Oracle

Talent Management Cloud
Implementing Career Development

Release 12

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Oracle® Talent Management Cloud Implementing Career Development

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Contents

Preface

This preface introduces information sources that can help you use the application.

Oracle Applications Help

Use the help icon to access Oracle Applications Help in the application. If you don't see any help icons on your page, click the Show Help icon in the global header. Not all pages have help icons. You can also access Oracle Applications Help at https://fusionhelp.oracle.com.

Using Applications Help

Watch: This video tutorial shows you how to find help and use help features.

Additional Resources

- **Community:** Use **Oracle Applications Customer Connect** to get information from experts at Oracle, the partner community, and other users.

- **Guides and Videos:** Go to the **Oracle Help Center** to find guides and videos.

- **Training:** Take courses on Oracle Cloud from **Oracle University** .

Documentation Accessibility

For information about Oracle's commitment to accessibility, see the **Oracle Accessibility Program** .

Comments and Suggestions

Please give us feedback about Oracle Applications Help and guides! You can send e-mail to: oracle_fusion_applications_help_ww_grp@oracle.com.

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1 **Introduction**

Implementing Career Development: Overview

This guide describes the setup and implementation tasks for the Career Development work area available within the Workforce Development offering. Using these tasks, you can implement and maintain Oracle Fusion Career Development to set up and define the development plan and goals for a worker.

This topic shows the scope of the guide, lists where to find information about prerequisites and pertinent information about implementing the Oracle Talent Cloud, summarizes the contents of each chapter, and describes where to find additional information for the tasks in the Define Worker Career Development task list.

Prerequisites

Before setting up Career Development, you must implement either:

- HCM Base
- Talent Management Base

You are also required to configure other applications and elements. The table lists sources of information, including guides and help topics, and a description of what they contain, to help you set up the configuration that fits your business needs and processes.

Source	Contents
Oracle HCM Cloud Getting Started with Oracle Talent Management Cloud	Provides an overview of Talent Management Cloud options, purchasing and activation options, basic information for implementing Talent Management applications, and describes work areas.
Oracle Talent Management Cloud Implementing Talent Management Base	Describes user and role synchronization, implementation user setup, enterprise and workforce structures, workforce profiles, approvals, help configuration, and more.
Oracle Global Human Resources Cloud Implementing Global Human Resources	Describes user and role synchronization, implementation user setup, enterprise and workforce structures, workforce profiles, approvals, help configuration, and more.
Human Capital Management Cloud Integrating with Oracle HCM Cloud	Describes integration types, how to use file-based and spreadsheet loaders, integrations with Oracle Taleo Recruiting, web services, and coexistence.
Human Capital Management Cloud Securing Oracle HCM Cloud	Describes Oracle Human Management Cloud security, types of roles and how to create them, managing user accounts, types of security profiles and managing them, Oracle Identity Management, and Oracle Fusion Transactional Business Intelligence and Business Intelligence Publisher security.
Oracle HCM Cloud Using Analytics and Reports	Describes the reports available for each role, such as Human Resource (HR) manager, HR specialist, and line manager, how to create briefing books and schedule reports.
Oracle HCM Cloud Creating and Editing Analytics and Reports	Illustrates how to save analytics and reports, describes data structure for analytics, creating and editing analyses, using flexfields in reports, and customizing reports.

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Source	Contents
Oracle Applications Cloud Using Functional Setup Manager	Describes how to use Functional Setup Manager, setting up security to use it, and describes the Offerings, Features, Business Process, and Related Documents.
Oracle Applications Cloud Extending the Applications for Functional Administrators	Describes page, navigation and Help customization, how to use sandboxes, and how to use flexfields for custom attributes.

Introduction

Chapter	Title	Contents
2	Feature Choices: Overview	An overview of feature choices that you enable for the Workforce Development offering to determine the options available in the Career Development work area.

Integrations

Chapter	Title	Contents
3	Integrations	An overview of how Oracle Fusion Career Development integrates with other applications.

Date Format for Goals

Chapter	Title	Contents
4	Date Format for Goals	Describes how to change the default date format used for goals at the site level and at the user level.

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Lookups

Chapter	Title	Task	Contents
5	Lookups	Manage Worker Goal Setting Lookups	Describes common lookups for the Goal Management and Career Development work areas that have user or extensible customization levels.

Managing an Implementation

Enabling Offerings: Explained

When planning your implementation, you decide what business processes your organization or company performs or supports. These decisions determine the offerings and functional areas you want to implement. You then configure the offerings and functional areas that support the activities your organization or company performs. During the configuration process, you specifically enable offerings and functional areas for use before you implement them.

Enabling Offerings and Functional Areas

Use the Setup and Maintenance work area to help decide which offerings to enable for implementation. Once you decide to use an offering, you can select the Configure button to choose the configuration details and enable the offering, associated functional areas, and features. All the base functional areas of an offering are automatically enabled for implementation when you enable the parent offering. You choose which optional functional areas to enable. The functional areas appear in an expandable and collapsible hierarchy to facilitate progressive decision making for implementation.

Enabling Features

Features are optional or alternative business rules or methods used to fine-tune business processes and activities supported by an offering or a functional area. If features are available for the offering or functional areas, you can enable them to help meet your business requirements, if desired. In general, the features are set with a default configuration based on their typical usage in most implementations. You should always review the available features for the offering and functional areas and select them as appropriate. Dependent features appear visible when the feature choice they depend on is selected for implementation.

Enabling Offerings: Procedure

You enable offerings to customize the functionality that matches the services you plan on implementing.

Enabling Offerings

To enable offerings, follow these steps.

1. Open the Setup and Maintenance work area **(Navigator > Setup and Maintenance)**.

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2. In the Setup and Maintenance Offerings page, select the offering you're using, then click **Configure**.
3. In the Configure page, select the **Enable** check box for the offering. Also select the **Enable** check box for each of the functional areas you want to use.
4. Click the Features icon for the offering or functional area you have enabled, then enable any features you require. Select **Done** when complete.
5. Select **Done** to return to the Offerings page then repeat the same steps for each of the offerings you are using.

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2 **Feature Choices: Overview**

Career Development Feature Choices: Points to Consider

Feature choices that you enable for the Workforce Development offering determine the options available in the Career Development work area. They also control the application behavior you see in the tasks you perform in that work area. For example, you can select notification options, and you can control when uncompleted goals are highlighted as being at risk.

To select feature choices for the Career Development work area:

1. In the Setup and Maintenance work area, select the Workforce Development offering.
2. In the Administration section, click **Actions - Change Configuration** to open the Configure: Workforce Development page.
3. Under the Workforce Development offering, click the **Features** icon for Career Development to open the Features page. You can select a feature choice on the Features page.

The following career development feature choices are available for the Workforce Development offering:

- Career Development Approvals
- Career Development Notifications
- Completed Goal Edit Option
- Goals Approaching Deadline Warning
- Other feature choices: Development Goal Tasks, Development Goals Sharing, Development Intents, Favorites, Goal Library, Target Outcomes, and Matrix Management

Career Development Approvals

Select the Career Development Approvals feature choice if you intend to enable approvals for development goal transactions. When you enable this feature choice, you can select the approvals options as displayed in the following table.

Approval Option	Description
Approval required for adding goals	Select this option to require managers to approve goals added by workers.
Approval required for changes to key goal fields	Select this option to require managers to approve changes to key goal fields by workers. Key goal fields include goal attributes such as Goal Name, Description, Success Criteria, Start Date, Target Completion Date, Category, Measurement, Measurement Type, Unit of Measure, Target Type, Target Value, and Private.
Approval required for goal completion	Select this option to require managers to approve the goal status when workers update the status to Completed.

Career Development Notifications

Select the Career Development Notifications feature choice if you intend to enable notifications for various goal transactions. When you enable this feature choice, you can select the notification options as displayed in the following table.

Notification Option	Description
Goals assigned by HR specialists notification	Select this option to notify workers when human resource (HR) specialists perform the mass assignment of goals.
Goals updated by HR specialists notification	Select this option to notify workers when HR specialists update the key attributes of worker goals.
Goals deleted by HR specialists notification	Select this option to notify workers when HR specialists delete worker goals.
Overdue goals notification	Select this option to notify workers and managers when the Update Goal Status to Overdue process updates the status of worker goals to overdue.
Goals assigned by managers notification	Select this option to notify workers when managers assign goals to direct reports.
Goals created by managers notification	Select this option to notify workers when managers create goals for workers.
Goals shared by managers notification	Select this option to notify workers when managers share goals with direct reports.
Completed goals updated by managers notification	Select this option to notify workers when managers update completed worker goals.
Goals updated by managers notification	Select this option to notify workers when managers update worker goals.
Goals shared by colleagues notification	Select this option to notify workers when colleagues share goals with workers.
Goals completed by workers notification	Select this option to notify managers when workers update completed goals.

Completed Goal Edit Option

Select an option for the Completed Goal Edit Option feature choice to configure settings for editing completed goals. You can select one of the options for this feature choice as displayed in the following table.

Completed Goal Edit Option	Description
Reopen	Select this option to use the Reopen button to enable edits to completed goals. The Reopen button will be available for all completed goals that workers or managers can click to reopen the completed goal for edits.
Always open	Select this option to enable edits to completed goals by default.
Never	Select this option to disable edits to completed goals. All goals that are completed will be read-only and no further edits are allowed after completing a goal.

Goals Approaching Deadline Warning

Select a value for this feature choice to configure the wait time before which a warning is displayed for goals approaching their deadline. All goals with goal status other than Completed (that is with their completion percentage less than 100%) and target completion date earlier than or within the warning deadline from the current date are listed under Goal at Risk. For all goals approaching the set deadline, the target completion date is marked in red in the worker's development plan on the Career Development page.

You can select one of the values for this feature choice as displayed in the following table.

Goals Approaching Deadline Warning Value	Description
1 week before	Warning appears one calendar week prior to the target completion date of a goal.
2 weeks before	Warning appears two calendar weeks prior to the target completion date of a goal.
3 weeks before	Warning appears three calendar weeks prior to the target completion date of a goal.
10 days before	Warning appears 10 calendar days prior to the target completion date of a goal.
1 month before	Warning appears one month prior to the target completion date of a goal.
2 months before	Warning appears two months prior to the target completion date of a goal.

Goal Library

Career development also includes the following feature choice to enable or disable the use of goal library.

Feature Choice	Description
Goal Library	Enable privileged users to use the goal library to add development goals.

Goal Tasks, Target Outcomes, Development Intents

Career development also includes the following feature choices to enable or disable goals tasks, target outcomes, development intents, and favorites.

Feature Choice	Description
Development Goal Tasks	Enable privileged users to add tasks to development goals.
Target Outcomes	Enable privileged users to add target outcomes to development goals.
Development Intents	Enable privileged users to associate their development intents, such as to develop in current or future roles and any personal intent with their development goals.

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Goals Sharing, Favorites, Matrix Management

Career development also includes the following feature choices to enable or disable goals sharing, marking colleagues as favorites and matrix management.

Feature Choice	Description
Development Goals Sharing	Enable privileged users to share their development goals with other colleagues.
Favorites	Enable privileged users to mark their colleagues as favorites.
Matrix Management	Enable matrix management in career development. When you enable this feature, managers other than line managers can take actions on worker goals.

Related Topics

- Career Development: Explained

- Development Intents: Explained

- Offerings: Explained

- Features: Explained

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3 Integrations

## Career Development: How It Works with Profiles

The Career Development work area uses predefined content types Licenses and Certifications, Competencies, and Languages as target outcomes. Target outcomes are content types that contain content items and maintained in the Profiles work area. Target outcomes help workers add or improve requisite skills, competencies, certifications, or other qualifications. Depending on content section access settings for your role, you can add target outcomes to performance goals. You add target outcomes to increase a worker's performance on the current job. You add target outcomes to development goals to develop the current role, or prepare for a future role. You can also add a goal to a competency from the competency gap chart. This competency is saved as the target outcome for the goal.

To use Licenses and Certifications, Competencies, or Languages content type as a target outcome in the Career Development work area:

- The relevant subscriber code must be used to access the Profiles functional area from the Career Development work area.

- The use of target outcomes must be enabled for the Career Development work area. You enable target outcomes for the Career Development work area by using feature choices.

- Your role must have access to the content type. You set content section access settings for a job or abstract role by using the Manage Profile Content Section Access task in the Setup and Maintenance work area.

- The Goals content type must have a relationship with the content type. You add a relationship between the Goals content type and the corresponding content type in the Profiles work area.

After a worker completes a development goal, the worker's person profile is updated to include the content item that the target outcome addresses. If the content type exists in the worker's person profile, the profile is updated to include new or changed information. You enable target outcomes by selecting the Target Outcomes feature choice available under the Workforce Development offering on the Configure Offerings page in the Setup and Maintenance work area.

The figure shows how the application adds the Customer Focus competency from the content library to a development goal as a target outcome, and then to the worker profile when the goal completes.
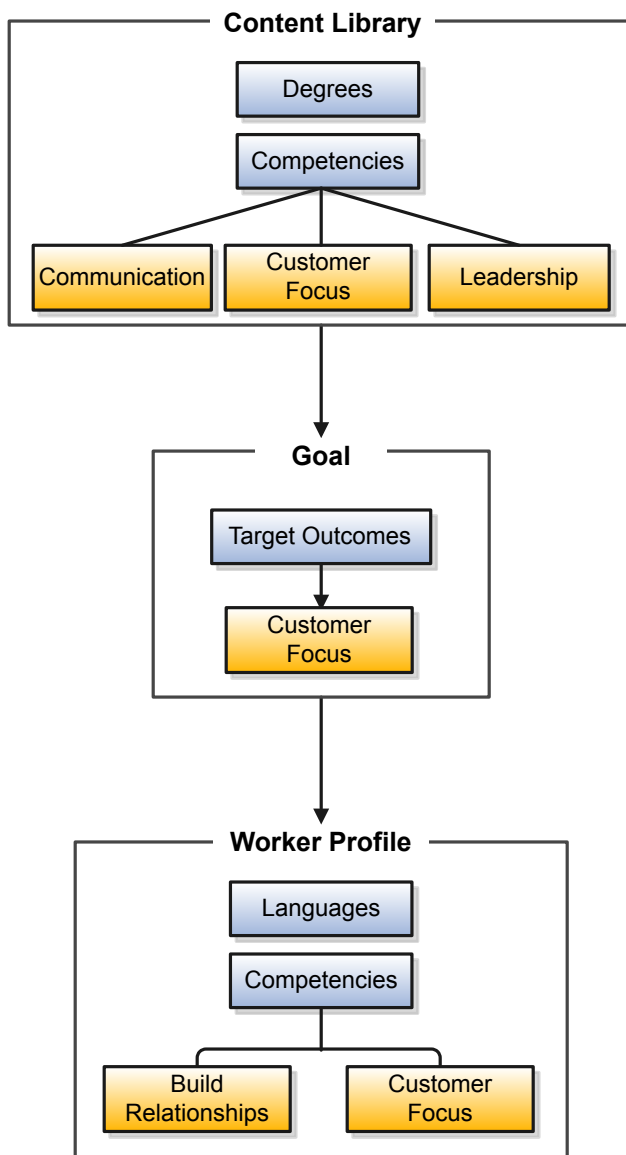
Adding Target Outcomes to Development Goals

If allowed, you can add target outcomes to goals when adding or editing development goals for workers. You can select target outcomes from the available list of content types competencies, languages, and licenses and certifications only. The content types available to you depend on the content section access settings for your role.

The Career Development work area displays a competency gap chart, a graphical representation of how well your competency ratings match the required proficiency ratings of a role (job or position profile), in the Explore Roles infotile on a worker's Career Development page. The application generates a competency gap chart for each explored role by using only those competencies that appear in both your current role and the role you select as a recommended role or career of interest.

Use the competency gap chart to determine whether you're already qualified for the selected job role, or if areas exist where you need further development.

If you identify gaps, you can add a goal for the competency for which you have lesser ratings. For example, if your rating for the Leadership competency is 3 and the targeted rating for that competency in the Product Manager job is 4, you can add a goal to the Leadership competency to help you improve your leadership capabilities. If the job profile contains fewer than three competencies, then the competency gap chart is displayed as a bar chart. Otherwise, the chart is displayed as a radar chart. The competency for which you add a goal appears as a target outcome for that goal.

If allowed, you can also add target outcomes to goals when:

- Adding development goals to the goal library
- Mass assigning development goals
- Administering development goals

Updating Worker Profiles

When the development goal is completed, and approved if approvals are required, then the worker's person profile is updated to include the target outcomes. For content items that require a rating level, such as competencies, the manager must select a rating level, which is the rating level associated with the content item. If approvals aren't enabled for completing the percentage completion of a goal, the worker can also rate the competency associated with the goal. The evaluation type displayed for the competency is Self when the worker rates the competency.

> **Note:** If you delete a goal, the ratings associated with a competency aren't deleted from the worker's profile. Depending upon the evaluation type, the user who rated the worker's competency can delete or update the rating on the worker's person profile even after the goal is deleted.

Related Topics

- Career Development: Explained

- Goal Library: Explained

- Career Development Feature Choices: Points to Consider

- Best Fit: How It's Calculated

- The Role-Based Content Section Access: Explained

Using Development Goals in Talent Pools: Explained

You can add development goals to a talent pool to ensure that all pool members achieve the goals for which the talent pool exists. Add development goals to a talent pool when you manage talent pools in the Succession Plans work area (**My Workforce - Succession Plans**).

Adding Development Goals to a Talent Pool

Only talent pool owners can add development goals to a talent pool. The development goals must be in the goal library. Goals from the talent pool appear automatically in the goals of talent pool members, who can access them from their

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development plan on the My Career Development page. Managers can access these goals in the Career Development work area. Workers don't inherit goals from the talent pool if they already have them.

> ✎ **Note:** When you add a worker to a talent pool, the worker doesn't automatically inherit any goals already associated with the talent pool. The worker inherits development goals that you add to the talent pool after the worker becomes a member.

Removal of Development Goals from a Talent Pool

Only a talent pool's owners can remove development goals from the pool. Removing a development goal from the talent pool doesn't remove it from talent pool members. To remove the goal from a worker's development plan, you must delete it manually from the worker's goals.

Management of Development Goals in the Goal Library

When you edit a development goal in the goal library, the changes don't appear automatically in the talent pool. To include the latest version of a development goal in the talent pool, remove the current version from the pool and add the updated version.

Related Topics

- Career Development: Explained

- Talent Pools: Explained

Social Networking with Development Goals: Explained

If the page for editing a development goal has a **Social** link, you can invite others to collaborate about the goal using social collaboration. Conversations remain with the goal as a historical record.

Examples of collaboration:

- A worker asks the manager to clarify his career development objectives.
- The manager suggests actions for the worker to take toward goal achievement.
- A worker asks peers for advice on setting and achieving development goals.

Collaborating about Goals

Tips for collaborating:

- To get started, click **Social** on the page for editing a goal. Click the **Share** button, or click **Join** if collaboration is in progress.
- Click the name of the goal to access its wall, where you can start conversations and add members.
- After collaboration starts for a development goal:
    - Anyone at your company can be invited to participate in a conversation about it.
    - A peer can only participate in conversations after being invited as a member.

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- The worker and the manager can initiate conversations and invite members.

- On the wall of the development goal, everyone invited can view basic attributes of the goal and post documents and comments that all members can see.

Related Topics

- What does social networking have to do with my job?

Social Networking with Roles: Explained

If the page for viewing a role of career interest in the Career Development work area has a **Social** link, you can invite others to collaborate about the role using social collaboration. As a worker or manager, you view a role on the Careers of Interest and Recommended Roles tabs in the Explore Roles infotile in the Career Development work area. As an HR specialist, you view the **Social** link for a role when editing the corresponding job profile in the Profiles work area. You edit a job profile using the Manage Model Profiles task in the Profiles work area. Conversations remain with the role or job profile as a historical record.

Examples of collaboration:

- An HR specialist communicates additional details such as qualifications and opportunities required in a role.

- A manager suggests actions for the worker regarding a role the manger has recommended to the worker.

- A worker asks peers and other colleagues in a role for advice on career development in that role.

Collaborating about Roles

Tips for collaborating:

- To get started, click **Social** on the page for editing a job profile or viewing a role of career interest. Click the **Share** button, or click **Join** if collaboration is in progress.

- Click the name of the role or job profile to access its wall, where you can start conversations and add members.

- After collaboration starts for a role or job profile:

  - Anyone at your company can be invited to participate in a conversation about it.

  - A peer can only participate in conversations after being invited as a member.

  - The worker and the manager can initiate conversations and invite members.

- On the wall of the role or job profile, everyone invited can view conversations related to the role or job profile and post documents and comments that all members can see.

Related Topics

- What does social networking have to do with my job?

4   **Date Format for Goals**

Changing the Date Format Used for Goals: Procedure

Change the default date format used for goals at the site level or at the user level. When you set the date format at the site level, the setting is applicable to all the users of the application. Setting the date format at the user level applies to the specific user. The user level settings supersede any site level settings for that user.

Site Level

At the site level, an implementor can change the date format for goals using the following procedure:

1. Select **Navigator - Setup and Maintenance**. The All Tasks tab opens by default.
2. In the **Name** field enter **Set User General Preferences** and click **Search**.
3. In the **Search Results** section, click **Go to Task** for the row **Set User General Preferences**. The Global Admin Preferences page opens.
4. Select the required format for the date in the **Date Format** field and click **Save**. The **Save Progress** dialog box opens.
5. Click **OK** to close the dialog box.
6. Click **Save** to save your changes.

User Level

At the user level, log into your user account and change the date format for your user account using the following procedure:

1. In the global region, expand the **Settings and Actions** menu available next to your user name.
2. Under **Personalization**, click **Set Preferences**.
3. From the Tasks pane, click **Regional**.
4. Select the required format for the date in the **Date Format** field.
5. Click **Save** to save your changes.

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5 **Lookups**

Goal Lookups: Explained

This topic identifies common lookups for the Goal Management and Career Development work areas that have user or extensible customization levels. Review these lookups, and update them as appropriate to suit enterprise requirements. You manage lookup for goals, both performance and development, by using the Manage Worker Goal Setting Lookups task in the Setup and Maintenance work area.

Goal Lookups

The following table describes goal lookups and which applications use them.

Lookup Type	Description	Customization Level	Used By
HRG_ DEV_ GOAL_CATEGORY	Categories of development goals, such as short-term, medium-term, and long-term.	User	Career Development
HRG_ GOAL_ MEASUREMENT_ LEVEL	Levels of goals, such as target, and stretch.	Extensible	Goal Management and Career Development
HRG_ GOAL_ QUANTITATIVE_ UOM	Units of quantitative measurement for goals, such as currency, number, and percentage.	Extensible	Goal Management and Career Development
HRG_ GOAL_SOURCE	The source from which the goal was added, such as goal library, worker goals, or organization goals.	Extensible	Goal Management and Career Development
HRG_ GOAL_ TASK_TYPE	Categories of task types for goals, such as coaching, project, and research.	Extensible	Goal Management and Career Development
HRG_ PERCENT_ COMPLETE	The completion percentage of a goal, such as 0, 25, 50, 75 and 100.	Extensible	Goal Management and Career Development
HRG_ PERF_ GOAL_CATEGORY	Categories of performance goals, such as career, education, and skill.	User	Goal Management
HRG_PRIORITY	Priorities of goals, such as high, medium, and low.	Extensible	Goal Management and Career Development
HRG_ SUB_TYPE_CODE	Subtypes of goals, such as Corporate and Functional.	User	Goal Management

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Lookup Type	Description	Customization Level	Used By

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Glossary

competency

Any measurable behavior required by an organization, job, or position that a person may demonstrate in the work context. A competency can be a piece of knowledge, a skill, an attitude, or an attribute.

content item

An individual quality, skill, or qualification within a content type that you track in profiles.

development goal

A goal that is geared toward facilitating the career growth of individuals so that they can perform better in their current job or prepare themselves for advancement.

development intent

The purpose of the development goal for a worker.

development plan

Plan that contains a worker's active development goals including goal details such as their due date, completion percentage, and development intent.

feature choice

A selection you make when configuring offerings that modifies a setup task list, or a setup page, or both.

goal library

A central repository of reusable goals maintained by the human resource specialist that managers and workers can copy to use for their own goals.

HR

Abbreviation for human resource.

performance goal

A results-oriented goal, often using specific targets, to assess the level of a worker's achievement.

person profile

A collection of skills, experience, qualifications, work preferences, and career planning information for a worker.

talent pool

A selected group of workers for whom you track training, readiness, or development.

talent pool member

A worker who is added to a talent pool.

talent pool owner

A human resource specialist who can manage a talent pool.

target outcome

A specific skill, competency, or certification added to a goal that can be achieved or acquired by the successful completion of the goal.

task

An action added to a goal that a worker plans to undertake to help achieve the goal.

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