Oracle Talent Management Cloud
Using Talent Management
This guide also applies to on-premise implementations

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Preface

This Preface introduces the guides, online help, and other information sources available to help you more effectively use Oracle Fusion Applications.

Oracle Fusion Applications Help

You can access Oracle Fusion Applications Help for the current page, section, activity, or task by clicking the help icon. The following figure depicts the help icon.

Note

If you don’t see any help icons on your page, then click the Show Help icon button in the global area. However, not all pages have help icons.

You can add custom help files to replace or supplement the provided content. Each release update includes new help content to ensure you have access to the latest information. Patching does not affect your custom help content.

Oracle Fusion Applications Guides

Oracle Fusion Applications guides are a structured collection of the help topics, examples, and FAQs from the help system packaged for easy download and offline reference, and sequenced to facilitate learning. To access the guides, go to any page in Oracle Fusion Applications Help and select Documentation Library from the Navigator menu.

Guides are designed for specific audiences:

- **User Guides** address the tasks in one or more business processes. They are intended for users who perform these tasks, and managers looking for an overview of the business processes. They are organized by the business process activities and tasks.

- **Implementation Guides** address the tasks required to set up an offering, or selected features of an offering. They are intended for implementors. They are organized to follow the task list sequence of the offerings, as displayed within the Setup and Maintenance work area provided by Oracle Fusion Functional Setup Manager.

- **Concept Guides** explain the key concepts and decisions for a specific area of functionality. They are intended for decision makers, such as chief
financial officers, financial analysts, and implementation consultants. They are organized by the logical flow of features and functions.

- **Security Reference Manuals** describe the predefined data that is included in the security reference implementation for one offering. They are intended for implementors, security administrators, and auditors. They are organized by role.

These guides cover specific business processes and offerings. Common areas are addressed in the guides listed in the following table.

<table>
<thead>
<tr>
<th>Guide</th>
<th>Intended Audience</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common User Guide</td>
<td>All users</td>
<td>Explains tasks performed by most users.</td>
</tr>
<tr>
<td>Common Implementation Guide</td>
<td>Implementors</td>
<td>Explains tasks within the Define Common Applications Configuration task list, which is included in all offerings.</td>
</tr>
<tr>
<td>Functional Setup Manager User</td>
<td>Implementors</td>
<td>Explains how to use Oracle Fusion Functional Setup Manager to plan, manage, and track your implementation projects, migrate setup data, and validate implementations.</td>
</tr>
<tr>
<td>Guide</td>
<td>System administrators, application developers, and technical members of implementation teams</td>
<td>Explain how to install, patch, administer, and customize Oracle Fusion Applications.</td>
</tr>
<tr>
<td>Technical Guides</td>
<td>System administrators, application developers, and technical members of implementation teams</td>
<td>Note</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Limited content applicable to Oracle Cloud implementations.</td>
</tr>
</tbody>
</table>

For other guides, go to Oracle Technology Network at http://www.oracle.com/technetwork/indexes/documentation.

**Other Information Sources**

**My Oracle Support**

Oracle customers have access to electronic support through My Oracle Support. For information, visit http://www.oracle.com/pls/topic/lookup?ctx=acc&id=info or visit http://www.oracle.com/pls/topic/lookup?ctx=acc&id=trs if you are hearing impaired.

Use the My Oracle Support Knowledge Browser to find documents for a product area. You can search for release-specific information, such as patches, alerts, white papers, and troubleshooting tips. Other services include health checks, guided lifecycle advice, and direct contact with industry experts through the My Oracle Support Community.
Oracle Enterprise Repository for Oracle Fusion Applications

Oracle Enterprise Repository for Oracle Fusion Applications provides details on service-oriented architecture assets to help you manage the lifecycle of your software from planning through implementation, testing, production, and changes.

In Oracle Fusion Applications, you can use Oracle Enterprise Repository at http://fusionappsoer.oracle.com for:

- Technical information about integrating with other applications, including services, operations, composites, events, and integration tables. The classification scheme shows the scenarios in which you use the assets, and includes diagrams, schematics, and links to other technical documentation.

- Other technical information such as reusable components, policies, architecture diagrams, and topology diagrams.

Documentation Accessibility

For information about Oracle's commitment to accessibility, visit the Oracle Accessibility Program website at http://www.oracle.com/us/corporate/accessibility/index.html.

Comments and Suggestions

Your comments are important to us. We encourage you to send us feedback about Oracle Fusion Applications Help and guides. Please send your suggestions to oracle_fusion_applications_help_ww_grp@oracle.com. You can use Send Feedback to Oracle from the Settings and Actions menu in Oracle Fusion Applications Help.
Managing Talent Profiles: Overview

In the Manage Talent Profiles activity, 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 use the Manage Talent Profiles activity to 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.

Many of the tasks in this activity are accomplished using the profile cards on portraits in the gallery. HR specialists and managers can view and update information on the profile cards of their workers, and workers can update their own cards.

This table lists the profile cards and some of the features of each card when used by managers and HR specialists viewing the cards of their workers, and when used by workers viewing their own cards.

<table>
<thead>
<tr>
<th>Card</th>
<th>Features for Managers and HR Specialists</th>
<th>Features for Workers</th>
</tr>
</thead>
</table>
| Development and Growth | • Use the competency gaps chart to compare the competencies of a worker to that of a job from his interest list to identify whether he is a suitable candidate for the job or needs further training.  

• Review and edit performance and development goals.  

• Use the competency gaps chart to compare their competencies to that of a job from their interest list to identify whether they are a suitable candidate for a job or to identify training needs.  

• Create a career statement to identify career goals. |
<table>
<thead>
<tr>
<th>Career Planning</th>
<th>Experience and Qualifications</th>
</tr>
</thead>
</table>
| • 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.  
  • Review areas of expertise and other qualifications for workers.  
  • Review performance documents for workers. |

Within the portrait gallery, managers, HR specialists, and workers can all access the comparison and best-fit analysis tools to:

- Compare profiles of jobs and workers to find suitable workers for a job, or suitable jobs for a worker.
- View a side-by-side comparison of workers and jobs.

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

**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.

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. Datasets control which attributes are displayed for each item in the comparison. For example, you must select the School Education dataset 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. Human resource (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
cannot 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: How It Is Calculated**

The best-fit analysis compares the content items within each content type on a
selected profile to determine the profiles that are the closest match. For example,
you can use the best-fit analysis to find the person profiles of workers who are
best suited for a selected job profile. After reviewing an initial list of the profiles
that have the highest percentage of matching qualities, you can narrow the
results by changing the priority of content types or individual content items, and
by viewing the percentage match for each content type.

**How Best Fit Is Calculated**

The best-fit analysis is based on how well the content items of the selected profile
match the same content items in other profiles. The best-fit analysis includes
content items of these predefined content types:

- Competencies
- Honors and awards
- Work requirements
- Languages
- Degrees
- Memberships
- Licenses and certifications

The initial calculation for the best-fit analysis totals the importance values for all
content items for the included content types. The default value on the person,
job, and position profile types for the **Importance** field is 2. You can change the
value at the profile type level or at the content item level. If you want to change
the default value at the content item level, you must first change the display
setting for the **Importance** field so that you can edit the field.
The targeted proficiency ratings for content items on a model profile and the proficiency ratings on person profiles also affect the best-fit analysis. Content items with higher ratings are given a higher weight.

**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 model profile as a source profile, and then the analysis finds the profiles that best match the source profile. The best-fit analysis is based on how well the profile items (content items) within the content types match that in the source profile.

**Person Profiles that Match a Model Profile**

Using a person profile as the source profile, you can perform a find best-fit job analysis to view a list of model profiles that are best suited for a worker. For example, as a manager, you might use this tool to help a worker manage his next career move by identifying job profiles that he is best suited for.

**Model Profiles that Match a Person Profile**

Using a model profile such as a job as the source profile, you can perform a find best-fit person analysis to view a list of workers who are best suited for a job. For example, as a human resources (HR) specialist, you might use this tool to help locate the most qualified workers for a job opening within your company.

**Person Profiles that Match a Person Profile**

Using a person profile as the source profile, you can perform a find best-fit person analysis to locate workers with skills that match that of a particular worker. For example, your company is planning to launch new technology. You know of one worker who has the required skill to use the new technology. To assess the scope of workers who will need development in this particular skill, you can select the worker’s profile and perform a find best-fit person analysis to view a list of other workers who may come close to the skill requirements.

**Model Profiles that Match a Model Profile**

Using a model profile as the source profile, you can perform a find best-fit job analysis to locate model profiles that match the model profile. For example, as an HR Specialist, you might want to identify areas for outplacement, training requirements, or areas of organizational strength.

**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. Where the data includes a range (competency ratings, for example), the comparison displays the differences from each end of the range. Also, the comparison does not display
the differences for those 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 does not 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).

**How is the risk of loss assessed?**

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

**Can I add additional datasets to the comparison?**

No, you can only select from the list of datasets 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.

**Create and Update Profiles**

**Model Profiles: Explained**

Model profiles identify the competencies, qualifications, and experience required for a workforce structure, such as a job or position.

The profile type that you select for the model profile determines the information that you complete for the profile.
**Workforce Structure**

Associate the model profile with a workforce structure. The available workforce structures depend on how the profile type is defined. For example, if the profile type was defined for jobs and positions, then you can associate the model profile with a job or a position. You can associate the 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, degrees, and other skills that are required.

**Requirements**

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

**Performance Document Information**

When defining the content items for the Competencies content type, you can specify a weight, minimum weight, and whether the competency is required. These properties are used as recommendations for the items when you copy the competencies from the model profile to a template section used to create a performance document. The weight and minimum weight determine the relative value of each competency compared to others in the section. If a competency is required, workers and managers cannot delete it from the performance document.

When you copy the competencies from the model profile, you must enter the weight and minimum weight and select the Required option; the settings in the model profile do not appear in the template section as default values.

**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.

**Risk Level and Reason**

You can enter a level of risk and the reasons for the level of risk, such as skills being in short supply, future business leadership, market volatility, and organization structure. You can select up to five reasons for risk. A comments field is also available to provide further description for why the job or position is at 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. The Requires Succession Plan option is for informational purposes only.
Model Profiles: How They Work with Jobs and Positions

You can associate model profiles with jobs and positions. 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.

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

Model profiles are based on profile types, and the profile type determines what you can assign to the model profile. For example, if you create a model profile using a profile type that was defined for use only with jobs, then you can associate only a job with the model profile. If the profile type was defined for use with jobs and positions, then you can associate a job or a position with the profile. You can associate multiple jobs and positions with a profile.

You can also set up an association between a model profile and a job or position using the Manage Jobs and Manage Positions tasks.

Content Section Properties: Explained

Content types are referred to in profile types as content sections. Content section properties are attributes that are used to define data included in a person profile and displayed in the portrait.

The attributes that you can set for each content section property that you want to include for a content section are displayed in the following table.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Label</td>
<td>Label for the field</td>
</tr>
<tr>
<td>Default Value</td>
<td>Value that appears by default</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Display</td>
<td>Determines if the field displayed on the content section UI. If yes, then whether the field must be displayed on the content section summary table, content section details area, or both.</td>
</tr>
<tr>
<td>Required</td>
<td>Determines if the user required to populate the field</td>
</tr>
<tr>
<td>Searchable</td>
<td>Determines if the field included in profile searches</td>
</tr>
<tr>
<td>Value Set Name</td>
<td>Name of the lookup type that provides values for the field. This attribute is specified for fields ITEM_TEXT30_6 to ITEM_TEXT30_15</td>
</tr>
</tbody>
</table>

### Note

Source and View Attribute attributes are not used and can be ignored.

### Displaying Content Section Properties

To include an attribute on the person profile, use the Manage Profile Types task in the Setup and Maintenance work area and edit the person profile. On the Edit Profile Type page, select and edit a content section and its properties that will be used for defining the relevant profile items. You can change content section properties inherited from the content library and free-form content types as needed. The following table describes fields (content section properties) that appear on the pages with the profile item.

<table>
<thead>
<tr>
<th>Field</th>
<th>Stores</th>
</tr>
</thead>
<tbody>
<tr>
<td>COUNTRY_ID</td>
<td>Country ID</td>
</tr>
<tr>
<td>STATE_PROVINCE_ID</td>
<td>State ID. This field is used in conjunction with the field COUNTRY_ID</td>
</tr>
<tr>
<td>DATE_FROM</td>
<td>Start date information of a content section. This field is used for maintaining the history of profile items</td>
</tr>
<tr>
<td>DATE_TO</td>
<td>End date information of a content section. This field is used for maintaining the history of profile items</td>
</tr>
<tr>
<td>ITEM_DATE_1 to ITEM_DATE_10</td>
<td>Any date</td>
</tr>
<tr>
<td>ITEM_TEXT30_1 to ITEM_TEXT30_5</td>
<td>Data that requires selecting values from a check box</td>
</tr>
<tr>
<td>ITEM_TEXT30_6 to ITEM_TEXT30_15</td>
<td>Data that requires selecting values from a list. Ensure that the value of the Value Set Name field is a lookup type. For example, HRT_RISK_REASON is a lookup type for selecting risk of loss reasons</td>
</tr>
<tr>
<td>ITEM_TEXT_240_1 to ITEM_TEXT_240_15</td>
<td>A simple text, such as a name. Each field can store up to 240 characters of data</td>
</tr>
</tbody>
</table>

### Note

For a free-form content type, the ITEM_TEXT240_1 field is used to display as the title of the profile item in the Experience and Qualifications card.

| ITEM_DECIMAL_1 to ITEM_DECIMAL_5 | Numeric data that includes decimals. For example, price USD 2.99 |
Update Talent Ratings: Explained

Talent ratings are all the possible 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, Oracle Fusion Talent Review, and Oracle Fusion Compensation Management.

Talent Rating Types

The following table shows talent ratings supported by the application 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.

<table>
<thead>
<tr>
<th>Talent Ratings</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent score</td>
<td>Rating used for evaluating a person's overall value to the organization using a rating model your organization defines.</td>
</tr>
<tr>
<td>Performance rating</td>
<td>Rating given to an item, section, or overall performance document.</td>
</tr>
<tr>
<td>Potential level</td>
<td>Rating score assigned to a person based on an evaluation of the execution of his work.</td>
</tr>
<tr>
<td>Potential score</td>
<td>Rating used for evaluating a person's attainable level of excellence or ability to achieve success.</td>
</tr>
<tr>
<td>N-box assignment</td>
<td>Rating that shows a person's current contribution and potential contributions to an organization on a box chart matrix with N boxes. N represents the number of boxes in the grid.</td>
</tr>
<tr>
<td>Advancement readiness</td>
<td>Rating used for evaluating person's readiness for the next position in their career development.</td>
</tr>
<tr>
<td>Risk of loss</td>
<td>Rating used for evaluating the likelihood of a person leaving the company.</td>
</tr>
<tr>
<td>Impact of loss</td>
<td>Rating used for evaluating the real or perceived effects on an organization when the person leaves.</td>
</tr>
<tr>
<td>Goals section rating</td>
<td>Rating used for evaluating a goals section in a performance template. A goal section includes goal items.</td>
</tr>
<tr>
<td>Competencies section rating</td>
<td>Rating used for evaluating a competencies section in a performance template. A competencies section includes competency type content items.</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent score</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Performance rating</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Potential level</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Potential score</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>N-box assignment</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Advancement readiness</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Risk of loss</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Impact of loss</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Goals section rating</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Competencies section rating</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Note

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. 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.

Use Writing Assistant

Writing Assistant: Explained

Writing Assistant is a tool that provides suggestions for a manager when writing comments or feedback for a worker’s competency or rating level during performance evaluation. Writing Assistant suggests statements associated with competencies and proficiency levels within those competencies to a manager to help describe a worker’s observed behaviors, desired behaviors, or both. The Writing Assistant data is displayed in the form of feedback suggestions and development tips.
Requirements for Using Writing Assistant Data

To use Writing Assistant, human resource HR specialists must upload data associated with a competency using an application-generated spreadsheet. The application enables suggestions only for those competencies that have a rating. Using Writing Assistant, managers can select a proficiency level for a competency, view suggested comments based either on the proficiency level they selected or the competency as a whole, and copy and edit the suggested comments.

Uploading Writing Assistant Data Using a Spreadsheet: Explained

Human resource (HR) specialists can upload and associate new Writing Assistant data for competencies using an application-generated spreadsheet. To upload and associate new Writing Assistant data for competencies, an HR specialist must generate the spreadsheet using the option provided in the application. The uploaded data is associated with each separate competency.

The application-generated spreadsheet for uploading Writing Assistant data contains the following two worksheets:

- Feedback Suggestions - Use this worksheet to upload feedback suggestions associated with each proficiency level for each competency.
- Development Tips - Use this worksheet to upload development tips associated with each competency.

Generating the Spreadsheet

You can generate the spreadsheet to upload and associate Writing Assistant data with competencies as follows:

1. Navigate to the Manage Content Items page from the Setup and Maintenance work area by querying on the Manage Profile Content Items task and selecting Go to Task.
2. In the Search Results region, click the Export icon and select the Writing Assistant Excel Template action. A File Download dialog box appears.
3. Click Save. Select a destination on your local hard disk to save the CompetencyFeedbackSuggestion.xlsx spreadsheet.

Using the Spreadsheet to Upload and Update Feedback Suggestions

To upload feedback suggestions, specify all the required columns in the Feedback Suggestions worksheet and click Upload. After you click Upload, click Save to commit the feedback suggestions for proficiency levels for associated competencies into the Fusion HCM database.

To update an existing feedback suggestion, click Download to download all feedback suggestions for competencies into the spreadsheet. You can then update the suggested text and click Upload. After you click Upload, click Save to commit the feedback suggestions for proficiency levels for associated competencies into the Fusion HCM database.

Note
You can enter the same suggestion text for multiple competencies and for multiple proficiency levels.

**Using the Spreadsheet to Upload and Update Development Tips**

To upload development tips, specify all the required columns in the Development Tips worksheet and click **Upload**. After you click **Upload**, click **Save** to commit the development tips for associated competencies into the Fusion HCM database.

To update an existing development tip, click **Download** to download all development tips for competencies into the spreadsheet. You can then update the suggested text and click **Upload**. After you click **Upload**, click **Save** to commit the updated development tips for associated competencies into the Fusion HCM database.

**Note**

You can enter same suggestion text for multiple competencies.

**FAQs for Create and Update Model Profiles**

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

If you change the status of a job or position profile to inactive, the model profile is no longer available when you perform a best-fit analysis or a comparison of profiles, or when you search for model profiles. The model profile is visible only to an administrator. Any workforce structures that were associated with the 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.

**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 competency gap chart is generated using only those competencies that appear in both your profile and the selected job or position profile.

Use the competency gap chart as part of your career development to determine whether you are already qualified for the selected job or position, or if areas exist where you need further development. 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.

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.
What's a career statement?

A career statement is a summary of your career goals. You can enter your career statement either on your career planning card or your development and growth card in your portrait, and anyone who can view your career planning information can view it.

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 that is closest to the potential score.

For example, assume the first two rating levels in the potential rating model contain numeric ratings 1.5 and 2, respectively. If you assign to a worker a potential score of 1.7, 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 is to the numeric rating of 2.

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

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 are preparing for a talent review meeting and you update these ratings, then the changes are reflected on the Prepare Content Review page.

When a talent review meeting concludes, workers' career planning cards are automatically updated 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 to identify them as those that resulted from the talent review meeting. If you then update these ratings on the career planning card, the talent review ratings will remain in the database, but you will see your updates on the career planning card instead of the talent review ratings.

Updating the career potential information also affects the performance-potential analytic in Oracle Fusion Performance Management.

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

Select the Private check box for the job or position profile.

Job and position profiles that are set to private can be viewed only by you. Those that are not can be viewed by anyone who can view your career planning card.
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 card in your portrait. This list contains profiles of jobs or positions that are suitable for you, 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.

How can I hide or delete an attribute on the person profile?

You must have the human resource (HR) specialist role to hide or delete an attribute on the person profile.

Note

You can hide predefined attributes, but you cannot delete them.

To hide an attribute on the person profile, use the Manage Profile Types task in the Setup and Maintenance work area and edit the person profile. On the Edit Profile Type page, select a content section that includes the attribute you want to hide. To hide the attribute, select None as the Display value for that attribute. For example, to hide the attribute School Name, select Degrees from Content Sections on the Edit Profile Type page, and set the Display value of the attribute School Name to None.

To delete an attribute that is not a predefined attribute on the person profile, you navigate to the Manage Profile Types task in the Setup and Maintenance work area, edit the person profile, and delete the attribute. For example, to delete the attribute School Name, you navigate to the Manage Profile Types task in the Setup and Maintenance work area. Edit the person profile, select Degrees from Content Sections, and then from the Content Properties section, click Delete to delete the attribute School Name.
Define Questionnaires

Questionnaires: Explained

You can create questionnaires to add to gather feedback from respondents using question and responses you configure.

Questionnaires enable you to:

- Capture information from respondents
- Use templates to maintain consistency and configure specific audiences
- Specify the questionnaire presentation
- Configure question and responses in the question library
- Control access

Capturing Information from Respondents

You can create questionnaires to gather information from, and about, employees in applications that are set up to accommodate questionnaires. For example, you can use questionnaires to collect participant feedback in a performance evaluation, or rate worker potential in an assessment for a talent review.

Using Templates to Maintain Consistency and Configuring for Specific Audiences

You must create templates to use as the basis for questionnaires. With templates, you can maintain consistency for questionnaires, and configure them for:

- Specific applications
- General audiences, such as an entire organization, or all internal customers
- Specific purposes, such as providing feedback for performance evaluation periods
- Targeted audiences, such as particular roles (managers or peers, for example) or organizations

Note
Questionnaires used for talent reviews, called potential assessments, are predefined and do not require a template.

**Specifying the Questionnaire Presentation**

You control how the questionnaire appears in the subscriber application. Specify whether the questionnaire appears on one page or across multiple pages, for example. You can add sections to separate questions by type or other classification and specify which questions are required to be answered.

**Configuring Questions and Responses in the Question Library**

You configure questions and responses in the question library to add to the questionnaire. You can create four types of questions: text field, single select choice, multiple select choice, and no response. For each question type you also configure specific responses, and select the presentation method to determine how the response appears. For example, for the single select question type, you can specify either that the possible responses appear in a single select choice list or as radio buttons.

**Controlling Access**

Set privacy options to control access to the questionnaire or template. You can permit either anyone with access to a questionnaire or template to edit it, or only the specified owner.

**Creating a Questionnaire: Points to Consider**

To create a questionnaire, you must first create the template. You can edit the configuration settings in the questionnaire that were inherited from the template.

When creating a questionnaire template or questionnaire:
- Determine the intended audience for the questionnaire
- Format basic information
- Add and format content

When you conclude setting up the questionnaire or template, use the Preview button on the Review page to view and confirm the configuration.

**Determining the Intended Audience for the Questionnaire**

You set up questionnaires to apply for particular subscriber applications, and you can target a general and widespread population, or specific audiences. For example, you can create questionnaires for:
- All participants who provide feedback for all performance documents, or to all performance documents for a specific evaluation period
- A more targeted audience, such as for a specific role like manager, peer, or internal customer
**Formatting Basic Information**

Specify the basic information for the questionnaire template or questionnaire, to make searching and categorization easier and control access.

**ID and Folder**

An ID containing only numbers is generated automatically for each questionnaire template and questionnaire. However, you can change it to any unique combination of numbers or characters you need to make it easier to search for or identify. You must also provide a name for the questionnaire or template.

Select the folder in which to store the questionnaires (not available for templates). You can create the folders to categorize questionnaires and to enhance searching for them.

**Owner Name**

To control access to the questionnaire or template, select the name of an owner whom you want to have access, and set the **Privacy** setting to **Private**. Only the owner can then edit the questionnaire or template. If you set the **Privacy** setting to **Public**, anyone with permission to access the questionnaire or template can edit it.

**Subscriber**

In the template, select the application that will use the questionnaire. For example, to add a questionnaire to performance documents, select **Performance 360**. The template can be used only for the subscriber you select.

**Instruction Text and Attachments**

Instruction text appears at the top of the first page of the questionnaire. You can add additional introductory text for each section you create. You can also add to a section a No Response question type that contains instruction text, and requires no response.

You can add file or URL attachments to a questionnaire. The attachment appears as a link at the top of the questionnaire, and below the instruction text if it is present.

**Adding and Formatting Content**

You control how the various sections in the template appear by specifying sequence, appearance, and formatting for questions and responses.

**Questionnaire Content: Explained**

You specify the content that is contained in a questionnaire and how to display it.

In the questionnaire template, and the questionnaires created from it, you can:

- Specify section order and presentation
• Specify question and response order
• Specify response types
• Add and format sections
• Add and format questions and responses

Specifying Section Order and Presentation

If you add multiple sections to the questionnaire, then you can specify the section order as **Sequential** so that the sections appear in the order you specify, or **Random** so that the order changes whenever the questionnaire is accessed.

This table lists how each section presentation selection affects a questionnaire.

<table>
<thead>
<tr>
<th>Section Presentation</th>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>No sections</td>
<td>One required section appears that contains all questions.</td>
</tr>
<tr>
<td>Stack regions</td>
<td>Sections are arranged from top to bottom.</td>
</tr>
</tbody>
</table>

Specifying Question and Response Order

Select **Vertical** for the question and response order in the template to maintain the order you specify in the actual questionnaire. When you select **Random**, the order for the questions or responses changes whenever the questionnaire is accessed. This prevents respondents from using an answer key for the questions or responses. Responses can vary only for single and multiple choice question types.

For the template, you can also specify whether to allow changes to formatting options, sections, or questions and responses. If you select the check box for any of these, that aspect of a questionnaire created from the template can be edited.

Specifying Response Types

In the template, you select the response types that can appear in questionnaires created from the template. Only questions of the types associated with the response types you select are eligible to appear in the questionnaire.

For example, if you select options for multiple choice selection, such as **Check multiple choices** and **Multiple choices from list**, but do not select any for single select choices, such as **Single choice from list** or **Radio button list**, you can add multiple choice questions, but not single choice, to the questionnaire. If, however, you select **Check multiple choices** and **Single choice from list**, but not **Multiple choices from list** or **Radio button list**, you can add both multiple choice and single choice questions, but are restricted to the selected response types for each question type.

Adding and Formatting Sections

Add sections, and then add questions to the sections. At least one section is required for a questionnaire. You can use sections to group questions by type, category, or any other classification.
Select **Allow Additional Questions** to create a section that will include only questions added in the subscriber application by people with the roles that have permission to edit questionnaires. For performance documents, for example, that could be managers or workers. For talent reviews, a human resource (HR) specialist who is a meeting facilitator has that role.

Select **Vertical** to display the questions within the section vertically in the order you specify, or **Random** to change the order whenever the questionnaire is accessed.

You also specify whether the questions in the section are required so that respondents must answer them.

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**Note**

The requirement to answer all required questions is also determined by the subscriber application.

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When you select **New Page**, the section appears on a separate page than the other sections. When the number of questions on a page or section exceeds the setting you specified in the **Maximum Number of Questions per Page** field, the questions that exceed the specified number appear on the next page. If you enter 6 as the maximum number, for example, but the section contains 10 questions, the section continues on a new page.

**Adding, Creating, and Formatting Questions and Responses**

You can add questions to the section from the question library, or create new questions. You can add or remove questions, and drag and drop them to the desired order in the section. The order is maintained in the questionnaire if the question order is set to **Vertical** for the section. If you create a new question, you specify the folder to store the question. Questions stored in question folders will be available to use in other questionnaires.

If you create new questions, you also configure the responses. Questions you add from the question library already have existing responses. However, you can change the response presentation. For example, if the question is a single select type associated with a single choice from list response type, you can change the response type to radio buttons. You can add questions of any type to a section. If the section is not set to required, then you can specify which individual questions are required to be answered in the questionnaire by respondents.

**Questionnaire Question and Response Types: Explained**

You can create questions from any of four question types to add to the question library, and ultimately, to questionnaires. Along with the questions, you also specify the responses and how the responses are presented in the questionnaire. You can specify whether to allow respondents to add attachments to the response.

The available question types are:

- **Text**
• Single choice
• Multiple choice
• No response

**Text**

For the text question type, a respondent enters a response in a text field. Answers can be any text, such as single words or sentences, or characters. You specify a maximum number of characters the response can contain, and you can optionally specify a minimum number the respondent must enter.

For the response text field, you specify to utilize either plain text, or rich text, to let respondents format their responses using bold, underline, and other characteristics.

**Single Choice**

With the single choice question type, you create a question and respondents select one response from a list you provide. You select whether to display the responses as either a single select choice list, or radio buttons.

Respondents can select from either responses that you create, or from a rating model. When you associate a rating model with the response type, the possible responses are drawn automatically from the values of the rating model. For example, if the rating model contains five rating levels, the short description and the name associated with the level for all levels, are added directly as responses from which the respondent can choose.

**Multiple Choice**

Use the multiple choice question type to create a question and permit respondents to provide one or more answers. Create the responses and specify whether the responses are presented as check boxes or a choice list. You can optionally set both a minimum and maximum number of required responses.

**No Response**

Use the no response question type to add a question with no accompanying responses. You can use it to add additional instructions or information in the section, or let respondents add attachments as a response.

**Using Questionnaires in Performance Documents: Explained**

You can create questionnaires to add to performance documents to gather feedback from participants, other than direct managers, who have been requested to provide feedback about workers. Managers can use the feedback to help them evaluate workers.

Questionnaires enable you to:
• Capture feedback in performance documents
• Collect information on a worker other than competencies and goals
• Configure questions for specific audiences and periods

Capturing Feedback in Performance Documents

Using questionnaires allows your organization to get feedback from multiple sources to provide a more rounded evaluation and view of a worker’s performance. You can use questionnaires to capture feedback from the worker being evaluated, the worker’s manager, peers, colleagues, other managers, internal customers, or any other role in the organization. Participant feedback captured in a performance document cannot be used to rate workers in the performance document, but managers can use it to help determine how to rate workers.

Respondents access questionnaires in the performance documents. Managers, workers, or both, manage participant feedback to select participants, and assign them roles to determine which questionnaires they respond to.

Collecting Information on a Worker Other than Competencies and Goals

You can use questionnaires to gather data about workers that is not specifically about competencies and goals, thus extending the range of information concerning the worker’s performance and development.

For example, you can ask the manager or worker to:

• Identify strengths of the worker, or areas where more development is required
• Describe the top three achievements of the worker during the previous year
• Discuss the worker’s satisfaction in the current role

Configuring Questions for Specific Audiences and Periods

You can configure questionnaires to target general audiences, or specific groups, such as managers, workers, peers or other roles. You must associate questionnaires with performance template periods, and assign the roles that respond to the questionnaire. This enables you to create questionnaires that concentrate on specific periods, or can be used over multiple periods.

Performance Documents and Questionnaires: How They Work Together

You can add questionnaires to performance documents to enable participants to provide feedback during a performance evaluation. To add questionnaires to performance documents, you must first create questionnaire templates and questionnaires, and configure the elements that make up a performance template to include questionnaires.
This figure illustrates the steps required to add questionnaires to performance documents and track feedback.

Create Questionnaire Template

You must create a questionnaire template from which to create a questionnaire and assign Performance 360 as a subscriber application to make it available in performance documents. In the template, you can format the layout and questions to include in the questionnaires made from it. You can create as many questionnaire templates as necessary for your business process.

Questionnaire

Create the questionnaire from an available template. You can create as many questionnaires as required for your business process. For example, if your organization requires feedback from multiple roles, such as other managers, peers, or internal customers, you may need a different questionnaire for each role. You may also require different questionnaires for each performance evaluation period, or that cover all periods. You can edit questionnaires created from the template as required.

Roles

You must create all the roles that will access questionnaires in a performance document, with the exception of manager and worker, which are default roles. Roles are associated with the questionnaire in the performance template to make them available to the role. Managers, workers, or both, select the roles that apply to each participant when managing participant feedback to determine which questionnaire a participant uses.

Process Flow

To make participant feedback available in a performance document, you must create a process flow that includes the Manage Participant Feedback task. You can specify whether managers, workers or both, can manage and track participant feedback.
Section
Create a Questionnaire section to include in the performance document. The Questionnaire section is the only section type that can contain questionnaires. The questionnaire appears as a tab in the performance document, as do other sections, such as Goals or Overall Summary. You must add all the roles that will access the questionnaire to the section.

Performance Template
In the performance template you add the roles, process flow, and Questionnaire section that you created for the questionnaire. To the document periods you add the roles that you want to be able to access the questionnaire, and specify the questionnaire to associate with each role. Managers and workers can also be requested to answer questionnaires. To do so, you must add them to the document period.

In the template, you can also specify the minimum number of participants required to answer the questionnaire for each role, and a total minimum number of participants for each document. These settings are used as guidelines and are not enforced.

Performance Document and Participant Feedback
After the manager, worker, or human resource specialist creates the performance document the manager, worker, or both, can select participants, send requests for feedback, and manage the feedback. Depending on the settings in the questionnaire, managers or workers can add additional questions to the questionnaire. The ability to manage participant feedback is determined by the process flow settings.

Participants, other than workers and managers, can access the Questionnaire section of the performance document. They can also add provide comments that appear in the Overall Summary section, if the performance template is configured to allow them to do so, that managers and workers can view. Workers and managers can access the Questionnaire section to view participant feedback, if the process flow is configured to allow them to do so.

When the manager submits the performance document, the participant feedback is locked and participants cannot add or edit feedback. Any feedback they saved before the document is locked is retained. If the questionnaire contains sections or questions that are required, the feedback that is complete is accepted. If a section is required, and includes five required questions, for example, and a participant answers four of the questions, the feedback is recorded for those that are answered, in spite of the section being incomplete. The incomplete questions are ignored.

FAQs for Define Questionnaires

What happens if I edit a questionnaire that is in use?

You are prompted to either create a new version of the questionnaire, or update the existing questionnaire. When you create a new version of the questionnaire
you can configure it as you would any newly-created questionnaire. When you update an existing questionnaire, the new version replaces the older one. Respondents will access the latest version wherever it appears.

If no one has submitted a response to the questionnaire yet, you can add new sections and questions, and specify those that are required. If at least one respondent has submitted a response, you can add new sections and questions, but you cannot specify that either are required.
Define Worker Goal Setting

Define Worker Goal Setting: Overview

In the Define Worker Goal Setting activity, human resource (HR) specialists can manage performance and development goal plans, assign goals to workers using a mass process, administer worker goals, and manage the goal library.

For both setup and maintenance tasks, they can:

- Create performance or development goal plans and assign them to organizations, a manager hierarchy, or individual workers.
- Add or update an existing goal plan to add workers, goals, or organizations.
- Populate existing goal plans to add more goals.
- Assign goals using a mass process that they add or edit, or those from the goal library or organization, to a selected population of workers.
- Edit, cancel, or delete performance and development goals of workers.
- Manage goals in the library so that workers can add the goals for their own use, or managers can assign the goals to workers.

For setup tasks only, the HR specialist can also:

- Set profile options to specify the Oracle Fusion Goal Management features that your organization will use, such as the goal library, and goal plans, and approvals.
- Manage common lookups and update those that have user or extensible customization levels.
- Manage e-mail notification settings that are sent to workers and managers reminding them of upcoming events and approvals.

For the setup tasks, use the Setup and Maintenance work area to access the tasks in the Define Worker Goal Setting task list. You can also use the Goal Management work area to access the maintenance tasks.
Using Development Goals in Talent Pools: Explained

By adding development goals to a talent pool, you can ensure that all the members of your talent pool accomplish certain tasks, enabling you to manage and track goals of pool members for current and future jobs. By tracking the progress of your pool members on assigned goals, you can track the readiness of a member to be promoted to a higher position.

Adding Development Goals to a Talent Pool

Only talent pool owners can add development goals to a talent pool. When creating or editing a talent pool, you can add or remove development goals by using the Edit Talent Pool: Manage Development Goals page. You can add development goals to a talent pool only from the goal library. When you assign goals to a worker from a talent pool, these goals are added automatically to the worker’s goals list on the My Goals page and My Workers’ Goals page, where the worker and manager can edit and update the goal. If a worker inherits a goal from the talent pool that he or she already has, then that goal is not duplicated on the worker’s goals list on the My Goals page and My Workers’ Goals page.

Note

When you add a worker to a talent pool, the goals already associated with the talent pool are not automatically assigned to the worker. Only those goals that are added later to the talent pool are automatically assigned to the worker.

Removing Development Goals from a Talent Pool

Only talent pool owners can remove development goals from a talent pool. If you remove a development goal from a talent pool, that goal is not automatically removed from the workers’ goals list who inherited the goal from the talent pool. If you want to remove a goal from a worker’s goals list, then after you remove a goal from the talent pool, you must manually delete it from the worker’s goals list.

Removing or Updating Development Goals Contained in a Talent Pool from the Goal Library

If you update in the goal library a development goal that has been added to a talent pool, then the updates to that goal are not reflected in the talent pool. If you want the goal in the talent pool to reflect the changes made to it in the goal library, you must remove that goal from talent pool and add the updated goal to the talent pool.

FAQs for Define Worker Goal Setting

How can I diagnose any issues with Oracle Fusion Goal Management data?

After populating the Oracle Fusion Goal Management data tables, you can run the Goal Management Integrity Validations test if you have access to the
Diagnostic Dashboard. Select Run Diagnostic Tests from the Setting and Actions menu in the global area. The validations test generates a report that contains details of any rows that are invalid, which you can repair or remove.

For Goal Management, the test validates four categories of data integrity:

- **Business Group Validation**: The test checks to ensure that the business group is valid and exists in the Oracle Fusion Global Human Resources business group table.
- **Foreign Key Validation**: Foreign key attributes must not be null.
- **Field Level Validation**: Field level attributes must match the business rules set up in Goal Management.
- **Row Count Validation**: The row count on the setup tables must be greater than 0.

**Can I copy goals from an external database?**

You can copy the details of the existing goals of an external database into a spreadsheet template to upload them to the Oracle Fusion database.

**Manage Goal Plans, Goal Mass Assignment, and Administer Goals**

**Goal Plans: Explained**

Goal plans are a collection of performance or development goals that are grouped by common characteristics, such as a specified time frame and a particular department that must work on them. Goal plans are optional for tracking goals.

Using goal plans, you can:

- Group goals to track them easily for a specific population and time period
- Assign goals to a specific population
- Associate goals to existing goal plans
- Add goals to goal plans from other sources

**Grouping and Tracking Goals for a Specific Period**

Create performance and development goal plans to contain goals for a group of individuals, to track worker performance and development for the period of the goal plan. Managers, workers, and organization owners can use goal plans to help them sort and track their individual and organization goals and ensure that they have appropriate goals for the goal plan period.

**Assigning Goals to a Specific Population**

When creating a goal plan, you can assign goals that are specific to the hierarchical structure of one or more managers, and individuals as well. Organization owners assign goals to the goal plans for their organizations on
the My Organization Goals page. After creating a goal plan, you can use the Populate feature to add goals to the goal plan at any time within the time period that the goal plan is active. When you use the Mass Assign Goals feature, the assigned goals are added to any plan that has start and end dates that include the start, target completion, or actual completion dates of the goals. Workers and managers can edit goals to accommodate their specific circumstances after the goals are assigned.

**Associating Goals to Existing Goal Plans**

Workers, managers and organization owners can associate goals to goal plans once the plan is created. When workers or managers add goals to the worker goals, the goals are associated with goal plans that have start and end dates that encompass the start date, target completion date, or actual completion date of the goal. If those dates belong to different goal plans, the goal is associated with all goal plans for those dates. Goals with no dates are not associated to any plans.

**Adding Goals to Goal Plans from Other Sources**

Goals added in performance documents or talent reviews are added to goal plans if the start date, target completion date, or actual completion dates of the goals lie between the start and end dates of a goal plan. If no goal plans exist for the dates of the goal, the goal is added to the worker goals on the My Goals page, but not to a plan. If a plan is created later that spans the goal dates, workers and managers can associate the goal with the plan by navigating to the pages where they edit goals and selecting a plan.

**Creating Goal Plans: Points to Consider**

You can create goal plans to aid your workers and managers in tracking and sorting goals. Goal plans are optional. To use goal plans, you must decide:

- The goal plan type
- Dates that a goal plan is active
- Which manager hierarchies, individuals, or organizations to assign the goal plan to
- Whether to add goals to the plan now or later
- Whether to add eligibility profiles to the plan now or later

**Selecting the Goal Plan Type**

Create a performance goal plan for performance goals, or a development goal plan to contain development goals. A specific goal can belong to one goal plan type or the other, but not both.

Workers and managers can add goals from the performance goal plan to performance documents to be rated as part of worker evaluations. You can assign performance goal plans to organizations. The organization owner can add goals to a performance goal plan, and use analytics to track how many goals workers have aligned to the organization goals, and the progress they are making toward completing the goals.
Workers can use development goal plans to track development goals to increase their competencies or add to their skill set.

**Selecting Goal Plan Active Dates**

You must select start and end dates for the plan. For example, it is good practice to select dates to correspond to performance evaluation periods. Dates are used to determine which goals are eligible to belong to a plan. Goals with any or all of the start dates, target completion dates, or actual completion dates, that fall within the start and end dates of a goal plan can belong to the plan.

**Assigning the Plan**

You can assign performance and development goal plans to a manager hierarchy, or individuals. You can also assign performance goal plans to one or more organizations to make the plans visible to managers on the My Organizational Goals page. On that page, managers can view and assign goals to the plan and use analytics to track the goals.

Workers, managers, and organizations can have more than one goal plan assigned to them. For example, you can create a current goal plan for the direct and indirect reports of a manager so that the workers have one plan that is active now, and another with a start date in the future. The future goal plan can be used to hold goals that will be addressed later, or current goals that span a longer period than does the current goal plan.

You can assign a goal plan to additional organizations, manager hierarchies, or individuals after the plan was created and submitted by using the Assign feature. Goals that are already part of the plan will be assigned to the new people to whom the goal plan is assigned.

**Adding Goals to a Plan**

You can add goals either that you create, or existing goals that you select, to the goal plan when creating it or at a later time. If your enterprise uses tasks and target outcomes, you can add those to the goals you add to the plan. If you have goals that apply to a wide population, it you may prefer to assign these to the plan directly. If goals are generally supplied by managers and workers, you may prefer to assign one goal plan to a wide population without goals. The workers and managers can add the goals to the plan after you submit the plan.

You can add goals only to plans that are assigned to a manager hierarchy or individuals. You cannot add goals to a performance plan that you assign to an organization. If you create a goal plan and assign it both to individuals and an organization, any goals that you add to the plan will be assigned to the individuals, but not to the organization. Organization owners add goals to goal plans using the My Organization Goals page. Goals that you add to a worker’s goal plan are added to all that worker’s goal plans that have start and end dates that encompass the start, target completion, or actual completion dates, of the goals.

Goals that you add to the goal plan are available to the workers and managers after the plan is submitted. They can edit the goals to suit the needs of the worker or enterprise.
You can add additional goals to an existing plan by using the Populate or Mass Assign Goals features. For example, if a senior manager needs to roll out a new goal late in the goal plan period, you can add it directly to the plan using the Populate feature, submit the plan, and the new goal is added for everyone who is assigned the goal plan. To add goals to the plan using the Mass Assign Goals feature, you can select the population to whom you want to mass assign the goal. The goal is added to the active goals plans of workers who have goal plans that have start and end dates that span the start, target completion, or actual completion dates of the goal.

Adding Eligibility Profiles to a Plan

You can add eligibility profiles to goal plans to restrict goals added to this plan to individuals who meet the criteria of all required profiles. You can restrict goals to workers who meet eligibility requirements by job, job role, location, age, or other criteria. For example, you can add a location eligibility profile to a goal plan if you want to restrict goals to individuals who are located in certain place. You can further refine eligibility by adding length of service criteria to restrict workers by location and length of service.

Goal Plans: Examples

There are two types of goal plans available to assign to workers or organizations: performance and development. The following examples illustrate how human resource (HR) specialists and managers can use goal plans to track worker goals.

Adding Additional Goals to Performance Goal Plans with Existing Goals

Your company uses goal plans to manage worker performance goals. The company requires that the entire staff must complete at least one goal: Complete Ethics Course. Barbara Richardson, a manager, wants to add additional goals to the goal plan for all of her direct reports.

The human resources (HR) specialist creates a goal plan for all the workers in the company for the appropriate goal plan period and includes the Complete Ethics Course goal. Barbara uses the My Workers’ Goals: Direct Reports page to select the goal plan, and adds additional goals to the goal plan for each of her direct reports.

When application settings specify that performance goals must be in a goal plan, all performance goals that the worker or manager add for the worker, or that are assigned, become part of the goal plan, or another goal plan with start and end dates that encompass the goal start date, target completion date, or actual completion date. When application settings permit, the worker or manager can add performance goals to the worker's goals outside of a goal plan.

Adding Development Goals to Plans

The HR specialist creates the development goal plan for all of Barbara’s direct and indirect reports. Barbara wants to assign development goals to a direct report to help the worker prepare for a possible promotion. From the My Workers’ Goals: Direct Reports page, Barbara navigates to the worker's My
Goals page, and on the Development Goals tab, she selects goals to assign to the worker to help the worker achieve the promotion.

**Mass Assignment of Goals: Explained**

Mass assign goals is a feature for assigning goals to a number of people at the same time. Using this feature, human resource (HR) specialists create a mass assignment request, select goals from the goal library or create and add goals to the request, and submit the request to assign the selected goals to a selected population of workers. As a requester for a manager, HR specialists can use this feature to assign the performance and development goals of that manager.

HR specialists use the Mass Assign Goals page to create or search for mass assignment requests. To access the Mass Assign Goals page:

1. Select **Navigator - Career - Goals**.
2. In the Tasks pane, click **Mass Assign Goals**. The Mass Assign Goals page is displayed.

On the Mass Assign Goals page, HR specialists create a mass assignment request, select goals, specify start and target completion dates of the goals, and select the population of workers to whom the goals will be assigned. HR specialists can select workers by name, department, job, and e-mail. HR specialists 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, and assign a manager’s individual goals to the manager’s reports for managers who have not created organization goals.

**Goal Plans for Mass Assigned Goals**

When HR specialists mass assign goals, they can assign performance or development goals to workers without specifying a goal plan for goals. If goal plans are used, goals with either a start date or target completion date that is contained within the start and end dates of a goal plan of the same type as the goal (either performance or development) are added to the plan. HR specialists can also mass assign goals when workers are not using goals plans.

**Eligibility Profiles for Mass Assigned Goals**

When HR specialists mass assign goals, they can select eligibility profiles to restrict the performance or development goals to workers who meet the profile criteria.

**Using Eligibility Profiles for Goal Assignment: Explained**

An eligibility profile in goal management defines criteria used to determine whether an individual qualifies for a goal. Human resource (HR) specialists can
use eligibility profiles to establish eligibility for goals when creating a goal plan or creating a mass assignment request for goals.

**Assignment of Goals According to Eligibility**

If eligibility profiles are selected in a goal plan or in a mass assignment request for 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 are not, 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.

**Restricting Goal Availability**

You can restrict goals to individuals who meet eligibility requirements by job, job role, location, age, or other criteria. You must select eligibility profiles with profile usage marked as Goals Management. You can also select whether an eligibility profile is required for goals. For example, you can add the following eligibility profiles to a goal:

- Location is France
- Designation is Marketing Manager
- Designation is Product Manager

When mass-assigning goals or creating a goal plan, you select Location is France as the required eligibility profile and leave the other two eligibility profiles as not required. In this case, the application assigns goals to all individuals whose location is France and designation is Marketing Manager or Product Manager.

**Eligibility Profiles and Goal Plans**

You can select eligibility profiles to restrict the goals added to a goal plan to workers who meet the profile criteria. You can also edit an existing goal plan to add a new set of eligibility profiles to goals.

**Eligibility Profiles and Mass Assignment of Goals**

You can select eligibility profiles to restrict the goals during mass assignment of goals to individuals who meet the criteria of all required profiles and at least one nonrequired profile, if any.

**Eligibility Profiles and Goals Accessibility**

You can use eligibility profiles only when you mass assign goals or create and assign goal plans to a target population. Applying eligibility profiles does not
control a person’s accessibility to goals. You can assign a goal to a worker later from the goal library or from other Oracle Fusion business processes, such as during a talent review meeting, talent pools, or during a performance evaluation. Workers might also inherit a goal as a member of a talent pool.

Scheduling a Process to Update the Status of Incomplete Goals: Explained

An administrator can change the status of incomplete performance or development goals to Overdue by using the Update Goal Status to Overdue process.

This topic explains:

• Why you run the Update Goal Status to Overdue process
• How to schedule the Update Goal Status to Overdue process
• Conditions when a goal status is set to Overdue

Why You Run the Update Goal Status to Overdue Process

When the target completion date of a performance or development goal is reached and it is not completed, the goal status does not automatically update to Overdue. To track these incomplete goals, administrators can change the status of the goals to Overdue by running the Update Goal Status to Overdue process. HR specialists can then manually copy these overdue goals to a new goal plan so that these goals can be tracked again. After an overdue goal is copied to a new goal plan, its status is set to Not Started in the new goal plan.

How to Schedule the Update Goal Status to Overdue Process

You can run the Update Goal Status to Overdue process manually or schedule it to run at regular intervals (for example, weekly at a specified time.) When you run the Update Goal Status To Overdue process, the HRG_GOALS table is refreshed.

When a Goal Status Is Set to Overdue

The Update Goal Status to Overdue process sets the status of a performance or development goal to Overdue in the following conditions:

• The Target Completion Date of the goal is less than the current date and the goal status is In Progress, Not Started, or Pending Approval.

• The goal has no Target Completion Date, but the end date of the associated goal plan is earlier than the current date and the goal status is In Progress, Not Started, or Pending Approval.

Managing Scheduled Processes for Assigning Goals: Explained

The mass assign goals process is an Enterprise Scheduler Service (ESS) process. The human resource (HR) specialist can schedule and run the process on the
Manage Goal Scheduled Process page to assign goals through goal plans or mass assignment requests. On the Manage Goal Scheduled Process page, you submit a mass assign goals process.

When you submit a goal plan from the Manage Goal Plans page or a mass assignment request from the Mass Assign Goals page, the Manage Goal Scheduled Process page appears automatically. To access the Manage Goal Scheduled Process page from the Tasks pane:

1. Select **Navigator - Career - Goals**.
2. In the Tasks pane, click **Manage Goal Scheduled Process**. The Manage Goal Scheduled Process page appears.

**Process Parameters on the Manage Goal Scheduled Process Page**

The table shows the process parameters available on the Manage Goal Scheduled Process page.

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Type</td>
<td>Identifies whether the process is related to a goal plan or a mass goals assignment request. Select:</td>
</tr>
<tr>
<td></td>
<td>• <strong>Mass assign goals</strong> to submit a process related to a mass assignment request for goals.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Assign goal plans</strong> to submit a process related to goal plans.</td>
</tr>
<tr>
<td>Process Name</td>
<td>Displays the process name that identifies the specific goal plan or mass assign request being processed.</td>
</tr>
</tbody>
</table>

On the Manage Goal Scheduled Process page, you can search for and select a process name. You can run the process as soon as possible or at a scheduled time. By default, the process is run as soon as possible if you submit the process without selecting a schedule. You can click **Advanced** and select **Using a schedule** to specify a date and time when you want the process to run, or to set up a recurring schedule for the process to run at the selected frequency. After the process is completed, the goals and goal plans as included in the request are assigned to all workers that you selected in the request.

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

As a human resource (HR) specialist, you use the Mass Assign Goals task in the Goal Management work area to create mass assignment requests for goals. You can create mass assignment requests to assign goals to workers on behalf of their managers. When creating a request, you must decide:

- Which goals to select in a mass assignment request
- Which manager hierarchies or individuals to assign the goals to
- Whether to add eligibility profiles to the request now or later
- When to schedule a mass assignment request
Selecting Goals Using a Mass Assignment Request

You must add goals when you create a mass assignment request. These goals are available to the workers after the service process for the request is completed.

Assigning Goals to Manager Hierarchies and Individuals

You can assign performance and development goals on the behalf of a manager, or to 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 those goals that are visible to the selected manager are available for the assignment. You can mass assign the selected goals to the manager's direct, indirect, or selected reports.

Adding Eligibility Profiles to a Mass Assignment Request

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

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 as soon as possible or at a scheduled time (once or at recurring intervals.) After the process is completed, the goals included in the request are assigned to all workers that were selected in the request. You can view the result of a process from the Mass Assign Goals page. To view the result, click the Assignment Results button in the page.

FAQs for Manage Goal Plans, Goal Mass Assignment, and Administer Goals

What's the difference between creating a goal plan and creating the mass assignment request for goals?

When you create and assign a goal plan to workers you assign them a collection of performance or development goals that are grouped by common characteristics, such as a specified time frame or a particular department. You
can assign goals to the workers when creating a goal plan, but you can also create goal plans that do not include any specific goals.

When you create and submit a mass assignment request for goals you assign performance or development goals to workers without specifying a goal plan in which to include the goals. If goal plans are used, goals with either a start date or target completion date that is contained within the start and end dates of a goal plan of the same type as the goal (either performance or development) are added to the plan. You can also create a mass assignment request for goals when you are not using goals plans.

How can I create goal plans for people who are new to the organization?

You can either use the Assign feature to add the individuals to an existing goal plan, or create a new goal plan and assign it to the individuals who are new to the organization. If you add new goals to an existing plan, the new goals are assigned to everyone to whom the goal plan is assigned.

What happens if I create a goal plan that includes goals from a previous goal plan?

When you create a goal plan containing goals from a previous goal plan, all incomplete goals for each worker from the previous plan are included in the new plan with the current status intact. Incomplete goals include those with the status of Not started and In progress. If a worker completes a goal in the period after you create the new goal plan and before the new plan takes effect, the worker or manager must change the goal status manually.

What's a key goal field?

Primary attribute for performance and development goals that can be configured to require manager approval when workers edit it.

The key goal fields are:

- Goal Name
- Description
- Success Criteria
- Start Date
- Target Completion Date
- Priority
- Category
• Weight
• Measurement Name
• Measure Type
• Unit of Measure
• Target Type
• Target Value
• Private

Note

The Weight and Priority fields are associated with a goal only when it is included in a goal plan.

How can I transfer organization goals from one organization owner to another?

The HR specialist can transfer organization goals from one organization owner to another on the Administer Goals page by selecting organization goals and clicking Transfer.

How can I customize fields included in the Add Goal dialog box?

The human resource analyst can navigate to the Customize Global Management Page option from the Administration menu in the global area to customize the dialog box that appears when you click the Add Goal button on the goal management pages. For more information about editing component properties, see Oracle Fusion Applications Extensibility Guide for Business Analysts and Oracle Fusion Applications Extensibility Guide for Developers.

Manage 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.

Organization owners, managers, and workers can search the goal library to copy the goals. Managers and HR specialists can assign the goals, either in goal plans, or individually, to a selected population. Using the goal library enables you to define goals consistently and reduce the effort of creating a new goal if similar goals have been previously defined. When adding goals from the goal library,
organization owners, managers, and workers can search for goals using different criteria such as category, level, goal type, business unit, and author.

The goal library is maintained as part of the content library in Oracle Fusion Profile Management.

In the goal library, you can:

- Add goals
- Edit goals
- Set the status of goals

**Adding Goals**

You can add goals to the library, specify their goal type and category, and determine their attributes, including: name, description, success criteria, target completion date, and more. You 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**

Goals created in a performance document, talent review, or anywhere except the goal library are not added to the goal library. The goal can be viewed from the workers' 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 do not affect those that have been copied and are in current use, because there is no link between the two versions of the goal.

**Setting 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. When you make a goal inactive, it is no longer available to be copied. You can make the goal inactive, for example, to edit it, then restore it to **Active** status to make the edited goal available again.

**Uploading and Assigning Organization Goals Using a Spreadsheet: Explained**

Human resource (HR) specialists can upload and assign new organization goals to workers using an application-generated spreadsheet.

To upload and assign new organization goals to workers, you must generate the spreadsheet using the option provided in the application. The application-generated spreadsheet for uploading organization goals contains the following two worksheets:
• Organization Goals Upload - Use this worksheet to upload new organization goals.
• Organization Goal Assignment - Use this worksheet to assign the new uploaded organization goals to workers.

Generating the Spreadsheet

You can generate the spreadsheet to upload and assign organization goals as follows:

1. In the Goal Management work area, click Administer Goals.
2. On the Administer Goals page, select Organization Goals to open the Organization Goals section.
3. Click Upload and select the Upload Organization Goals action. A File Download dialog box appears.
4. Click Save. Select a destination on your local hard disk to save the OrganizationGoalsWorksheet.xlsx spreadsheet.

Entering Data into the Spreadsheet

To upload a new organization goal, specify all the required columns in the Organization Goals Upload worksheet and click Upload. After you click Upload, click Save to commit the new organization goals into the Fusion HCM database.

Note
Ensure that the spreadsheet is not in the protected state before you enter data. If the spreadsheet is protected, click the Unprotect Sheet button in the Changes group on the Review tab.

Using the Spreadsheet to Assign Goals

After you upload organization goals using the application-generated spreadsheet, you must assign them to workers using the Organization Goal Assignment worksheet. To assign goals to workers:

1. In the Organization Goals Upload worksheet, click Download to download all the organization goals available in the database to the spreadsheet. The updated spreadsheet now includes the ID for all the uploaded goals.
2. In the Organization Goal Assignment worksheet, complete all the fields.

Note
The ID for a goal is displayed on the Goal ID column of the Organization Goals Upload worksheet.

3. Click Upload. The data belonging to rows that display the text Row inserted successfully are uploaded into the cache memory.
4. Click Save to commit the data into the database. The uploaded organization goals are now displayed on the My Goals page of the worker to whom the goal was assigned.
Using the Organization Goals Upload Worksheet

Use the Organization Goals Upload worksheet to upload to the database organization goals that human resource (HR) specialists can then assign to workers. If you do not complete each required column for a goal, then the application either assigns a default value to the column or displays an error message about data missing for a column in the Status column for that goal.

Editing Columns in the Organization Goals Upload Worksheet

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

<table>
<thead>
<tr>
<th>Column name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal ID</td>
<td>The unique identifier of the goal.</td>
</tr>
<tr>
<td></td>
<td><strong>Note</strong></td>
</tr>
<tr>
<td></td>
<td>Leave this column blank.</td>
</tr>
<tr>
<td>Created By</td>
<td>The person ID of the user who created the goal or assigned the goal, or both.</td>
</tr>
<tr>
<td></td>
<td>The valid value is the person ID of a line manager who is also the</td>
</tr>
<tr>
<td></td>
<td>organization owner.</td>
</tr>
<tr>
<td></td>
<td><strong>Note</strong></td>
</tr>
<tr>
<td></td>
<td>If no data is provided, then the ID of the logged-in user is assigned by</td>
</tr>
<tr>
<td></td>
<td>default.</td>
</tr>
<tr>
<td>Published</td>
<td>The goal is published or not. The valid values are:</td>
</tr>
<tr>
<td></td>
<td>• Y</td>
</tr>
<tr>
<td></td>
<td>• N</td>
</tr>
<tr>
<td>Completion Percentage</td>
<td>The percentage completion of the goal. The valid values are:</td>
</tr>
<tr>
<td></td>
<td>• 0</td>
</tr>
<tr>
<td></td>
<td>• 25</td>
</tr>
<tr>
<td></td>
<td>• 50</td>
</tr>
<tr>
<td></td>
<td>• 75</td>
</tr>
<tr>
<td></td>
<td>• 100</td>
</tr>
</tbody>
</table>

Using the Organization Goal Assignment Worksheet

You can use the Organization Goal Assignment worksheet to assign organization goals that you uploaded using the Organization Goals Upload worksheet, thereby enabling workers to access their organization goals.
Editing Columns in the Organization Goal Assignment Worksheet

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

<table>
<thead>
<tr>
<th>Column name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal ID</td>
<td>The organization goal ID.</td>
</tr>
<tr>
<td></td>
<td><strong>Note</strong></td>
</tr>
<tr>
<td></td>
<td>The goal ID is displayed on the Goal ID column of the Organization Goals Upload worksheet.</td>
</tr>
<tr>
<td>Allow Workers to Update Goals</td>
<td>Whether the worker must be allowed to edit key fields, including goal name, description, and target completion date. The valid values are:</td>
</tr>
<tr>
<td></td>
<td>• Y</td>
</tr>
<tr>
<td></td>
<td>• N</td>
</tr>
<tr>
<td>Key</td>
<td>The goal key.</td>
</tr>
<tr>
<td></td>
<td><strong>Note</strong></td>
</tr>
<tr>
<td></td>
<td>The goal key is displayed on the Key column of the Organization Goals Upload worksheet.</td>
</tr>
</tbody>
</table>

Uploading and Updating Worker Goals Using a Spreadsheet: Explained

Human resource (HR) specialists can upload and assign new performance and development goals to workers using an application-generated spreadsheet. They can also update existing goals assigned to a worker using this spreadsheet.

To upload new goals or update existing goals, you must generate the spreadsheet using the option provided in the application. The application-generated spreadsheet for worker goals contains a single worksheet: Worker Goals Upload. You can use this spreadsheet to upload new worker goals or update existing worker goals.

Generating the Spreadsheet

You can generate the spreadsheet to upload and assign goals to a worker or to update existing goals for a worker as follows:

1. In the **Goal Management** work area, click **Administer Goals**.
2. On the **Administer Goals** page, select **Workers' Goals** to open the Workers' 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.
Uploading a New Goal for a Worker
To upload a new goal for a worker, specify all the required columns in the Worker Goals Upload worksheet and click Upload. After you click Upload, click Save to commit the new goals into the Fusion HCM database. The new goal is displayed on the worker’s My Goals page.

Note
Ensure that the spreadsheet is not in the protected state before you enter data. If the spreadsheet is protected, click the Unprotect Sheet button in the Changes group on the Review tab.

Update an Existing Goal Assigned to a Worker
To update an existing goal assigned to a worker, specify goal attributes in the Search region of the Worker Goals Upload worksheet and click Download to download the goal into the spreadsheet. You can then update the goal and click Upload. After you click Upload, click Save to commit the updated goals into the Fusion HCM database. The updated goal is displayed on the worker’s My Goals page.

Using the Worker Goals Update Worksheet
Use the Worker Goals Update worksheet to upload new and updated worker goals to the database. If you do not complete each required column for a goal, then the application either assigns a default value to the column or displays an error message about data missing for a column in the Status column for that goal.

Editing Columns in the Worker Goals Update Worksheet
The table shows a partial list of columns in the worksheet and corresponding valid values.

<table>
<thead>
<tr>
<th>Column name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion Percentage</td>
<td>The percentage completion of the goal. The valid values are:</td>
</tr>
<tr>
<td></td>
<td>• 0</td>
</tr>
<tr>
<td></td>
<td>• 25</td>
</tr>
<tr>
<td></td>
<td>• 50</td>
</tr>
<tr>
<td></td>
<td>• 75</td>
</tr>
<tr>
<td></td>
<td>• 100</td>
</tr>
<tr>
<td>Descriptive Flexfields</td>
<td>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.</td>
</tr>
<tr>
<td>Note</td>
<td>This column is displayed only when descriptive flexfields are already defined and deployed for use in Goal Management from the application.</td>
</tr>
<tr>
<td>Tip</td>
<td>You can also double click on a cell to enter values for each descriptive flexfield separately in the flexfield picker.</td>
</tr>
<tr>
<td>Assigned Goal Plans including Goal Weight and Goal Priority</td>
<td>Includes one or more sets of assigned goal plan data delimited by semicolon. Each set includes the following comma-separated values:</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>• Application-generated goal plan ID</td>
</tr>
<tr>
<td></td>
<td>• Goal plan name in double quotation marks</td>
</tr>
<tr>
<td></td>
<td>• Goal weighting in the goal plan</td>
</tr>
<tr>
<td></td>
<td>• Goal priority in the goal plan</td>
</tr>
<tr>
<td></td>
<td>To specify or edit a value in this cell, double click a cell and enter or update values for each assigned goal plan in the dialog box that appears. You can also deselect an assigned goal plan. Specifying the goal weighting and goal priority values is optional.</td>
</tr>
</tbody>
</table>
Define Worker Performance: Overview

In the Define Worker Performance activity, human resource (HR) specialists can define and maintain the elements used to create performance document templates from which performance documents are created to rate workers.

For both setup and maintenance tasks, they can:

- Create document types, sections, and process flows to use in performance document templates.
- Create performance document templates to determine the structure and task flow of performance documents.
- Within performance templates and sections, create default content and target ratings.
- Create and edit rating distributions to set the target percentages for worker overall performance ratings for each rating level.
- Create and edit box labels for the Performance and Potential matrix.
- Manage e-mail notification settings that are sent to workers and managers reminding them of upcoming events and tasks.

For setup tasks only, the HR specialist can also specify the default rating model to use for Oracle Fusion Performance Management analytics and HR comparisons.

Use the Setup and Maintenance work area to access the tasks in the Define Worker Performance task list. You can also use the Performance Management work area to access the maintenance tasks.

Performance Document Components: How They Work Together

To create a performance document you need a performance template. The performance template contains a document type, template sections, and a process flow. You can either create these when creating the performance template, or select previously-configured ones.
Document Types

Document types categorize the types of performance documents that are valid for an organization, such as an annual evaluation, a semiannual evaluation, a project evaluation, and any others you require. You set the dates to determine the time period that a document type is valid.

Performance Template Sections

Sections form the structure of a performance document. In the sections you configure the types of content that can be rated and the processing options for ratings. You also determine the sources of content, and how the performance documents integrate with profiles and Oracle Fusion Goal Management goals. Sections can also contain options for managers and workers to provide final feedback about the evaluation.

You can configure up to five different section types. Your organization may require an annual performance evaluation that includes any or all of these sections:

- Profile Content to rate worker competencies
- Goals to rate worker goals
- Overall Summary to provide the overall rating of the worker
- Questionnaire to allow managers, workers, and participants to provide feedback about the worker
- Worker Final Feedback
- Manager Final Feedback

Each of these requires separate sections that you add to a performance template to support the process flow used by the template.

Process Flows

Create process flows to determine which tasks workers, managers, and participants perform as part of the evaluation process. For example, you can include tasks to set goals, let managers and participants evaluate workers, and workers evaluate themselves. You can create as many process flows as needed to correspond to the different evaluation requirements of your enterprise.

The process flow dictates which sections are required for the performance template. For example, if the process flow includes the task for managers to rate workers, you must set up Profile Content or Goals sections where managers can rate workers on competencies or goals, or an Overall Summary section where managers provide an overall rating.

Performance Templates

Performance templates bring together the information that is used to create performance documents. In the performance template, you select the roles that can access the performance documents created from the template, specify the processing rules for the document, and enter the periods for which the performance documents are valid. You also select the document type, sections, and process flows to use, and any additional content on which to rate workers. You can edit sections as required in the template.
Performance Documents: How They Work with Profiles and Goals

During a performance evaluation, the line manager or worker can update a performance document to include competencies from the worker’s job profile and content library, and performance goals. Goals can be created directly in the performance document, or additionally, if Oracle Fusion Goal Management is used, added from the goal library and worker’s goals. When the performance document is completed the worker’s person profile is updated to reflect competency proficiency levels in the performance document. Workers and managers can maintain goals either in the performance document or using the Goal Management business process, and the goals are updated in both locations.

This figure illustrates the sources of competencies and goals for the performance document, and how profiles and goals are updated from the performance document.

Adding and Updating Content in the Performance Document

When created, the performance document may contain competencies and goals that the performance template is configured to provide. These can include competencies from the content library or from the worker’s job profile. If Goal Management is used, goals from the template may include the worker’s own goals and others selected from the goal library. During the evaluation process
workers and managers can add additional competencies from the content library, create new goals, and add goals from the goal library. They can also update the performance document to transfer any changes in job competencies, or goals from the Goal Management pages, to the document to ensure that they have the most recent content. The ability to add and update competencies and goals from these sources depends on the settings for the template used to generate the performance document.

To update the competencies and goals in the performance document, they use the **Update Goals and Competencies** action on the pages used to evaluate the worker or set document content.

Performance goals created in a performance document are not added to the goal library. The performance goal can be viewed from the workers’ portrait and on all other pages where the goal is included except in the library.

When adding competencies by updating from the job profile, only those that are associated with the job to which the performance document applies are added. Competencies associated with profiles for which the worker has another active performance document are not added. However, managers and workers can add these competencies directly to the performance document by adding them from the content library.

### Managing Goals in Two Locations

If Goal Management is enabled, any goals that managers or workers create in the performance document or add from the goal library are also added to the pages used to manage goals when they save the performance document. When goal plans are used, these goals are added to the active performance goal plan that contains the goal start date. If goal plans are not used, the goals are added to the worker’s performance goal list. Any attachments to goals are also displayed in the performance document.

Goals that they edit in the performance document are updated in Goal Management so that the primary goal information is consistent in both locations. They can update the goal name, description, status, and dates in the performance document, which are captured in the pages used to manage goals when they save the performance document. Weights added to a goal in Goal Management are transferred to the performance document only when the goal is added to the performance document. Changes to the weight in Goal Management after the initial transfer are not reflected in the performance document. Goal weights are never updated from the performance document to Goal Management. Comments added to goals in the My Goals or Goal Details pages appear in the performance document; those made in the performance document do not appear in Goal Management pages. Goal ratings appear only in the performance document, however. Goals can have additional attributes that display in the Goal Management pages but do not appear in the performance document.

When managers or workers edit the worker’s existing goals in Goal Management, the changes are reflected in the performance document when it is opened, or when they perform the Update Goals and Competencies action. To copy new goals into the performance document from the goal management business process they must use the Update Goals and Competencies action in the performance document.

### Updating Profiles from a Completed Evaluation

When the performance document is completed the application updates the worker’s profile to include the changes made in the performance document, if
the performance document is configured to do so. Updated content includes the overall rating, and competencies and their rating levels provided by the manager. The ratings provided by the worker are not included. After the performance document is completed, it becomes a static document, and any changes to the job competencies are not reflected in the performance document.

Completing Goals in the Performance Document
When the performance document is completed the goals are updated in Goal Management. After that process concludes, managers and workers can no longer update goals in the performance document either directly, or by using Goal Management. They can continue add or update goals in Goal Management, but those changes are not reflected in the performance document.

FAQs for Define Worker Performance

How can I diagnose any issues with Oracle Fusion Performance Management data?

After populating the Oracle Fusion Performance Management data tables, you can run the Performance Management Integrity Validations test if you have access to the Diagnostic Dashboard. Select Run Diagnostic Tests from the Setting and Actions menu in the global area. The validations test generates a report that contains details of any rows that are invalid, which you can repair or remove.

For Performance Management, the test validates six categories of data integrity:

- Business Group Validation: The test checks to ensure that the business group is valid and exists in the Oracle Fusion Global Human Resources business group table.
- Foreign Key Validation: Foreign key attributes must not be null.
- Field Level Validation: Field level attributes must match the business rules set up in Performance Management.
- Row Count Validation: The row count on the setup tables must be greater than 0.
- Setup Data Validation: Data in the setup tables must match the business rules set up in Performance Management.
- Process Data Validation: Data in the document tables must match the business rules set up for evaluations in performance documents.

Manage Performance Roles

Participant Feedback: Explained

The Manage Participant Feedback task enables individuals other than the manager and worker to provide direct feedback into the worker’s performance
document. They can evaluate workers on content items by providing ratings, comments, or both, and respond to a questionnaire to provide a 360-degree evaluation. Participant feedback is recorded as part of the official performance evaluation. Additional roles providing feedback might include peers, mentors, customers, and other managers. The additional roles providing feedback are called participants. By including a variety of participants who have worked to some capacity with the worker, the manager can obtain a broader view of the worker’s performance to assist in the evaluation.

The Participant Feedback process provides the ability to:

- Specify who can request and track participant feedback.
- Provide feedback according to role.
- Gather multiparticipant ratings and comments for worker performance, goals and competencies.
- Use questionnaires to provide feedback.
- View participant names, roles, and feedback.
- Submit feedback and complete the Participant Feedback process.
- Print feedback.

The following figure shows the steps for gathering participant feedback.

Specifying Who Can Request and Track Participant Feedback

The human resource (HR) specialist configures the process flow to specify whether managers, workers, or both, can select participants to provide feedback,
Define Worker Performance

Managers and workers can add questions to the questionnaire, and track feedback request and completion status. Managers and workers use their respective versions of the Manage Participant Feedback page to perform the participant feedback tasks.

When the manager or worker requests feedback, participants receive workflow notifications of the request. Participants access the performance document on the My Feedback Requests page or from links on their worklist.

Managers and workers can track participant feedback to monitor its status to see whether it is started, in progress, or completed. Depending on configuration, workers can also see the feedback itself and the names of the participants who provided the feedback.

Managers and workers can remove a participant from a performance evaluation, or change the role (for example, change a mentor to a peer), provided the participant has not yet provided feedback.

Providing Feedback by Role

Managers and workers, if permitted, can select participants of varying roles to provide feedback, allowing them to gather responses from a variety of perspectives within the organization. HR specialists create the roles and in the performance template select which roles are available to provide feedback for the performance document. They can associate separate questionnaire templates, with different questions, to each role.

Managers and workers can add the same participant more than once to a performance document. They can select the same role or a different one for the participant. The participant responds to the questionnaires associated with the roles, even if the questionnaires are the same.

Gather Multiparticipant Ratings and Comments for Worker Performance

Managers and workers can request that participants rate workers, add comments, or both, on the workers’ competencies and goals, and provide an overall performance rating and comments. To enable participant ratings, the Profile Content, Goals, and Overall Summary sections must be configured to include participant roles in the performance template. When invited, participants can access the performance document to rate the worker.

Participants cannot add or edit content, such as competencies or goals in the performance document, unlike managers and workers.

Using Questionnaires to Provide Feedback

Participants, as well as managers and workers, provide feedback by answering questions about the worker on a questionnaire that the HR specialist adds to the performance document in the performance template. The questionnaire is a performance template section, and appears as a tab in the performance document, just as do other sections, such as the Goals or Overall Summary sections.

The manager and worker, if allowed, can add questions they create to the questionnaire that is provided for the performance document. They can add
questions only to the questionnaires that are associated with the participant roles they select. The questionnaire must also be configured to allow them to add additional questions.

The HR specialist creates the template using the Define Questionnaires feature of the Oracle Fusion Profile Management business process.

**Viewing Participant Names, Roles, and Feedback**

Managers, and workers, if allowed, can view the names and roles of the requested participants, along with the ratings, comments, and feedback they provided. You can configure the performance template so that participants can provide overall comments about the worker instead of answering questions on the questionnaire. Participants cannot view ratings, comments, or questionnaire responses provided by the worker, manager, or other participants.

**Submitting Feedback and Completing the Participant Feedback Process**

Managers and workers if allowed, can view ratings, comments and feedback when the participant submits the performance document and questionnaire. Participants can continue to provide feedback until the manager either locks the feedback process or completes the Manager Evaluation of Workers task and submits the performance document to continue the performance evaluation process.

**Printing Feedback**

Managers and workers can print participant feedback, as they can with other performance document content. They can, however, only print the content which their role is configured to see. For example, if the performance process flow is configured so the worker cannot view participant feedback, the worker cannot print it.

**Performance Roles: Explained**

Create roles to expand the scope of the performance evaluation to include feedback from participants other than the worker and the worker’s manager. To implement multiparticipant feedback, you must first define the roles that can participate in the process. You create performance roles using the Manage Performance Roles task in the Setup and Maintenance and Performance Management work areas.

To make roles eligible to provide feedback, you must:

- Define performance roles.
- Provide a description for the role.
- Make roles available for the performance document.
- Associate questionnaires to the roles when using questionnaires.
Defining Performance Roles

You can create as many roles as required for the evaluation process that your organization employs. For example, you might have roles such as peer, mentor, or colleague. Every role that you create is classified as a participant role type. To let the role you create view evaluations submitted by workers, managers, and other participants, select Allow role to view worker and manager evaluations. For participants with this role, a Printable Page button appears in the performance document where they enter their feedback. They can click the button to see all ratings, comments, and questionnaires, submitted by all other roles.

The manager and worker roles are required; you cannot delete or edit them. You can, however, create performance templates that do not require either the manager or worker role to answer a questionnaire or rate workers, though you must add the role names to the template to permit the manager or worker to view feedback.

Providing a Role Description

Along with the role name, you can add a description for the role. The description appears on the Manage Participant Feedback pages to assist users in determining which role to assign to each participant.

Making Roles Available to Access the Performance Document

The participant roles you create, along with the manager and worker roles, are eligible to access the performance document to provide ratings and comments on content such as goals and competencies, and provide feedback on questionnaires. You must select the roles in the performance template to make them available to access the performance document.

Associating Questionnaires with Roles

Each role is eligible to respond to only one questionnaire for each performance document within a performance period. However, you can assign more than one role to participants so they can complete more than one questionnaire. You associate roles with the questionnaires that the role uses in the performance template. You assign roles to participants using the Manage Participant Feedback task in the Performance Management work area.

Manage Eligibility Profiles

Using Eligibility Profiles with Performance Documents: Explained

You can use eligibility profiles to restrict availability of performance documents to a specific population based on criteria you set up. If you do not associate eligibility profiles with a performance document, the document is accessible by everyone in the organization.
This figure shows the steps required to set up and use eligibility profiles for performance documents.

Creating Eligibility Profiles

You create eligibility profiles to match the business requirements for your performance evaluation business process. For example, you can create eligibility profiles to evaluate workers in a specific department, job, location, or other criteria. You can also combine criteria, so that for example, you can create a performance document to evaluate every person in the Sales department who is a manager level 3, and located in California. You can either create one eligibility profile with those three criteria, or create three separate profiles with each criterion.

When creating an eligibility profile for performance documents, you can select any profile usage. However, because eligibility for a performance document is determined by assignment, you must select *Specific assignment* as the assignment to use. *Specific assignment* is automatically selected if you first select *Performance* as the profile usage. Then, when the eligibility process is run, it evaluates every assignment for a worker to determine which, if any, performance documents the worker is eligible to use for each assignment.

Associating Eligibility Profiles with Performance Templates

You select eligibility profiles to associate with performance templates at the template level and on performance document periods. When you select eligibility profiles, the performance documents made from the template are available only to the workers who meet the criteria.

You can associate eligibility profiles for any profile usage to a performance template. However, only those with the assignment to use set to *Specific assignment* are available to associate with performance templates.
Eligibility profiles can either be required, or not required, and can be used in combination so that workers must match some, or all criteria.

Running the Eligibility Process

To determine which workers are eligible for performance documents that use eligibility profiles, you must run the eligibility process. You run a batch process to analyze a large worker population to determine who is eligible for performance documents based on the parameters entered. You can also process eligibility for a single worker to determine which documents the worker is eligible to use. When necessary, you can also change the worker’s eligibility for a document to override the eligibility profile criteria.

You can run the batch eligibility process on demand, or schedule it to run at a later time or on a recurring interval. For a single worker, you can run the process whenever required, such as when a worker transfers to a new organization after the batch process was run, or when any other job or profile change occurs.

Accessing the Performance Documents

When a worker is eligible for a performance document, it appears on the My Manager Evaluations page of that worker’s direct manager, along with documents that are not associated with eligibility profiles. Managers can view performance documents for which their direct or indirect reports, or workers for whom they are the document manager (such as for a project), are eligible. The document also appears on the worker’s My Evaluations page. Both the worker and manager can access the document.

If the worker has created that performance document and the eligibility process is run again, but now the worker is ineligible, that document remains visible to both the worker and manager. Both can continue to access the document. However, if the worker did not create the performance document and the eligibility process is run again, making the worker no longer eligible for the document, that document disappears from the My Evaluations page for that worker. Neither the worker nor the manager can access that document for the worker. If other direct reports of that worker’s manager are still eligible for the document, it remains available on the My Manager Evaluations page for those workers.

Accounting for Eligibility Profiles in Analytics and Tables

Eligibility profiles are taken into consideration when determining the values that appear in performance management analytics and tables. The table shows how eligibility profiles affect the analytics and tables for active performance documents.

<table>
<thead>
<tr>
<th>Analytic</th>
<th>Effect of Eligibility Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating Distribution</td>
<td>Calculates values only for workers who are eligible for the selected performance document.</td>
</tr>
<tr>
<td>Task Completion Status</td>
<td>The Manager choice list only displays managers who have workers who are eligible for the selected performance document.</td>
</tr>
<tr>
<td>Performance and Potential</td>
<td>Displays only the ratings for workers who are eligible for the selected performance document, and who have both performance and potential ratings.</td>
</tr>
</tbody>
</table>
My Organization Performance Summary | Displays all managers and workers who are direct and indirect reports of the person accessing the tables; an icon appears next to the names of managers who have no direct reports who are eligible for the selected performance document.

Task Completion Summary per Manager

When a past performance document is selected, the calculated analytics and tables display values and names only for those eligible workers who are in the current assignment hierarchy of the manager. Say, for example, Thomas Henry just transferred departments and is now a direct report of Susan Fong. Thomas was not eligible for performance documents from previous years in Susan's organization, but is eligible this year. When Susan selects performance documents from previous years, Thomas does not appear in the tables, and the analytics do not include values for him.

**Using Eligibility Profiles with Performance Documents: Examples**

With eligibility profiles, you can target performance documents to evaluate a specific population of workers. These scenarios illustrate how scenarios in which human resource (HR) specialists create eligibility profiles and run the eligibility process to make the documents available to workers and managers.

**Creating Eligibility Profiles and Running a Batch Process for an Organization**

The organization wants to create a performance document to compare how the sales force is performing across all departments in the US. The HR specialist creates an eligibility profile, called US Sales Team, and selects **Performance** for the profile usage. The assignment to use value automatically becomes **Specific assignment**. The HR specialist selects criteria for all active workers who are not on leave, are located in the US, and are employed in the Sales job family.

The HR specialist creates a performance template, with a performance document period for the current evaluation period named US Sales Annual Evaluation. Then the HR specialist adds the US Sales Team eligibility profile to the document period. The HR specialist then runs the eligibility batch process to find all eligible salespeople to make the US Sales Annual Evaluation performance document available to them and their managers to start the evaluations.

**Adding Eligibility when a Worker Transfers to an Organization**

A new worker, Lee Smith, is hired into the Sales department under manager John Hsing after the batch process was already run and performance documents were created for the Sales team. Lee is not initially eligible for the US Sales Annual Evaluation period document, but should be, since she joined Sales midway through the evaluation period. The HR specialist navigates to the Manage Worker Eligibility page, and selects Lee Smith. Then the HR specialist selects US Sales Annual Evaluation as the single document to process for Lee. Lee and John can then access the performance document to begin the evaluation at the appropriate time.

**Forcing Eligibility when a Worker Transfers from an Organization**

Taylor Wong transfers from the US Sales department to the Hong Kong Sales department midway through the period covered by the US Sales Annual
Evaluation performance document. The HR specialist has run the batch eligibility process for the last time after Taylor transferred, making Taylor ineligible to use the US Sales Annual Evaluation performance document. However, the organization process requires that Taylor be evaluated using performance documents for both his old and new locations.

The HR specialist navigates to the Manage Worker Eligibility page, and selects Taylor Wong. Then the HR specialist clicks the Change Eligibility button, selects the US Sales Annual Evaluation performance documents, and specifies to force it eligible. Even though Taylor no longer meets the eligibility criteria, he and his new manager can access the performance document to perform the evaluation.

Manage Eligibility Batch Process

Performance Document Eligibility Batch Process: Explained

The human resource (HR) specialist runs the eligibility batch process to determine which performance documents a population of workers is eligible to use for their performance evaluation. When the process is complete, the documents are available to workers and their managers to begin the evaluation. Use the batch process to process eligibility for all workers in an organization, and either indeterminate or specific documents, for a specific date or date range.

How the Batch Process Works

The batch process evaluates the worker population for a selected date and matches workers with the performance documents for which they are eligible based on the eligibility profile criteria. The eligibility profiles used to determine eligibility for a performance document are those associated with the performance document period in the performance template. The batch process only analyzes the worker population to which the HR specialist has data security access.

The batch process analyzes the worker population based on the worker assignment for the selected date. Workers with more than one assignment, for example, could be eligible for a different performance document for each assignment.

Filtering Performance Documents

You can set parameters to filter performance documents to process all those available for a selected date, a specific document, or all documents of a selected type.

You can set filtering parameters to process:

- Performance documents that fall between the specified performance document start and end dates
- Specific performance documents
- All documents of a selected type that are active on the selected date

This table describes the parameter options available for the batch process.
<table>
<thead>
<tr>
<th>Parameter</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective as of Date</td>
<td>This required date is used to determine:</td>
</tr>
<tr>
<td></td>
<td>- Worker assignments on that date.</td>
</tr>
<tr>
<td></td>
<td>- When a performance document appears on the My Manager Evaluations and My Evaluations pages. When you enter a future date, the performance document will not appear until that date.</td>
</tr>
<tr>
<td>Document Type</td>
<td>Select a document type in this optional field to restrict the performance documents that appear in the Performance Document Name list to those of the selected document type.</td>
</tr>
<tr>
<td>Performance Document Name</td>
<td>Select this optional parameter to specify a specific document to process and match to workers who meet the eligibility criteria. If you do not specify a document, you must select a date range, which matches workers to all documents with start and end dates within the selected range. The documents that appear in the list are those that have eligibility profiles associated with them, and fit within the date range provided in these Oracle Fusion Performance Management profile options:</td>
</tr>
<tr>
<td></td>
<td>- Number for future years from the current date</td>
</tr>
<tr>
<td></td>
<td>- Number of past years from the current date</td>
</tr>
<tr>
<td>Performance Document Start Date</td>
<td>If you do not specify a performance document, you must enter a start date. The process will include all performance documents that have a start date on or after the performance documents start date that is entered.</td>
</tr>
<tr>
<td>Performance Document End Date</td>
<td>Enter this optional parameter, along with the start date, to process all performance documents with start and end dates equal to or within the specified dates.</td>
</tr>
</tbody>
</table>

**When to Run the Batch Process**

The eligibility batch process can be run on demand or scheduled to run at a later time or on a recurring interval.

Run the batch process, for example when:

- A new performance evaluation period begins
- Eligibility profiles are added to or removed from a performance document period
- There are changes to an eligibility profile associated with a performance document period
• Worker status changes for criteria that are part of the eligibility profile, such as job, or location

Manage Process Flow Definitions

Performance Process Flow Setup: Points to Consider

Set up the process flow to include the tasks, and their sequence, used by the performance template for performance evaluations. You can create as many templates as you need, and each template supports an evaluation type, such as annual or semiannual evaluation, project evaluation, and so on. Your decisions determine the:

• Tasks and subtasks to include
• Task sequence
• Task names

You access process flows on the Manage Performance Process Flows page.

Tasks and Subtasks

A process flow can contain up to 10 tasks. Some of the tasks contain subtasks. The following table shows the tasks, along with whether the task includes a subtask, which roles can perform the tasks, and a description of the task function.

<table>
<thead>
<tr>
<th>Task</th>
<th>Subtask</th>
<th>Role that Performs Task</th>
<th>Task Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set Goals</td>
<td></td>
<td>Worker, manager, or both</td>
<td>Add content to rate, such as competencies and performance goals, to the performance document. Include this task to let workers and managers determine the content the worker is evaluated on, and expectations for the worker, for example, at the beginning of an evaluation period. If this task is not included, managers and workers can still add content in the Worker Self-Evaluation and Manager Evaluation of Worker tasks. This task is required if the Set Next Period Goals task is included in the process flow for the preceding evaluation period.</td>
</tr>
<tr>
<td>Worker Self-Evaluation</td>
<td>Subtask 1: Track Worker Self-Evaluation</td>
<td>Subtask 1: Manager Subtask 2: Worker</td>
<td>Worker evaluates self. Worker can also add content to be rated to the performance document. The manager can track the worker self-evaluation to view any changes the worker makes to the performance document, but cannot view the ratings and comments the worker provides until the worker completes the subtask.</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------------------</td>
<td>-------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Manager Evaluation of Worker</td>
<td>Manager</td>
<td>Manager</td>
<td>Manager evaluates worker. Manager can also add content to be rated to the performance document.</td>
</tr>
<tr>
<td>Manage Participant Feedback</td>
<td>Manager, worker, or both</td>
<td>Manager</td>
<td>Select participants to provide 360-degree feedback in a performance evaluation by providing ratings, comments, or both and completing questionnaires. Send requests to the participants, add questions to questionnaires, and track participant feedback to monitor the status of the request and feedback.</td>
</tr>
<tr>
<td>First Approval</td>
<td>Manager</td>
<td>Manager</td>
<td>First task for the approver to approve the performance document of the worker at one stage of the evaluation.</td>
</tr>
<tr>
<td>Second Approval</td>
<td>Manager</td>
<td>Manager</td>
<td>Second task for the approver to approve the performance document of the worker at a later stage of the evaluation.</td>
</tr>
</tbody>
</table>
| Share Performance Document | Subtask 1: Share Performance Document | Subtask 1: Manager Subtask 2: Worker | The manager shares the document so that the worker can view the manager's ratings, and the worker acknowledges viewing the ratings. Managers can select to either:

- Share and edit, to share the document with the worker while continuing to edit the document.
- Share and release, the document to share the document with the worker but no longer edit it.

The settings to determine whether the worker can view the manager ratings and comments are made when defining the performance template sections. |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirm Review Meeting Held</td>
<td>Subtask 1: Conduct Meeting Subtask 2: Acknowledge Review Meeting</td>
<td>Subtask 1: Manager Subtask 2: Worker</td>
<td>After the worker and manager meet to discuss the evaluation, the manager indicates that the meeting was conducted, then the worker acknowledges that the meeting took place.</td>
</tr>
<tr>
<td>Provide Final Feedback</td>
<td>Subtask 1: Worker Provides Final Feedback Subtask 2: Manager Provides Final Feedback</td>
<td>Subtask 1: Worker Subtask 2: Manager</td>
<td>Worker and manager can provide final comments about the evaluation. The Worker Provides Final Feedback subtask is required to use digital signatures to compel workers to verify that they are the people submitting the performance document.</td>
</tr>
<tr>
<td>Set Next Period Goals</td>
<td>Manager, worker, or both</td>
<td>Set goals for the period following the active performance document.</td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>--------------------------</td>
<td>-------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The roles are those specified for the Set Goals task for the performance document for the subsequent period.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Task Sequence**

After you select the tasks to include as part of the process flow, you can change the task sequence. Some tasks are logical in sequence. For example, it is likely that you would place the Set Goals task before the Worker Self-Evaluation and Manager Evaluation of Worker tasks, and those before the First Approval task. However, you may choose not to use all of those tasks. Your enterprise may not require the Set Goals task, and let workers and managers add goals and competencies to the performance document as part of the evaluation tasks.

Other tasks have more flexibility. For example, you may want to schedule the Share Document task either before, or after, the First Approval task, depending on when you prefer to let workers see the manager ratings.

During the performance evaluation, all tasks, with the exception of Set Next Period Goals, Manage Participant Feedback, Worker Self-Evaluation, and Evaluate Worker, must be completed by the role that performs the task before the next task can be started, even if the same role performs both tasks. The Set Next Period Goals task can also be performed at any time, as long as the performance document template for the subsequent period is available and the document can be created.

You can configure the process flow to allow workers to perform the Worker Self-Evaluation and managers the Evaluate Worker tasks concurrently. When you do so, managers and workers can perform their respective worker evaluation tasks simultaneously or at different times. To use concurrent Worker Self-Evaluation and Evaluate Worker tasks, select **Evaluation tasks can be performed concurrently.** With the exception of two tasks, you must also specify the two tasks to be consecutive in the process flow so there are no tasks between them. The two tasks that can appear between the Worker Self-Evaluation and Evaluate Worker tasks are Manage Participant Feedback and Set Next Period Goals. When you configure the sequence, you must specify that one task or the other is completed first. No matter which task is designated as the first, either task can be started first. Managers and workers can provide ratings and comments, and add additional content to the performance document concurrently until they complete and submit the document. The task that is designated as the first must be completed first. When the role that performs the first worker evaluation task (typically the worker) submits the document after completing the task, the other role can see the ratings and comments provided by the other.

Workers can perform the Manage Participant Feedback and Worker Self-Evaluation tasks concurrently, but only after the Set Goals task is complete, if it is part of the process flow. Managers can perform the Manage Participant feedback at the same time as the worker does the self-evaluation, or when performing the Evaluate Worker task.
Task Names

You can configure the task and subtask names for both the manager and worker roles. The names you configure appear on the application pages. You must configure task names separately for each process flow you set up.

Concurrent Worker Evaluation Tasks: Explained

The manager and worker can evaluate the worker concurrently during the performance evaluation when the performance document is configured to allow it. With concurrent evaluations, managers and workers can perform their respective worker evaluation tasks simultaneously or at different times. In either case, the managers and workers can provide ratings and comments, and add additional content to the performance document until they complete and submit the document. This allows, for example, managers to start working on the evaluation before the workers complete it.

Configuring Evaluation Tasks for Concurrent Evaluations

The performance document must be configured to allow concurrent evaluations to use the feature. Even though evaluations can be performed concurrently, the document is structured so the worker must complete the self-evaluation task first, or the manager must complete the evaluate worker task first. Typically, performance documents require the worker to complete the self-evaluation task first.

The human resource specialist configures the process flow to allow concurrent evaluations, and the task order, on the Manage Performance Process Flows page in the Setup and Maintenance work area.

Adding, Removing, and Updating Content

Both the manager and worker can add goals and competencies to the performance document even while the other person is actively reviewing the worker. They can update goal details only when the other role is not currently performing the evaluation task.

The manager can remove content items during the evaluation, even if the worker has provided ratings or comments for them. Workers are restricted to removing content that they added, and for which their managers have not provided ratings or comments. Neither the worker nor the manager can remove content when they are performing their respective evaluation tasks at the same time or after the manager submits the document.

Viewing Added Competencies and Goals

When the worker or manager adds goals or competencies they are available to the other role in the performance document immediately. The content is visible when the performance document is opened. If both the worker and manager are
performing the evaluation tasks at the same time, they can see the added content when the section it was added to is refreshed. For example, if a manager adds a goal to a performance document, the workers sees it when he selects the tab for the section containing goals. If the worker is already on the goals section, he must select another tab in the document, and return to the goals section to see the goal.

**Viewing Ratings and Comments**

Ratings and comments are not visible to the person who performs the final worker evaluation task until the other role submits the performance document. For example, if the worker is required to submit the performance document first, the manager can view the ratings and comments provided by the worker after the worker submits it. The manager ratings are visible to the worker after the manager submits the document, or when the manager shares the document, if the Share Performance Document task is available.

**Participant Feedback Task Options: Points to Consider**

You can include the Manage Participant Feedback task as part of the process flow to let participants evaluate workers by providing ratings and comments. Managers, workers, and participants can also supply feedback on a questionnaire as part of a multiparticipant evaluation. You can configure the Manage Participant Feedback task so that managers, workers, or both, can:

- Select participants
- Request feedback
- Add questions to the questionnaire
- Track participants

**Including the Manage Participant Feedback Task**

When you include this task, you enable others, such as peers, colleagues, or other managers, to evaluate workers by providing ratings, comments, or both, on competencies, goals, and overall performance. You also allow the manager, worker, and invited participants to answer a questionnaire in the performance document to gather feedback to help the manager evaluate a worker. You create questionnaires using the template in the Questionnaires feature of the Oracle Fusion Profile Management business process, and add the questionnaire to the performance template as a section.

To include participant ratings, you add the participant roles to the Profile Content, Goals, and Overall Summary sections. To gather feedback on a questionnaire, you add the participant roles to the Questionnaire section.

**Selecting Participants**

You can specify whether managers, workers, or both, can select participants to provide ratings, comments, and questionnaire feedback. When using questionnaires, managers or workers select the participant role, which determines which questionnaire is available to the participant. Questionnaires are associated with particular roles in the performance template.
**Requesting Feedback**

Managers can always request feedback by sending a request directly to a participant, who is notified by e-mail of the request. You can also specify whether to permit workers to request feedback directly to a participant without manager approval. If you do not select the **Worker can request feedback** option, the worker can still add a participant to the list of potential participants. However, when the worker sends the request, the manager receives notification that the worker has added a participant. The manager can then send the request directly to the participant if the manager supports the request.

**Adding Questions to the Questionnaire**

Specify whether to allow managers, workers, or both, to add questions they create to the questionnaire. The questionnaire must also be configured to allow managers and workers to add questions. They can add questions only to the section of the questionnaire that is configured to allow questions to be added.

**Tracking Participants**

You can specify whether managers, workers, or both, can track the status of participant feedback to see whether a request was sent, the participants replied to the request, or they completed the feedback. The **Worker can view feedback before manager evaluation is visible** option determines when workers can view feedback in the performance document. If you do not select the option, a worker can see the participant feedback only after the Manager Evaluation task is shared with the worker.

**Performance Document Approvals: Explained**

You can set up approvals for performance documents to include multiple approval tasks, and a hierarchy of approvers. When the performance document is submitted for approval, approvers receive notification that the document is ready for approval, and they can approve or reject the document in multiple locations. They can also perform other actions, such as requesting more information, or reassigning or delegating the approval to another manager. Human resource (HR) specialists can bypass the approval task for performance documents.

**Configuring Approval Tasks in the Process Flow**

To use approvals, you must configure the process flow to include an approval task. You set up process flows using the Manage Performance Process Flows task in the Setup and Maintenance work area. You can set up process flows to require one, two, or no approval tasks. If you include approval tasks, you can place them in whatever order your business process requires. For example, you might want to create a process flow with the First Approval task after the Manager Performs Worker Evaluation task, and the Second Approval after the Final Feedback task.

When each approval task is reached, the manager must submit the performance document for approval, even if the worker performs the task before the approval task. The document goes through the entire approval process so all required approvers must approve the document before the evaluation continues.
Configuring Approval Hierarchy and Notifications

The predefined approval chain includes the manager of the manager of the worker being evaluated. However, you can add additional levels of approvers and other roles, such as HR specialist. Other roles must have a data security profile that lets that includes access to the worker whose performance document they are asked to approve. You set up approvals and the associated notifications on the Manage Approval Rules and Notifications Help page. To add the HR specialist as an approver, you must also add an area of responsibility for the HR specialist using the Manage Areas of Responsibility task in the Person Management work area. Both pages are found in the Setup and Maintenance work area.

Notifications

When notifications are activated, each approver receives worklist and e-mail notification that a document was submitted for approval. The notification contains a link to the performance document so the approver can view it. When all approvers have approved or rejected the document, the worker’s manager receives notification whether the document was approved or rejected. The approval process is repeated if a manager resubmits a document after rejection, or a second approval task is configured in the process flow.

Approval Actions and Locations

As part of the approval process, approvers can take a number of actions on a performance document. These actions include:

- Approve
- Reject
- Request Information
- Reassign
- Delegate
- Suspend
- Resume

The locations where approvers can perform approval process actions are shown in the table.

<table>
<thead>
<tr>
<th>Location</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worklist and e-mail notifications</td>
<td>Use the Actions menu to approve or reject the document, or perform other approval process actions. Request Information is not available in e-mail. The notifications also contain a link to the performance document, where you can approve or reject it.</td>
</tr>
<tr>
<td>Performance document</td>
<td>Select the Approve or Reject buttons on the performance document. No other approval process actions are available on the performance document.</td>
</tr>
<tr>
<td>My Organization page</td>
<td>Approvers who are managers can approve, reject, or perform other approval process actions in the Performance Document Approvals section on the My Organization page.</td>
</tr>
</tbody>
</table>
Task Status After Rejection

If a performance document is rejected, the Manager Evaluation of Workers task is set to **In progress** so the manager can update the document. If you need to change the status of other tasks before resubmitting the manager evaluation, the HR specialist can use the Update Performance Tasks task in the Performance Management work area.

Reassigning and Delegating Approval

Approvers can either reassign or delegate approval to another manager. Reassignment and delegation are valid only for one approval task. If a second approval task is required for a document, the normal approval process applies.

Bypassing Approvals

The Approval task, along with other tasks, can be bypassed to continue the evaluation process when approvers are unable to approve the performance document, for example because they are unavailable. The HR specialist can advance the performance document to the next task using the Update Performance Task page in the Performance Management work area.

Configuring Performance Documents to Display Performance Ratings to Workers: Critical Choices

You can configure a performance document to make performance ratings and comments available to workers at different points of a performance evaluation, or not at all. The availability of performance ratings and comments to workers depend on configurations you make to the:

- Process flow
- Sections in the performance template

Configuring the Process Flow

The point at which performance ratings and comments are visible to workers depends on the inclusion and order in the process flow you configure for the following tasks:

- Manager Evaluation of Workers
- Share Performance Document
- Approval

You must include the Manager Evaluation of Workers task to add the sections in which managers can rate and provide comments on worker performance. Performance ratings and comments are available in three sections in the performance document: Overall Summary (overall rating), Profile Content (competencies), and Goals. You configure process flows using the Manage Performance Process Flows task in the Setup and Maintenance work area.

The table shows when the ratings and comments are available to workers depending on the tasks you added to the process flow, and the order of the tasks.
### Configuring Sections in the Performance Template

You must add and configure the Overall Summary, Profile Content, and Goals sections in the performance template so managers share the ratings and comments and workers can access the sections. You can add any, or all of the sections when the Manager Evaluation of Workers task is included in the process flow. You configure the sections on the Structure tab of the performance template. You create and edit performance templates using the Manage Performance Templates task in the Setup and Maintenance work area.

On the Structure tab, for the section you are configuring, in the Processing by Role section, add a row and select Manager. In the Manager row, select Yes in the Share Ratings column to share ratings with the worker. Select Yes in the Share Comments columns to share comments. The default setting for both is No.

To make the section visible to the worker, add another row and select Worker. The Share Ratings and Share Comments settings refer to the manager being able to view ratings and comments provided by the worker. These are set to Yes and cannot be changed.

### Performance Process Flows: Examples

You create process flows that are referenced by performance templates to create specific evaluations. The following examples illustrate how to use process flows for some common review situations.

#### Creating a Process Flow for an Annual Review

ABC Company has an annual evaluation for all employees. The company policy requires that the employees and managers collaborate on adding content to the performance document. Both workers and managers also are required to
rate the worker, and the manager is required to request and receive participant feedback from at least two sources to evaluate the worker as part of the 360-degree evaluation. After completing the evaluation the manager must seek approval for the completed performance document. Once the document is approved, managers must conduct a formal meeting with the worker to discuss the evaluation, which the worker must acknowledge. After the meeting, the worker can comment on the performance evaluation or the process, which the manager can then rebut, if necessary. Finally, workers and managers can begin to set the content for the following period’s evaluation. ABC will change the default names of the tasks and subtasks to reflect the company nomenclature.

The tasks and subtasks in the following table constitute the process flow you create to include in the performance template used to create the performance documents for the evaluation.

<table>
<thead>
<tr>
<th>Task Order</th>
<th>Default Task Name</th>
<th>New Task Name</th>
<th>Default Subtask Name</th>
<th>New Subtask Name</th>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Set Goals</td>
<td>Set Competencies and Goals</td>
<td>Subtask 1: Track Worker Self-Evaluation</td>
<td>Subtask 1: Track Employee Evaluation</td>
<td>Worker, Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Subtask 2: Worker Self-Evaluation</td>
<td>Subtask 2: Evaluate Yourself</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Worker Self-Evaluation</td>
<td></td>
<td></td>
<td></td>
<td>Subtask 1: Manager, Subtask 2: Worker</td>
</tr>
<tr>
<td>30</td>
<td>Manager Evaluates Worker</td>
<td>Evaluate Employee</td>
<td></td>
<td></td>
<td>Manager</td>
</tr>
<tr>
<td>40</td>
<td>Manage Participant Feedback</td>
<td>Request Feedback</td>
<td></td>
<td></td>
<td>Manager</td>
</tr>
<tr>
<td>50</td>
<td>First Approval</td>
<td>Approve Evaluation</td>
<td></td>
<td></td>
<td>Manager</td>
</tr>
<tr>
<td>60</td>
<td>Confirm Review Meeting Held</td>
<td></td>
<td>Subtask 1: Conduct Meeting</td>
<td>Subtask 1: Confirm Meeting</td>
<td>Subtask 1: Manager, Subtask 2: Worker</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Subtask 2: Worker Acknowledges Review Meeting</td>
<td>Subtask 2: Acknowledge Meeting</td>
<td></td>
</tr>
<tr>
<td>70</td>
<td>Provide Final Feedback</td>
<td>Subtask 1: Worker Provides Final Feedback</td>
<td>Subtask 1: Provide Feedback to Manager</td>
<td>Subtask 1: Worker, Subtask 2: Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Subtask 2: Manager Provides Final Feedback</td>
<td>Subtask 2: Provide Final Feedback</td>
<td></td>
</tr>
<tr>
<td>80</td>
<td>Set Next Period Goals</td>
<td>Set Next Period Competencies and Goals</td>
<td></td>
<td></td>
<td>Worker, Manager</td>
</tr>
</tbody>
</table>
Creating a Process Flow for a Project Review

The company has a special project for a group of workers to deliver a new module within six months for their existing mobile application to beat a competitor. ABC Company wants to perform a simplified review of the workers who worked on this important project. The workers will also be subject to the annual performance evaluation in a few months.

For the project review, the managers will provide all the goals and the reviews as part of the Manager Evaluates Worker task. The workers will not provide any goals or perform a self-evaluation on the project so they can continue to concentrate on their work responsibilities. The manager evaluations must be approved, after which the managers must share the documents with the workers because the workers are required to acknowledge that they reviewed the manager ratings. No meetings are required, since those can be combined with the meetings following the annual review. ABC will use the default names of the tasks and subtasks.

The following table shows the tasks, along with who performs them, and their order that are required to create the process flow.

<table>
<thead>
<tr>
<th>Task Order</th>
<th>Task</th>
<th>Subtask</th>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Manager Evaluates Worker</td>
<td>Subtask</td>
<td>Manager</td>
</tr>
<tr>
<td>20</td>
<td>First Approval</td>
<td>Subtask</td>
<td>Manager</td>
</tr>
<tr>
<td>30</td>
<td>Share Performance Document</td>
<td>Subtask: Share Performance Document</td>
<td>Subtask 1: Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Subtask: Worker Acknowledges Document</td>
<td>Subtask 2: Worker</td>
</tr>
</tbody>
</table>

Performance Document Completion Status: How It Is Determined

You define the tasks and subtasks that are included in a performance document in the process flow. The process flow is used by a performance template to create performance documents. The status of tasks and subtasks determines the completion status of the entire performance document.

Settings That Affect Performance Document Completion Status

Each task and subtask has a status. For example, the Set Goals task can be not started, in progress, or completed. When a task has subtasks, its status derives from the status of its subtasks. The status of a performance document derives from the status of all tasks in the document’s process flow.

The following table shows the task statuses.

<table>
<thead>
<tr>
<th>Task</th>
<th>Roles</th>
<th>Valid Statuses</th>
<th>Has Subtasks?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set Goals</td>
<td>Worker</td>
<td>Not started</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td>In progress</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>Role</td>
<td>Status</td>
<td>Manages Feedback</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------------</td>
<td>--------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Worker Self-Evaluation</td>
<td>Worker</td>
<td>Not started</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Manager Evaluation of Worker</td>
<td>Manager</td>
<td>Not started</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Manage Participant Feedback</td>
<td>Worker, Manager</td>
<td>Not started</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td>Not started</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>First Approval</td>
<td>Manager as Requester</td>
<td>Not started</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>Second Approval</td>
<td>Manager as Requester</td>
<td>Not started</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>Share Performance Document</td>
<td>Worker, Manager</td>
<td>Not started</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Conduct Meeting</td>
<td>Worker, Manager</td>
<td>Not started</td>
<td>In progress (visible only to the manager after sharing the document with the worker, before the worker acknowledges the meeting)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td>Not started</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>Final Feedback</td>
<td>Worker, Manager</td>
<td>Not started</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>Set Next Period Goals</td>
<td>Worker, Manager</td>
<td>Not started</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Approved</td>
<td></td>
</tr>
</tbody>
</table>

**Note**

The Manage Participant Feedback Task can be performed concurrently with the Worker Self-Evaluation and Manager Evaluation of Worker tasks. It is completed when the manager submits the performance document or locks the feedback to prevent any participants from providing additional feedback. The application permits the Manage Participation Feedback task to be completed whether or not any participants submitted feedback.
For subtasks, the status changes from Not started to In progress when the person performing the subtask saves a performance document. When that person submits the performance document, or uses an equivalent action, such as sharing or acknowledging the performance document, the subtask status changes to Completed. The following table shows a summary of the possible subtask statuses:

<table>
<thead>
<tr>
<th>Task</th>
<th>Subtask</th>
<th>Roles</th>
<th>Valid Statuses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share Performance Document</td>
<td>Share Performance Document</td>
<td>Manager</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Completed</td>
</tr>
<tr>
<td>Share Performance Document</td>
<td>Share Performance Document</td>
<td>Worker</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Completed</td>
</tr>
<tr>
<td>Conduct Meeting</td>
<td>Confirm Review Meeting Held</td>
<td>Manager</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Completed</td>
</tr>
<tr>
<td>Conduct Meeting</td>
<td>Confirm Review Meeting Held</td>
<td>Worker</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Completed</td>
</tr>
<tr>
<td>Final Feedback</td>
<td>Provide Final Feedback</td>
<td>Worker</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Completed</td>
</tr>
<tr>
<td>Final Feedback</td>
<td>Provide Final Feedback</td>
<td>Manager</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Completed</td>
</tr>
</tbody>
</table>

**How Completion Status Is Calculated**

The performance document status is derived from the task status, which is derived from the status of any subtasks within the task. For tasks that have subtasks, the status is Completed when all the subtasks within the task are completed.

The performance document statuses and the condition leading to each status for all available tasks are shown in the following table.

<table>
<thead>
<tr>
<th>Document Status</th>
<th>What the Status Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not started</td>
<td>No tasks are started</td>
</tr>
<tr>
<td>In progress</td>
<td>At least one of the following tasks are in progress or completed: Set Goals, Worker Self-Evaluation, Manager Evaluation of Worker, Manage Participant Feedback</td>
</tr>
<tr>
<td>Submitted</td>
<td>Manager submitted the performance document for approval</td>
</tr>
<tr>
<td>Approved</td>
<td>Approver approved the performance document</td>
</tr>
<tr>
<td>Document shared with worker</td>
<td>Manager completed the Share Performance Document subtask</td>
</tr>
</tbody>
</table>
Document acknowledged | Worker completed the Share Performance Document subtask
Review meeting held | Manager completed the Confirm Review Meeting Held subtask
Review meeting acknowledged | Worker completed the Confirm Review Meeting Held subtask
Worker final feedback provided | Worker submitted final feedback
Manager final feedback provided | Manager submitted final feedback
Completed | All tasks and subtasks are completed, excluding Set Next Period Goals
Canceled | Human Resource (HR) specialist or the manager canceled the performance document

On the My Organization page, you can see the number of documents where a task (for example, Set Goals) is in a particular status (for example, Completed) expressed as a percentage of the number of performance documents for a population.

**Relationship of Subtask Status to Task Status for One Subtask**

If the process flow includes a task that has subtasks but only one subtask is configured, then the task status is the same as the subtask status.

**Relationship of Subtask Status to Task Status for Two Subtasks**

The process flow definition includes the Final Feedback task. Both subtasks are configured: Worker Final Feedback and Manager Final Feedback. The Manager Final Feedback subtask cannot begin until the Worker Final Feedback task is completed.

<table>
<thead>
<tr>
<th>Subtask Status: Worker Final Feedback</th>
<th>Subtask Status: Manager Final Feedback</th>
<th>Task Status: Final Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not started</td>
<td>Not started</td>
<td>Not started</td>
</tr>
<tr>
<td>In progress</td>
<td>Not started</td>
<td>In progress</td>
</tr>
<tr>
<td>Completed</td>
<td>Not started</td>
<td>In progress</td>
</tr>
<tr>
<td>Completed</td>
<td>In progress</td>
<td>In progress</td>
</tr>
<tr>
<td>Completed</td>
<td>Completed</td>
<td>Completed</td>
</tr>
</tbody>
</table>

**Manage Sections**

**Performance Template Section: Critical Choices**

You must create a section for each task that requires a section used in the process flow. You create sections using the Manage Performance Template Sections task in the Setup and Maintenance work area.
To create a section, you must specify the section type, and depending on the section type, also specify:

- Whether the section is rated or weighted
- Which calculation method to use to determine worker ratings, if using calculated ratings
- Which rating model to use to rate workers
- Content item processing options
- Content items to include

Once created, the sections are available for you to use in the performance template. In the performance template, you can create sections or select and edit previously-created sections.

**Section Types**

The section types are:

- Profile Content
- Goals
- Questionnaire
- Overall Summary
- Worker Final Feedback
- Manager Final Feedback

You must define a section for the tasks that appear in the process flow that require a section. Each section appears as a tabbed page in the performance document. Only one section of each type can appear in a performance document. The tasks that require a section, and the sections they require, appear in the following table.

<table>
<thead>
<tr>
<th>Task</th>
<th>Required Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set Goals</td>
<td>At least one of:</td>
</tr>
<tr>
<td>Worker Self-Evaluation</td>
<td>• Profile Content</td>
</tr>
<tr>
<td>Manage Participant Feedback</td>
<td>• Goals</td>
</tr>
<tr>
<td>Manager Evaluations of Workers</td>
<td>• Overall Summary</td>
</tr>
<tr>
<td>Manage Participant Feedback</td>
<td>• Questionnaire</td>
</tr>
</tbody>
</table>
Section Ratings and Weighting

For the Profile Content, Goals, and Overall Summary sections, you can select whether to enable section ratings. When you enable section ratings, managers, workers, and participants can select a rating for the section. For the Profile Content and Goals sections, they can rate the section separately from the individual evaluation items contained within the section. For the Profile Content section, the evaluation items include competency type content items. The Goals section contains goal items.

The rate section setting also enables the application to calculate a rating for the section. Managers and workers can use the calculated ratings as a guide to manually select their ratings. For Profile Content and Goals sections, the application calculates ratings based on worker and manager ratings on individual items in the section. For the Overall Summary section, the application calculates ratings using the Profile Content and Goals section ratings. Calculated ratings for sections are not available for participant ratings.

You can select to weight a section, or items, in a section to place more or less importance on the section or item. The application uses the weights to calculate section and overall ratings.

Calculation Rules

In the Overall Summary, Profile Content, and Goals sections, you can have the application calculate the employee’s performance rating in addition to having workers and managers manually enter ratings. For the Overall Summary section, the calculation rule you select is used to determine overall ratings for performance based on the calculations for the Profile Content and Goals sections. Select one of the following calculation methods:

- Average
- Sum
- Band

Rating Models

In the Overall Summary, Profile Content, and Goals sections, you use rating models to rate the workers. Rating models are determined in Oracle Fusion Profile Management. If you use a particular rating model to rate the items in a section, you can use the same rating model to rate the section itself, or select a different model to rate the section.

Important

For the Overall Summary section, you must select the default Profile Option rating model for the overall ratings to appear where performance ratings are compared between workers, or between a worker’s past and present ratings, except for the My Organization page. The ratings that appear on the My
Organization page are those taken from the performance document that the manager selects to view, and may not use the profile option rating model.

**Content Item Processing**

For the Profile Content and Goals sections, you select the ratings and calculation rules to use to determine rating scores for the evaluation items, if your organization uses calculated ratings. If you use performance rating models for the items—either because you selected the **Proficiency and performance**, or **Performance**, rating type for the Profile Content section, or it is a Goals section—you can select different rating models to rate individual items separately from the rest of the items in the section. The calculation rules are applied to each item, then combined using the calculation rule you selected for the section to determine the section rating.

**Important**

For the Profile Content section, you must select a rating type of either **Proficiency** or **Proficiency and performance** to use a proficiency rating model so the rating (proficiency level) results from the performance evaluation can be updated to the worker’s person profile.

**Section Content Source and Writing Assistant**

In the Profile Content and Goals sections, you can specify the source of evaluation items that appear in the section. You can also designate additional items to appear in the section.

For the Profile Content section, you can specify competencies to be delivered from the model profile related to the worker’s job data, or another specific profile that you select. Profiles are maintained in Oracle Fusion Profile Management. The available model profiles are Position, Organization, or Job, all of which are predefined, and any others you created in Profile Management. When you create the performance template, you can pull the items from the selected profile into it. Workers and managers can also pull updated profile content into the performance document by using the update action to receive any content changes made between the time the performance document was created or last updated and rating the content.

For the Goals section, you can specify whether to use goals from Oracle Fusion Goal Management. Performance goals that workers or managers add to the Goal Management pages that are configured to included in performance documents are added to the document when they:

- Save the goals in Goal Management
- Perform the update action in the performance document

The specific evaluation items you add to the section can be pulled into the performance template when you add the section to it, and into the performance document when it is created.

In the Profile Content section, you can select **Enable the writing assistant for manager** to assist managers in writing useful comments about worker competencies in the performance document. The writing assistant feature provides suggestions for comments that are associated with competencies and their correlated proficiency levels.
Calculated Ratings: Explained

You can enable the application to calculate a worker's overall performance rating in the Overall Summary section, and section ratings in the Profile Content and Goals sections. Calculated ratings appear in addition to the ratings provided manually by managers and workers. In the performance template, you specify whether to use calculated ratings and the calculation rules that determine the ratings.

Note
Calculated ratings do not apply to participant ratings. However, the average ratings for all participants for each content item and section do appear in the performance document in the Goals and Competencies Summary tables.

Where Calculated Ratings Appear
Calculated ratings can appear on the performance document, where managers and workers can use them as a guide to determine the ratings they provide for the section. You can specify not to display the calculated ratings in the performance document to the worker, manager, or both, and show only the ratings they provide.

Calculated overall ratings, along with overall ratings provided by managers, can be used by Oracle Fusion Compensation Management. The settings to determine whether they appear there are available in the Compensation Management business process.

The rating that appears in the Overall Summary section is the rating level description for the calculated rating, not the numeric calculated rating value or star ratings. The rating is rounded to the closest rating level value as determined by the rounding and mapping settings.

The calculated ratings that appear in the Profile Content and Goals sections, and Compensation Management, are the actual numeric calculated values.

Calculated Ratings Roll Up
You can set up the template so that any or all of the sections use calculated ratings. When you enable calculated ratings in the Profile Content or Goals sections, the application uses the ratings that managers and workers provide on individual items in the section, and automatically performs roll-up calculations to determine the rating for the respective section. The application uses the calculated ratings for the Profile Content and Goals sections to determine the overall calculated rating in the Overall Summary section.

Calculation Rules
To use calculated ratings in a section, you must select the type of calculation rules to use for rating the section. The options are: Average, Sum, and Band. You can specify the calculation rules either in the performance template section or the performance template.

You can select different calculation rules for each section within a performance template. The application uses the calculation rules for the Overall Summary section to determine the calculated overall rating.
For the Average method, you can weight sections and items within the sections to place more or less importance on particular sections, or items.

**Decimal Places**

You can select the number of decimal places, up to a maximum of two, that appear in the performance document or Compensation Management pages for the calculated rating.

**Decimal Rounding Rules**

In the performance template, you select the rounding rules to determine how the calculated rating is rounded to the final value. The rounding is applied to the rounding decimal, which is the last decimal set in the Decimal Places field. For example, if you set the Decimal Places value at 2, the rounding is applied to the second decimal. If you do not select a rounding rule, the calculated rating is truncated to the final decimal that is displayed, though the calculated ratings are determined using the entire decimal.

The table shows the available rounding rules, the effects of selecting each rule, and examples of how the rules are used to determine calculated ratings.

<table>
<thead>
<tr>
<th>Rounding Rule</th>
<th>Effect</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard</td>
<td>Rounds up when the rounding decimal is 5 or greater, and down when the rounding decimal is 4 or less.</td>
<td>If the calculated rating is 3.4867, and the decimal place setting is 2, the final calculated rating is 3.49. If the calculated rating is 3.4849, and the decimal places setting is 2, the final calculated rating is 3.48.</td>
</tr>
<tr>
<td>Up</td>
<td>The value always rounds up.</td>
<td>If the calculated rating is 3.4940 or 3.4960 and the decimal place setting is 2, the final calculated rating is 3.50. If the calculated rating is 3.49 and the decimal place setting is 2, the final calculated rating is 3.50.</td>
</tr>
<tr>
<td>Down</td>
<td>The value always rounds down.</td>
<td>If the calculated rating is 3.4940 or 3.4960 and the decimal place setting is 2, the final calculated rating is 3.49.</td>
</tr>
</tbody>
</table>

**Mapping Method**

Use mapping methods to determine the rating when there is no exact match between the calculated rating and a rating level from the rating model used in the section. When rounding rules are used, the calculated rating value is taken after the rounding rule is applied.

The table shows the available mapping methods and the effects of selecting each one.

<table>
<thead>
<tr>
<th>Mapping Method</th>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest</td>
<td>Uses the next rating point greater than the calculated average.</td>
</tr>
<tr>
<td>Lowest</td>
<td>Uses the next rating point less than the calculated average.</td>
</tr>
</tbody>
</table>
Nearest | Uses the rating point closest to the calculated average.
---|---

For example, assume the rating model has the following entries:
- 1--Weak
- 2--Poor
- 3--Average
- 4--Good
- 5--Excellent

If the application calculates a rating of 3.2 (between Good and Average, but closer to Average), the mapping method tells the system which entry to pick:
- Highest yields the next numerically highest rating—in this case 4, or Good.
- Lowest yields the next numerically lowest rating—in this case 3, or Average.
- Nearest yields the numerically closest rating—in this case 3, or Average.

If the calculated rating falls exactly halfway between two ratings in the rating model, the application assigns the numerically higher of the two ratings.

**Performance Template Section Calculation Rules: Critical Choices**

To use calculated ratings, you must select the type of calculation rules to use for rating Profile Content, Goals, and Overall Summary sections of a performance template section. The options are:
- Average
- Sum
- Band

You can change the calculation rule for the section selected in the performance template where the section is used.

**Average Method**

To use this method, the rating models that are associated with the section and its content items must define numeric ratings that correspond to the rating descriptions. The application calculates the average of the item ratings to determine the section rating, and then the application calculates the average of the section ratings to determine the overall rating. The application uses the numeric ratings to calculate a weighted average if weights exist; otherwise, it calculates a straight average. It then converts this average back to a performance document rating, using the rating model.

**Sum Method**

To use this method, the rating models that are associated with the section and its items must define review points. The rating model for the section must also define point ranges (from points and to points). The application converts ratings to review points as defined in the rating model, calculates the total review points, and converts this total into the corresponding review rating for the section by using the point range on the rating model. Weights, and any items without ratings, are ignored.
When using the sum method for the overall rating, section rating calculation rules can be sum or average only.

**Band Method**

This method is similar to the sum method, but is available only for the Overall Summary section of a performance document. The Profile Content and Goals sections, however, use the average or sum method. To use the band method, the rating model that is associated with the Overall Summary section must include a performance document band and define review points as well as point ranges (from points and to points). During the calculation process, the application computes the total review points across all sections and converts this total into the equivalent rating on the document band.

**Item Processing: Critical Choices**

When you enable content items for a section, you specify the:

- Rating type
- Item calculation
- Properties

**Rating Type**

Rating types determine the rating models that are available for workers and managers to use to select the content item ratings in the performance document and to calculate the item ratings.

For Profile Content sections, the available rating types are:

- Proficiency: Workers and managers can select the proficiency level for items on the performance document. The rating model and descriptions used to rate the item are those set in the content library for the item.
- Performance: Workers and managers can select the performance rating on the performance document.
- Proficiency and Performance: Workers and managers can select both a proficiency level and a performance rating on the performance document.

For Goals sections, only the Performance rating type is available.

When you select either Performance or Proficiency and Performance rating types, you can use the same rating model for content items that the section uses, or select another. You can also select different performance rating models for individual content items. This enables your organization to rate some goals that may be specific to a department using a different rating model than that used for organization-wide goals, for example.

Proficiency levels are published to Oracle Fusion Profile Management when the performance document is completed. Performance ratings for competencies and goals are not published to Profile Management.

**Item Calculation**

The item calculation method determines how the item is rated.

When the rating type is Proficiency and Performance, you can select:
- Proficiency: Proficiency ratings are used to calculate the score for a specific item.
- Performance: Performance ratings are used to calculate the score for a specific item.
- Proficiency multiplied by performance: The application multiples the proficiency point value by the performance point value to calculate the score for a specific item.

When the rating type is either Proficiency or Performance, the default values for the item calculation method are the same and cannot be changed.

**Properties**

You can select the attributes that you want to make available for items.

The effects of selecting the properties are shown in the table.

<table>
<thead>
<tr>
<th>Property</th>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Proficiency Level</td>
<td>Target proficiency levels appear for the items in the performance document. The target proficiency level that appears is the target proficiency level for the item from the most specific profile type used for the section, if one exists. For example, if you select job profile as the profile type used by the section, the target proficiency levels in the performance document are those for the competencies belonging to the worker's job profile.</td>
</tr>
<tr>
<td>Target Performance Rating</td>
<td>You can select target performance ratings for the items you add to the section or the performance template. In the performance document, workers can select target performance ratings for the items that they add to the document, and managers can select target performance ratings for the items that they, or the workers, add to the document.</td>
</tr>
<tr>
<td>Weight</td>
<td>You can enter weights for items in the section and the performance template to determine the relative importance of the items within the section. In the performance document, managers and workers can change weights for the items they add to the document, or goals added from Oracle Fusion Goal Management. When using calculated ratings, this is available only when you select the Average calculation rule for the section.</td>
</tr>
<tr>
<td>Minimum Weight</td>
<td>You can enter minimum weights for items in the performance template. In the performance document, managers can edit the minimum weights.</td>
</tr>
<tr>
<td>Required</td>
<td>In the performance template section or the performance template, select the <strong>Required</strong> check box to prevent workers and managers from editing or deleting the item in the performance document. You can use the Required setting to create a performance template that contains standard competencies and goals, for example, that can be used to rate workers on the competencies for a particular job profile type.</td>
</tr>
</tbody>
</table>
Performance Ratings Using the Average Method: How They Are Calculated

The application can calculate ratings for each section and the overall rating using the average calculation rule. The average rule can be used to calculate ratings using various rating models and apply weighting, when weighting is implemented.

Settings That Affect Average Rating Calculations
The factors that determine average rating calculations are the:
- Rating models that are selected for each section and content item
- Weighting, which is optional, and can vary between sections and content items

How Performance Ratings Are Calculated
In the average method, the application calculates the average of the content item ratings to work out the section rating, and then calculates the average of the section ratings to determine the overall rating. The application calculates ratings using precise values throughout the calculation process, and applies rounding at the end. Rounded values can appear in the performance document for the sections and overall ratings. The number of decimals displayed is determined in the performance template.

Average Method Without Weighting
ABC Company uses the same rating model for the Competencies, Goals, and Overall Summary sections, with no weighting. The rating model has five points in the scale, and the numeric values are 1, 2, 3, 4 and 5. Assume that all content items use the same rating model. The performance template is set up to use the standard rounding rule, and the overall rating is set to display to two decimal places.

The following table shows the ratings for the Competencies section.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Item Rating</th>
<th>Maximum Rating from Rating Model</th>
<th>Decimal Score (Item Rating/Maximum Rating)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
</tr>
<tr>
<td>Leadership</td>
<td>3</td>
<td>5</td>
<td>0.6</td>
</tr>
<tr>
<td>Communication</td>
<td>2</td>
<td>5</td>
<td>0.4</td>
</tr>
<tr>
<td>Analytical Skills</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
</tr>
<tr>
<td>Ethics</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
</tr>
<tr>
<td>Conceptual Thinking</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
</tr>
</tbody>
</table>

The sum of the decimal scores is 4.4, from a possible maximum of 6.0. The 4.4 must be converted to a value on the rating model for the section. The section maximum rating is 5, so the formula to calculate the section rating is:

\[
\frac{\text{Total Decimal Score}}{\text{Total Maximum Decimal Score}} \times \text{Maximum Rating from Section Rating Model}, \text{ or in this example: } \frac{4.4}{6} \times 5 = 3.67.
\]
In this example the section rating for competencies is 3.67 out of 5.
The following table shows the ratings for the Goals section.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Item Rating</th>
<th>Maximum Rating from Rating Model</th>
<th>Decimal Score (Item Rating / Maximum Rating)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase sales revenue</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
</tr>
<tr>
<td>Cut expenses</td>
<td>3</td>
<td>5</td>
<td>0.6</td>
</tr>
<tr>
<td>Grow business in Asia</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
</tr>
<tr>
<td>Participate in mentoring</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The sum of the decimal scores is 3.6, from a possible maximum of 4.0. The 3.6 must be converted to a value on the rating model for the section, just as for the Competencies section. The section maximum rating is 5, so using the same formula to calculate the section rating as for competencies, the section rating is: 

\[(3.6 / 4) \times 5 = 4.5\]

In this example the section rating for goals is 4.5 out of 5.

To determine the overall rating, the application calculates the average of the two sections. The overall rating calculation is: 

\[(3.67 + 4.5) / 2 = 4.085\]

When the rounding rules and decimal settings are applied, the final overall rating is 4.09.

**Average Method with Weighting**

The following year, ABC Company uses the same rating model for the Competencies, Goals, and Overall Summary sections as in the previous example, but applies weights to the sections and individual content items. The weights determine the relative value of one section compared to another section, or content items to one another. Any content items that do not have weights are ignored in the calculations. The application validates that the sum of the weights for content items within a section is 100, and the sum of the sections that contain content items (that is, the Competencies and Goals sections) within a performance document is also 100. No rounding rules are applied in the performance template, but the ratings are set to display to two decimal places.

The following table shows the ratings for the Competencies section.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Item Rating</th>
<th>Maximum Rating from Rating Model</th>
<th>Decimal Score (Item Rating / Maximum Rating)</th>
<th>Weight</th>
<th>Weighted Score (Decimal Score x Weight)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
<td>35</td>
<td>28.0</td>
</tr>
<tr>
<td>Leadership</td>
<td>3</td>
<td>5</td>
<td>0.6</td>
<td>5</td>
<td>3.0</td>
</tr>
<tr>
<td>Communication</td>
<td>2</td>
<td>5</td>
<td>0.4</td>
<td>10</td>
<td>4.0</td>
</tr>
<tr>
<td>Analytical Skills</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
<td>20</td>
<td>16.0</td>
</tr>
<tr>
<td>Ethics</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
<td>10</td>
<td>10.0</td>
</tr>
<tr>
<td>Conceptual Thinking</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
<td>20</td>
<td>16.0</td>
</tr>
</tbody>
</table>

The sum of the weighted scores is 77.0, from a possible maximum of 100.0. The 77.0 must be converted to a value on the rating model for the section. The section maximum rating is 5, so the formula to calculate the section rating is:
(Weighted Score) / (Total Maximum Weighted Score) x (Maximum Rating from Section Rating Model), or in this example: (77.0 / 100.0) x 5 = 3.85.

In this example the section rating for competencies is 3.85 out of 5.

The following table shows the ratings for the Goals section.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Item Rating</th>
<th>Maximum Rating from Rating Model</th>
<th>Decimal Score (Item Rating / Maximum Rating)</th>
<th>Weight</th>
<th>Weighted Score (Decimal Score x Weight)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase sales revenue</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
<td>30</td>
<td>30.0</td>
</tr>
<tr>
<td>Cut expenses</td>
<td>3</td>
<td>5</td>
<td>0.6</td>
<td>30</td>
<td>18.0</td>
</tr>
<tr>
<td>Grow business in Asia</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
<td>25</td>
<td>25.0</td>
</tr>
<tr>
<td>Participate in mentoring</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
<td>15</td>
<td>15.0</td>
</tr>
</tbody>
</table>

The sum of the weighted scores is 88.0, from a possible maximum of 100.0. The 88.0 must be converted to a value on the rating model for the section, just as for the Competencies section. The section maximum rating is 5, so using the same formula to calculate the section rating as for competencies, the section rating is: (88.0 / 100.0) x 5 = 4.40.

In this example the section rating for goals is 4.40 out of 5.

To determine the overall rating, the application calculates the sum of the two weighted sections, then converts the score to the rating model scale. ABC sets the Competencies section weight to 40, and the Goals section weight to 60. First, the application calculates the decimal scores of the weighted sections:

- Competencies: 3.85 / 5 = 0.77
- Goals: 4.40 / 5 = 0.88

The application then calculates the weighted scores for each section, then adds them together. The total weighted scores is out of a possible 100.0 points:

- Competencies: 0.77 x 40 = 30.8
- Goals: 0.88 x 60 = 52.8
- Total Competencies and Goals: 30.8 + 52.8 = 83.6

The application converts the scores to the rating model scale to determine the overall rating: (83.6 / 100.0) x 5 = 4.18.

**Average Method with Weighting and Rating Model Variations**

For a performance evaluation for a specific project, ABC Company uses various rating models for the Competencies, Goals, and Overall Summary sections. The application applies the maximum rating from each rating model to calculate the scores. Different weights are also applied to the content items. Section weights are also applied. The performance template is set up to use the standard rounding rule, and the overall rating is set to display to two decimal places.

The following table shows the ratings for the Competencies section, which uses different rating models with different maximum ratings for the individual competencies. The section rating model differs from the those used for the individual competencies, and the rating model maximum rating is 7.
Define Worker Performance

### Competency Ratings

<table>
<thead>
<tr>
<th>Competency</th>
<th>Item Rating</th>
<th>Maximum Rating from Rating Model</th>
<th>Decimal Score (Item Rating / Maximum Rating)</th>
<th>Weight</th>
<th>Weighted Score (Decimal Score x Weight)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
<td>35</td>
<td>28.0</td>
</tr>
<tr>
<td>Leadership</td>
<td>3</td>
<td>3</td>
<td>0.6</td>
<td>5</td>
<td>5.0</td>
</tr>
<tr>
<td>Communication</td>
<td>2</td>
<td>4</td>
<td>0.5</td>
<td>10</td>
<td>5.0</td>
</tr>
<tr>
<td>Analytical Skills</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
<td>20</td>
<td>16.0</td>
</tr>
<tr>
<td>Ethics</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
<td>10</td>
<td>10.0</td>
</tr>
<tr>
<td>Conceptual Thinking</td>
<td>4</td>
<td>4</td>
<td>1.0</td>
<td>20</td>
<td>16.0</td>
</tr>
</tbody>
</table>

The sum of the weighted scores is 84.0, from a possible maximum of 100.0. The 84.0 must be converted to a value on the rating model for the section. The section maximum rating is 7, so the formula to calculate the section rating is:

\[
\text{(Weighted Score) / (Total Maximum Weighted Score) x (Maximum Rating from Section Rating Model), or in this example: (84.0 / 100.0) x 7 = 5.88.}
\]

In this example the section rating for competencies is 5.88 out of 7.

The following table shows the ratings for the Goals section. As with the Competencies section, the individual goals use different rating models with different maximum ratings. The Goals section itself uses a rating model with a maximum rating of 6.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Item Rating</th>
<th>Maximum Rating from Rating Model</th>
<th>Decimal Score (Item Rating / Maximum Rating)</th>
<th>Weight</th>
<th>Weighted Score (Decimal Score x Weight)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase sales revenue</td>
<td>5</td>
<td>5</td>
<td>1.00</td>
<td>30</td>
<td>30.0</td>
</tr>
<tr>
<td>Cut expenses</td>
<td>3</td>
<td>4</td>
<td>0.75</td>
<td>30</td>
<td>22.5</td>
</tr>
<tr>
<td>Grow business in Asia</td>
<td>4</td>
<td>5</td>
<td>0.80</td>
<td>25</td>
<td>20.0</td>
</tr>
<tr>
<td>Participate in mentoring</td>
<td>4</td>
<td>6</td>
<td>0.67</td>
<td>15</td>
<td>10.0</td>
</tr>
</tbody>
</table>

The sum of the weighted scores is 82.5, from a possible maximum of 100.0. Because the maximum for the section rating model is 6, the section rating is:

\[
(82.5 / 100.0) x 6 = 4.95.
\]

To determine the overall rating, the application calculates the sum of the two weighted sections, then converts the score to the rating model scale. ABC sets the Competencies section weight to 40, and the Goals section weight to 60. The overall summary section uses a rating model with a maximum score of 9.

First, the application calculates the decimal scores of the weighted sections:

- Competencies: 3.85 / 5 = 0.77
- Goals: 4.40 / 5 = 0.88

The application then calculates the weighted scores for each section, then adds them together. The section weight for the Competencies section is 40, and for the Goals section it is 60. The total weighted scores is out of a possible 100.0 points:
Performance Ratings Using the Sum and Band Methods: How They Are Calculated

The application can calculate ratings for each section and the overall rating using the sum calculation rule. The sum method can be used to calculate ratings using any rating model. It can also be used to calculate the overall rating when either the Profile Content or Goals section uses the average method, and the other uses the sum method. Weights, however, are not used in a section, or for calculating the overall rating, when using the sum method.

Settings That Affect Sum and Band Rating Calculations

The factors that determine sum and band rating calculations are the rating models that are selected for each section and content item, and the review points assigned to each rating level. Items without ratings are not counted when calculating the ratings. For the band method, the review points must be associated to a points range. The rounding rules and mapping methods must also be set in the performance template for the rating models.

How Performance Ratings Are Calculated

In the sum method, the section rating is the sum of the review points from the rating level for each content item. The overall rating is the sum of the section ratings.

For the band method, as in the sum method, the application calculates the sum of the section ratings, but for the overall rating, converts the review point score from the sections to the points range associated to that review point score.

Sum Method with Sum Sections

ABC Company uses the same rating model for the Competencies, Goals, and Overall Summary sections which have five points in the scale, and the numeric values are 1, 2, 3, 4 and 5. Assume that all content items also use the same rating model. The following table shows the rating levels and the review points assigned to each level.

<table>
<thead>
<tr>
<th>Rating Level</th>
<th>Review Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1—Weak</td>
<td>1</td>
</tr>
<tr>
<td>2—Poor</td>
<td>2</td>
</tr>
<tr>
<td>3—Average</td>
<td>3</td>
</tr>
<tr>
<td>4—Good</td>
<td>4</td>
</tr>
<tr>
<td>5—Excellent</td>
<td>5</td>
</tr>
</tbody>
</table>
The following table shows the ratings for the Competencies section.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Item Rating</th>
<th>Review Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Leadership</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Communication</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Analytical Skills</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Ethics</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Conceptual Thinking</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

The score for the Competencies section is: 4 + 3 + 2 + 4 + 5 + 4 = 22.

The following table shows the ratings for the Goals section.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Item Rating</th>
<th>Review Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase sales revenue</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Cut expenses</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Grow business in Asia</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Participate in mentoring</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

The score for the Goals section is: 5 + 3 + 4 + 4 = 16.

To determine the overall rating, the application adds the Competencies and Goals sections: 22 + 16 = 38.

**Sum Method with Sum Sections with Review Points Variation**

The following year, ABC Company uses the same rating model for the Competencies, Goals, and Overall Summary sections as in the previous example, but applies different review points for each rating level.

**Note**

The rating model selected for the Overall Summary section must contain all possible expected values for the sum.

The following table shows the rating levels and the new review points assigned to each level.

<table>
<thead>
<tr>
<th>Rating Level</th>
<th>Review Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1--Weak</td>
<td>1</td>
</tr>
<tr>
<td>2--Poor</td>
<td>3</td>
</tr>
<tr>
<td>3--Average</td>
<td>5</td>
</tr>
<tr>
<td>4--Good</td>
<td>7</td>
</tr>
<tr>
<td>5--Excellent</td>
<td>9</td>
</tr>
</tbody>
</table>

The following table shows the ratings for the Competencies section.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Item Rating</th>
<th>Review Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>4</td>
<td>7</td>
</tr>
</tbody>
</table>
The score for the Competencies section is: $7 + 5 + 3 + 7 + 9 + 7 = 38$.

The following table shows the ratings for the Goals section.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Item Rating</th>
<th>Review Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase sales revenue</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Cut expenses</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Grow business in Asia</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Participate in mentoring</td>
<td>4</td>
<td>7</td>
</tr>
</tbody>
</table>

The score for the Goals section is: $9 + 5 + 7 + 7 = 28$.

To determine the overall rating, the application adds the Competencies and Goals sections: $38 + 28 = 66$.

**Sum Method with Average and Sum Sections**

For a performance evaluation for a specific project, ABC Company sets up a performance template that uses the sum method for the Overall Summary and Goals sections, but the Competencies section uses the average method. In the Competencies section, the content items use a rating model with different review points assigned to each rating level than that of the section itself. The Goals section uses the same rating model for content items as the Competencies section, which assigns the same review points for each rating level. The following table shows the rating levels and the review points assigned to each level for the individual content items in the Competencies section.

<table>
<thead>
<tr>
<th>Rating Level</th>
<th>Review Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1–Weak</td>
<td>1</td>
</tr>
<tr>
<td>2–Poor</td>
<td>2</td>
</tr>
<tr>
<td>3–Average</td>
<td>3</td>
</tr>
<tr>
<td>4–Good</td>
<td>4</td>
</tr>
<tr>
<td>5–Excellent</td>
<td>5</td>
</tr>
</tbody>
</table>

The following table shows the rating levels and the review points assigned to each level for the Competencies section itself.

<table>
<thead>
<tr>
<th>Rating Level</th>
<th>Review Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1–Weak</td>
<td>10</td>
</tr>
<tr>
<td>2–Poor</td>
<td>20</td>
</tr>
<tr>
<td>3–Average</td>
<td>30</td>
</tr>
<tr>
<td>4–Good</td>
<td>40</td>
</tr>
</tbody>
</table>
The following table shows the worker ratings for the Competencies section, which uses different rating models with different maximum ratings for the individual competencies. The section rating model differs from the those used for the individual competencies, and the rating model maximum rating is 7.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Item Rating</th>
<th>Maximum Rating from Rating Model</th>
<th>Decimal Score (Item Rating / Maximum Rating)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
</tr>
<tr>
<td>Leadership</td>
<td>3</td>
<td>5</td>
<td>0.6</td>
</tr>
<tr>
<td>Communication</td>
<td>2</td>
<td>5</td>
<td>0.4</td>
</tr>
<tr>
<td>Analytical Skills</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
</tr>
<tr>
<td>Ethics</td>
<td>5</td>
<td>5</td>
<td>1.0</td>
</tr>
<tr>
<td>Conceptual Thinking</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
</tr>
</tbody>
</table>

The application calculates the average of the item rating scores: \( \frac{0.8 + 0.6 + 0.4 + 0.8 + 1.0 + 0.8}{6} = 0.67 \). To determine the section rating, the application uses the mapping rules for the rating model assigned in the performance template. In this example, the mapping rule is Nearest, which assigns the section a rating level of 4. The application uses the section rating model to determine how many review points to assign to the section for a rating level of 4. The previous table showed that a rating level of 4 would equate to 40 review points for the section.

The following table shows the ratings for the Goals section, which uses the sum method, and the review points for each goal.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Item Rating</th>
<th>Review Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase sales revenue</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Cut expenses</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Grow business in Asia</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Participate in mentoring</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

The score for the Goals section is: \( 5 + 3 + 4 + 4 = 16 \).

To determine the overall rating, the application calculates the sum of the Competencies and Goals sections: \( 40 + 16 = 56 \)

**Band Method**

ABC Company sets up a performance template in which the section ratings are calculated using exactly the same parameters as in the previous example, but the band method is used for the Overall Summary section to calculate the overall rating.

The following table shows the review point ranges set up for the Overall Section rating model to assign the rating level for the overall rating.

<table>
<thead>
<tr>
<th>From Points</th>
<th>To Points</th>
<th>Rating Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>11</td>
<td>E</td>
</tr>
</tbody>
</table>
To determine the overall rating, add the section review point scores from the previous example. The Competencies section point score is 40; the Goals sections point score is 16. The total is: \(40 + 16 = 56\). Using the total number of review points and applying the ranges shown in the table, the total score of 56 for the sections lies in the range of 41 to 58. The worker’s overall rating is B.

### Setting Up Writing Assistant for Performance Documents: Explained

You can set up the Writing Assistant feature to assist managers in writing useful comments in the performance documents of workers during a performance evaluation. The Writing Assistant provides suggestions that are associated with competencies and their correlated proficiency levels to managers to help them describe observed and aspirational actions for workers.

To set up the Writing Assistant, you must:

- Create the Profile Content section
- Upload development tips and feedback

Writing Assistant is available only for the Profile Content section type you configure for competencies.

### Creating the Profile Content Section

To set up the Writing Assistant, you must create and configure a Profile Content section for competencies. You create the Profile Content section using the Manage Performance Template Section or the Manage Performance Template tasks.

Select the **Enable writing assistant for manager** option in the Section Content section of the Create Performance Template Section page to make it available in the performance document.

The Writing Assistant provides suggestions only for competencies and their respective proficiency levels. If you set up the competencies section to use both proficiency levels and performance ratings, the Writing Assistant provides suggestions only for the selected proficiency levels. If you set up the section to use only performance ratings, Writing Assistant displays only development tips associated with the selected competency.

The Copy Worker Comments feature is available in the performance document when the Writing Assistant is not configured, or when the competencies section is configured to use only performance ratings. The feature is also available on the Goals and Overall Summary section types.

### Uploading Development Tips and Feedback

To use the Writing Assistant, you must also upload development tips and feedback suggestions for competencies using a spreadsheet loader. You upload
development tips and feedback suggestions on the Manage Content Items page for competencies in the Oracle Fusion Profile Management business process.

Writing Assistant: How it Works with Performance Documents

Managers use the Writing Assistant feature to assist them in writing useful comments in the performance documents of workers during a performance evaluation. The Writing Assistant provides suggestions that are associated with competencies and their correlated proficiency levels to managers to help them describe observed and aspirational actions for workers.

Using Writing Assistant, managers can select a proficiency level for a competency and view suggested comments based on the selected proficiency level, or for the competency as a whole. They can then copy and edit the comments.

Accessing Writing Assistant on the Performance Document

You access Writing Assistant by clicking the Suggest Comments button on the competencies section tab of the performance document. On the Suggest Comments dialog that appears, you can select one of the available suggestion types to view and copy available suggestions:

- Feedback suggestions
- Development tips
- Worker comments

This table shows the available suggestion types, the source of the suggestions, and examples of how to use them.

<table>
<thead>
<tr>
<th>Suggestion Type</th>
<th>Source</th>
<th>Use Case Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback Suggestions</td>
<td>Associated with the competency proficiency level selected by the manager.</td>
<td>The competency you are rating has five rating levels: 1 through 5. You select level 3 and access the Writing Assistant. The feedback suggestion is the one associated with level 3.</td>
</tr>
<tr>
<td>Development Tips</td>
<td>Associated with the competency.</td>
<td>You want to help the worker increase proficiency for the competency and select the development tip for the competency. These are also available when only comments or performance ratings are used instead of rating proficiency levels.</td>
</tr>
<tr>
<td>Worker Comments</td>
<td>Provided by worker during the evaluation.</td>
<td>You can copy and edit the comments to use worker comments as a basis for your own.</td>
</tr>
</tbody>
</table>

You can view the available suggestions and select one or more to paste in the Manager Comments section of the performance document. If you close the dialog, then reopen it and copy another suggestion, the new one is added to
the previously copied content. After copying suggestions, you can edit them as required.

Using only Comments in a Competencies Section

If the competencies section is configured to use comments only, and not proficiency level ratings, for individual content items, only development tips are available. Feedback suggestions are not available because they rely on proficiency levels. However, the Copy Worker Comments feature is available.

Creating a Profile Content Performance Template Section: Worked Example

This example demonstrates how to create a Profile Content section that will be used to rate competencies in the performance document and use calculated ratings to determine the overall rating.

The following table summarizes key decisions for this scenario.

<table>
<thead>
<tr>
<th>Decisions to Consider</th>
<th>In This Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>What type of section is this?</td>
<td>Profile Content section, for competencies</td>
</tr>
<tr>
<td>Will the section rating be calculated? What calculation rule will be used?</td>
<td>Yes, the section uses the Average calculation rule</td>
</tr>
<tr>
<td>Which section rating model will be used?</td>
<td>Any</td>
</tr>
<tr>
<td>Will the section be weighted?</td>
<td>Yes, the weight will complement the Goals section weight so the sum of the sections is 100</td>
</tr>
<tr>
<td>Will content items be enabled for the section?</td>
<td>Yes</td>
</tr>
<tr>
<td>Will content items be rated?</td>
<td>Yes, using the proficiency rating type, and section rating model</td>
</tr>
<tr>
<td>What properties are included with the content items?</td>
<td><strong>Weight, Required, Target Proficiency Level</strong></td>
</tr>
<tr>
<td>What is the source of competencies for the content items?</td>
<td>Worker job profile</td>
</tr>
<tr>
<td>Do you require any content items to be added to the section?</td>
<td>Yes, one content item is required</td>
</tr>
<tr>
<td>Will the writing assistant be enabled to suggest comments managers can add for competencies?</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Summary of the Tasks

Create a Profile Content performance template section.

1. Enter the section details.
2. Enter section processing details.
3. Enter item processing details.
4. Enter section content details.

Entering the Section Details

1. On the **Set Up Workforce Development** work area, click **Manage Performance Template Sections** to open the **Manage Performance Template Sections** page.
2. Click Create.

3. On the Create Performance Template Section page, in the Section Details region, complete the fields, as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Competencies</td>
</tr>
<tr>
<td>Description</td>
<td>This section is used to rate competencies and calculate section ratings as part of the overall ratings. The section weight section is 40 to complement the Goals section.</td>
</tr>
<tr>
<td>From Date</td>
<td>01/01/2011</td>
</tr>
<tr>
<td>To Date</td>
<td>12/31/2015</td>
</tr>
<tr>
<td>Status</td>
<td>Active</td>
</tr>
</tbody>
</table>

4. Click Save.

**Entering Section Processing Details**

1. In the Section Processing region, complete the fields, as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section Type</td>
<td>Profile Content</td>
</tr>
<tr>
<td>Rate Section</td>
<td>Select</td>
</tr>
<tr>
<td>Calculation Rule for Section</td>
<td>Average</td>
</tr>
<tr>
<td>Section Rating Model</td>
<td>Any</td>
</tr>
<tr>
<td>Weight section</td>
<td>Select</td>
</tr>
<tr>
<td>Item Weight</td>
<td>40</td>
</tr>
</tbody>
</table>

2. Click Save.

**Entering Item Processing Details**

1. In the Item Processing region, complete the fields, as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable items</td>
<td>Select</td>
</tr>
<tr>
<td>Add and remove items during task to set goals</td>
<td>Select</td>
</tr>
<tr>
<td>Rate items</td>
<td>Select</td>
</tr>
<tr>
<td>Rating Type</td>
<td>Proficiency</td>
</tr>
<tr>
<td>Use section rating model for performance rating</td>
<td>Select</td>
</tr>
<tr>
<td>Item Calculation</td>
<td>Proficiency</td>
</tr>
</tbody>
</table>
2. Click Save.

**Entering Section Content Details**

1. In the **Section Content** region, complete the fields, as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use profile related to worker's job data</td>
<td>Select</td>
</tr>
<tr>
<td>Profile Type</td>
<td>Job profile type</td>
</tr>
<tr>
<td>Use specific content items</td>
<td>Select</td>
</tr>
<tr>
<td>Enable writing assistant for manager</td>
<td>Select</td>
</tr>
</tbody>
</table>

2. In the **Content Items** region, click **Add**.

3. In the **Content Items** region, complete the fields, as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item Name</td>
<td>Any</td>
</tr>
<tr>
<td>Target Proficiency Level</td>
<td>Any</td>
</tr>
<tr>
<td>Weight</td>
<td>Any</td>
</tr>
<tr>
<td>Required</td>
<td>Select</td>
</tr>
</tbody>
</table>

4. Click Save.

**Creating a Goals Performance Template Section: Worked Example**

This example demonstrates how to create a Goals section that will be used to rate goals in the performance document and use calculated ratings to determine the overall rating.

The following table summarizes key decisions for this scenario.

<table>
<thead>
<tr>
<th>Decisions to Consider</th>
<th>In This Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>What type of section is this?</td>
<td>Goals</td>
</tr>
<tr>
<td>Will the section rating be calculated? What calculation rule will be used?</td>
<td>Yes, the section uses the Average calculation rule</td>
</tr>
<tr>
<td>Which section rating model will be used?</td>
<td>Any</td>
</tr>
<tr>
<td>Will the section be weighted?</td>
<td>Yes, the weight will complement the Competencies section weight so the sum of the sections is 100</td>
</tr>
<tr>
<td>Will content items be enabled for the section?</td>
<td>Yes</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td>Will workers and Managers have the opportunity to add goals during the Set Goals task, if that task is included in the process flow?</td>
<td>Yes</td>
</tr>
<tr>
<td>Will content items be rated?</td>
<td>Yes, using the Performance rating type, and the same rating model as the section uses</td>
</tr>
<tr>
<td>What properties are included with the content items?</td>
<td>Weight, Required, Target Performance Level</td>
</tr>
<tr>
<td>What is the source of goals for the content items?</td>
<td>Oracle Fusion Goal Management</td>
</tr>
<tr>
<td>Will content items be added to the section?</td>
<td>Yes, one content item will be added</td>
</tr>
</tbody>
</table>

### Summary of the Tasks

Create a Goals performance template section.

1. Enter the section details.
2. Enter section processing details.
3. Enter item processing details.
4. Enter section content details.

### Entering the Section Details

1. On the **Set Up Workforce Development** work area, click **Manage Performance Template Sections** to open the **Manage Performance Template Sections** page.
2. Click **Create**.
3. On the **Create Performance Template Section** page, in the **Section Details** region, complete the fields, as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Goals</td>
</tr>
<tr>
<td>Description</td>
<td>This section is used to rate goals and calculate section ratings as part of the overall ratings. The section weight section is 60 to complement the Competencies section.</td>
</tr>
<tr>
<td>From Date</td>
<td>01/01/2011</td>
</tr>
<tr>
<td>To Date</td>
<td>12/31/2015</td>
</tr>
<tr>
<td>Status</td>
<td>Active</td>
</tr>
</tbody>
</table>

4. Click **Save**.

### Entering Section Processing Details

1. In the **Section Processing** region, complete the fields, as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section Type</td>
<td>Goals</td>
</tr>
</tbody>
</table>
2. Click Save.

**Entering Item Processing Details**
1. In the *Item Processing* region, complete the fields, as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable items</td>
<td>Select</td>
</tr>
<tr>
<td>Add and remove items during task to set goals</td>
<td>Select</td>
</tr>
<tr>
<td>Rate items</td>
<td>Select</td>
</tr>
<tr>
<td>Use section rating model for performance rating</td>
<td>Select</td>
</tr>
<tr>
<td>Target Performance Level</td>
<td>Select</td>
</tr>
<tr>
<td>Weight</td>
<td>Select</td>
</tr>
<tr>
<td>Required</td>
<td>Select</td>
</tr>
<tr>
<td>Description</td>
<td>Select</td>
</tr>
</tbody>
</table>

2. Click Save.

**Entering Section Content Details**
1. In the *Section Content* region, complete the fields, as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use worker's goals</td>
<td>Select</td>
</tr>
<tr>
<td>Use specific content items</td>
<td>Select</td>
</tr>
</tbody>
</table>

2. In the *Content Items* region, click *Add*.
3. In the *Content Items* region, complete the fields, as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item Name</td>
<td>Any</td>
</tr>
<tr>
<td>Performance Rating Model</td>
<td>Any</td>
</tr>
<tr>
<td>Target Performance Rating</td>
<td>Any</td>
</tr>
<tr>
<td>Weight</td>
<td>Any</td>
</tr>
</tbody>
</table>
4. Click Save.

**Manage Performance Templates**

**Setting Up the Performance Template: Critical Choices**

Performance templates are used to create the performance documents that managers, workers, and participants use to evaluate workers’ performance for a given time period or project. The performance template brings together the process flow definition, the section definitions and the document type. The performance template can also contain static content, such as competencies and goals. When creating the performance template, you must determine:

- Document types and eligibility profiles
- Participation roles
- Process flow
- Calculation rules, processing options, and participant options
- Structure
- Content
- Periods

To create performance templates, use the Manage Performance Templates task in the Setup and Maintenance work area.

**Document Types and Eligibility Profiles**

Select or create a document type to identify the type of evaluation that the performance template supports, such as annual evaluation, or project evaluation.

Associate eligibility profiles to the overall template, or to the document periods, to restrict the performance documents made from the template to those who meet the eligibility criteria. Specify profiles as required to limit access to the document to workers who meet all required profiles and one that is not selected as required, if any. Workers must meet the profile criteria for at least one of the not-required profiles to use the document.

**Participation Roles**

Specify the roles that are eligible to access the performance document. You can select Manager, Worker, or any participant roles created in the Manage Performance Roles task. On the Structure tab, you select from these roles to enable them to access the individual section in the performance document to provide ratings and comments, questionnaire feedback, and perform other actions. For example, if you set up the performance template so that only managers rate workers, but workers can see the results, then you must select...
both roles as participants. If, however, the manager rates workers without the workers participating in the performance evaluation process or viewing results, then you can select only the manager role.

In the Participation section, you also determine the minimum number of participants required for participant feedback, and the minimum for each role. These settings are not enforced but serve as a guideline for managers and workers when they request participant feedback.

Process Flow

The process flow determines which tasks are included in the performance template. You can select a previously-defined process flow or create one as you create the template.

The process flow also determines which sections you can add to the performance template. If the performance template is intended to create performance documents used to rate workers, set goals, and let workers and managers provide final feedback on the evaluation, then the process flow you select must include all those tasks. You can only add sections to the performance template that are required by the process flow. For example, if the process flow does not include the Worker Final Feedback task, you cannot add that section to the performance template.

Calculation Rules, Processing Options, and Participant Options

Select whether to calculate ratings and display the calculated ratings for performance template sections. The sections included in the performance template must be set up to use calculated ratings to use this feature.

Use processing options to select the following features:

- Designate whether managers, workers, and participants can select star ratings to rate items and sections. For star ratings, the number of stars correspond to the rating descriptions set for each star. For example, one star may represent the Foundation rating description, two stars may represent the Intermediate rating description, and so on. Star ratings can be used only for rating models that use 10 or fewer rating levels. If you specify not to use star ratings, managers, workers, and participants select the rating descriptions from a choice list. The rating description displays no numeric rating, but the description corresponds to a rating number set up for the rating model. The number that corresponds to the rating description selected by the worker or manager is used to calculate ratings.

- Include digital signature to require workers to verify that they are the people submitting the performance document as part of the Worker Final Feedback task.

- Display kudos on the nonprint versions of the performance document to use them as a guide to rate workers while the evaluation is in progress. The Kudos section appears on the Profile Content, Goals, and Overall Summary tabs of the performance document. The Kudos section is not part of the official evaluation, so it is does not appear on the completed performance document. Kudos are not visible to participants.

- Let workers select a manager other than their direct managers to manage and rate them. This approach can be used, for example, when workers
are assigned special projects working for managers other than their direct manager.

Participant options let you determine whether participant feedback is required for the performance document, which is not enforced but serves as a guideline for managers and workers. You also specify whether to let workers view participants selected by the manager to provide feedback.

**Structure**

Add previously-defined sections or create ones that are required for the process flow selected for the template. You must select or create one of each type of the sections that are required for this particular template. You can edit previously-defined sections to suit the template requirements, including processing options, properties and content.

For each section, you must select which roles have access to the section in the performance document to view and if applicable, provide ratings, comments, and questionnaire feedback. For the Profile Content, Goals, and Overall Summary sections, you can select whether to require ratings and comments for the content items in the section. If you enable section ratings for the Profile Content and Goals sections and select the option to require ratings for the sections, an Overall Summary section must be included in the process flow. For the Questionnaire section, you can select whether to require comments only. If you require comments for the Questionnaire section, then you must also select the **Participant Role Can Enter Comments Visible to Worker** for the section.

If you give participants the option to provide comments on the Questionnaire section, they cannot provide comments on the Overall Summary section. Only one set of overall comments can be provided.

**Content**

For each section that contains content that can be rated, you can add content items directly to the performance template so they appear on the performance document. For both Goals and Profile Content sections you can load content that was included in the previously-defined section. For a Profile Content section, such as competencies, you can also copy content from whatever profile the section uses as a source for content items, if profiles are set up to be used as a source.

This lets you target this performance template as broadly or narrowly as you need. You can decide to load content items from the section, for example, that apply to everyone who is rated using the performance document created from this template. But you may decide not to copy content directly from a profile in the template because the population being evaluated has varied profiles. The workers and managers can then copy profile content on the performance document itself (if the process flow is set up to let them). In this case, the profile content is specific to the worker.

**Periods**

You can create a single, or multiple periods, within a performance template. Adding multiple periods allows you to create performance documents from the same template for different periods that are treated as distinct documents, but
contain the same process flows, sections, and processing rules. For example, you can create a template for an annual evaluation to use every year. The content is updated for each worker because the competencies are pulled from the selected profile type, and goals are pulled from Oracle Fusion Goal Management. Managers and workers can add additional content to the performance document as well. The dates for periods can overlap, but cannot be identical for the same template. Within each period, you must set the due date for each task that is included in the process flow used by the performance template.

When using participant feedback, you also specify within a period which questionnaire to associate with each participant role, including the manager and worker roles. The role then has access to the appropriate questions on which to provide feedback in the performance document.

Select Available to Use to display the performance document on the My Manager Evaluations and My Evaluations pages so managers and workers can access it. However, the profile option settings Number of future years from the current date and Number of past years from the current date take precedence over this setting. Therefore, documents do not appear to managers and workers outside the date range of the profile option settings. You can deselect the Available to Use option to prevent access, for example, if you have created future periods, but do not want to make them available yet. You can also hide performance documents from the past that were either completed or not started. Documents that are in progress appear even if you deselect the Available to Use option. The documents are still available using document search or from document history sections of the work area. The human resource specialist can also access all documents using the Create Performance Documents task to create a document for a worker.

### Defining Processing Roles for Performance Template Sections: Points to Consider

You must add roles to performance template sections and define processing settings for each role so managers, workers, and participants can access the sections in the performance document to rate workers and provide feedback. You must decide:

- Which roles to add to each section
- Whether ratings and comments for items and sections are required
- Whether to share ratings and comments with workers
- Whether to update worker profiles with ratings and content items
- Which roles can access questionnaires and feedback

You add roles to sections on the Content tab of the Create and Edit Performance Template pages. You can find those pages using the Manage Performance Templates task in the Setup and Maintenance work area.

### Adding Roles to Sections

You must add all the roles that require access to the section, whether to provide ratings or feedback, or view the section. For example, if your organization
requires only managers to rate goals, but workers can see the goals and ratings, then you must add both the manager and worker roles to the Goals section.

If the section type is used by a specific role to provide ratings or feedback, you must still add that role. For example, workers provide feedback on the Worker Final Feedback section type. However, you must add the worker role to the Worker Final Feedback section so the worker can access it. For the manager to be able to view worker comments on the Worker Final Feedback section, you must also add the manager role.

The roles that are available to add to the section are those you added in the Participation section of the General tab of the performance template.

**Requiring Ratings and Comments**

You can configure the section so ratings and comments are either required, or optional, for both items and the section. The available options are:

- Optional with warning message
- Optional with no warning message
- Required

The default setting is Optional with warning message for all ratings and comments. In that situation, a warning message appears when no ratings or comments are provided. Use the Optional with no warning message setting to make ratings and comments optional, and issue no warning message. The Required setting means the roles that are required to provide ratings or comments will receive an error if they do not provide them. You can set up the section so one role is required to provide ratings and comments, but for other roles, they are optional.

To enable item ratings and comments, you must also select Enable ratings for items in the Ratings and Calculations section of the section. To allow section ratings and comments to be used, you must select Enable section rating in the Ratings section of the section.

**Sharing Ratings and Comments with Workers**

After adding the role, specify whether to share with workers the ratings or comments that managers or participants provided in the Profile Content, Goals, or Overall Summary sections. You can configure different settings for each participant role, so workers can see participant ratings and comments for one role, but not another. In the Manager Final Feedback and Worker Final Feedback sections, specify whether workers can view the manager comments. Ratings and comments provided by workers and participants are always visible to all managers who have access to the performance documents. Participants cannot view manager or worker ratings and comments.

**Updating Worker Profiles with Ratings and Content Items**

For the Profile Content section type, you can specify whether to update the worker profile with the ratings provided by the manager and any content items that were added to the performance document that do not already exist in the
worker profile. For the Overall Summary section, specify whether to update the worker profile with the overall performance rating provided by the manager. The worker profile is updated when the document is completed. You must select the person profile type to which the information is updated.

If you elect to update profiles, you can also specify the instance qualifier to identify that the source of the ratings and content items is the performance document. Instance qualifiers must be set up and maintained in Oracle Fusion Profile Management to use this feature.

**Accessing Questionnaires and Feedback**

When the Manage Participant Feedback task is included in the process flow used by the template, you specify which roles can see the participant questionnaires. You specify whether:

- Managers can see questionnaires and feedback provided by workers and participants, including the participant names.
- Workers can see questionnaires and feedback provided by the manager and participants, including the participant names.
- Managers and workers can see the participant names and their roles.

When questionnaires are used for participant feedback and you configure the template so that workers cannot view participant feedback, you can set the Participant Role Can Enter Comments Visible to Worker setting to Yes for a participant role. Participants with that role can then add overall comments to the questionnaire that are visible to both the manager and worker. The worker cannot view the name of the participants. This option is only available if participants are not given access to the Overall Summary section where they can provide overall comments.

**Associating Eligibility Profiles with Performance Templates: Points to Consider**

Add eligibility profiles to a performance template to associate the profiles with the performance documents to restrict access to the documents made from the templates. When associating eligibility profiles to performance templates, you must decide whether to:

- Use eligibility profiles
- Add eligibility profiles at the template-level or period-level
- Require eligibility profiles
- Add or remove eligibility profiles when the template is in use

**Using Eligibility Profiles**

Add eligibility profiles to performance templates to target performance documents to a specific population of workers. This allows you to create an array of performance documents that are appropriate for specific review purposes. For example, you can add an eligibility profile to performance documents that
are appropriate for the Sales team, and another for the Information Technology department.

**Adding Eligibility Profiles to the Template General Tab and the Document Periods**

You can add existing eligibility profiles to either, or both, the performance template on the General tab and the document periods on the Document Periods tab. You can add as many profiles as required to either the General tab or document periods.

Eligibility profiles you add to the General tab are inherited by the document periods when periods are added to the template. You can add, remove, or change the eligibility profiles for the document periods, and change the required status as well. Only the eligibility profiles associated with a document period are used to determine eligibility for documents created for that period.

**Requiring Eligibility Profiles**

You can specify whether or not an eligibility profile is required.

When you select eligibility profiles as required for the document period, workers must satisfy all required profiles and at least one that is not required, if any are added, to be eligible for the performance document.

When only eligibility profiles that are not required are added to the document period, workers must satisfy the criteria for at least one of those eligibility profiles to be eligible for the performance document.

**Adding or Removing Eligibility Profiles when the Template is in Use**

You can add or remove eligibility profiles from a template or document period even if the template or period is in use. When you add an eligibility profile to a template, any previously-existing periods do not inherit the new eligibility profile.

You can remove all eligibility profiles from the Eligibility Profiles region of the General tab. However, if any eligibility profiles exist at the template level, you cannot delete all eligibility profiles from the document periods; you must leave at least one associated with each document period. If the eligibility process is already run for a document period, you cannot delete all the eligibility profiles associated with the period; at least one eligibility profile must be associated with that period.

**Creating a Performance Template: Worked Example**

This example demonstrates how to create a performance template that is used to create performance documents containing most tasks in a process flow, and rating workers.

The following table summarizes key decisions for this scenario.
<table>
<thead>
<tr>
<th>Decisions to Consider</th>
<th>In This Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>What type of performance template is this?</td>
<td>This will be used for an annual performance evaluation</td>
</tr>
<tr>
<td>Will eligibility profiles be added to either the template or performance document periods, and will they be required?</td>
<td>Yes, the same eligibility profile will be added to both the template and the performance document periods, and be specified as required; an additional eligibility profile will be added to one period, and not be specified as required</td>
</tr>
<tr>
<td>Will section ratings and the overall rating be calculated? What calculation rule will be used?</td>
<td>Yes, the sections use the Average calculation rule</td>
</tr>
<tr>
<td>Which section rating model will be used?</td>
<td>Any</td>
</tr>
<tr>
<td>Will the sections be weighted?</td>
<td>Yes, the Profile Content section weight will be 40, and the Goals section weight will be 60</td>
</tr>
<tr>
<td>Will content items be enabled for the section? Will the sections include content added to the performance template?</td>
<td>Yes, content items will be enabled for the Profile Content and Goals sections; a content item will be added to each section in the template</td>
</tr>
<tr>
<td>Will participant feedback be required, and is there a minimum requirement for participants?</td>
<td>Yes, feedback is required with a minimum number of participants; participants will be providing ratings and comments on the Profile Content, Goals, and Overall Summary sections, and a Questionnaire section must be added to the template to capture participant feedback</td>
</tr>
<tr>
<td>What roles will be enabled to provide feedback?</td>
<td>Manager, worker, colleague</td>
</tr>
<tr>
<td>Will managers share ratings with workers?</td>
<td>Yes, managers will share their ratings with workers</td>
</tr>
<tr>
<td>Will the ratings be used to update the worker profile?</td>
<td>Yes, manager ratings will be used to update the worker profile</td>
</tr>
<tr>
<td>Will the performance template be used for more than one period?</td>
<td>Yes, two performance document periods will be set up</td>
</tr>
</tbody>
</table>

**Summary of the Tasks**

Create a performance template.
1. Enter general information.
2. Enter process details.
3. Enter structure details.
4. Load and add content to the Profile Content and Goals sections.
5. Add two document periods, one for each half of an annual evaluation.

**Prerequisites**

1. Create a document type that can be used for an annual evaluation.
2. Create a performance role for Colleague.
3. Create a process flow with the following tasks and subtasks, in the following order: Set Goals, Worker Self-Evaluation, Manager Evaluation of Workers, Manage Participant Feedback, First Approval, Share Documents, Worker Must Acknowledge Document, Conduct Review Meetings, Worker Must Acknowledge Review Meetings, Worker Final Feedback, Manager Final Feedback.
4. Create the following sections: Profile Content, Goals, Questionnaire, Overall Summary, Worker Final Feedback, Manager Final Feedback.

**Entering General Information**

1. On the Set Up Workforce Development work area, click Manage Performance Templates to open the Manage Performance Templates page.
2. Click Create.
3. On the Create Performance Template page, in the General region, complete the fields, as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Annual Performance Evaluation</td>
</tr>
<tr>
<td>Comments</td>
<td>This template is used for an annual performance evaluation.</td>
</tr>
<tr>
<td>From Date</td>
<td>01/1/11</td>
</tr>
<tr>
<td>To Date</td>
<td>12/31/15</td>
</tr>
<tr>
<td>Status</td>
<td>Active</td>
</tr>
<tr>
<td>Document Type</td>
<td>Any that can be used for an annual evaluation</td>
</tr>
</tbody>
</table>

4. In the Eligibility Profile region, click Add.
5. In the Eligibility Profile region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligibility Profile</td>
<td>Any</td>
</tr>
<tr>
<td>Required</td>
<td>Select</td>
</tr>
</tbody>
</table>

6. In the Participation region, click Add.
7. Select Manager.
8. In the Participation region, click Add.
9. Select Worker.
10. In the Participation region, click Add.
11. Select Colleague.
12. In the Participation region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set the minimum number for each role check box</td>
<td>Select</td>
</tr>
<tr>
<td>Total minimum number of participants required in the document</td>
<td>2</td>
</tr>
<tr>
<td>Minimum Number of Participants Required Per Role</td>
<td>2</td>
</tr>
</tbody>
</table>
13. Click Save.

**Entering Process Details**

1. On the **Process** tab, complete the fields, as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Flow</td>
<td>The process flow you created as a prerequisite for this task.</td>
</tr>
<tr>
<td>Calculate ratings</td>
<td>Select</td>
</tr>
<tr>
<td>Decimal Places</td>
<td>2</td>
</tr>
<tr>
<td>Rounding Rule</td>
<td>Any</td>
</tr>
<tr>
<td>Mapping Method</td>
<td>Any</td>
</tr>
<tr>
<td>Display star ratings</td>
<td>Select</td>
</tr>
<tr>
<td>Include digital signature</td>
<td>Select</td>
</tr>
<tr>
<td>Display kudos</td>
<td>Select</td>
</tr>
<tr>
<td>Participant feedback is required</td>
<td>Select</td>
</tr>
<tr>
<td>Worker can view participants added by manager</td>
<td>Select</td>
</tr>
</tbody>
</table>

2. Click Save.

**Entering Structure Details**

Add an available section of each type to the performance template, edit the existing settings for the sections, and add the manager and worker roles to each section.

1. Enter structure details for the Profile Content section.
2. Enter structure details for the Goals section.
3. Enter structure details for the Questionnaire section.
4. Enter structure details for the Overall Summary section.
5. Enter structure details for the Final Feedback sections.

**1. Enter structure details for the Profile Content section**

1. On the **Structure** tab, in the Sections region, click **Add**.
2. In the **Section Name** region, select the name of the Profile Content section that you created as a prerequisite for this task.
3. In the **Section Processing** region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section Type</td>
<td>Profile Content</td>
</tr>
<tr>
<td>Rate Section</td>
<td>Select</td>
</tr>
<tr>
<td>Calculation Rule for Section</td>
<td>Average</td>
</tr>
</tbody>
</table>
Section Rating Model | Any
Weight section | Select
Section Weight | 40

4. In the Item Processing region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable items</td>
<td>Select</td>
</tr>
<tr>
<td>Add and remove items during task to set goals</td>
<td>Select</td>
</tr>
<tr>
<td>Enable ratings for items</td>
<td>Select</td>
</tr>
<tr>
<td>Use section rating model for performance rating</td>
<td>Select</td>
</tr>
<tr>
<td>Item Calculation</td>
<td>Any</td>
</tr>
<tr>
<td>Target Performance Rating</td>
<td>Select</td>
</tr>
<tr>
<td>Weight</td>
<td>Select</td>
</tr>
<tr>
<td>Required</td>
<td>Select</td>
</tr>
<tr>
<td>Target Proficiency Level</td>
<td>Select</td>
</tr>
</tbody>
</table>

5. In the Processing by Role region, click Add.

6. In the Processing by Role region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Manager</td>
</tr>
<tr>
<td>Share Ratings</td>
<td>Yes</td>
</tr>
<tr>
<td>Share Comments</td>
<td>Yes</td>
</tr>
<tr>
<td>Update Profile</td>
<td>Yes</td>
</tr>
<tr>
<td>Person Profile Type</td>
<td>Any</td>
</tr>
<tr>
<td>Instance Qualifier Set</td>
<td>Any</td>
</tr>
<tr>
<td>Instance Qualifier</td>
<td>Any</td>
</tr>
</tbody>
</table>

7. In the Processing by Role region, click Add.

8. In the Processing by Role region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Worker</td>
</tr>
</tbody>
</table>

9. Repeat steps 7 and 8, substituting Colleague for Worker.
10. Click Save.

2. Enter structure details for the Goals section

1. On the Structure tab, in the Sections region, click Add.

2. In the Section Name region, select the name of the Goals section that you created as a prerequisite for this task.

3. In the Section Processing region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section Type</td>
<td>Goals</td>
</tr>
<tr>
<td>Rate Section</td>
<td>Select</td>
</tr>
<tr>
<td>Calculation Rule for Section</td>
<td>Average</td>
</tr>
<tr>
<td>Section Rating Model</td>
<td>Any</td>
</tr>
<tr>
<td>Weight section</td>
<td>Select</td>
</tr>
<tr>
<td>Section Weight</td>
<td>60</td>
</tr>
</tbody>
</table>

4. In the Item Processing region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable items</td>
<td>Select</td>
</tr>
<tr>
<td>Add and remove items during task to set goals</td>
<td>Select</td>
</tr>
<tr>
<td>Enable ratings for items</td>
<td>Select</td>
</tr>
<tr>
<td>Use section rating model for performance rating</td>
<td>Select</td>
</tr>
<tr>
<td>Item Calculation</td>
<td>Any</td>
</tr>
<tr>
<td>Target Performance Rating</td>
<td>Select</td>
</tr>
<tr>
<td>Weight</td>
<td>Select</td>
</tr>
<tr>
<td>Required</td>
<td>Select</td>
</tr>
</tbody>
</table>

5. In the Processing by Role region, click Add.

6. In the Processing by Role region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Manager</td>
</tr>
<tr>
<td>Share Ratings</td>
<td>Yes</td>
</tr>
<tr>
<td>Share Comments</td>
<td>Yes</td>
</tr>
<tr>
<td>Update Profile</td>
<td>Yes</td>
</tr>
<tr>
<td>Person Profile Type</td>
<td>Any</td>
</tr>
</tbody>
</table>
7. In the Processing by Role region, click Add.

8. In the Processing by Role region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Worker</td>
</tr>
</tbody>
</table>

9. Repeat steps 7 and 8, substituting Colleague for Worker.

10. Click Save.

3. Enter structure details for the Questionnaire section

1. On the Structure tab, in the Sections region, click Add.

2. In the Section Name region, select the name of the Questionnaire section that you created as a prerequisite for this task.

3. In the Section Processing region, select Questionnaire as the section type.

4. In the Processing by Role region, click Add.

5. In the Processing by Role region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Manager</td>
</tr>
<tr>
<td>Manager Questionnaire Can Be Viewed by the Role</td>
<td>Yes</td>
</tr>
<tr>
<td>Worker Questionnaire Can Be Viewed by the Role</td>
<td>Yes</td>
</tr>
<tr>
<td>Participant Questionnaire Can Be Viewed by the Role</td>
<td>Yes</td>
</tr>
<tr>
<td>Participant Name Can Be Viewed by the Role</td>
<td>Yes</td>
</tr>
<tr>
<td>Show Role on Feedback Review Page</td>
<td>Yes</td>
</tr>
</tbody>
</table>

6. In the Processing by Role region, click Add.

7. In the Processing by Role region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Worker</td>
</tr>
<tr>
<td>Manager Questionnaire Can Be Viewed by the Role</td>
<td>No</td>
</tr>
</tbody>
</table>
8. In the **Processing by Role** region, click **Add**.

9. In the **Processing by Role** region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Colleague</td>
</tr>
<tr>
<td>Participant Role Can Enter Comments Visible to Worker</td>
<td>No</td>
</tr>
</tbody>
</table>

10. Click **Save**.

### 4. Enter structure details for the Overall Summary section

1. On the **Structure** tab, in the Sections region, click **Add**.

2. In the **Section Name** region, select the name of the Overall Summary section that you created as a prerequisite for this task.

3. In the **Section Processing** region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section Type</td>
<td>Overall Summary</td>
</tr>
<tr>
<td>Rate Section</td>
<td>Select</td>
</tr>
<tr>
<td>Calculation Rule for Section</td>
<td>Average</td>
</tr>
<tr>
<td>Section Rating Model</td>
<td>Any</td>
</tr>
</tbody>
</table>

4. In the **Processing by Role** region, click **Add**.

5. In the **Processing by Role** region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Manager</td>
</tr>
<tr>
<td>Share Ratings</td>
<td>Yes</td>
</tr>
<tr>
<td>Share Comments</td>
<td>Yes</td>
</tr>
<tr>
<td>Update Profile</td>
<td>Yes</td>
</tr>
<tr>
<td>Person Profile Type</td>
<td>Any</td>
</tr>
<tr>
<td>Instance Qualifier Set</td>
<td>Any</td>
</tr>
</tbody>
</table>
6. In the **Processing by Role** region, click **Add**.
7. In the **Processing by Role** region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Worker</td>
</tr>
</tbody>
</table>

8. Repeat steps 6 and 7, substituting Colleague for Worker.
9. Click **Save**.

5. **Enter structure details for the Final Feedback sections**
   1. On the **Structure** tab, in the Sections region, click **Add**.
   2. In the **Section Name** region, select the name of the Worker Final Feedback section that you created as a prerequisite for this task.
   3. In the **Section Processing** region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section Type</strong></td>
<td>Worker Final Feedback</td>
</tr>
</tbody>
</table>

4. In the **Processing by Role** region, click **Add**.
5. In the **Processing by Role** region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Manager</td>
</tr>
<tr>
<td>Share Comments</td>
<td>Yes</td>
</tr>
</tbody>
</table>

6. In the **Processing by Role** region, click **Add**.
7. In the **Processing by Role** region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Worker</td>
</tr>
</tbody>
</table>

8. In the **Section Name** region, select the name of the Manager Final Feedback section that you created as a prerequisite for this task.
9. In the **Section Processing** region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section Type</strong></td>
<td>Manager Final Feedback</td>
</tr>
</tbody>
</table>
10. In the **Processing by Role** region, click **Add**.
11. In the **Processing by Role** region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Manager</td>
</tr>
</tbody>
</table>

12. In the **Processing by Role** region, click **Add**.
13. In the **Processing by Role** region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Worker</td>
</tr>
</tbody>
</table>

14. Click **Save**.

**Loading and Adding Content to Sections**

1. On the **Content** tab, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section Name</td>
<td>The name of the Profile Content section you created as a prerequisite for this task.</td>
</tr>
</tbody>
</table>

2. In the **Section Items** region, click **Load Items from Section**.
3. In the **Section Items** region, click **Add**, then complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item Name</td>
<td>Any</td>
</tr>
</tbody>
</table>

4. In the **Details** region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Proficiency Level</td>
<td>Any</td>
</tr>
<tr>
<td>Performance Rating Model</td>
<td>Any</td>
</tr>
<tr>
<td>Required</td>
<td>Select</td>
</tr>
</tbody>
</table>

5. On the **Content** tab, complete the fields as shown in this table.
6. In the **Section Items** region, click **Load Items from Section**.

7. In the **Section Items** region, click **Add**, then complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section Name</strong></td>
<td>The name of the Goals section you created as a prerequisite for this task.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item Name</td>
<td>Any</td>
</tr>
</tbody>
</table>

8. In the **Details** region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Rating Model</td>
<td>Any</td>
</tr>
<tr>
<td>Target Performance Rating</td>
<td>Any</td>
</tr>
<tr>
<td>Required</td>
<td>Select</td>
</tr>
</tbody>
</table>

9. Click **Save**.

**Adding Document Periods**

1. On the **Document Periods** tab, in the **Document Periods** region, click **Add**.

2. In the **Document Periods** region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
<td>2011 Performance Evaluation First Half</td>
</tr>
<tr>
<td><strong>From Date</strong></td>
<td>1/1/11</td>
</tr>
<tr>
<td><strong>To Date</strong></td>
<td>6/30/11</td>
</tr>
<tr>
<td><strong>Short Name</strong></td>
<td>Any</td>
</tr>
<tr>
<td><strong>Available to Use</strong></td>
<td>Yes</td>
</tr>
</tbody>
</table>

3. In the **Eligibility Profile for the Period** region, complete the fields as shown in this table. Use the default values except where indicated.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligibility Profile</td>
<td>Any</td>
</tr>
</tbody>
</table>

4. In the **Due Date**- region, complete the due date for each task as shown in this table.
5. In the Questionnaires for the Period region, click Add.

6. In the Questionnaires for the Period region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Template Role</td>
<td>Manager</td>
</tr>
<tr>
<td>Questionnaire Name</td>
<td>Any</td>
</tr>
</tbody>
</table>

7. Repeat steps 5 and 6, substituting Worker and Colleague for Manager.


9. In the Document Periods region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>2011 Performance Evaluation Second Half</td>
</tr>
<tr>
<td>From Date</td>
<td>7/1/11</td>
</tr>
<tr>
<td>To Date</td>
<td>12/31/11</td>
</tr>
<tr>
<td>Short Name</td>
<td>Any</td>
</tr>
</tbody>
</table>

10. In the Due Dates region, complete the due date for each task as shown in this table.

<table>
<thead>
<tr>
<th>Task</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set Goals</td>
<td>12/23/11</td>
</tr>
<tr>
<td>Worker Self-Evaluation</td>
<td>1/8/11</td>
</tr>
<tr>
<td>Manager Evaluation of Workers</td>
<td>1/15/11</td>
</tr>
<tr>
<td>First Approval</td>
<td>1/18/11</td>
</tr>
<tr>
<td>Share Performance Documents</td>
<td>1/21/11</td>
</tr>
<tr>
<td>Conduct Meetings</td>
<td>1/24/11</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Provide Final Feedback</td>
<td>1/31/11</td>
</tr>
<tr>
<td>Set Next Period Goals</td>
<td>12/31/11</td>
</tr>
</tbody>
</table>

11. In the **Questionnaires for the Period** region, click **Add**.

12. In the **Questionnaires for the Period** region, complete the fields as shown in this table.

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Template Role</td>
<td>Manager</td>
</tr>
<tr>
<td>Questionnaire Name</td>
<td>Any</td>
</tr>
</tbody>
</table>

13. Repeat steps 11 and 12, substituting Worker and Colleague for Manager.

14. Click **Save**.

**Reviewing Template Settings**

1. On the **Summary** tab, review the settings you entered for the template.

2. Click **Save**.

**FAQs for Manage Performance Templates**

**What happens if I duplicate a performance template?**

You have the option to copy all document period information, if it exists, including eligibility profiles, from the original template. Edit the document period name and short period name on the Document Periods tab to avoid having Copy in the title. If you copy periods, the new template opens, otherwise the template appears in the search results list, from where you can open it.

If the template you duplicate is in use, the In Use status of the copied template is set to No so you can edit it before making it available. When eligibility profiles are used, documents made from the template are not available until eligibility is processed.

**What's a participation role in the performance template?**

A role that can access the performance document created from the performance template. You must add to the template every role that is required to participate in viewing, or providing ratings or participant feedback in the performance document. For example, if the process flow used by the template requires that managers rate workers and share the performance document, but workers do not provide ratings, you must add both the manager and worker roles. You can select a minimum number of participants required for each role to provide feedback, but the number is a guideline and not enforced.
Manage Target Ratings Distribution

Rating Model Distributions: Explained

Create a rating model distribution to set target percentages for worker overall performance ratings that your organization prefers for each rating level of a rating model. The comparison of the target rating model distribution to the actual distribution of overall ratings managers give their workers on completed performance documents appears in the Rating Distribution analytic that appears on the My Organization page. The analytic displays the number of performance documents for each overall rating provided by the manager next to the number targeted by the rating model distribution. If you do not create a rating model distribution, the Rating Distribution analytic appears only with the number of performance documents for each overall rating the managers provide.

When creating a rating model distribution, you specify the:

- Performance template to associate with the rating model distribution
- Percentages for each rating level in a rating model
- Dates that the rating model distribution is active

Associating a Performance Template with the Rating Model Distribution

Select a performance template to associate the rating model distribution with a particular performance template so managers can compare the overall ratings to the same rating distribution for all completed performance documents created from the template. The rating model you use for the rating model distribution is the one used by the Overall Summary section of the performance template. You can associate the rating distribution with multiple performance templates.

Important

Before creating the rating model distribution, you must create a rating model and a performance template to associate with the rating model distribution.

Defining Percentages for Each Rating Level

Define the distribution percentage of performance documents that your organization targets to achieve each overall rating level for the rating model used by the performance template. The total percentage must be 100. The table shows an example of a rating model distribution for a rating model with five levels.

<table>
<thead>
<tr>
<th>Rating Level</th>
<th>Distribution Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>24</td>
</tr>
</tbody>
</table>
The application calculates the percentage of documents for the direct and indirect reports of the manager that would be expected for each rating level. Using the figures in the table as an example, consider an organization in which manager Chris Black has 200 direct and indirect reports. The table shows the overall ratings Chris awarded the reports, and the targeted number of performance documents with those rating levels according to the rating model distribution. These are the figures that are represented in the Rating Distribution analytic.

<table>
<thead>
<tr>
<th>Rating Level</th>
<th>Number of Performance Documents with Manager Ratings at Each Level</th>
<th>Target Number of Performance Documents for Each Rating Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>28</td>
<td>48</td>
</tr>
<tr>
<td>3</td>
<td>104</td>
<td>82</td>
</tr>
<tr>
<td>4</td>
<td>32</td>
<td>48</td>
</tr>
<tr>
<td>5</td>
<td>28</td>
<td>20</td>
</tr>
</tbody>
</table>

In this example, Chris has a lower number of performance documents than targeted for rating levels 1, 2, and 4, and a higher number of performance documents for rating levels 3 and 5.

**Specifying Date Limits**

Select the **From Date** to determine when the rating model distribution becomes available. You can optionally select a **To Date** to set an expiration date for the model to replace it with another or discontinue using a rating model distribution. To replace it with another, select a **From Date** for the new rating model distribution later than the **To Date** of the one that expired. If you do not replace an expired rating model distribution with another, the rating model distribution does not appear in the Rating Distribution analytic, although the overall ratings the manager provides do appear.

**Manage Performance and Potential Box Chart Labels**

**Performance and Potential Box Chart: Explained**

The Performance and Potential box chart analytic gives managers a graphical view of the potential and performance ratings for their workers, enabling them to compare the workers they manage, and distinguish high and low performers. The analytic appears on both the manager dashboard and the My Organization page.
This topic discusses describes the key points of the box chart:

- Rating models
- Performance and potential data sources
- Box cell labels
- Analytic viewing options

**Rating Models**

To create the box labels for the Performance and Potential box chart, you must first select the performance rating model to associate with the box chart. Select the rating model specified in the performance templates for the overall rating of the Overall Summary section to ensure that the box chart displays the data from the performance documents created from the templates. The default performance rating model is the one selected in the Default Rating Model for Performance Management Analytics profile option. Use this rating model to ensure that the data appears in the analytic on the manager dashboard.

If you create a performance template that uses another rating model for the Overall Summary section, you must associate another box chart to that rating model, and create labels for that box chart, to ensure that the data appears in the analytic on the My Organization page.

The performance rating model you select is used along the x-axis to plot performance ratings. The analytic graph uses the potential rating model defined in Oracle Fusion Profile Management for the y-axis to plot potential ratings.

The number of cells that appear on the analytic depends on the rating categories defined for the rating models you use in the analytic. The number of cells is calculated by multiplying the number of rating categories defined for the potential rating model by the number of rating categories for the performance rating model. For example, if each rating model has three rating categories, the total number of cells is: 3 x 3, or 9. If the potential rating model has four rating categories and the performance rating model has three, the total of cells is: 4 x 3, or 12.

**Performance and Potential Data Sources**

Performance ratings are collected from performance documents. The performance rating is the overall rating supplied by the manager in the Overall Summary section of the most recently completed performance document.

Managers rate worker potential ratings using the Career Planning portrait card and during a talent review, which could be the most recent potential rating in the worker’s profile. Performance and potential ratings are maintained in Oracle Fusion Profile Management.

**Box Cell Labels**

You can optionally label each cell in the grid with names that describe the level. For example, if the performance and potential rating models used for the graphic display low ratings in the lower left of the grid, you could name the lower left cell Novice. The upper right cell that contains highest performers, on the other hand, could be called Top Talent.
Define Worker Performance

Manager Viewing Options

On the manager dashboard, managers will see the performance and potential ratings for all workers for the most recent completed performance documents that used the performance rating model selected in the Profile Options. If a worker completed a performance document for 2010, for example, but not in 2011, the 2010 ratings appear in the analytic. If the same worker completed a performance document in 2011 that used a different rating model than the Profile Options rating model, the 2010 ratings appear in the analytic.

On the My Organization page, managers can select the performance document for which they want to view the ratings in the analytic.

Managers can filter the view to display the data for all their reports or just their direct reports.
Plan Organizational Development Needs

Define Organizational Goals and Measurements

Managing Organization Goals: Explained

Organization owners are managers who manage organization goals to support the objectives and strategy of the enterprise. You must have either the line manager role or the executive manager role to manage organization goals. Throughout the goal period organization owners can perform the following actions on goals:

- Add, update, cancel and delete
- Publish
- Assign
- Align
- Track using analytics

Add, Update, Cancel and Delete

As organization owner, you can add goals that you create, or those from the goal library, to set the business direction and targets for your organization. You can add goal tasks to a goal to define the actions required to complete the goal, if goal tasks are used.

You can update the original goal as required, but the changes made to a goal after it was published or assigned do not automatically flow to assignees or the organization to which the goal is published. You must reassign the goal if you want workers to use the updated version of the goal.

When you delete a goal, it is removed completely and cannot be recovered. Canceled goals are still visible, but cannot be assigned, published or aligned.

Publish

Publish goals to make them available to everyone in your supervisor hierarchy. They can add the goals to their own lists of performance or development goals to perform. They can edit goal attributes to make them suitable for their own job responsibilities. When you publish an organization goal, the goal appears in the My Goals page of your reports and in the Activity Stream region in
the Network Activities card in the portraits of your reports. Your reports also receive a notification that appears in their worklist.

**Assign**

Organization owners can select to assign organization goals to direct and indirect reports, or individuals they select. They can determine whether to enable workers to update key attributes of the goal, such as goal name, target completion date, and so forth.

**Align**

Workers can align their goals to your organization goals to ensure that there is a direct relationship between their individual objectives and those of your organization.

When you assign goals, the assigned goal is aligned automatically to the original organization goal. You can also align organization goals to another organization goal.

If you delete an organization goal, you remove the alignment between it and any goals that were aligned to it. When you cancel an organization goal, the alignment to other goals is not removed. Owners of goals that are aligned to the canceled goal receive email notification that the goal they aligned to is canceled. They can then cancel or modify their own goals, align their goals to other goals, or leave the alignment as it is.

**Track Using Analytics**

Use the organization goal analytics to track how many people in your organization have aligned their goals to the organization goals, and their progress in completing the goals.

The organization goals that are displayed on the alignment and progress summaries are goals assigned to your organization. If you selected a goal plan, the alignment and progress summaries display organization goals within the selected goal plan. Otherwise, the alignment and progress summaries display the goals assigned to your organization within the last specified preceding number of months.

**Cascading Goals to Promote Strategic Alignment Throughout an Organization: Example**

This example uses a four-level organization to illustrate how performance goals can be cascaded from an organization, or individual manager, to every level of the organization to support a higher-level organization goal.

**Scenario**

The top manager of your southern sales organization wants to boost sales in your company’s southern area. The top manager has decided that setting specific performance goals throughout the organization will best address the sales objectives for the company and meet the sales targets.
Cascading Goals Throughout the Sales Organization

To allocate the enterprise performance goals in some form to all workers in an organization, you can assign the goals by using the cascading process. In this example, the top manager, sales manager John wants to cascade his organization goals to his direct and indirect reports to help meet the sales targets throughout the levels of the southern area supervisor hierarchy. The four levels of the southern area include:

- Sales manager
- Store manager
- Department manager
- Sales assistant

This figure shows the southern area sales hierarchy.

John’s organization has the goal “Develop customer awareness,” based on the enterprise objectives.

Analysis

John begins the process of cascading the goal by doing the following:

- He sets the organization goals on the My Organization goals page. In this case, he adds the goal “Develop customer awareness.” He publishes the goal so that everyone can see the top organization level (southern area) goal.
- John uses the My Workers’ Goals page to assign the next level goals to his direct reports, store managers Alex and Beth. He assigns the goal
"Conduct customer survey" to Alex and "Devise customer loyalty scheme" to Beth. He aligns both goals to the organization goal "Develop customer awareness."

The store managers will see that they have been assigned goals that align up to John's organization goal. They can use the My Workers' Goals page to assign the department level goals to their direct reports, the department managers. The table shows the goals that Alex assigns to his department managers.

<table>
<thead>
<tr>
<th>Department Manager</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margaret</td>
<td>Devise customer questionnaire</td>
</tr>
<tr>
<td>Rohini</td>
<td>Plan customer reward event</td>
</tr>
<tr>
<td>Vijay</td>
<td>Conduct in-store poll</td>
</tr>
</tbody>
</table>

Margaret, Rohini, and Vijay can align their individual goals to the goal of their manager, Alex, "Conduct customer survey." They can then use the My Workers' Goals page to assign individual goals to their direct reports. In this example, Margaret can assign goals to her direct reports, sales assistants Ted, Michael, and Donna, and align those goals to her own goal, "Devise customer questionnaire."

**Resulting Supporting Goals**

The effect of the cascading process is to define performance goals for all levels of John's organization, where each level comprises goals that support, and are aligned to, the goals at the next level above. John, and all the line managers, can track the overall progress on the organization goals using the **Goal Progress Summary** analytic on the My Organization Goals page.

This figure shows the cascaded goals that support the "Develop customer awareness" goal for the southern area from our example.
FAQs for Define Organizational Goals and Measurements

What’s an organization goal?

A performance goal published by any level of an organization, such as a corporation, division, or department, that defines the overall objectives of the organization.

Organization owners can assign the goal to any level in an organization, and enable workers to copy it and align their own goals to it to achieve the same overall business objective. Organization goals are always assigned as performance goals.

Can I select individuals to manage organization goals?

By default, individuals with the Line Manager role or the Executive Manager role can manage organization goals.

Note

To prevent line managers from managing organization goals, the IT security manager can remove the Goal Management Organization Owner Duty role from the Line Manager role. In this case, the Executive Manager role can be assigned to selected line managers to enable them to manage organization goals.

By default, individuals with the Line Manager role have access to organization goals. You can restrict access to organization goals to selected individuals by assigning the Executive Manager role to them. If you do not want line managers to access organization goals, you must remove the Goal Management Organization Owner Duty role from the Line Manager job role.

Review Talent

Talent Review: Explained

The talent review process is centered around one or more talent review meetings intended to evaluate organizational trends, assess strengths, and address areas of risk for an entire organization. The people invited to participate in the meeting, who are generally managers within the organization that is being reviewed, can review and evaluate existing profile, performance, goals, and compensation data for individuals within the organization and calibrate the data before and during the talent review meeting. The human resource (HR) specialist (or other designated HR business partner) is responsible for organizing and facilitating the meeting in conjunction with the organizational business leader.

During the talent review process, you can:

- View talent across an entire organization or filter to view population segments.
- Calibrate worker ratings, experience and qualifications.
- Evaluate risk and impact of loss.
- Evaluate compensation plans.
- Create goals for workers.
- Identify, assign, and track actions throughout the review process.
• Manage talent pools and succession plans.

Data from the meeting is retained so that it can be used in future meetings to compare worker progress between talent reviews.

**View Talent Across an Entire Organization or Filter to View Population Segments**

During the talent review meeting participants can view a box chart representing any level of the organization to distinguish between high performers who do their job well, those with high potential who may be ready for new opportunities, and those who are performing below expectations. Participants can view them as an aggregate, or compare groups within the organization by filtering according to job, location, or other categories. Drill down to view an individual's data, including performance and potential ratings, the worker's experience, education, licenses, certifications, and willingness to relocate.

**Calibrate Worker Ratings, and Experience and Qualifications**

Based on discussions during the meeting you can create new, calibrated performance, potential, overall competencies ratings, and overall goals ratings for a worker. This has the effect of leveling differences in evaluations between managers to give a clearer picture of the strengths and weaknesses of workers across an organization.

The rating updates captured in the meeting are stored as part of the worker profile data and can be marked with the talent review as the source to distinguish it from a performance evaluation or other source.

You can also update data, such as competencies, degrees, and so on, from the Experience and Qualifications portrait card on the Details dialog you open from the Talent Review dashboard.

**Evaluate Risk and Impact of Loss**

Compare the risk and impact of loss ratings provided by participants for workers to ensure workers in key positions can be retained. Managers can use the data to develop development plans or incentives for valuable workers who are likely to leave or whose loss would be significant. Participants can create individual development plans for workers and specific action plans to promote workers or adjust compensation.

**Evaluate Compensation Plans**

Review current compensation information for workers, including salary, last increase, and stock options to determine if they are compensated fairly and adequately.

**Create Goals for Workers**

View current goals of workers, and create performance goals that can become part of their performance evaluations, or development goals that are added to their development plans to help them increase their skill set. The goals can be tracked and updated by workers and managers on the pages where they manage their goals. Goals created in a talent review are not added to the goal library but are added to the workers’ profiles as content items.

**Identify, Assign and Track Actions Throughout the Review Process**

Create action items and capture notes for individuals or the organization to address issues that are identified at the talent review meeting. Participants can also create special assignments for workers who are likely to leave or whose
loss would be significant. Track action items using the action plan to ensure completion.

Manage Talent Pools and Succession Plans
Review talent pools and succession plans that you have added to the talent review. You can move workers to talent pools and succession plans, and update the readiness level of the workers in succession plans. You can also create new talent pools and succession plans.

Talent Review Life Cycle: Explained

The life cycle of a talent review spans tasks from creating the meeting template through the completion of the meeting, and follow-through tasks after the meeting concludes.

The talent review life cycle includes the following tasks:

- Creating the meeting template
- Creating and scheduling the talent review meeting
- Preparing and submitting content
- Conducting the talent review meeting
- Reviewing the action plan and working on goals

The following figure shows the life cycle of the talent review. The responsibilities for the task start with the human resource (HR) specialist who begins the process, followed by a meeting facilitator and managers who provide data and participate in the meeting, and finally concluding with the facilitator, managers, and workers addressing actions or goals created in the meeting.
Creating the Meeting Template

The HR specialist creates a template, which is required to create a talent review meeting. A template can be used for multiple meetings. On the template the HR specialist selects the rating models used to compare the ratings stored on the workers' profile record. The HR specialist also selects which data options to include in the meeting. These data options include population filters which can be used to change the population of workers showing in the meeting box chart according to characteristics such as job and location, and whether meeting participants can review workers' profile or compensation information. Data options also include which actions can be used in the meeting, such as adding goals or using the Holding Area, and which profile data can be viewed.

Creating and Scheduling a Meeting

The individuals who are assigned to be meeting facilitators create and schedule the meeting based on one of the templates. Only people with the HR specialist role can be meeting facilitators. As part of the process, a facilitator can edit the content available to be reviewed in the meeting from the data options selected in the template. The facilitator also selects the participants who attend the meeting, and designates them as either reviewers or participants. A meeting can have multiple facilitators, any of whom can perform the required facilitator tasks.

Preparing and Submitting Content

Reviewers update and submit content about the population being reviewed before the meeting. The content, which is then available for the meeting, consists of profile data, such as performance and potential ratings, and talent scores, risk of loss and impact of loss ratings if those are used. The reviewers can use existing data, or edit it to reflect more recent information.

Reviewers can submit the data for their direct and indirect reports, or they can grant access to other managers below them in their hierarchy to submit data about their own direct reports. When reviewers submit the data, the reviewed worker profiles are updated with any changes to their profile data.

The facilitator can track the reviewers' content submission progress to be certain that they are on track to meet the submission deadline, and notify them when the deadline is approaching. Workers for whom no one submitted current data appear in the meeting Holding Area, if it is enabled. Their data can be updated during the meeting.

Conducting the Talent Review Meeting

On the scheduled date, the facilitator starts the meeting. The facilitator performs all the actions during the meeting, based on the direction of the participants. During the meeting, participants can view the box chart that plots workers according to their performance and potential scores, or talent score, and drill down to show profile and compensation details of individual workers. They can update a worker's performance or potential data, which changes the worker's location on the box chart, and compare current data to that from previous meetings. Using the Compare feature, they can compare one worker to another or to a job profile. Participants use the available population filters to view workers according to job, location, or whatever filters are enabled in the template. They can select color displays to differentiate workers according to various categories, and use the color and shape underlays to distinguish workers by impact of loss, risk of loss, and mobility ratings. They can also access the
Organization chart to get the overall hierarchical view of the organization under review.

The participants can assign performance and development goals to workers, if the Oracle Fusion Goal Management business process is available. They can also add notes for further action and assign tasks to anyone in the organization as part of an action plan. They can save the meeting to continue it later, or submit it to freeze the data. Once submitted, the profile changes are updated on the workers’ profile record. Goals, notes, and tasks are saved immediately when they are created. The meeting is also autosaved periodically, and when participants perform an action that exists the Talent Review work area, such as selecting a goal to enter the Oracle Fusion Goal Management work area.

**Reviewing the Action Plan and Working on Goals**

After the meeting, the facilitator can review the action plan to manage and monitor the tasks. Workers can access goals assigned to them in their goal management pages.

**Talent Reviews: How They Work with Profiles, Goals, Performance Documents, and Compensation**

HR specialists can set up the talent review template to allow talent reviews to integrate with:

- Profiles
- Goals
- Performance documents
- Compensation

**Profiles**

Talent reviews use rating models and worker profile data to plot the individuals you are reviewing on a box chart according to their rating level scores from their individual profiles. To conduct a talent review, you must select two data types and accompanying rating models from the following list in the template to set up the box chart:

- Performance
- Potential
- Overall competencies rating
- Overall goals rating

You can also set up a talent review to include the following rating model types: talent score, impact of loss, and risk of loss. If you use a talent score, workers are plotted according to their talent scores on the same box chart as the performance, potential, overall competencies, and overall goals ratings. Participants can specify whether to view either the workers’ talent scores or their performance, potential, or overall competencies and goals ratings. Workers’ impact of loss and risk of loss scores appear with other worker details.

You can set up the talent review template to include profile data from worker Experience and Qualifications cards, including competencies, degrees, languages, areas of expertise, and mobility rating. Custom content types that are set up with Talent Review as a subscriber, also appear on the Experience and
Qualifications tab of the Details dialog you open from the Talent Review meeting dashboard.

Performance data for the most recent overall performance rating is taken from the overall rating of a performance document, the updated rating provided before the meeting by a participant, or from the Career Planning card. If you use the overall competencies or overall goals ratings in the box chart, these ratings are provided either from the Competencies and Goals sections of the most recent performance document, or the Oracle Fusion Compensation Management business process, if it is configured to provide ratings.

Data that appears in the talent review is taken from the most recent data in the worker profile. Updates made during the talent review process are also recorded on the profile record. Managers and participants can update data before the meeting as well as during the meeting. The updated data is recorded on the worker profile, and marked as provided by the talent review using instance qualifiers.

Goals
In a talent review, participants can view the current performance and development goals of the individuals being reviewed, if Oracle Fusion Goal Management is available. Participants can create and assign new goals during the talent review meeting, or select and assign goals from the goal library. The workers, and their managers, can view their assigned goals on their goal management pages, where they can add performance goals to performance documents, and add development goals to development plans. Goals created in a talent review are not added to the goal library but are added to the workers’ profiles as content items.

Performance Documents
You can set up the talent review template to view and update overall worker competencies and overall goals ratings in the box chart matrix. Those ratings originate from the manager ratings provided in the Competencies and Goals sections in a performance document. The ratings are available if the performance template used to create performance documents is configured to allow overall section ratings.

You can also set up the talent review template to include performance details so that participants can view the worker’s overall ratings and comments provided by the manager in the performance document for the most recent performance evaluation. Participants can also view a history of the three most recent performance documents, and open the completed documents directly from the talent review.

Compensation
You can set up the talent review template to make worker compensation data available to view in the meeting. The compensation data that appears includes salary, variable compensation, and stock grant information.

Talent Review Data Options: Points to Consider
You determine which data and actions to make available to participants in a talent review meeting by setting it up in the template used to create the meeting.
The facilitator can further restrict most template options when creating and scheduling a meeting.

When you decide which data options and actions to make available in a template, consider what information you want to expose to the meeting participants. For example, for a meeting of high-level managers, you may want to show compensation data, but not in meetings that include lower-level managers. Your organization may also have policies requiring that certain data, such as age or religion, not be exposed to others. You must decide the options and actions to include from the following types:

- Analytic
- Detail-on-demand
- Population filters
- Action
- Color code

**Analytic Options**

Analytic layers provide visual representations, using shapes and colors, of key data points tied to a worker’s risk of loss, impact of loss, and mobility on the performance and potential box chart. Up to two of these can be selected at one time during the meeting.

These options are available only if rating models exist for risk of loss and impact of loss, and a mobility content type exists to show the worker’s willingness or ability to relocate. There are seeded values for each of these in Oracle Fusion Profile Management.

**Detail-on-Demand Options**

The details-on-demand appear in a dialog that the facilitator can open during the meeting. The details show data for the individuals being reviewed and allow actions to be taken on goals and notes. The table shows the effect of selecting the options.

<table>
<thead>
<tr>
<th>Detail-on-Demand Option</th>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes</td>
<td>Meeting participants can view notes created by the worker’s manager during the content preparation phase before the talent review, and capture and use notes during the meeting.</td>
</tr>
<tr>
<td>Compensation Plan Details</td>
<td>Meeting participants can view details about a worker’s compensation, including salary, last increase, compa-ratio, stock options, and more. Oracle Fusion Compensation Management must be available to use this option.</td>
</tr>
<tr>
<td>Goals</td>
<td>Meeting participants can view and edit a worker’s current performance and development goals and add additional goals either from the goal library or those created ad hoc. Workers and managers can access the pages on their goal management pages. Oracle Fusion Goal Management must be available to use this option.</td>
</tr>
<tr>
<td>Kudos</td>
<td>Meeting participants can view kudos received by a worker from others in the organization.</td>
</tr>
<tr>
<td>---------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Performance Details</td>
<td>Meeting participants can view the overall performance ratings for the three most recent performance documents of a worker.</td>
</tr>
<tr>
<td>Profile Details</td>
<td>Meeting participants can view profile data from the worker’s Experience and Qualifications profile card. These include areas of expertise, competencies, accomplishments, degrees, hobbies and pastimes, and languages.</td>
</tr>
<tr>
<td>Succession</td>
<td>Meeting facilitators can view the succession plans and talent pools to which the worker was added. They can also view any succession plans to replace the worker.</td>
</tr>
</tbody>
</table>

**Population Filters**

Population filters let meeting participants control the number of workers who appear on the box chart during the talent review meeting. They can use the filters to view segments of large review populations, and focus on critical segments, such as workers in key jobs or locations.

**Action Options**

Select action options to make actions and tasks available on the Actions section of the talent review dashboard. The table describes the available options and the consequences of selecting them.

<table>
<thead>
<tr>
<th>Action Options</th>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add Task</td>
<td>The facilitator can assign tasks to meeting participants or others in the organization. The tasks become visible as part of the action plan the facilitator uses after the meeting to follow up on the assigned tasks. The tasks also appear on the work list of the person to whom the task is assigned.</td>
</tr>
<tr>
<td>Add Goal</td>
<td>The facilitator can assign goals from the goal library, or create ad-hoc goals, during the review meeting, for the workers being reviewed. Oracle Fusion Goal Management must be available to use this option.</td>
</tr>
<tr>
<td>Enable Holding Area</td>
<td>The Holding Area displays workers who have no ratings for performance, potential, or both, at the start of the meeting. During the meeting, participants can also move workers to the Holding Area who are plotted on the box chart. If you do not enable the Holding Area, workers who are not rated at the start of the talent review meeting will not be included in the review.</td>
</tr>
<tr>
<td>Enable Compare</td>
<td>With the Compare feature, a worker can be compared to other workers or a job profile.</td>
</tr>
<tr>
<td>Enable Organization Chart</td>
<td>Participants can access the Organization chart to get the overall hierarchical view of the organization under review.</td>
</tr>
</tbody>
</table>
Enable Potential Assessment

| **Enable Potential Assessment** | Reviewers can use the potential assessment, created and edited by the facilitator, as an alternative to selecting a numeric value for the potential rating by responding to detailed questions. The potential rating is calculated automatically based on the responses. Reviewers access the potential assessment on the Prepare Review Content page before the meeting. |

**Color Code Options**

Color code options allow participants to highlight specific segments of the review population according to the selected options, and show the average performance and potential ratings and talent scores for all workers within that option.

For example, if you select **Location** on the template, participants will see blue icons representing individual workers in one location, while workers in another location are shown as red, and still another location as green. If you select the **Show average** check box on the Talent Review meeting dashboard, a blue marker appears on the box chart representing the average performance and potential for all workers in one location, and red and green markers appear representing the average for workers in those locations.

**Selecting Participants for a Talent Review: Points to Consider**

As part of scheduling a talent review meeting, the facilitator must select the participants who will attend the meeting. Some participants are expected to review and update data used in the meeting, and others just attend the meeting.

As facilitator, you must determine:

- Who will be a meeting participant
- What role to assign to the meeting participants

**Selecting Meeting Participants**

You must specify who will be a participant in the meeting. Typically participants are managers who are part of the supervisory hierarchy within the organization selected to be reviewed. You are not required to invite all managers in the organization to participate, even if those managers have direct or indirect reports who are being reviewed.

You can also select managers outside of that organization to participate. These may be managers, for example, who have recently transferred out of the organization being reviewed but have managed workers who are under review. The top manager of the organization under review is generally designated as the business leader. The business leader is considered a meeting participant and receives all the meeting notifications sent to other meeting participants.

**Assigning Roles to Meeting Participants**

When you select participants, their default role is reviewer, which means before the meeting they are expected to review and update worker profile data for
their direct and indirect reports who are subject to review in the meeting. Alternatively, you can assign them the role of participant. Participants are invited to the meeting, but are not expected to update profile data before the meeting, because, for example, they have no reports who are subject to review in the meeting, or they are new to the organization.

The application notifies reviewers of their responsibility and provides a link to the **Prepare Review Content** page where they can make the updates.

Reviewers can use the grant access feature to assign their direct reports who are managers to prepare content for their own direct and indirect reports, even if those managers are not designated as meeting participants or reviewers. The managers who are granted access can, in turn, grant access to their direct reports to update profile data for their own reports.

For example, consider organization ABC. In ABC, all of manager Pat Rigney’s indirect reports are subject to review. Pat is the direct line manager of Chris Hodges, who has five direct reports, including Jen Hu. Jen has six direct reports. For the ABC talent review meeting, Pat is designated as a reviewer, Chris is designated as a participant, and Jen is neither a reviewer nor participant. Pat receives notification to prepare content for the meeting, and she grants access to Chris to prepare content for his direct and indirect reports. Chris prepares content for his direct reports, but grants access to Jen to prepare content for her direct reports. Pat and Chris attend the ABC talent review meeting, but Jen does not.

**Talent Profile Summary: Explained**

The Talent Profile Summary is a consolidated report of talent-related information that you can print for a worker. Depending on the options that you select when printing, the report can consolidate talent review, performance, and goal information. For each worker, the report prints person details such as length of service date and hire date, and also job information such as job name, business unit, location, and time in job. You print the talent summary either from the Actions menu on the Person Details page, or by selecting one or more workers from the Talent Review dashboard.

**Report Sections**

Four report sections are available to print, and each section includes additional options for information to print.

In the Talent Overview section, you can print performance evaluation information for up to the past three years, including evaluation period, overall rating, overall comments, and a bar graph comparing the performance ratings. You can also include talent ratings in this section.

In the Education and Qualifications section, you can print competency ratings and evaluation types, and license and certification, language, and degree information.

In the Career Options and Interests section, you can print career preference and advancement readiness information for your workers, such as their willingness to travel or relocate for a job, or consider part-time employment and flexible work schedules. You can also print information about workers’ preferred next career moves, and any jobs that are in their interest list.
In the Goals section, you can print both development and performance goal information, such as goal names, completion dates, statuses, and descriptions. This section also includes a graph of goal achievement for the worker.

**Print Formats**

You can print the Talent Profile Summary in the following formats: PDF, RTF, Microsoft Excel, and HTML. When you print in PDF and RTF format, the report includes a photograph of the worker and all selected graphs. The Excel format prints all selected workers in an Excel workbook, with one profile per worksheet in the workbook and the worker’s name as the tab label. This format does not include the photograph or the performance history and goals graphs. The HTML format prints in HTML, and includes the selected graphs, but does not include the photograph.

**Talent Review Tasks: Explained**

During the talent review cycle, you can create tasks for action items that must be completed as part of a talent review.

**Assigning Tasks**

Only the talent review facilitators can create and assign tasks for a talent review meeting. Facilitators can assign tasks during multiple phases of the review cycle, by assigning tasks on the Prepare Review Content page, Talent Review dashboard, or the Review Action Plan page.

In addition to a subject and description, you define the following for each task:

- **Task type**: Category for the task, such as Preparation, Presentation, and so on. Values for task type are defined in the HRT_TASK_TYPE lookup. You can add additional values to suit business requirements.
- **Priority**: Level of urgency for the task, such as High, Medium, Low, and so on. Values for priority are defined in the HRT_TASK_PRIORITY lookup. You can add additional values to suit business requirements.
- **Start date**: Date that work should begin for the task.
- **Due date**: Date the task must be marked complete.
- **Assignee**: One or more individuals who will participate in the task.
- **Owner**: Individual who is responsible for the task. This is the meeting facilitator by default, but you can add additional owners.

A task also contains a **Percentage Complete** field to be updated by assignees.

**Editing Tasks**

Task owners can edit any of the fields for a task, including reassigning the task. Owners can also delete a task. Task assignees can edit only the percentage complete. If a task has multiple owners or assignees, then any changes made by one owner or assignee are seen by the other owners or assignees.

Assignees can edit tasks using notifications. Owners can edit tasks using notifications and the Talent Review Dashboard. Owners who are also talent
review meeting facilitators can also edit tasks using the Review Action Plan page for the meeting.

**Talent Review Notes: Explained**

During a talent review, you can use notes to attach information about a worker in the talent review. You can add notes to a worker when preparing review content or on the Talent Review dashboard. The notes that you create are available only within a talent review; they do not appear anywhere else.

**Note Types**

Values for note types are stored in the HRT_NOTES_TYPE lookup type. The predefined values are External, Internal, and General, but you can add others to suit business requirements. Use the Manage Common Lookups task in the Setup and Maintenance work area to edit the lookups.

**Exporting Notes**

If you want to review all notes for a worker at one time, you can export notes to a spreadsheet.

**FAQs for Review Talent**

**What happens if talent review content is not complete by the deadline?**

The meeting uses data from the current profile record for workers who are reviewed in the talent review. If no performance or potential ratings exist on the profile record for the worker, the worker appears in the holding area of the talent review dashboard at the start of the meeting, instead of the Performance and Potential box chart. Meeting participants can rate the worker during the meeting.

**Can reviewers see data for workers they do not manage when preparing content?**

No, talent review reviewers can only see and update the profile data for their direct and indirect reports when preparing content for a talent review meeting. However, during the meeting, reviewers who are also participants can see the data for all persons being reviewed.

**Can I modify the review population of a talent review after it has started?**

Yes, on the Edit: Talent Review Meeting: Select Review Population page, you can add workers to, or remove them from, a talent review that is in progress. You must submit, rather than save, the edited meeting for the changes to take effect. The changes appear in the meeting when you restart the meeting by selecting the **Conduct Meeting** link on the Overview page. Any changes made to data for workers you removed from the meeting are not updated in the worker profiles.
During the meeting, you can also move workers to the holding area to remove them from the performance and potential box chart. When you move a worker to the holding area, any data changes during the meeting for the worker are retained and uploaded to the worker profile.

**Can I change the attributes of a talent review meeting that is in progress?**

Yes, you can edit attributes of a talent review meeting that has the status *In progress* on the Edit: Talent Review Meeting pages. You can change the status, meeting name, list of participants, review population, or other attributes. You must submit the meeting edits for the changes to take effect. Any updates made to data in a meeting while it was previously conducted are not affected when you edit the meeting attributes. Profile data for any additional people in the review population appears when you restart the meeting by selecting the **Conduct Meeting** link on the Overview page. However, once the meeting is in progress, the worker profile data that appears in the meeting is not updated from any source other than changes made during the meeting itself.

**Can I save the talent review meeting until a later date if it is not completed?**

Yes, you can save the talent review meeting until a later date, and all the edited values from the meeting are retained until the meeting is resumed, even if a manager or worker updates profile data elsewhere. When the facilitator submits the meeting, the meeting is completed and cannot be edited.

**What happens to the performance evaluation rating if I change the performance rating in the talent review?**

The rating provided by the manager in the performance document during a performance evaluation is not affected. The performance rating managers provide when preparing content for a talent review or the meeting itself is recorded to the worker profile as separate from the rating the manager provided for the performance evaluation.

**How can I manage my talent review tasks?**

If you are the owner of a task, you can manage your tasks using the worklist. You can select your tasks from the worklist and edit them.

If you are the task owner and you are the talent review facilitator, you can also manage tasks on the Review Action Plan page by searching for all tasks that are assigned to you, or for which you are the owner. On this page, you can select relevant tasks and update them.

As an assignee of a task, you receive a notification in the Recent Notifications window when a task is assigned to you. From here, you can select the task and review or edit it. You can also manage your tasks using the worklist.

**How can I export data from the talent review meeting?**

Select the **View Table** action on the Talent Review meeting dashboard to open the table view of the meeting. On the menu bar, click the **Export to Excel** icon.
You can upload and save all the ratings, box chart matrix locations, and other data from the Table view of the talent review dashboard to Microsoft Excel.

**How can I use social networking to plan a talent review meeting?**

If the pages used to create and edit talent review meetings have a **Social** link, you can invite others to collaborate about planning the meeting using social collaboration. Conversations remain with the meeting plan.

Some examples of collaborating about talent review meetings include:

- The facilitator initiates a discussion about meeting setup details with other facilitators.
- The facilitator conveys information to participants.
- Participants join conversations to provide documentation to support workers’ performance and potential ratings.

To use social networking:

- Click **Social** on the pages used to create and edit talent review meetings to collaborate. Click the **Share** button, or click **Join** if collaboration has already been initiated.
- Click the name of the meeting to access its wall, where you can start conversations and add members.
- After collaboration is initiated for a meeting, anyone at your company can be invited to participate in a conversation about it. In this example, a participant can only join in conversations after being invited as a member, while the meeting facilitators can initiate conversations and invite members.
- On the wall of the meeting, everyone invited can view basic attributes of the meeting and post documents and comments that all members can see.
- Use the presence indicators to identify who is available for conversations.

**When do talent review calibrated ratings appear in reports?**

Calibrated ratings are available in OTBI reports after the talent review meeting is submitted from the Talent Review Meeting dashboard.

**Define Talent Review**

**Talent Review Template: Explained**

The talent review template controls the layout of the box chart used to display worker ratings and the data elements and actions available during the talent review meeting. The human resource (HR) specialist creates a template, which is
required to create a talent review meeting. A template can be used for multiple meetings.

Using templates for a talent review enables you to:

- Create templates targeted for specific enterprise requirements
- Specify the maximum number of person records
- Specify that succession plans and talent pools can be associated with meetings
- Select rating models to determine design and layout of the box chart
- Select data options to make available for a meeting

Creating Templates Targeted for Specific Enterprise Requirements

You can create as many templates as required for your enterprise. If your enterprise uses a standardized process for your talent review meetings across organizations and regions, you may require only one template that can be used for multiple meetings. If your enterprise employs a decentralized talent review processes, you can configure templates to customize talent review meetings by industry, region, or organization.

Use the following questions to determine when more than one template may be required:

- Does your enterprise use a standard set of rating models for performance, potential, overall competencies and goals ratings, risk of loss, impact of loss, and talent score? If so, then a single template may suffice. If different rating models are used within organizations or geographic regions, then separate templates are required.

- Do you use a standard configuration for the box chart throughout the enterprise? If so, you can use one template. When different configurations are required, for example, by separate organizations or geographic regions, separate templates are required. This would be the case, for example, if one organization used a nine-box configuration, while another used a six-box configuration.

- Do industry or legislative rules governing the use of data related to age, gender, ethnicity, or religious affiliation, vary by organization or geographic region? If so, then separate templates are required to cover the rules for each organization or region.

- Does your enterprise review compensation data at certain levels of the organization or for some talent review meetings, but not at others? If so, then separate templates are required.

Specify the Maximum Number of Records

The value for the maximum number of records represents the number of workers in the review population, multiplied by the number of meetings that are available to view in the meeting. The maximum number of meetings you can view in a meeting is three: the current meeting, and up to two prior meetings. You must enter a value to accommodate all the workers in the expected review population for meetings created using the template. If you enter a value
that is too low, you will restrict the number of workers you can select in the review population. For example, if you plan to use the template to evaluate an organization of 500 workers and view two prior meetings, enter a value of at least 1500 for the maximum number of records.

**Specifying that Succession Plans and Talent Pools Can Be Associated with Meetings**

You can configure the template to enable succession plans and talent pools to be associated with the meetings created from the template. When succession plans and talent pools are associated with meetings they appear on the meeting dashboard and in the Details dialog box. Meeting participants can add candidates to the succession plans and members to the talent pools associated with the meeting. Only succession plans and talent pools owned by the meeting facilitators are eligible to appear in meetings. If you do not associate succession plans or talent pools with meetings, participants can still add candidates and members to those that the meeting facilitators own during the meeting. However, the plans and pools do not appear directly on the dashboard.

**Select Rating Models to Determine Design and Layout of the Box Chart**

On the template you select the rating models used in the box chart to compare the performance, potential, overall competencies and overall goals ratings stored on the workers' profile record. The number of rating categories associated with your rating models determines the dimensions of the box chart, for example a nine-box or six-box configuration. If your organization has set up a talent score rating model and uses it to rate workers, you can also select to include talent scores to compare workers in the meeting.

After selecting the rating models, you can enter labels for each box within the box chart to help categorize workers with similar ratings who appear in each box.

You can specify the default view of the rating models that appear in the box chart during the meeting. To use the rating models you selected for the horizontal (X) and vertical (Y) axes, select **Plot X Versus Y** as the default view. Or, select the talent score rating model as the default view. You can change the view during the meeting to see either the performance and potential ratings or talent score in the box chart.

**Select the Data Options to Make Available for a Meeting**

When creating the template, you select which data options to make available for a meeting. These data options include filters which can be used to change the population of workers showing in the meeting box chart according to characteristics such as job and location, and whether meeting participants can review workers' performance evaluation, goal, profile or compensation information. Data options also include which actions can be used in the meeting, such as adding goals or using the Holding Area or potential assessment, and which diversity-related information, such as ethnicity, gender, and age, can be viewed. When creating a meeting from the template, the facilitator can choose to make some of the data options unavailable for the meeting.
Selecting Box Chart Options for the Talent Review Template: Critical Choices

To configure a talent review, you must select the box chart options to display, evaluate, and calibrate worker ratings. You must specify which data types to display on both the horizontal and vertical axes of the box chart, and map rating models to your selections. Optionally, you can also specify:

- Talent score rating model and mapping
- Risk of loss and impact of loss rating models
- Box labels
- Color scheme
- Default view

**Note**
You must set up rating models in Oracle Fusion Profile Management to make them available for the talent review.

**Horizontal and Vertical Axes**

You must select the data types and associated rating models for both the horizontal and vertical axes to display on the box chart matrix and plot worker ratings. You can select:

- Performance rating
- Potential rating
- Overall goals rating
- Overall competencies rating

The overall goals and competencies ratings are only available if section ratings are used in the performance document for the respective Goals and Competencies sections. You set up the performance sections and templates using the Performance Management business process.

After selecting the data type to use as the values for the horizontal and vertical axes, you select the rating model to use for each axis. The rating model you select must have rating categories configured for it to determine the box chart dimensions. You configure rating models using the Manage Profile Rating Models task in the Setup and Maintenance work area.

When you select rating models that were used to provide current worker ratings, any workers who were rated using the same rating models you selected for the template appear on the box chart matrix. For example, a worker for whom a manager provided an overall performance score on a performance document using the same performance rating model as the talent review, and also a potential score on the Career Planning card using the same potential rating model as the talent review, appears on the box chart.

Any workers who were rated using a different rating model, or those for whom no ratings exist, do not appear on the box chart, but in the Holding Area of the talent review. These could include, for example, a worker who recently
transferred from one organization that uses one performance rating model to another organization within your enterprise that uses a different performance rating model.

**Showing Progress Between Meetings**

When creating a meeting, the facilitator can set it up to show progress for worker ratings between this meeting and previous meetings. Only meetings facilitators create from templates that use the same performance and potential rating models are available to show progress between meetings.

**Updating Worker Ratings to Appear on the Box Chart**

Before the talent review meeting, participating managers who are designated as reviewers can update worker ratings on the **Prepare Review Content** page to provide any ratings that are missing or were provided using a different rating model than that used for the talent review. On that page, reviewers also have the opportunity to update the talent score, risk of loss, and impact of loss ratings. The revised performance, potential, and talent review ratings are used in the talent review to plot the workers on the box chart. Meeting participants can also rate workers during the talent review meeting.

**Determining the Box Chart Dimensions**

The number of rating categories contained in each rating model you specify for the horizontal and vertical axes determines the number of boxes in the chart and the number of boxes high and wide.

For example, if you map a performance rating model with two rating categories to the X-axis, and a potential rating model with three categories to the Y-axis, then the box chart contains six cells (2 x 3). The box chart is two cells wide (the performance rating model) and three cells tall (the potential rating model).

**Talent Score Rating Model and Mapping**

The talent score is useful to differentiate and score workers based on factors beyond performance and potential. These might include readiness, ability to mentor, learning agility, or whatever criteria your enterprise uses to rate workers beyond their performance and potential. The talent score is optional in the talent review.

Worker talent scores appear in a different, single axis view of the box chart from the ratings for performance, potential, and overall competencies and goals. Because talent scores are tied to a single rating value they are mapped to a specific box on the box chart and do not require a rating category. However, the number of rating levels available in the talent score rating model must match the number of cells in the box chart matrix. For example, if the box chart matrix has nine cells, the talent score must have nine rating levels so that the talent scores and cells can map in a one-to-one correspondence.

Once you select the talent score rating model, you select the rating value to place in each cell. If your box chart matrix has nine cells, for example, and talent scores ranging from 1 (lowest) to 9 (highest), you can select rating level 1 for the lower left cell of the chart, and rating level 9 for the upper right. You must determine which talent scores to place in the cells based on your organization’s business rules.
Risk of Loss and Impact of Loss Rating Models

Select either, or both, risk of loss and impact of loss rating models to enable you to specify these values to be included as analytic options in the talent review template and available in the meeting. The ratings appear in the details displayed for each worker, and also appear on the box chart matrix with different colors or shapes to distinguish each worker’s value.

Box Labels

After you select the rating models for the horizontal and vertical axes, the box chart matrix automatically appears with empty boxes in the Box Labels section. You can add a label for each section. If you do not add a label, no labels appear to identify the boxes in the box chart matrix on the Talent Review dashboard. In addition, default labels are used in the table view of the box chart matrix. The default values are: Cell 1, Cell 2, and so on.

Note

If no box chart matrix appears after you select the rating models for the horizontal and vertical axes, you may have selected a rating model for which no rating categories are configured. You must select another rating model, or add rating categories to the rating model.

Color Scheme

You can optionally select the color scheme to display on the box chart. The color scheme provides a visual cue of the progress of worker ratings. When you select the Blue and white or Red and green color schemes, one color starts at the bottom left and becomes fainter as it approaches the center of the box chart. The other color starts fainter in the center and darkens as it approaches the upper right of the box chart. For the Grayscale option, the gray gets progressively darker from the bottom left of the box chart matrix to the upper right.

Default View

You can select the default view of data that appears in the box chart matrix. Select Plot X Versus Y to display the horizontal and vertical axis values you selected for the box chart matrix. Select Talent Score to display workers according to their talent score. You can change the view back and forth during the meeting on the Talent Review meeting dashboard.

Talent Review Data Options: Points to Consider

You determine which data and actions to make available to participants in a talent review meeting by setting it up in the template used to create the meeting. The facilitator can further restrict most template options when creating and scheduling a meeting.
When you decide which data options and actions to make available in a template, consider what information you want to expose to the meeting participants. For example, for a meeting of high-level managers, you may want to show compensation data, but not in meetings that include lower-level managers. Your organization may also have policies requiring that certain data, such as age or religion, not be exposed to others. You must decide the options and actions to include from the following types:

- Analytic
- Detail-on-demand
- Population filters
- Action
- Color code

**Analytic Options**

Analytic layers provide visual representations, using shapes and colors, of key data points tied to a worker's risk of loss, impact of loss, and mobility on the performance and potential box chart. Up to two of these can be selected at one time during the meeting.

These options are available only if rating models exist for risk of loss and impact of loss, and a mobility content type exists to show the worker's willingness or ability to relocate. There are seeded values for each of these in Oracle Fusion Profile Management.

**Detail-on-Demand Options**

The details-on-demand appear in a dialog that the facilitator can open during the meeting. The details show data for the individuals being reviewed and allow actions to be taken on goals and notes. The table shows the effect of selecting the options.

<table>
<thead>
<tr>
<th>Detail-on-Demand Option</th>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes</td>
<td>Meeting participants can view notes created by the worker's manager during the content preparation phase before the talent review, and capture and use notes during the meeting.</td>
</tr>
<tr>
<td>Compensation Plan Details</td>
<td>Meeting participants can view details about a worker's compensation, including salary, last increase, compa-ratio, stock options, and more. Oracle Fusion Compensation Management must be available to use this option.</td>
</tr>
<tr>
<td>Goals</td>
<td>Meeting participants can view and edit a worker's current performance and development goals and add additional goals either from the goal library or those created ad hoc. Workers and managers can access the pages on their goal management pages. Oracle Fusion Goal Management must be available to use this option.</td>
</tr>
</tbody>
</table>
### Kudos

Meeting participants can view kudos received by a worker from others in the organization.

### Performance Details

Meeting participants can view the overall performance ratings for the three most recent performance documents of a worker.

### Profile Details

Meeting participants can view profile data from the worker’s **Experience and Qualifications** profile card. These include areas of expertise, competencies, accomplishments, degrees, hobbies and pastimes, and languages.

### Succession

Meeting facilitators can view the succession plans and talent pools to which the worker was added. They can also view any succession plans to replace the worker.

### Population Filters

Population filters let meeting participants control the number of workers who appear on the box chart during the talent review meeting. They can use the filters to view segments of large review populations, and focus on critical segments, such as workers in key jobs or locations.

### Action Options

Select action options to make actions and tasks available on the Actions section of the talent review dashboard. The table describes the available options and the consequences of selecting them.

<table>
<thead>
<tr>
<th>Action Options</th>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add Task</td>
<td>The facilitator can assign tasks to meeting participants or others in the organization. The tasks become visible as part of the action plan the facilitator uses after the meeting to follow up on the assigned tasks. The tasks also appear on the work list of the person to whom the task is assigned.</td>
</tr>
<tr>
<td>Add Goal</td>
<td>The facilitator can assign goals from the goal library, or create ad-hoc goals, during the review meeting, for the workers being reviewed. Oracle Fusion Goal Management must be available to use this option.</td>
</tr>
<tr>
<td>Enable Holding Area</td>
<td>The Holding Area displays workers who have no ratings for performance, potential, or both, at the start of the meeting. During the meeting, participants can also move workers to the Holding Area who are plotted on the box chart. If you do not enable the Holding Area, workers who are not rated at the start of the talent review meeting will not be included in the review.</td>
</tr>
<tr>
<td>Enable Compare</td>
<td>With the Compare feature, a worker can be compared to other workers or a job profile.</td>
</tr>
<tr>
<td>Enable Organization Chart</td>
<td>Participants can access the Organization chart to get the overall hierarchical view of the organization under review.</td>
</tr>
</tbody>
</table>
Enable Potential Assessment

Reviewers can use the potential assessment, created and edited by the facilitator, as an alternative to selecting a numeric value for the potential rating by responding to detailed questions. The potential rating is calculated automatically based on the responses. Reviewers access the potential assessment on the Prepare Review Content page before the meeting.

Color Code Options

Color code options allow participants to highlight specific segments of the review population according to the selected options, and show the average performance and potential ratings and talent scores for all workers within that option.

For example, if you select Location on the template, participants will see blue icons representing individual workers in one location, while workers in another location are shown as red, and still another location as green. If you select the Show average check box on the Talent Review meeting dashboard, a blue marker appears on the box chart representing the average performance and potential for all workers in one location, and red and green markers appear representing the average for workers in those locations.

Potential Assessment: Explained

Talent review meeting reviewers can use a potential assessment to rate the potential of workers who are part of the review population of a talent review. Reviewers can use the potential assessment as an alternative to selecting a numeric value for the potential rating by responding to detailed questions you create to help assess workers. The potential rating is calculated based on the responses. Reviewers access the potential assessment on the Prepare Review Content page before the meeting, and the potential ratings are available to view during the meeting.

The reviewer can use the calculated rating, select a different rating, or complete the potential assessment again to calculate a new rating. The rating is updated in the worker profile when the reviewer submits the Prepare Review Content page.

Calculating the Potential Rating with the Potential Assessment

To calculate the worker potential rating, the potential assessment uses two predefined rating models. The Potential Assessment rating model is used to determine the value for each response. The Potential rating model determines the final potential rating based on the total value of the responses.

The potential assessment contains a set of questions with responses associated with the Potential Assessment rating model. The Potential Assessment rating model contains three rating levels, one for each possible response to the questions. Each rating level has a numeric rating. The predefined responses and their values are:

- Strongly Agree: 3
The Potential rating model also has three rating levels. Each rating level is associated with a range of review points. This table shows the rating levels for the Potential rating model, the short description that describes the rating level, and the review points for each level.

<table>
<thead>
<tr>
<th>Rating Level</th>
<th>Short Description</th>
<th>Points Range: From Points</th>
<th>Points Range: To Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>High</td>
<td>21</td>
<td>99</td>
</tr>
<tr>
<td>2</td>
<td>Medium</td>
<td>14</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Low</td>
<td>0</td>
<td>13</td>
</tr>
</tbody>
</table>

When the reviewer completes the potential assessment, the total value of the selected responses is calculated using the Potential Assessment rating model levels. The calculated total is compared to the range of review points in the Potential rating model to determine which rating level it maps to. The final potential rating is the rating level that corresponds to the total review points.

For example, assume the potential assessment has eight questions. Since every question must be answered for the potential assessment to be valid and the lowest possible rating value for each question is 1, the minimum score is 8. The maximum score is 24. If the sum of the reviewer's selections is 16, that corresponds to the points range of 14-20. The associated rating level is 2 for that points range, so the final potential rating is 2-Medium.

**Enabling the Potential Assessment**

On the talent review template, you select whether to enable reviewers to access the potential assessment.

**Creating and Editing Potential Assessments**

The potential assessment is a predefined questionnaire with eight questions and responses already configured. However, you can edit the existing potential assessment, or create a new one, to create, add or remove questions and responses. You access the potential assessment from the Facilitator Overview page. Only questions that allow a single response (radio button or single choice) and the Potential Assessment rating model can be used in a potential assessment.

You can also edit the predefined rating models to add or change rating levels or review points. To edit the rating models, use the Manage Profile Rating Models task in the Setup and Maintenance work area.

To create or edit a potential assessment or the associated rating models do the following:

1. (Optional) Edit the Potential Assessment rating model to add, remove, or update rating levels.
2. On the Facilitator Overview page, click the Manage Potential Assessment link to access the Potential Assessment. On the dialog that appears, select the option to either create a new questionnaire, or update the existing one.
3. On the Edit Questionnaire Basic Information page, edit the questionnaire attributes as required.

4. On the Edit Questionnaire Contents page, create, add or remove questions, and edit the short descriptions or other page attributes as required. To create a question, select the row below which you want to insert the question, then click Create. To change question order, select a question and drag it to the desired location. If you changed the number of rating levels in the Potential Assessment rating model, you must remove all the questions and create or add new ones to associate with the updated rating levels.

5. If you updated or created a potential assessment so it contains a different number of questions than the existing potential assessment, review the Potential rating model review points. You may need to edit the review points range for each rating level to reflect the number of questions and possible maximum and minimum scores in the potential assessment.

**FAQs for Define Talent Review**

**How can I diagnose any issues with Oracle Fusion Goal Management data?**

After populating the Oracle Fusion Goal Management data tables, you can run the Goal Management Integrity Validations test if you have access to the Diagnostic Dashboard. Select Run Diagnostic Tests from the Setting and Actions menu in the global area. The validations test generates a report that contains details of any rows that are invalid, which you can repair or remove.

For Goal Management, the test validates four categories of data integrity:

- **Business Group Validation:** The test checks to ensure that the business group is valid and exists in the Oracle Fusion Global Human Resources business group table.

- **Foreign Key Validation:** Foreign key attributes must not be null.

- **Field Level Validation:** Field level attributes must match the business rules set up in Goal Management.

- **Row Count Validation:** The row count on the setup tables must be greater than 0.

**What happens if I don’t enter labels for the boxes on the talent review template?**

No labels appear to identify the boxes in the box chart matrix on the Talent Review dashboard. In addition, default labels are used in the table view of the box chart matrix. The default values are: Cell 1, Cell 2, and so on.

**Can I edit a talent review template after it has been used for a meeting?**

Yes. You can update a talent review template to use for meetings that are not created yet, or existing meetings that are in progress or not started. When you edit a template for a meeting that is in progress, the updates take effect after
the meeting is closed and then reopened. For meetings that are not started, the template updates take effect when the meeting is opened. You manage templates on the Manage Talent Review Templates page.

You cannot edit the template name, owner, status, or the rating models selected for the template. You can edit other attributes, including:

- Horizontal and vertical axis labels
- Default view
- Box labels
- Color scheme
- Data options

Manage Talent Pools

Talent Pools: Explained

Talent pools are used by HR Specialists for multiple resource management and planning purposes. They are often used to track training, development, and readiness for a group of workers. For example, you can create a talent pool for high-potential workers so that you can track their training and assign development goals to them. Talent pools can also be used with succession plans to prepare members of the pool to fill a vacancy for a position.

Talent Pool Details

Details for a talent pool include a name, description, status, and talent pool owners. The status indicates whether the talent pool is active or inactive. If a talent pool is inactive, you cannot select it for use in succession plans and talent reviews. The owner is the individual who has access to manage the talent pool. You can select more than one owner.

You can also enter information to associate the talent pool with a specific job, department or other criteria. The available criteria are:

- Job
- Grade
- Job profile
- Job family
- Department
- Business unit
- Position

Talent Pool Members

After you enter the talent pool details, you select members for the talent pool. A worker can be a member of more than one pool.
Goals for the Talent Pool

If you are using Oracle Fusion Goal Management, you can add development goals to the talent pool. When you add goals to the pool, the goals are added to the members’ list of development goals.

Key Job and Position Information for Talent Pools: Explained

Key job and position information for a talent pool enables you to identify additional attributes for the talent pool.

You can define one or more of the following job and position-related attributes for a talent pool:

- Job
- Position
- Job family
- Job profile
- Grade
- Department
- Business unit

When selecting job and position information for the talent pool, the following applies:

- Initially, the Position and Grade fields are disabled.
- If you select a business unit, then the available positions are restricted to those in the selected business unit.
- If you select a department before selecting a position, no additional fields are restricted.
- If you select a position without first selecting a department, then the application populates the Job and Department fields, and disables them. The Job Family and Job Profile fields are also disabled.
- The Grade field remains disabled unless you populate the Job field.

Succession Plans, Talent Pools, and Talent Reviews: How They Work Together

Using talent pools and succession plans with talent review meetings enables you to manage workers’ career progressions and plan for vacancies in key jobs and positions.

Talent Pools and Succession Plans

Talent pools enable you to group workers for the purpose of managing their development, training, and other goals. Succession plans enable you to group
candidates and track their readiness to move into a specific job, position, or to replace an incumbent. Talent pools can be used either with or without succession plans.

You typically use talent pools without succession plans, so that you can track workers’ development, but that development is not tied to a particular role. For example, InFusion Corporation maintains talent pools to track how their high-potential workers are progressing, but the workers will eventually move in various directions at various rates.

You can use talent pools with succession plans in situations where you want to track development progress of workers as potential candidates for a specific job, position, or incumbent. For example, HR specialists at InFusion Corporation maintain a talent pool of sales people who have demonstrated high potential for moving into the role of a sales director. The HR specialists assign goals for training and other development needs to this group of workers and track their progress during talent review meetings each year. When they learn that the incumbent of the Sales Director- Western Region is planning to retire in the next six months, they decide to set up a succession management plan for the incumbent. They add candidates to this plan using members of the talent pool for sales people that they have been managing. When adding the talent pool members to the succession plan, the HR Specialist can assess the readiness level of each worker and determine the workers who will be the most qualified candidates to replace the incumbent.

**Talent Review**

When you set up a talent review meeting, you can associate succession plans and talent pools with the meeting. During the meeting, the selected talent pools and succession plans appear on the meeting dashboard, and you can drag and drop workers from the grid to a talent pool or succession plan. You can also add workers to a succession plan or talent pool that is not associated with the meeting. However, the list of available plans or pools is restricted to ones for which the meeting facilitators are listed as the owner.

You can also create new talent pools and succession plans from the meeting dashboard. If you create a new succession plan or talent pool, you must exit the meeting dashboard and add the newly created pool or plan to the meeting for it to appear on the meeting dashboard.

**Using Development Goals in Talent Pools: Explained**

By adding development goals to a talent pool, you can ensure that all the members of your talent pool accomplish certain tasks, enabling you to manage and track goals of pool members for current and future jobs. By tracking the progress of your pool members on assigned goals, you can track the readiness of a member to be promoted to a higher position.

**Adding Development Goals to a Talent Pool**

Only talent pool owners can add development goals to a talent pool. When creating or editing a talent pool, you can add or remove development goals by using the Edit Talent Pool: Manage Development Goals page. You can add
development goals to a talent pool only from the goal library. When you assign
goals to a worker from a talent pool, these goals are added automatically to the
worker’s goals list on the My Goals page and My Workers’ Goals page, where
the worker and manager can edit and update the goal. If a worker inherits a goal
from the talent pool that he or she already has, then that goal is not duplicated
on the worker’s goals list on the My Goals page and My Workers’ Goals page.

Note
When you add a worker to a talent pool, the goals already associated with the
talent pool are not automatically assigned to the worker. Only those goals that
are added later to the talent pool are automatically assigned to the worker.

Removing Development Goals from a Talent Pool

Only talent pool owners can remove development goals from a talent pool. If
you remove a development goal from a talent pool, that goal is not automatically
removed from the workers’ goals list who inherited the goal from the talent pool.
If you want to remove a goal from a worker’s goals list, then after you remove a
goal from the talent pool, you must manually delete it from the worker’s goals
list.

Removing or Updating Development Goals Contained in a Talent Pool from the
Goal Library

If you update in the goal library a development goal that has been added to a
talent pool, then the updates to that goal are not reflected in the talent pool. If
you want the goal in the talent pool to reflect the changes made to it in the goal
library, you must remove that goal from talent pool and add the updated goal to
the talent pool.

FAQs for Manage Talent Pools

Can I delete a talent pool?

You cannot delete a talent pool, but you can set the status to inactive.

What happens if I set the status of a talent pool to inactive?

If you inactivate a talent pool, you can no longer associate it with any talent
review meetings or succession plans. If you decide to use the talent pool again in
the future, you can set the status back to Active, assuming you are the owner of
that talent pool.

How can I use social networking with talent pools?

If the talent pool editing pages have a Social link, you can invite others to
collaborate about a talent pool using social collaboration. Conversations remain
with the talent pool as a historical record.

Some examples of collaborating about talent pools include:
• The talent pool owner collaborates with other owners about talent pool definition and membership.

• The talent pool owner initiates a conversation or related conversation to discuss with managers what goals should be assigned to talent pool members.

To use social networking:

• Click **Social** on the talent pool editing pages to collaborate. Click the **Share** button, or click **Join** if collaboration has already been initiated.

• Click the name of the talent pool to access its wall, where you can start conversations and add others as conversation members.

• After collaboration is initiated for a talent pool, anyone at your company can be invited to participate in a conversation about it. In this example, a manager can only join in conversations or related conversations after being invited as a conversation member, while the talent pool owners can initiate conversations and invite others to join the conversation.

• On the wall of the talent pool, everyone invited can view basic attributes of the talent pool and post documents and comments that all conversation members can see.

• Use the presence indicators to identify who is available for conversations.

### Plan Successions

#### Succession Management: Explained

Succession management enables your organization to develop and maintain succession plans to determine who will eventually replace personnel currently in key positions. You can also track and manage employees in talent pools. Using the Oracle Fusion Succession Management business process, you can determine who is ready to transition to positions before the positions are vacant to ensure a smooth transition, and provide visibility to the appropriate individuals to manage the process. You use the Succession Plans work area to manage succession plans.

#### Selecting the Succession Plan Type

You can create five types of succession plans:

• Incumbent
• Job
• Job Family
• Job Profile
• Position

Use the Incumbent plan type to create a plan to replace a particular individual. The other plan types allow you to create plans to ensure one or more potential candidates have been identified to fill a key role or position. You can create
a plan to cover a particular job in a specific business unit of department, or throughout an entire organization.

**Adding Candidates to a Succession Plan**

As the succession plan owner, you can select people from your organization who are candidates to move into the position for which the succession plan was created. If you have identified suitable candidates for the position, you can select them directly. Or, you can use the best-fit analysis to determine the workers whose person profiles most closely match the job or position profile. Succession plans can have multiple owners from different organizations, so the plan can be available to and include candidates from several organizations.

**Determining Candidate Readiness**

Succession plans give you the ability to specify a candidate’s readiness to assume a job or position. You can use criteria such as time frames or number of experiences, depending on how your organization determines candidate readiness. You select a readiness level based on your knowledge of the candidate and whether the candidate has gaps between their current competencies and the skills required for the new position. By selecting time frames or other criteria for candidates, you can determine the bench strength for the position and your organization. You can add additional candidates if you have too narrow a pipeline.

**Associating Talent Pools with Succession Plans**

You can associate talent pools with succession plans to track and manage the development of candidates. Because you can add development goals to a talent pool, associating one with a succession plan enables you to create goals for the candidates that will help prepare them for the job or position for which the plan has been created. You can associate a succession plan with multiple talent pools. A talent pool can also be associated with multiple succession plans. You are not restricted to adding members to a plan only from associated pools.

**Accessing Succession Plans**

Succession plans can be viewed and edited in the Succession Plans work area, or in a talent review meeting. To view or edit a particular plan in the Succession Plans work area, you must be an owner. Owners for a plan are selected when the succession plan is created or edited.

Talent review meeting facilitators can configure meetings to enable succession plans and talent pools to be available in the meeting. In the meeting, facilitators, taking direction from meeting participants, can create new succession plans, and view and edit plans to add candidates and determine their readiness. They can also view talent pools and add members to the plans.

You can view succession plan and talent pool detail information for a worker on the Succession tab of the talent Details dialog. This dialog is available to succession plan owners from the candidate list on the Succession Plans work area and to talent review meeting facilitators from the Oracle Fusion Talent
Review dashboard. The succession planning tab displays information about a worker's potential successors as well as the worker's candidacy in succession plans and membership in talent pools.

Selecting Owners and Privacy Levels for Succession Plans: Points to Consider

When creating a succession plan, you select the owners and their administration types, and privacy level of the plan. The selections you make determine who can view the succession plan and the tasks they can perform on it in the:

- Succession Plans Overview work area
- Simplified Career Planning card
- Talent Review work area
- Succession tab on the Details dialog

Owners and Administrative Types

You must select at least one owner for a succession plan, but you can select as many owners as required for your business process. Access to the Succession Plans Overview work area is restricted according to security settings, typically the human resource (HR) specialist role. Access to the Succession Plans Overview work area is not required for ownership, as owners can see plans on the simplified Career Planning card and in talent review meetings. However, owners can perform all possible plan actions only in the Succession Plans Overview work area.

Note

Access to the Succession Plans Overview work area is restricted to those with the duty role Succession Plan Management Duty. By default, this duty is configured for the HR specialist role, but can vary according to how your organization sets up security. Line managers, for example, may also be granted that duty role. The predefined setting for line managers is the Succession Plan View Duty, which allows them to view succession plans on the simplified Career Planning card. For more information about security, see the Oracle Fusion Applications Human Capital Management Security Reference Manual.

When you add an owner, you must also select an administrator type for the owner. The administrator type determine the tasks the owner can perform on the plan. The table shows the three administrator types available and the tasks they can perform.

<table>
<thead>
<tr>
<th>Administrator Type</th>
<th>Available Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator</td>
<td>Allows access to a succession plan and the ability to perform all actions on it. Administrators can change the plan name, privacy level, add and remove owners, and update other attributes. They can also add and remove candidates from the plan, update worker readiness, risk of loss, and impact of loss ratings, add candidates to existing talent pools.</td>
</tr>
</tbody>
</table>
Candidate Manager

| Allows access to a succession plan to add and remove candidates, update worker readiness, risk of loss, and impact of loss ratings, and add candidates to existing talent pools. They can view the entire plan, but cannot update anything other than candidate information. |

Viewer

| Allows view only access to a succession plan. |

A succession plan must have at least one owner with the Administrator role. The number of owners you select depends on your business process and how narrowly or broadly you want to extend the plan. You might want to have multiple candidate managers, for example, if the plan is for a job that has frequent openings, such as line managers for a large organization. Conversely, you might want to limit the number of owners if the plan is for a single position, such as president of the organization.

Security Access to Candidates

The owners you select may also depend on their security access to candidates. In the Succession Plans Overview work area, owners can only view, add, and remove candidates to whom they have security access. If you have a plan that requires candidates from various parts of an organization that are covered by different owners, you may need multiple owners. Then, each owner can add candidates they can access to the plan.

Public Versus Private Plans

You must specify whether a plan is private or public. The privacy setting determines access to the plan on the Succession Plans Overview work area, the simplified Career Planning card, and talent review meetings.

Private Plans

Select Private to limit access to the succession plan to plan owners in the Succession Plans Overview work area and the simplified Career Planning card. In the Succession Plans Overview work area, owners can perform the actions they are allowed to according to their administrator type settings. On the simplified Career Planning card, line managers can view private plans in which their direct reports are candidates or incumbents if they are plan administrators or candidate managers.

When creating a talent review meeting, facilitators can associate a private plan of which they are an owner to the meeting. Because any plan they add to the meeting can be viewed by participants in the meeting, facilitators should only select plans they want others to see. However, participants cannot view any private plans for which they are not owner on the participant view of the dashboard they open from the Prepare Review Content page. Private plans, however, do not appear on the Succession tab of the Details dialog that you open from the Talent Review dashboard.

Public Plans

When you select the Public privacy setting for a plan:

- Anyone with access to the Succession Plans Overview work area can view the plan.
Facilitators can associate the plan with a talent review meeting where it can be viewed and acted on by meeting facilitators.

Talent review meeting participants can access the plan from the participant view of the dashboard they open from the Prepare Review Content page.

Line managers can view plans on the simplified Career Planning card in which their direct reports are candidates or incumbents.

Succession Plan Availability in Talent Review Meetings

Talent review meeting facilitators can associate private and public succession plans for which they are administrators or candidate managers to a talent review meeting.

During the meeting, the succession plans associated with the meeting appear on the dashboard. All facilitators of the meeting, regardless of the security access to workers elsewhere, or whether they are plan owners, can perform actions on the plan on the Talent Review dashboard. They can add workers to the plan on the dashboard by dragging them from the box chart matrix to the succession plan card or using the Add To Succession Plan action. They can also update the candidate readiness on the plan on the dashboard.

On the participant view of the Talent Review dashboard, participants can only view plans for which they are owners and see candidates to whom they have security access. If they are administrators or candidate managers, they can also add candidates and update candidate readiness.

Succession Plans on the Details Dialog

The Details dialog displays person details for a selected person and can be opened from either the Succession Plans Overview page or the Talent Review dashboard. Succession plans display on the Succession tab of the dialog. The plans that display in each location differ according to whether plans are private or public.

The Details dialog on the Succession Plans Overview page displays public plans and private plans for which the viewer is an owner. The Details dialog on the Talent Review dashboard displays public plans only. In addition, both Details dialogs displays all plans for which the selected worker is an incumbent, depending on privacy and ownership.

Creating and Updating Succession Plans: Examples

Use succession plans to ensure the smooth transition from one incumbent in a position to the next. These examples illustrate scenarios for creating and managing succession plans for different circumstances.

Creating a Succession Plan for a Job

A vice-president of InFusion Corporation informs you that the current Channel Sales vice-president of the North American division, Janson Ma, is being groomed to be promoted within a year. On the Organization chart, you see that
the Channel Sales vice-president position has no current succession plan. As the human resource specialist, you are charged with creating a succession plan for the Channel Sales VP of North America position. Your organization requires that only current sales directors are eligible to succeed Janson.

On the Succession Management Overview page you create a plan to reflect this position in North America. For the plan type, you select Job or position as the plan type, and select the North America business unit. As per your directive, from the Select Candidates page, you search for and add candidates to the plan who are directors of channel sales from locations throughout the world. Using the best-fit feature, you find the sales directors whose person profiles closely match the vice-president job profile. You rate the candidates according to their readiness, and note their risk of loss to determine if they are expected to be around long enough to be attractive candidates. For those currently living outside the region, you also note their willingness to relocate, particularly, since they must work in North America. You delete any candidates who are either at high risk of loss or unwilling to relocate.

**Creating a Plan for Multiple Positions**

InFusion organization has many outlets throughout North America, each of which requires a general manager. Each year the organization loses 10 percent of its general managers as a result of promotion or attrition. As a result, the organization needs a steady supply of candidates to succeed incumbents who currently occupy the general manager positions. A talent review meeting is coming up for the organization in which candidates will be evaluated and discussed to fill a current opening.

You create a succession plan for the Job or position plan type, and select General Manager as the job. There is an existing talent pool for general manager position that you associate with your succession plan. You select the option to include plan candidates in the pool to ensure that any new candidates you add are added automatically to the associated talent pool. You add candidates from the existing talent pool, and also select others who are not yet in it. For the candidates with whom you are familiar, you determine both their readiness level and rate their risk and impact of loss. When you schedule the talent review meeting, you associate both the succession plan and talent pool to the meeting so they appear on the meeting dashboard. During the meeting, any candidates who are part of the review population of the meeting will be thoroughly rated, and additional candidates will be added. The meeting participants determine that Elizabeth White is the candidate who is best qualified and decide to offer her the open position. After Elizabeth accepts the offer, you remove her from the plan, but keep it open to add new candidates and update it for future vacancies.

**Succession Plans, Talent Pools, and Talent Reviews: How They Work Together**

Using talent pools and succession plans with talent review meetings enables you to manage workers’ career progressions and plan for vacancies in key jobs and positions.

**Talent Pools and Succession Plans**

Talent pools enable you to group workers for the purpose of managing their development, training, and other goals. Succession plans enable you to group
candidates and track their readiness to move into a specific job, position, or to replace an incumbent. Talent pools can be used either with or without succession plans.

You typically use talent pools without succession plans, so that you can track workers’ development, but that development is not tied to a particular role. For example, InFusion Corporation maintains talent pools to track how their high-potential workers are progressing, but the workers will eventually move in various directions at various rates.

You can use talent pools with succession plans in situations where you want to track development progress of workers as potential candidates for a specific job, position, or incumbent. For example, HR specialists at InFusion Corporation maintain a talent pool of sales people who have demonstrated high potential for moving into the role of a sales director. The HR specialists assign goals for training and other development needs to this group of workers and track their progress during talent review meetings each year. When they learn that the incumbent of the Sales Director - Western Region is planning to retire in the next six months, they decide to set up a succession management plan for the incumbent. They add candidates to this plan using members of the talent pool for sales people that they have been managing. When adding the talent pool members to the succession plan, the HR Specialist can assess the readiness level of each worker and determine the workers who will be the most qualified candidates to replace the incumbent.

**Talent Review**

When you set up a talent review meeting, you can associate succession plans and talent pools with the meeting. During the meeting, the selected talent pools and succession plans appear on the meeting dashboard, and you can drag and drop workers from the grid to a talent pool or succession plan. You can also add workers to a succession plan or talent pool that is not associated with the meeting. However, the list of available plans or pools is restricted to ones for which the meeting facilitators are listed as the owner.

You can also create new talent pools and succession plans from the meeting dashboard. If you create a new succession plan or talent pool, you must exit the meeting dashboard and add the newly created pool or plan to the meeting for it to appear on the meeting dashboard.

**FAQs for Plan Successions**

**What is succession plan strength?**

A non-calculated description of succession plans that is determined by the number of candidates in the plan and their readiness. Succession plan strength is also known as plan bench strength.

**How can I find the most qualified candidates for a succession plan?**

You can search for and select workers to add to a succession plan. You might use this method when you have already identified workers who are suitable candidates for the plan.
You can also use the best-fit feature to add candidates to a succession plan. The best-fit feature analyzes how well the person profiles of workers match a job or position profile. The best-fit analysis is based on a comparison of competencies, honors and awards, work requirements, languages, degrees, memberships, and licenses and certifications. The analysis provides a list of workers along with a percentage that indicates how well each worker's profile matches the job or position profile. For example if a worker's percentage is 90 percent, then that worker's competencies, work requirements, degrees, and so on are a good fit for the job or position. You can select candidates from the list to add directly to the succession plan.

**What happens if I remove a readiness category lookup?**

If you remove a readiness level that is in use for succession plan candidates or talent pool members, their readiness level is changed to **No Readiness Available**. Plan or pool owners can change the readiness level to one that is available.
Establish Worker Goals: Overview

In the Establish Worker Goals activity, managers can manage performance and development goals for their direct and dotted-line reports.

They can:
- Add and assign performance and development goals for their reports.
- Update the person profiles of their reports by adding target outcomes to goals.
- Add and update tasks to provide specific actions that determine how their reports can achieve their goals.
- Align the goals of their reports to other goals.
- Approve goals submitted by only direct reports.
- Cancel or delete goals for their reports.
- Track goal attainment with the goal attainment analytic for only direct reports.

To establish worker goals, start from the My Workers’ Goals task from the Goal Management work area.

Viewing Goal Attainment History: Explained

The goal attainment history analytic displays a history of the achievement on performance goals over time. Using this analytic, managers and workers compare target values to actual values of all quantitative performance goals that have the same goal category and unit of measure over a period by month, quarter, or year.

Managers can monitor the progress of their direct reports on quantitative performance goals from the My Workers’ Goals page and take actions wherever necessary. Workers can view their own progress on quantitative performance goals from the Goal Attainment History region in the Experience and Qualifications card on the My Portrait tab.
The duration for which the analytic displays goal attainment history data depends on the goal attainment period type you select on the Goal Attainment History region. The following table lists the goal attainment period type used in the analytic and the duration for which goal attainment history data is displayed.

<table>
<thead>
<tr>
<th>Goal Attainment Period Type</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
<td>The analytic displays goal attainment history data by year for the current and nine preceding years.</td>
</tr>
<tr>
<td>Quarter</td>
<td>The analytic displays goal attainment history data by quarter for the current quarter and 15 preceding quarters.</td>
</tr>
<tr>
<td>Month</td>
<td>The analytic displays goal attainment history data by month for the current month and 23 preceding months.</td>
</tr>
</tbody>
</table>

**Viewing the Goal Attainment History Graph**

The graph in the Goal Attainment History region displays analytic data for quantitative goals that have the same goal category and unit of measure. You can view progress on performance goals by a month, quarter, or year. The aggregated data are displayed for both the target and actual goal values. For example, if you select period type as year and for the year 2012 there are three performance goals of the same category and unit of measure, the graph displays aggregated attainment of all three performance goals.

The goal attainment history retrieves data for only those goals that fulfill all the following criteria:

- Is a performance goal
- Has either target completion date or actual completion date
- Has status of not started, in progress, or completed
- Has a goal category specified
- Has measurement of quantitative type with a target value or actual value
- Is active

The hover details over a data point show the data aggregation value. If the unit of measure is number or currency, the data aggregation is the sum of performance goal values. If the unit of measure is percentage, then the data aggregation is the average of performance goal values.

**Determining the Period in Which Goals Fall in the Analytic**

A derived completion date determines the period in which a goal falls in the analytic. The derived completion date is:

- The target completion date of a goal if the goal has a target completion date.
- The actual completion date of a goal if the goal has no target completion date, but has an actual completion date.

**Note**

If the goal has neither a target completion date nor an actual completion date, the goal is not included in the goal attainment history analytic.

The target completion date takes precedence over the actual completion date because the analysis is focused on the ability to meet targets within a period.
FAQs for Establish Worker Goals

**Why do my direct reports have goals assigned to them before I have added or assigned any?**

Goals may have been assigned by the organization owner or HR specialist before you assigned any goals. Goals may also be present because the workers created the goals themselves, or copied the goals from shared or organization goals. If goal plans are used, the HR specialist can assign goals when creating or editing a goal plan.

**What happens if I copy a goal to my own goals from the organization or shared goals?**

Goals that you copy from the organization, manager, or colleagues’, goals are automatically aligned to the copied goal. You can edit some attributes of the goal to make it fit your particular situation if the goal creator configures the goal to allow you to update it. If goal plans are available, the goal is added to all active goal plans that have start and end dates that encompass either the goal start date or target completion date.

**Why can’t I see the goal I want to copy?**

If the goal that you want to copy is an organization or shared goal, you may need to view the right side of the My Goals page, and search for more organization or shared goals. If the goal that you need is from a goal plan other than the current one, you can use the View menu to search other plans to view goals contained in those, and then copy the appropriate one. Goals that you can copy also may exist on one of the tabs for other goal types, such as the Performance Goals or Personal Goals tabs.

Manage Goals and Manage Individual Development Plans

**Manage Goals and Manage Individual Development Plan: Overview**

In the Manage Goals and Manage Individual Development Plan activities, managers and workers can manage the performance and development goals of the workers. Workers can also manage their own personal goals.

They can:

- Add performance, development, and personal goals and update them throughout the review cycle.
- Update worker person profiles by adding target outcomes to goals.
- Add and update tasks to provide specific actions that determine how workers can achieve their goals.
• Share their performance and development goals with direct reports or others to make the goals accessible to copy.
 • Assign their performance goals to direct reports.
 • Align their performance goals to published organization goals as well as to the goals shared by managers and colleagues.

To manage goals and manage individual development plans, start from the My Goals page, which you can access from the Goal Management work area.

Goal Management: Explained

Oracle Fusion Goal Management provides the ability for workers, managers, and organization owners to set and define goals that support the common objectives of your organization. Using Goal Management, you can grow your organization’s talent by creating development goals that capture the growth and career aspirations of the entire workforce. Workers can update goals throughout a goal setting and tracking cycle, and managers and organization owners can track the goals as workers progress through them.

Goal management supports:
• Goal types
• Target outcomes
• Tasks
• Specific, measurable, achievable, relevant, and time-based (SMART) goals
• Goal plans

Availability of these aspects of goal management depends on application settings defined by your organization.

Goal Types

Workers and managers can create two types of goals: performance and development. Workers can also create personal goals.

Performance goals are results-oriented, measure work-related performance, and often use specific targets to assess the level of workers’ achievement. Performance goals can be used in performance documents as part of the evaluation process.

Development goals facilitate the career growth of individuals so that they can perform better in their current jobs or prepare themselves for advancement.

Personal goals are available only to the worker. Workers can use personal goals to stretch their capabilities to increase their skills, for example, or as draft goals that they can copy to their performance or development goals.

Managers who are organization owners can also add new or existing goals as performance organization goals, and assign them to any level of the manager assignment hierarchy to support the organization’s overall business objectives. Workers’ own goals can also be aligned to the organization goals to achieve the same objective.

Target Outcomes

Target outcomes enable the linking of a goal to specific skills or qualifications such as competencies, degrees, certifications, and others. Target outcomes can be
used to increase a worker’s proficiency for current or future job requirements, or to add to the worker’s set of skills.

**Tasks**

Tasks are specific actions added to a goal that a worker undertakes in order to achieve the goal.

Goal tasks can be of various types, including mentoring, researching, and coaching.

**SMART Goals**

To measure the performance of workers, help them improve productivity, and achieve career objectives, Goal Management supports goals that are: specific, measurable, achievable, relevant, and time-based (SMART).

For example, the goals can specify how workers will measure achievement of objectives and include target dates.

**Goal Plans**

Goal plans are used to manage a collection of performance or development goals for a specific period. Goal plans can be rolled out to individuals, a selected hierarchy, or a wider population within the organization.

**Making Goals Available to Workers: Points to Consider**

There are three ways to make goals available to workers:

- Assign goals to the workers.
- Publish goals to the entire organization.
- Share goals with workers and colleagues.

Any one or all three methods can be used to enable workers to access goals, depending on application settings.

**Assigning Goals to Workers**

Managers can assign performance goals or development goals to their direct reports. They can assign their own goals, add new ones, or use existing goals from the goal library. Managers can assign goals to all their direct reports or a specific direct report. When managers assign their own goals to workers, the workers’ goals are aligned automatically to the manager’s goal.

As organization owners, managers can also assign organization goals as performance goals to workers. They can add new organization goals, or use existing organization or library goals to assign directly to any level of the supervisory hierarchy. Organization goals that are assigned to workers are aligned automatically to the original organization goal.

Managers can cascade goals using goal assignment. Using that method, organization owners, for example, can assign goals to their direct report line managers. The line managers can in turn assign the goals to their direct...
reports. They can assign the goals exactly as they are, or change them to fit the population to which they are assigning the goals.

When goal plans are used, human resource (HR) specialists can assign performance goals or development goals to workers by creating a goal plan for a specific population, then adding goals to it. The HR specialist can add goals directly to the plan either before or after creating it. Managers or workers can add additional goals to the plan after it is created.

Once the goals are assigned, workers can adapt them to their particular needs, dependent on approval. They can change goal names, target completion dates, tasks and target outcomes, and other characteristics.

**Publishing Goals to the Entire Organization**

Organization owners can publish goals to make them available for workers in the supervisor hierarchy to add to their list of goals. Workers and managers can also align individual worker goals to published organization goals. When workers add an organization goal to their own goals, that new goal is automatically aligned to the published organization goal.

**Sharing Goals with Workers and Colleagues**

Managers can share goals with their direct and indirect reports as an alternative to assigning the goals, for cases where managers want workers to know about the goals but let the workers to decide to add the goals or not. Workers can share goals with their colleagues. Workers can also align their goals to the shared goals of either a manager or a colleague. A goal that a worker adds from shared goals is automatically aligned to the original goal that was shared.

**Sharing Goals: Explained**

Managers and workers can share goals so that others can add a copy of the goal or align their own goals to it.

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

Workers and managers can share goals by clicking the Share button on the My Goals page and selecting whom to share with. They can also select the option to share the goal when adding or editing a goal. Managers can select the option to share the goal with their direct reports instead of sharing with each report individually. Once shared, a goal is visible to the person with whom it is shared in the Shared Goals region of that person’s My Goals page.

**Updating and Aligning Shared Goals**

Workers can update a goal added from a shared goal to change the goal name and dates, and add target outcomes and tasks if appropriate. If the worker adds a goal shared by a manager, the new goal is aligned automatically to the manager’s goal, so that the added goal supports the original goal.

Adding and aligning do not alter the original goal.

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Note
The ability to change some key goal fields and add target outcomes and tasks to an added goal is dependent on application settings.

**Sharing Goals when a Worker or Manager Transfers**

When a worker or manager is transferred so that the worker is no longer a direct report of the manager, the availability of the goal to the worker depends on how the manager shared the goal with the worker.

If the manager shared the goal by selecting the worker individually, the goal is still available to the worker and appears in the Colleagues section of the worker’s My Goals page.

If the manager shared the goal using the **Share with my direct reports** option, then the shared goal is removed from the My Goals page for any workers who are no longer direct reports of the manager.

**Aligning Goals: Explained**

By aligning performance goals, you create a relationship between a worker’s goal and another goal, usually a higher-level organization or manager goal, so that the worker’s goal supports and contributes to achieving the higher-level goal. Goals can also be aligned to those of colleagues to support peers’ goals. Supporting goals can be aligned to only one other goal. Private goals cannot be aligned to another goal or have other goals aligned to them. Organization owners cannot align their organization goals to other organization goals because they are the highest ranking person in the organizational hierarchy.

Goal alignment provides the flexibility to:

- Align goals automatically.
- Modify supporting goals.
- Remove alignment.

**Aligning Goals Automatically**

When organization owners assign organization goals to workers, or managers assign their own goals to workers, the assigned goals are copies of the source organization or manager goal. These assigned goals are automatically aligned to the source goal. Goals that workers or managers add from either an organization goal, or a goal shared by a manager or colleague, are also automatically aligned to the organization or shared source goal.

**Modifying Supporting Goals**

Supporting goals can be identical to the source goal, perhaps with different targets, or they can be completely different. Workers can modify the attributes of the aligned goal.

**Removing Alignment**

Managers, workers, and HR specialists can remove alignment from one goal to another if desired. If a goal that is aligned to another goal is deleted, the alignment is removed between the goals, but the goal that is not deleted is not
affected otherwise. The remaining goal can be aligned to another goal. Canceled goals remain aligned with other goals until the alignment is changed to another goal or removed.

Filtering Goals: Explained

You have the option of filtering goals for a worker from the View menu on the My Goals and My Workers’ Goals pages. You can filter goals by a goal plan or a goals list.

Filtering Goals by a Goal Plan

For a particular goal type (performance goals or development goals), if you select a goal plan, then all worker goals associated with that goal plan are displayed.

The following table shows which goals are displayed for each filter option.

<table>
<thead>
<tr>
<th>Filter Option</th>
<th>Goals Displayed Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Goals</td>
<td>All worker goals with Not Started or In Progress goal status are displayed.</td>
</tr>
<tr>
<td>Completed Goals</td>
<td>All worker goals with Completed goal status are displayed.</td>
</tr>
<tr>
<td>Current Goals</td>
<td>If goal plans are enabled for the selected goal type, then all worker goals from the current goal plan are displayed. In addition, all goals that are not part of the current goal plan but for which the start, target completion, or actual completion dates are within the start and end dates of the current goal plan are displayed. If goal plans are not enabled for the selected goal type, then all worker goals with start, target completion, or actual completion dates that span the previous year to the following year are displayed.</td>
</tr>
<tr>
<td>High Priority Goals</td>
<td>All worker goals with high priority are displayed.</td>
</tr>
<tr>
<td>Draft Goals</td>
<td>All worker goals that were saved as draft and are yet to be submitted for approvals are displayed.</td>
</tr>
<tr>
<td>Rejected Goals</td>
<td>All worker goals that were rejected by the worker’s manager are displayed.</td>
</tr>
</tbody>
</table>

Note

Goal plans are enabled for performance goals when the Performance Goal Plan Enabled profile option is set to Y. Similarly, for development goals, goal plans are enabled when the Development Goal Plans Enabled profile option is set to Y.
FAQs for Manage Goals and Manage Individual Development Plan

What happens if I share a goal?

A shared goal is available to others so that they can add it to their own list of goals, or align their own goals to it, when alignment is configured. The goal that you shared belongs only to you and cannot be altered by the people with whom you shared it.

What happens if I align a goal?

When you align a goal to a higher-level source goal, you create a relationship between the two that indicates that the aligned goal supports the source goal. Source goals can be organization goals, or goals that are assigned or shared by managers or the colleagues of a worker. However, the worker's goal is independent; workers can update or modify their goals as needed, or remove the alignment.

What happens if I assign my goal to a worker?

A copy of the goal is added to the worker's list of goals. Your own goal remains in your list and is not changed. Workers can begin working on the assigned goal, and if you select the option to allow workers to update the goal, they can edit key fields, such as goal name, as needed.

Why do I have goals assigned to me before I have added any?

Goals in your list of goals may have been assigned by a manager, the organization, or the human resource specialist. You cannot cancel or delete goals that are assigned to you. Incomplete goals may also have been copied from previous goal plans when the HR specialist creates your current goal plan. Incomplete goals are those with the status of Not started or In progress.

How can I synchronize goals between the performance document and the My Goals page?

You can add and edit performance goals in either the performance document or on the My Goals page and the primary goal information is consistent in both locations. You can update the goal name, description, status, and dates in the performance document, which are captured in the goals listed on the My Goals page when you save the performance document.

When you add or edit goals on the goal management pages, the changes are reflected in the performance document when it is created, opened, or when you perform the Update Goals and Competencies action.

The goal details held in performance documents and the pages where you manage goals have some differences:

- Goal ratings appear only in the performance document.
• Comments you add to goals to the Success Criteria and Additional Information region on the goal management pages appear in the performance document; those made in the Ratings and Comments region of the performance document do not appear in on the goal management pages.

• Goal weights added in the goal management pages are carried over to the performance document only when the goal is initially added to the document; afterwards, weights are maintained independently.

• Goals can have additional attributes, such as target outcomes and tasks, if these are available, that do not appear in the performance document.

How can I add or remove a goal in a goal plan?

Managers, workers, and human resource (HR) specialists can add a performance or development goal to goal plans when adding or editing the goal by selecting the goal plans to which to add the goal. They can remove a goal from a plan by deselecting the plan. They can also select a goal start date, target completion date, or actual completion date that falls within the start and end dates of an existing goal plan to add it to a plan, or outside the goal plan dates to remove it from a plan.

HR specialists can add goals to a goal plan by using the Populate or Assign features available from the Manage Goal Plans page, or mass assigning goals with start or target completion dates that fall within the goal plan dates.

Managers and HR specialists can delete goals, which removes the goals from any plans. Workers can also delete goals that were not assigned to them by a manager or HR specialist, and that are not part of a performance document, to remove them from any plans.

How can I complete a goal?

Set the status of the goal to Completed. If manager approval is required, you must gain final approval for completing the goal.

How can I update or track progress toward goal completion?

Select the goal name on the My Goals page at any time throughout the goal period to record the completion percentage as you progress toward finishing it, or to make any other updates.

Can I update my goal after I have submitted it for approval?

When approval is required for adding a new goal, you can update it only after it is approved. When approval is required for completing a goal, you cannot edit the goal after you submit it for approval, even if it is not approved yet.

Why can't I update my goal?

You cannot update goals that are completed, canceled, or pending approval. If approval is required to update key fields, such as goal name or target completion date, any changes you make are not final until approval is granted.
How can I change a goal from one type to another?

Select the goal that you want to change, then use the Copy action to copy it, and select the type to which you want to change it. The copied goal appears on the tab and the list for the goal type you selected. You can cancel the goal in its original location so that it is no longer active. If you are a manager, you can also delete the old goal. If you are a worker, you can delete the old goal if it was not assigned to you.

How can I use social networking with a goal?

If the page for editing a 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.

Some examples of collaborating about goals include:
- A worker asks the manager to clarify objectives.
- The manager suggests actions for the worker to take toward goal achievement.
- A worker asks peers for advice on setting and achieving goals.

To use social networking:
- To collaborate, click Social on the page for editing a goal. Click the Share button, or click Join if collaboration has already been initiated.
- Click the name of the goal to access its wall, where you can start conversations and add members.
- After collaboration is initiated for a goal, anyone at your company can be invited to participate in a conversation about it. A peer can only participate in conversations after being invited as a member, while the worker and the manager can initiate conversations and invite members.
- On the wall of the goal, everyone invited can view basic attributes of the goal and post documents and comments that all members can see.
- Use the presence indicators to identify who is available to answer your questions.

Evaluate Worker Performance

Evaluate Worker Performance: Overview

In the Evaluate Worker Performance activity, managers, workers, and participants can evaluate workers on goals and competencies according to the scoring system used by your organization. Human resource (HR) specialists and managers can perform administrative tasks to maintain worker performance documents to maximize efficiency and prevent bottlenecks.

Managers and workers create performance documents to evaluate workers. As part of the evaluation, they can:
• Create performance documents to evaluate workers.
• Set goals and competencies in a performance document, on which to evaluate and rate workers.
• Share documents to enhance workflow between workers and managers.
• Conduct and track review meetings, and process approvals.
• Maintain worker performance documents to maximize efficiency and prevent bottlenecks, for example, by canceling or reopening documents, or transferring collaboration status between worker and manager.

HR specialists and managers use maintenance and monitoring tasks to keep the performance evaluation process moving toward completion when there is an interruption or mistake, such as a worker or manager submitting a document prematurely for approval. HR specialists can perform the tasks for workers who belong to the organization to which the HR specialist has access. Managers can perform the tasks for workers whose performance documents they are managing. This table lists the maintenance tasks available to HR specialists and managers.

<table>
<thead>
<tr>
<th>Task</th>
<th>HR Specialist</th>
<th>Manager</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Performance Documents</td>
<td>Yes</td>
<td>No</td>
<td>Create a performance document for any worker within the organization for which the HR specialist has access. They can create different performance documents, such as annual and project evaluations, for each assignment for a worker. If a worker has multiple assignments, they can create a separate performance document for each assignment.</td>
</tr>
<tr>
<td>Send E-Mail Notification</td>
<td>Yes</td>
<td>No</td>
<td>Send e-mail notifications throughout the selected organization to remind workers and managers of upcoming events and tasks in the performance management business process.</td>
</tr>
<tr>
<td>Transfer Performance Documents</td>
<td>Yes</td>
<td>Yes</td>
<td>Transfer a worker’s performance document from one manager to another when, for example, the worker is assigned to a new manager, or the manager leaves the organization. HR specialists can transfer multiple performance documents at one time.</td>
</tr>
<tr>
<td>Feature</td>
<td>Yes</td>
<td>No</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-----</td>
<td>-----</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Transfer Set Goals Collaboration Status</td>
<td>Yes</td>
<td>No</td>
<td>Change the collaboration status for the Set Goals task by choosing either the manager or worker, so that the selected role can continue working on the performance document.</td>
</tr>
<tr>
<td>Change Due Date</td>
<td>Yes</td>
<td>No</td>
<td>Edit the due date of any task within a performance document that was not completed or canceled.</td>
</tr>
<tr>
<td>Change Feedback Due Date</td>
<td>Yes</td>
<td>Yes</td>
<td>When feedback is used, edit the due date by which participants provide feedback if it is not completed and the participants are not locked out from providing feedback. Participants can still provide feedback after the due date.</td>
</tr>
<tr>
<td>Update Performance Task</td>
<td>Yes</td>
<td>No</td>
<td>Move performance documents forward from the current task to another task, though the current task is not completed. All performance documents you move in one action must be on the same current task. The status of the task that was moved past is changed to Bypassed. Move performance documents back from tasks in any status to a previously-completed task. All tasks from the new current task forward are reset to In Progress.</td>
</tr>
<tr>
<td>Feature</td>
<td>Yes</td>
<td>No</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----</td>
<td>-----</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Cancel Performance</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Cancel a performance document to remove it from normal processing. Canceled documents are not deleted permanently from the application. Any profile content that changed as a result of updates to this performance document is restored to its original state before the performance document was created. HR specialists can cancel multiple performance documents at one time.</td>
</tr>
<tr>
<td><strong>Delete Performance</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Delete canceled performance documents permanently to remove documents that are no longer valid. HR specialists can delete multiple performance documents at one time.</td>
</tr>
<tr>
<td><strong>Delete Participant</strong></td>
<td>Yes</td>
<td>No</td>
<td>Remove any participant, regardless of the participant's feedback status, which also removes that participant's feedback for that worker.</td>
</tr>
<tr>
<td><strong>Complete Performance</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Change a performance document to Completed status when a worker or manager has not completed all the tasks in a performance document, and has halted the final processing of the document.</td>
</tr>
<tr>
<td><strong>Acknowledge Performance</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Provide acknowledgment for the performance document on behalf of a worker when the worker refuses or is unable to confirm receiving the document. The performance document status is changed to Acknowledged, and the performance management process can continue.</td>
</tr>
<tr>
<td>Action</td>
<td>Yes</td>
<td>No</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>---------</td>
<td>--------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Acknowledge Review Meeting</td>
<td>Yes</td>
<td>No</td>
<td>Confirm that a review meeting or discussion was held on behalf of a worker when the worker refuses or is unable to confirm the meeting. The status of the review meeting is changed to Acknowledged, and the performance management process can continue.</td>
</tr>
<tr>
<td>Reopen Performance Documents</td>
<td>Yes</td>
<td>Yes</td>
<td>Reopen a completed or canceled performance document so that the manager or worker can continue to evaluate the worker. Reopening a document changes its status to In Progress.</td>
</tr>
<tr>
<td>Restore Performance Documents</td>
<td>Yes</td>
<td>Yes</td>
<td>Restore any qualified canceled performance document to Completed status. Qualified performance documents are those that had the Completed status before being canceled. The profile content that changed when the performance document was canceled is restored.</td>
</tr>
<tr>
<td>Manage Worker Eligibility</td>
<td>Yes</td>
<td>No</td>
<td>Process or change eligibility for performance documents for a specified worker.</td>
</tr>
<tr>
<td>Reset Evaluation Status</td>
<td>No</td>
<td>Yes</td>
<td>Reset the status of the worker self-evaluation within a performance document so the worker can continue to work on the evaluation.</td>
</tr>
</tbody>
</table>
Monitor Missing Performance Documents | Yes | No | Search to find workers and managers who have not started their performance documents and create the missing performance documents. You can create a performance document for an individual, or multiple managers and workers. Send e-mail notifications to the workers and managers reminding them to work on the performance documents.

Monitor Late Tasks in Performance Documents | Yes | No | Search performance documents for tasks that are late and edit task due dates. Send e-mail notifications to the workers and managers reminding them to work on the performance documents.

All roles access all tasks from the Performance Management work area.

Creating Performance Documents: Points to Consider

Human resource (HR) specialists, managers, and workers, can create performance documents for workers. When they create the document, all goals and competencies that are configured to appear in the document are added to the document.

Either managers or workers create performance documents for subsequent periods if a task to set next period goals is part of the task flow.

Human Resource Specialist Creates Performance Document for Worker

HR specialists can create performance documents for anyone to whom they have security access. On the Create Performance Documents page they can create only one performance document at a time for a specific worker. On the Monitor Missing Performance Documents page they can create the same performance document for multiple workers after searching to find workers and managers who have not started their performance documents.

HR specialists can create only one specific performance document, such as for an annual evaluation, for a worker or manager for each assignment. However, they can create other performance documents for an assignment, such as for a particular project. If the person has more than one assignment, the HR specialist can create an additional performance document for each of those assignments. They can also create performance documents for a terminated worker or assignment. When the HR specialist creates a performance document, it is ready
when the worker or manager begins the evaluation. If notifications are enabled, the manager and worker receive notification when a document is created.

Whether the HR specialist, the manager, or the worker, creates the performance document, the worker or manager can access it when the first task is available to that role. For example, assume the first scheduled task of a performance document is Worker Self-Evaluation, which the worker performs. The document is configured so that the following task is Evaluate Worker, which the manager performs, and concurrent tasks are not configured. The manager cannot access the document to start the Evaluate Worker task until the worker completes the Worker Self-Evaluation task.

**Manager Creates Performance Document for Worker**

Managers create performance documents on the My Manager Evaluations page for direct reports, or workers who are reporting to them for a particular performance document, such as for a particular assignment. If notifications are enabled, the worker receives notification when the manager creates a document.

If the manager’s direct reports have different job assignments, the manager can create a different performance document for each assignment.

**Worker Creates Performance Document for Self**

Workers create performance documents on the My Evaluations page. If a performance document was not created by the HR specialist or manager, then the worker can create the document by selecting the **Begin** button for the document. If notifications are enabled, the manager receives notification when the worker creates a document.

**Manager or Worker Creates Next Period Performance Document**

If a task for creating next period goals is included in a performance document, either the worker or manager can create the performance document for the subsequent period. However, the ability to access the document and create goals depends on how the document is configured. The document for the subsequent period can be configured so that either the manager or worker, or both, can set next period goals.

**Feedback Requests: Explained**

Using the Manage Participant Feedback task, managers and workers can request and view participant feedback and monitor participant feedback status. Participant feedback includes the ability for people other than the worker, or the worker’s manager, to provide ratings and comments on worker overall performance, competencies, and goals, and respond to a questionnaire. The availability of participant feedback and which roles can perform the tasks are determined by the configuration of the performance document by the human resource (HR) specialist.

Managers can manage participant feedback for a performance document for any person whose performance document they are managing, such as direct reports, or workers for whom they are acting as manager for a particular document. Typically these are direct reports, but could also include, for example, workers who work on particular projects for another manager. A worker manages
participant feedback only for participants who provide feedback about the worker.

Depending on configuration, managers and workers can:

- Add and remove participants
- Select roles for the participants
- Preview the questionnaire and view feedback
- Add questions to the questionnaire
- Send participant requests

Managers can also lock participant feedback.

Adding and Removing Participants

As a manager or worker, you can add participants to the list of people who are eligible to provide feedback about the worker in the performance document. You can add any number of participants to the list of participants. You can add a participant more than once for the same document, either using the same role or another role. If a minimum number is required, it is only a guideline; the task can be completed without the minimum required feedback.

You can remove participants from the list before the participants have started to provide feedback. After the participant has saved or submitted feedback only the HR specialist can remove the participant and feedback.

Selecting the Role for the Participant

When you add a participant, you are required to select the role for the participant. For questionnaires, the role determines which questionnaire that the participant uses to provide feedback. You can change the participant role if the participant has not started and saved or submitted the feedback.

Previewing the Questionnaire and Viewing Feedback

You can view feedback provided by participants and preview the questionnaire available for a participant role by clicking the View Feedback link, if permitted to do so. Depending on the configuration of the performance document, you may be able to view ratings, comments, or both, for overall performance, competencies, or goals, along with questionnaire responses. If the performance document includes questionnaires and you are prevented from viewing responses, you can only see the questions.

Adding Questions to the Questionnaire

You can add questions to questionnaires for participants you select, if permitted to do so. You can add the question for individual participants, or all participants using a particular questionnaire. The question is added only to the questionnaires for the participants you select for the current feedback request, not to any other versions of the questionnaire used by these participants or any others for any other feedback request.

You add a question by doing one of the following:
• Selecting a participant name on the Manage Feedback Participant name page and clicking the Add Question button. Then you can select the participants using that questionnaire for whom you want to add the question.

• Selecting the View Feedback button to preview the questionnaire, then adding the question directly to the questionnaire.

You can only add questions to a questionnaire which a participant has not saved or submitted.

Sending Participant Requests

After adding participants to the list and selecting the roles, you must send a request to inform the participants that you are asking them to provide feedback. Managers can always send a request directly to participants. Workers can also send requests directly to participants if allowed. Otherwise, when the worker clicks the Send Request button, the manager is notified of the request, and the participant name appears on the manager’s Manage Participant Feedback page. The manager then sends the request to the participant.

The participant receives notification of the request, and the request is added to the Performance Manager and Performance Worker Overview pages, where the participant can select a link to open the performance document and begin providing feedback.

Locking Participant Feedback

Managers can lock participant feedback to prevent participants from accessing the performance document to start or continue providing feedback. Managers can do this, for example, when they have sufficient feedback to complete their evaluations of workers, or they have more participants than required. Once locked, the feedback request cannot be unlocked.

When you lock participants, the status for the task to provide feedback is set to Completed for that participant and the worker name is removed from the Participant Feedback Requests list on the Performance Manager and Performance Worker Overview pages depending on if the participant is a manager or worker. If the manager decides to gather more feedback from the participant, the manager or worker must issue another request for feedback to the participant.

Processing Performance Document Eligibility for a Single Worker: Points to Consider

You can process eligibility for a selected worker to determine which performance documents the worker is eligible to use. Typically, you use this process for a single worker who has joined the organization or had a change in eligibility after the eligibility batch process was run. When processing worker eligibility for a selected worker, you must decide whether to:

• Process multiple documents for the worker

• Process a single document for the worker
• Change eligibility for the worker

Processing Multiple Documents for a Worker

Process eligibility for a selected worker to determine all documents which are available for the worker within a specific date range.

Example
A worker is hired or transfers into the department after an eligibility batch process was run, so the worker is ineligible for any performance documents. To process eligibility for the worker, navigate to the Manage Worker Eligibility page and search for the worker name. In the Search Results region, select the worker name, and on the Manage Performance Document Eligibility page that appears, use the Process Eligibility action to process multiple documents eligibility. Select a date range for which to process documents. When processing is completed, the worker and the worker's manager can access all documents for which the worker is eligible within the selected date range.

Processing A Single Document for a Worker

Select a single document to make the worker eligible for the document. Use this process when you know the specific performance document for which the worker should be eligible.

Example
A worker had a special assignment for which there is a performance document available that is different than the worker's usual assignment. Navigate to the Manage Worker Eligibility page and search for the worker name. In the Search Results region, select the worker name, and on the Manage Performance Document Eligibility page that appears, use the Process Eligibility action to process single document eligibility. Select the performance document. When processing is completed, the worker and the worker's manager can access the document.

Changing Eligibility for a Worker

Change worker eligibility to force a worker to be eligible or ineligible for, selected performance documents, or keep the worker eligible for a document.

Forcing Eligibility for a Performance Document

You can make workers eligible for documents for which they do not currently meet the eligibility profile by forcing eligibility.

Example
Your organization uses location as a criterion for eligibility profiles. A worker transfers from San Francisco to Beijing midway through the year and after she leaves, the eligibility batch process is run, making her ineligible to use the performance document for San Francisco-based workers. However, according to the business processes of your organization, she should be evaluated using the performance documents appropriate for both locations as she spent the minimum number of months required at each. Use the Force eligible option for
the Change Eligibility action to change it from ineligible to eligible again. The worker and the worker’s manager can access the document.

**Keeping Eligibility for a Performance Document**

If a worker is currently eligible for a performance document, but the eligibility will be removed by a subsequent batch process, you can maintain the worker’s eligibility using the Keep eligible action. Use this action when a worker should remain eligible for a document, but due to changes to the worker’s status or the eligibility profile associated with the document, the worker will become ineligible when the batch process is run.

**Forcing Ineligibility for a Performance Document**

When a worker is still eligible for a performance document but should not be, you can prevent the worker from accessing the document by forcing the worker to be ineligible. Use this feature if the worker’s eligibility status has changed since the batch process was run to prevent the worker from accessing a document for which she should no longer be eligible.

**Example**

A worker transfers from the Sales organization and should no longer be eligible for the Annual Sales Evaluation performance document. However, because the eligibility batch process was run before the worker left the Sales organization, she can still access the document. Use the Force eligible option for the Change Eligibility action to process the Annual Sales Evaluation performance document. When processing is complete, she cannot access the document.

**Updating Performance Tasks: Explained**

You can move tasks in the process flow of a performance document forward to bypass a task, or back to redo previously-completed tasks. You can move tasks in performance documents for a group of workers or individuals.

**Moving Forward to the Next Task**

You can move a performance document forward from a task that has not been completed by a manager or worker to the next task in the process flow. Use this process to continue the evaluation process when a worker or manager cannot, or will not, complete a task. When you move forward past a task, the status of the task you passed is Bypassed.

To move a task forward, all performance documents you select to move must be on the same task in the process flow. You can move a performance document forward only one task at a time. To move a performance document forward more than one task, you must repeat the process.

**Accounting for Bypassed Tasks in Analytics and Tables**

When you move a performance document forward past a task, the task that was moved past is shown as Bypassed on the worker’s My Evaluations and manager’s My Manager Evaluations pages.
Note

A task that was completed by the manager using the Mark Task Complete feature also appears as **Bypassed** on the My Evaluations and My Manager Evaluations pages.

**Moving Back to a Previous Task**

You can move performance documents from the current task back to a previously-completed task in the process flow. The current task is the task that is either in progress or not started, and the previous task is completed. The performance documents you select to move can have different tasks as the current task, and must all be moved to the same previous task.

When a task has a subtask, the tasks are moved at the subtask level. For example, the Review Meeting task can have two subtasks: Indicate Review Meeting Held performed by the manager, and Acknowledge Review Meeting Held, performed by the worker. You can move the Review Meeting task back to either subtask.

**How Moving Tasks Back Effects Previously-Completed Tasks**

When you move a task back, the status for all subsequent tasks is changed to Not started and the tasks must be completed again. If the tasks were previously completed, any data that was entered is saved.

**Tasks that are Eligible and Not Eligible to be Moved Forward or Back**

You can move all but two tasks forward or back: Set Next Period Goals and Manage Participant Feedback. You cannot move these tasks because both can be performed in parallel with other tasks.

However, the Manage Participant Feedback task is reopened if you move a performance document back to the Manager Evaluation task or an earlier task in the process flow. When the task is reopened, the previously-provided feedback is not affected. However, managers and workers can select additional participants and send new feedback requests.

When you move an Approval task forward, the task is marked as **Bypassed**. However, the worklist and e-mail notifications are still delivered as if the task was completed by the approver.

**Recording Reasons for Moving Tasks**

When you move tasks forward or back, you must select the reason for doing so. The reason code you select is used in reports, but is not visible in the Performance Management pages. Only one reason code is stored for a task, so if a task is moved more than once, only the latest reason code is stored.

**Updating Performance Tasks: Examples**

You can move tasks in performance documents forward and back to keep an evaluation on track, or redo past actions. These scenarios illustrate typical
reasons for moving tasks forward or back and the effects on the documents that you move.

**Moving a Task Forward When a Manager is on Leave**

The process flow for the Support Center Annual Evaluation performance document includes the Worker Self-Evaluation task, Manager Evaluation, and Worker Final Feedback tasks. A line manager for the Support Center department, Daniel Wong, has provided overall ratings in the Manager Evaluation task for his direct reports. However, he has not completed comments for the individual goals and competencies yet. Daniel goes on long-term leave. The organization owner asks you to move the Manager Evaluation task forward so the workers can view their overall ratings.

On the Update Performance Tasks page, you select the Support Center Annual Evaluation performance document and Daniel Wong for the manager name. You select all the worker names, and move the task forward for all of Daniel’s direct reports.

All of Daniel’s direct reports can now access the document to see the overall rating, and the Worker Final Feedback task is available for them to perform. The Manager Evaluation task is marked as **Bypassed** in the My Manager Evaluations page.

**Moving a Task Back to Reassess Goals**

The process flow for the San Francisco Sales Organization performance document includes the Set Goals, Worker Self-Evaluation, and Manager Evaluation tasks. You are nearing the end of the performance cycle. Some workers are still setting their goals, others are performing their self-evaluations. Still others have completed their self-evaluations, and their managers are now performing the Manager Evaluation task.

An organization owner wants all workers and their managers in his organization to reassess worker goals for the evaluation because of new sales targets. On the Update Performance Tasks page, you search for the San Francisco Sales Organization performance document, and select **All** for the task names to find all worker documents no matter which task the workers or managers are currently performing. You select all the worker names, no matter what the current task status is, and move all back to the Set Goals task. The Set Goals task becomes the current active task.

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**Removing Goals Contained in a Performance Document: Explained**

Whether a manager or a worker can remove a goal contained in the performance document from the performance document, Goal Management, or both is decided by the scenario in which the goal was added to the performance document. The following table describes scenarios in which a goal is added to a performance document and who can remove that goal from the performance document, Goal Management, or both.

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Description (who can remove the goal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The goal is rated by the manager in the worker’s performance document.</td>
<td>The worker cannot remove the goal from the performance document.</td>
</tr>
</tbody>
</table>
The goal was added to the performance document or worker's goals list in Goal Management by the worker.

The worker can remove the goal from the performance document and also delete it from the worker's goals list in Goal Management. Removing the goal from the performance document does not automatically remove it from the worker's goal list.

The manager can remove the goal from the performance document but cannot delete it from the worker's goals list in Goal Management.

The goal was added to the performance document or worker's goals list in Goal Management by the worker's manager.

The goal was added as a specific content item to a performance template and is not marked as required in the performance template.

The worker cannot remove the goal from the performance document.

The manager can remove the goal from the performance document and also delete it from the worker's goals list in Goal Management. Removing the goal from the performance document does not automatically remove it from the worker's goal list.

The goal was added as a specific content item to a performance template and is marked as required in the performance template.

Neither the manager nor the worker can remove the goal from the performance document.

The goal was added to the worker's goal list by a user other than the worker's manager (such as organization owner, another manager, or HR specialist) and the goal was included in the worker's performance document based on performance template settings.

Neither the manager nor the worker can remove the goal from the performance document.

FAQs for Evaluate Worker Performance

Why does the performance document contain competencies and goals before I have added any?

Your manager may have added competencies and performance goals directly to your performance document or imported them from other performance documents. Your manager may also have updated competencies from existing job competencies, or goals from your list of goals on your My Goals page, if it is available. When the document is created, it may also include job competencies, or other default competencies and goals if the template used to create the document is configured to include them.

Can I add items to, or remove items from, the performance document once the document content is shared?

Yes. If you are a worker or manager, once the performance document content is shared when setting goals, you can add competencies and goals to, or remove
them from, the performance document. Participants cannot add, remove, or edit content.

**What's the difference between sharing and submitting performance document content?**

Sharing content while setting goals in the performance document makes it available for further review by either the manager or worker. Submitting the content makes it available to use in the performance evaluation. After submitting the set goals task, neither the manager or worker can add or delete content as part of this task.

**What happens if I import performance document content?**

You are prompted to select either a past performance document or another current one from which to copy content to the document you are working on. The content that you import can include competencies, goals, or both, depending on how the performance document was configured. Ratings and comments in the document from which you are importing content are not copied.

**What happens if I update performance document content?**

You add or edit content in the performance document to reflect any changes in other content sources since the document was created. Depending on how the performance document was configured, the updated content can include competencies, goals, or both. Competencies are updated from the worker’s job profile. Goals are updated from the worker’s goal list on the My Goals page, if it is available, and if the goals are specified to be included in performance documents.

**Why can't I update the performance document content?**

Because someone else is editing it. The document is locked when one user is updating the content. When the person who is working on the performance document shares it, then you can access and update it. You can share the document multiple times before submitting it in order to perform the evaluation and provide ratings.

**How can I use social networking with a performance document?**

If the performance document has a Social link, you can invite others to collaborate about the performance review using social collaboration. Conversations remain with the performance document as a historical record.

Some examples of collaborating about performance documents include:

- A worker asks the manager about how to complete the performance document goals, competencies, and so on.
• The manager points out to the worker some changes that should be made to the performance document.

• A worker asks peers for advice on setting goals or rating a competency.

To use social networking:

• Click Social on the performance document to collaborate. Click the Share button, or click Join if collaboration has already been initiated.

• Click the name of the document to access its wall, where you can start conversations and add members.

• After collaboration is initiated for a performance document, anyone at your company can be invited to participate in a conversation about it. In this example, a peer can only participate in conversations after being invited as a member, while the worker and the manager can initiate conversations and invite members.

• On the wall of the performance document, everyone invited can view basic attributes of the document and post documents and comments that all members can see.

• Use the presence indicators to identify who is available to answer your questions.

Why can't I see my worker's comments and ratings?

You can see the comments and ratings a worker has made in the performance document after the worker has completed the self-evaluation and submitted the performance document.

Why did some of the performance ratings I provided change?

The ratings may change in the performance document if Oracle Fusion Compensation Management is configured to allow Compensation managers to update performance ratings for the overall rating, or Goals or Profile Content sections. Ratings can be changed only if the document is not completed. You can override ratings updated from Compensation in the performance document. The ratings that appear in the performance document when you submit it are the final performance ratings for the document.

What happens if I bypass the worker self-evaluation?

You can continue to the next task in the performance document, such as performing the manager evaluation, the worker can no longer update the performance document, including adding additional content, ratings, or comments, and the task status is changed to Bypassed.

How can I add content to a performance document after the worker submits it?

The manager can use multiple methods to add additional content to a performance document for the worker to evaluate after the worker submits the
document. During the Manager Evaluation of Workers task, the manager can add content items to the performance document and click Return to Worker on the document.

The manager can also use the Reset Evaluation Status administrative task to reopen the performance document for the worker after adding items to it. Or, after adding content items, the manager can ask the human resource (HR) specialist to perform the Update Performance Tasks task to move the document back to an earlier task.

In all of these cases, the status of the Worker Self-Evaluation task is set to In progress. The worker can provide ratings and comments for the additional content items and the evaluation continues from that point. The Reset Evaluation Status and Update Performance Tasks administrative tasks are performed in the Performance Management worker area.

**What happens if I do not request feedback from the minimum number of participants?**

The evaluation is not affected and the performance evaluation can be completed. The minimum number of participants is a guideline, and is not enforced by the application.

**What happens if I change the participant role?**

The participant can still access the performance document to provide ratings. For questionnaires, the participant can use a different questionnaire, with different questions, than the one associated with the previous selected participant role. Questionnaires are assigned to roles, not individuals. You can only change the role if the participant has not yet started providing feedback.

**What happens if I add a question to a questionnaire for a participant?**

The question that you create is only added to the questionnaires for the participants you select, and only for this specific feedback request. The question is not added to the questionnaire template or any other use of this questionnaire for other feedback requests to the participant about other workers.

**Why can't I remove a participant?**

You cannot remove participants if their feedback is in progress or completed. Only your HR specialist can remove participants and their feedback if the participant has started it.

**How can I move performance tasks forward to the next task?**

You can only move performance documents that are currently on the same task forward to the next task in the process flow. On the Update Performance Tasks page, select the name of the performance document for which you want to move tasks forward. You can filter the performance documents further by selecting
additional search criteria. For example, use the **Task Name** field to narrow the search field to only those that are on the same task. In the **Search Results** region, select all worker names whose performance documents you want to move that are on the same task, and click **Move Task Forward**.

**How can I move performance tasks back to a previous task?**

On the Update Performance Tasks page, select the name of the performance document for which you want to move tasks back. You can filter the performance documents further by selecting additional search criteria. In the **Search Results** region, select all worker names whose performance documents you want to move to the same task, and click **Move Task Back**.
Analyze Workforce Development

Analyze Workforce Development Performance: Overview

In the Analyze Workforce Development activity, managers review completed performance documents and analyze the ratings of workers.

They can:

- Compare the potential of workers to their peers to determine those with the highest value.
- Monitor the progress of performance documents and tasks to maintain schedules and address any problem points.
- Identify individuals who are missing performance documents.

To analyze workforce development performance, managers use the My Organization page, which they can access from the Performance Management work area.

FAQs for Analyze Workforce Development Performance

Why can't I see some workers in the Performance and Potential box chart?

The box chart displays only workers for whom both overall ratings from the completed performance document and potential data from the worker profile are available.

Why can't I see values for all my direct and indirect reports in the rating distribution?

You can see values only for workers whose managers have provided overall ratings in the performance document and the manager evaluation is complete.
Why do only the overall ratings, and no target ratings, appear in the rating distribution?

Only overall ratings, and no target ratings, appear in the rating distribution analytic when no rating distribution is set up for performance documents. You set up the rating distribution using the Manage Target Ratings Distribution task in the Performance Management or Setup and Maintenance work areas.
abstract role
A description of a person’s function in the enterprise that is unrelated to the person’s job (position), such as employee, contingent worker, or line manager. A type of enterprise role.

aligned goals
Two goals that have a relationship with each other where one goal supports the other. It is not necessarily a parent-child relationship although aligning a goal typically means aligning up to an organizational or manager goal.

B2B supplier site code
An identifier on the supplier site that is used for associating the site with a trading partner definition in Oracle B2B. The value must be unique across suppliers, but may be shared between sites belonging to the same supplier.

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

candidate
Person identified to fill a particular job or role or replace a specific incumbent on a succession plan.

candidate readiness
The ability of the candidate to assume the position for which a succession plan is created within a given time frame.

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.

condition
An XML filter or SQL predicate WHERE clause in a data security policy that specifies what portions of a database resource are secured.

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.

**data dimension**
A stripe of data accessed by a data role, such as the data controlled by a business unit.

**data role**
A role for a defined set of data describing the job a user does within that defined set of data. A data role inherits job or abstract roles and grants entitlement to access data within a specific dimension of data based on data security policies. A type of enterprise role.

**data security policy**
A grant of entitlement to a role on an object or attribute group for a given condition.

**database resource**
An applications data object at the instance, instance set, or global level, which is secured by data security policies.

**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.

**eligibility profile**
A user-defined set of criteria used to determine whether a person qualifies for a benefits offering, variable rate or coverage, compensation plan, checklist task, or other object for which eligibility must be established.

**enterprise role**
Abstract, job, and data roles are shared across the enterprise. An enterprise role is an LDAP group. An enterprise role is propagated and synchronized across Oracle Fusion Middleware, where it is considered to be an external role or role not specifically defined within applications.

**entitlement**
Grants of access to functions and data. Oracle Fusion Middleware term for privilege.

**free-form content type**
A content type that contains a code, name, and description only, and does not contain any properties until you add it to a profile type.
gallery
A searchable collection of portraits that combines the functions of the person directory with corporate social networking and self-service applications for both workers and managers.

goal
A performance objective, also known as a quota. The best practice is to make it specific, measurable, achievable, and time based (SMART). Define your goal (optional), by providing a target number and the unit of measure (either amount or quantity).

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.

goal plan
A collection of performance or development goals that are grouped by common characteristics, such as a specified time frame or a particular department that must work on them.

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

holding area
Displays workers who are selected for review in a talent review meeting but not rated by their managers, or who were rated using different rating models. It also shows workers who are removed from the box chart during the meeting.

HR
Abbreviation for human resource.

impact of loss
A value assigned to a worker for the real or perceived effects on an organization when the worker leaves. Managers assign the impact of loss on the Career Planning profile card, and managers and talent review participants can assign an additional value specifically for a talent review.

instance qualifier set
A set of values that uniquely identifies multiple instances of the same profile item.

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.
job role
A role for a specific job consisting of duties, such as an accounts payable manager or application implementation consultant. A type of enterprise role.

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

organization goal
A performance goal published by any level of an organization, such as a corporation, division, or department, that defines the overall objectives of the organization.

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

participant
Person other than the manager who provides feedback about a worker’s performance or development upon request.

participant feedback
Ratings, comments, and responses to a questionnaire about the performance of a worker provided by people other than the worker or a manager of the worker in a 360 evaluation. The ratings and comments can be provided on competencies, goals, and overall performance of the worker in the performance document. The questionnaire is also part of the performance document.

performance document
The online document used to evaluate a worker for a specific time period. The document contains the content on which the worker can be evaluated, which could include goals and competencies. Workers and managers can provide ratings and comments if the document is configured to allow them to do so.

performance document content
The criteria, such as competencies and goals, contained in a performance document on which an individual is evaluated. For example, the performance document content includes the competencies Java Skills and Business Planning on which the worker must be rated.

performance goal
A results-oriented goal, often using specific targets, to assess the level of a worker’s achievement.
**performance process flow**
The tasks, and the order in which those tasks are performed, in a performance evaluation. The process flow is included in the performance template and applied to all performance documents generated using this template.

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

**personal goal**
A goal that workers can use to increase their skills, for example, or as draft goals that they can copy to their performance or development goals. Managers cannot see the personal goals of workers.

**portrait**
A selection of information about a worker or nonworker, including contact details, social connections, and activities and interests, that can be viewed and edited. Both the amount and type of information and the available actions depend on the role of the portrait user.

**position**
A specific occurrence of one job, fixed within one department, also often 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.

**question library**
A central repository of reusable questions that are available to add to questionnaires.

**questionnaire**
A set of questions that respondents are asked to complete that are presented in a specific order and format. It can include open-ended question or items with selection lists.

**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 company. Managers assign the risk of loss on the Career Planning profile card,
and managers or talent review participants can assign an additional risk of loss value specifically for a talent review.

**role**
Controls access to application functions and data.

**SQL predicate**
A type of condition using SQL to constrain the data secured by a data security policy.

**succession plan**
A strategy for ensuring one or more potential candidates have been identified to fill a key role or position, or in some cases, succeed a specific incumbent.

**succession plan owner**
HR specialist or manager who can manage the succession plan. Owners can be one of three administrator types: Administrator, Candidate Manager, or Viewer.

**talent pool**
A group of workers for whom you want to track training, readiness, or development.

**talent pool owner**
An HR specialist who can manage the talent pool.

**talent review**
A meeting or series of meetings in which managers analyze organizational trends and potential areas of risk for the company, calibrate performance and potential ratings across the organizational hierarchy, review compensation, and discuss leadership development and succession planning. Depending on configuration, managers can also assign goals to workers.

**talent review facilitator**
Human resource specialist who schedules a talent review meeting, manages the content preparation by reviewers before the meeting, launches the talent review dashboard, and manages action items after the meeting. A talent review meeting can have multiple facilitators.

**talent review participant**
Person who is invited to attend a talent review meeting.

**talent review reviewer**
Manager who is assigned to update profile content for direct and indirect reports before the talent review meeting. Reviewers can assign their direct reports who are also managers to update content for their direct and indirect reports.
talent score
An assessment of a worker’s overall value to the organization using a rating model your organization defines. The talent score values are mapped to specific cells on the talent review box chart.

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.

XML filter
A type of condition using XML to constrain the data secured by a data security policy.