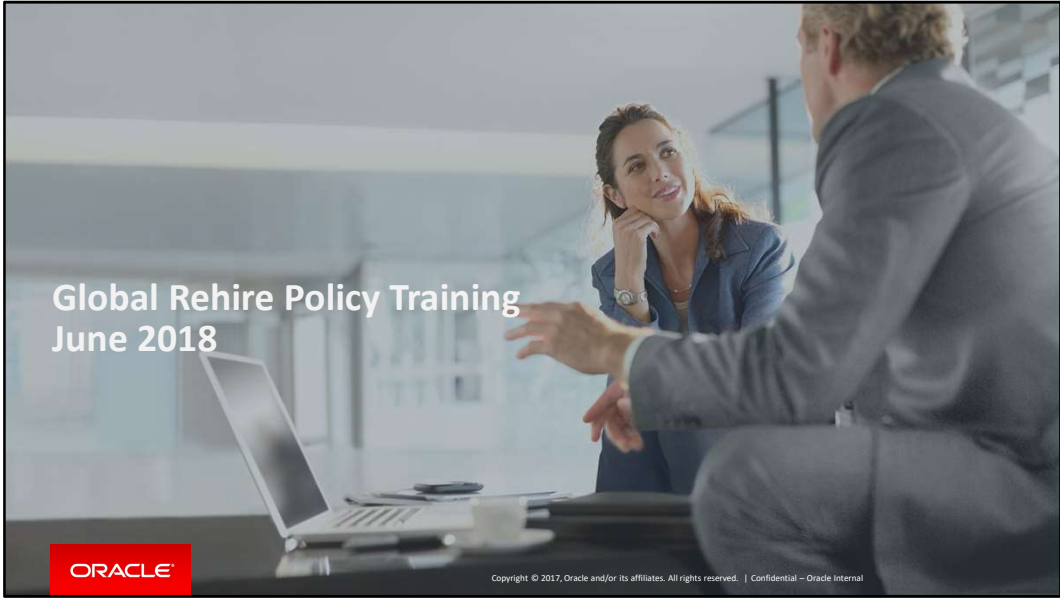




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**Global Rehire Policy Training  
June 2018**



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This presentation is meant to serve as a guideline and educational aid and is intended for HR only and should not be distributed to client groups.

If you have any questions regarding the key concepts, please contact your local Compensation Consultant for further clarification.

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## Agenda

- Why change the Global Rehire Policy?
- Who is a Rehire?
- Rehire Policy Details
- Job Assignment Factors
- Compensation Offer Factors
- Q & A
- Presenters: TBD





# Why change the Current Global Rehire Policy?

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## Why Change the Global Rehire Policy?



### Legislation

- U.S. policy changes
- Global broadening



### Global Programs

- Compliance
- Global continuity



### Timing

- Reviewed in 2013

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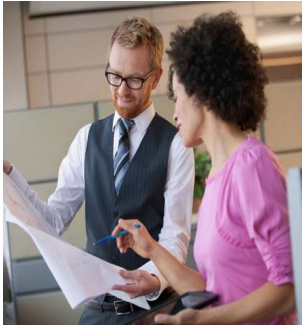
So, why make this change to the current rehire policy?

As you are likely aware, in the U.S., legislation is being honed with equal pay laws aimed to combat gender discrimination and salary inequities that would have a potential to continue over the course of an individual's career. Specifically, now in the U.S. laws prohibit companies from requesting or requiring candidates to disclose their current or prior salary during the hiring process and prohibit retaliation against candidates who withhold the information. The belief is that by shifting the focus of pay conversations away from salary history, companies will begin to close any existing gender wage gaps. This impact is far reaching with new legislation being implemented on a global basis with, for instance, Ontario, Canada starting in January 2019 will no longer be able to ask a candidate for their prior salary history.

Of course, as a global company our risks varies from area to area with legislative non-compliance initiating potential for litigation, varying fines along with an impact to our reputation. As with all company policies, we should take a pause and review and ensure alignment based on changes in legislation, processes or program enhancements to ultimately ensure we are providing up-to-date administration of any policy and should be looking for opportunities to ensure global continuity for our various compensation processes and/or programs.

Lastly, it was in 2013 that the Global Rehire Policy was reviewed and based on these legislative changes, this is an opportune time to again review and update accordingly.

## Who is Considered A Rehire?



- Former employee with valued experience or skills
- Voluntarily left the company OR business slowdown required a layoff
- Considered a rehire regardless within 1 day or years of termination



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Let's first step back and define, who is considered a rehire?

First off, at Oracle we value the experience of our prior Employees, so where business opportunities exist, managers may rehire former employees who

a) voluntarily left company employment or b) were laid off due to business slowdown(s).

A rehire is a prior employee regardless if the employee terminated 1 day or years prior....the timing of termination is irrelevant



## Rehire Policy Details: Global

- Candidate must be eligible for rehire, as verified by the hiring manager's HR Business Partner;
- In prior role at Oracle, the candidate should have had a satisfactory performance level or above;
- The following prior employment information may be considered: talent/sales performance; general work history (including reason for leaving) and feedback from past managers, if applicable;
- Service credit and benefits related considerations will follow local laws and policies;

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## Rehire Policy Details: Area Specific

- **United States**
  - Prior salary is not considered in the candidate salary offer.
- **Canada**
  - Base pay must align within the proposed salary and pay mix ranges.
- **Japac**
  - All rehires must obtain approval from Compliance.

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## Rehire : Job Assignment Factors to Consider

- **Business Need:** Defined/posted position and level of work that the business needs to hire
- **Job Level:** Defined/refined business need – hiring need
- **Experience of the Candidate:** How does this breadth of experience compare to the job requirements?
- **Skills/Knowledge, and Education (if applicable):** Did the rehire gain newly acquired skills, experience or education (if required for the job) justified to align with a new role and/or level?

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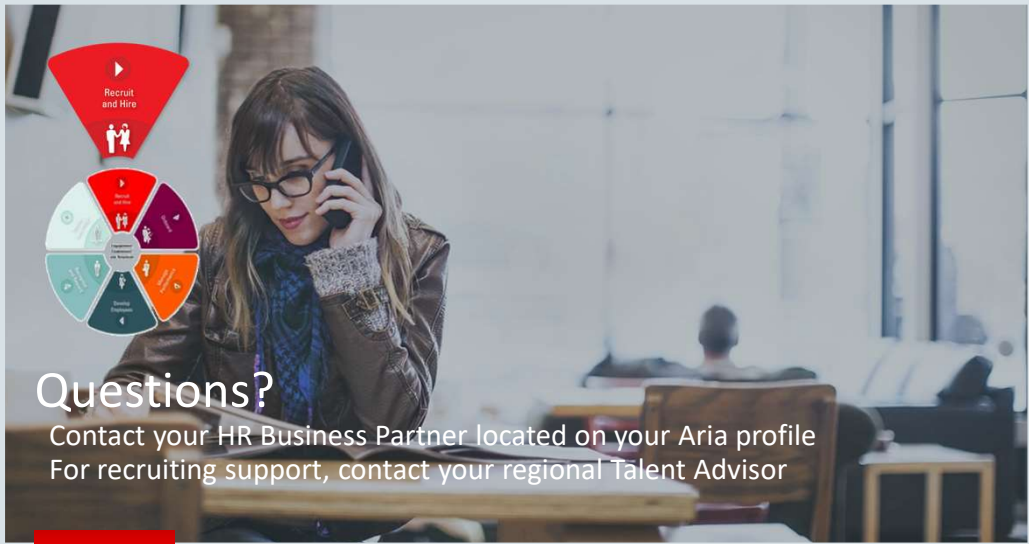
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## Rehire : Compensation Offer Factors to Consider

- **Internal Pay Equity:** How does the offer for the rehire compare against peers in the same role, hierarchy and/or location? Review comparable peers (i.e., job, level, location, manager).
  - **Skills/Experience:** Is the proposed offer impacted by specialized skills and/or experience the candidate brings to and is required for the role?
  - **Location/Competitive Market:** Is the proposed offer impacted by the work location/competitive market?
  - **Salary Range:** Is the proposed salary within the salary range?
- **Budget:** How do the expectations of the rehire align with the expectations of the hiring manager?

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# Questions?

Contact your HR Business Partner located on your Aria profile  
For recruiting support, contact your regional Talent Advisor



# Appendix

## HR Workflow Comments Example – US ONLY

- Rehire for a 30150 – Telesales/Internet Sales Manager (M2). Not a replacement. The M2 level is appropriate with her 2 years managerial experience. The candidate left Oracle a little over 2 years ago having voluntarily terminated on 29-MAY-2016 as a 6930 - Internet Sales Representative III (IC3) with an OTE of [REDACTED] on a [REDACTED] split.
- The HRBP has reviewed and indicates the candidate is eligible for rehire.
- The base offer of [REDACTED] with the standard [REDACTED] pay mix for an ATV of \$[REDACTED] aligns with candidate expectations and is supported by the HRBP, CorpComp and the hiring manager. The proposed compensation is reasonable and aligns in relation to peers. Salary range: [REDACTED]. Average salary in LOB: [REDACTED].

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Let's put it all together is this workflow example for a rehire. As stated previous, in the U.S. the rehire prior salary is NOT notated in the workflow as it was NOT considered in the compensation offer review process with the other factors just discussed providing the appropriate rehire offer.

The new offer is appropriate for the new role, both in terms of the peer group and the salary range. The fact that this is a 58% increase over her OTE 2 years ago is completely irrelevant, and should not be considered a factor in any way.