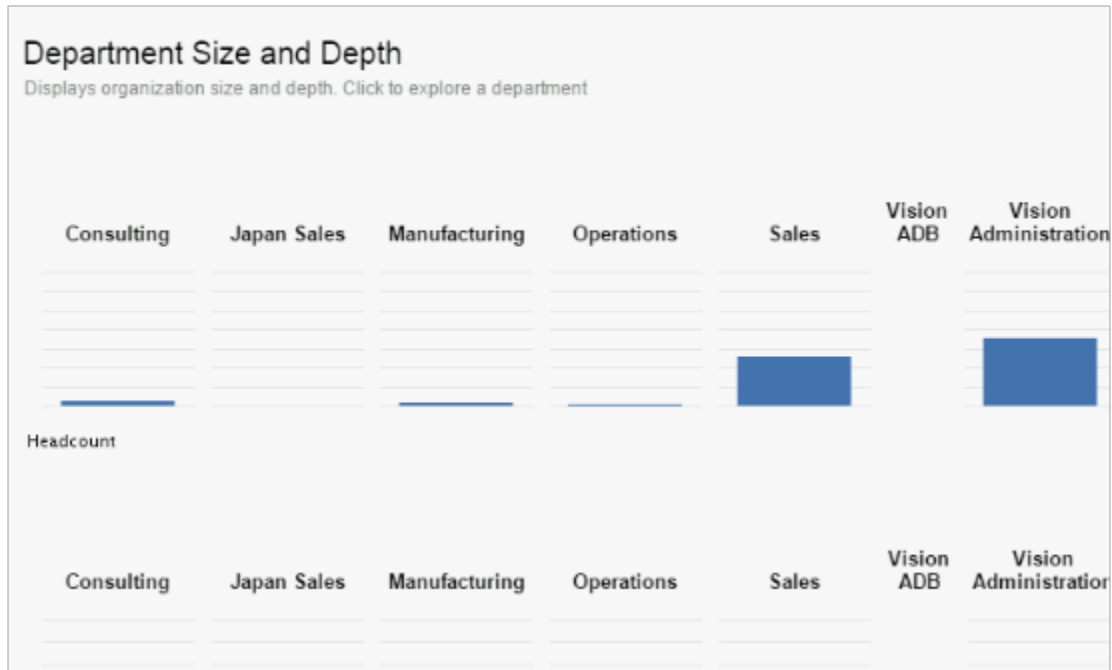


You can change the perspective of the data displayed in the report by selecting one of the following view types in the View list:

- Performance: leaders by performance
- Job Family: leaders by job family
- Compta-Ratio: leaders by compta-ratio
- Age: leaders by age
- Gender: leaders by gender
- Tenure: leaders by tenure
- Manager Potential: leaders by manager potential

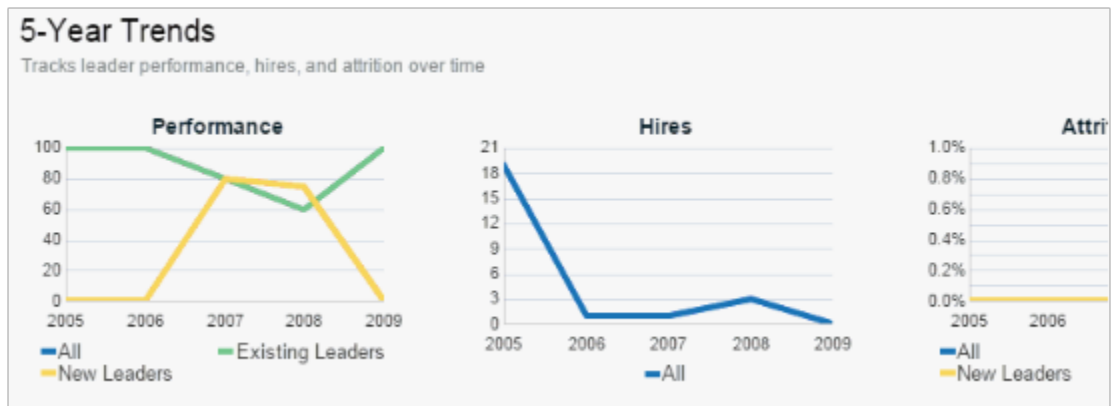
Department Size and Depth

The Department Size and Depth analytic displays organization size and depth. Click the graph to explore a department.



5-Year Trends

the 5-Year Trends analytic graphs track leader performance, hires, and attrition over time.



Executive Filter

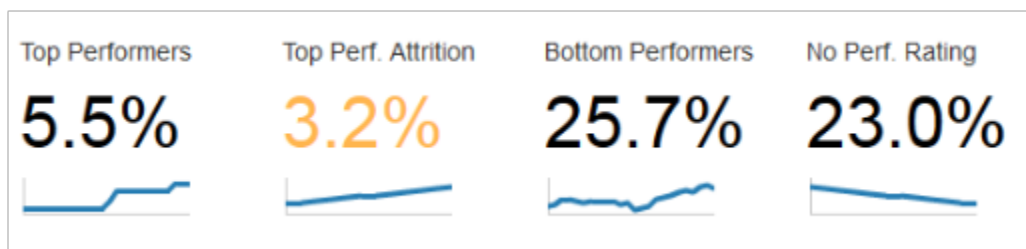
The filters are not seen, but affect the data presented on the page. You will need to configure the Executive filter to capture the pay grades in Requisition Pay Grade Code that are considered Executive within your organization.

Evaluating Talent Information on the HR Executive Dashboard: Explained

Use the Talent tab on the HR Executive Dashboard to identify the proportion of your workforce that are high performers, determine if your compensation strategy is rewarding performance, and develop effective strategies to retain top talent.

The initial view of talent information is in summary format. The numbers within the tiles will display the current data as of the month chosen in the prompt on the dashboard page. The sparkline graphs will display the 12-months prior to the month chosen in the prompt on the dashboard page. The Global Talent sparkline tiles enable you to quickly assess proportion and loss of top and bottom performers, the percent of your workers that do not have a performance rating, and the number of workers that have been promoted during the selected time period.

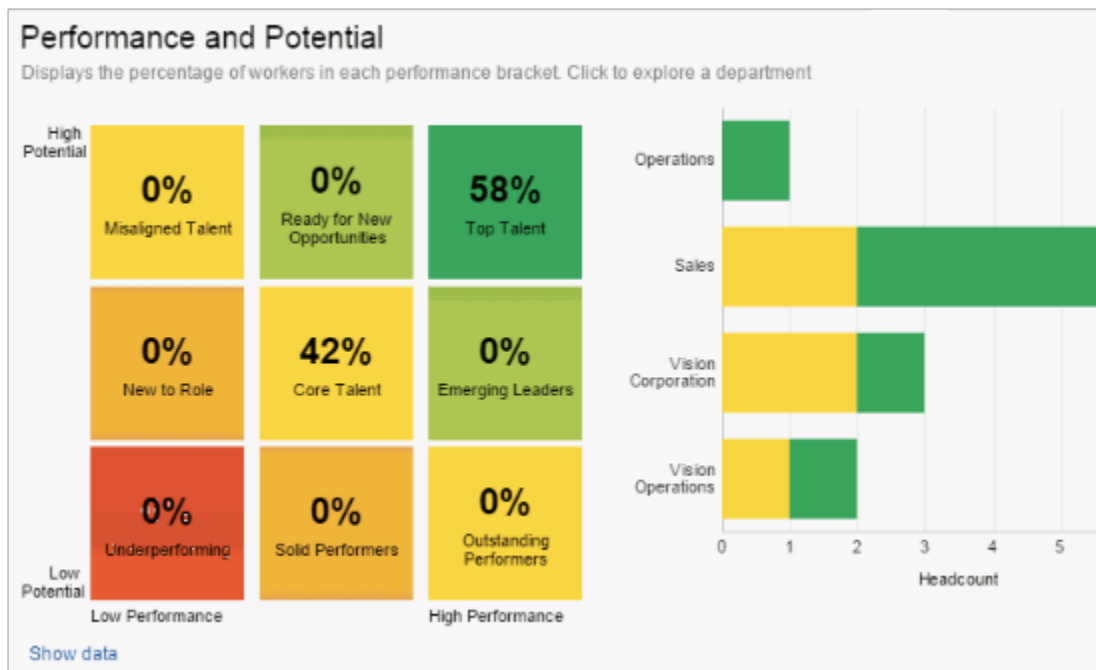
The following figure illustrates some of the Talent sparkline tiles.



Performance and Potential

The Performance and Potential analysis compares the percentage of workers in each performance bracket.

The following figure illustrates the Performance and Potential analysis



Click one of these links under **More Performance and Potential** for further analysis:

- **Which recruiting sources provide the best performers?**
- **What is the five-year performance trend for new hires, existing workers, and top performers?**
- **Which departments / managers participate in performance reviews?**
- How does our Top Talent compare to other workers?

After reviewing these additional performance and potential analyses, click **Go to Talent Overview** to return to the Global Talent page.

Pay for Performance

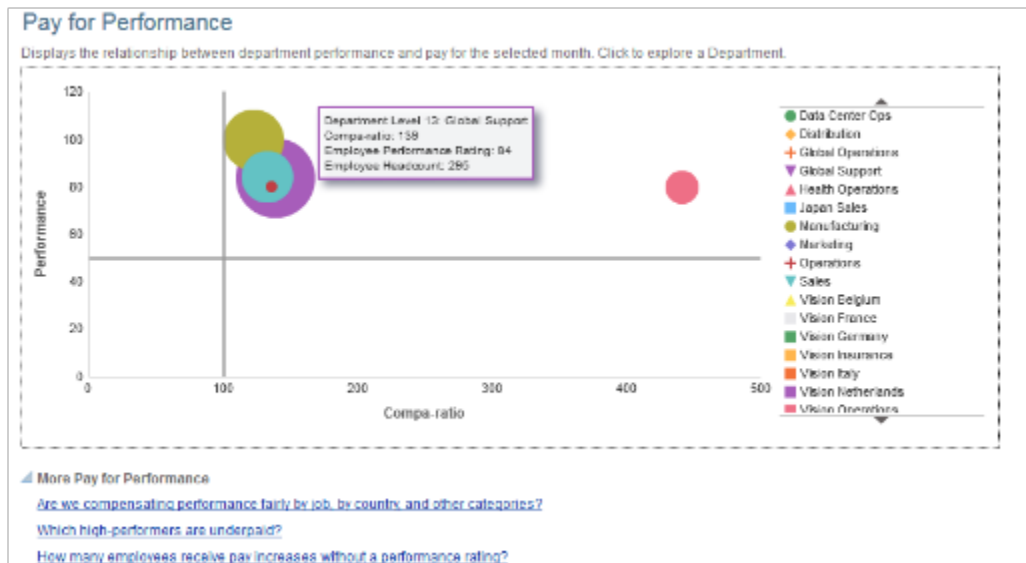
The Pay for Performance analysis displays the relationship between department performance and pay for the selected month. The bubbles in the chart represent departments within the department hierarchy. The size of the bubbles indicate the relative number of headcount in the department compared to other departments.

This analysis contains the following metrics:

1. **Compa-ratio:** Average compensation for workers in the department compared to the salary mid-range point for their job. A value of 1 indicates the average compensation in the department is equal to the salary mid-range.
2. **Performance:** Employee performance ratings by department.

Hover over a bubble to review the compa-ratio, employee performance rating, and employee headcount for the department.

The following figure illustrates the Pay for Performance analysis.



In this example, the Global Support department has the highest headcount (purple bubble), with the average performance in the organization at approximately 84%, and a compa-ratio of 139. Other departments have higher performance, but lower compensation. This information enables you to see where compensation strategies are effectively paying workers for top performance, and where compensation increases may be appropriate to reward top performers and reduce attrition risk.

To drill down for more details on a department:

1. In the chart, click the department bubble or department label in the legend to drill down into the department details.
2. Click **Go to Talent Overview** to return to the Global Talent Page.

Click one of these links under **More Pay for Performance** for further analysis:

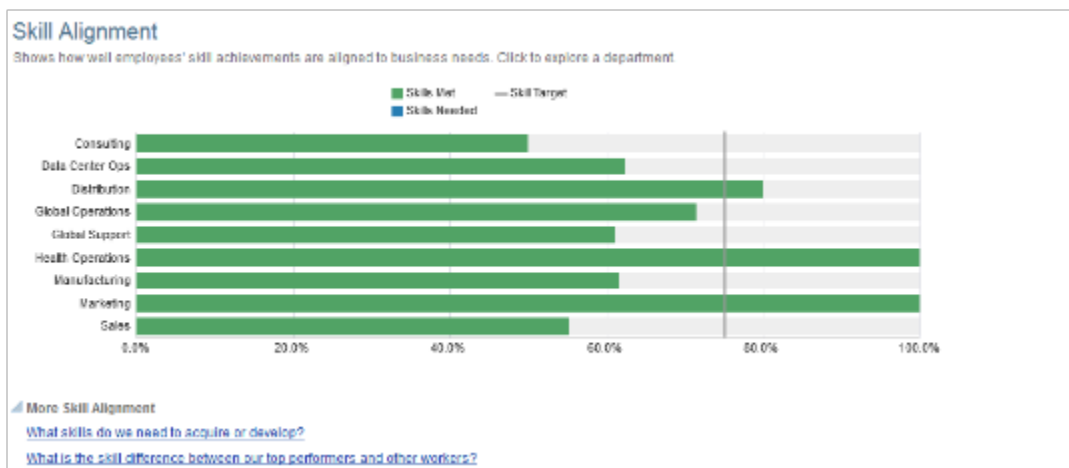
- **Are we compensating performance fairly by job, by country, and other categories?**
- **Which high-performers are underpaid?**
- Does a pay increase result in better performance or retention?
- **How many employees receive pay increases without a performance rating?**

After reviewing these additional pay for performance analyses, click **Go to Talent Overview** to return to the Global Talent page.

Skill Alignment

The Skill Alignment analysis compares how well employees' skill achievements are aligned to business needs.

The following figure illustrates the Skill Alignment analysis.



To drill down for more details on a department:

1. In the chart, click a bar to drill down into the department details.
2. Click **Go to Talent Overview** to return to the Global Talent Page.

Click one of these links under **More Skill Alignment** for further analysis:

- What skills do we need to acquire or develop?
- What is the skill difference between our top performers and other workers?

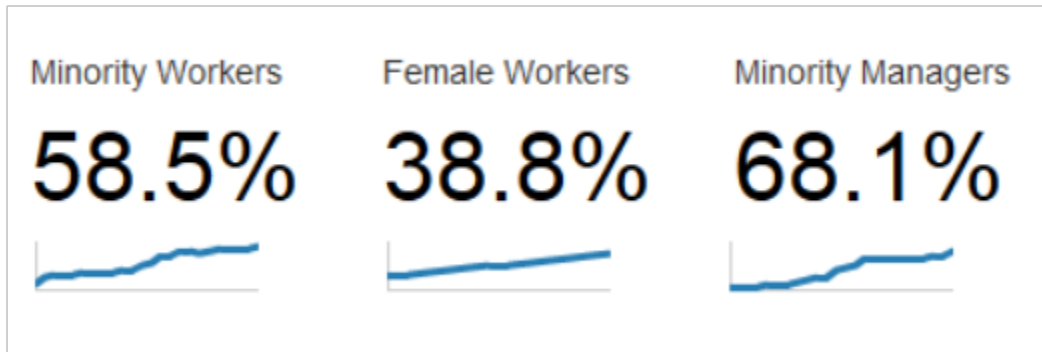
After reviewing these additional pay for performance analyses, click **Go to Talent Overview** to return to the Global Talent page.

Evaluating Workforce Demographics on the HR Executive Dashboard: Explained

Use the Demographics tab on the HR Executive Dashboard to assess key demographic metrics that help you proactively develop strategies to meet diversity targets and minimize the impact of retiring workers that take key skills with them when they leave.

The initial view of workforce demographics is in summary format. The numbers within the tiles will display the current data as of the month chosen in the prompt on the dashboard page. The sparkline graphs will display the 12-months prior to the month chosen in the prompt on the dashboard page.

The following figure illustrates some of the tiles on the Demographics sparkline.



This sparkline contains the following tiles:

- **Minority Workers:** Percentage of employees classified as a minority. The groups identified as minority workers are determined by a single filter located in the /shared/Human Capital Management/Human Resources - Workforce Deployment/Role Dashboards/Minority Worker Filter directory. To select the ethnic groups identified as minority workers for your organization, you must modify this filter.
- **Female Workers:** Percentage of employees that identify themselves as the female gender.
- **Minority Managers:** Percentage of employees classified as a minority, and who are also supervisors.
- **Female Managers:** Percentage of employees that identify themselves as the female gender, and who are also classified as supervisors.
- **Nearing Retirement:** Percentage of employees assigned to the near retirement age bands (aged 55 or older).
- **Average Tenure (yrs):** Average length of service for all employees in years.

You can use this information to create recruitment, succession, and training strategies to meet your workforce demographic needs.

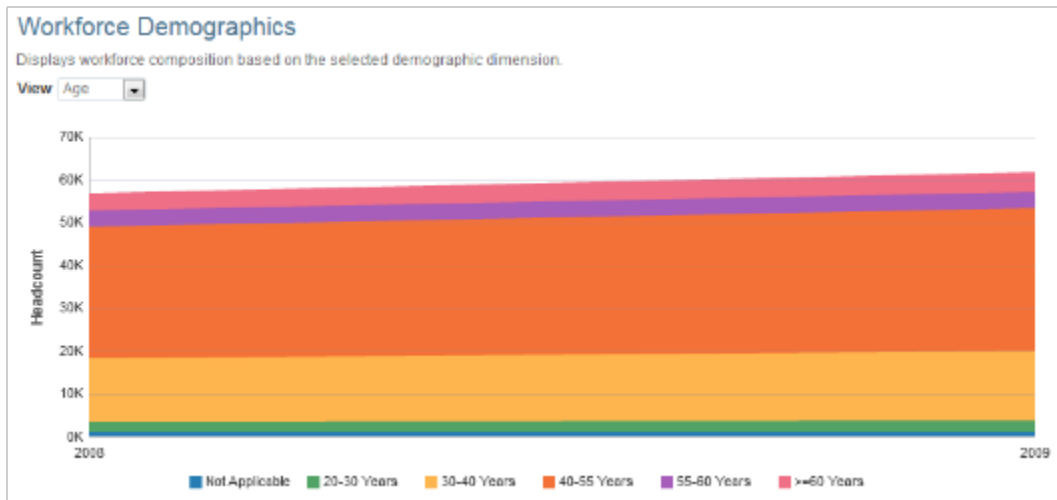
In addition to the summary information in the sparkline, you can view these analyses:

- Workforce Demographics
- Workers Nearing Retirement

Workforce Demographics

The Workforce Demographics analysis enables you identify specific workforce population characteristics and trends.

The following figure illustrates the Workforce Demographics analysis:



Change the perspective of the data displayed in the report by selecting one of the following view types in the View list:

- **Gender:** Workforce demography organized by gender.
- **Ethnicity:** Workforce demography organized by ethnic classification.
- **Age:** Workforce demography organized by age bands.
- **Country:** Workforce demography organized by country location.

This analysis also displays expanded demographic details in the following sub-charts:



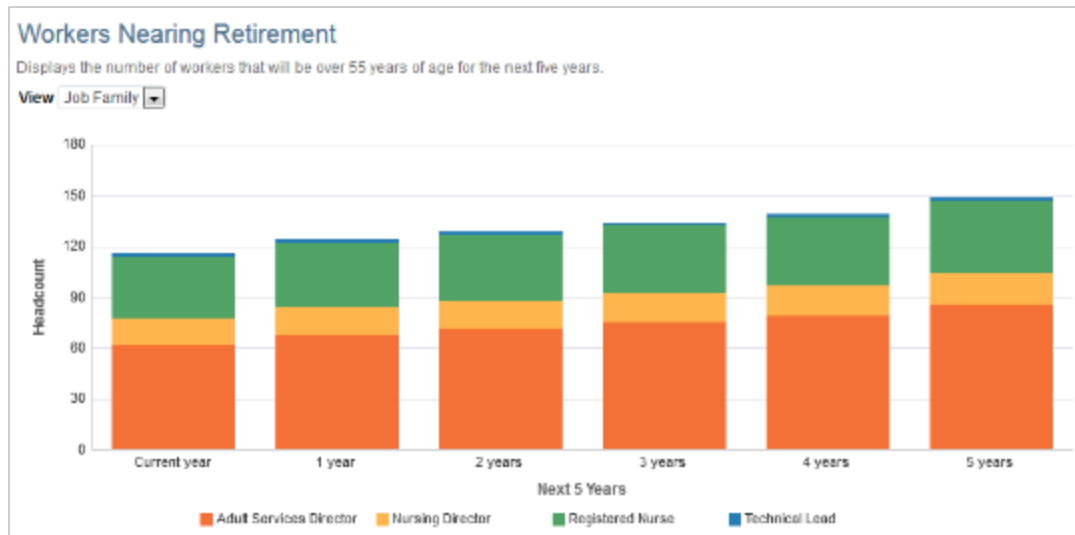
- **Management:** Percentage of the selected demographic that are supervisors.
- **Promotions:** Percentage of the selected demographic who have been promoted at least once in the past 12 month
- **Time in Current Job:** Percentage of the selected demographic displayed by time in service in months for their current position.
- **Tenure:** Total time in service for the department in years.

You can use this information to understand if specific age groups are at risk for higher attrition, may need more movement opportunities, and are represented by managers of their own age group.

Workers Nearing Retirement

Workers Nearing Retirement shows the number of workers that will be over 55 years of age in the next five years.

The following figure illustrates the Workers Nearing Retirement analysis.



In this example, it looks like most of the workforce slated for retirement are Adult Services Directors. You can use this information to identify the jobs and seniority levels that most need succession planning, and begin planning recruitment and employee development initiatives to ensure key skills are not lost when employees retire. This information enables you to take inventory of the percentage of your workforce poised for retirement and the skill sets they will take with them when they leave.

Change the perspective of the data displayed in the report by selecting one of the following view types in the **View** list:

- **Job Family:** Employees nearing retirement by job type.
- **Pay Grade:** Employees nearing retirement by pay grade level (indicates seniority within their job).

Evaluating Sample Content on the HR Executive Dashboard: Explained

The sample content page on the HR Executive Dashboard provides an extensive library of sample analyses, grouped by the following categories.

- **Workforce Effectiveness:** Highlights and quantifies HR and workforce ROI by correlating financial metrics to key workforce metrics.
- **Workforce Deployment:** Displays headcount and demographic trends to monitor labor usage and workforce diversity
- **Workforce Development:** Focuses on leadership and workforce performance including both high performance and under-performers.
- **Retention:** Analyzes employee turnover trends especially top performers.
- **Compensation:** Analyzes compa-ratio distribution, pay for performance, and other compensation-related data.
- **Recruitments:** Provides data on the complete recruiting pipeline from candidates to attrition. Assesses time to fill and source critical jobs.
- **Learning Management:** Quantifies business investment in employee learning and development, and clarifies the relationship between learning, performance, and retention.
- **Talent Management:** Identifies organizational skill gaps and strengths.
- **Absence and Accrual:** Identifies employees with high absenteeism and monitors productivity loss and leave accrual usage

- Payroll: Analyzes payroll details to expose subtleties, differences, and trends of employer-paid payroll cost
- Time and Labor: Analyzes time data to help managers gain insight into absenteeism, low productivity, and overtime causes and costs

You can use these reports as-is, or you can make copies of them and edit them to suit your business needs.

Compensation Analyses in Oracle Transactional Business Intelligence Enterprise: Explained

Oracle Transactional Business Intelligence Enterprise provides the following types of compensation analyses:

- Overview
- Pay for Performance
- Salary Compression

To locate the Compensation analyses:

1. On the HR Executive Dashboard, click the **Sample Content** page.
2. Click one of the following links, depending on what type of compensation report you want to view:
 - **Overview**
 - **Pay for Performance**
 - **Salary Compression**

Overview Analyses

The compensation overview analyses are intended for these job roles:

- Vice President of Human Resources
- Human Resources (HR) Manager
- Line Manager

The following table lists and describes the Compensation overview analyses.

Analysis Name	Description
3 Year Salary Trend	Provides a three year salary trend including average base salary and total annual base salary
Salary by Department Hierarchy	Includes total and average base salary by department hierarchy including total base salary percentage change to a year ago.
Salary Percentile	Provides an overview of department total salary, average salary, total salary percentage change to a year ago by department hierarchy.

Salary Compression Analyses

The compression analyses are intended for these job roles:

- Vice President of Human Resources
- HR Manager
- Line Manager

Analysis Name	Description
Compression Between Jobs	Analyzes the average full-time salary between jobs and between performance bands to assess salary differentials between jobs and between high- and low-performing employees within the job.
Compression of Experienced Workers	Analyzes average annual base salary with employee length of service to assess if there is salary compression for experienced employees in a job or grade. Drill to view salary compression within the grade or to view employee salary details.
Compression within Grades	Assesses employee salary differentials within a grade or between grades by comparing employees' average and median base salary with the pay grade mid-point.
Compression within Grades Detail	Analyzes salary distribution within a grade; including metrics e.g. employees' average and median base salary and the deviation of average base salary to the grade mid-point.

Pay for Performance Analyses

The pay for performance analyses are intended for these job roles:

- Vice President of Human Resources
- HR Manager
- Line Manager

The following table lists and describes the pay for performance analyses.

Analysis Name	Description
Average Base Salary by Pay Grade	Displays headcount, mean performance rating, and average base salary by pay grade.
Departmental Compensation and Performance Analysis	Shows average base salary, headcount, tenure, and mean performance rating for all departments. Page

Analysis Name	Description
	selector offers ability to see the table for different pay grades.
Pay and Performance by Organization	Analyzes how employees' pay (salary and bonus) correlate with their performance by organization. This report is built from the Payroll subject area.
Pay and Performance Relationship	Shows average annual salary and headcount by Mean Performance Rating Scale.
Performance and Promotions	Shows Headcount, Promotions, and Performance Rating by Department. Use Show By control to see by other dimensions like Region.
Performance Base Salary Analysis	Analyzes salary distribution by performance band within a pay grade to help monitor if there is pay differentiation for performance. Metrics calculate the total, average, maximum and minimum base salary, median base salary and base salary standard deviation.

Related Subject Areas

All Compensation analyses except the Pay and Performance by Organization use the Human Resources - Compensation subject area. The Pay and Performance by Organization analysis uses the Human Resources - Payroll subject area. For more information, refer to Oracle Human Capital Management Cloud - Subject Area documentation on the Oracle Help Center.

Workforce Development Analyses in Oracle Transactional Business Intelligence Enterprise: Explained

Oracle Transactional Business Intelligence Enterprise provides workforce development analyses that highlight both under performance and top performance details.

To locate the workforce development analyses:

1. On the HR Executive Dashboard, click the **Sample Content** page.
2. Under Workforce Development, click one of the following links, depending on the type of report you want to view:
 - **Overview**
 - **Employee Performance by Supervisor**
 - **Employee Performance**

- **Supervisor Performance**
- **Internal Mobility**
- **Top Performers**
- **Under Performers**

The performance analyses are intended for these job roles:

- Vice President of Human Resources
- Human Resources (HR) Manager
- Line Manager

Performance Analyses

The following table lists and describes the delivered performance management analyses in Oracle Transactional Business Intelligence Enterprise.

Analysis Name	Description
Chronic Under-Performers	Shows chronic under-performers (consistently below average performance rating) in the past two years.
Employee Performance - No Supervisors Assigned	Shows performance of the employees who have no supervisor assigned.
Employee Performance 3 Year Trend	Provides a radar chart displaying how the organizational performance have moved over the past 3 years.
Employee Performance and Compa Ratio	Provides a report analyzing the correlation of employee performance and their compa ratio (mean and median).
Employee Performance By Job	Shows employee performance distribution by job (length of service, job function, and location).
Employee Performance By Organization	Shows employee performance distribution by job, location, length of service in an organization.
Employee Performance By Supervisor Hierarchy	Shows employee performance by supervisor hierarchy.
Employee Performance Overview	Provides an overview of employee and supervisor performance distribution.

Analysis Name	Description
Poor Performers Performance Development	Evaluates how last year's poor performers' performance have changed - no performance change, performance improved, or moved to high performers.
Poor Performance Terminations and Transfers	Shows poor performers (performance rating below average) who have been terminated or transferred in the year.
Supervisor Performance By Job	Shows supervisor performance distribution by job (length of service, job function, and location).
Supervisor Performance Trend	Analyzes supervisor performance trends.
Top Performers By Organization	Compare percentage of high performers by organization.
Under-Performing Supervisors	Lists under-performing supervisors with a performance band of less than 50 percent.
Under-Performing Supervisors Listing	Lists under-performing supervisors.

Internal Mobility Analyses

The following table lists the delivered workforce development analyses that assess internal mobility in Oracle Transactional Business Intelligence Enterprise.

Report Name	Description
Employee Time in Service	Shows employees' average length of time in a job, grade and organization.
Employee Transfer Summary	Shows an organization summary of employee transfers including where they transfer from and transfer to.
Employee Transfer-Ins	Shows employee transfer-Ins by location, organization, and job.
Employee Transfer-Outs	Shows employee transfer-outs by location, organization, and job.

Report Name	Description
Employee Transfers	Shows employee transfer-ins or outs by location, organization, and job.
Top 3 Transfer-Ins	Shows the top three transfer ins by organization, location, supervisor.
Top 3 Transfer-Outs	Shows the top three transfer-outs by organization, location, supervisor, job and grade.

Related Subject Area

The performance analyses use the Human Resources - Workforce Deployment subject area. For more information, refer to the Oracle Human Capital Management Cloud - Subject Area documentation on the Oracle Help Center.

Retention Analyses in Oracle Transactional Business Intelligence Enterprise: Explained

Oracle Transactional Business Intelligence Enterprise provides the following types of retention reports:

- Overview
- Retention hot spots
- Top performers
- Trends

To locate the Retention analyses:

1. On the HR Executive Dashboard, click the **Sample Content** page.
2. Under Retention, click one of the following links, depending on the type of report you want to view:
 - **Overview**
 - **Retention Hot Spots**
 - **Top Performers**
 - **Trends**

The retention overview analyses are intended for these job roles:

- Vice President of Human Resources
- Human Resources (HR) Manager
- Line Manager

Overview Analyses

The following table lists the delivered overview retention reports in Oracle Transactional Business Intelligence Enterprise.

Analysis	Description
Top Voluntary Turnover	Shows top 3 voluntary turnover by job, geography, performance band (voluntary turnover percentage in top three).
Turnover Demographics	Includes a pareto chart that shows voluntary and involuntary turnover by gender, education level, race, ethnicity.
Turnover Distribution By Job	Shows the top 10 jobs with the highest employee turnover.
Turnover Distribution By Supervisor	Shows employee voluntary termination distribution by supervisor hierarchy.
Turnover KPI	Provides voluntary and Involuntary turnover KPIs.

Retention Hot Spots

The following table lists and describes the retention hot spot analyses.

Analysis	Description
Voluntary Turnover Reason	
Turnover Distribution by Job	
Turnover Distribution by Supervisor	

Top Performers

The following table lists the delivered top performer retention reports in Oracle Transactional Business Intelligence Enterprise.

Report Name	Description
At Risk Top Performers	Shows a list of current top performing employees who may be at risk of turnover due to lack of promotion of low pay compared to peers.
Top Performer Turnover	Provides monthly top performer attrition for the year.
Top Performer Turnover List	Lists top performers who have left the organization in the current year.
Top Performer Turnover Reason	Includes monthly top performer attrition for the year.
Top Performer Voluntary Turnover	Provides top performer voluntary turnover rate by organization, supervisor, geography and job.
Top Performer Voluntary Turnover KPI	Provides top performer voluntary turnover rate compared to prior period.

Trends

The following table lists the delivered trend retention reports in Oracle Transactional Business Intelligence Enterprise.

Report Name	Description
Termination List	Lists employees who have been terminated.
Transfer List	Lists employees who have been transferred.
Turnover 3-Year Trend Average	Provides monthly average turnover over three year period.
Turnover Trend (Employee, Supervisor, High Performers)	Compares management and high performer turnover with that of the employees
Turnover Trends	Shows involuntary and voluntary turnover for the current year.
Voluntary Termination List	Lists employees who have been voluntarily resigned.

Report Name	Description
Voluntary Turnover 3-Year Trend	Provides monthly voluntary turnover in the past three years.
Voluntary Turnover 3-Year Trend (YTD Cumulative)	Provides voluntary turnover in the past three years, YTD, cumulative.
Voluntary Turnover Reason	Provides a radar diagram that outlines employees' voluntary turnover reason.
Voluntary Turnover Reason by Supervisor	Includes a detail report showing employees' voluntary turnover reason by supervisor.

Related Subject Areas

The retention analyses use the Human Resources Workforce Deployment subject area. For more information, refer to the Oracle Human Capital Management Cloud - Subject Area documentation on the Oracle Help Center

Workforce Deployment Analyses in Oracle Transactional Business Intelligence Enterprise: Explained

Oracle Transactional Business Intelligence Enterprise provides the following types of workforce deployment reports:

- Overview
- Demographics
- Internal Mobility
- Trends
- Workforce Events
- Detail Listing

To locate the Workforce Profile analyses

1. On the HR Executive Dashboard, click the Sample Content page.
2. Under Workforce Profile, click one of the links depending on what type of analysis you want to view.

The workforce profile analyses are intended for these job roles:

- Vice President of Human Resources
- Human Resources (HR) Manager

- Line Manager

Overview Analyses

The following table lists the delivered workforce deployment overview analyses in Oracle Transactional Business Intelligence Enterprise.

Analysis Name	Description
Headcount KPI	Views employee and contingent headcount growth.
Headcount KPI New	Provides headcount KPI New.
Headcount Movement by Job	Monitors staffing level by job; metrics included: headcount hires, promotions, transfers, terminations.
New Hire and Termination Trend	Shows monthly trend in new hires and employee terminations.
Organizational Headcount Movement	Views headcount movement (hires, transfers, promotions and terminations) by line of business.
Span of Control KPI	Views manager, supervisor ratio and supervisor span of control.
Staffing Level	Views headcount and FTE distribution by geography, and organization.
Staffing Level by Job	Views headcount and FTE distribution by Job Category, Job Family and Job Function.
Turnover and Hire KPI	Provides turnover and New Hire KPI.

Demographics Analyses

The following table lists the delivered demographics workforce deployment analyses in Oracle Transactional Business Intelligence Enterprise.

Analysis Name	Description
Employee Age 55+ Demographics	Analyzes employees age 55+ by job, grade and department to assess the effect of pending retirement on the organization.

Analysis Name	Description
Employee Age 55+ Trend	Provides a bar graph showing employees age 55+ pending retirement group trend over 3 years.
Employee Age Band Trend	Provides a 3-Year trend analysis of employee age band to identify employee demographics trend.
Headcount Demographics	Views employee headcount distribution by ethnicity, age band, education level etc.
Job Demographics	Views headcount distribution by length of service and age band.
Supervisor Demographics	Provides distribution of supervisor demographics (length of service).
Supervisor Headcount Trend	Provides distribution of supervisor demographics (length of service).
Supervisor New Hires	Provides a list report of recent new hires who are supervisors.
Supervisor Span of Control	Monitors supervisor span of control trend over 3 years; span of control monitors the number of employees per supervisor.
Termination and Headcount Demographic Comparison	Provides distribution of headcount and terminations across employee demographic attributes like Geography and Job Family.

Trends Analyses

The following table lists the delivered workforce deployment trend analyses in Oracle Transactional Business Intelligence Enterprise.

Analysis Name	Description
Headcount Demographic Trend	Analyzes headcount, hire, termination and promotion demographic trend by gender, ethnicity, citizenship, and highest educational level.

Analysis Name	Description
Organizational Growth Rate	Shows employee headcount by line of business and headcount growth percentage by quarter.
Positional Demographic Trend	Shows how demographics of specific positions and jobs are changing over past year.

Workforce Events Analyses

The following table lists the delivered workforce events workforce profile reports in Oracle Transactional Business Intelligence Enterprise.

Report Name	Description
New Hires	Provides a report of new hires by organization, location, and supervisors.
Promotion List	Provides a list report of recent promotions.

Detail Listing Analyses

The following table lists the delivered detail listing workforce profile reports in Oracle Transactional Business Intelligence Enterprise.

Report Name	Description
Employee Age 55+ Listing	Provides a list of employees whose age is over 55 and may approach retirement including their birth date and job assignment details.
Employee Event Detail Listing	Provides an event detail report showing transfers, termination, promotion details.
Employee Job Detail Listing	Provides an employee job detail listing report including job, location, performance rating, supervisor, length of service, etc.
Employee Termination Detail Listing	Shows a report detailing employee terminations.
Employee Transfer Detail Listing	Shows an event detail report showing transfer event details.

Report Name	Description
New Hire Detail Listing	Provides a report listing employee new hires.
Projects- Employee Details	Includes Projects and Employee Details.
Supervisor Job Detail Listing	Provides an employee job listing by supervisor including job, location, performance rating, supervisor, length of service, etc.

Related Subject Areas

The workforce profile analyses use the Human Resources Workforce Deployment subject area. For more information, refer to the Oracle Human Capital Management Cloud - Subject Area documentation on the Oracle Help Center.

Glossary

analysis

A selection of data displayed in one or more views, such as a table or chart, to provide answers to business questions.

analytics

Business intelligence objects such as analyses and dashboards that provide meaningful data to help with decision making.

dashboard

A collection of analyses and other content, presented on one or more pages to help users achieve specific business goals. Each page is a separate tab within the dashboard.

