Prepare in Advance for Your
Talent Management Implementation!

Solbourne

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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.

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.

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.

Major implementation questions

- 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?
- Is TM going to be linked to external and/or internal recruiting? The functionality of Skills Matching within Oracle provides not only who the individuals are that have needed skills but also ranks them from most to least qualified.
- 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 and how do you store and retrieve the information?
- How is the information used?

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. This is where it all comes together.

The primary components of Talent Management are:

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

Competencies and Rating Scales

Competencies and Rating Scales for your enterprise may already be defined in which case they can be built in your Application. In some cases, they may exist but not labeled as such. Look to the Job Descriptions already in place within your Organization.

There are numerous outside resources available to you. 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. Examples are:

- 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)
  - Unions

Use the Internet by querying Key Words on the major search engines like Google.

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 is expanded. Oracle allows you to assign both Quantitative and Qualitative attributes to Objectives.

Questionnaires

Questionnaires can be extremely beneficial to any organization in doing a variety or 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.

Appraisals

Oracle provides the ability to build Appraisal Templates which can be used to gather the information needed on Employees, Managers and Peers alike. The Templates are configurable to the needs of the Organization as a whole, or can be as specific as individual employee Appraisals.

Now it's time to Implement

- Keep in mind that a number of components of TM are re-usable and consequently save time, energy and effort in the long run. The following fall into that re-usable category.

    o Rating Scales
    o Behavior Indicators
    o Competencies
    o Objectives
    o Appraisal Templates
    o Questionnaires

- Most Organizations will roll-out TM in phases rather than using the "Big Bang" theory. The strategy that was successful for UHHS was to analyze where the Organization's needs were strongest and make that the focus of the initial use of TM.

    o If your Organization is currently doing Appraisals and Rating of employees, think about which group(s) you will want to start with.

    o Establish an open line of communication with the leadership in those areas about a new Appraisal process that you will be using and get as much input from them as possible.

- Integrating iRecruitment (IRC) and Oracle Learning Management (OLM) with Talent Management yields valuable results. Some examples are:

    o IRC - Having Applicants self identify their Skills/Competencies during the Application process allows HR/Management to quickly identify applicants based on the system ranking them against the Competency requirements defined at the Job or Position level.

    o In Core HR, Oracle provides the ability to assign Competencies to Jobs and/or Positions. They can be designated as "Essential" and therefore are ranked higher in importance when you use the Skills Matching functionality that comes with Oracle. This Skills Matching is a valuable tool to save time during both your internal and external recruiting efforts.

    o In OLM, employees are being tracked for the learning opportunities they use and complete. As a result of successfully completing an OLM offering, they will attain one or more new Skills/Competencies. Through the system integration, the newly realized

Skills/Competencies will be added to the employee's Competency Profile and be available for use in Appraisals and Skills Matching (See above).

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