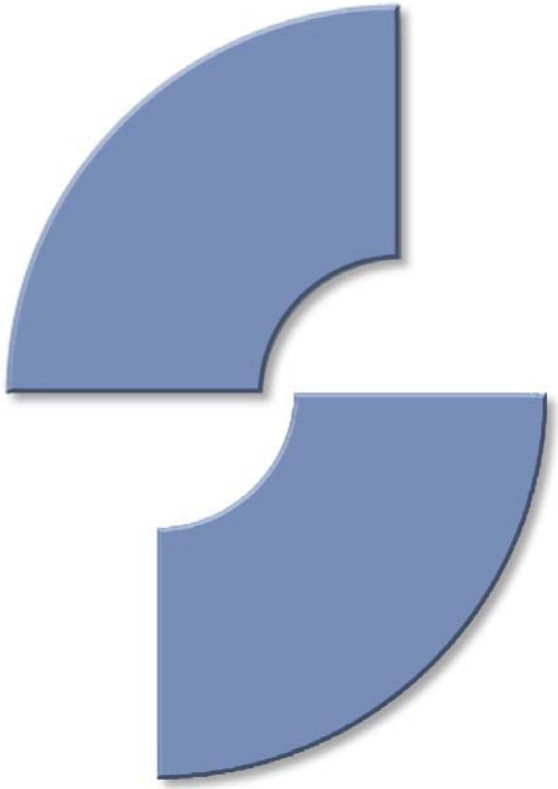

Prepare in Advance for Your Talent Management Implementation!

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OAUG Collaborate '08
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Agenda

- About Solbourne
- Overview
- Background
- Major Implementation Questions
- TM Concepts
- TM Components
- Now It's Time to Implement!
- Summary

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About Solbourne

- National Consulting Firm Headquartered in Boulder, CO
- Over 130 Employees
- Oracle Family of Applications Focused Since 1994
  - Fusion Middleware Technology
  - E-Business Suite
  - PeopleSoft Enterprise
  - Education and Change Management
- Oracle Certified Advantage Partner – Highest Level
- Over 260 Oracle Applications Projects – Commercial and Public Sector

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ORACLE CERTIFIED ADVANTAGE PARTNER

Overview

One of the key challenges faced by HR professionals today is to attract and retain talent. Oracle E-Business Suite offers very advanced Talent Management capabilities, which are often under utilized by clients, primarily due to a lack of preparation for it. In this presentation, we will discuss the various facets of Talent Management and provide tips on key areas where you can organize your processes and data prior to your implementation. The results will be a shorter and well-structured implementation. Be resourceful and imaginative as you prepare for and progress through your implementation.

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Background

- This presentation is based on my implementation of Talent Management at University Hospitals, Cleveland OH. UHHS has been live on Oracle e-Business Suite since 2003. UHHS has implemented 21 eBusiness Suite Applications as of March 2007.

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Background

- The introduction of TM grew out of a need to know more about the employee base as a tool for managing the future for the Organization as a whole.
- The expected benefits of Talent Management included peer review functionality, new performance appraisal templates, a self appraisal template, competency checklists and questionnaires.

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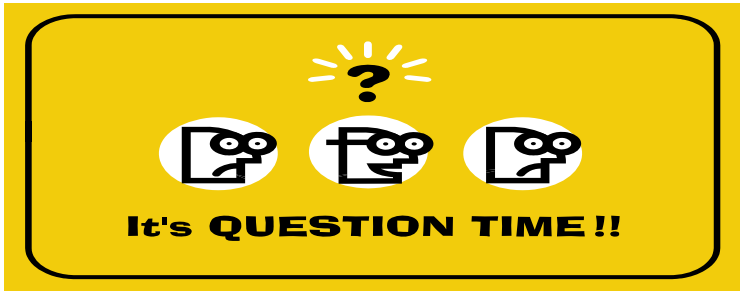

- What are your goals in using the Talent Management Module?
- Do you intend to use TM across your entire Organization from the beginning or roll it out to specific areas and then expand its usage?
- Do you have Competencies, Rating Scales and Behavior Indicators already defined?

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- Is TM going to be used in conjunction with Oracle Learning Management?
- What method(s) do you currently use to evaluate/conduct appraisals of your employees?
- How often?
- Who does the evaluations?

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- How do you store and retrieve the information?
- How is the information used?
- Is TM going to be linked to external and/or internal recruiting?
- The functionality of Skills Matching within Oracle identifies the individuals that have needed skills but also ranks them from most to least qualified.

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Suitability Matching

Suitability Matching

Use this page to find people suited to an existing or projected work opportunity, find a work opportunity for a person, or manage a person's career path.

Find a Person for a Work Opportunity

These actions enable you to match employees, contingent workers, and applicants to existing or planned work opportunities.

Action	Description
Find Suitable People by Role	Find employees, contingent workers, and applicants who fit the competency profile for a job, position, department, vacancy, or some combination of these criteria.
Find Suitable People by Competency	Find employees, contingent workers, and applicants who match a list of competencies you specify.
Compare People by Current Role	Compare the competencies of employees and contingent workers who currently occupy a specified job or position in a department (or any department within the business group).
Compare Named Successors for a Position	Compare successors (named in the Succession Planning module) to a position or position-based role.
Compare Applicants for a Vacancy	Compare anyone who has applied for a vacant job or position in a department (or any department within the business group).

Find a Work Opportunity for a Person

These actions enable you to find suitable work opportunities for an employee, contingent worker, or applicant.

Action	Description
Find Work Opportunities by Role	Find work opportunities for an individual who fits the competency profile for one or more jobs, positions, departments, vacancies, or some combination of these criteria. Description
Find Work Opportunities by Competency	Find work opportunities for an individual employee or contingent worker who matches a list of competencies you specify.
Compare Pending Applications	Compare an applicant's competency profile with the competency profiles of existing vacancies.
Compare Succession Options	Compare, by competency, an employee's succession options as defined in the Succession Planning module.

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Suitability Matching

Use this page to view and compare people across the competencies you have selected. You can select individuals or multiple people for graphical comparison by competency.

Business Group **Vision Corporation**

Matches All Essential and Desirable Competencies

Select	Full Name	Person Type	Department	Job	Business Group	Essential	Desirable	Graph
	No results found.							

Matches All Essential Competencies

Previous 1-10 Next 10

Select All | Select None

Select	Full Name	Person Type	Department	Job	Business Group	Essential	Desirable	Find Training	Graph
☐	Douglas, Lisa	Employee	Commercial Sales	AG100.Call Center Agent	Vision Corporation	4/4	0/0		
☐	Williams, Bruce	Employee	Vision Corporation	SAL600.Sales Representative	Vision Corporation	4/4	0/0		
☐	Glickman, James	Employee	Finance, Vision	MGR500.Manager	Vision Corporation	4/4	0/0		
☐	Winterling, Mark	Employee	Human Resources-Central	ANA400.Analyst	Vision Corporation	4/4	0/0		
☐	Blackwell, Carl	Employee	Field Service	FS100.Field Service Representative	Vision Corporation	4/4	0/0		
☐	Lewis, David	Employee	Commercial Sales-South	MGR500.Manager	Vision Corporation	4/4	0/0		
☐	Black, Frank	Employee	Recruiting-Central	REC500.Recruiter	Vision Corporation	4/4	0/0		

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Concepts for Talent Management

- Think of Skills and Competencies as one in the same.
- Asking “How well an employee performs these skills” will be the foundation for creation of your Rating Scales and Weighting those values.
- Understanding the desired behaviors in given situations will be the building blocks for your Behavior Indicators.
- Objectives are the method of looking to the future for your employees.
- Appraisals and Questionnaires are the mechanisms by which you record the results based on Competencies, Ratings, Behavior Indicators and Objectives.

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This is where it all comes together.

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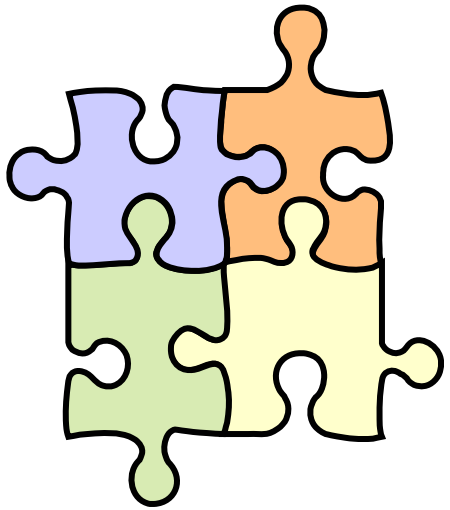
Primary Components of Talent Management

- Competencies/Skills
- Objectives
- Appraisals
- Questionnaires
- Rating Scales and Weighting
- Behavior Indicators



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And you say as you begin your preparation:

"We don't have any of this defined and don't know where to start"

Use Additional Sources

In other words, you don't need to re-invent the wheel !

- Be creative in your thinking about where you might find the information for your TM implementation.
- Trade Groups to which your employees and Organization belong can often provide lists of Competencies/Skills, Rating Scales and Behavior Indicators.
- Use the Internet by querying Key Words on the major search engines like Google or dogpile®

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Additional Source Examples

- Medical
  - American Medical Association
  - American Nurses Association
- Clerical
  - Association of Administrative Professionals (IAAP)
  - Association of Executive and Administrative Professionals
- Other Professional areas
  - American Association of School Administrators
  - Institute of Electrical and Electronics Engineers (IEEE)
  - Trade Unions

Example of Nursing Skills:

All Categories	Critical Care	Emergency	General
Abdomen Assessment	Abdomen Assessment	Abdomen Assessment	Abdomen Assessment
Abdominal Binders	Admission	Admission	Admission
Admission	Advance Directives	Advance Directives	Advance Directives
Advance Directives	Air-Fluidized Beds	Airway Foreign Object Removal	Air-Fluidized Beds
Air-Fluidized Beds	Air-Suspension Beds	Airway Positioning	Air-Suspension Beds
Air-Suspension Beds	Airway Foreign Object Removal	Ambulation Aids: Measuring and Fitting	Airway Foreign Object Removal
Airway Foreign Object Removal	Airway Positioning	Ambulation Aids: Patient Teaching	Airway Positioning
Airway Positioning	Ambulation	Amputations: Wound Care	Ambulation
Ambulation	Ambulation Aids: Measuring and Fitting	Anesthesia Bag Ventilation	Ambulation Aids: Measuring and Fitting
Ambulation Aids: Measuring and Fitting	Ambulation Aids: Patient Teaching	Arterial Catheters: Assisting with Insertion, Removing, and Caring for	Ambulation Aids: Patient Teaching
Ambulation Aids: Patient Teaching	Amputations: Wound Care	Arterial Catheters: Blood Sampling	Arthrocentesis and Intraarticular Injection: Assisting

Competency details on a total of 54 specialties were found in this one source

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Example of Nursing Informatics

Technical Competencies

COMPUTER APPLICATIONS

All three levels of competencies – users, modifiers and innovators need to develop a working knowledge of computer programs and processes

- **User level** technical competencies include 14 competencies.
- **Modifier level** technical competencies include 6 competencies
- **Innovator level** technical competencies include 12 competencies.

UTILITY COMPETENCIES

Utility competencies are related to the process of using computers and other technological equipment within nursing practice, education, research and administration. Specific nursing informatics competencies include the process of applying evidenced based practice, critical thinking, and accountability in the use of selected applications in a comfortable and knowledgeable way.

- **User level** utility competencies include 6 competencies.
- **Modifier level** utility competencies include 6 competencies.
- **Innovator level** utility competencies include 6 competencies.

LEADERSHIP COMPETENCIES

Leadership competencies are related to the ethical and management issues related to using computers and other technological equipment within nursing practice, education, research and administration. Specific nursing informatics competencies include the process of applying accountability, client privacy and confidentiality and quality assurance in documentation in the use of selected applications in a comfortable and knowledgeable way.

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Competencies and Rating Scales

- We define competencies as those measurable skills, abilities and personality traits that identify successful employees against defined roles within an organisation.
- Core competencies are those competencies that any successful employee will need to rise through the organization; the level of accomplishment may vary but the essential competency will remain the same. Competencies can, of course, change over time and should not be regarded as static.

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Competencies and Rating Scales

- They uniquely define an organization's values and requirements as expressed through its people.
- They form the cornerstone for the implementation of HR systems such as selection, appraisal, management development and succession planning.

Competency Template Details

Name	**Annual Performance Appraisal I**
Valid From	**01-Jan-2007**
Valid To	
Scope	**Global**
Business Group	
Rating Scale Type	**Performance**
Performance Scale	**Global Performance**
Weighting Scale	
Total Score	**Average**
Description	
Instructions	

Competencies to Assess

TIP These competencies appear in all appraisals using this template. You can add other competencies to individual appraisals.

☐ Include Job Competencies

Competency
Core.Decision Making Skill
Core.Fiscal Responsibility
Core.Leadership
Core.Negotiation
Core.Presentation Skills
Core.Written Communication
Functional.Conduct Effective Meetings
Functional.Financial Administration
Functional.Financial Planning

Objectives

Objectives tend to be unique to an Organization. Oracle now provides the ability to retain those objectives in a Library, allowing for re-use as your Talent Management system expands. Oracle allows you to assign both Quantitative and Qualitative attributes to Objectives.

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Objective Template Details

Name	**Annual Performance Appraisal I**
Valid From	**09-Dec-2007**
Valid To	
Scope	**Global**
Business Group	
Rating Scale Type	**Performance**
Performance Scale	**Global Performance**
Total Score	**Average**
Description	
Instructions	

Questionnaires

- Questionnaires can be extremely beneficial to any organization in doing a variety of assessments. They can substitute for an Appraisal and may be more readily accepted because they appear less formal.
- Questionnaires can be developed to address gathering information on many levels, such as a Leadership Satisfaction Survey or suggestions for corporate or personal development goals to be incorporated in an overall business strategy.

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Appraisal Questionnaire

Instructions:Please complete the questionnaire below for the individual being evaluated. Your candid response is important for the performance evaluation and developmental feedback of this individual.

Performance Assessment

Delivers excellent customer service

- 1Unsatisfactory
- 2Needs Improvement
- 3Meets Expectations
- 4Exceeds Expectations
- 5Outstanding Performance

Produces quality always

- 1Unsatisfactory
- 2Needs Improvement
- 3Meets Expectations

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Appraisals

Why? - If you want to keep your business pushing forward, it is important that you perform regular evaluations on the performance of your greatest asset - *your employees.*

How - The appraisal template is the design document for an appraisal. Its main function is to configure all sections of the appraisal to suit the appraisal purpose or enterprise requirements: you can use a single appraisal template throughout the enterprise.

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Appraisal Template Details

Update this Temp

Template	**Annual Performance Appraisal I**
Valid From	**09-Dec-2007**
Valid To	
Scope	**Global**
Final-Rating Scale	**Global Performance**
Description	
Appraisal Total Score Formula	
Overall Instructions for Appraisal	

You must complete all sections of the appraisal template.

Share Options

Details to Share with Appraisee

- ☑ Competency Rating and Comments
- ☐ Completed Questionnaire
- ☐ Overall Comments
- ☑ Participant Details
- ☑ Objective Ratings and Comment
- ☐ Overall Ratings
- ☐ Participant Names
- ☐ Participants Ratings

Appraisee Permissions

- ☐ Additional Details
- ☐ Provide Feedback on Overall Ratings
- ☑ Add Participant

Learning Path

Include Learning Path **Yes**

Questions & Answers

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Source Information

- Nursing Skills and Nursing Informatics slides
  - http://www.mosbysnursingskills.com/

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