



Recruiting for Success with Oracle iRecruitment

Prepared for:
OAUG – COLLABORATE08

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Overview

This white paper outlines how to maximize your investment in iRecruitment by considering strategies for your implementation, discussing some of the pros and cons of the application and looking at issues and workarounds.

In order to fully understand iRecruitment, we will also consider the features of the application, as delivered by oracle and some of the ways you can 'enhance' the system using out of the box functionality, such as personalization's.

Implementation Considerations

Recruiting Life Cycle and Processes

It is imperative that future users of the system document what their current recruiting life cycle (process flow) looks like and how it will look in the future. This flow must take in the full life cycle, from creation of a vacancy to the filling of the vacancy.

It is during this period consideration should be given to 'exceptions', such as approvals and contingent workers. These should be documented to insure they are captured as part of your business requirements.

The document you create here will be used to design/build your system and will be used to extract your test plan, so you see how important it is to your process and implementation.

You should also consider job postings as they relate to vacancies and segregation of duties, job responsibilities. Who does what? Who owns the job postings in your organization? Who are your recruiters? What role does a manager play?

Now you are ready to prepare a detailed fit/gap analysis, you know what features you want iRecruitment to meet; now working with your consultant you can identify where the gaps are and what the workarounds will be.

Manual verse Automated

iRecruitment is very much a self service module, with very few pieces remaining in the core application. Since many of your requests will happen 'on-line', such as creating a vacancy, creating an offer letter, there are decisions to be made on how you are going to 'notify' key groups when actions must be taken (i.e.) How will your HR team know when you have hired someone? Will you use Alerts? Will you use a Manual Process?

To this end you must also consider approvals. What are the approval requirements for new vacancies created? Do requisitions require approvals? This will require the use of AME (Approvals Management)

Approvals Requirements

Approvals are a very complex component of your implementation, or they can be, so careful consideration should be given to the following: What needs to be approved? Requisitions? Offer Letters? What is the timeline for approvals? How many days should it take for an Offer Letter to be approved?

You must also consider what your approval hierarchy will look like and who will approve what. For example does one approval structure meet all your needs? It is critical that you do not forget the importance of writing and approving the specifications for your approvals. These should be documented, signed by the functional team and saved into the project library.

Remember that the more information you gather and document at the beginning of your implementation the better positioned you will be when it comes time to design the system.

Security and Custom Responsibilities

Security is a critical area of iRecruitment and often one that is 'deferred' until later, then later arrives and you are struggling to figure out what you need and when. Consider what types of security you need, what types of responsibilities are required. It is recommended you develop a responsibility matrix build upon your corporate needs.

Remember you can use personalization's, at responsibility to level to help with security requirements, but this needs to be 'thought out'.

End User Training

This is another area of your implementation that is often overlooked. Remember you will have several people using the system and do your end users need training? Pay particular attention to your HR Team who will be hiring Applicants into Oracle HR.

The project plan should include your timeline for training, when it will occur in the project timeline. An extension of the plan is what the delivery method of training will be, classroom, train the trainer, web casts.

Lastly, don't forget your support team after go-live, should they be included in the training.

Testing

Testing is a critical piece to any implementation, but more so with iRecruitment because of the External Candidates. You must develop a strong testing strategy, what is being tested (scripts), who will be testing (test team), when will testing occur (part of project plan). Insure your test plan includes rework and retesting built into it. Expect that things won't work the first time, this doesn't mean you have failed!

Consider how you will test, conference room pilots for example, test teams, integrated testing, end to end.

System Decisions

One of your key decisions will be around the Proxy Server and it's setup for external candidates. This decision is generally made by your DBA and technical team who will consider data integrity, security and costs.

It is important that you include this decision at the 'front' of the project plan so your tech team can be researching, deciding and obtaining approval for the chosen plan of action early on. You don't want to wait until the "11th Hour"

Pros and Cons of iRecruitment

Offer Letters – positive feature, but there are some limitations (i.e.) no ability to create ad hoc offer letters.

Offer Letters – do not contain "State" in the address in the delivered letter, you must insert this. Requires someone with ability to work with XML Publisher.

Assessments – positive feature, create assessments, tests and questionnaires for recruiting; remember this is part of Oracle Training and Admin, not iRecruitment.

Contingent Workers – no functionality, currently, to handle the hiring of contingent workers into HRMS, you must develop an internal process that meets your organizations needs.

Recruiting for Success, Features of iRecruitment

There are several ways to setup iRecruitment for your business so the 'look and feel' for one company may differ from another.

Using Descriptive Flexfields and Special Information Types

You should consider whether or not you want to pull information from your Descriptive Flexfields and/or Special Information Types. Both of these can be used to enhance your system and capture additional pieces of information.

Some of the DFF's are shared with employees, in the case of the Vacancy DFF it only applies to applicants, you are safe making segments required if you need to. However, DFF's on the "Person Form" are shared by both Applicants and Employees.

The Additional Personal Details DFF resides on the People Form. This is shared by all person types so making it required for one can make it required applicants will by default make it required for employees.

Careful planning is required for DFF and SIT's used in iRecruitment to insure you know whether you want them required or not and who you want to access them, you could set access by personalization if necessary.

Application: Review Account IRC1057
As part of your application, we will submit the following from your Account. You may use the fields below to make any corrections to your Account prior to completing this Application. [Cancel](#) Step 1 of 3: Review Account [Next](#)

◆ indicates required field

Resume
To upload your resume to your account click Upload Resume. [Upload Resume](#)

Basic Details [Return to Top](#)
Please enter your personal information.

Last Name	Carter
Legal First Name	Samantha
Email	sbeals@ca.ibm.com
Preferred Name	Sam

You must answer the following questions to be considered for Internal Transfer:

Have you been in your current position for 6 months?	Yes
Do you have corrective actions?	No
Did you receive at least "3-Effective" or above on your last performance review?	Yes
What is the reason you are applying for this job?	Need a Change

Address
Recruiting Address

After adding DFF segments and setting up the Personalization you see the results on the form.

Assessments

Assessments are actually part of Oracle Training Administration and are shared with iRecruitment. You can set up assessments and attach them to your vacancies.

In this example the client wanted to attach their 'application form' to vacancies for external employee's only, **no easy feat**, this had to be done through personalizations and OA Framework by the technical team. It would be considered a customization.

Remember you can create as many assessments as you like. For example if your company operates in Canada and the United States you may want two types of assessments to meet different compliance requirements in the types of questions you may ask.

Assessment Issue – if you cannot see assessments > Assessment Admin Link in your Custom Recruiting Responsibility then you must do the following

Responsibility = Use Functional Administrator

- Click Create Grant
- Enter Grant Name & Effective Date
- Enter Responsibility Name
- Click Next
- Enter IRC Assessment Administration Permission Set > Finish

Screenshots -

Create Grant: Define Grant

• Indicates required field

• Name	IRC Assessment
Description	
• Effective From	01-Jan-2007  <small>(example: 22-Oct-2007)</small>
Effective To	<input type="text"/> 

Security Context

Define the context when the grant is applied by selecting a grantee, a responsibility and/or operating unit.

Grantee Type	All Users 
Operating Unit	<input type="text"/> 
Responsibility	ABC iRecruitment Recruiter 

Data Security

To define a data security policy, select an object.

Object	<input type="text"/> 
--------	--

Create Grant: Define Object Parameters and Select Set

• Indicates required field

Set

Select the permission set or menu navigation set that defines the grantee's access.

• Set	IRC Assessment Administration Permission Set 
-------	--

Create Grant: Review and Finish

Name **IRC Assessment**
Description
Effective From **01-Jan-2007**
Effective To

Security Context

Grantee Type **All Users**
Grantee **Everyone**
Operating Unit
Responsibility **ABC iRecruitment Recruiter**

Set

Name **IRC Assessment Administration Permission Set**
Code **IRC_OTA_ASMT_ADMIN**
Description **Permission Set for iRecruitment Assessment Administration**

Create Vacancy Issue

If the Site name did not include the External Site then the posting wasn't available to Internal Applicants. There were cases where we didn't want the posting available to External candidates until a certain date, but when this was not dated current our internal applicants could not see the posting either. We ended up with an SR on this issue.

Recruiting Sites	
Personalize "Recruiting Sites"	
Proposed	
Site Name	iRecruitment External Site
Start Date	2007-10-18 11:26:11.0
Proposed	
Site Name	iRecruitment Internal Site
Start Date	2007-10-18 11:26:11.0

Searching Requisitions

The search requisition page can be personalized to meet your business needs; hiding columns, hiding search fields. Remember you can base your personalizations on responsibility so they can be different for managers, employees and recruiters if you like. This is another consideration you include in your security decisions, using Personalization's at Responsibility level.

After you have found the Vacancy you may view it, if you want to make updates to it you may also do so. You have to select "update" on the form, if it doesn't appear then the vacancy isn't updateable, it may be closed or someone has saved it. Remember you must select Update or your information will not be saved.

Vacancy: IRC404 Update

Primary Details			
Vacancy Name	IRC404	Status	Approved
Start Date	06-Oct-2007	End Date	
Manager		Total Openings	1
Organization	Internal Audit	Location	Burnett, TX
Professional Area	Internal Audit	Job Title	Compliance Staff Auditor II-Administrative-6241
Grade	E.140	Position Name	
Recruiter Name		Employment Status	
Budgeted	Yes	Creation Date	06-Oct-2007
Budget Type	Replacement	Security Method	Team
Budget Reason	Replacement		
Assigned to Recruiter	another tm left company		
Requestion Type	Temp/Contractor		
Employee Type	Fulltime		
	Full Time Employment		

Compensation Information

Minimum Salary	50400
Maximum Salary	75600
Currency	USD

View Applicant Details

View applicants, who have applied for postings. Here you can validate their status and you can also apply ratings. You can also personalize this form, in this example we added in our Disclosure Link so that it is visible on the form. Remember, this is done through personalization.

View Applicants : IRC426 Cancel Revert Apply

Note: you can only search for applicants that have applied for THIS requisition

Vacancy Details
 Vacancy Name: IRC426
 Start Date: 09-Oct-2007
 End Date:

Search
 Applicant Name: Current Applicants
 Status:
 Resume Keyword Search:

Select Applicants:

Select All / Select None	Select Applicant Name	Email	Status	Location	Rating	File Name	Preview	Disclosures
<input type="checkbox"/>	O'Brien, Kevin	kevinobrien@fahemal.com	Accepted	Fl. Worth, TX, US	<input type="text"/>	O'Brien, Kevin.htm		Disclosures
<input type="checkbox"/>	test_test	testtest@test.com	Active Application		<input type="text"/>	Test_Test.htm		Disclosures

Creating Disclosure Link

Create your document and you must save it in an available file that can be found, Destination URL. You also personalize the column as shown below.

Personalization Context

Scope: Page: View Applicants
 Document Name: /oracle/apps/per/irc/candidateSearch/webui/AplHvacSrchPG
 Function: Irc CM Applicants For Vacancy Search
 Location: United States of America
 Site: Include
 Organization: ABC
 Responsibility: ABC iRecruitment Recruiter

Personalization Properties

Clear Personalization Choose Levels Displayed

Property	Original Definition	Function: Irc CM Applicants For Vacancy Search	Location: United States of America	Site	Organization Management: Company	Responsibility: ABC	Result / Source
Access Key	Default	Inherit	Inherit	Inherit	Inherit	Inherit	Default / Original Definition
Admin Personalization	true	Inherit	Inherit	Inherit	Inherit	Inherit	true / Original Definition
CSS Class	OralPrivacy	Inherit	Inherit	Inherit	Inherit	Inherit	OralPrivacy / Original Definition
Destination Function	Default	Inherit	Inherit	Inherit	Inherit	Inherit	Default / Original Definition
Destination URL	http://fahemal/hr/disclosures.doc	Inherit	Inherit	Inherit	Inherit	Inherit	http://fahemal/hr/disclosures.doc / Original Definition
Rendered	true	Inherit	Inherit	Inherit	Inherit	Inherit	true / Original Definition
Target Frame	Default	Inherit	Inherit	blank	Inherit	Inherit	blank / Site
Text	Disclosures	Inherit	Inherit	Inherit	Inherit	Inherit	Disclosures / Original Definition
User Personalization	false	Inherit	Inherit	Inherit	Inherit	Inherit	false / Original Definition

TIP: The table rows show the personalizable properties for the object. Table columns show the personalization levels for each property. Any property set to inherit will assume its value from the next highest level.

View Applicant Details

Applicants can be viewed on line by your recruiters and managers if you allow them to. While viewing applicants there are several 'actions' that can also be taken, such as "Create Offer". It is in the view applicant details that you may view the responses to the assessment created and you can view the status the applicant is currently in.

Candidate Details: OBrien, Kevin

Background Check Refer Printable Page Candidate 1 Next Apply For Job

Name: OBrien, Kevin
Email Address: kevinobrien@fakemail.com
Home Phone Number: 817-555-9999
City, State/Prov, Zip/Postal Code: Ft Worth, TX, US
Last Degree Completed:
Preferred Language: American English
Current Employer: All Furniture
Current Applications: 1

Vacancy: IRC426
Job Title: Account Maintenance Clerk Administrative 3561
Application Date: 10-Oct-2007
Offer Extended Date Date:
Offer Status: Approved

Candidate Profile Qualifications Resumes and Documents Jobs Considered For Applications Offers

Personalize Stack Layout (ApplicationDetails)
Below is the list of applications available for this candidate. You can choose the type of applications that you want to view. Application Status: Active

Select Application: Create Offer View Details

Select	Vacancy	Job	Organization	Status	Rating	Date Applied
<input checked="" type="checkbox"/>	IRC426	Account Maintenance Clerk Administrative 3561	Communication	Accepted		10-Oct-2007

Cancel Save

IRC426

Application Details
Vacancy: IRC426
Posting Name: IRC426
Location: Fort Worth, TX, US
Description:
Attachments: None Add
Job Posting Source:
Source Name:

Application Assignment History

Status Changed Date	Assignment Status
10-Oct-2007 11:21:41	Active Application
10-Oct-2007 11:23:37	Create Offer
10-Oct-2007 11:26:02	Accepted

Status Details and Change Reason
New Status:
Change Reason:

Applicant Rating
Rating:

Application Assessment

Cancel Save

If you are making changes to this form you must SAVE here or your changes will not be committed. For example Adding an Attachment, you must SAVE here as well.

Recruitment Terminology

Candidate – a person who has registered on your iRecruitment site, but has not applied for a job. Candidates do not have to register to browse the recruiting website.

Applicant – a person who has applied for a job on your recruiting site, they must register to apply and by so doing they become an Applicant.

Contingent Worker – a person who is not an employee (not paid through payroll), but who is performing a specific job/task for a specific period of time. You do not want them included in Head Count Reports.

Statuses – there are many statuses used in IRC, vacancy status, hiring status, applicant status, each has a slightly different meaning and use.

Prospect Pool – list of candidates/applicants in the system based on search criteria.

Individuals – represents only those employees who have applied for a position.

Resumes – search your resume pool for keywords.

Applicants – a person who has applied for a job on your recruiting site, they must register to apply

Statuses Defined

Unapproved – if approval process for vacancy is used and vacancy is not approved yet

Hold – is used by managers to hold onto a vacancy when candidates apply for the vacancy.

Rejected – Approver has rejected the approval of a new vacancy.

Approved – the approver has approved. Candidate can only see vacancies in Status = Approved.

Pending – It means that someone is working or doing modification on vacancy description.

Assigned – the vacancy has been assigned to an approver to review.

Issues and Workarounds

The following section outlines the known issues in the system; some of them may have been with development and may have been resolved subsequent to publication.

Missing Test Questions – An assessment was created with 22 questions, when the applicant completed the application there were only 19 questions, 3 were missing. There was no solution. We recreated our assessment and on the ‘third’ attempt we were successful.

Test for Registrants – remember you have to set the profile option IRC: Registration Test to “NO” otherwise registrants will be required to complete the assessment and when using it as an application you wouldn’t want it completed until they actually apply for an opening.

Do Not Want Qualification Type on Skills & Qualifications Form – it is required – this is expected behavior.

External Applicants Address Does Not Save on the Form – Refer to Note # 387203.1. Freeze DFF

Uploading Resume – a specific user couldn’t upload their resume from their laptop. This was laptop specific, you are advised to check your desktops and laptops in the event external applicants contact you for support.

Update Pencil Grayed Out – Bug #5901421 will be fixed in next RUP, Oracle did not have a one off for this issue

Alpha Characters in Phone Number for External Candidates – this is intended functionality to account for all legislations, some use alpha characters.

Registration Information Not Pulled When Candidate Applies for a Job – Context Box must be enabled on Personal Address Information DFF.

Seeded Offer letter, No State Placeholder – As per development you can create a copy of the template shipped with iRecruitment and modify according to your needs. Apart from the other attributes for address region_1, region_2, region_3 are available in the data store xml provided

Questions In Our Candidate Questionnaire Must be Required - Patch 6182607 1OFF:6130867: HR FP K RUP 2: ASSESSMENT IN IRECRUTMNT NOT WORKING address this issue through note 443782.1

Candidates, Employees & External

The following section discusses both employee and external candidates in iRecruitment.

Employee's can log into the Oracle Recruiting site and search for openings and apply for them based on what you post internally. You can personalize the employee candidate forms to meet your business needs and requirements. TEST the personalization's to make sure you are not impacting the external candidate forms as well.



The screenshot shows the Oracle Recruiting site interface. At the top, there is a navigation bar with "Home" and "Jobs" tabs. Below the navigation bar, a personalized header reads "Welcome to our Job Site Wallace, Vicki Lynn" and "Personalize Header (WelcomeReg01)". A "Quick Links" box on the right contains links for "New Jobs (Last 7 days)", "Search for Jobs", and "Salary Ranges". The main content area is divided into two sections: "Notifications" and "Jobs Applied For". The "Notifications" section shows a table with columns for "From", "Subject", and "Sent", with one entry from "Carter, Samantha". The "Jobs Applied For" section shows a table with columns for "Name", "Job Title", "Organization", and "Location", with no results found.

View New Jobs, Las 7 Days

As part of your training or in a note on the form, make sure employees are aware that "Only those City, Locations" appear in the Search that are tied to an actual vacancy. A user cannot enter this combination if it isn't tied to a vacancy.

If you use "Location" as a Search Criteria you must use "Distance from Location" as they are tied together, but by using City, Location you aren't forced to use Distance.

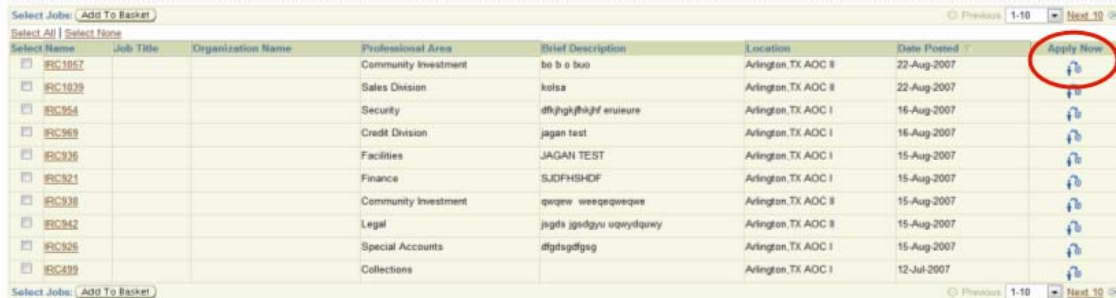












The screenshot shows the Oracle Recruiting site search interface. The "Advanced Search" section is active, with a "Save Search" button. The search criteria are: "Keywords" (example: Marketing Java (SQA)), "Date Posted" (Last Week), "Job Category" (Asset Remarketing, Collections, Communication, Community Investment, Corporate Services, Credit Division, Credit Review, Facilities), and "City Location" (Arlington, TX, US; Fort Mitchell, KY, US; Fort Worth, TX, US; Jacksonville, FL, US; Lexington, KY, US; Peterborough, CA; Saint Louis, MO, US; Tarrytown, NY, US). A blue arrow points to the "City Location" dropdown menu.

Note: This page has been personalized.

Search Results

Again, you can personalize the results page that employees see after they search for vacancies.



Select Name	Job Title	Organization Name	Professional Area	Brief Description	Location	Date Posted	Apply Now
<input type="checkbox"/> IRC1857			Community Investment	bo b o buo	Arlington, TX AOC II	22-Aug-2007	
<input type="checkbox"/> IRC1939			Sales Division	loisa	Arlington, TX AOC II	22-Aug-2007	
<input type="checkbox"/> IRC354			Security	dfhghfhhjfh enuure	Arlington, TX AOC I	16-Aug-2007	
<input type="checkbox"/> IRC369			Credit Division	jagan test	Arlington, TX AOC I	16-Aug-2007	
<input type="checkbox"/> IRC325			Facilities	JAGAN TEST	Arlington, TX AOC I	15-Aug-2007	
<input type="checkbox"/> IRC321			Finance	SJDFHSDF	Arlington, TX AOC I	15-Aug-2007	
<input type="checkbox"/> IRC338			Community Investment	qwqw weeweweewee	Arlington, TX AOC II	15-Aug-2007	
<input type="checkbox"/> IRC342			Legal	jgfgj ggdgyw wqwydqwy	Arlington, TX AOC II	15-Aug-2007	
<input type="checkbox"/> IRC326			Special Accounts	dfgtdfgsg	Arlington, TX AOC I	15-Aug-2007	
<input type="checkbox"/> IRC439			Collections		Arlington, TX AOC I	12-Jul-2007	

The employee can now apply for vacancies they are interested in simply by selecting the icon next to the vacancy.

When they apply for the position their personal information will be 'pulled' from the Oracle HR system so they do not have to do 'double entry'. In addition if you are using any Descriptive Flexfields they will see these and be asked to answer them.

They will be asked for Employment and Educational requirements if you are requiring it. Remember you can make these fields' required, but you cannot force them to 'select' Add Another Row. Until they do this they won't be required to enter data.

External Candidates

One important item to remember for your External Candidates is to change the logo on the iRecruitment form to your company logo.

It is also important to remember that a candidate is not an applicant until they register AND they apply for a vacancy.



When external candidate register in iRecruitment they must use an email. It is important to note that the system will only accept one unique email address per registrant. In other words “Mr. John Doe” registers today with jd@doe.com then he re-registers again with the same email. The system will not permit this; it will tell him he is already registered.

External candidates have no information in the system so nothing is ‘pulled’ for them, they must enter all their information, but they only have to do this ‘one time’ it is retained for them. Further, they can upload their resume if they have one and wish to do so. They will also be given the opportunity further in the registration process to select a resume format if they wish.

It is important that you test this functionality to insure that resume uploading works correctly. You may encounter an issue on some of your computers that they cannot upload, it is important you know why so if an applicant calls you someone can guide them through the process.

During your testing if you encounter an issue saving an external candidates address insure that the DFF “*Additional Notifications Preference Details* is frozen.

You can modify your DFF for external candidates, again using personalizations. In this case we added information about former employment history.

The screenshot shows a web form titled "Register: Add Qualifications and Skills". At the top right, there are buttons for "Cancel", "Back", "Step 2 of 4", and "Next". Below the title, there is a section for "Employment History" with a note: "If applicable candidates must enter seven (7) years of employment history." There are links for "Show All Details" and "Hide All Details". A table with the following columns is visible: "Details Employer", "Start Date", "End Date", "Job Title", "City, State/Prov.", "Zip/Postal Code", and "Delete". Below the table, a red box highlights a section with the following fields: "Employer Phone Number" (with a yellow highlight), "Supervisors Name", "Recent Salary", and "May We Verify Employment" (a dropdown menu).

There are preferences that can be set by the External Candidate, however there is one that you can set to ‘checked’ by setting a profile option “*Allow Account to be Searched*”

This will allow your recruiters to search the candidates account. Since some candidates may ‘gloss’ over this form, it is advised that you set this to default to ‘yes’ on their behalf.

Once the candidate registers than available jobs will appear depending on their search criteria. Although they can search jobs without being registered they cannot apply for them until they register.

Remember you can attach assessments to vacancies. In our example, we used the assessment similar to a ‘job application’. We did not want to ask existing employees these questions only external candidates. We did this through

personalization and the OA Framework, but it was a customization and was a technical solution.

Managers and recruiters who have access to the application can view applicants against jobs, they will see both internal and external people and they can see the status and apply ratings if they wish.

Contingent Worker Issue

In the current release of iRecruitment you cannot hire into the person type “Contingent Worker” from IRC. You must create a process for hiring this type of worker.

It is also important to remember that if you do not hire into Person Type = Employee; then the “Filled Column” in iRecruitment is not populated. One possible workaround is to create a new status “Hired Contingent Worker”. When your HR team hires a contractor they can set this status against the applicant so it appears in iRecruitment. It may not be the best solution, but until Oracle enhances the product to handle contingent workers you will need to develop something.

Contact Information

	
Susan E Beals, CMA <i>Senior Management Consultant</i> <i>Oracle HRMS</i> <i>Global Business Services</i>	IBM Canada Ltd. 3600 Steeles Avenue E Markham, ON L3R 9Z7 Mobile: 416-433-2292 Tel: 416-378-5574 sbeals@ca.ibm.com
<i>IBM Global Business Services</i>	

