




**ORACLE®**

## **Profile Management: Getting the Most out of Your Talent Management System**

Colin Spilak  
Senior Sales Consultant, HCM  
Philadelphia RUG, Dec 6, 2007



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# Have You Heard?



(AFP Photo) - Talent shortage threatens Indian outsourcing industry (Fri 06:32 AM)

**WORKFORCE CRISIS**  
 TO BEAT THE COMING OF SKILLS AND TALENT



## China's talent shortage

Source: McKinsey Quarterly

China has millions of university graduates. Is it about to become an outsourcing giant? Research from McKinsey says that's unlikely. Of 15.7 million graduates, less than 10% have...

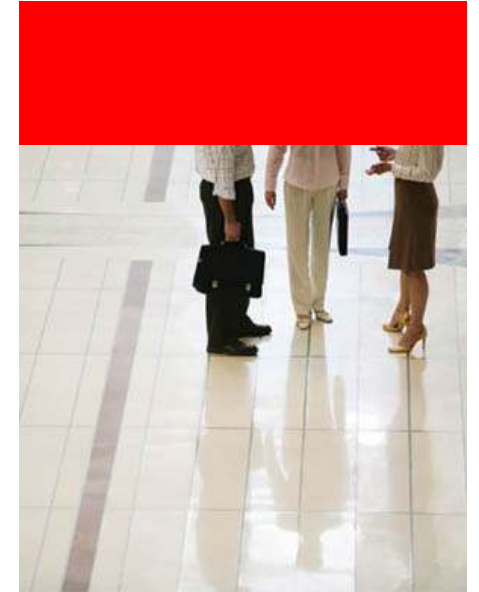


Jeffery Joerres, Manpower CEO, said that in 10 years' time, many businesses would **fail** because they had not planned ahead for the **talent shortage** and would be **unable to find the people they need to run their businesses.**



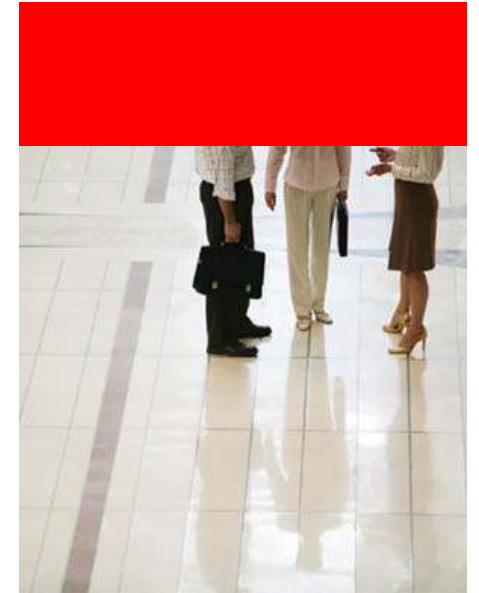
# Profile Management **Agenda**

- Talent Management Overview
- Why Profile Management?
- Deep Dive
- Frequently Asked Questions
- Open Q&A



# Profile Management **Agenda**

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- Why Profile Management?
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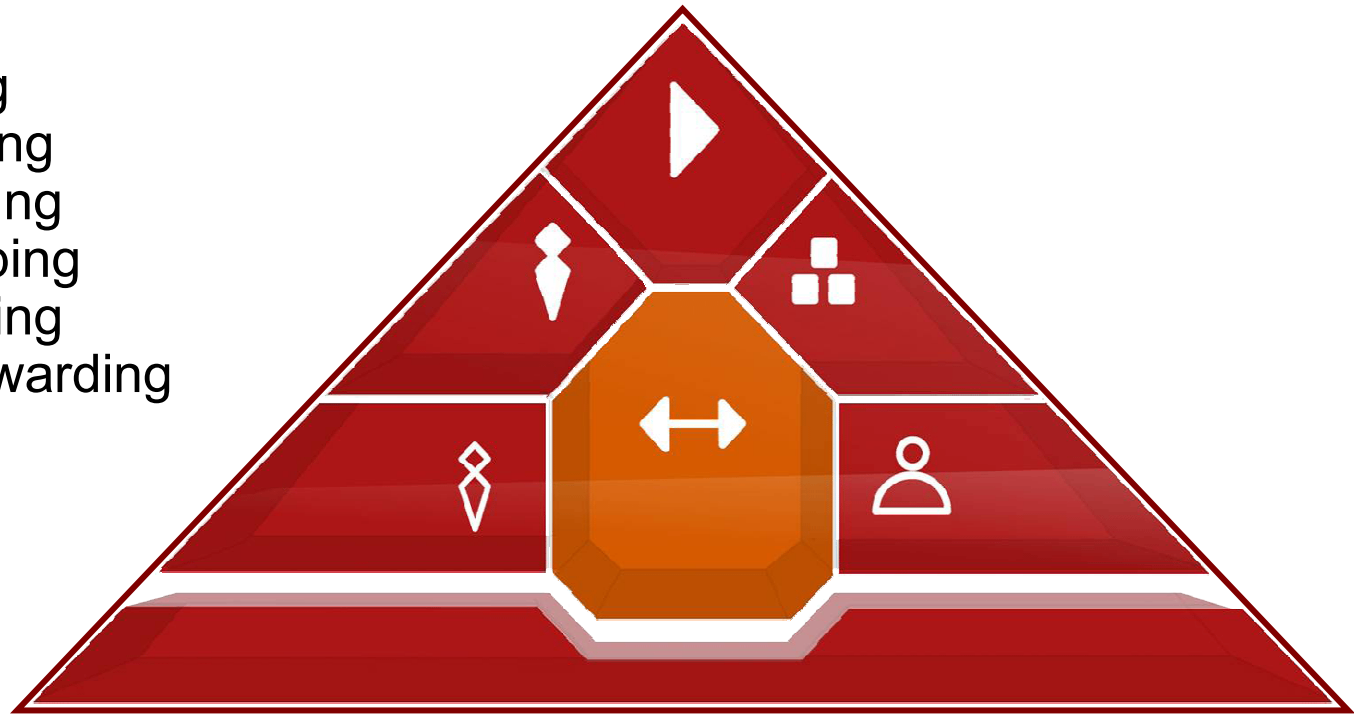
# Talent Management



# Profile Management

The foundation for establishing consistent, standard yet flexible attributes for the purpose of...

- Defining
- Recruiting
- Measuring
- Developing
- Advancing
- and Rewarding



...your talent



## PeopleSoft HCM Customers

“We need a common standard for defining and measuring a job.”

“It is essential that we get the right people in the right jobs.”

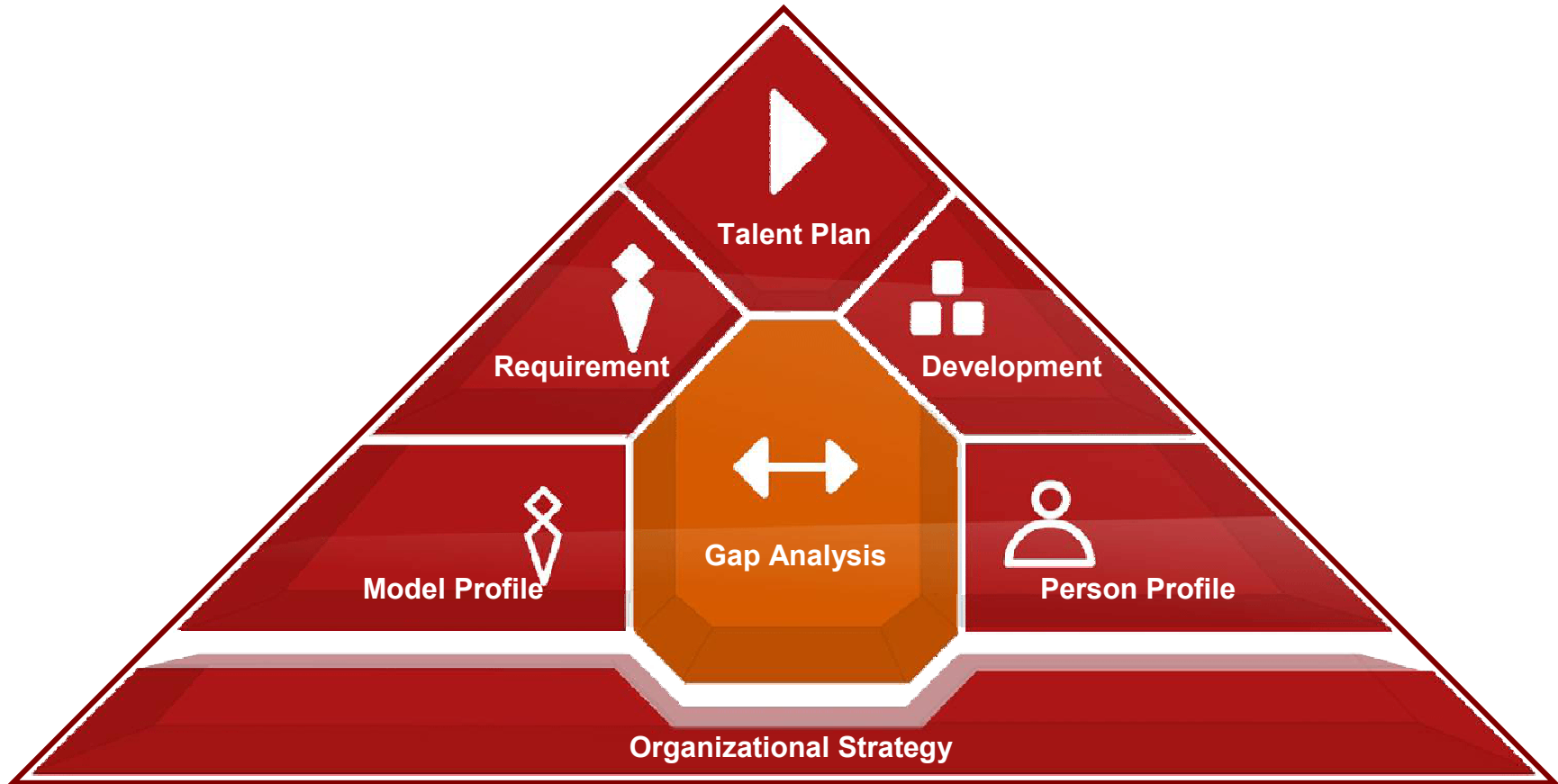
“We need to move our talent forward in a more proactive way.”

“We need to identify and develop those skills that are essential to our company’s success.”





# Profile Management



# Practical Example

## Retail Focus on Customer Service



- **Consider Organizational Strategy**  
*Differentiator – Customer Service*
- **Identify Critical Roles**  
*Store Sales Supervisor is the pivotal role in customer service*
- **Create Model Job Profiles**  
*Identify commonalities, proficiencies of top sales supervisors: tenure, source, experience, behavioral competencies*
- **Leverage Profiles to Build Talent Pool**  
*Recruit external talent from similar sources, experience*  
*Farm internal talent based on behavioral indicators*  
*Develop current staff based on experiences*
- **Plan for Future Needs**  
*Monitor talent pipeline versus new stores, attrition*

# Practical Example

## R&D Drives Innovation



- **Consider Organizational Strategy**  
*Creating new product lines, ending others*
- **Identify Critical Roles**  
Need scientists with certain skills, no longer need others
- **Create Model Job Profiles**  
*Mix of hard skills, behavioral competencies and industry experience*
- **Leverage Profiles to Build Talent Pool**  
*Redeploy existing talent that match up well to new needs  
Recruit talent where existing talent cannot be developed*
- **Plan for Future Needs**  
*Create comprehensive segmentation plan for new lines of business*

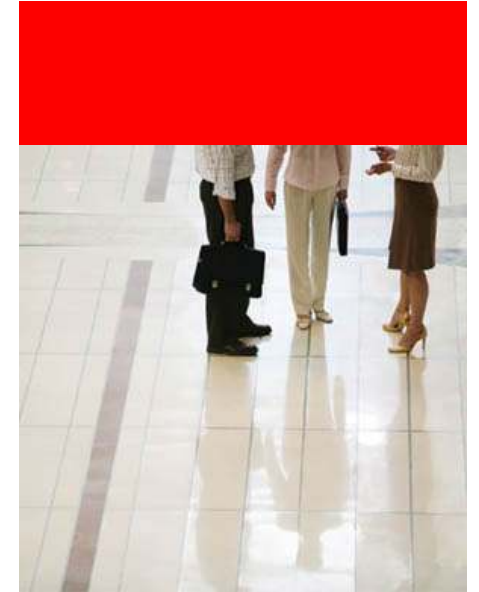


**Bill Kutik**  
HR Executive Magazine  
September 1, 2006

“Profile Management is ... a compelling vision for how competencies can underlie and integrate the TMS.”

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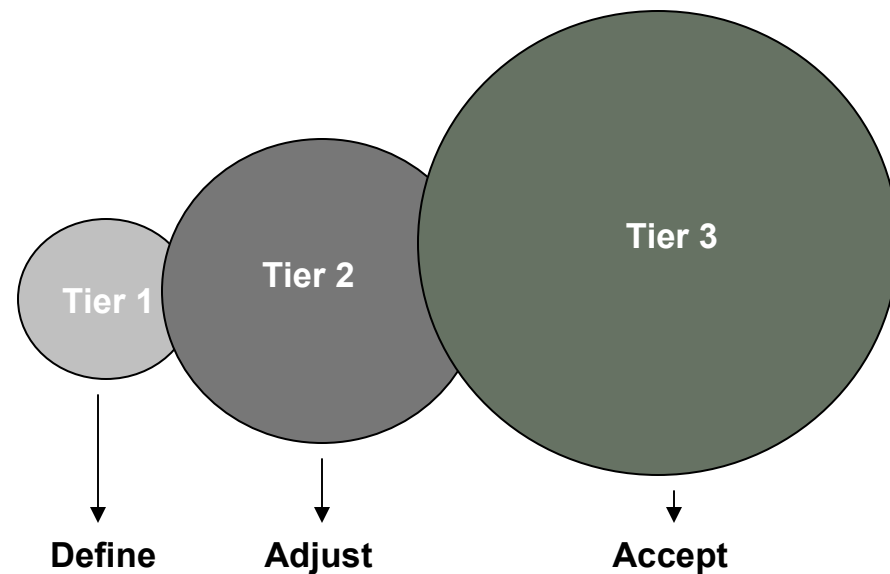


# Organizational Strategy

## Define Your Framework

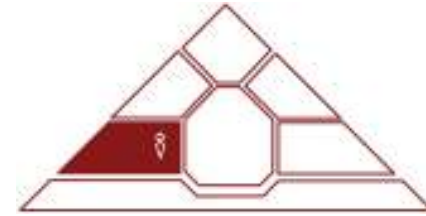


- Identify critical roles, jobs, organizations.
- Establish profiles according to tier.
- Partner early with a profile content specialist:
  - DDI
  - Lominger
  - PDI



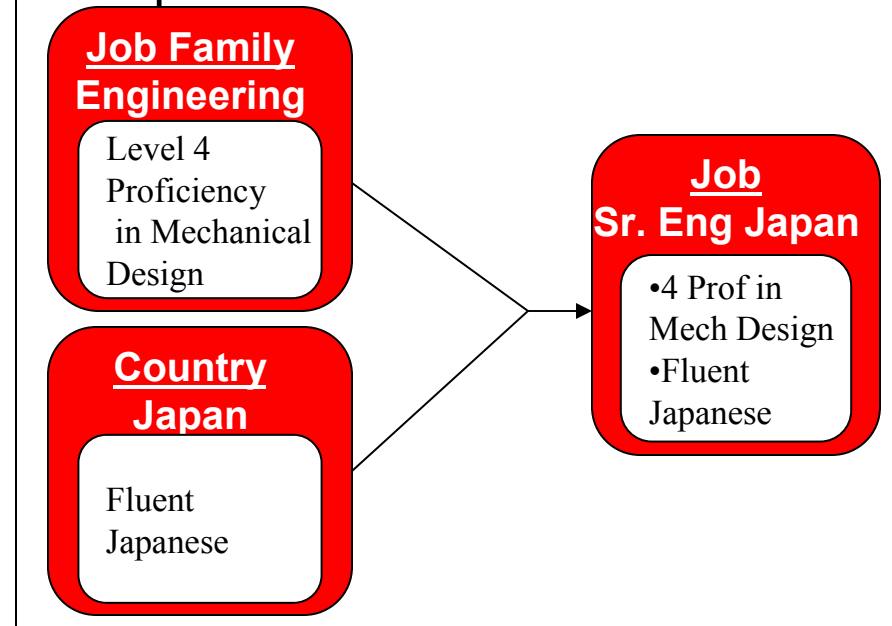
# Model Profile

## Architecture



- Flexible
  - Supports simple and multi-tiered strategies.
  - Profiles may be tied to any entity, not just jobs.
  - Copy, syndication functions available for building.
- Extensible
  - Supports:
    - Competencies
    - Accomplishments
    - Objectives
    - Career Interests
    - Industry/Org specifics
  - Reusable content catalog
- Global

### Example

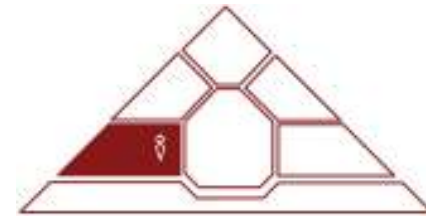




# Model Profile

## Layout

- Configurable
  - Configurable content sections.
  - Structured and unstructured data.
  - Custom attributes.
- Accessible
  - Self-service access.
- Secured
  - Each section separately secured:
    - Viewing
    - Editing
    - Approval
- Printable



The screenshot shows a web interface for a model profile. At the top is a toolbar with icons for search, select, zoom, and other functions. Below the toolbar is the title 'Industrial Modeling Specialist' and the date 'As of 2006-10-21'. The page is divided into several sections:

**General Information:**

Profile ID:	200178	Role:		Profile Status:	Active
Profile type:	ROLE	Status Date:			2006-01-01

**Profile Identities:**

Profile Identity Option	Set ID	Key 1 Value	Key 2 Value	Description
JOB_CODE	SHARE	820145		Specialist-Industrial Modeling

**Competencies:**

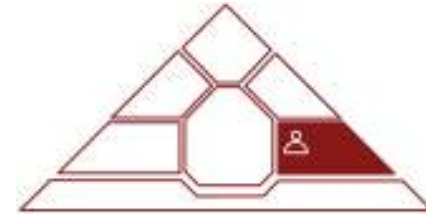
Content Item ID	Description	Target Proficiency
0350	Current on industry trends	3
0708	Develop & implement solutions	5
4010	Product Management	4
PD00051	Contribute to Process Improvement	3

**Degrees:**

Content Item ID	Country	School



# Person Profile



- Single View
- Self-maintaining
  - Created by recruiting, job profile
  - Updated via performance, learning
- Architecture mirrors Job Profile
  - Flexible
  - Configurable
  - Extensible
  - Accessible
  - Secured
  - Printable
  - ❖ Easy Search & Compare

Profile Actions: Search and Compare Profiles Go

Competencies NVQ

Add new competencies by clicking the trash can icon

Competencies (Require Approval) Find | First 1-16 of 16 Last

ID	Competency	Proficiency	
0350	<a href="#">Current on industry trends</a>	3-Good	[-]
0708	<a href="#">Develop &amp; implement solutions</a>	5-Expert	[-]
4010	<a href="#">Product Management</a>	5-Expert	[-]
5004	<a href="#">PS General Ledger</a>	3-Good	[-]
5007	<a href="#">PS Accounts Payable</a>	3-Good	[-]
5009	<a href="#">PS nVision Reporting</a>	3-Good	[-]
5010	<a href="#">PS Query</a>	3-Good	[-]
5011	<a href="#">Crystal Reporting</a>	3-Good	[-]
8002	<a href="#">Financial Accounting</a>	4-Very Good	[-]
8003	<a href="#">General Accounting</a>	4-Very Good	[-]
8004	<a href="#">Financial Analysis</a>	4-Very Good	[-]
8006	<a href="#">Tax Accountant</a>	3-Good	[-]
8008	<a href="#">Forecasting</a>	1-Little	[-]
8009	<a href="#">Budgeting</a>	1-Little	[-]
9008	<a href="#">Product Group Management</a>	4-Very Good	[-]
PDI00051	<a href="#">Contribute to Process Improvmt</a>	3-Good	[-]

+ Add New Competencies

# Gap Analysis

## Decision Support

- Flexible comparisons
  - Job to People
  - Person to Jobs
  - Person to People
  - Job to Jobs.
  - Official or Ad Hoc
- Accessible through SS
  - Interest List
- Proven technology
  - Verity



Search and Compare Profiles

### Compare Results

View Section:

Search Criteria	Julie Dyer: 87%	Sylena Tyler: 87%
<b>• Competencies</b> <u>Current on industry trends</u> : Interest Level: -- Proficiency: 3-Good	<b>• Competencies</b> <b>100%</b> -- 3-Good	<b>• Competencies</b> <b>100%</b> -- 3-Good
<u>Develop &amp; implement solutions</u> : Interest Level: -- Proficiency: 5-Expert	<b>100%</b> -- 5-Expert	<b>100%</b> 4-Very desirable 5-Expert
<u>Product Management</u> : Interest Level: -- Proficiency: 4-Very Good	<b>93%</b> -- 5-Expert	<b>100%</b> -- 4-Very Good
<u>Contribute to Process Imprvmnt</u> : Interest Level: -- Proficiency: 3-Good	<b>100%</b> -- 3-Good	<b>93%</b> -- 4-Very Good
<b>• Degrees</b> <u>Bachelor of Science</u> : Country: United States	<b>0%</b> --	<b>100%</b> United States
<b>• Honors and Awards</b> <u>Outstanding Contributor Award</u> :	<b>100%</b>	<b>100%</b>
<b>• Licenses &amp; Certifications</b> <u>Production and Inventory Mgmt</u> : Country: -- Renewal In Progress: -- License Verified: -- State: --	<b>100%</b> United States No No --	<b>0%</b> -- -- -- --
<b>• Tests/Examinations</b> <u>Complex Problem Solving</u> :	<b>100%</b>	<b>100%</b>

# Requirements/Development

## Recruiting

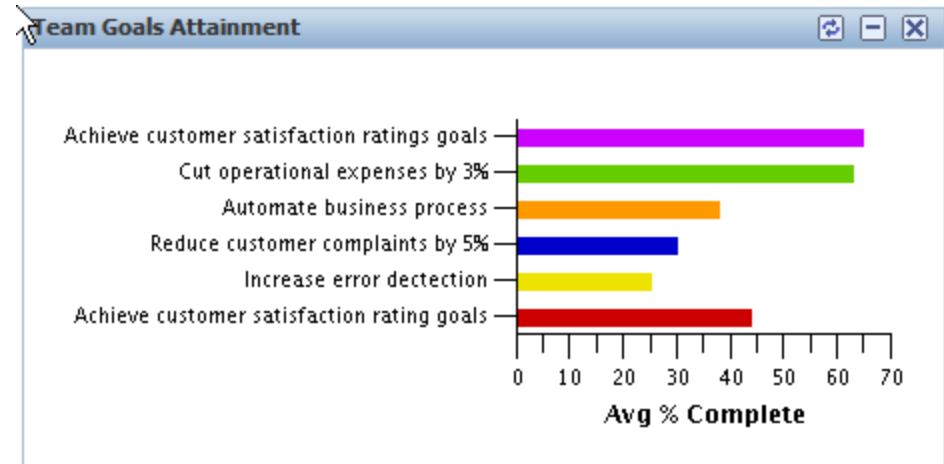


- Find the right candidate, with accurate requirements
  - Update Job Profiles as part of standard recruiting business process.
  - Leverage job profile to create job requisition.
  - Measure candidate against true expectations.
  - Include internal applicants in the search for talent.
- Start new hire career off right
  - Applicant information transferred to Person Profile.
  - Initial gaps translated to learning and development activities.

# Requirements/Development Performance



- Measure employees against the true expectations of the job/organization
  - Automatically derive evaluation criteria
  - Measure all employees in a job or role consistently
- Aid in continuous performance improvement
  - Track ongoing performance through notes, status fields.
  - Drive learning and development activities based on performance results.



# Requirements/Development

## Learning & Development



- Provide targeted learning opportunities
  - Tie job requirements to learning objectives.
  - Trigger learning based on gaps between employee profile and job requirements.
  - Update employee's profile upon learning completion.

My Learning Objectives						Customize	1-5 of 5
Title	Proficiency		Status	Target Completion	Assigned By	Learning	
<a href="#">Project Management</a>	4	<input type="checkbox"/>	Needed		Profile Management	<a href="#">Find Learning</a>	
<a href="#">Directiveness/Assertiveness</a>	3	<input type="checkbox"/>	Needed		Profile Management	<a href="#">Find Learning</a>	
<a href="#">Effectively manages own time</a>	4	<input type="checkbox"/>	Needed		Profile Management	<a href="#">Find Learning</a>	
<a href="#">Abstract Thinking</a>		<input type="checkbox"/>	Needed	09/14/2007	<a href="#">Bob Griffin</a>	<a href="#">Find Learning</a>	
<a href="#">Communication Skills</a>	3	<input checked="" type="checkbox"/>	In Progress		<a href="#">Bob Griffin</a>	<a href="#">Professional Development</a>	

[All My Learning Objectives](#)

- Ensure Compliance
  - Track certifications and trigger according to expiration.
  - Update employee's profile upon certification completion/renewal.

# Requirements/Development Advancement



- Give employees the tools to drive their own career
  - Access to view job profiles.
  - Maintain an interest list.
  - Gap self against profile of interest.
  - Seek out learning and development opportunities based on gaps.

Interest List	
Profile	Assigned By
<a href="#">Director-Human Resources USA</a>	Emmylou Dell
<a href="#">Manager-Human Resources</a>	Emmylou Dell
<a href="#">Specialist-HRIS</a>	Antonio Santos
<a href="#">Vice President-Talent</a>	Antonio Santos

[+ Add Profile](#)

- Make better advancement decisions
  - Score individual(s) objectively based on pre-set criteria.
  - Weigh criteria according to importance.
  - Provide targeted development to those not ready.

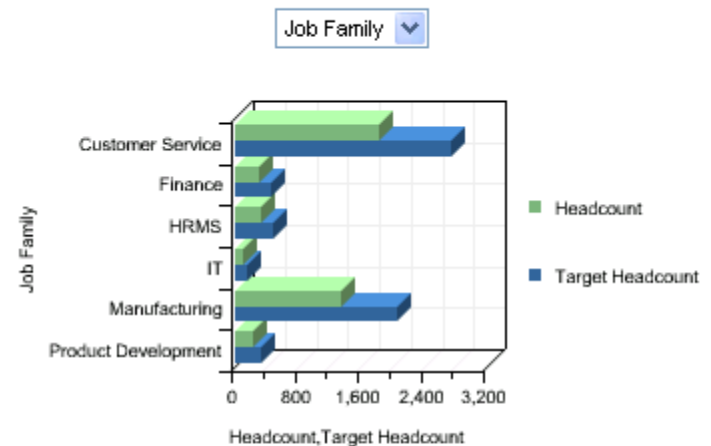


# Talent Plan



- Create a holistic talent view and plan.
  - Future needs vs. current capabilities
  - Cost of recruiting vs. developing
  - Success of learning/dev programs
  - Vulnerable positions vs. Pipeline
  - High Performer analysis
  - Regrettable Losses

## Forecasted Workforce



Job Family	Headcount	Target Headcount
Customer Service	1840	2734
Finance	304	466
HRMS	324	481
IT	92	144
Manufacturing	1352	2045
Product Development	240	329



# Profile Management Integration

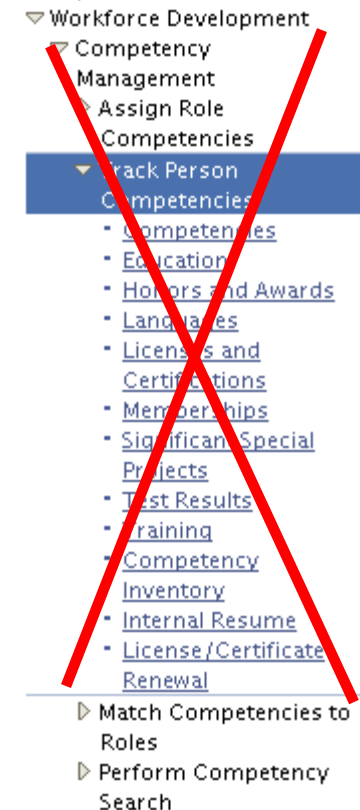
- Career Planning / Succession Planning
- Administer Workforce (Federal)
- eDevelopment (EE and MGR self service)
- ePerformance
- Enterprise Learning Management
- Training Administration (legacy product)
- French Public Sector
- Talent Acquisition Manager
- Candidate Gateway
- Campus Self-Service
- CRM
- EPM
- Third Party applications (loading competency content into content catalog: DDI, Lominger, etc)



# Configuration Highlights

## What are the changes from previous releases?

- In 8.9 (and older), everything for setting up and defining employee and job competencies was done under Workforce Development > **Competency Management**



# Configuration Highlights

## In Release 9.0:

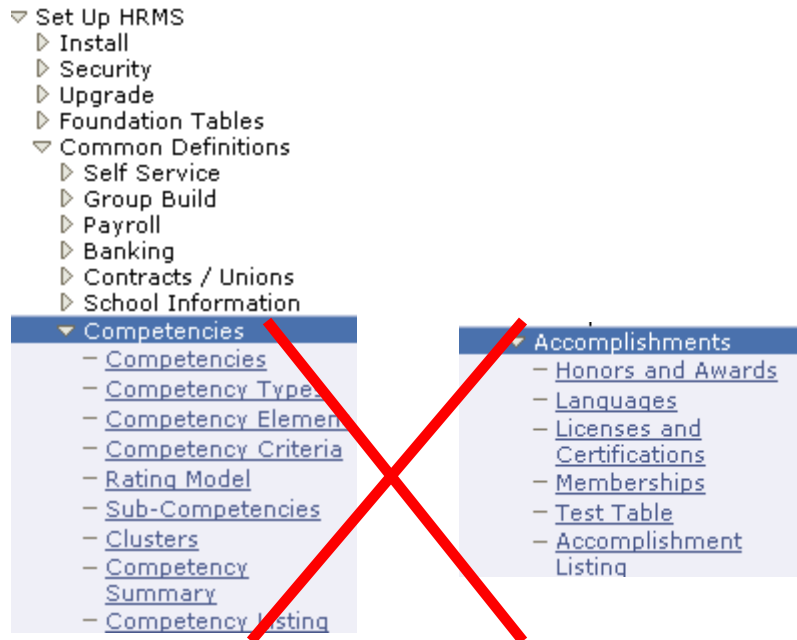
- Everything is now **Profile Management**. All content for person and organizational profiles is maintained here by an Administrator
- All new table structures used a JPM% prefix ...
  - JPM\_CAT\_GROUPS
  - JPM\_CAT\_ITEMS
  - JPM\_CAT\_TYPES
- Upgrade will convert existing data to new table structures



# Configuration Highlights

## In all previous releases

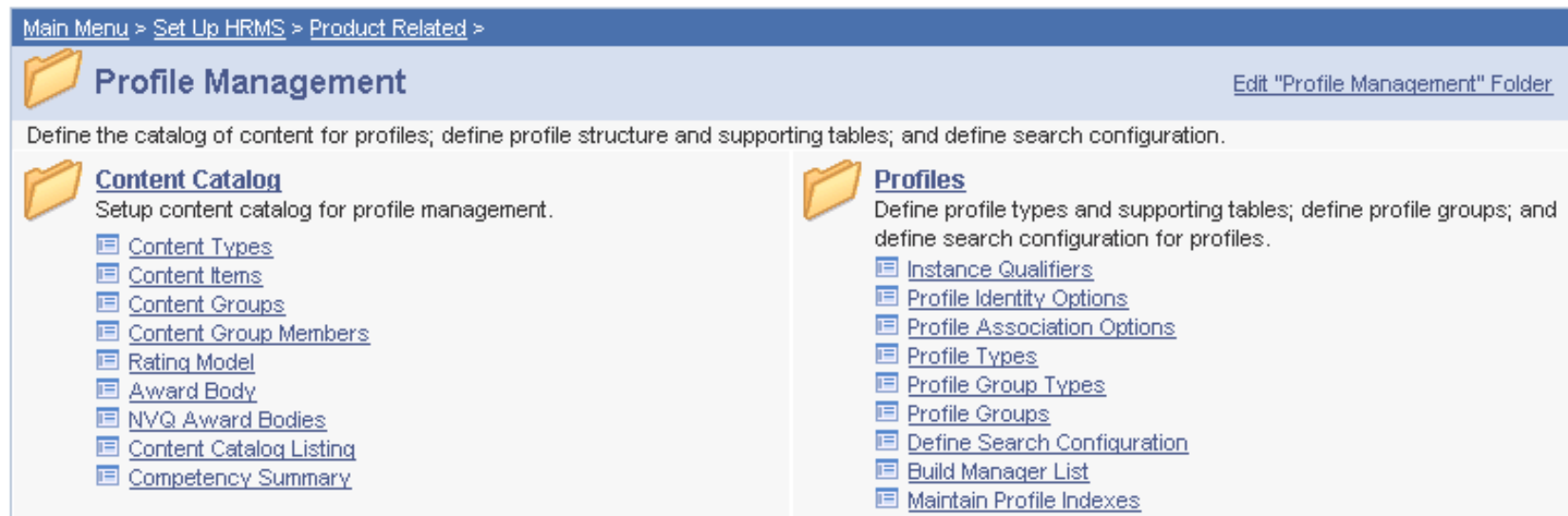
- Setup data for underlying personal data and job data / position was defined in multiples tables and pages



# Configuration Highlights

## In release 9.0:

- **Content Catalog** is used to define all Competencies Accomplishments, etc.
- **Profiles** are defined as 'template' based definitions using data defined from the Content Catalog for:
  - Profile Types, Attributes, Content Sections, Tabs, Security, etc.



The screenshot displays the Oracle HRMS configuration interface for Profile Management. The breadcrumb navigation at the top reads: Main Menu > Set Up HRMS > Product Related >. The main heading is "Profile Management" with a folder icon and a link to "Edit 'Profile Management' Folder". Below the heading is a descriptive text: "Define the catalog of content for profiles; define profile structure and supporting tables; and define search configuration." The interface is divided into two columns. The left column is titled "Content Catalog" and includes a folder icon and a description: "Setup content catalog for profile management." It lists the following sub-items: Content Types, Content Items, Content Groups, Content Group Members, Rating Model, Award Body, NVQ Award Bodies, Content Catalog Listing, and Competency Summary. The right column is titled "Profiles" and includes a folder icon and a description: "Define profile types and supporting tables; define profile groups; and define search configuration for profiles." It lists the following sub-items: Instance Qualifiers, Profile Identity Options, Profile Association Options, Profile Types, Profile Group Types, Profile Groups, Define Search Configuration, Build Manager List, and Maintain Profile Indexes.

# Configuration Highlights

## Flexible Profile Configuration

Attributes Identities **Content** Associations

Profile Type: PERSON

**Content** Find | View All First 1 of 2 Last

\*Effective Date: 01/01/2000 \*Status: Active  
\*Description: Person System Data  
Reorder Content

Competencies Education Qualifications Responsibilities Projects  
NVQ Worn Rank

Add Tab Delete Tab

\*Tab Name: Qualifications  
\*Tab Order: 30 View All Sections

**Content Sections** Find | First 1-5 of 5 Last

	Section Name	Parent Section Name	Required	*Move To Tab	Order	
<input type="radio"/>	Language Skills		<input type="checkbox"/>	Qualifications	10	
<input type="radio"/>	Licenses & Certifications		<input type="checkbox"/>	Qualifications	20	
<input type="radio"/>	Memberships		<input type="checkbox"/>	Qualifications	30	
<input type="radio"/>	Honors and Awards		<input type="checkbox"/>	Qualifications	50	
<input type="radio"/>	Tests/Examinations		<input type="checkbox"/>	Qualifications	60	

+ Add Content Section + Add Sub-section

# Configuration Highlights

## Flexible Search Configuration

Search Configuration

Search Configuration

Object owner id Search Configuration

Search Configuration

Search Property

Source Profile

Target Profile

\*Search Name

Status

\*Criteria Rule

Display Max

Job Profile Management

Roles

Role

Administrator

Manager

Object owner id

Search Property

Source Profile

Target Profile

\*Search Name

Status

\*Criteria Rule

Display Max

Job Profile Management

Roles

Role

Administrator

Employee

Manager

### Search Configuration

Object owner identifier HCM Profile Management

Sub Application Id

#### Search Properties

Find | View All First 5 of 7 Last

Source Profile PERSON Person

Target Profile JOB Job

\*Search Name Find jobs for this person

Status Active

\*Criteria Rule Default and Display

Display Max 100

#### Job Profile Management

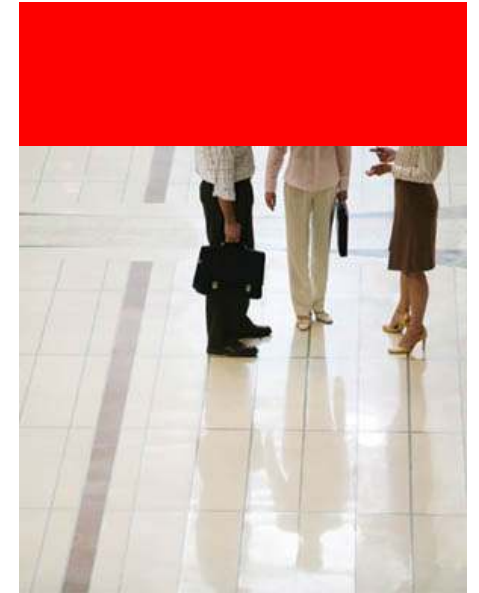
Customize | Find | First 1-2 of 2 Last

#### Roles

Role		
Administrator	+	-
Manager	+	-

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# FAQ's



- Is Profile Management **separately licensed**?

No. The Profile Management architecture is part of Core HR; Self Service is part of eDevelopment.

- What happens to my **existing investment** in profiles and competencies?

All competencies, accomplishments, responsibilities as well as job profiles in your system will be automatically upgraded.

- How can I **populate my profile content**?

We have great certified partner integrations that we will continue to invest in and enhance.



# FAQ's



- Can I track ...mother's birthday?

Yes! You can add any attribute to your profiles that is important to track from a career perspective ... or even things that aren't important.

- Can I manage my talent **without profiles**?

Maybe, but I can't imagine it would be as effective.

- When will profiles be **available**?

Available now in HCM 9.0



## FAQ's



- Will this be in **Fusion**?

Our HCM Strategy Vision is that Profile Management is the foundation for successful Talent Management.

- How do I **Learn More**?

HCM 9.0 Release Notes available on Customer Connection

HCM 9.0 PeopleBooks

HCM Advisor Webcasts



## Cedar Crestone 2007-2008 HCM Survey:

### Conclusion: What Really Matters

#### *To achieve service delivery excellence:*

- Move to shared services and implement an HR-oriented help desk application



#### *To achieve performance excellence:*

- Create an **integrated talent management strategy with competency management at the center**
- Whatever you do, stick to it, and excel



ORA