Oracle

Talent Management Cloud
Using Career Development

Release 12

ORACLE®

Oracle® Talent Management Cloud Using Career Development

Part Number E73309-04

Contents

ORACLE

ORACLE®

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.

ORACLE®

ORACLE®

1 **Introduction**

Career Development: Explained

Workers and managers can use the Career Development work area to gain a comprehensive view of workers' career information. They can see the workers' career information and the detailed development plans they've established for achieving those targets. You can establish the development plan for a worker using tools provided within the product. Both the worker and manager can view the worker's career preferences and development plan in a single view.

The Career Development work area includes the following tools and pages:

- Development plan
- Career information
- Overview of goals
- Explore roles
- Careers of interest
- Favorites (for workers only)
- My Team's Development Goals (for managers only)

Feature choices 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. You select features choices on the Configure Offerings page in the Setup and Maintenance work area.

Development Plan

Based on your role privileges, you can use the development plan to define development intents, establish development goals, and manage development progress. You use your development plan to manage your near- and long-term career development strategies.

The following table lists the features available for each role within the development plan.

> ✏ **Note:** HR specialists and managers can't define new development intents. However, they can add or remove current role and future roles as development intents for a worker goal.

Role	Features
Worker	- Add goals to your development plan - Define new development intents or use existing ones for each goal to track your efforts and progress toward targeted roles - Filter goals in the development plan to view only those goals that are active, inactive, completed, overdue, or canceled - Print all goals included in your development plan - Make goals inactive, copy, delete, cancel, assign, and share from the development plan
Manager, HR specialist	Add goals to a worker's development plan

Role	Features
	• View development intents for each worker goal. View compatibility percentage with any future roles
	• Filter worker goals in the development plan to view only those that are active, inactive, completed, overdue, or canceled
	• Print all goals included in a worker's development plan
	• Make goals inactive, copy, and share from the development plan

Career Information

The worker's career information includes career statement and preferences. This career information is also reflected in the Career Planning card accessed from the talent profile or portrait.

The following table lists the features associated with career information available for each role on the worker's Career Development page.

Role	Features
Worker	• Review and edit your career statement to identify your career goals • Review and edit your career and work preferences, such as job or job family, for your next career move
Manager, HR specialist	• View a worker's career statement • View a worker's career and work preferences

Goals Overview

View active development goals, shared goals, and goals at risk using the Goals Overview infotile on the Career Development page for a worker. In the Goals Overview infotile, you can click the link for each goal category to:

- View all active goals in the development plan
- Add, hide, or unhide shared goals
- View goals at risk and take actions
- View rejected goals, when approval is enabled

Explore Roles

View roles recommended using the Explore Roles infotile on the Career Development page for a worker. In the Explore Roles infotile, you can:

- View roles recommended as best matches for a worker based on worker's competency levels and areas of interest
- View roles recommended by the manager and HR specialist for a worker
- View compatibility of each recommended role with the worker's current profile. The compatible percentage for a role is automatically calculated using the best-fit analysis tool
- Click a role to open the role page. On the role page, you can:
  - View more information about the role
  - As a worker, add the role to careers of interest list

ORACLE®

   ○ As a manager and HR specialist, recommend the role to a worker

   ○ Mark a colleague associated with the role as favorite. You view your favorite colleagues from the Favorites infotile on the My Career Development page

   ○ View the competency gap chart for the role and determine whether you're already qualified for the selected job role. If you identify gaps, you or your manager can add a goal for the competency for which you have lesser ratings.

> ✏️ **Note:** The compatible percentage for a role is automatically calculated using the best-fit analysis tool

Careers of Interest

View careers of interest using the Careers of Interest infotile on the Career Development page for a worker. In the Careers of Interest infotile, you can:

- View roles added as careers of interest and their compatibility with the worker's current profile

- Make a role private so that no one except you as a worker can view the role in the Careers of Interest section

- Click a role in the Careers of Interest section to open the role page. On the role page, you can:

   ○ View more information about the role

   ○ Add a goal for any competency gap between the current role and the selected role

   ○ Mark a colleague associated with the role as a favorite. You view your favorite colleagues from the Favorites infotile on the My Career Development page

Favorites

View favorite colleagues and their contact details from the Favorites infotile on the My Career Development page. You mark a colleague associated with a role of your interest as a favorite from the Explore Roles or Careers of Interest infotile on the My Career Development Page. The Favorites infotile isn't visible to managers and HR specialists. For example, you can mark colleagues as favorites because they are more expert than others in what it takes to do a role.

My Team's Development Goals

Managers can view a summary of all active goals and the progress their reports are making on them by using the My Team's Development Goals page in the Career Development work area. They can also add goals to more than one reports using the Add Goal option on this page. They can further view and edit a goal assigned to a report by clicking the goal on this page. To view the development plan of a report, they can click the name of a report on this page.

Related Topics

- Career Development Feature Choices: Points to Consider

- Development Goal Lists: Explained

- Development Intents: Explained

- Best-Fit Analysis: Explained

- What's a competency gap chart?

ORACLE®

2 **Talent Profiles**

Managing Talent Profiles: Overview

Managers and HR specialists can maintain information within person profiles about the skills, qualifications, accomplishments, and career preferences of their workers. They can also maintain information in model profiles about the targeted skills and qualifications of the jobs and positions within the company. Workers can manage their own careers by keeping their talent profiles current so that their skills, qualifications, accomplishments, and career preferences reflect their current performance and future career goals.

You manage a worker's talent profile on the worker's person spotlight. Depending on your role, to open a worker's person spotlight:

- Select **Directory - Directory**, search for the worker, and click the worker's name in the search results
- Select **My Team - My Team** and click the worker's name on the My Team page
- Select **My Team - Team Talent** and click the worker's name on the Team Talent page
- Select **My Team - Team Compensation** and click the worker's name on the Team Compensation page
- Open the person smart navigation window from application pages

This table lists the talent profile-related pages on person spotlight and their key features available to managers and HR specialists, and workers. Workers can open each page from the About Me work area in the Navigator.

Pages	Features for Managers and HR Specialists	Features for Workers
Skills and Qualifications	• Use the competency gaps chart to compare the competencies of a worker to that of a job from the worker's interest list, to identify if the worker is a suitable candidate for the job or needs further training. • Review areas of expertise and other qualifications for workers.	• Use the competency gaps chart to compare their competencies to that of a job from their interest list, to identify whether they are suitable for a job or to identify training needs. • Identify areas of expertise, such as a specific software package. • Maintain competencies, degrees, and other accomplishments.
Career Planning	• Add jobs or positions to the interest lists of their workers. • Review career preference information for workers, such as job or job family of their next career move. • Review and edit talent ratings such as performance and potential of workers, and the risk and impact of losing them.	• Add jobs or positions to their interest lists. • View the suggestions list and determine whether to add any of the suggested jobs or positions to their interest list. • Identify career preferences such as the job or job family of their next career move.

Managing talent-profile information in job and position profiles includes both creating the job and position profiles based on profile types, and editing the profiles when business requirements change. Job and position profiles identify the required skills, degrees, qualifications, and work requirements for each job and position within your enterprise.

ORACLE®

Related Topics

- Talent Profile Summary: Explained

Compare Profiles and Find the Best Fit

Comparing Items: Explained

Use comparison to quickly identify and evaluate differences between items. Compare any person, job, and position items. For example, you can compare a person with another person or with a job profile. You can compare items in the Profiles work area and on the talent review dashboard.

Selecting Items

The first item you select is the comparison base, and the items you select subsequently are secondary items. You can change the comparison base if required. The comparison displays the base item attributes, and indicates the differences between the attributes of the secondary items and the base items. .

Controlling Results

Data sets control which attributes are displayed for each item in the comparison. For example, you must select the School Education data set to display and compare a person's education details.

The information displayed in the comparison results is controlled by security access. For example, line managers can compare their direct reports and view their performance data in the comparison results. HR specialists can perform this comparison only if they have security access to the persons' performance information. You can change the effective date of comparison if you are either a line manager or an HR specialist.

Performance Information in Comparison Results: Explained

The comparison displays the performance data of only those persons who are evaluated using the enterprise-wide designated rating model, because you can't compare persons who are evaluated using different rating models.

For each person, the comparison displays up to three performance documents. These performance documents include the latest document using the designated rating model plus the two most recent previous documents that use the same performance template as the latest document. However, the performance documents and performance periods for the persons being compared may be different. The comparison indicates the performance attributes' differences only if the performance documents are the same for the persons being compared.

Best-Fit Analysis: Explained

The best-fit analysis includes the review of all profiles of the match type required and calculation of the overall score compared to the source profile. The overall score appears in the Overall Fit column in the results section on the Find Best Fit page. Employees, managers, and HR specialists can use the Best-Fit feature to match and compare profiles with the selected match criteria. The Best-Fit feature finds profiles that closely match the source profile (person or job).You can

ORACLE®

associate both jobs and positions with the job profile type. Therefore, in a best-fit analysis, a job profile can be either a job or position.

Best-Fit Analyses Types

The application supports the following four types of best-fit analyses:

- Person to Job: Using a person profile as the source profile, you can find the job that best fits a worker.

  Example: As a manager, use this tool to help a worker to identify job profiles for which the worker is best suited and decide the next career move.

- Person to Person: Using a person profile as the source profile, you can find the worker with skills that match that of a particular worker.

  Example: Your company is planning to launch new technology. As an HR specialist, you know a worker who has the required skill to use the new technology. To assess the scope of workers who need development in this particular skill, you can select the worker's profile. You can then use the Best-Fit feature to view a list of other workers who may come close to the skill requirements.

- Job to Job: Using a job profile as the source profile, you can find the job profile that closely matches a job profile.

  Example: As an HR specialist, you can use this tool to help locate jobs to identify areas for outplacement, training requirements, or areas of organizational strength.

- Job to Person: Using a job profile as the source profile, you can find the best-fit worker for a job.

  Example: As an HR specialist, you can use this tool to help locate the most qualified workers for a job opening within your company.

The Best-Fit Feature Accessibility

The roles, privileges, and application settings determine the ability for a user to perform a type of best-fit analysis. The following table shows the Best-Fit feature accessibility for the most commonly used profile types.

Role	Can Perform Person to Job Analysis?	Can Perform Person to Person Analysis?	Can Perform Job to Job Analysis?	Can Perform Job to Person Analysis?
HR specialist	Yes	Yes	Yes	Yes
Manager	Yes (Limited to direct and dotted-line reports)	Yes	No	Yes
Worker	Yes	Yes (Limited to worker's own profile)	No	No

Filtering Best-Fit Results

By default, the best-fit analysis results show all profiles that have 90% match or greater than the selected source profile. You can further filter the results to show by overall fit or by number of profiles. The results section of the best-fit analysis also has the **Show Fit by Criteria** option. Use this option to view which content types displayed in results meet or exceed the specified criteria percentage.

ORACLE®

Accessing the Best-Fit Feature as an HR Specialist: Procedure

Depending on the privileges associated with the HR specialist role, an HR specialist can find:

- The best-fit job or person for a person profile.
- The best-fit job or person for a job profile.

Finding the Best-fit Job or Person for a Person

HR specialists can find the best-fit job or person for a person by using one of the following navigation paths:

- From the Person Profiles page:
    a. Select **Navigator - My Workforce - Profiles**.
    b. Select the Person Profiles tab, if not already selected, and search for the person profile.
    c. Select the profile in the Results section.
    d. From the Actions menu, click the corresponding link to find the best-fit job or person for the selected profile.

- From the Skills and Qualifications page:
    a. Select **Navigator - My Workforce - Profiles**.
    b. Click the Person Profiles tab, if not already selected, and search for the person profile.
    c. Click the profile in the Results section to open the Skills and Qualifications page.
    d. In the Related Links panel, click the corresponding link to find the best-fit job or person for the selected profile.

Finding the Best-fit Job or Person for a Job Profile

HR specialists can find the best-fit job or person for a job profile, by using the Job Profiles page. This page includes all jobs and positions profiles associated with the job profile type.

To find the best-fit job or person for a job profile:

- From the Profiles page:
    a. Select **My Workforce - Profiles**.
    b. Select the Job Profiles tab, search for the job profile.
    c. Select the profile in the Results section.
    d. From the Actions menu, click the corresponding link to find the best-fit job or person for the selected profile.

- From the Select Candidates page when creating or editing a succession plan:
    a. Select **Navigator - My Workforce - Succession Plans**.
    b. Select the Succession Plans tab, if not already selected.
    c. Click **Create** to create a plan, or select an existing plan and click **Edit** from the tab toolbar.
    d. Enter or edit the necessary details and click **Next** to open the Select Candidates page for the succession plan.
    e. On the page toolbar, click **Find Best Fit** to find the best fit person for a job profile and add the person as a candidate.

    ✏ **Note:** If a manager is the owner of a succession plan and has security privileges to access the Succession Management work area, , the manager can also use this navigation to access the best-fit feature and add a candidate to the plan.

ORACLE®

- From the Select Members page when creating or editing a talent pool:

    a. Select **Navigator - My Workforce - Succession Plans**.
    b. Select the Talent Pools tab.
    c. Click **Create** to create a talent pool, or select an existing pool and click **Edit** from the tab toolbar.
    d. Enter or edit the necessary details and click **Next** to open the Select Members page for the succession plan.
    e. On the page toolbar, click **Find Best Fit** to find the best fit person for a job profile and add the person as a member.

    ✏ **Note:** If a manager is the owner of a talent pool, the manager can also use this navigation to access the best-fit feature and add a member to the pool.

Accessing the Best-Fit Feature as a Manager: Procedure

Depending on the privileges assigned to the manager role, managers can find the best-fit job or person for a person.

Finding the Best-fit Job or Person for a Person

Managers can find the best-fit job or person for a person by using one of the following navigation paths:

- From the Team Talent page:

    a. Select **Navigator - My Team - Team Talent**.
    b. Click the link to a report to open the Skills and Qualifications page of the report.
    c. In the Related Links panel on the Actions tab, click the corresponding link to find the best-fit job or person for your report.

        💡 **Tip:**

- From the My Team page:

    a. Select **Navigator - My Team - My Team**.
    b. Click the link to a report. The Employment Information page of the report opens.
    c. Select **Actions - Talent Management** and then select the corresponding link to find the best-fit job or person for the selected profile.

Accessing the Best-Fit Feature as a Worker: Procedure

Depending on the privileges assigned to the employee role, workers can:

- Find the best-fit job profile for their person profile.

- Add the job profile to their careers of interest list.

    ✏ **Note:** As a worker, if you find the person best suited to your profile, by default, the search results display your profile.

ORACLE®

Finding the Best-fit Job

Workers can use one of the following navigation paths to access the best-fit job feature:

- From the Talent Profile page:

    a. Select **Navigator - About Me - Talent Profile**.
    b. In the Related Links panel on the Actions tab, click the corresponding link to find the best-fit job for your role.

Best Fit: How It's Calculated

The Best-Fit feature compares the selected profile content with that of target profiles to find a list of profiles that are the closest match. You find the best fit job or person using the best-fit feature accessible from application pages.

Example: As an HR specialist, you can use the Best-Fit feature to find the person best suited for a job. The initial best-fit analysis results include a list of the profiles with the highest percentage of matching qualities. You can further narrow down the results by changing the priority of content types or individual content items. You can then view the percentage match for each content type.

How Best Fit Is Calculated

The best-fit analysis considers content items of only these predefined content types:

- Competencies
- Honors and awards
- Work requirements

    ✏ **Note:** The work requirements content type does not have content items.

- Languages

    ✏ **Note:** For languages, only the item Reading is considered in best-fit calculations.

- Degrees
- Memberships
- Licenses and certifications
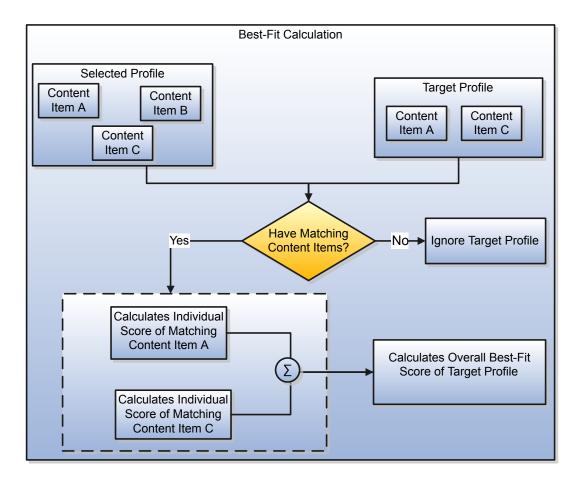
You can use the Best-Fit feature to calculate the overall score for a target profile. The application calculates the overall best-fit score of the target profile with respect to the selected source profile based. The overall score is based on the individual score of each matching content item of the selected profile.

Overall Score in a Best-Fit Analysis: How It's Calculated

The Best-Fit feature calculates the overall score for a target profile using an algorithm rule. The overall score appears in the Overall Fit column in the results section on the Find Best Fit page. The algorithm for the best-fit analysis is automatically processed by the application.

ORACLE®

The following image shows the best-fit algorithm rule.

Selected Profile

The selected profile for which you want to find the profile that is the best-fit is source profile.

Target Profile

The target profile is the profile for which the overall score is calculated. The application compares the content items of the target profile with those of the source profile.

Individual Score

The individual score is the number assigned to each matching content item of the content types for which you specify the priority or importance. The individual score calculation algorithm depends on the best-fit analysis type.

Overall Score Calculation Rule

The overall score is the total of all individual scores of all matching content items. If the total of all individual scores includes decimals, then the application rounds off the total score to derive the overall score. The application rounds down the score if the decimal digit is less than 5. However, it increases the score by 1 if the decimal digit is 5 or more.

Examples:

- If the total score is 56.4, the overall score is 56.

- If the total score is 56.7, the overall score is 57.

Person to Person, Job to Person, and Job to Job Analyses: How the Individual Score is Calculated
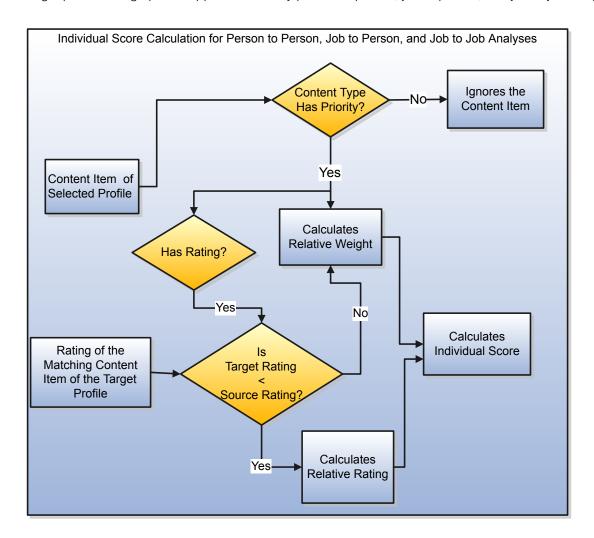
In the following best-fit analyses, each content item of the selected profile must match the target profiles:

- Person to person

- Job to person

- Job to job

The individual score of each content item of the target profile is based on the priority set at the content type or content item level.

The following graphic shows how the individual score is calculated for each content of the selected profile that match with the target profile. The graphic is applicable for only person to person, job to person, and job to job analyses.

Individual Score Calculation for Person to Person, Job to Person, and Job to Job Analyses

Deciding the Priority

The best-fit algorithm uses the priority assigned to the content type or content item of the selected profile. The priority is used to decide the overall score of the target profile. Depending on the analysis type, you select the priority on the Find Best Fit Person or on the Find Best Fit Job page. You can either select a common priority value for all content items within a content type or specify priority using details.

To specify priority using details:

1. Select the **Priority Using Details** option on the Find Best Fit Person or Find Best Fit Job page.
2. Click the **Details** icon. The Best Fit Criteria page opens.
3. Specify the **Match** option for each content item within a content type. The value you select for the **Match** option is the priority value allocated at the content item level. The application calculates the individual score of each content item by considering the match value as the priority value for the content item.

ORACLE®

✏ **Note:** You can't use the **Priority Using Details** option for the Work Requirements content type. The priority for this content type is always specified at the content type level. The application considers only the Travel Domestically and Travel Internationally work requirements for best-fit calculations. The application calculates the individual score of the Work Requirements content type for a target profile as follows:

- If both travel requirements of the source and target profiles match, then the Individual Score = Relative Weight * 100.
- If only one travel requirement of the source and target profiles match, then the Individual Score = 0.5 * Relative Weight * 100.
- If none of the travel requirements of the source and target profiles match, then work requirements are ignored in best-fit calculations.

The priority of a content type is populated using the HRT_MATCH_IMPORTANCE lookup type values. Depending on the **Match** option value, the application calculates the score for each content item within a content type.

The following table illustrates the value of each priority level. These values are application-defined and can't be modified.

Priority Level	Value
None	0
Low	1
Medium	2
High	3
Important	4
Very Important	5
Priority Using Details	Match of content item

Profile Ratings in Best-Fit Calculations

The overall score of a target profile also includes any ratings entered for the content items of the Competencies and Languages content types.

The Competencies content type uses the Proficiency rating model. The following table illustrates the default rating levels of the Proficiency Rating Model and corresponding value that application assigns to the rating level.

Rating Level	Value
Foundation	1
Intermediate	2
Skilled	3

ORACLE®

Rating Level	Value
Advanced	4
Expert	5

The Languages content type uses the Language Rating Model. The following table illustrates the default rating levels of the Language Rating Model and corresponding value that application assigns to the rating level.

Rating Level	Value
Low	1
Moderate	2
High	3

Relative Weight

The application calculates the relative weight of the content item for which you specify the priority at the content item or content type level. You specify the priority for the content types on the Best-Fit UI. The relative weight is the importance of a content item with respect to all the other content items in the source profile. The relative weight in the person to person, job to person, and job to job analyses is calculated only for the source profile content items. The relative weight is calculated using the following equation:

Relative Weight = Content item priority / Sum of all content items priorities

Example: The source profile content type has six content items for the Competencies content type and one content item for the Degrees content type. The priority is set at content type level. For the Competencies content type, the priority is set to Medium (2) and for the Degrees content type, it's set to Low (1). The relative weight for each content item:

- In the Competencies content type = 2 / (2 + 2 + 2 + 2 + 2 + 2 + 1) = 2 / 13 = 0.153846
- In the Degrees content type = 1 / (2 + 2 + 2 + 2 + 2 + 2 + 1) = 1 / 13 = 0.076923

Relative Rating

If the content type with priority also has rating, the application calculates the relative rating of the content item associated with the content type. The relative rating is the rating of the content item in the target profile with respect to the source profile. The relative rating in the person to person, job to person, and job to job analyses is calculated using the following equation:

Relative Rating = Target Rating / Source Rating

Example: The rating level of a content item associated with the source and target profiles is 4 and 2 respectively. In this case, the relative rating for the content item in the target profile = 2 / 4 = 0.5.

✏ **Note:** The relative rating is considered in the individual score calculation only when the source rating is greater than or equal to the target rating.

ORACLE®

Individual Score of a Content Item

The individual score of a content item is calculated according to the criteria and the corresponding equation discussed in the following table. The table is applicable for person to person, job to person, and job to job analyses only.

Content Type Has Rating?	Criteria	Equation
No	Not applicable	Individual score = Relative Weight * 100
Yes	Target Rating > or = Source Rating	Individual score = Relative Weight * 100
Yes	Target Rating < Source Rating	Individual score = Relative Rating * Relative Weight * 100

In the earlier table:

- Target Rating is the rating level associated with a content item of the target profile
- Source Rating is the rating level associated with a content item of the source profile
- Relative Weight = Content item priority / Sum of all content items priorities
- Relative Rating = Target Rating / Source Rating

Related Topics
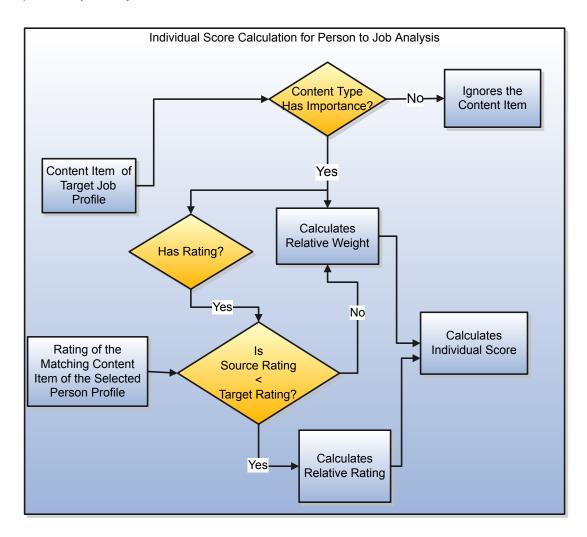
- Rating Models: Explained

Person to Job Analysis: How the Individual Score is Calculated

In the person to job analysis, each content item of the target job profile must match the selected person profile. The individual score of each content item of the target job profile is based on the importance of the content item.

ORACLE®

The following graphic shows how the individual score is calculated for each content item of the target job profile. The content item must match with the corresponding content item in the selected person profile. The graphic is applicable only for the person to job analysis.

Individual Score Calculation for Person to Job Analysis

Verifying the Importance

When you do a person to job analysis, the best-fit algorithm utilizes the importance of all content associated with a target job to find the best-fit job for the selected person profile. The option to enter the priority for a person profile type is disabled on the UI.

ORACLE

✏️ **Note:** The importance for the Work Requirements content type is always specified at the content type level. The application considers only the work requirement properties Travel Domestically and Travel Internationally for best-fit calculations. The application calculates the individual score of the Work Requirements content type as follows:

- If both travel requirements of the source and target profiles match, then the Individual Score = Relative Weight * 100.
- If only one travel requirement of the source and target profiles match, then the Individual Score = 0.5 * Relative Weight * 100.
- If none of the travel requirements of the source and target profiles match, then work requirements are ignored in best-fit calculations.

The importance of a content type is populated using the HRT_MATCH_IMPORTANCE lookup type values.

Profile Ratings in Best-Fit Calculations

Any ratings entered for the content items of the content type competencies and languages are also used in the calculation of the overall score of a target profile.

The Competencies content type uses the Proficiency rating model. The following table illustrates the default rating levels of the Proficiency Rating Model and corresponding value that application assigns to the rating level.

Rating Level	Value
Foundation	1
Intermediate	2
Skilled	3
Advanced	4
Expert	5

The Languages content type uses the Language Rating Model. The following table illustrates the default rating levels of the Language Rating Model and corresponding value that application assigns to the rating level.

Rating Level	Value
Low	1
Moderate	2
High	3

ORACLE®

Relative Weight

The application calculates the relative weight of the content item for which the importance is specified at the content item or content type level. The relative weight is the importance of a content item of the job profile with respect to all the other content items in the job profile. The relative weight in the person to job analysis is calculated only for the target profile content items using the following equation:

Relative Weight = Content item priority / Sum of importance for all content items

Example: The target job profile has in all three content types Competencies, Degrees, and Languages. The Competencies content type has in all six content items, the Degrees content type has one content item, and the Languages content type has one content item. The target importance already specified for each content item in Competencies and Degrees is Medium (2) and for Languages is Low (1). The relative weight for each content item:

- In the Competencies content type = 2 / (2 + 2 + 2 + 2 + 2 + 2 + 2 + 1) = 2 / 15 = 0.133333

- In the Degrees content type = 1 / (2 + 2 + 2 + 2 + 2 + 2 + 2 + 1) = 2 / 15 = 0.133333

- In the Languages content type = 1 / (2 + 2 + 2 + 2 + 2 + 2 + 2 + 1) = 1 / 15 = 0.066667

Relative Rating

If the content type for which the importance is specified has a rating, the application calculates the relative rating of the content item associated with the content type. The relative rating is the rating of the content item in the source profile with respect to the target profile The relative rating in the person to job analysis is calculated using the following equation:

Relative Rating = Source Rating / Target Rating.

Example: The rating level of a content item associated with the source and target profiles is 2 and 4 respectively. In this case, the relative rating for the content item = 2 / 4 = 0.5.

> ✎ **Note:** The relative rating is considered in the individual score calculation only when the target rating is greater than or equal to the source rating.

Individual Score of a Content Item

The individual score of a content item is calculated according to the criteria and the corresponding equation discussed in the following table. The table is applicable for a person to job analysis only.

Content Type Has Rating?	Criteria	Equation
No	Not applicable	Individual score = Relative Weight * 100
Yes	Target Rating < Source Rating	Individual score = Relative Weight * 100
Yes	Target Rating > or = Source Rating	Individual score = Relative Rating * Relative Weight * 100

In the earlier table:

- Target Rating is the rating level associated with the content item of the target job profile

- Source Rating is the rating level associated with the content item of the source person profile

- Relative Weight = Content item priority / Sum of all content items priorities

- Relative Rating = Source Rating / Target Rating

Related Topics
- Rating Models: Explained

Best-Fit Analysis: Examples

Use the best-fit analysis to find the profiles that most closely match a selected profile. You select a person or job profile (job or position) as a source profile and use the Best-Fit feature to find profiles that best match the source profile. The best-fit analysis results are based on how well the content items of a target profile match content items of the source profile.

Best-Fit Person Profile

As an HR specialist, you want to find the best-fit person profile for John.

John's person profile has the following content:

- Competencies as shown in the following table.

Competencies (Content Item)	Proficiency	Numeric Value of Rating
Action Oriented	Expert	5
Adapt Productively	Advanced	4
Communication	Expert	5

- Degrees:
    - Bachelor of Engineering
    - Master of Business Administration
- Language with details as shown in the following table.

Languages (Content Item)	Reading (Rating Value)	Writing (Rating Value)	Speaking (Rating Value)
English	Moderate (2)	Low (1)	High (3)

- Work Requirements:
    - Travel Domestically: No
    - Travel Internationally: No

You set the priority for the John's profile content on the best-fit person UI as illustrated in the following table and perform the Find Best Fit Person action on John's person profile.

Content	Priority (Numeric Value of the priority)
Competencies	Medium (2)

ORACLE®

Content	Priority (Numeric Value of the priority)
Honors and Awards	Medium (2)
Work Requirements	Medium (2)
Languages	Medium (2)
Degrees	Medium (2)
Licenses and Certifications	Medium (2)

In the results section, for an overall fit greater than 50%, the application displays the target person profile Alex.

Alex's person profile has the following content details:

- Competencies as shown in the following table.

Competencies (Content Item)	Proficiency	Numeric Value of Rating
Communication	Advanced	4
Problem Solving	Skilled	3

- Degrees:

  o Bachelor of Engineering
  o Diploma

- Languages as shown in the following table.

Languages (Content Item)	Reading (Rating Value)	Writing (Rating Value)	Speaking (Rating Value)
English	High (3)	Moderate (2)	Low (1)
French	Low (1)	Low (1)	Low (1)

- Work Requirements:

  o Travel Domestically: No
  o Travel Internationally: No

For the best-fit calculation, the application considers the individual score of the following four content items of Alex's person profile that match with the content items of John's person profile:

- Competencies: Communication
- Degrees: Bachelor of Engineering

- Languages: English

- Work Requirements: Travel Domestically and Travel Internationally

The following table illustrates the overall score calculation of Alex's person profile.

Content	Source Priority	Source Rating	Target Rating	Relative Weight	Individual Score
Competencies (Communication)	2	5	4	0.1428571	11.428568
Degrees (Bachelor of Engineering)	2	Not applicable	Not applicable	0.1428571	14.28571
Languages (English)	2	2	3	0.1428571	14.28571
Work Requirements	2	Not applicable	Not applicable	0.1428571	14.28571
				Total Score	54.285698
				Overall Score	54

The overall score is calculated as follows:

- The source profile John has in all seven content items with the priority for all content items set to Medium (2) at the content type level. Therefore, the relative weight for each content item = (2 / 14) = 0.1428571 (where, Relative Weight= Content item priority/Sum of all content item priorities).

- The application calculates the individual score of the matching content using the appropriate equation as displayed in the following table.

Content	Criteria	Relative Rating	Individual Score Equation	Individual Score
Competencies (Communication)	Target Rating < Source Rating	Target Rating / Source Rating = 4 / 5	Individual Score = Relative Rating * Relative Weight *100	(4 / 5) * 0.1428571 * 100 = 11.428568
Degrees (Bachelor of Engineering)	Not applicable	Not applicable	Individual Score = Relative Weight * 100	0.1428571 * 100 = 14.28571
Languages (English)	Target Rating > Source Rating	Not applicable	Individual Score = Relative Weight * 100	0.1428571 * 100 = 14.28571
Work Requirements	Both travel requirements, Travel Domestically and Travel Internationally, of source and target profiles matches.	Not applicable	Individual Score = Relative Weight * 100	0.1428571 * 100 = 14.28571

- The total score is the sum of all individual scores. Therefore, total score = 54.285698.

ORACLE®

- The application rounds off the total score to the nearest whole number. Therefore, the overall score of the target profile is displayed as 54.

Best-Fit Job Profile

As an HR specialist, you want to find the best-fit job profile for the person profile for Beth.

Beth's person profile has the following content:

- Competencies as shown in the following table.

Competency (Content Item)	Proficiency	Numeric Value of Rating
Action Oriented	Intermediate	2
Communication	Intermediate	2
Leading People	Foundation	1
Working Globally	Intermediate	2

- Degrees: Technical Diploma
- Language as shown in the following table.

Language (Content Item)	Reading (Rating Value)	Writing (Rating Value)	Speaking (Rating Value)
English	Low (1)	Moderate (2)	Low (1)

- Memberships: ICAS

You perform the Find Best Job action on Beth's person profile. In the results section, for an overall fit greater than 40%, the application displays the job profile Accountant.

✎ **Note:** In the person to job best-fit analysis, you can't set the priority on the best-fit job UI. Instead, the application considers the importance of the content items of the target job profile for best-fit calculations.

The target job profile Accountant has the following content types with the importance already specified for each content item or content type:

- Competencies as shown in the following table.

Competency (Content Item)	Proficiency (Numeric Value)	Importance (Numeric Value)
Action Oriented	Intermediate (2)	Medium (2)
Communication	Intermediate (2)	Medium (2)
Leading People	Intermediate (2)	Medium (2)
Working Globally	Intermediate (2)	Medium (2)

ORACLE

Competency (Content Item)	Proficiency (Numeric Value)	Importance (Numeric Value)
Analytical Skills	Intermediate (2)	Medium (2)
Embrace Change	Intermediate (2)	Medium (2)
Manage Risk	Intermediate (2)	Medium (2)
Market and Industry Knowledge	Intermediate (2)	Medium (2)
Resource Management	Intermediate (2)	Medium (2)

- Degrees as shown in the following table.

Content Item	Importance (Numeric Value)
Technical Diploma	Medium (2)

- Languages as shown in the following table.

Language (Content Item)	Reading (Rating Value)	Writing (Rating Value)	Speaking (Rating Value)	Importance
English	Low (1)	Low (1)	Medium (2)	Medium (2)

- Memberships

Content Item	Importance (Numeric Value)
ICAS	Medium (2)
CIMA	Medium (2)
ACCA	Medium (2)

- Work Requirements:

Requirements	Importance (Numeric Value)
Travel Domestically: No	Medium (2)
Travel Internationally: No	Medium (2)

ORACLE®

For the best-fit calculation, the application considers the individual score of the following 7 content items of the job profile Accountant that match with the content items of Beth:

- Competencies: Action Oriented, Communication, Leading People, Working Globally
- Degrees: Technical Diploma
- Languages: English
- Memberships: ICAS

The following table illustrates the overall score calculation of the target job profile Accountant.

Content	Target Importance	Source Rating	Target Rating	Relative Weight	Individual Score
Competencies (Action Oriented)	2	2	2	0.066667	6.6667
Competencies (Communication)	2	2	2	0.066667	6.6667
Competencies (Leading People)	2	1	2	0.066667	3.33335
Competencies (Working Globally)	2	2	2	0.066667	6.6667
Degrees (Technical Diploma)	2	Not applicable	Not applicable	0.066667	6.6667
Languages (English)	2	1	2	0.066667	6.6667
Memberships (ICAS)	2	Not applicable	Not applicable	0.066667	6.6667
				Total Score	43.3335
				Overall Score	43

The overall score is calculated as follows:

- The target job profile Accountant has in all 15 content items with the importance (or priority) for all content items at the content type level set to 2. Therefore, the relative weight for each content item = 2 / 30 = 0.066667 (where, Relative Weight = Content item importance / Sum of all content item importance).
- The application calculates the individual score of the matching content using the appropriate equation as displayed in the following table.

Content	Criteria	Relative Rating	Individual Score Equation	Individual Score
Competencies (Action Oriented)	Target Rating = Source Rating	Source Rating / Target Rating = 2 / 2	Individual Score = Relative Rating * Relative Weight * 100	(2 / 2) * 0.066667 * 100 = 6.6667

Content	Criteria	Relative Rating	Individual Score Equation	Individual Score
Competencies (Communication)	Target Rating = Source Rating	Source Rating / Target Rating = 2 / 2	Individual Score = Relative Rating * Relative Weight * 100	(2 / 2) * 0.066667 * 100 = 6.6667
Competencies (Leading People)	Target Rating > Source Rating	Source Rating / Target Rating = 1/ 2	Individual Score = Relative Rating * Relative Weight * 100	(1 / 2) * 0.066667 * 100 = 3.33335
Competencies (Working Globally)	Target Rating = Source Rating	Source Rating / Target Rating = 2 / 2	Individual Score = Relative Rating * Relative Weight * 100	(2 / 2) * 0.066667 * 100 = 6.6667
Degrees (Technical Diploma)	Not applicable	Not applicable	Individual Score = Relative Weight * 100	0.066667 * 100 = 6.6667
Languages (English)	Not applicable	Not applicable	Individual Score = Relative Weight * 100	0.066667 * 100 = 6.6667
Memberships (ICAS)	Not applicable	Not applicable	Individual Score = Relative Weight * 100	0.066667 * 100 = 6.6667

- The total score is the sum of all individual scores. Therefore, total score = 43.3335.
- The application rounds off the total score to the nearest whole number. Therefore, the overall score of the target profile is displayed as 43.

Related Topics

- Rating Models: Explained

FAQs for Compare Profiles and Find the Best Fit

How are the differences between comparison attributes identified?

The differences are calculated between the attributes of the secondary items and the base item. Differences between numeric values are calculated and displayed; character differences are indicated using an icon..

When the data includes a range (competency ratings, for example), the comparison displays the differences from each end of the range. The comparison, however, doesn't display the differences for values that lie within the range. For example, consider that you are comparing the competency requirements of two job profiles. The competency requirement of the base job is between 2 and 4 and the secondary job is between 1 and 3. The comparison displays the difference between the minimum competency requirement of the secondary job (1) and the base job (2) as -1. The comparison doesn't display the difference between the maximum values because the maximum competency requirement of the secondary job (3) lies within the competency requirement of the base job (between 2 and 4).

ORACLE®

How is risk of loss assessed?

Line managers and human resource specialists enter the risk of loss information in a person's profile manually;, there is no automated risk assessment process. They evaluate the risk of workers changing jobs or leaving the enterprise and select the ratings .

Can I add additional data sets to the comparison?

No, you can only select from the list of data sets available for an item type.

What happens if I remove the comparison base?

The next item in the comparison is automatically designated as the comparison base and the differences from the new base item are indicated. Note that the comparison must always include a base item.

What's the difference between performing a best-fit analysis and comparing profiles?

Perform a best-fit analysis to find matching profiles for a specified profile using a wide variety of criteria. For example, use best-fit analysis to find the top five person profiles matching a job profile, based on competency requirements, language skills, and certifications.

Compare profiles to evaluate the similarities and differences between known profiles and identify the most suitable profiles. For example, compare the five person profiles identified by the best-fit analysis and identify the person most suited to the job.

To compare or perform a best-fit analysis, use the Compare action in the smart navigation.

Creating and Updating Profiles

Model Profiles: Explained

Model profiles identify the competencies, qualifications, skills, and experience required for a workforce structure, such as a job or position. Use the Manage Model Profiles task in the Profiles work area to create a model profile.

You must use the job profile type to create model profiles. Jobs and positions are workforce structures optionally included in a profile. A job or position profile can exist as an abstract profile that just groups requirements and doesn't reference an existing or planned job or position.

> ✏️ **Note:** You must use the Job profile type to create model profiles.

ORACLE®

Workforce Structure

You can optionally associate the model profile with a workforce structure. The available workforce structures depend on how the profile type is defined. The workforce structures are limited to jobs, positions, organizations, and job families. However, to create a model profile you must use the Job profile type as the template.

You can associate:

- A model profile with more than one workforce structure. Associating model profiles with jobs and positions enables you to define for the job or position the competencies, educational qualifications, and other skills that are required.

- Multiple model profiles with a workforce structure. However, only one profile can be in effect at a time for the workforce structure. Therefore, the effective start and end dates of multiple profiles associated with a workforce structure must not overlap.

When you associate jobs and positions with a model profile, you can compare profiles and use the best-fit analysis for tasks such as finding the worker best-suited for a job or for helping workers identify their next career moves.

Requirements

Identify requirements for the model profile by selecting from the content types. For example, the job profile type might contain these content types: competencies, degrees, honors and awards, languages, licenses and certifications, memberships, and work requirements. If you create a model profile, you can define the requirements for the job using content items in those content types. To add other content types, you must first add them to the job profile type.

> ✎ **Note:** A free-form content type contains only a code, name, and a description, and doesn't have any properties until you add it to a profile type. Free-form content types don't include any content items.

Performance Document Information

You can configure a performance template section to populate competencies defined for a model profile in the performance document.

Related Topics
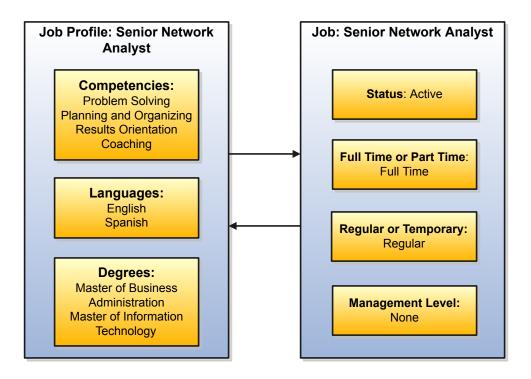
- Profile Types: Explained

- Performance Template Section: Critical Choices

Jobs and Positions: How They Work with Model Profiles

You can associate a model profile with a job or a position. This association enables you to define the work requirements and the required competencies, degrees, and other skills for the job or position. This association also enables you to compare profiles and use the best-fit analysis for tasks such as finding the worker best-suited for a job or for helping workers identify their next career moves.

ORACLE®

This figure illustrates the information that is contained in a model profile versus that contained in a job.

Associating a Model Profile with a Job or Position

You must use the Job profile type to create model profiles and associate them with a job or position. You can have only one association with a model profile active at one time.

Editing a Profile

You can associate a model profile with multiple jobs and positions. Use the Manage Model Profiles task in the Profiles work area to:

- Create or edit model profiles by using the Job profile type

- Associate model profiles with jobs and positions

- Remove associations between a model profile and jobs or positions

Related Topics
- Jobs and Positions: Critical Choices

- Profile Types: Explained

Creating Job Profiles: Procedure

You can associate a job profile with a job to define the work requirements and the required competencies, degrees, and other skills for the job. Using this association, you can compare job profiles and use the best-fit analysis to:

- Find the worker best-suited for a job.

- Help workers identify their next career moves.

You must use the Job profile type to create profiles for jobs. To create a job profile:

1. Sign in as an HR specialist.
2. Select **Navigator - My Workforce - Profiles**. The Search Profiles page opens.
3. On the Tasks tab in the right panel, click **Manage Model Profiles** to open the Manage Model Profiles page.
4. On the **Search Results** section toolbar, click **Create** to open the **Create Model Profile** dialog box.
5. From the **Profile Type** list, select **Job**.
6. Enter values for the fields shown in the following table.

Fields	Description
Code	Enter a unique code for the profile.
Name	Enter a unique name for the profile.
Description	Enter a description for the profile.

7. Click **OK** to open the Job Profile page.
8. Expand **Workforce Structures**.
9. On the **Workforce Structures** section toolbar, click **Add**.
10. From the **Workforce Structure** list, select **Job**.
11. From the **Name** list, search for and select the job with which you want to associate the profile.
12. In the **Effective Start Date** field, enter the date from which you want to associate the profile with the job. At a time, you can associate only one active profile with a job. If multiple profiles exists for a job, ensure that their dates in the **Effective Start Date** and **Effective End Date** fields don't overlap.
13. Optional: In the **Effective End Date** field, enter the date until when you want to associate the profile with the job.
14. In the **Requirements** section, add required content types.
15. Click **Submit**. An active job profile for the selected job was created using the Job profile type.

Related Topics

- Profile Types: Explained

- Content Types: Explained

- Content Section Properties: Explained

Creating Position Profiles: Procedure

You can associate a position profile with position to define the work requirements and the required competencies, degrees, and other skills for the position. Using this association, you can compare position profiles and use the best-fit analysis to:

- Find the worker best-suited for a position.

- Help workers identify their next career moves.

You must use the Job profile type to create profiles for positions. To create a position profile:

1. Sign in the application as an HR specialist.
2. Select **Navigator - My Workforce - Profiles**. The Search Profiles page opens.

ORACLE®

3. On the Tasks tab in the right panel, click **Manage Model Profiles** to open the Manage Model Profiles page.
4. On the **Search Results** section toolbar, click **Create** to open the **Create Model Profile** dialog box.
5. From the **Profile Type** list, select **Job**.
6. Enter values for the fields shown in the following table.

Fields	Description
Code	Enter a unique code for the profile.
Name	Enter a unique name for the profile.
Description	Enter a description for the profile.

7. Click **OK** to open the Job Profile page.
8. Expand **Workforce Structures**.
9. On the **Workforce Structures** section toolbar, click **Add**.
10. From the **Workforce Structure** list, select **Position**.
11. From the **Name** list, search for and select the position with which you want to associate the profile.
12. In the **Effective Start Date** field, enter the date from which you want to associate the profile with the position. At a time, you can associate only one active profile with a position. If multiple profiles exists for a position, ensure that their dates in the **Effective Start Date** and **Effective End Date** fields don't overlap.
13. Optional: In the **Effective End Date** field, enter the date until when you want to associate the profile with the position.
14. In the **Requirements** section, add required content types.
15. Click **Submit**. An active model profile for the selected position was created using the Job profile type.

Related Topics

- Profile Types: Explained

- Content Types: Explained

- Content Section Properties: Explained

Identifying Job and Position Risk: Explained

Use the Job or Position Risk content section within a model profile to identify the level of risk if the job or position is left vacant. This content section is available on the job and position model profile types. Use the Manage Profile Types task in the Profiles work area to manage job and position profile types.

Risk Level and Reason

You can enter a level of risk and the reasons for the level of risk, such as skills gaps, future business leadership, market volatility, and organization hierarchy. You can select up to five reasons for risk.

Succession Planning

The Job or Position Risk content section also includes an option to indicate whether the job or position must be included in a succession plan.

ORACLE

✏️ **Note:** The Requires Succession Plan option is for informational purposes only.

Creating Person Profiles: Explained

The person profile is a profile type you create for individual workers. Person profile data, such as the skills, qualifications, accomplishments, and career preferences of a person, is displayed on Skills and Qualifications and Career Planning pages on a worker's person profile. HR specialists or implementors can create person profiles from the application, or implementors can upload them using tools such as HCM Data Loader.

The application provides the functionality to automatically create person profiles for person records. You can enable or disable this functionality using the **Autocreate Person Profiles** check box. By default, this check box is already selected. The **Autocreate Person Profiles** check box is available on the Edit Profile Type page of the person profile type. Use the Manage Profile Types task in the Profiles or Setup and Maintenance work area to edit the person profile type.

When the **Autocreate Person Profiles** check box is selected:

- The application automatically creates the person profile for that person when someone accesses the Skills and Qualifications page for a person.

- The person profile added for a pending worker is activated on the effective hire date for an employee or the effective placement date for a contingent worker.

If you choose to deselect the **Autocreate Person Profiles** check box for the person profile type and no profile exists for a person, the application displays an error message to create or upload profile when you access that person's Skills and Qualifications page. However, when uploading talent profile data from external sources, you must deselect the **Autocreate Person Profiles** check box to avoid duplication of person profiles.

Related Topics

- Person Records: Explained

Adding Content to a Worker's Profile: Procedure

Depending on the content section access settings for HR specialists and managers, they can edit content or add it to a worker's profile. To view, add, or edit content of a worker's profile, they must use the worker's Skills and Qualifications page.

As an HR specialist, follow these steps to either edit the content or add it to the worker's profile:

1. Click **My Workforce - Profiles** to open the Search: Profiles page.
2. Click the name of the worker in the Results section to open the Skills and Qualifications page of that worker.

    💡 **Tip:** Alternatively, use the Manage Talent Profile task in the Person Management work area to open a person's Skills and Qualifications page.

3. Click **Edit** on the Skills and Qualifications page to either edit the content, or add it to the worker's profile.

As a manager, follow these steps to either edit the content or add it to a report's profile:

1. Click **My Team - Team Talent**.
2. Click a report's person card to open the Skills and Qualifications page for the report.
3. Click **Edit** on the Skills and Qualifications page to either edit the content, or add it to the report's profile.

ORACLE®

Related Topics

- Content Section Access: Explained

Uploading Talent Profile Data: Explained

Talent profile data is the person and job profiles data displayed on Skills and Qualifications and Career Planning pages. You access these pages for a worker in the worker's person spotlight. Examples of talent profile data include ratings and corresponding rating models, content items, and educational establishments. You can upload talent profile data for initial migration or mass data entry.

The following tools support upload of talent profile data:

- Oracle ADF Desktop Integration (ADFdi) workbook

- Oracle Fusion HCM Data Loader

- Oracle Fusion HCM Spreadsheet Data Loader

> ✏ **Note:** The tools available to you for uploading talent profile data depend on the setting of the HCM Data Loader Scope parameter. The ADFdi workbook isn't affected by the HCM Data Loader Scope parameter. You can continue to upload competencies using the ADFdi workbook regardless of the parameter setting.

For more information about:

- Uploading content items using an ADFdi workbook, see Uploading Competencies and Content Items into Oracle Fusion Profile Management (1453118.1) on My Oracle Support at https://support.oracle.com.

- All data loaders mentioned earlier, see Oracle Human Capital Management Cloud Integrating with Oracle HCM Cloud Guide.

Uploading Actions

The following table displays the type of talent profile data you typically upload and the actions you perform to load that data.

> ✏ **Note:** Use the **Open Competency Excel Template** option to generate the ADFdi workbook for uploading competencies. The option is available on the Manage Content Items page in the Profiles work area.

Uploading Tool	Talent Profile Data Type	Actions
ADFdi workbook	• Content item (only Competency)	• Create • Update
HCM Data Loader	• Educational establishment • Talent profile rating model • Talent profile type (only Person and Job) • Talent profile content item • Talent profile content item relationship	• Create • Update • Delete
HCM Spreadsheet Data Loader	• Educational establishment • Talent profile rating model • Talent profile type (only Person and Job)	• Create • Update

Uploading Tool	Talent Profile Data Type	Actions
	• Talent profile content item • Talent profile content item relationship	

Related Topics

• Using Desktop Integrated Excel Workbooks: Points to Consider

Updating Talent Ratings: Explained

Talent ratings are ratings that are used to evaluate a worker, including performance, potential, proficiency, readiness, and impact. Ratings are used in multiple products within the HCM product family such as Oracle Fusion Profile Management, Oracle Fusion Performance Management, and Oracle Fusion Talent Review.

Talent Rating Types

The following table displays the talent ratings and their descriptions. Depending on application settings and roles assigned, you can view, add, and update these talent ratings across multiple products within the HCM product family.

Talent Ratings	Description
Talent score	Evaluate a person's overall value to the organization using a rating model your organization defines.
Performance rating	Evaluate an item, section, or overall performance document.
Potential level	Evaluate a person based on the execution of the person's work.
Potential score	Evaluate a person's attainable level of excellence or ability to achieve success.
N box cell assignment	Evaluate a person's current contribution and potential contribution to the organization on a box chart matrix with N boxes. N represents the number of boxes in the grid.
Advancement readiness	Evaluate a person's readiness for the next position in their career development.
Risk of loss	Evaluate the likelihood of a person leaving the company.
Impact of loss	Evaluate the real or perceived effects on an organization when the person leaves.
Proficiency	Evaluate a person's skill level for a competency.
Behavior ratings	Evaluate a person's actions for a behavior associated with a competency.

Updating Talent Ratings

You can update talent ratings depending on application settings and roles assigned to you. The following table shows where talent ratings can be updated.

ORACLE®

Talent Ratings	Can Be Updated in Portrait?	Can Be Updated in Talent Review?	Can Be Updated in Performance Management?	Can Be Updated in Succession Management?
Talent score	Yes	Yes	No	No
Performance rating	Yes	Yes	Yes	No
Potential level	Yes	Yes	No	No
Potential score	Yes	Yes	No	No
N box cell assignment	No	Yes	No	No
Advancement readiness	Yes	No	No	No
Risk of loss	Yes	Yes	No	Yes
Impact of loss	Yes	Yes	No	Yes
Proficiency	Yes	No	Yes	No
Behavior ratings	Yes	No	No	No

When you update talent ratings:

- The performance rating on a performance document is always the one entered by the manager during a worker's performance evaluation. The performance rating from the worker's performance document is then displayed on the worker's profile when configured to do so in the performance template.

- In Oracle Fusion Compensation Management, if configured, you can also update the performance, goals section, and competencies section ratings, which appear in performance documents.

- The talent review process uses talent ratings on the worker's profile to build talent review information. When a talent review meeting concludes, a worker's profile is automatically updated with the calibrated ratings. Therefore, the performance rating displayed in a worker's performance document might be different from the one displayed in the worker's profile.

Related Topics

- Performance Ratings: Points to Consider

- Rating Models: Explained

FAQs for Creating and Updating Profiles

What happens if I change the status of a model profile to inactive?

If you change the status of a model profile associated with a job or position to inactive, the model profile is no longer available. The profile is visible only to an administrator. The profile isn't available when you perform a best-fit analysis or a comparison of profiles, or when you search for model profiles. Any workforce structures that were associated with the inactive model profile are made available to associate with another active model profile.

The profile is also removed from workers' interest lists. A notification is sent to HR specialists and managers, and to those workers who have the profile in their interest list.

Related Topics

- Profile Types: Explained

- Content Types: Explained

- Content Section Properties: Explained

What's a competency gap chart?

A competency gap chart is a graphical representation of how well your competency ratings match the required proficiency ratings of a job or position profile. The job or position profiles to which you can compare your profile include your assignments and the profiles in your interest list. The application generates competency gap chart using only those competencies that appear in both your profile and the selected job or position profile. Select **Navigator - About Me - Talent Profile** to view the competency gap chart on the Skills and Qualifications page. You can also view the competency gap chart for each explored role or roles added as careers of interest in the Career Development work area.

Use the competency gap chart in your career development to determine whether you're already qualified for the selected job or position, or if areas exist where you need further development. If you identify gaps, you or your manager can also add a goal for the competency for which you have lesser ratings in the Career Development work area. 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 might research training classes or ask for projects that would help you improve your leadership capabilities. In the Career Development work area, you can also add a goal to the Leadership competency to help you improve your leadership capabilities.

If the job or position 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 compatible percentage for a role is automatically calculated using the best-fit analysis tool.

Related Topics

- Career Development: Explained

What's a career statement?

A career statement is a summary of your career goals. You can enter your career statement on your Career Planning page or on the My Career Development page. Anyone who can view your career planning information can view your career statement. To open your Career Planning page, select **Navigator - About Me - Talent Profile**, and then click the Career Planning tab. Use the Career Development work area to view the My Career Development page.

Career statements are for informational purposes only.

Why did the potential level change when I changed the potential score?

The relationship between the potential score and potential level is defined in the potential rating model. When you change the potential level, the application updates the potential score with the numeric rating for that level. When you change the potential score, the application updates the potential level with the level in the rating model that has a numeric rating closest to the potential score. To change a talent rating of your direct report, click the Edit icon in the Talent Ratings section on the Career Planning page of the selected report's person spotlight. To access a direct report's person spotlight:

- Select **Directory - Directory**, search for the worker, and click the worker's name in the search results
- Select **My Team - My Team** and click the worker's name on the My Team page
- Select **My Team - Team Talent** and click the worker's name on the Team Talent page
- Select **My Team - Team Compensation** and click the worker's name on the Team Compensation page

For example, assume the first two rating levels in the potential rating model contain numeric ratings 1.5 and 2, respectively. If you assign a potential score of 1.7 to a worker, then the potential level for the worker is updated with the first potential level in the rating model, because 1.7 is closer to the numeric rating of 1.5 than it's to the numeric rating of 2.

What happens if I update the talent ratings on the career planning page?

The talent review process uses these ratings on a worker's profile to build talent review information: talent score, performance rating, potential level, risk of loss, and impact of loss.

If you're preparing for a talent review meeting and you update talent ratings, then the changes are reflected on the Prepare Content Review page. When the talent review meeting concludes, the application automatically updates workers' Career Planning page with the final ratings for talent score, performance rating, potential level, risk of loss, and impact of loss. With the exception of the risk and impact of loss, all ratings from the talent review meeting are assigned a unique instance qualifier. The instance qualifier identifies them as those that resulted from the talent review meeting. If you then update these ratings on the Career Planning page, the talent review ratings remain in the database, but you can see your updates on the Career Planning page instead of the talent review ratings. You open the Career Planning page of a worker in the worker's person spotlight.

Updating the career potential information also affects the performance-potential analytic in the performance management business process.

How can I prevent my manager from viewing job or position profiles in my interest list?

On your Career Planning page, click **Edit,** and select the **Private** check box for the job or position profile. To open your Career Planning page:.

1. Select **Navigator - About Me - Talent Profile**.
2. Click the Career planning tab.

ORACLE®

Only you can view job and position profiles that are set to private. Anyone who can view your career planning card, can view only those job and position profiles that aren't set to private.

What's the difference between the suggestions list and the interest list?

The suggestions list is automatically generated for you each time you view your Career Planning page. To open your Career Planning page, select **Navigator - About Me - Talent Profile**, and then click the Career Planning tab. This list contains profiles of jobs or positions that are suitable for you. The suggested profiles are based on an analysis of how well your competencies, skills, and qualifications match those of the job or position profile.

You create the interest list by browsing profiles of jobs and positions and adding those that you might like to pursue. Your manager can also add job or position profiles to your interest list as suggestions for the next step in your career. You and your manager can also move profiles of jobs and positions from the suggestions list to the interest list.

Can I edit skills and qualification data of a person's profile?

Yes. Depending on the content section access settings for your role, you can view and edit any of the predefined or custom content of a worker's profile.

Related Topics

- Content Section Access: Explained

How can I add content to my profile?

On the Home page, select **About Me - Talent Profile** to open the Skills and Qualifications page. Click **Edit** on the Skills and Qualifications page to edit or add the content to your profile. Depending on the content section access settings for your role, you can view and edit any of the predefined or custom content on your profile.

Related Topics

- Content Section Access: Explained

How can I hide an attribute on the person profile?

You must have the HR specialist role to hide an attribute on the person profile.

To hide an attribute on the person profile:

1. Click **Manage Profile Types** on the Tasks tab in the Profiles work area.
2. Search for the Person profile type and select the row for the profile type in the Search Results section.
3. Click **Edit** in the Search Results section to open the Edit Profile Type page.
4. On the Content Sections tab, select the content section that includes the attribute you want to hide.
5. In the Content Sections region, click the selected content section link to open the Content Section page.
6. In the Content Properties section, select **None** as the **Display** value for the attribute you want to hide.

ORACLE®

How can I delete an attribute from the person profile?

You must have the HR specialist role to delete an attribute from the person profile.

> ✏️ **Note:** You can hide predefined attributes, but you cannot delete them.

To delete an attribute that is not a predefined attribute from the person profile:

1. Click **Manage Profile Types** on the Tasks tab in the Profiles work area.
2. Search for the Person profile type and select the row for the profile type in the Search Results section.
3. Click **Edit** in the Search Results section to open the Edit Profile Type page.
4. On the Content Sections tab, select the content section that includes the attribute you want to delete.
5. In the Content Sections region, click the selected content section link to open the Content Section page.
6. In the Content Properties section, select the row for the attribute and click **Delete**.

Customizing Talent Profiles

Customizing the Skills and Qualifications Page to View Talent Ratings: Procedure

By default, line managers can view or edit talent ratings for a report on the report's Career Planning page. However, by using Oracle Page Composer, you can customize the Skills and Qualifications page of reports to display talent ratings on the Skills and Qualifications page and hide talent ratings on the Career Planning page. To customize a page, you must have the privilege to customize pages. After customization, depending on their accessibility to a talent rating type, line managers can view or edit the talent rating type on a direct report's Skills and Qualifications page. You manage the content section access settings of a talent rating type for a user role using the Manage Profile Types task. The task is available in the Setup and Maintenance, Profiles, or Person Management work area.

> ✏️ **Note:** You must use an active sandbox to customize the Skills and Qualifications page using Page Composer.

To display talent ratings on a direct report's Skills and Qualifications page:

1. Sign in as a user who has the privilege to customize the Team Talent page.
2. Select **Navigator - My Team - Team Talent**.
3. To open the Skills and Qualifications page of a direct report, click the direct report
4. Click the user name and from the Settings and Actions menu, select **Customize Work Area Pages**.
5. On the **Customize Pages** dialog box, select the **Edit** option for the Site layer and click **OK**.
6. Select **View - Source** at the top-left section of the page to open the Source edit mode.

> 💡 **Tip:** By default, the Source window is collapsed in the bottom position. To change the Source window position to the left, select **View - Source Position - Left**. To see the source content, you may need to drag the page splitter.

7. Click the **Skills and Qualifications** icon on the Skills and Qualifications page. The source tree moves to the corresponding region component.

8. Under the **panelGroupLayout: vertical** component for the **showDetailItem: Skills and Qualifications** node, select the disabled region component for the location: **/oracle/apps/hcm/profiles/core/publicUi/fuse/page/ SkillsTalentRating.jsff** and click **Edit**.

> ✏ **Note:** The location is displayed when you hover over a region component.

9. In the **Component Properties: region** dialog box, select the Display Options tab.
10. Select the **Visible** check box.
11. Click **OK** to close the dialog box. The Talent Ratings section appears on the Skills and Qualifications page.
12. Click **Close** to close Page Composer.
13. Publish your sandbox to make the customization available to users who are line managers.

To adjust the position of sections as they appear on the page, use Page Composer.

Related Topics

- Content Section Access: Explained

- Setting Up Sandboxes: Procedure

Customizing the Grid View of the Team Talent Page to Display Talent Score and N Box Cell Assignment Ratings: Procedure

By default, line managers can't view or edit talent score and n box cell assignment ratings for a report on the Team Talent page in the grid view. However, by using Oracle Page Composer, you can customize the Team Talent page to display both the ratings in the grid view of the page. To customize a page, you must have the privilege to customize pages. After customization, depending on their accessibility to a talent rating type, line managers can view or edit the talent rating in the grid view of the Team Talent page. You can display only two ratings on a person card in the grid view of the Team Talent page. Therefore, to display talent score and n box cell assignment ratings, you must customize the existing ratings displayed in the grid view. You manage the content section access settings of a talent rating for a role using the Manage Profile Types task. The task is available in the Setup and Maintenance, Profiles, or Person Management work area.

Prerequisites

Activate a sandbox.

Customizing the Grid View

In the following procedure, the Performance rating is replaced with N Box Cell Assignment and the Potential rating with Talent Score.

To enable a line manager to view n box cell assignment and talent score ratings in the grid view of the Team Talent page:

1. Sign in as a user who has the privilege to access the Team Talent page.
2. Select **Navigator - My Team - Team Talent**. The Team Talent page appears in the grid view.

> 💡 **Tip:** If the grid view isn't selected, click the **View Grid** icon.

3. Click your user name in the global area and from the Settings and Actions menu, select **Customize Pages**.

> ✎ **Note:** If the **Confirm Task Flow Edit** dialog box appears anytime during this procedure, click **Edit** to
> continue.

4. On the **Customize Pages** dialog box, select the **Edit** option for the Site layer and click **OK**.
5. Select **View - Source** at the top-left section of the page to open the Source edit mode.

> 💡 **Tip:** By default, the Dock pane is collapsed in the bottom position. To see the source content, you can
> drag the page splitter to the top.

6. Replace existing labels on the person card of the Team Talent page with N Box Cell Assignment and Talent Score:

   a. Click **Performance** on a person card on the Team Talent page. The source tree moves to the Performance
      component.
   b. Right-click the component and select **Edit**. The **Component Properties** dialog box appears.
   c. In the **Value** field, click the drop-down button and select **Select Text Resource**. The **Select Text Resource**
      dialog box appears.
   d. In the **Key** field enter a unique value. For example, NB1. You use this value to reuse the label in other pages
   e. In the **Display Value** field, enter the label for the n box cell assignment rating. For example, N Box Cell
      Assignment.
   f. Click **OK**.
   g. Click **Apply** and then **OK** to close the **Component Properties** dialog box.
   h. Repeat steps 6.1 through 6.8 to change the label Potential as Talent Score on the person card on the Team
      Talent page. For Talent Score, you can enter values for the **Key** and **Display Value** fields as shown in the
      following table.

Field	Example
Key	TS1
Display Value	Talent Score

7. Use the expression language (EL) to display the value of the n box cell assignment and talent score ratings below the
   edited labels:

   a. In the source tree, select the **outputText** node below the **outputText: N Box Cell Assignment** node.
   b. Right-click the component and select **Edit**. The **Component Properties** dialog box appears.
   c. In the **Value** field, click the **Edit** icon and select **Expression Builder**. The **Edit** dialog box appears.
   d. In the **Type a value or expression** field, enter the **#{row.NBoxAssignment}** expression.
   e. Click **OK**.
   f. Click **Apply** and then **OK** to close the **Component Properties** dialog box.
   g. In the source tree, select the **outputText** node below the **outputText: Talent Score** node.
   h. Repeat steps 7.2 through 7.6 to enter the **#{row.TalentScore}** expression for the talent score rating.
8. Click **Close** to close Page Composer.
9. Publish your sandbox to make the customization available to users who are line managers.

Related Topics

• Content Section Access: Explained

- Setting Up Sandboxes: Procedure

Customizing the List View of the Team Talent Page to Display Talent Score and N Box Cell Assignment Ratings: Procedure

By default, line managers can't view or edit a report's talent score and n box cell assignment ratings on the Team Talent page in the list view. However, by using Oracle Page Composer, you can customize the Team Talent page to display both the ratings in the list view of the page. After customization, depending on their accessibility to a talent rating type, line managers can view or edit the talent rating in the list view of the Team Talent page. You manage the content section access settings of a talent rating for a user role using the Manage Profile Types task. The task is available in the Setup and Maintenance, Profiles, or Person Management work area.

Prerequisites

Activate a sandbox.

Customizing List View

To enable line managers to view n box cell assignment and talent score ratings in the list view of the Team Talent page:

1. Sign in as a user who has the privilege to access the Team Talent page.
2. Select **Navigator - My Team - Team Talent**. The Team Talent page appears in the grid view.
3. Click the **View List** icon.
4. Click your user name in the global area and from the Settings and Actions menu, select **Customize Pages**.

   > ✎ **Note:** If the **Confirm Task Flow Edit** dialog box appears anytime during this procedure, click **Edit** to continue.

5. On the **Customize Pages** dialog box, select the **Edit** option for the Site layer and click **OK**.
6. Select **View - Source** at the top-left section of the page to open the Source edit mode.

   > 💡 **Tip:** By default, the Dock pane is collapsed in the bottom position. To see the source content, you can drag the page splitter to the top.

7. On the Team Talent page, click **Potential** or any other talent rating. The source tree moves to the corresponding rating component.
8. Under the **panelGroupLayout: vertical** component for the **panelStretchLayout** node, select the disabled node **panelLabelAndMessage:N Box Cell Assignment** and right-click.
9. Select **Edit**. The **Component Properties: N Box Cell Assignment** dialog box appears.
10. On the Display Options tab, select the **Visible** check box and click **Apply**.
11. Click **OK** to close the dialog box.
12. Under the **panelGroupLayout: vertical** component for the **panelStretchLayout** node, select the disabled node **panelLabelAndMessage:Talent Score**.
13. Click **Edit**. The **Component Properties: Talent Score** dialog box appears.
14. On the Display Options tab, select the **Visible** check box and click **Apply**.
15. Click **OK** to close the dialog box.
16. Click **Close** to close Page Composer.
17. Publish your sandbox to make the customization available to users who are line managers.

Related Topics

- Content Section Access: Explained

- Setting Up Sandboxes: Procedure

3 **Manage Career Development**

Development Intents: Explained

Development intents are tags you add to a development goal to define the purpose of the goal for a worker. You enable the development intents feature through feature choices on the Configure Offerings page in the Setup and Maintenance work area.

The Career Development work area provides the following development intents:

- Current role: Indicates that the purpose of the goal for the worker is to develop in the worker's current role.

- Future role: Indicates that the purpose of the goal for the worker is to prepare for one or more future roles. Future roles are all roles that are included in the worker's careers of interest list.

- Personal: Indicates that the purpose of the goal is personal. Personal development intents are custom development intents than can be added by only a worker and are viewable only to the worker.

- Organization: Indicates that the goal is added by an HR specialist. HR specialists can assign goals by using a mass assignment request or from various other applications, such as Oracle Fusion Talent Review.

Related Topics

- Career Development: Explained

- Mass Assignment of Development Goals: Explained

- Career Development Feature Choices: Points to Consider

Development Goal Lists: Explained

The Career Development work area lists goals by active, inactive, and goals at risks on various application pages.

The following table shows which development goals display for each list type.

List	Description
Active goals	Includes all goals set as Active or with goal start, target completion, or actual completion dates within one year of the current date or later.
Inactive goals	Includes all goals set as Inactive or with goal start, target completion, or actual completion dates earlier than one year from the current date.
Goals at risk	Includes 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. The warning deadline is set by an administrator using the feature choice available for Career Development.

ORACLE®

Related Topics

- Career Development: Explained

Adding a Goal to the Development Plan: Examples

These examples discuss approaches that you can use to add a development goal to a worker's development plan in the Career Development work area (**Navigator - About Me - Career Development**).

Scenario

As a worker, I want to add a new goal to my development plan with a personal development intent.

To add a new goal to your development plan:

1. Open the My Career Development page.
2. In the Development Plan section, click **Add Goal - New Goal** .
3. In the **Goal Name** field, enter the name of the goal that you want to add to your development plan.
4. In the Development Intent region, clear the check box for your current role if you don't want to associate the goal with the current role.
5. In the **Personal** field, enter the name of the personal intent and click **Add**. The development intent is displayed as selected in the Personal section of Development Intent.
6. Enter other details that you want for the goal, and click **Save and Close**.

    The goal is added to your development plan. f approval is enabled, you'll have read-only access to the goal until it's approved by the manager.

Scenario

As a worker, I want to add a goal to my development plan by copying a library goal with the current role as development intent.

To add a goal to your development plan by copying a library goal:

1. Open the My Career Development page.
2. In the Development Plan section, click **Add Goal - Library Goal**.
3. In the **Goal Name** list, search for and select the library goal that you want to add to your development plan.
4. Ensure that your current role is selected in the Development Intent region.
5. Enter other details that you want for the goal, and click **Save and Close**.

    The goal is added to your development plan. If approval is enabled, you'll have read-only access to the goal until it's approved by the manager.

Scenario

As a worker, I want to add a goal to my development plan by copying a shared goal with the current role and a future role as development intents. You can only add goals using this approach only if there are goals shared with you.

To add a shared goal to your development plan:

1. Open the My Career Development page.
2. In the Development Plan section, click **Add Goal - Shared Goal** . The Goals Shared with Me page is displayed that lists all goals shared with you.

    > ✏ **Note:** If you have hidden a shared goal, then on the View menu select **Hidden Goals** to add the goal.

3. Click **Add** for the goal you want to add to your development plan.
4. In the **Goal Name** field, you can change the goal name.
5. In the **Description** field, you can change the goal description.
6. In the Development Intent region:

    ○ Ensure that your current role is selected.

    ○ Select the future role that you want to associate with the goal.

7. Enter or update other details that you want for the goal, and click **Save and Close**.

    The goal with updated details is added to your development plan. If approval is enabled, you'll have read-only access to the goal until it's approved by the manager.

Scenario

As a manager, I want to add a goal to more than one direct reports' development plan by adding a new goal with the current role as development intent.

To add a new goal to your report's development plan:

1. Open the My Team's Development Goals page.
2. Click **Add Goal** and select **New Goal**.
3. If the **View** menu is available, ensure that in the **View** menu **Direct Reports** is selected.
4. Select the **Allow workers to update the goal** check box to let workers update key goal fields.
5. Select the name of direct reports who you want to add the goal and click **Next**.
6. In the **Goal Name** field, enter the name of the goal that you want to add to your reports' development plan.
7. Enter other details that you want for the goal, and click **Save and Close**.

    The goal is added to the selected reports' development plan. By default, the current role is assigned as the development intent for all selected reports.

Scenario

As an HR specialist, I want to mass assign development goals to a worker.

To add mass assign development goals to a worker:

1. Navigate to the Career Development work area.
2. Click **Mass Assign Goals** in the Related Links panel.
3. Click **Create Mass Assignment Request**.
4. Enter a name for the process name.
5. In the Goals section, click **Create**, and enter the name and other details for the development goal you want to add. Repeat the step to add all development goals that you want to assign to a worker
6. Click **Next**.
7. In the Workers regions, click **Search and Select** to search for and select the worker's name.
8. Click **Next**.
9. Review your request and click **Submit**.
10. On the Manage Goal Scheduled Process page, accept default settings and click **Submit** to submit the process as soon as possible.
11. Click **Done** to return to the Mass Assign Goals: Review Assignment page.
12. Click **Assignment Results** and select the process name with time stamp and view the result.

On successful completion of the process, all development goals you included in the request are assigned to the worker and are displayed in the development plan of that worker. The development intent for all development goals added by an HR specialist are tagged as Organization in the development plan.

Scenario

As an HR specialist, I want to add a new development goal to a succession plan candidate.

To add a new development goal to a succession plan candidate:

1. Edit the succession plan for the member in the in the Succession Plans work area.
2. Click **Next** until the Edit Succession Plan: Select Candidates page is displayed.
3. Click the member name for who you want to add the development goal.
4. Select the Goals tab.
5. In the **Development Goals** region, click **Add**.
6. Ensure that the option **New goal** is selected.
7. In the **Goal Name** field, enter the name of the goal that you want to add.
8. Enter other details that you want for the goal, and click **Save and Close**.

The goal is added to the succession plan candidate. The goal is also displayed in the development plan of the career development page for that candidate. The development intent for all development goals added by an HR specialist are tagged as Organization in the development plan.

Scenario

As an HR specialist, I want to add existing development goal to all talent pool members.

To add an existing development goal to all talent pool members:

1. In the Succession Plans work area, select the Talent Pools tab.
2. Select the name of the talent pool that contains the members for whom you want to add a goal and click **Edit**.
3. Click **Next** until the Edit Talent Pool: Manage Development Goals page is displayed.

ORACLE®

4. Click **Select and Add** to open the **Select and Add: Goals** dialog box.

5. In the **Goal Name** field, enter the name of the development goal to add for members and click **Search** to locate a goal.

6. In the Search Results section, select the goal and click **Done** to reopen the Edit Talent Pool: Manage Development Goals page. The goal is displayed in the **Assigned Goals** column.

7. Click **Save and Close**.

   The goal is added to all members of the talent pool. The goal is also displayed in the development plan of the career development page for all members. The development intent for all development goals added by an HR specialist are tagged as Organization in the development plan.

Related Topics

- Career Development: Explained

- Using Development Goals in Talent Pools: Explained

Sharing Development Goals: Explained

Managers and workers can share development goals so that others can add a copy of the shared goal to their goals list. For example, a manager might want a worker to know about the goals for technical advancement but would like the worker to decide whether or not to add the goals. You can share goals by selecting the Share action for a goal on the My Career Development page.

Managers can share their goals with either their direct reports or selected persons. Workers can share their goals with the colleagues whom they select. Tasks that are associated with goals can also be shared. An e-mail notification is sent to the people with whom the goal is shared.

Goals that are shared by your managers or colleagues appear:

- In the Goals Shared with Me section in the Overview infotile on the My Career Development page.

- On the Goals Shared with Me page. To view the Goals Shared with Me page, on the My Career Development page, click **Add Goal - Shared Goal**.

Shared Attributes

The following attributes of the original goal are shared with the recipient:

- Goal name

- Goal details including start date, category, level, priority, description, related link, and attachments

- Development intents including only the current role

- Measurement attributes including measurement name, unit of measure, target type, and target value

- Target outcome attributes including name, description, and source

- Tasks attributes including name, type, priority, start date, and related link

  ✎ **Note:** Feature choices determine if you can add target outcomes and tasks to a goal. You set up feature choices in the Setup and Maintenance work area. When you share a goal, you can decide further whether to share tasks, if enabled.

ORACLE

Adding and Updating Shared Goals

Adding a shared goal to your goals list doesn't change the original goal. You can update a goal added from a shared goal to change the goal name and dates and add target outcomes and tasks.

Sharing Goals when a Worker or Manager Transfers

When a worker or manager transfers and that worker is no longer a direct report of the manager, the goal is still available to the worker as a shared goal..

Related Topics

- Career Development Feature Choices: Points to Consider

Using Matrix Management with Development Goals: Explained

Matrix management functionality allows managers other than the worker's line manager to view and track development goals of workers. You enable matrix management in the Career Development work area by using the Matrix Management feature choice. You select features choices on the Configure Offerings page in the Setup and Maintenance work area.

Matrix Managers

A matrix manager is a manager of a type other than line manager (for example, project manager, team manager, functional manager). You add manager types to workers using the Manage Employment task in the Person Management work area.

Tasks

Matrix managers can:

- Manage development goals of dotted-line reports
- Add and assign development goal for dotted-line reports
- Make development goals inactive for dotted-line reports
- Update the person profiles of dotted-line reports by adding target outcomes to their development goals
- Explore roles for dotted-line reports and add a role to a report's careers of interest list
- View the competency gap chart for a role you explored for the dotted-line report and add a goal to any competency with lesser ratings. The goal appears in the development plan for the report

Notification and Access

When the worker completes a goal, matrix managers receive notification, if that notification option is enabled. You set up notifications by using the Career Development Notifications feature choice in the Setup and Maintenance work area.

ORACLE®

The matrix manager accesses the report's goals from the from the My Team's Development Goals tab in the Career Development work area. On the My Team's Development Goals page, matrix managers can view dotted-line reports using the View option.

Related Topics

- Career Development Feature Choices: Points to Consider

FAQs for Manage Career Development

Can I edit career statement and preferences of my reports?

No, but you can only view your report's Career Statement and Preferences from the report's Career Development page.

How can I access development goals others have shared with me?

You can access all development goals shared with you from the Overview infotile on the My Career Development Page. In the Overview infotile, click the link for **Goals Shared with Me** to view all available and hidden shared goals.

How can I access development goals shared with my report?

You can access all development goals shared with your report from the Overview infotile on the report's Career Development Page. To open the report's Career Development page, click **My Team's Development Goals** in the Career Development work area, and click the name of the report. In the Overview infotile, click the link for **Goals Shared with Me** to view all available and hidden goals shared with your report.

How can I access rejected development goals?

You can access all rejected development goals from the Overview infotile on the My Career Development Page. In the Overview infotile, click the link for rejected goals to view all rejected goals. On the Rejected Goals page, you can then click the link to the goal to update the goal and submit it again for approval. The link for rejected goals appears only when the approval is enabled.

How can I add a role to my careers of interest list?

The Explore Roles infotile on the My Career Development page in the Career Development work area displays a list of recommended roles in the Recommended Roles and Best Matches sections. The Recommended Roles section displays a list of roles recommended by your HR specialists and managers. The Best matches section displays a list of roles based on your competency levels and areas of interest. To add a role to your careers of interest list, click the role in the Recommended Roles or Best Matches section to open the roles page. On the roles page, click **Add to Careers of Interest** for the role.

ORACLE®

Alternatively, you can search for a role in the Explore Roles infotile and click **Add to Careers of Interest** for the role displayed in the search results.

How can I recommend a role to my report?

To recommend a role to your report, click the role in the Best Matches section in the Explore Roles infotile on the report's Career Development page in the Career Development work area. On the roles page, click **Recommend** for the role. Alternatively, you can search for a role in the Explore Roles infotile and click **Recommend** for the role displayed in the search results. All roles recommended by managers and HR specialists are displayed in the Recommended Roles section in the Explore Roles infotile on a report's Career Development page.

How can I assign my development goals to my reports?

To assign your development goal to a report, select the **Assign** action for that goal from your development plan. In the **Assign Goal** dialog box for that goal, filter and select the report's name, and click **Assign**.

How can I complete a development goal?

Open the My Career Development page in the Career Development work area, view the development goal by its status as active or inactive in your development plan, and click the link to the goal that you want to complete. Then on the Goal Details tab of the edit page of the goal, update the **Status** of the goal to **Completed** to automatically update the goal's completion percentage to 100. Alternatively, you can set the **Completion Percentage** as 100 to automatically update the goal's status to Completed. After you change the **Status** or **Completion Percentage**, you can also enter the actual completion date of the goal. If you require manager approval, you must gain the final approval for completing the goal.

What happens if I share a development goal?

A shared development goal is available to others so that they can add it to their own list of goals. The goal you share belongs to only you and can't be changed by the people with whom you shared it.

How can I hide or unhide a development goal shared with me?

In the Overview infotile on the My Career Development Page, click the link for **Goals Shared with Me** to view all available and hidden shared development goals. You can then hide or unhide goals from the Goals Shared with Me page.

How can I mark a colleague as a favorite?

You can mark colleagues in a particular role as favorite colleagues by using the Explore Roles and Careers of Interest infotiles on the My Career Development Page. After you select the Explore Roles or Careers of Interest infotile, click the link for the role to open the page for the selected role. In the Colleagues in This Role section, click the **Mark as Favorite** icon for the colleagues you want to mark as favorites. You can view all colleagues marked as favorite from the Favorites infotile on the My Career Development page. The Favorites infotile isn't visible to anyone except you.

How can I reopen a completed development goal?

It depends how the feature is configured at your site. You can either click the Reopen button from the goal page or directly edit the completed goal if it's always set to open.

What's a target outcome?

Target outcomes are specific skills, competencies, or certifications added to a goal that can be achieved or acquired by the successful completion of the goal. Target outcomes help workers improve their proficiency at their current jobs or develop additional qualifications to prepare them for future jobs. The availability of target outcomes for addition to goals depends on the content section access settings for your role.

Why can't I update my development goal?

You can't update canceled development goals or development goals that are or pending approval. Depending upon your enterprise configurations, you might also not be able to update completed goals. If approval is required to add goals, set goals as complete, or update key fields, such as goal name or target completion date, any changes you make aren't final and the goal is read-only until the approval is granted.

Why does my development plan have goals assigned to me before I have added any?

Goals in your development plan might have been assigned by a manager or an HR specialist. HR specialists can assign development goals by using the mass assignment process or from other applications such as during a talent review meeting or when adding you as a member of a talent pool. The development intent of all goals assigned by HR specialists are tagged as organization. You can add additional development intents to the goal. You can't cancel or delete goals that are assigned to you. Incomplete goals are those with the status of **Not started** or **In progress**.

4 **Administer Development Goals**

Administering Development Goals: Explained

Administer worker goals and pending goals from the Administer Goals page. Pending goals are development goals that are pending approval. In the Career Development work area, on the Career Development page, select the Tasks tab, and then in the Related Links panel, click **Administer Goals**.

Administering Worker Goals

To administer worker goals, select **Worker Goals** for **Source** on the Administer Goals page.

Using this option, you can perform the following actions:

- Update existing worker goals: You can search for and edit, cancel, or delete development goals for a worker.
- Upload goals, tasks, and measurements using a spreadsheet: You can download an application-generated spreadsheet to upload or update worker goals, and tasks and measurements associated with worker goals.

Administering Pending Goals

To administer pending goals, select **Pending Goals** for **Source** on the Administer Goals page.

Using this option, you can perform the following actions:

- Search for worker goals pending approval: You can search for goals pending approval and review information about related approval requests for goal changes including the action type and transaction ID.
- Complete approval transactions: You can approve or reject pending approval transactions for goals. Any actions performed by an HR specialist for an approval request on the Administer Goals page bypass any other approval workflows and notifications.

  🖉 **Note:** You must use Oracle Page Composer to enable approval buttons on the Administer Goals page for the **Pending Goals** option.

Related Topics

- Uploading Worker Goals, Measurements, and Tasks Using a Spreadsheet: Explained

Customizing the Administer Goals Page in Career Development: Procedure

To perform an approval action on the Administer Goals page in the Career Development work area, you must enable the approval action buttons on the page. Use Oracle Page Composer to enable the approval action buttons, Approve and Reject, on the Administer Goals page.

ORACLE®

✏ **Note:** You must use an active sandbox to customize the Administer Goals page using Oracle Page Composer.

To display the **Approve** and **Reject** buttons on the Administer Goals page:

1. Sign in as an HR specialist.
2. Select **Navigator - My Workforce - Career Development**.
3. In the Related Links panel on the Tasks tab, click **Administer Goals**.
4. On the Administer Goals page, select **Pending Goals** for **Source**.
5. Click the user name and from the Settings and Actions menu, select **Customize Work Area Pages**.
6. On the Customize Pages dialog box, select the **Edit** option for the Site layer and click **OK**.
7. Select the **Select** option at the top-left section of the page.
8. In the Search Results section, click the empty component next to the View menu. A box appears.
9. Click **Edit Parent Component** in the box to open the **Component Properties group** dialog box.
10. Select the Child Components tab.
11. Select **Reject** and **Approve**.

💡 **Tip:** You can adjust the position of buttons as they appear on the page.

12. Click **Apply**, and then click **OK** to close the dialog box. The **Approve** and **Reject** buttons appear on the page.
13. Click **Close** at the page level to close Oracle Page Composer and view the page. You can now use the **Approve** and **Reject** buttons for approving goals that appear in the search results.

Related Topics

• Setting Up Sandboxes: Procedure

ORACLE

5 **Goal Library**

Goal Library: Explained

The goal library is a repository of reusable goals that you create and maintain to manage the enterprise goal-setting process efficiently. HR specialists create performance goals that are used by Goal Management, Performance Management, and Talent Review work areas, and development goals used by Career Development, Talent Review, and Succession Management work areas.

Organization owners, managers, and workers can search the goal library to copy the goals. Managers and HR specialists can assign the goals through goal plans in the Goal Management work area, to a selected population. Use the goal library to define goals consistently and reduce the effort of creating a new goal if similar goals already exist. To add goals from the goal library, organization owners, managers, and workers can search for goals using different criteria such as goal name, type, and status. HR specialists add a goal to the goal library by using the Manage Goal Library task:

- In the Related Links panel on the Tasks tab on the My Goals page in the Goals work area.
- In the Related Links panel on the Tasks tab on the My Career Development page in the Career Development work area.

The goal library is maintained as part of the content library in the Profile Management work area.

In the goal library, you can:

- Add goals
- Edit goals
- Set the status of goals
- Decide the accessibility of a goal

Adding Goals

HR specialists add goals to the library, specify their goal type and determine their attributes, including: name, description, success criteria, target completion date, and more. They can use the External ID attribute to refer to a performance goal in external applications. This attribute value is either application-generated or user-defined based on the application configurations. In addition to the goal type, they can also decide the subtype of a goal. A subtype is a method for further classifying a goal within a goal type. Subtypes are configured and extended based on business requirements. They can also add target outcomes, if available, to the goal. When managers or workers copy a goal, they can change the goal attributes as appropriate.

✏️ **Note:** If HR specialists create goals anywhere except the goal library, such as in a performance document, the Goals page, or talent review, the application doesn't add these goals to the goal library. You can view such goals from the worker's portrait and on all other pages where the goal is included except in the goal library.

Editing Goals

You can edit a goal in the goal library at any time, regardless of whether people have already copied the goal. Changes that you make to goals in the library don't affect those that have been copied and are in current use, because there is no link between the two versions of the goal. You can't edit the external ID for a goal.

Setting the Goal Status

By default, the status of a goal you create is set to **Active** to make it available to copy. You can set the status of a goal to **Inactive**, even if the goal has been copied and is currently being used by workers. If you change the status of the goal to inactive, then it's no longer available for copying. You can make the goal inactive, for example, to edit it, then restore it to **Active** status to make the edited goal available again.

Deciding the Accessibility of a Goal

When you edit or add a goal, you select whether to make goals available to a role. By default, all roles have access to the goal. You can decide whether to give access to the goal only to HR specialists, or also include managers and workers.

Related Topics

- Career Development: Explained

- Goal Management: Explained

- Profile Management: Explained

- Succession Management: Explained

- Talent Review: Explained

ORACLE

6 **Spreadsheets for Uploading Goals**

Uploading Worker Goals, Measurements, and Tasks Using a Spreadsheet: Explained

Using an application-generated spreadsheet, you can:

- Upload and assign worker performance and development goals.
- Add measurements and tasks to worker goals.
- Update existing goals assigned to workers.
- Update existing measurements and tasks.

Use the Worker Goals option on the Administer Goals page to download the spreadsheet.

The application-generated spreadsheet for worker goals contains the following three worksheets:

- Update Worker Goals: Use this worksheet to upload new or update existing worker performance or development goals.

  ✎ **Note:**
  - ○ Performance goals are updated in Goal Management and development goals are updated in Career Development.

- Update Measurements: Use this worksheet to upload new or update existing measurements associated with worker goals, performance or development. Measurements associated with performance goals are updated in Goal Management. Measurements associated with development goals are updated in Career Development.
- Update Tasks: Use this worksheet to upload new and update existing tasks associated with worker goals, performance or development. Tasks associated with performance goals are updated in Goal Management. Tasks associated with development goals are updated in Career Development.

Generating the Spreadsheet

Generate the spreadsheet to upload and assign goals to a worker or to update existing goals for a worker:

1. Click **Administer Goals** in the Related Links panel on the My Goals page in the **Goals** work area.
2. On the **Administer Goals** page, select **Worker Goals** to open the Worker Goals section.
3. Click **Upload** and select the **Upload Worker Goal Data** action. A File Download dialog box appears.
4. Click **Save**. Select a destination on your local hard disk to save the WorkerGoalsWorksheet.xlsx spreadsheet.

✎ **Note:** Ensure the spreadsheet isn't in the protected state before you enter data.

Uploading a New Goal for a Worker

To upload a new goal for a worker:

1. Specify all the required columns in the Update Worker Goals worksheet.

ORACLE®

2. Click **Upload** to save the new goals into the Oracle Fusion HCM database.

When you upload a new goal of the goal type:

- Performance, the goal appears on the worker's My Goals page in the Goals work area.

- Development, the goal appears on the worker's My Career Development page in the Career Development work area.

Updating an Existing Goal Assigned to a Worker

To update an existing goal assigned to a worker:

1. Specify goal attributes in the Search region of the Update Worker Goals worksheet.
2. Click **Download** to download the goal into the spreadsheet.
3. Click **Upload** to save the updated goals into the Oracle Fusion HCM database.

Updates to goal attributes associated with:

- A performance goal appear on the worker's My Goals page in the Goals work area.

- A development goal appear on the worker's My Career Development page in the Career Development work area.

Uploading a New Measurement for a Worker Goal

To upload a new measurement for a worker goal:

1. Specify all the required columns in the Update Measurements worksheet.
2. Click **Upload** to save the new measurements associated with worker goals into the Oracle Fusion HCM database.

New measurements associated with:

- A performance goal appear for the goal on the Goal Management pages.

- A development goal appear for the goal on the Career Development pages.

Updating an Existing Measurement Associated with a Worker Goal

To update an existing measurement for a worker goal:

1. Specify goal attributes in the Search region of the Update Measurements worksheet.
2. Click **Download** to download the goal and associated measurements data into the spreadsheet.
3. Update the measurement for a goal and click **Upload** to save the updated measurements for goals into the Oracle Fusion HCM database.

Updates to measurements associated with:

- A performance goal appear for the goal on the Goal Management pages.

- A development goal appear for the goal on the Career Development pages.

Uploading a New Task for a Worker Goal

To upload a new task for a worker goal:

1. Specify all the required columns in the Update Tasks worksheet.
2. Click **Upload** to save the new tasks associated with worker goals into the Oracle Fusion HCM database.

New tasks associated with:

- A performance goal appear for the goal on the Goal Management pages.

ORACLE

- A development goal appear for the goal on the Career Development pages.

Updating an Existing Task Associated with a Worker Goal

To update an existing task for a worker goal:

1. Specify goal attributes in the Search region of the Update Tasks worksheet.
2. Click **Download** to download the goal and associated tasks data into the spreadsheet.
3. Update the task-related attributes for a goal and click **Upload** to save the updated tasks into the Oracle Fusion HCM database.

Updates to tasks associated with:

- A performance goal appear for the goal on the Goal Management pages.

- A development goal appear for the goal on the Career Development pages.

Related Topics
- Using Desktop Integrated Excel Workbooks: Points to Consider

Using the Update Worker Goals Worksheet

Use the Update Worker Goals worksheet to upload new and updated worker goals to the database.

If a column header displays:

- An asterisk: The column value is required for a data row. You must enter a value in that column. Else, the application displays an error for the column.

- Double asterisks: The column value is required for a data row. However, if you don't complete each column indicated with double asterisks, the application assigns a default value to the column.

For any missing data, the application displays an error message in the Status column for that goal.

Editing Columns in the Update Worker Goals Worksheet

The table shows a partial list of columns in the worksheet and corresponding valid values.

Column name	Description
Completion Percentage	The percentage completion of the goal. The valid values are: - 0 - 25 - 50 - 75 - 100
Descriptive Flexfields	Descriptive flexfields related to a goal. The valid value for this column is a set of all descriptive flexfields values separated by the application-defined delimiter. You can double-click a cell to enter

Column name	Description
	values for each descriptive flexfield separately in the flexfield picker. This column is displayed only when descriptive flexfields are already defined and deployed for use in Goal Management from the application.
Assigned Goal Plans including Goal Weight and Goal Priority	Includes the details about a goal plan assigned to a worker and the goal weight and priority within the goal plan. This column must be used for performance goals only. Each set includes the following comma-separated values: • Application-generated goal plan ID • Goal plan name in double quotation marks • Goal weighting in the goal plan • Goal priority in the goal plan For example: **105,"FY20018 Performance Goals",25,MEDIUM** To specify or edit a value in this cell, double-click a cell. You can then enter or update values for only one assigned goal plan in the dialog box that appears. Specifying the goal weighting and goal priority values is optional.

Using the Goals Update Measurements Worksheet

Use the Update Measurements worksheet to upload new and updated measurements associated with worker goals to the database.

If a column header displays:

- An asterisk: The column value is required for a data row. You must enter a value in that column. Else, the application displays an error for the column.
- Double asterisks: The column value is required for a data row. However, if you don't complete each column indicated with double asterisks, the application assigns a default value to the column.

For any missing data, the application displays an error message in the Status column for that measurement.

To associate multiple measurements with a goal, enable the Multiple Measurements for Goals Enabled profile option in the application. Set the profile option in the Setup and Maintenance work area. You use the Manage Worker Goal Setting Profile Option Values or Manage Administrator Profile Values task to set profile option values.

If you define multiple measurements for a goal in the worksheet:

- When the profile option is enabled, you can view all measurements in the Measurements section for the goal.
- When the profile option is disabled, you can view only the measurement with the sequence number 1 in the Measurements section for the goal.

Editing Columns in the Update Measurements Worksheet

The table shows a partial list of columns in the worksheet and corresponding valid values.

ORACLE®

Column name	Description
Sequence Number	Displays the sequence in which a measurement appear on the application pages and in Oracle Transactional Business Intelligence (OTBI) reports. Enter a numeric value in this column. Example: 1, 2, 3,4, 5 and so on.
Unit of Measure	Specify the unit of measure for a measurement. The values in this column are populated using the Unit of Measurement for Goal Completion (HRG_ GOAL_QUANTITATIVE_ UOM) lookup. By default, the application displays the following units of measures: • None: Select when no unit of measure is applicable for the measurement. • Currency: Select to use currency as a unit of measure for the measurement. • Number: Select to use number as a unit of measure for the measurement. • Percent: Select to use percent as a unit of measure for the measurement.
Target Value	Specify a numeric value that workers must target for the measurement to complete the goal. You must leave this column blank if you select None in the Unit of Measure column.
Actual Value	Specify a numeric value to measure the actual performance of the worker for the goal. You must leave this column blank if you select None in the Unit of Measure column.

Related Topics

- Goal Management Profile Options

- Goal Lookups: Explained

Using the Goals Update Tasks Worksheet

Use the Update Tasks worksheet to upload new and updated tasks associated with worker goals to the database.

If a column header displays:

- An asterisk: The column value is required for a data row. You must enter a value in that column. Else, the application displays an error for the column.

- Double asterisks: The column value is required for a data row. However, if you don't complete each column indicated with double asterisks, the application assigns a default value to the column.

For any missing data, the application displays an error message in the Status column for that task.

To associate tasks with a goal, enable the Performance Goal Tasks Enabled profile option in the application. Set the profile option in the Setup and Maintenance work area. You use the Manage Worker Goal Setting Profile Option Values or Manage Administrator Profile Values task to set profile option values.

If you define tasks for a goal in the worksheet:

- When the profile option is enabled, you can view all tasks associated with a goal in the Tasks section for the goal.

- When the profile option is disabled, you can't view any tasks defined for the goal.

Editing Columns in the Update Tasks Worksheet

The table shows a partial list of columns in the worksheet and corresponding valid values.

Column name	Description
Type	Specify the task type. The values in this column are populated using the Type of Goal Task (HRG_ GOAL_TASK_ TYPE) lookup.
Completion Percentage	The percentage completion of the task. The valid values are: • 0 • 25 • 50 • 75 • 100
Priority	The priority of the task. The valid values are: • High • Medium • Low

Related Topics

- Goal Management Profile Options

- Goal Lookups: Explained

7 Mass Assignment of Development Goals

Mass Assignment of Development Goals: Explained

Mass assign goals is a feature for assigning development goals to a number of people at the same time. HR specialists create a mass assignment request, select development goals from the goal library or create and add development goals to the request. They can then submit the request to assign the selected development goals to a selected population of workers. As a requester for a manager, HR specialists can use this feature to assign the development goals of that manager. To access the Mass Assign Goals page, click **Mass Assign Goals** in the Related Links panel on the Tasks tab on the My Career Development page in the Career Development work area.

On the Mass Assign Goals page, HR specialists can create a mass assignment request. They can also search for and update an existing mass assignment requests to suit business needs.

Through the mass assign goals feature, HR specialists can:

- Assign goals to managers and all of their reports or to their direct reports only.
- Exclude specific individuals from a manager's direct or all reports lists when selecting the population.
- Select eligibility profiles to mass assign goals to workers who meet the profile criteria.

Related Topics

- Managing Scheduled Processes for Assigning Development Goals: Procedure
- Career Development: Explained

Creating a Request for Mass Assignment of Development Goals: Points to Consider

As an HR specialist, you use the Mass Assign Goals page to create and update mass assignment requests for development goals. To access the Mass Assign Goals page, click **Mass Assign Goals** in the Related Links panel on the Tasks tab on the My Career Development page in the Career Development work area. Create mass assignment requests to assign development goals to workers on behalf of their managers. When creating a request, you must decide:

- Which development goals to select in a mass assignment request
- To which manager hierarchies or individuals to assign the goals
- Whether to add eligibility profiles to the request now or later
- When to schedule a mass assignment request

Selecting Development Goals Using a Mass Assignment Request

You must add development goals when you create a mass assignment request. These development goals are available to workers on their development plan after the service process for the request is complete. The development intent of these goals are tagged as Organization and workers can't delete these goals.

Assigning Goals to Manager Hierarchies and Individuals

You assign development goals on behalf of a manager or selected individuals by creating and submitting a mass assignment request on the Mass Assign Goals page. If you select a manager as a requestor, then only the development goals visible to the selected manager are available for the assignment. You can mass assign the selected development goals to the manager's direct, indirect, or selected reports.

Adding Eligibility Profiles to a Mass Assignment Request

Add eligibility profiles to a mass assignment request to assign development goals included in the request to individuals who meet the criteria of all required profiles. You can restrict development goals to workers who meet eligibility requirements by job, job role, location, age, or other criteria. For example, add a location eligibility profile to a request to restrict goals to individuals who are located in a certain place. You can further refine eligibility by adding length of service criteria to restrict workers by location and length of service.

If you select eligibility profiles in a mass assignment request for development goals, the application assigns goals as follows:

- If all eligibility profiles are marked as required, then an individual must meet criteria of all the eligibility profiles.

- If no eligibility profile is marked as required, then an individual must meet criteria of at least one eligibility profile.

- If some eligibility profiles are marked as required and some aren't, then an individual must meet criteria of all the required profiles and at least one nonrequired profile.

- If only one eligibility profile is marked as required, then an individual must meet criteria of that eligibility profile.

Scheduling Mass Assignment Requests

After you submit a request on the Mass Assign Goal page, the Manage Goal Scheduled Process page automatically appears. You can run the process straight away or at a scheduled time (once or at recurring intervals). After the process is complete, the goals included in the request are assigned to all workers who were selected in the request. To view the result, click the **Assignment Results** button on the Mass Assign Goals: Review Assignment page.

Related Topics

- Development Intents: Explained

8 Scheduled Processes for Assigning Development Goals

Managing Scheduled Processes for Assigning Development Goals: Procedure

The process of assigning development goals using mass assignment requests is an Enterprise Scheduler Service process. HR specialists submit and run the process on the Manage Goal Scheduled Process page in the Career Development work area. To access the Manage Goal Scheduled Process page, click **Manage Goal Scheduled Process** in the Related Links panel on the Tasks tab on the My Career Development page in the Career Development work area.

When you submit a mass assignment request from the Mass Assign Goals page, the Manage Goal Scheduled Process page automatically appears.

Managing Scheduled Processes

1. Select **Navigator - About Me - Career Development**.
2. In the Related Links panel on the Tasks tab, click **Manage Goal Scheduled Process**. The Manage Goal Scheduled Process page appears.
3. Select the process type as **Mass assign goals**.
4. Search for and select a process name.
5. Run the process as soon as possible or at a scheduled time.

   > ✏️ **Note:** By default, the process runs as soon as possible if you submit the process without selecting a schedule.

6. Click **Advanced** and select **Using a schedule** to specify a date and time when you want the process to run. Or set up a recurring schedule for the process to run at the selected frequency.

After the process completes, the application assigns development goals included in the mass assignment request to all workers included in the request.

Related Topics

- Mass Assignment of Development Goals: Explained

Manage Goal Scheduled Process Parameters for Career Development

HR specialists can schedule and run the process on the Manage Goal Scheduled Process page to assign development goals through mass assignment requests. To access the Manage Goal Scheduled Process page, click **Manage Goal Scheduled**

ORACLE®

Process in the Related Links panel on the Tasks tab on the My Career Development page in the Career Development work area.

Process Parameters

Process Type

Identifies the request being processed. Select **Mass assign goals** to submit a process related to a mass assignment request for development goals.

Process Name

Displays the process name that identifies the specific mass assignment request being processed.

Related Topics

- Mass Assignment of Development Goals: Explained

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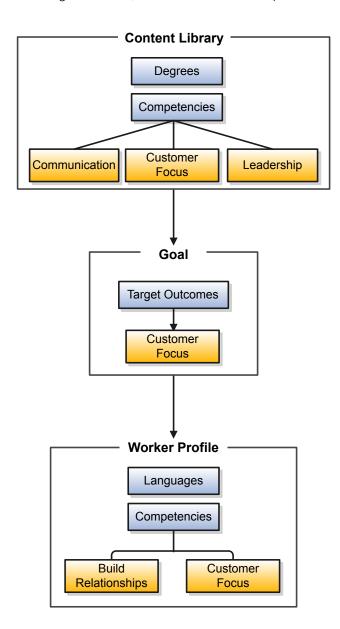
To use Licenses and Certifications, Competencies, or Languages content type as a target outcome in the Career Development work area:

- 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.

ORACLE®

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

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:

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

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

ORACLE®

> o   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:

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

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

  > o   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?

Glossary

best-fit analysis

A calculation of the best possible matches for a selected person or model profile.

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.

content library

A repository of the content types and individual content items that can be associated with person profiles and profiles for workforce structures such as jobs and positions.

content type

An attribute such as a skill, quality, or qualification that is added to a profile.

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.

impact of loss

A value assigned to a worker to rate the effect on the enterprise when the worker leaves.

individual score

The number assigned to each matching content item of the content types for which you specify the priority or importance.

job

A generic role that is independent of any single department or location. For example, the jobs Manager and Consultant can occur in many departments.

model profile

A collection of the work requirements and required skills and qualifications of a workforce structure, such as a job or position.

organization owner

Manager of an organization who adds and manages goals for the organization to support objectives and strategy of the enterprise.

overall score

The total of all individual scores of all matching content items in a best-fit analysis.

performance document

Online document used to evaluate a worker for a specific time period. The document contains the content on which the worker is evaluated, which could include goals, competencies, and questionnaires.

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.

position

A specific occurrence of one job that is fixed within one department. It is also often restricted to one location. For example, the position Finance Manager is an instance of the job Manager in the Finance Department.

profile type

A template that defines the content sections of a profile, role access for each section, and whether the profile is for a person, or for a workforce structure such as a job or position.

ORACLE®

rating model

A scale used to measure the performance and proficiency of workers.

risk of loss

A value assigned to a worker to rate the likelihood of the worker leaving the enterprise.

sandbox

A testing environment that isolates untested code changes from the mainline environment so that these changes don't affect the mainline metadata or other sandboxes.

source rating

The rating level associated with a content item of the source profile in the best-fit analysis.

succession plan

A plan that identifies candidates for a role or position or to succeed a named incumbent.

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.

talent review

A series of meetings where organization managers evaluate trends, assess strengths, and address areas of risk for the organization.

talent score

An assessment of a worker's overall value to the enterprise using a custom rating model.

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.

target rating

The rating level associated with a content item of the target profile in the best-fit analysis.

ORACLE®