

ADVISORY PERSPECTIVE

Helping You Improve Your HR Processes in Oracle Cloud HCM

Moving from a HR system of record to a system that drives transformation

A process improvement perspective for organisations live on Oracle Cloud HCM

The conversation we keep having

Your Oracle Cloud HCM implementation is live. The value it was promised isn't.

Many organisations have implemented Oracle Cloud HCM and reached go-live successfully. The platform holds employee data. Payroll runs. Transactions process. But the original transformation goals are often only partly realised - the wider change in how HR is delivered has not fully landed.

What we hear from HR and business leaders



Employees and managers are not really using self-service



HR teams are still doing too much manual work



Reporting has moved into spreadsheets and Power BI



Approvals are difficult to maintain



Workarounds in tickets, forms, and emails persist



Journeys are used only for onboarding and offboarding, if at all



AI capability feels out of reach - the data isn't there



Newer Oracle features feel hard to adopt

The Oracle Cloud HCM platform is doing part of the job. The transformation it was meant to enable is still in progress.

A familiar pattern in Oracle Cloud HCM implementations

Why this happens, almost every time.

Implemented under cost, timescale or resourcing pressures

Most original implementations were delivered under significant pressure - time, cost, and available resource. In that environment, the priority becomes go-live, not transformation.

What typically gets carried into Oracle Cloud HCM:

- Legacy approval logic
- Legacy reporting structures
- Legacy operating models
- Legacy hierarchies and ways of working

The generational point

Organisations that implemented Oracle Cloud HCM several years ago did not have Journeys, or had a very early version of it. They were not designing around AI.

The data structures, job architecture, and skills foundations that today's capabilities need were not part of the original scope - because those capabilities did not yet exist.

This works at go-live. Then every future change becomes harder. Every new feature collides with old design decisions, or with foundations that were never put in place.

An HR system of record vs. a system that drives transformation

The gap most HR functions are sitting inside.

HR SYSTEM OF RECORD

where many are today

- Employee data held in Oracle
- Basic HR transactions processed
- Payroll running
- Limited use of talent, skills, journeys, learning, succession, and workforce planning
- HR reporting happening outside the platform
- Job architecture and skills data not in place to support AI
- Oracle as one HR system among many, rather than the anchor of the HR operating model
- Decisions made on lagging, exported data

HR SYSTEM THAT DRIVES TRANSFORMATION

where the implementation was intended to take you

- Employee & Managers self-serving with confidence
- HR teams focused on advisory work, not administration
- Talent, skills, and journeys actively shaping the employee experience
- HR reporting trusted and used inside Oracle
- Job architecture and skills data in place to make AI useful
- Foundations in place for Redwood and AI adoption
- Leaders making decisions from Oracle insights, in the flow of work
- Predictive signals on attrition, skills gaps, and capacity guiding action
- Oracle anchoring workforce strategy, not just recording its outcomes

The distance between these two is where the incomplete outcomes sit.

Oracle Cloud HCM – improving the foundations

When the foundations are wrong, the symptoms keep returning.

The foundations of a healthy Oracle Cloud HCM environment

- Line manager hierarchy
- Department and organisation trees
- Position data and job architecture
- Skills framework and talent data
- Approval rules and areas of responsibility
- Security roles
- Person profile and assignment structures
- Data held in DFFs, EITs, DORs, and non-standard fields
- Reporting logic and integration dependencies

Ripple effect of a single foundational issue

Manager visibility

Approvals

Learning access

Compensation planning

Reporting and analytics

Security design

Redwood adoption

AI readiness

Fixing individual symptoms rarely works. The root cause usually sits in the structure.

Where we typically find the issues with Oracle Cloud HCM implementations

The recurring problem areas we see - and address.

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|--|--|--|---|
| <p>1 Employee & Manager self-service adoption</p> | <p>2 Document management and retention</p> | <p>3 Manual workarounds and duplicated effort</p> | <p>4 Reporting and analytics</p> |
| <p>5 Security and access</p> | <p>6 Payroll and statutory compliance</p> | <p>7 Position management and job architecture</p> | <p>8 Redwood readiness</p> |
| <p>9 Journeys and employee experience</p> | <p>10 AI readiness and data foundations</p> | <p>11 Hierarchy and matrix management</p> | <p>12 Integration and architecture fragmentation</p> |
| <p>13 Governance and decision-making</p> | | | |

The following slides walk through each - what it looks like, why it matters, and where it usually traces back to.

Oracle Cloud HCM hierarchy and matrix management

The hidden blockers behind many of the issues we see.

Matrix manager structures often start as a way to replicate legacy designs or solve a local approval problem. Over time they become the operating reality in Oracle Cloud HCM - even when they do not reflect the real management line.

What we see

- Managers cannot see their genuine direct reports
- Approvals route through artificial structures
- Reporting and analytics read the wrong hierarchy
- Integrations carry the wrong management data downstream
- Redwood pages surface confusing manager relationships
- Employees appear under multiple managers in ways that do not make sense

WHERE IT SHOWS UP

Manager visibility, approvals, learning, compensation, reporting, security, and Redwood adoption all depend on a clean hierarchy.

When the hierarchy is wrong, every one of these downstream areas inherits the problem.

BUSINESS IMPACT

The organisation loses trust in what Oracle Cloud HCM tells it.

Manager self-service adoption in Oracle Cloud HCM

Managers do not avoid the system out of habit alone.

Many organisations still operate a shared-service-heavy model. Managers send emails, raise tickets, or ask HR to make changes on their behalf. HR then enters the data into Oracle Cloud HCM.

Why managers stay outside the system

- They cannot see the right people
- The page language and design feel complex
- The information they want is not where they expect it
- Approvals do not behave reliably
- There is no useful management information inside Oracle Cloud HCM
- HR administration has always been someone else's job

THE WRONG QUESTION

"How do we get managers to use the system more?"

The right question is why they aren't using it - and what would change if those reasons were addressed.

BUSINESS IMPACT

HR shared services carries avoidable workload, and the operating model never shifts.

Manual workarounds around Oracle Cloud HCM

The copy-paste economy that grows after go-live.

Typical patterns

- Data copied between Oracle Cloud HCM and ticketing platforms such as ServiceNow
- Spreadsheets maintained to compensate for missing reports
- Manual checking of approvals and payroll outputs
- Manual correction of hierarchy and manager data
- Forms created outside Oracle Cloud HCM because users find it hard to use
- Reports rebuilt outside the platform because internal data is not trusted

THE QUIET SIGNAL

When the business starts solving Oracle Cloud HCM problems outside the platform, the value of the investment erodes.

Each workaround is small. The accumulated effect is significant.

BUSINESS IMPACT

Added cost, added risk, and a message across the organisation that the platform is not trusted to do the job.

Reporting and analytics in Oracle Cloud HCM

Reports exist. Decision-ready information often does not.

Common patterns

- Reports built on incorrect hierarchy logic
- Reports relying on workarounds rather than clean source data
- Power BI becoming the de facto reporting layer because Oracle dashboards are not trusted
- No usable line manager dashboards inside Oracle Cloud HCM
- FDI and analytics tools underperforming because the underlying data structure is weak
- Different parts of the business working from different versions of the truth

THE DEEPER ISSUE

It is rarely report-building skill.

It is whether data, hierarchy, security, and process are fit to report from.

BUSINESS IMPACT

Leadership cannot rely on Oracle Cloud HCM for people decisions.

Oracle Cloud HCM security and access

Security is rarely designed. It is usually compromised under pressure.

Common patterns

- Roles created quickly during implementation, never properly reviewed
- Legacy roles carried forward unchanged
- Areas of responsibility not aligned to actual service delivery
- Departmental security not enforced consistently
- Security design dependent on broken hierarchy data
- Wider access granted to keep processes working
- Limited clarity on what users should see - and what they should do

THE PARADOX

Data exposure risk on one side.

Blocked users on the other.

Both grow from the same root.

BUSINESS IMPACT

Security must be linked to operating model, hierarchy, approvals, and reporting needs. It cannot be reviewed in isolation.

Oracle Cloud HCM payroll and statutory compliance

Where poor design becomes direct risk.

In public sector, local authority, and complex workforce environments in particular, payroll teams carry significant manual workload and statutory exposure.

Recurring issues we have seen and addressed

- Payslip presentation issues for employees with multiple assignments - overtime hours and rates
- Statutory absences calculated at person level rather than assignment level
- Family leave recovery not calculated correctly
- Assumed pensionable pay calculated incorrectly
- Pension contributions affected by absence errors
- Statutory reporting issues affecting HMRC, MCR, MDC, iConnect, and LGPS submissions
- Additional Voluntary Contributions causing National Insurance calculation issues
- Costing reports not reconciling cleanly with finance
- Manual checking built into the monthly payroll cycle

BUSINESS IMPACT

Compliance exposure, increased workload, and a payroll team that cannot scale. Improvement is not only about fixing calculations - it is about reducing manual intervention and giving payroll teams capacity back.

Position management and job architecture in Oracle Cloud HCM

A feature often turned on without a clear business purpose.

Position management can add value - for headcount control, defaulting, workforce planning, and budgeting. But only when it is implemented with intent.

Common issues

- Thousands of positions with limited control
- Position data not linked to a proper hierarchy
- Attributes held inconsistently at position level
- Manual entry creating data quality issues
- Inconsistent selection of values by managers and HR
- No clear link between position data, workforce planning, budgeting, and headcount control
- Job architecture not defined to a level that supports talent, succession, or AI

THE RIGHT QUESTION

Not: "should we turn on position management?"

But: "what business outcome are we using it to deliver?"

BUSINESS IMPACT

The overhead of position management without the benefits - and a job and position foundation that cannot support newer capabilities.

Oracle Cloud HCM Redwood readiness

Not just a UI change. A design exposure.

For organisations that have built significant customisation through Page Composer, Transaction Design Studio, custom roles, or legacy page changes, Redwood can surface deeper design issues.

What we typically find

- Classic and responsive pages still being used beyond expected support timelines
- Redwood pages not supporting older workarounds in the same way
- Matrix management producing confusing results in new pages
- Page customisations needing to be reviewed before migration
- Limited internal Visual Builder Studio (VBS) capability
- Redwood treated as a lift-and-shift rather than an adoption opportunity

THE OPPORTUNITY

Redwood is the moment to clean up - not to repackage what was already broken.

The organisations that approach it this way emerge with a simpler, more usable platform.

BUSINESS IMPACT

A missed chance to simplify, re-engage users, and reduce legacy complexity.

Oracle Cloud HCM journeys and employee experience

A capability that has evolved. Most organisations have not evolved with it.

At the time of the original implementation, Journeys either did not exist, or existed in a very basic form. It was scoped narrowly - typically onboarding and offboarding - and then never revisited. In the meantime, the capability has evolved significantly.

Typical gaps we see

- Journeys used only for onboarding or pre-boarding
- Policy-driven HR activities still running through emails, forms, and policy documents
- No guided journeys embedded into key pages
- No structured process support for managers
- No link between journeys, approvals, and document management
- Employees and managers left to work out the process themselves

WHAT JOURNEYS CAN DO TODAY

Probation. Parental leave. Promotion. Internal transfers. Role changes. Offboarding.

Almost any HR business process can be guided, approved, and documented inside Oracle.

BUSINESS IMPACT

Adoption suffers, HR carries unnecessary administration, and one of the most powerful capabilities in Oracle Cloud HCM sits unused.

Oracle Cloud HCM AI readiness and data foundations

AI is only as good as the data underneath it.

AI is the conversation every Oracle Cloud HCM customer is now having. The relevant question is not whether the capability is interesting - it clearly is - but whether your environment is set up to make it useful.

WHAT AI NEEDS

- A defined job architecture
- A skills framework, with skills associated to roles and people
- Clean position and assignment data
- A trustworthy management hierarchy
- Talent data - performance, potential, career interests
- Learning data structured to be meaningful
- Documents and content organised, not scattered

WITHOUT FOUNDATIONS

- AI agents cannot recommend skills, roles, learning, or successors with any confidence
- AI-driven insights surface gaps rather than answers
- Managers and HR users lose trust in what they see
- The capability becomes a feature on a roadmap, not a benefit in the business

WHAT WE TYPICALLY FIND

- Job architecture defined at a level too shallow to drive AI
- Skills data largely absent, or held outside Oracle
- Talent data inconsistently maintained
- Hierarchy and position data that AI cannot rely on
- No clear ownership of the data foundations AI depends on

THE CORE INSIGHT

AI readiness is not a separate programme. It is the natural outcome of getting the Oracle Cloud HCM foundations right.

Document management and retention in Oracle Cloud HCM

A growing governance concern.

Common issues

- Documents stored without consistent approval rules
- Access not properly restricted
- Retention rules not configured to organisational policy
- Documents held across multiple locations
- Old employee data retained without a clear policy
- Manual document handling outside Oracle Cloud HCM

WHAT GOOD LOOKS LIKE

Clear ownership.

Clear access rules.

Clear retention controls.

Applied consistently across the employee lifecycle.

BUSINESS IMPACT

GDPR exposure, audit risk, and reduced user confidence in how sensitive HR information is held.

Integration and architecture fragmentation around Oracle Cloud HCM

Oracle Cloud HCM is often one of many systems. It is rarely the anchor.

Recruitment in one system. Performance in another. Skills in another. Reporting in Power BI. Service requests in ServiceNow. Time and rota in a separate platform. Learning partly in Oracle, partly outside. This is not always wrong - but it becomes a problem when Oracle Cloud HCM is not acting as the process anchor.

Recurring concerns

- Integrations built around workarounds, not clean design
- Manager hierarchy issues propagating downstream
- Data transformed outside Oracle to compensate for poor source design
- Oracle Cloud HCM not trusted as the single point for HR process execution
- Skills, talent, and people data fragmented across systems, undermining AI readiness

THE COMPOUND EFFECT

The more the landscape is fragmented, the harder it becomes to adopt new Oracle Cloud HCM capability - including AI.

BUSINESS IMPACT

AI and new Oracle Cloud HCM capability become harder to adopt the more fragmented the landscape becomes.

Why Oracle Cloud HCM refresh programmes stall

A pattern we see repeatedly.

Many organisations plan an HR refresh - and never quite deliver it.

Why they stall

- Scope expands to include every known issue
- No clear sequencing or dependency mapping
- Fixes applied in isolation, creating new problems
- Leadership and priorities shift mid-programme
- More short-term plasters added on top
- No shared design principle across business areas
- No clear architectural ownership

THE WAY THROUGH

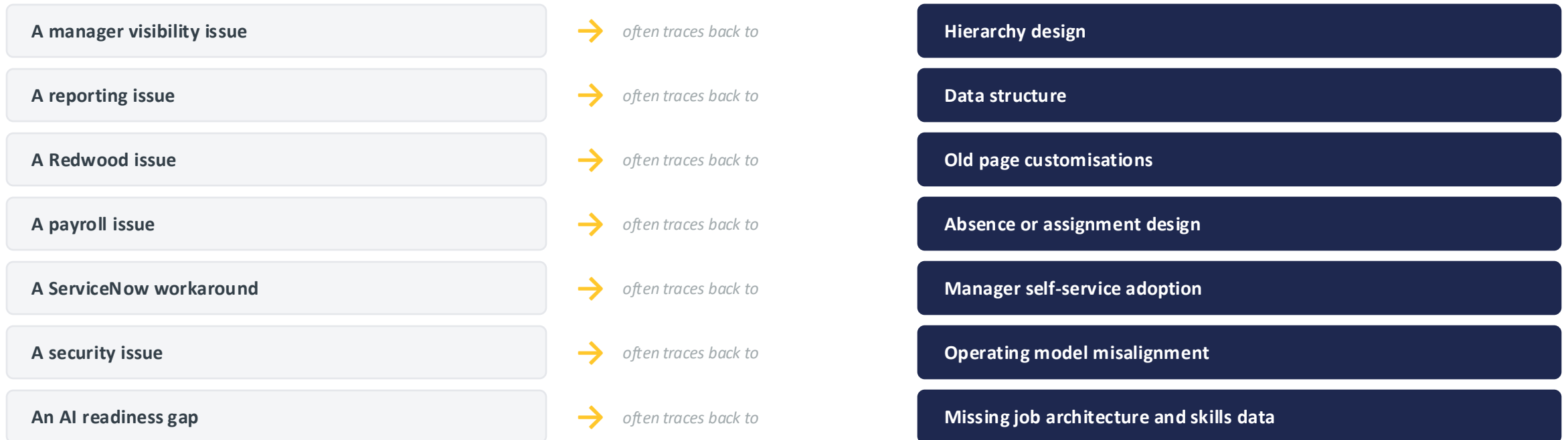
- 1 Understand all the pain points first
- 2 Identify the foundational dependencies
- 3 Sequence what gets addressed first

One foundational fix often improves multiple downstream areas.

How we approach Oracle Cloud HCM process improvement

We do not treat issues in isolation. We look for the dependencies that connect them.

What we have learned over multiple engagements



The role of the consultant is to identify those threads - and untangle them in the right order.

Our Oracle Cloud HCM services

A portfolio aligned to where value is being lost.

Oracle Cloud HCM health check	Post-implementation review	HR transformation recovery	Payroll and statutory reporting review
Manager self-service adoption review	Hierarchy and security review	Approvals and workflow review	Reporting and analytics review
Redwood readiness review	Journeys expansion and EX review	AI readiness and data foundations review	Data quality and structure review
Integration dependency review	Operating model alignment	Process improvement roadmap	Implementation recovery support

Each is designed to be run as a focused, time-boxed engagement - or combined into a broader recovery programme.

The Oracle Cloud HCM discovery workshop

A focused engagement to surface the priorities.

A FOCUSED WORKSHOP WITH YOUR LEADERSHIP

Working with HR, payroll, IT, and business leadership to:

- Surface the symptoms the business is feeling today
- Identify the underlying design and process issues driving them
- Map dependencies across hierarchy, security, reporting, payroll, journeys, AI readiness, and adoption
- Prioritise the issues that will deliver the most value
- Produce a clear, sequenced improvement view

THE OUTPUT

A practical, prioritised view of where to focus, what to fix first, and which foundational issues will improve multiple areas at once.

AT A GLANCE

1-2

WEEKS

Typical duration, depending on scope and stakeholder availability

4

FUNCTIONS

HR, payroll, IT, and the business in one room

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SYSTEM CHANGES

We work alongside your team, not inside your tenant

Our Oracle Cloud HCM diagnostic approach in five steps

Eight weeks. Evidence-led. Read-only. Zero changes to your production system.



PRINCIPLES ✓ Built on the Oracle Value Realisation Report ✓ Read-only inspection only ✓ Findings co-walked with your team ✓ Risk of doing nothing documented

How we evaluate the key areas

Seven evaluation lenses applied to every finding.

Four lenses assess your platform as it stands today. Three look ahead to whether it is ready for what comes next. Every lens has scored questions, an evidence test, and an explicit improvement implication.



PLATFORM AS-IS - current state evaluation

FOUNDATIONS	DATA QUALITY	TECHNICAL DEBT	OVER-CONFIG
<p>Will it scale, split, or merge?</p> <ul style="list-style-type: none"> Legal entity structures Hierarchies and cost centres Integration endpoint resilience 	<p>Can the data be trusted?</p> <ul style="list-style-type: none"> Master data completeness Reference data consistency Reconciliation to source 	<p>What's holding us back?</p> <ul style="list-style-type: none"> Customisation justified by driver? Quarterly update break risk Path back to vanilla 	<p>Where has complexity exceeded value?</p> <ul style="list-style-type: none"> Deviations from Modern Best Practice Business case evidence Workflow proportionality
<p>Score: 1-5 (Hostile → Native)</p>	<p>Score: RAG + sample confidence</p>	<p>Score: RAG + effort-to-remediate</p>	<p>Score: count + impact rating</p>



FORWARD-LOOKING READINESS - is the platform tomorrow-ready?

AI READINESS	ADVANCED MODULES	QUARTERLY UPDATES
<p>Is the platform AI-ready?</p> <ul style="list-style-type: none"> Redwood UX transition complete Master data quality sufficient for AI Governance, audit and consent ready 	<p>What value is left on the table?</p> <ul style="list-style-type: none"> Module priorities - Talent, Skills, WFP Prerequisites, dependencies, cost-benefit Business processes still outside Oracle 	<p>Is the platform keeping pace?</p> <ul style="list-style-type: none"> Patch lag vs latest Oracle release Documented patch testing process Adoption of last 4 quarters of features
<p>AI-Readiness Maturity per workstream</p>	<p>Adoption Priority (Now/Next/Watch/Defer)</p>	<p>Update Maturity RAG + Feature Adoption %</p>

Where we sit, and how we work

We help organisations that have gone live on Oracle Cloud HCM but feel the transformation outcomes are not yet complete.



We start with what is actually happening

Not what was originally designed. The business reality is the data we work from.



We treat symptoms as signals

Not as the problem itself. The visible issue is rarely the root cause.



We look for foundational fixes

Single design choices that improve multiple downstream areas at once.



We connect process to operating model

Not just to system configuration. Configuration without operating model alignment doesn't stick.



We sequence improvements deliberately

Moving organisations from short-term fixes to a cleaner, more usable Oracle Cloud HCM model.



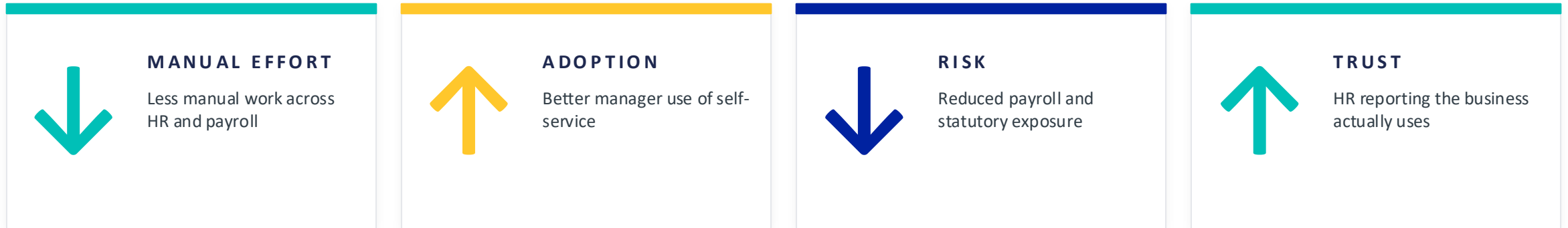
We prepare you for what comes next

Getting to a position where Journeys, Redwood, and AI can actually deliver value.

We are not here to rebuild what you have. We are here to help you complete the outcomes the implementation set out to deliver.

The value we help you realise from Oracle Cloud HCM

What changes when this is done well.



Further outcomes

- Cleaner, more reliable approvals
- Journeys extended beyond onboarding to support real business processes
- Job architecture and skills foundations in place for AI
- Better use of the Oracle Cloud HCM capability you have already licensed
- Stronger foundations for Redwood migration and AI adoption
- Restored confidence in the system after go-live

The investment has already been made. The remaining value is what we help you realise.

THE QUESTION

**The question is not
whether Oracle Cloud HCM
can deliver.**

The question is whether the foundations, the process design, and the operating model are set up to let it.

That is the conversation we would like to have with you.