



Управление знаниями.

Управление компетенциями: системный подход к планированию карьеры и управлению профессиональным развитием сотрудников

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2003-2008:

Consulting Operations Manager

Департамент Консалтинга Oracle СНГ

Knowledge Management Leader

Continuous Learning Leader

Oracle СНГ

Что такое знания?

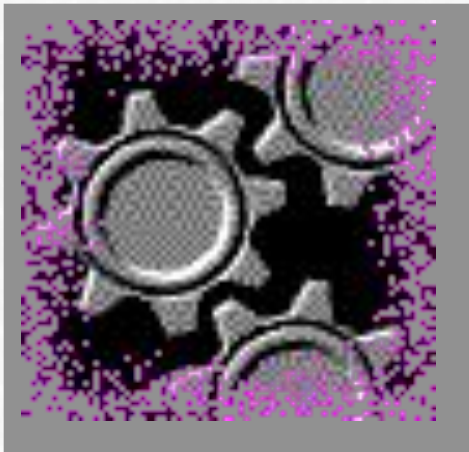
«Знание – ~~сила~~»
ВЛАСТЬ!

*Сэр Фрэнсис Бэкон
(1561 – 1626 г.г.)*

**Систематическое формирование,
обновление и применение знаний
с целью максимизации эффективности
предприятий.**

Карл Вииг, 1986 г.

Производительность



VS.



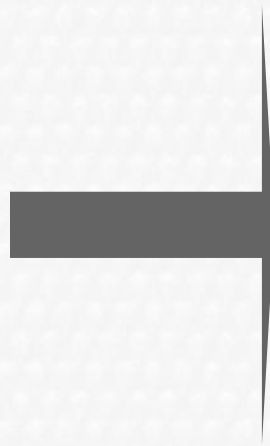
Эффективность

Чем управляем?

РЕСУРСЫ

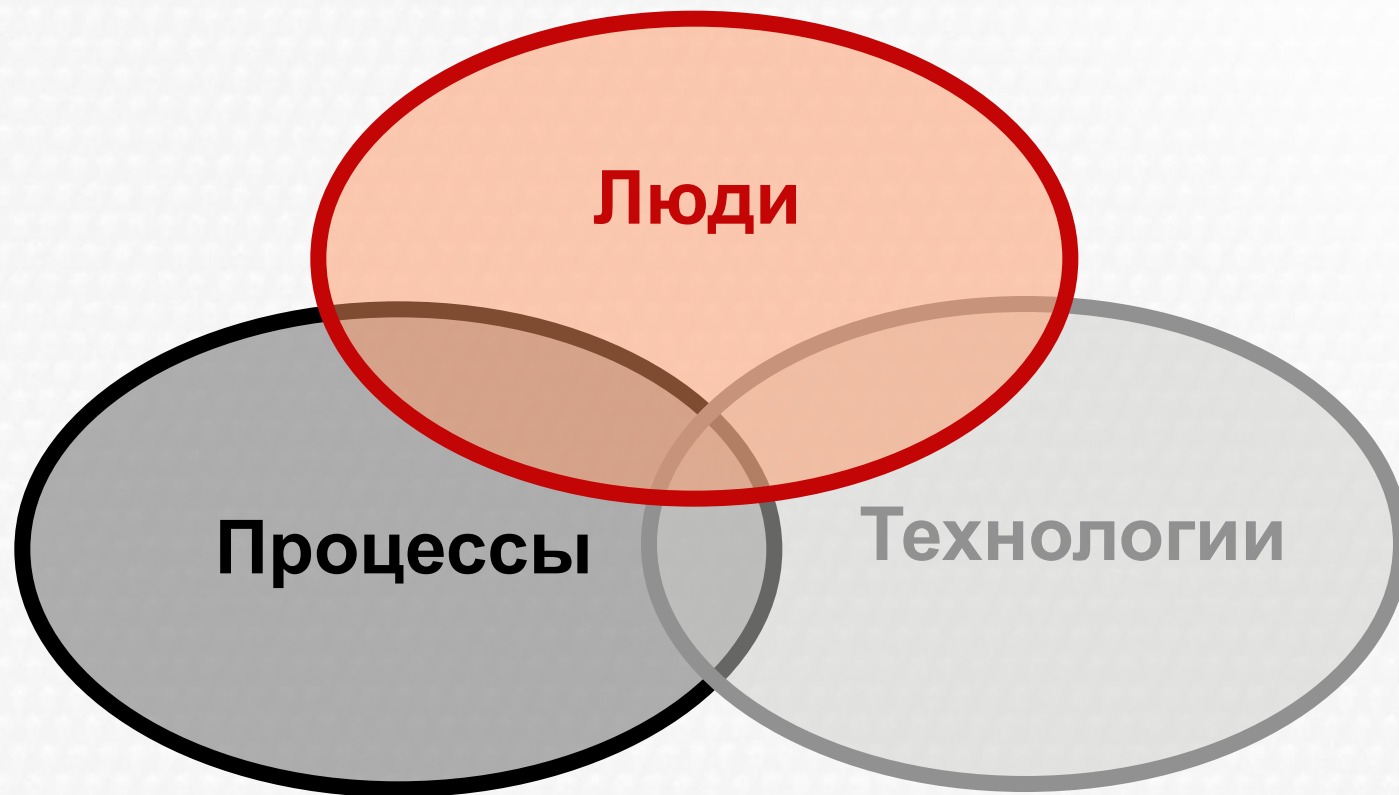
ЗНАНИЯ

ВРЕМЯ

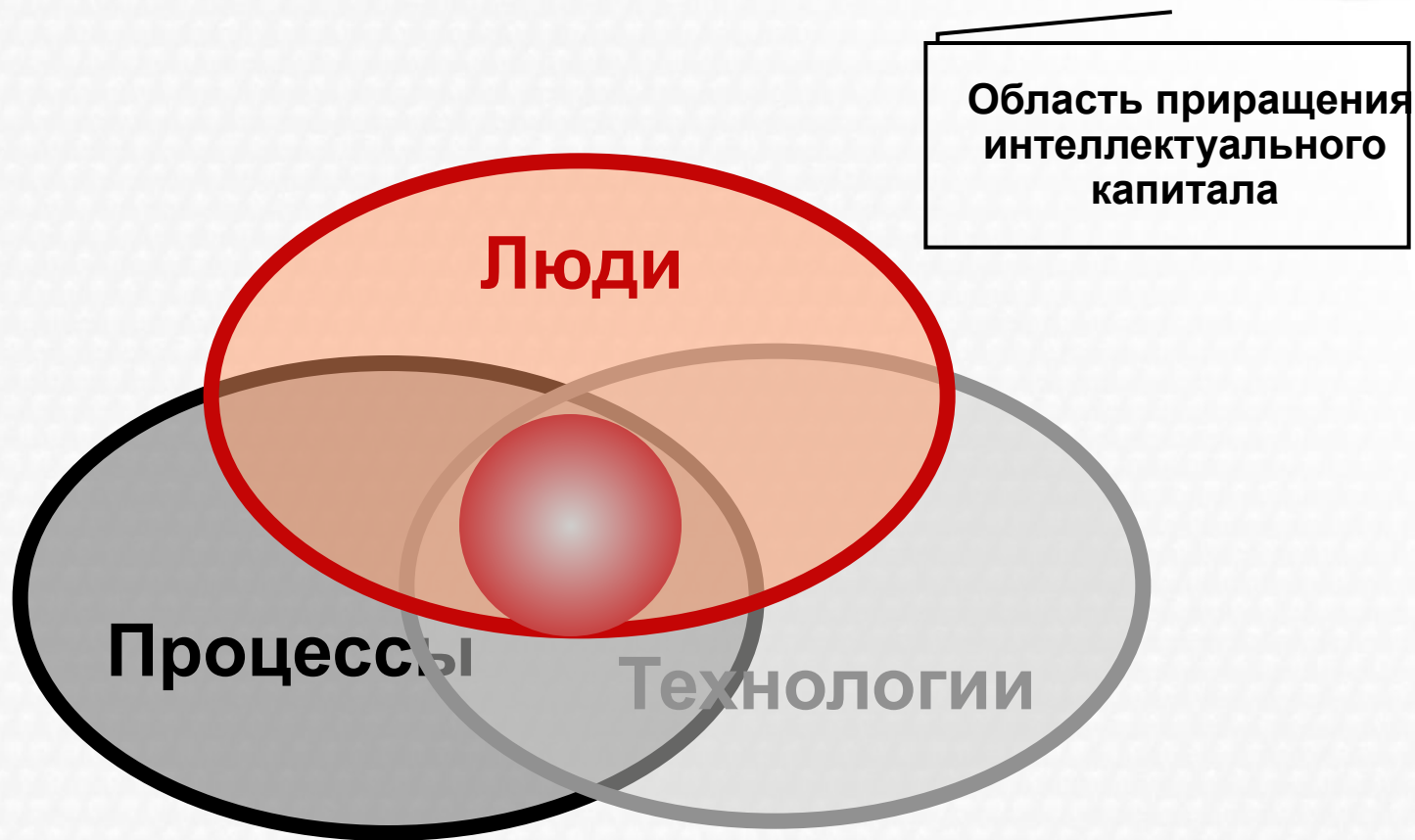


ДЕНЬГИ

Области формирования интеллектуального капитала компании



Области формирования интеллектуального капитала компании



Как управлять знаниями?



Зачем?

Компоненты системы управления знаниями

ЛЮДИ

ПРОЦЕССЫ

ТЕХНОЛОГИИ

Цикл управления знаниями



Ключевые области УЗ

- Обучение на рабочем месте
- **Профессиональные сообщества**
- Виртуальные рабочие группы
- Инструменты УЗ
- Инфраструктура УЗ
- **Корпоративный портал**

Дополнительные области УЗ

- Storytelling
- Наставничество
- Учет интеллектуального капитала
- Анализ социальных сетей
- **Удержание знаний**

Определения

- **Компетенция** – совокупность знаний, умений, навыков, способностей, талантов, поведенческих моделей сотрудника, необходимая для успешного и эффективного решения поставленной задачи



- **Стратегия** – совокупность принципов, которыми руководствуется организация в процессе достижения целей в рамках миссии
- **Стратегическое управление** – управление деятельностью компании по достижению стратегических целей

- **Управление компетенциями** – целенаправленная деятельность по приобретению и развитию компетенций, необходимых для достижения стратегических целей компании в рамках реализации её миссии



Стратегическое управление



Стратегический подход к управлению компетенциями

- **Профиль компетенций** для каждой роли должен быть задан с учётом видения, миссии и стратегии компании
- **Формулировки компетенций** должны отражать связь со стратегическим видением, миссией и целями компании
- **Критерии оценки** уровня компетенций должны быть заданы с учётом их поведенческого проявления

Профиль компетенций

- Определение необходимых ролевых компетенций
- Assessment
- Анализ имеющихся и целевых компетенций
- Планирование приобретения и развития необходимых компетенций
- Реализация плана развития
- Оценка достижений

Как это делалось в Oracle...

vision 2010

To be the most admired software company in EMEA

Ключевые области Vision 2010

- Customer Success
- Partnering Excellence
- Innovation
- Continuous Learning
- Corporate Social Leadership

Принципы Vision 2010

- Honesty
- Transparency
- Entrepreneurship
- Openness to change
- Improved governance model
- Hiring & empowerment of the best people

Oracle Career Development

Search My Oracle: [input] [button]

Search People: [input] [button]

EMPLOYEE TOOLS

- Oracle Calendar
- Oracle Webmail
- Oracle Web Conference
- Oracle Files
- MyO Communities
- Employee Forums
- Access Provisioning System
- Global Service Desk
- Teleservices
- iSupport
- eSource
- Enterprise Reporting Portal
- Asset Recovery & Recycling
- M&A Integration
- MyDesktop
- MyO Directory
- MyO QuickSurvey
- MyO Sales Kits
- OneSource
- Self-Service Apps
- Global CRM Portal
- Travel
- MyO WebFlash
- Videoconferencing
- Wireless & Voice

LINES OF BUSINESS

- + Alliances & Channels
- + Consulting
- + Corporate
- + Customer Services
- + Finance & Administration
- Human Resources
- + Information Technology
- + Legal
- + Marketing
- + On Demand
- + Oracle University
- + Product Development
- + Product Marketing

GLOBAL HUMAN RESOURCES REGIONAL SITES: APAC | Canada: English, French | EMEA | Japan | Latin America | U.S.

BENEFITS | COMPENSATION | POLICIES | CAREER CONNECTIONS | NEW HIRES | CONTACTS | WORKING WORLDWIDE | DIVERSITY | MAKE A DIFFERENCE

WORLD CLOCK | WORLD CALENDAR | CODE OF CONDUCT | HR PROFESSIONALS | BACK TO GLOBAL HR HOME



CAREER GROWTH (SELECT A TOPIC)

- Power Up Your Career (OTD)
- Promotions@Oracle
- Transfers@Oracle
- Performance Management

DEVELOP YOUR ORGANIZATION (SELECT A TOPIC)

- Diagnosis
- Change Management/Planning
- Organizational Effectiveness

SKILLS & LEARNING (SELECT A TOPIC)

- Develop Your Competencies (OTD)
- Sharpen Your Skills (OU)
- Broaden Your Business Knowledge (BBR)
- Expand Your Business Research Capabilities
- Polish Your Sales Readiness Skills
- Mandatory Training
- Professional Memberships
- Education Assistance

Oracle provides a supportive environment to foster career self-management and encourages you to take advantage of internal and external training and development opportunities. It is your responsibility to manage your career development.

We encourage regular, open, and honest communication between you and your manager. And, to manage your career proactively, we suggest you seek out coaching, career tools, and the advice you need to excel in your current responsibilities and to develop in areas that advance your career goals.

We've listed internal and external career development opportunities, which can be found via the links shown above. You're just one click away from opportunities to help you develop your career and learn at Oracle.

If you have HR-related questions, please contact Human Resources. If you experience any performance or usability issues with this site please contact Global OTD.

NOTE: This site is best viewed using INTERNET EXPLORER.



Secure Enterprise Search:

Former Search :

Employee Directory:

EMEA New Starters

Refresh | Contact

HOME | YOU AS AN ORACLE EMPLOYEE | IN YOUR ROLE | YOU AS AN ORACLE MANAGER | EMPLOYEES FROM MERGERS & ACQUISITIONS

BE BRAVE. BE AMAZED. BE ADMIRIED. BE ORACLE

This site aims to provide you with information you need as new starter within EMEA. Navigate through the different pages by clicking on the links at the top of this page.

EMPLOYEE TOOLS

- Calendar
- Communities
- eMail
- Employee Forums
- Helpdesk
- iSupport
- M&A Integration Website
- MyDesktop
- MyD Directory
- OneSource
- OracleFiles
- Quick Survey
- Sales Kits
- Self-Service Apps
- Travel
- Web Conference
- WebFlash
- Wireless & Voice

LINES OF BUSINESS

- + Alliances & Channels
- + Consulting
- + Corporate
- + Finance & Administration
- Human Resources
- + Information Technology
- + Legal
- + Marketing
- + On Demand

New Hire @ Oracle

Click on the bubbles below to familiarise yourself with Oracle and EMEA strategy.



Feedback

If you have any issues / comments about this site please email us:
[Content issues](#) | [Technical issues](#)

EMEA Countries

Explore your country web site.

By default, it will open your country home page in MyOracle.

New Hire Agenda



Here are some guidelines on the activities that need to be covered in your:

- [1st Day](#)
- [1st Week](#)
- [1st Month & Beyond](#)

Go to the "[You as an Oracle Employee](#)" page for Global/EMEA and local details and a complete view of

Welcome to Oracle EMEA Team



A video message from Sergio Giacometto, Executive Vice President Oracle EMEA, welcoming new employees (Duration: 4.57 min)

New Employees from Mergers & Acquisitions



[Employees from Mergers & Acquisitions](#)

EMEA Organisations

[Alliances & Channels](#)

MY CAREER TOOLKIT



Roles and Responsibilities
Click to review!

Career Development at Oracle consists of 3 basic steps:



1. Assessment



2. Planning Your Development



3. Implement Your Plan

[Global Tools](#) > [MY CAREER TOOLKIT](#)

This toolkit provides the basis for you to focus on your potential and career aspirations. To **get started**, be sure to read Kerrie Whittle's message below to learn how Oracle provides a supportive environment that fosters career self-management.

Then using the My Career toolkit, follow the three basic steps: **1. Assessment**, **2. Planing Your Development**, and **3. Implement Your Plan** to help you discover your capabilities and identify organizational opportunities for your career development.

FROM THE DESK OF
Kirsten Hanson,
Sr. Director,
Organization &
Talent
Development

Dear Colleague,

Career Development in Oracle sometimes seems to be a challenge that is rather complex or randomized. With the My Career toolkit we try to guide and support you in your Career at Oracle.

At Oracle, we provide a supportive environment to foster career self-management and encourage you to take advantage of internal and external training and development opportunities. It is your responsibility to manage your career development. [More](#) ▶

Helpful Career Development Links

- ▶ [Development My Competencies](#)
- ▶ [Global Development Options Matrix](#)
- ▶ [Global Core & Functional Competencies](#)
- ▶ [Career Assessment Toolkit](#)
- ▶ [My Career Development Plan](#)



Learn from Career Development Success Stories

Alfonso Di Ianni

"Working at Oracle allowed me to learn how some of the world's regions develop their economies, social infrastructures and people. I feel that, through Oracle products and services, I can influence and be part of the region's evolution." [More](#) ▶



Allan Marker

"In Oracle I have learned that personal entrepreneurship can live in a big organisation - and that "the land belongs to those who farm it." [More](#) ▶



Ricardo Martinez

"Set your objectives: If you have the push, Oracle provides the means." [More](#) ▶

Oracle Organization & Talent Development

- Global OTD Home
- Global Manager Curriculum Paths
- Strategy and Services
- Road Maps
 - Develop My Career
 - Maximize My Personal Success
 - Manage My Team
 - Develop My Leadership Capabilities
 - Develop My Organization
- Global Tools
- Develop My Competencies
- Contacts

Global Organization & Talent Development

THE FIVE ROAD MAPS TO SUCCESS

The HR Organization & Talent Development (OTD) team has a range of tools, programs, and services available to assist you. These solutions are packaged into five Road Maps (below), which provide a recommended path and direct access to a range of global tools, courses, and online learning solutions. [More](#)

Click on a topic below to view the map for each career tool:

- > DEVELOP MY CAREER
- > MAXIMIZE MY PERSONAL SUCCESS
- > MANAGE MY TEAM
- > DEVELOP MY LEADERSHIP CAPABILITIES
- > DEVELOP MY ORGANIZATION




FOR MANAGERS

Global Manager Curriculum Paths
your journey to leadership effectiveness.

[CLICK HERE TO ACCESS THE SITE >](#)

QUICK LINKS

ATTENTION NEW HIRES



Need help with your first days at Oracle? Check out the OTD Tool Kit. [CLICK HERE >](#)

REACH OUT WITH GLOBESMART

Communicate effectively with colleagues and customers around the globe with **GLOBESMART**



[Click here to learn more >](#)

OTD Web Sites:
[\[Global \]](#) [\[APAC \]](#) [\[EMEA \]](#) [\[LAD \]](#) [\[N. America \]](#)

- Global OTD Home
- Global Manager Curriculum Paths
- Strategy and Services
- Road Maps
- Develop My Career
- Maximize My Personal Success
- Manage My Team
- Develop My Leadership Capabilities
- Develop My Organization
- Global Tools
- Develop My Competencies
- Contacts

Develop My Competencies

Competencies are a combination of 'behaviors' that lead to superior performance in a role. The principal components are:

- Knowledge** Skill and experience.
- Aptitude** What you are capable of doing.
- Style** How you relate to your colleagues, team and organization.
- Motivation** The energy with which you approach a task and the factors that tend to motivate or de-motivate you.

To make competencies meaningful they need to be incorporated into processes and frameworks that you will find useful when:

- ▶ Hiring the right people.
- ▶ Creating new positions in your organization.
- ▶ Searching for new jobs within Oracle.
- ▶ Carrying out a Performance Appraisal.
- ▶ Providing feedback for another Oracle employee.
- ▶ Selecting the most appropriate training and development.
- ▶ Planning career development.

Throughout this web site there are links to the Global Competency Dictionary, and many of the stand-alone Toolkits use the language of competencies to describe career development options, to create targeted interview guides and to help you to define your own Development Plan.

Competencies are defined as "core" and "functional" – functional being those behaviors that are specific to roles in a particular LOB/function. To view our Core and Functional Competencies, behavioral indicators and proficiency definitions, click [here](#).

Each job in Oracle has been profiled to identify the core and functional competencies required for that job, and the associated proficiency levels. **To view the Competency Requirements** for your job, or for jobs that are of career development interest to you, click [here](#).

To view suggestions and ideas for developing your competencies, use the Global Development Options Matrix, click [here](#) to begin.

OTD Web Sites:

[Global] [APAC] [EMEA] [LAD] [N. America]

- QUICK LINKS
- Helpful Links**
- ▶ [Global Development Options Matrix \(DOM\)](#)
 - ▶ [HR Development Options Matrix](#)
 - ▶ [EMEA Sales Development Options Matrix](#)
 - ▶ [EMEA Consulting Development Options Matrix](#)
 - ▶ [EMEA OD Tech GB Sales Development Options Matrix](#)
 - ▶ [Global Core & Functional Competencies](#)
 - ▶ [Job-Competency Profile Tool](#)



Global Core and Functional Competencies

QUICK LINKS

Competency Categories

CORE Competencies

- Professional
- Managerial
- Business

FUNCTIONAL Competencies

- Consulting
- Human Resources
- Information Technology
- Oracle University
- Sales
- Support
- Other Lines of Business

[Develop My Competencies](#) > GLOBAL CORE AND FUNCTIONAL COMPETENCIES

Competencies are defined as "core" and "functional" – functional being those behaviors that are specific to roles in a particular LOB/function.

Only key competencies are assigned to a job or profile. On average, most jobs will have 8 to 12 competencies assigned. No job will contain all of the competencies.

To review our Global Core and Functional Competencies click a competency category listed in the menu on the left. Each competency includes behavioral indicators and proficiency definitions.

If you have specific feedback on a competency, send an e-mail to GLOBALOTD_WW@ORACLE.COM and be sure to include the number of the competency in the subject line of the e-mail.

OTD Web Sites:

[Global] [APAC] [EMEA] [LAD] [N. America]

Questions about this site? [Contact Us](#)

Last Updated: 05/20/2008 17:14:59



Global Core and Functional Competencies

QUICK LINKS

[Develop My Competencies](#) > [Global Core and Functional Competencies](#) > [Functional - Consulting Competencies](#) > [PROJECT MANAGEMENT AND ENGAGEMENT COMPETENCY](#)

60.Functional - Consulting Competency

Project Management and Engagement:

Plans and leads project execution, ensuring the successful implementation of the contracted services.

Behavioral Indicators	Proficiency Level Definitions for This Competency				
	Foundation	Intermediate	Skilled	Advanced	Superior
<ul style="list-style-type: none"> Scopes, plans, and coordinates all aspects of the project and project resources-utilizing standard and recommended Project Management processes and practices. Plans and organizes work into discrete tasks that can be implemented, tested, and refined within the constraints of project requirements. Communicates to and manages expectations of program stakeholders. Executes risk management process and plans; actively seeks to mitigate and address risks identified. Qualifies opportunities and ensures that bid documentation and approval process requirements are met. Implements projects, ensuring achievement of business objectives, profitability, and quality. Builds relationships of trust with clients, teams, and stakeholders. 	<ul style="list-style-type: none"> Is aware of Project Management processes (for example, PITM, PSM, PFRM, PQM, and so on) that are utilized to support project scoping, task delivery, resourcing, and coordination. Is aware of the importance of project communication and engages with clients at a peer level to manage expectations of the engagement. 	<ul style="list-style-type: none"> Knows Project Management processes (for example, PITM, PSM, PFRM, PQM, and so on) and uses these to clarify the scope of the project, estimate resources, and manage engagement. Manages client expectations by providing regular status reports and other pertinent information as required. Participates in the project or program risk management identification process Understands the bid process. 	<ul style="list-style-type: none"> Possesses in-depth knowledge of project management processes, and uses it to scope, resource, and coordinate a project. Manages client expectations through a formal communication process, and by ensuring an appropriate level of information dissemination. Builds risk management plans to mitigate identified risks. Can plan the delivery of a complex proposal involving multiple products. Makes sure that opportunities are qualified; and that bid documentation and approvals meet process requirements. 	<ul style="list-style-type: none"> Uses in-depth knowledge of project management processes to develop complex project or program plans. While managing the project, ensures that commercial objectives are met. Can plan and manage complex bids involving multiple lines of business. Incorporates risk management strategies in the development of the proposal. Secures appropriate global resources from Oracle. Develops strategies for communicating with program stakeholders. 	<ul style="list-style-type: none"> Directs the development of complex program delivery plans and accepts Profit and Loss responsibility for these. Through detailed knowledge of risk management, communicates risk management plans to executive management and incorporates risk mitigation strategies in the formulation of contracts. Can bring together very large and complex deals involving multiple lines of business. Knows thoroughly the bid process and the risks and issues associated with complex integrated solutions.

Job-Competency Profile Tool

Before You Begin

WHY AM I USING THIS TOOLKIT?	Jobs have been "profiled" to identify the key competencies and target proficiency levels required in each job. The resulting Job Competency Profiles are used in our performance management tools (online appraisals) and career development tools – enabling you to determine your competency strengths and development needs.
WHAT IS IT?	Use this tool to view the competencies required for your current job and/or to view the competency requirements for a job that interests you from a career development perspective.
WHO SHOULD USE IT?	It's available to all employees. Where a job has not been profiled, a generic job profile by career level is available.
HOW DOES IT WORK?	This is an online tool (developed using Application Express).
HOW LONG WILL IT TAKE?	Approximately 5 minutes.
ACCESS THE TOOLKIT?	Click here to access the Job Competency Toolkit.

[Close Window](#)

OTD Web Sites:
[\[Global \]](#) [\[APAC \]](#) [\[EMEA \]](#) [\[LAD \]](#) [\[N. America \]](#)

ORACLE[®] Organization & Talent Development

Human Resources Job Competency Toolkit

For questions about this toolkit, please contact [Global OTD](#)

- Overview**
- Competency Definitions
- View/Compare Job Competencies

Overview

Jobs have been profiled to identify the key competencies and target proficiency levels required in each job. The resulting Job Competency Profiles are used in our performance management tools (online appraisals) and career development tools – enabling you to determine your competency strengths and development needs. This tool enables you to view the competencies required for your current job and/or to view the competency requirements for a job that interests you from a career development perspective. It is available to all employees.

Use tabs to access the following functions:

- **Competency Definitions** to view the definition and proficiency level descriptions for a given competency.
- **View/Compare Job Competencies** to view the job competencies and targetted proficiency levels for selected jobs.

For questions about this toolkit, please contact [Global OTD](#)

Search Dialog - Microsoft Inter...

Search Close

- [Core.Business.Business Development](#)
- [Core.Business.Business Management](#)
- [Core.Business.Consultative Selling](#)
- [Core.Business.Customer Needs Analysis](#)
- [Core.Business.Industry Mastery](#)
- [Core.Business.Partner Management & Development](#)
- [Core.Business.Product Mastery](#)
- [Core.Business.Professional & Technical Depth and Credibility](#)
- [Core.Business.Project Management](#)
- [Core.Managerial.Leadership](#)
- [Core.Managerial.Leading Change](#)
- [Core.Managerial.Managing Performance](#)
- [Core.Managerial.Strategic Thinking](#)
- [Core.Professional.Influencing & Negotiating](#)
- [Core.Professional.Adapting to Change](#)
- [Core.Professional.Building Relationships](#)
- [Core.Professional.Business Ethics](#)
- [Core.Professional.Coaching](#)
- [Core.Professional.Communication](#)
- [Core.Professional.Customer Focus](#)
- [Core.Professional.Decision Making](#)
- [Core.Professional.Innovation](#)
- [Core.Professional.Organizational Awareness](#)
- [Core.Professional.Personal Drive](#)
- [Core.Professional.Planning & Organising](#)
- [Core.Professional.Presentation](#)

Competency Definitions

Select

Competency

Overview

Competencies are defined as "core" and "functional" - functional being those beh

To view Oracle's Core and Functional Competencies, behavioral indicators and p

Click the "Select" button to view the definition and levels of proficiency.

competencies, then click the competency you are interested in. It will appear in the text box

For questions about this toolkit, please contact [Global OTD](#)

Competency Definitions

Competency

Competency Levels

Competency/Level	Description
Functional Consulting Project and Engagement Management	Definition Plans and leads project execution, ensuring the successful implementation of the contracted services Behavioral Indicators - Scopes, plans, and coordinates all aspects of the project and project resources-utilizing standard and recommended Project Management processes and practices - Plans and organizes work into discrete tasks that can be implemented, tested, and refined within the constraints of project requirements - Communicates to and manages expectations of program stakeholders - Executes risk management process and plans; actively seeks to mitigate and address risks identified - Qualifies opportunities and ensures that bid documentation and approval process requirements are met - Implements projects, ensuring achievement of business objectives, profitability, and quality - Builds relationships of trust with clients, teams, and stakeholders
1-Foundation	Is aware of Project Management processes (for example, PITM, PSM, PFRM, PQM, and so on) that are utilized to support project scoping, task delivery, resourcing, and coordination - Is aware of the importance of project communication and engages with clients at a peer level to manage expectations of the engagement
2-Intermediate	Knows Project Management processes (for example, PITM, PSM, PFRM, PQM, and so on) and uses these to clarify the scope of the project, estimate resources, and manage engagement - Manages client expectations by providing regular status reports and other pertinent information as required- Participates in the project or program risk management identification process- Understands the bid process
3-Skilled	Possesses in-depth knowledge of project management processes, and uses it to scope, resource, and coordinate a project - Manages client expectations through a formal communication process, and by ensuring an appropriate level of information dissemination - Builds risk management plans to mitigate identified risks- Can plan the delivery of a complex proposal involving multiple products- Makes sure that opportunities are qualified; and that bid documentation and approvals meet process requirements
4-Advanced	Uses in-depth knowledge of project management processes to develop complex project or program plans - While managing the project, ensures that commercial objectives are met - Can plan and manage complex bids involving multiple lines of business- Incorporates risk management strategies in the development of the proposal- Secures appropriate global resources from Oracle - Develops strategies for communicating with program stakeholders
5-Superior	Directs the development of complex program delivery plans and accepts Profit and Loss responsibility for these- Through detailed knowledge of risk management, communicates risk management plans to executive management, and incorporates risk mitigation strategies in the formulation of contracts - Can bring together very large and complex deals involving multiple lines of business - Knows thoroughly the bid process and the risks and issues associated with complex integrated solutions - Secures management buy-in at the executive level, develops communication strategies to deliver program messages at the CEO/CIO level and within Oracle management

[Download Spread Sheet](#)

ORACLE[®] Organization & Talent Development

Human Resources Job Competency Toolkit

For questions about this toolkit, please contact [Global OTD](#)

Compare Competency Levels

[Instructions](#) [Vertical View](#) [Side By Side](#)

Functional Area

Specialty Area or [Find Job\(s\)](#) (Press Enter or Tab to find jobs)

Add >	< Remove
<ul style="list-style-type: none"> 12607.Consulting Project Senior Consultant.CONS.PROJMAN.IC2 12608.Consulting Project Principal Consultant.CONS.PROJMAN.IC3 12609.Consulting Project Snr Principal Consultant.CONS.PROJMAN.IC3 12610.Consulting Project Manager.CONS.PROJMAN.M3 12611.Consulting Project Technical Manager.CONS.PROJMAN.IC4 12612.Consulting Project Technical Director.CONS.PROJMAN.IC5 12620.Consulting Project Director.CONS.PROJMAN.M4 12630.Consulting Project Snr Director.CONS.PROJMAN.M5 12640.Consulting Program VP.CONS.PROJMAN.M6 12640.Consulting Project RVP.CONS.PROJMAN.M6 12650.Consulting Program GVP.CONS.PROJMAN.M6 12650.Consulting Project GVP.CONS.PROJMAN.M6 	<ul style="list-style-type: none"> 12610.Consulting Project Manager.CONS.PROJMAN.M3 12607.Consulting Project Senior Consultant.CONS.PROJMAN.IC2

[Add >](#) [< Remove](#)

Job Competency Target Levels (Vertical View)

Job Code: 12607.Consulting Project Senior Consultant.CON.S.PROJMAN.IC2

Class	Area	Competency	Target Level	Description
Core	Business	Product Mastery	2-Intermediate	Demonstrates a sound knowledge of Oracle's total product/service offerings and can position benefits and value to customers. - Clearly defines and analyzes key customer technical requirements. - Conducts face-to-face discussions with key decision makers and determines the best approach to meet a customer's needs.
Core	Professional	Building Relationships	1-Foundation	Initiates friendly and informal contact with team. - Maintains working relationships with other internal contacts.
Core	Professional	Business Ethics	1-Foundation	Complies with Oracle's Code of Conduct. - Understands obligations to promptly report violations to Oracle's Code of Conduct. - Is aware of Oracle's Ethics helpline for reporting ethics violations- Timely completed Oracle's Ethics and Business Conduct training and other related required training.
Core	Professional	Communication	1-Foundation	Presents written and verbal information clearly and concisely. - Listens carefully to the content of information being conveyed by others in order to understand the key points.
Core	Professional	Customer Focus	2-Intermediate	Thoroughly understands the customer's business environment, practices, and core processes. - Networks with relevant decision makers at appropriate intervals.
Core	Professional	Personal Drive	4-Advanced	Displays strong tenacity, drive, and energy to see things through to conclusion. - Pursues increased accountability and challenge. - Takes responsibility for personal development and the realization of objectives.
Core	Professional	Planning & Organising	2-Intermediate	Establishes and uses effective procedures and systems to monitor and track activities to ensure successful achievement of goals and projects. - Identifies and articulates potential risks or problem areas in plans.
Core	Professional	Presentation	2-Intermediate	Communicates in an articulate, concise, and logical manner. - Builds credibility by demonstrating knowledge and providing relevant information in a timely and accurate manner. - Relates content to audience's experience and maintains audience interest with presentation style, which includes pauses, animation, and so on.
Core	Professional	Quality	2-Intermediate	Uses processes within own team and operates within existing guidelines. - Applies professional, technical, and operational experience to continuously improve service quality.
Core	Professional	Results Orientation	2-Intermediate	Demonstrates a positive attitude while focusing on completing tasks or goals. - Delivers quality results on time.
Core	Professional	Teamwork	2-Intermediate	Demonstrates a willingness to put team needs before those of self, and contributes to team decision making.
Functional	Consulting	Client Management	2-Intermediate	Verifies that Oracle solution offerings and the consulting engagement effectively address the client's business needs, and informs Oracle management of potential problem areas - Clearly and accurately communicates the Oracle message during client interactions - Personally ensures that issues raised by the client are followed up by Oracle- Understands the importance of client referenceability- Builds the client's confidence in Oracle's capabilities by maintaining a high quality of consulting deliverables and through the effective use of Oracle resources, thus achieving short-term engagement goals
Functional	Consulting	Consulting Engagement & Delivery	1-Foundation	Contributes to the creation of deliverables within defined scope, quality standards, and timelines - Considers alternative solutions or systems - Seeks and utilizes feedback from team members to refine and validate suggested solutions
Functional	Consulting	Project and Engagement Management	2-Intermediate	Knows Project Management processes (for example, PITM, PSM, PFRM, PGM, and so on) and uses these to clarify the scope of the project, estimate resources, and manage engagement - Manages client expectations by providing regular status reports and other pertinent information as required- Participates in the project or program risk management identification process- Understands the bid process

Job Code: 12610.Consulting Project Manager.CON.S.PROJMAN.M3

Class	Area	Competency	Target Level	Description
Core	Business	Business Management	3-Skilled	Establishes team plans and goals, prioritizing and aligning them with the organization's strategic and operational plan. - Monitors personal and team performance. - Makes improvements and adjustments to optimize achievement of results. - Reviews skill mix and requirements, and implements plans to optimize them.

Download Spread Sheet

row(s) 1 - 15 of 33 [Next](#)

Job Competency Target Levels (Side by Side Report)

Skill Class	Skill Area	Skill	Consulting Project Manager M3	Consulting Project Senior Consultant IC2
Core	Business	Business Management	3	
		Product Mastery	2	2
	Managerial	Leadership	3	
		Leading Change	3	
		Managing Performance	3	
		Strategic Thinking	3	
		Influencing & Negotiating	2	
	Professional	Building Relationships	2	1
		Business Ethics	2	1
		Communication	4	1
		Customer Focus	3	2
		Personal Drive		4
		Planning & Organising	3	2
		Presentation	3	2
		Quality	3	2
Results Orientation		4	2	
Teamwork		5	2	
Functional	Consulting	Client Management	3	2
		Consulting Engagement & Delivery	3	1
		Project and Engagement Management	4	2

[Download Spreadsheet](#)

Human Resources

[Organization & Talent Development](#)

Development Plan

- Please complete 'Section One – Planning My Development' below. Your development plan should include competencies requiring development in your current role as well as strengths that you would like to develop further. (Please copy this page if you have more than 3 development areas).
- Please complete your 'Development Plan' below.
- Discuss and agree with your Manager the activities that you will undertake to meet your current and future career development needs, the time scales and support required for each development area.
- When you have agreement with your Manager, save your plan so that you can refer to and update it and [email a copy to your Manager \(cc your HR Manager\)](#).
- During your review period (this may be the end of the appraisal cycle), please complete 'Section Two – Evaluating My Development' and discuss it with your Manager. Once completed, email a copy to your Manager (cc your HR Manager).

Section One – Planning My Development	Development Area 1	Development Area 2	Development Area 3
Area To Be Developed What is the skill or competency you would like to develop?			
Objective Describe what you will learn from developing skills in this area and how you will apply them in your role?			
Development Activities List the development activities you will undertake to achieve your objective – eg. work assignments, professional experiences, reading, training, coaching etc. Development Suggestions: Global Development Options Matrix APAC EMEA AMERICAS			
Support Required What support do you require from your Manager (or others) in achieving this objective?			
Target Completion Date			
Section Two – Evaluating My Development			
Were the development activities completed? If so, when? If not, what is your new target date?			
Have you achieved your development objective? Please provide detail.			
Did the development activity assist in improving work performance? Please provide detail.			

Human Resources

[Organization & Talent Development](#)

Development Plan

Describe your career aspirations.

What development activities or experiences can you undertake to support you in achieving your career aspirations?

What timeframes are you working towards?

Oracle University

Search My Oracle:

Search People:

Global Org Oracle University

Refresh | Contact |

Home

Certification

Content Management

Product Management

Learning Delivery

Marketing

Sales

Operations

Welcome to Oracle University



ORACLE UNIVERSITY CHARTER

We enhance the adoption of Oracle technologies with superior training focused on customer satisfaction. For the most complete and current course details, offerings, and programs, visit oracle.com/education.

Oracle University

Certification

- [Oracle Certification Program](#)

Content Management

- [Accessibility](#) | [Activity Management](#) | [Courseware Repositories](#) | [File Management](#) | [GSI Migration](#) | [Pricing and Promotions](#)

Product Management

- [Curriculum Management](#) | [Planning](#) | [Environment Development](#) | [Production Services](#) | [Knowledge Center](#)

Learning Delivery

- [Employee Training](#)

Marketing

Sales

Operations

Announcements

How available from oracle.com/education:

- Oracle Database 11g Training
- Oracle E-Business Suite 12 Training
- PeopleSoft 9 Training
- Siebel 8 Training

Worldwide Education

Regional Pages

- [Asia Pacific](#)
- [EMEA](#)
- [Latin America](#)
- [Japan - Internal Training](#)

EMPLOYEE TOOLS

- Oracle Calendar
- Oracle Webmail
- Oracle Web Conference
- Oracle Files
- MyO Communities
- Employee Forums
- Access Provisioning System
- Global Service Desk
- Teleservices
- iSupport
- eSource
- Enterprise Reporting Portal
- Asset Recovery & Recycling
- M&A Integration
- MyDesktop
- MyO Directory
- MyO QuickSurvey
- MyO Sales Kits
- OneSource
- Self-Service Apps
- Global CRM Portal
- Travel
- MyO WebFlash
- Videoconferencing
- Wireless & Voice

LINES OF BUSINESS

- + Alliances & Channels
- + Consulting
- + Corporate
- + Customer Services
- + Finance & Administration
- Human Resources
- + Information Technology
- + Legal
- + Marketing
- + On Demand
- + Oracle University
- + Product Development
- + Product Marketing

Search My Oracle: [input] [search]

Search People: [input] [search]

EMPLOYEE TOOLS

- Oracle Calendar
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LINES OF BUSINESS

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- + On Demand
- + Oracle University
- + Product Development
- + Product Marketing

Oracle University EMEA

Oracle University EMEA

Services for All Oracle Employees and Managers



OU EMEA Internal & Partner Education

Employee Education Services provided by OU EMEA for all Oracle Managers, Employees and Partners.



OU EMEA Training News

The Newsletter promotes OU Public Schedule Offerings that are available to Oracle EMEA Employees. Search all available offerings by country and category and simply click on a course to enrol.



Online Learning

Go to iLearning for the complete Oracle online learning catalogue, play and continue online courses and view your online training record. Visit [OU Internal and Partner Education Online Learning](#) if you would like to create an Online Learning course



Instructor Led Education Course Schedule

For information about instructor led courses that are scheduled search the EMEA Education schedule. The schedule also provides direct links to enrol for classes. Visit [OU Internal and Partner Education Instructor Led training](#) if you would like to schedule your own training.



Live Events

Information on future live events hosted by Oracle University. View the live events calendar and enrol for live events. Plus you can now automatically add events to your Outlook Calendar. Visit [OU Internal and Partner Education Online Learning](#) if you would like OU to host and record a webconference.



Information by EMEA Country

Search for Country specific Information by viewing the local OU MyOracle pages

Information for Oracle University Employees

General OU EMEA Business Updates and Announcements

New OU Sales Readiness Training Portal Available

Missed recent OU Sales Readiness Training? Want to see what training is coming up? All past and future OU Sales Readiness WebConferences can now be found on the new Training Portal.



OU EMEA Operations

Portal for OU EMEA Operations. Contains information and links to resources, manuals, frequently asked questions, templates and more.

+ Operations Links

Sales, Marketing and Business Development



Marketing & Demand Generation

Access EMEA marketing campaigns, local marketing campaigns, best practice ideas, seminars, newsletters, products and certification updates, OU datasheets, and much more

Oracle University Direct

Delivery & Reseller Partners

OU EMEA Sales Readiness Training

Knowledge Management

About OU EMEA

OU EMEA Organisation Charts

All Countries: Please send updated Org Charts to (sharon.lovering@oracle.com)

EMEA OU Country Managers

Here you can find the OU Country Managers in EMEA

OU EMEA Distribution List

Distribution list names for all OU EMEA Countries.

Search My Oracle: [input] [search]

Search People: [input] [search]

EMPLOYEE TOOLS

- Oracle Calendar
- Oracle Webmail
- Oracle Web Conference
- Oracle Files
- MyO Communities
- Employee Forums
- Access Provisioning System
- Global Service Desk
- Teleservices
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- eSource
- Enterprise Reporting Portal
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- MyO Directory
- MyO QuickSurvey
- MyO Sales Kits
- OneSource
- Self-Service Apps
- Global CRM Portal
- Travel
- MyO WebFlash
- Videoconferencing
- Wireless & Voice

LINES OF BUSINESS

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- + Information Technology
- + Legal
- + Marketing
- + On Demand
- + Oracle University
- + Product Development
- + Product Marketing

Internal Training - Instructor Led



Employee Instructor led training activity is recorded in OTA (Oracle Training Administration)

Working with OU EMEA Internal Education

Employee Education Search
Search for Online and Inclass Education Opportunities

EMEA Education Home Page
Home Page of EMEA Education. Search for and enrol in inclass and online training

View your Training History
Use this link to access your training record. Includes both online and inclass training

EMEA Employee Education FAQ
Employee Education FAQ

Education Schedule

For information about what courses are scheduled in your country search the [EMEA Education schedule](#)

You will need to login with your GSIAP login

Course Request Templates

Reports

Reports on Instructor Led Training are available from the [Self Service Reporting tool](#). (Requires login. [Email OU EMEA Internal Training](#) to be granted access)

Manager Reports for Instructor Led Training and Online Learning are available from the [OU EMEA Training Reports page](#).

Contact Us

For Information about **Instructor led training** please email EMEA_Inted_UK@oracle.com or phone the Inted Hotline at +44 (0)11892 40700

LEARNING

- Course Schedule
- Training News
- iLearning
- OUWeb
- SSHR
- + Training by Country

OU EMEA

- OU EMEA Portal
- Internal & Partner Education
- Online
- Instructor led
- Operations
- Oracle University Direct
- Marketing & Demand Generation
- Delivery & Reseller Partners
- + Country Pages

OU GLOBAL

- Operations
- Global Business Solutions
- MyOracle
- Oracle.com
- OU @ eSource

Oracle iLearning



Search Catalog

Search input field with Go button and Exact phrase checkbox

Browse Catalog

- Assessments
Free Trial Area
Job Role and Path
Non-Product Courses
Oracle Applications
Oracle Technologies
OU Sales Readiness Assessments
Premium Library (Asian Content)
Product Courses
Review: IDC_OLN
TTT Recordings

My Learning

Filter input field with Include Completed Offerings checkbox and Go button

Previous 11 - 14 of 14 Next

Table with columns: Play, Offering, Start Date, Enrolled, Player Status. Rows include 'Handling Conflict with Others', 'Enhancing Your Listening Skills', 'ESM - An Introduction to the new Engagement Satisfaction Measure process', and 'Module 11 - Presentation Page Portlets on MyOracle'.

Announcements

- System Outage - OU Knowledge Center Unavailable
NEW! View OUKC Online Course Catalog
Take the Oracle University Knowledge Center Guided Tour
Oracle University Knowledge Center Technical Support
Welcome to the Oracle University Knowledge Center!
Order Activation Instructions
We Want to Hear Your Opinion!
I would like to Submit a Topic or Course for Potential Development
Free Trial Area Content
Translated Announcements

My Wish List

- My Offerings Wish List
Level 2 - Project Management Method (PJM) Overview

Ryzhova Natalya

My Self-Paced Learning

You are currently enrolled in the self-paced offerings listed below. Self-paced offerings can be played at any time and taken at your own pace. Click the title to see more details about the offering. Click Play to begin or resume your learning, or click Collaboration to enter into a chat or forum associated with the offering.

Filter

Previous 1 - 10 of 41 Next

Play	Offering	Enrolled	Collaboration	Player Status	Notes	Unenroll
	5.45 Process and Validate Time and Materials Projects	10/9/06		Completed		
	Communication Skills for Resolving Conflict	3/20/08		Not Attempted		
	Data Privacy Awareness Training	7/10/06		Completed		
	Difficult People in the Workplace	3/20/08		Not Attempted		
	EMEA Partnering Excellence Basics Assessment Test 2006	8/4/06		Completed		
	Enhancing Your Listening Skills	3/20/08		Not Attempted		
	ESM - An Introduction to the new Engagement Satisfaction Measure process	4/11/08		1 of 3 Completed		
	Giving and Receiving Feedback	3/20/08		Not Attempted		
	Global Methods Level 1 Assessment	10/10/06		Incomplete		
	Goal Setting	3/4/08		0 of 2 Completed		

Previous 1 - 10 of 41 Next



Ryzhova Natalya

Notice : No Current Scheduled Enrollments

Search for and enroll in an offering using the Search and Browse or the Advanced Search feature under the main Catalog tab.

My Scheduled Learning

You are currently enrolled in the scheduled offerings listed below. Scheduled offerings are live instructor-led events held in a physical or virtual classroom. Click the title to learn more about the offering. Click Collaboration to enter into a chat or forum associated with the offering.

Filter

Previous Next

Play	Offering	Begins	Ends	Collaboration	Player Status	Notes	Unenroll
(No items found.)							

Previous Next

Search and Browse

Search Catalog

Enter keywords or a text string in the search field, and click Go.

Search For Exact phrase

Browse Catalog

To browse the catalog for offerings, click the category listings below.

Assessments

Job Role and Path

eBusiness Suite (Job Role), Oracle Technology

Oracle Applications

11i Advanced Supply Chain Planning Fundamentals...

OU Sales Readiness Assessments

Product Courses

Agile, Application Integration Architecture...

TTT Recordings

TTT Application Server, TTT Database

Free Trial Area

Non-Product Courses

Compliance Courses, Oracle Business Processes...

Oracle Technologies

11g Database, 11g Languages...

Premium Library (Asian Content)

9i DBA Oracle Certified Associate (OCA)...

Review: IDC, OLN

Search Results All Learning Methods

You searched for: Project Management

 **Self-Paced Learning:** [See all 215 results in Self-Paced Topics...](#)

- [11i Enterprise Management Fundamentals: HRMS Budgeting](#)
- [11i Grants Accounting Foundations](#)
- [11i Implement Oracle Time and Labor](#)
- [11i Implement Project Contracts](#)
- [11i Labor Distribution Foundations](#)

 **Scheduled Learning:** [See all 6 results in Scheduled Topics...](#)

- [ABU - AppsUnplugged: PLM \(Prodika\) for Process - Project and Portfolio Management](#)
- [Agile PLM for Process Project and Portfolio Management product overview](#)
- [AGSS - Global Spotlight: Projects for Public Sector \(Archived\)](#)
- [EnterpriseOne Partner Call: Using EnterpriseOne 8.12 ETO in EandC to Extend Function and Value](#)
- [Oracle Consulting Delivery Portal \(CollabNet\)](#)

Oracle Employee Appraisal



Worklist

Full List

From	Subject	Sent
There are no notifications in this view.		

Navigator

Personalize

- Appraisal Manager Self Service
- Contractor - Nonbillable Sponsor Self Service
- Daily Human Resources Intelligence
- Global Competence Profile
- HR Competence Manager Self Service
- Imaging Process Management
- Intercompany Inquiry
- Recruitment Employee
- KZ GSI Receivables Inquiry
- KZ PJR BIS User
- KZ PJR Consultant
- KZ PJR Project / Consulting Manager
- KZ PJR Resource Manager / Analyst
- KZ Projects Inquiry
- KZ Projects LOB Administrator
- KZ Projects LOB Approve Invoices Only
- KZ Projects LOB Create Projects
- KZ Projects LOB Project Manager
- KZ Projects LOB Resource Manager
- Manager HR Self Service
- Notifications
- OBA Expense By Manager User
- Responsibility Ownership
- Responsibility Ownership Reports User
- RU Employee Self Service**
- RU GL Headcount Reporting
- RU GSI Receivables Inquiry
- RU OTL (Project Accounting)
- RU PJR BIS User

- RU Employee Self Service**
- Release Employment Information for Transfer
 - Personal Information
 - All Actions Awaiting Your Attention

- Appraisals**
- Appraisals
 - Online Training
 - Appraisal Development Plan
 - Performance Management Toolkit

- Training Courses (Self)**
- Enroll and Cancel Training
 - External Learning

Favorites

Personalize

- Notifications - Advance Worklist
- Expenditure Inquiry - All Projects
- Run Reports
- Employee Cost Rates
- RU PJR Resource Manager - Staffing Home
- Notifications - Advance Worklist
- Project
- Project Status Inquiry
- Funding Inquiry
- Employee Cost Rates
- Projects
- Run Reports

My Appraisals
 This table displays all your appraisals.
 If you have been asked to provide feedback to the appraisal of another person, please click on the **Appraisals of Others** tab above.
 For any support issues, please use the [FAQ](#)

Appraisals of Volkov, Denis

This table displays all appraisals that you have not yet submitted. To create a new appraisal select an appraisal type from the Create list and click Go. You can also select individual appraisals for update or deletion, if permitted.

Initiator	Appraisal Creation Date	Main Appraiser	Appraisal Period Start Date	Appraisal Period End Date	Appraisal Status	Details	Update	Delete
Volkov, Denis	12-Sep-2007	Yengul, Pinar	26-May-2007	30-May-2008	Transferred			
Volkov, Denis	01-Dec-2006	Yengul, Pinar	01-Jun-2006	31-May-2007	Transferred			
Volkov, Denis	11-Aug-2006	Sidorenko, Michael	01-Jun-2005	31-May-2006	Ongoing			
Volkov, Denis	05-Jul-2005	Sidorenko, Michael	29-May-2004	27-May-2005	Transferred			

Completed Appraisals

Please enter your search criteria and hit the "Go" button. You may note that the search is not case sensitive.

Initiator

Last Name, Title, First Name

Appraisal Creation Date

(example: 20-May-2008)

Initiator	Appraisal Creation Date	Appraisal Period Start Date	Appraisal Period End Date	Details
Volkov, Denis	14-Jun-2007	26-May-2006	25-May-2007	

Details: Appraisee

[Back](#) [Share with Main Appraiser](#) [Update](#) [Printable Page](#)

Employee Name **Volkov, Denis**
 Manager **Yengul, Pinar**
 Cost Center **4641 - Consulting Operations Manager - 10H**

Employee Number **273**
 Organization Email Address denis.volkov@oracle.com
 Job **22030.Consulting Staff Managing Principal.CON.S.CONSOFS.M2**

Setup Details

Initiator **Volkov, Denis**
 Appraisal Period Start Date **26-May-2007**
 Appraisal Period End Date **30-May-2008**
 Template **FY06 Appraisal Template (1 June 2005 - 31 May 2006)**

Main Appraiser **Yengul, Pinar**
 Appraisal Creation Date **12-Sep-2007**
 Appraisal Review Discussion Date

Overall Rating and Comments

Overall Rating
 Overall Comments

Competencies

Previous 1-15 Next 15

[Show All Details](#) | [Hide All Details](#)

Details	Competencies and Target Levels	Appraisee Performance Rating	Main Appraiser Performance Rating
Show	3rdParty.Database.Microsoft Exchange	4-Exceeds expectations	
Show	3rdParty.Database.Microsoft products and databases	4-Exceeds expectations	
Show	3rdParty.Middleware.Microsoft Sharepoint	4-Exceeds expectations	
Show	Activities.Delivery.Portal Management	3-Successfully meets expectations	
Show	Activities.Delivery.System Auditing	3-Successfully meets expectations	
Show	Activities.Delivery.System Benchmarking	0-Not applicable	
Show	Activities.Design.Develop Kpi/Balanced Scorecard Strategy	3-Successfully meets expectations	
Show	Consulting Specific.Implementation Type.Sarbanes Oxley (SOX)	0-Not applicable	
Show	Consulting Specific.Methods.AIM (Applications Implementation Methodology)	0-Not applicable	
Show	Consulting Specific.Methods.Application Implementation Method for Business Flows (ABF)	0-Not applicable	
Show	Consulting Specific.Methods.Project Management Method (PJM)	0-Not applicable	
Show	Consulting Specific.Mobility.Global, No Restrictions	4-Exceeds expectations	

Objectives

[Show All Details](#) | [Hide All Details](#)

Details	Objective Name	Start Date	Target Completion Date	Achievement Date	Appraisee Performance Rating	Main Appraiser Performance Rating
Show	Consistency of back-office operations performed by the local Operations Team for OC/CIS practice	28-May-2007	30-May-2008			
Show	Decrease response time in all business communications within the whole OC/CIS practice	28-May-2007	30-May-2008			
Show	Further Knowledge Management principles and methods implementation and support throughout OC/CIS practice	28-May-2007	30-May-2008			
Show	Further improvement of internal OC/CIS processes	28-May-2007	30-May-2008			
Show	OC/CIS adherence to the Oracle's corporate policies and rules	28-May-2007	30-May-2008			
Show	Revenue recognition support from the Operations side	28-May-2007	30-May-2008			
Show	Further improvement in area of timeliness and effectiveness in reporting from OC/CIS	27-Aug-2007	30-May-2008			
Show	Personal Performance Development	27-Aug-2007	30-May-2008			

Participants

Details	Full Name	Participation Type	Questionnaire Name
Show	Semeneev, Amir	Appraiser	Questionnaire for Participants

Questionnaire: Appraisee

Questionnaire Name: **Questionnaire for Appraisee and Main Appraiser V2** Last Submitted On: **18-Sep-2007**

[Show Questionnaire](#)

Questionnaire: Main Appraiser

Questionnaire Name: **Questionnaire for Appraisee and Main Appraiser V2** Last Submitted On:

[Show Questionnaire](#)

Global Skills Management System (GSKM)



Global Skills Manager



Welcome to Global Skills Manager - EMEA Consulting!

Problems?

- In case of technical issues please log a "Feedback or Problem?" item (link at the top of the page).
- In case of other issues (e.g. skill addition requests) please continue to use the EMEA_GSKM_INFO-UK_GB@oracle.com email account.
- For further information including training material please visit the [GSKM home page](#)

With this application you can:

- [Search for employees with specific skills](#)
- [Update your skill profile](#)
- [Generate reports](#)



Global Skills Manager

Welcome Search Profiles Reports Admin

Domain Create Modify Skills Upload Skills Profile View My Profile My Resources Skills Compliance

Logged in as: denis.volkov@oracle.com

Last Update/Confirm Date: Never (0 Days ago)

[Switch to Traditional Style](#)

Search and Add Skills

Use Template

Remove Selected Competencies

Add Selected Competencies

Available Competencies

Search Available Competencies

Search

Collapse All

Clear

- Competencies
 - EMEA Consulting
 - Industry
 - Languages

Selected Competencies

Selected Competencies	Type
No criteria selected	

Edit Current Skills

Filter profile by -Select Skill Type- -Select Major- Search for

Clear

Go

Warning! Any unsubmitted changes to the profile will be lost if you use the "Filter profile by" option.

no data found

Cancel

Confirm/Submit this Profile

User: DENIS.VOLKOV@ORACLE.COM Community: EMEA Consulting Release: 4.8 Env: Production Information Last Updated: Oracle Corporation - 19-MAY-08

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Remove All Selected Criteria Use Template Save Template Search

Available Criteria

Search Available Competencies

Search Collapse All Clear

- Managers
- Geography
- Max Consulting Job Level
- Resource Type
- Competencies
- Industry
- Languages

Selected Criteria

Selected Criteria					Type				
No criteria selected									
Selected Competencies	Type	Min. Level	Max. Level	Target Level	Experience (Min #Yrs)				Version
					Selling	Implem.	End-User	Last Exposure	
No criteria selected									

- Match All selected Competencies
- Match Any selected Competencies

Skills Profile Search (attached)

Search Precision Fuzzy

Switch to Traditional Style

Remove All Selected Criteria Use Template Save Template Search

Available Criteria

Search Available Competencies

Search Collapse All Clear

- Manages
- Geography
- Max Consulting Job Level
- Resource Type
- Competencies
- Industry
- Languages

Selected Criteria

Selected Criteria		Type
EE AND CIS		GEOGRAPHY
6		CONSULTING JOB LEVEL
Kotov, Mr Pavel Mikhailovitch		MANAGER

Selected Competencies	Type	Min. Level	Max. Level	Target Level	Experience (Min #Yrs)			Version
					Selling	Implem.	End-User	
Apps-BI	MAJOR	1 - Foundation/Novice	5 - Superior	1 - Foundation/Novice				
English	LANGUAGE	1 - Foundation/Novice	5 - Superior	1 - Foundation/Novice				

- Match All selected Competencies
- Match Any selected Competencies

Skills Profile Search (attached)

Search Precision Fuzzy

By Criteria | By Individual

Logged in as: Denis.Volkov

View Results

Back Generate Matrix

Last Name	First Name	Resource Type	Job Code	Job Title	Consulting Job Level	Location	Email	Direct Manager	Next Level Manager	Next Level Manager	Billable	Cost Center Name	Cost Center Code	Attached Profiles
Glazunov	Vladislav	E	20515	Principal Consultant	5	Oracle Netherlands BV (Moscow Rep. Office) (Moscow, RU)	vladislav.glazunov@oracle.com	Kotov, Mr Pavel Mikhailovitch	Semeneev, Mr. Amir Adilijevitch	Pykkönen, Mr Jyrki-Tuomo Sakari (Tuomo)	Yes	Consulting - Tech - Employees	4880	
Kirilenkov	Vladimir	E	20310	Staff Consultant	3	Oracle Netherlands BV (Moscow Rep. Office) (Moscow, RU)	vladimir.kirilenkov@oracle.com	Kotov, Mr Pavel Mikhailovitch	Semeneev, Mr. Amir Adilijevitch	Pykkönen, Mr Jyrki-Tuomo Sakari (Tuomo)	Yes	Consulting - BIW - Employees	4680	
Korneenko	Alexander	E	20610	Senior Principal Consultant	6	Oracle Netherlands BV (Moscow Rep. Office) (Moscow, RU)	alexander.korneenko@oracle.com	Kotov, Mr Pavel Mikhailovitch	Semeneev, Mr. Amir Adilijevitch	Pykkönen, Mr Jyrki-Tuomo Sakari (Tuomo)	Yes	Consulting - Tech - Employees	4880	
Mavsteryuk	Artem	E	20410	Senior Consultant	4	Oracle Netherlands BV (Moscow Rep. Office) (Moscow, RU)	artem.mavsteryuk@oracle.com	Kotov, Mr Pavel Mikhailovitch	Semeneev, Mr. Amir Adilijevitch	Pykkönen, Mr Jyrki-Tuomo Sakari (Tuomo)	Yes	Consulting - BIW - Employees	4680	
Vedeneev	Dmitry	E	20515	Principal Consultant	5	Oracle Netherlands BV (Moscow Rep. Office) (Moscow, RU)	dmitry.vedeneev@oracle.com	Kotov, Mr Pavel Mikhailovitch	Semeneev, Mr. Amir Adilijevitch	Pykkönen, Mr Jyrki-Tuomo Sakari (Tuomo)	Yes	Consulting - Tech - Employees	4880	

1 - 5
[Download to Spreadsheet](#)

Filter - Match ALL selected Competences

Selected Criteria	Type	Min Level	Max Level	Target Level	Experience (Min #Yrs)				Version
					Selling	Implementation	End-User	Last Exposure	
Apps-BI	COMPETENCE	1 - Foundation/Novice	5 - Superior	1 - Foundation/Novice					
EE AND CIS	GEOGRAPHY								
6	JOB_LEVEL								
English	LANGUAGE	1 - Foundation/Novice	5 - Superior	1 - Foundation/Novice					
Kotov, Mr Pavel Mikhailovitch	MANAGER								

Oracle Project Resourcing System (PJR)



Worklist Full List

From	Subject	Sent
There are no notifications in this view.		

Navigator Personalize

- Appraisal Manager Self Service
- Contractor - Nonbillable Sponsor Self Service
- Daily Human Resources Intelligence
- Global Competence Profile
- HR Competence Manager Self Service
- Imaging Process Management
- Intercompany Inquiry
- Recruitment Employee
- KZ GSI Receivables Inquiry
- KZ PJR BIS User
- KZ PJR Consultant
- KZ PJR Project / Consulting Manager
- KZ PJR Resource Manager / Analyst
- KZ Projects Inquiry
- KZ Projects LOB Administrator
- KZ Projects LOB Approve Invoices Only
- KZ Projects LOB Create Projects
- KZ Projects LOB Project Manager
- KZ Projects LOB Resource Manager
- Manager HR Self Service
- Notifications
- OBA Expense By Manager User
- Responsibility Ownership
- Responsibility Ownership Reports User
- RU Employee Self Service
- RU GL Headcount Reporting
- RU GSI Receivables Inquiry
- RU OTL (Project Accounting)
- RU PJR BIS User
- RU PJR Consultant**
- RU PJR Project / Consulting Manager
- RU PJR Resource Manager / Analyst
- RU Projects Inquiry
- RU Projects LOB Administrator

RU PJR Consultant

- Project List
- Projects: Personal Schedule and Profile
- Personal Requirement Search
- Resource Search
- My Resume
- Open Requirements

Workflow Notifications

- Workflow Notifications

Favorites Personalize

- Notifications - Advance Worklist
- Expenditure Inquiry - All Projects
- Run Reports
- Employee Cost Rates
- RU PJR Resource Manager - Staffing Home
- Notifications - Advance Worklist
- Project
- Project Status Inquiry
- Funding Inquiry
- Employee Cost Rates
- Projects
- Run Reports

From	Subject	Sent
There are no notifications in this view.		

Full List

Navigator

Personalize

- Appraisal Manager Self Service
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- KZ Projects LOB Create Projects
- KZ Projects LOB Project Manager
- KZ Projects LOB Resource Manager
- Manager HR Self Service
- Notifications
- OBA Expense By Manager User
- Responsibility Ownership
- Responsibility Ownership Reports User
- RU Employee Self Service
- RU GL Headcount Reporting
- RU GSI Receivables Inquiry
- RU OTL (Project Accounting)
- RU PJR BIS User
- RU PJR Consultant
- RU PJR Project / Consulting Manager**
- RU PJR Resource Manager / Analyst
- RU Projects Inquiry
- RU Projects LOB Administrator
- RU Projects LOB Approve Invoices Only
- RU Projects LOB Create Projects

RU PJR Project / Consulting Manager

- Create Project
- My Resources
- Open Requirements
- Requirement Search
- Workflow Notifications
- My Projects
- Staffing Home
- Resource Search
- Project Request List

- Personalize
- Notifications - Advance Worklist
 - Expenditure Inquiry - All Projects
 - Run Reports
 - Employee Cost Rates
 - RU PJR Resource Manager - Staffing Home
 - Notifications - Advance Worklist
 - Project
 - Project Status Inquiry
 - Funding Inquiry
 - Employee Cost Rates
 - Projects
 - Run Reports

Resource Search Criteria

* Indicates required field

Search

Specify the criteria to narrow your search.

Basic Search

* Organization Hierarchy Projects Global Hierarchy

* Starting Organization Oracle Global

Minimum Job Level

Maximum Job Level

* Start Date 20-May-2008

(example: 20-May-2008)

End Date

Country

State / Region

City

Minimum Availability 0 %

Include Provisional Assignments in Availability Calculation

Competence Criteria

Copy Role Competencies Go

Add Multiple Competencies

Alias	Name	Local	Proficiency Level	Mandatory	Exclude
<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

Add Another Row

Q & A
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И ОТВЕТЫ

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