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

Денис Волков
Заместитель Генерального директора Центр eLearning

Денис Волков

Заместитель Генерального директора
Центр eLearning

Президент профессионального сообщества
«Сообщество Success Insights® CIS»

Член Попечительского совета
Высшей школы международного бизнеса (ВШМБ)
Академии народного хозяйства при Правительстве РФ

Президент Ассоциации выпускников ВШМБ – Клуба MBA

Действительный член Российской Лиги MBA

2003-2008:

Consulting Operations Manager
Департамент Консалтинга Oracle СНГ

Knowledge Management Leader

Continuous Learning Leader
Oracle СНГ

Что такое знания?

«Знание – ~~сила~~ ВЛАСТЬ!»

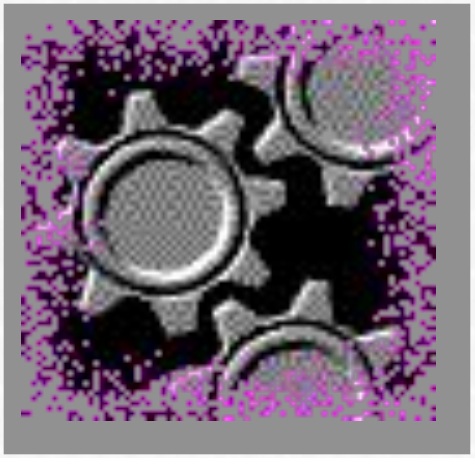
Сэр Фрэнсис Бэкон
(1561 – 1626 г.г.)

Управление знаниями

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

Карл Вииг, 1986 г.

Производительность



vs.

Эффективность

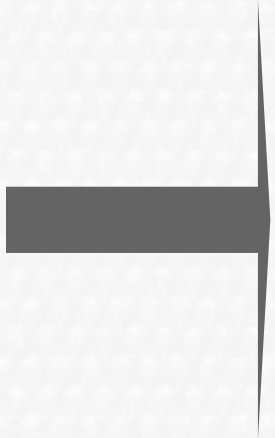
© Денис Волков, 2010

Чем управляем?

РЕСУРСЫ

ЗНАНИЯ

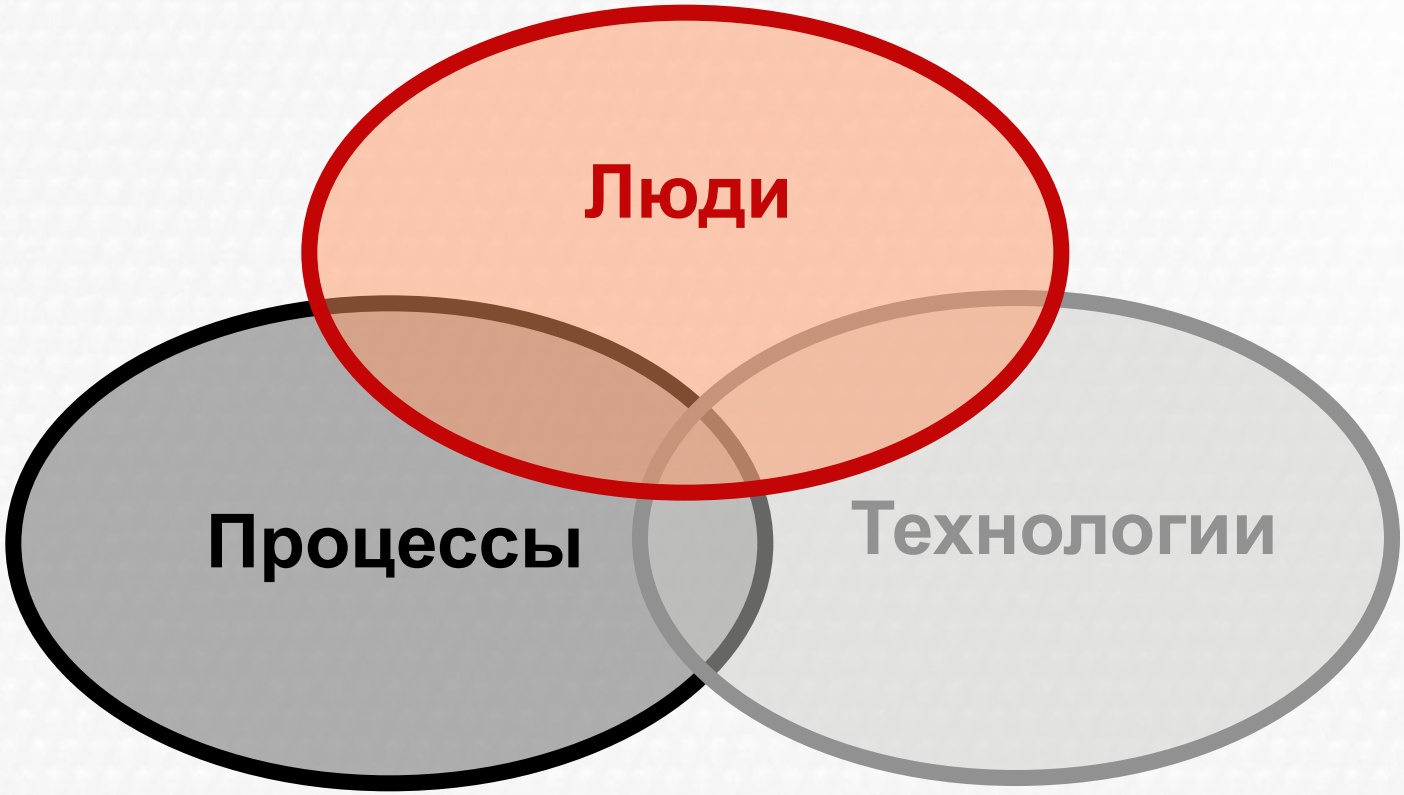
ВРЕМЯ



ДЕНЬГИ

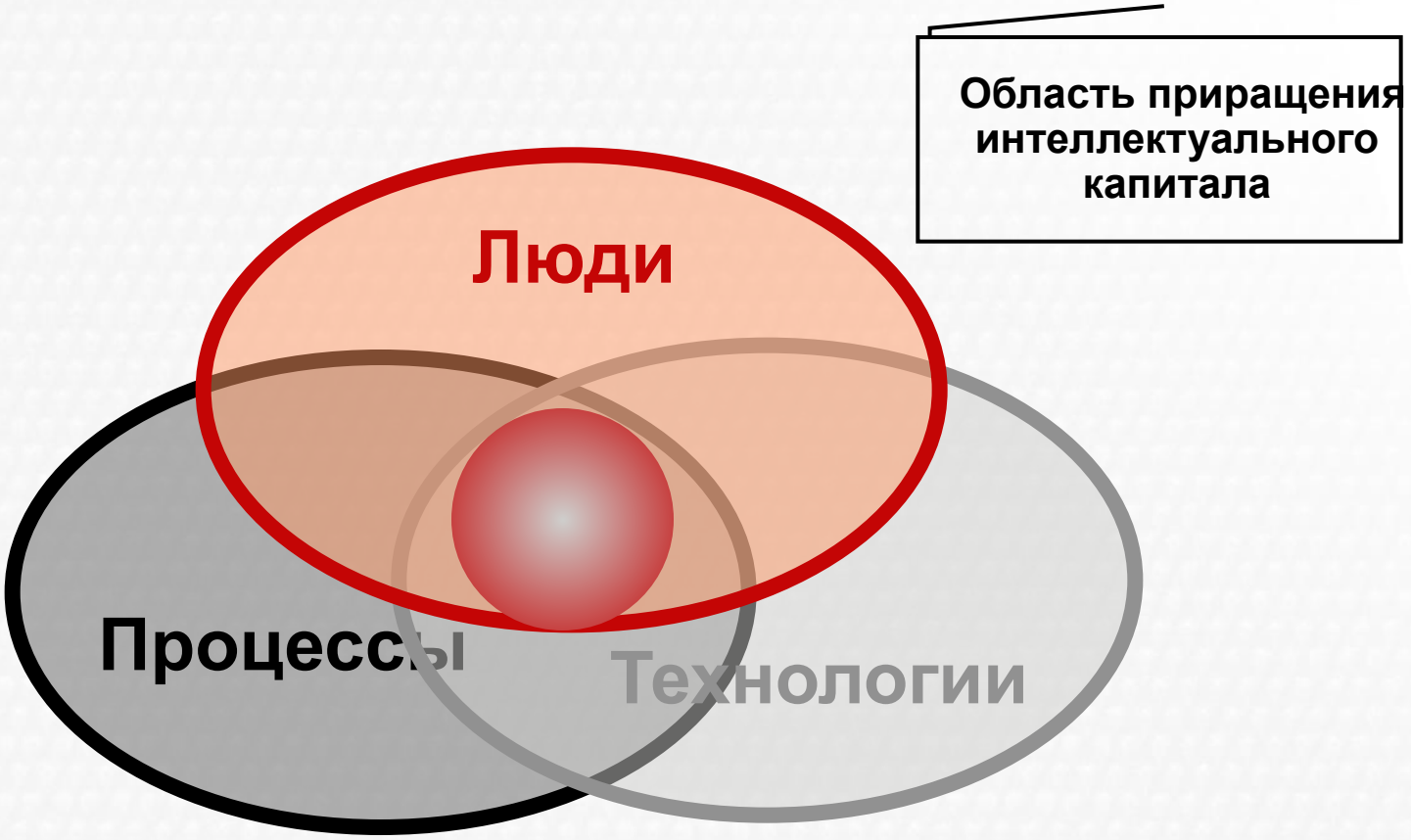
© Денис Волков, 2010

Области формирования интеллектуального капитала компании



© Денис Волков, 2010

Области формирования интеллектуального капитала компании



© Денис Волков, 2010

Как управлять знаниями?

Сохранение и удержание знаний…

Зачем?

© Денис Волков, 2010

Компоненты системы управления знаниями

ЛЮДИ

ПРОЦЕССЫ | **ТЕХНОЛОГИИ**

© Денис Волков, 2010

Цикл управления знаниями

Передача знаний и Обмен знаниями

© Денис Волков, 2010

Ключевые области УЗ

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

© Денис Волков, 2010

Дополнительные области УЗ

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

© Денис Волков, 2010

Определения

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

© Денис Волков, 2008

Определения

- **Стратегия** – совокупность принципов, которыми руководствуется организация в процессе достижения целей в рамках миссии

- **Стратегическое управление** – управление деятельностью компании по достижению стратегических целей

© Денис Волков, 2008

Определения

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

© Денис Волков, 2008

Стратегическое управление

© Денис Волков, 2008

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

© Денис Волков, 2008

Профиль компетенций

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

© Денис Волков, 2008

Как это делалось в Oracle…

Ключевые области Vision 2010

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

© Денис Волков, 2008

Принципы Vision 2010

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

© Денис Волков, 2008

Oracle Career Development

global_career - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://my.oracle.com/portal/page/myo/global/Global%20HR/global_career

Go Links

Search My Oracle:

Search People:

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.

Done

Local intranet

EMEA New Starters - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address http://my.oracle.com/portal/page/myo/emea/EMEA%20New%20Starters
Go Links

Secure Enterprise Search:

Former Search :

Employee Directory:

EMPLOYEE TOOLS
Calendar
Communities
eMail
Employee Forums
Helpdesk
iSupport
M&A Integration Website
MyDesktop
MyO 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

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 ADMIRED.

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.

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.

EMEA

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 Giacoletto, 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

Local intranet

Career Development at Oracle: on target — together. ORACLE

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

This toolkit provides the basis for you to focus on your potential and career aspirations. To ***get started***, be sure to read Kerrie Whitla'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 Martínez
"Set your objectives: If you have the push, Oracle provides the means." More

Oracle Organization & Talent Development

Organization & Talent Development - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://hrweb.us.oracle.com/otd/index.html Go Links

ORACLE Human Resources

Organization & Talent Development

People Intranet My Oracle GlobalXchange

- 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

QUICK LINKS

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

GO!

FOR MANAGERS

Global Manager Curriculum Paths

your journey to leadership effectiveness.

CLICK HERE TO ACCESS THE SITE >

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]

Questions about this site? Contact Us

Last Updated: 05/21/2008 10:40:12

Done Local intranet

Organization & Talent Development - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address http://hrweb.us.oracle.com/otd/dev_my_competencies/
Go Links

ORACLE Human Resources

Organization & Talent Development

People Intranet My Oracle GlobalXchange

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

QUICK LINKS

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.

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

OTD Web Sites:

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

Done
Local intranet

Organization and Talent Development - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://hrweb.us.oracle.com/otd/toolkits/global_core_competencies/index.html Go

ORACLE Human Resources

Organization & Talent Development

Building organizational effectiveness through our people

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

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.

Done

Local intranet

Organization and Talent Development - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://hrweb.us.oracle.com/otd/toolkits/global_core_competencies/index.html Go

ORACLE Human Resources

Organization & Talent Development

Building organizational effectiveness through our people

Global Core and Functional Competencies

QUICK LINKS

Functional Consulting Competencies

- Consulting Engagement and Delivery
- Project Management and Engagement
- Selling and Demand Creation
- Continual Oracle Consulting Improvement
- Client Management

Develop My Competencies > Global Core and Functional Competencies > Functional - Consulting Ccmpetencies > 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**
▸ 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.	▸ 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.	▸ 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.	▸ 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.	▸ 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.	▸ 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.

Done Local intranet

ORACLE Organization & Talent Development

Human Resources

Building organizational effectiveness through our people

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

Job Competencies Toolkit - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address https://apex.oraclecorp.com/pls/htmldb/f?p=2815:1:3148757473392531
Go Links

ORACLE Human Resources Organization & Talent Development

Job Competency Toolkit

For questions about this toolkit, please contact Global OTD

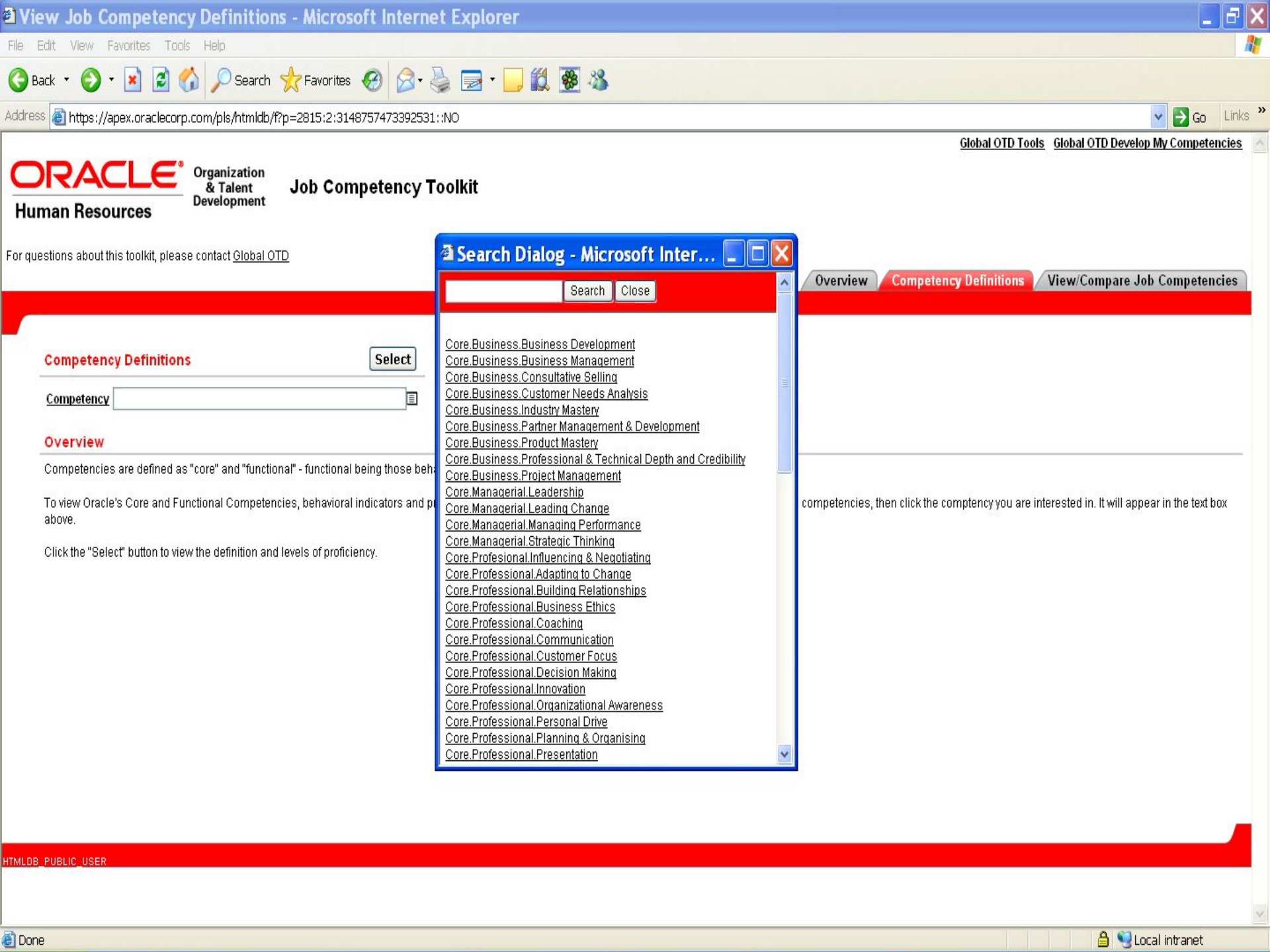
Overview

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.

Local intranet


View Job Competency Definitions - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address https://apex.oraclecorp.com/pls/htmldb/f?p=2815:2:314875747339253 1::NO
Go Links
Global OTD Tools Global OTD Develop My Competencies
ORACLE Human Resources
Organization & Talent Development
Job Competency Toolkit
For questions about this toolkit, please contact Global OTD
Overview Competency Definitions View/Compare Job Competencies
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
competencies, then click the comptency you are interested in. It will appear in the text box above.
Click the "Select" button to view the definition and levels of proficiency.
HTMLDB_PUBLIC_USER
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.Profesional.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
Done
Local intranet

View Job Competency Definitions - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address https://apex.oraclecorp.com/pls/htmldb/f?p=2815:2:3148757473392531::NO:::

Go Links

ORACLE Human Resources

Organization & Talent Development

Job Competency Toolkit

For questions about this toolkit, please contact Global OTD

Competency Definitions

Select

Competency: Functional.Consulting.Project and Engagement Management

Competency Levels

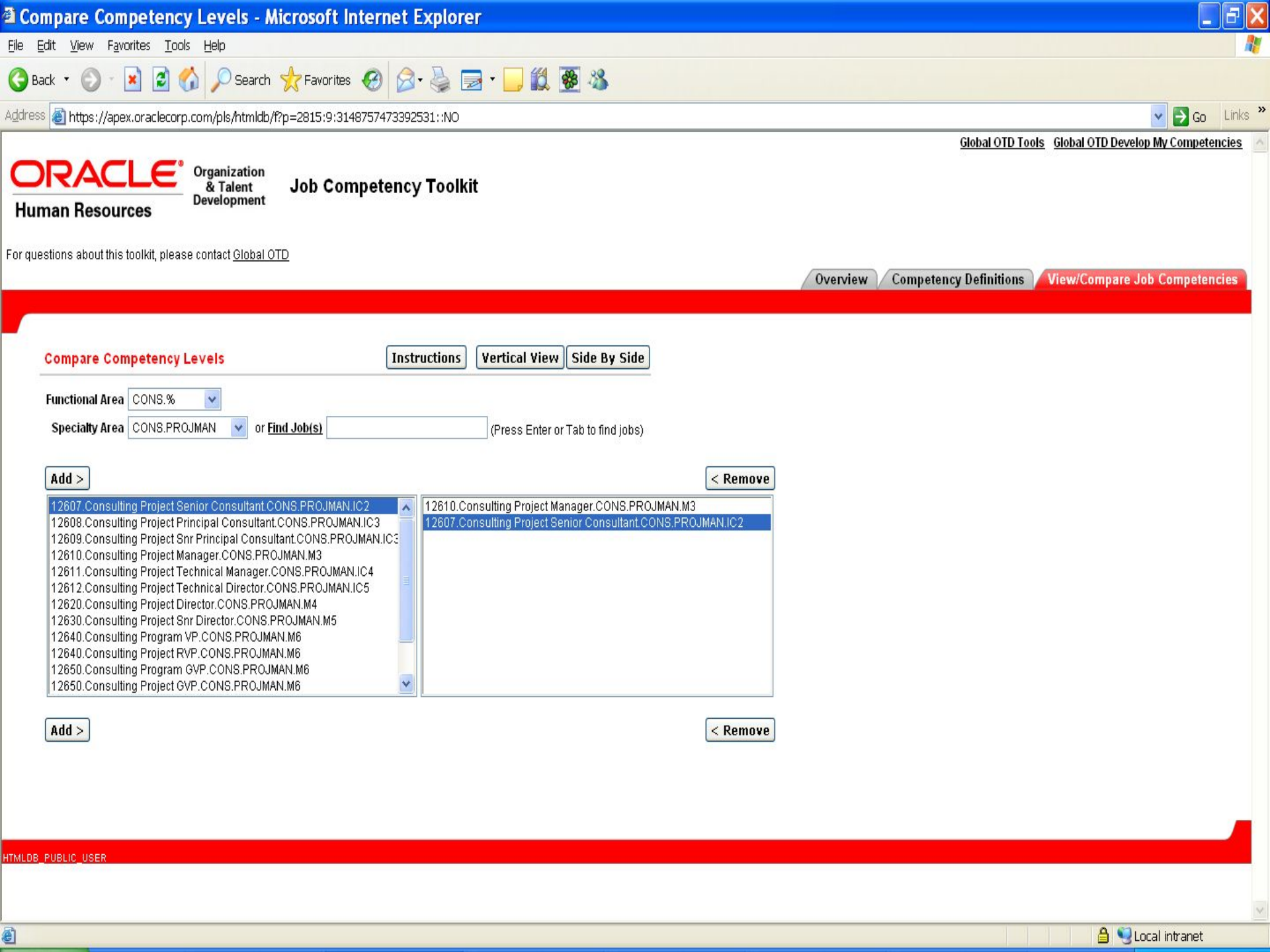
Competency/Level	Description
Functional.Consulting.Project and Engagement Management	Definition Plans and leads project execution, ensuring the successful implementation of the contracted services Behavioral Indicators - Scopes, plans, and coordinates all aspects of the project and project resources-utilizing 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

1 - 6

Done

Local intranet


Compare Competency Levels - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address https://apex.oraclecorp.com/pls/htmldb/f?p=2815:9:3148757473392531::NO
Go Links
Global OTD Tools Global OTD Develop My Competencies
ORACLE Human Resources
Organization & Talent Development
Job Competency Toolkit
For questions about this toolkit, please contact Global OTD
Overview Competency Definitions View/Compare Job Competencies
Compare Competency Levels
Instructions Vertical View Side By Side
Functional Area CONS.%
Specialty Area CONS.PROJMAN or Find Job(s) (Press Enter or Tab to find jobs)
Add > < Remove
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
12610.Consulting Project Manager.CONS.PROJMAN.M3
12607.Consulting Project Senior Consultant.CONS.PROJMAN.IC2
Add > < Remove
HTMLDB_PUBLIC_USER
Local intranet

View Job Competency Target Levels - Microsoft Internet Explorer

Job Competency Target Levels (Vertical View)

Job Code: 12607.Consulting Project Senior Consultant.CONS.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, 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

Job Code: 12610.Consulting Project Manager.CONS.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	
	Profesional	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

ORACLE

Human Resources
Organization & Talent Development

Development Plan

1. 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).
2. Please complete your 'Development Plan' below.
3. 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.
4. 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).
5. 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 Actitivites 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.			

ORACLE

Human Resources
Organization & Talent Development

Development Plan
Describe your career aspirations.
What development activities or experiences can you undertake to support you in achieveing your career aspirations?
What timeframes are you working towards?

Oracle University

Global Org Oracle University - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://my.oracle.com/portal/page/myo/global/GLOBAL_ORG_EDUCATION/Tab5704201 Go Links

ORACLE
MY.ORACLE

ORACLE.COM OTN OPN STORE METALINK MY.ORACLE.COM

(Help | Login)

SELECT REGION/COUNTRY

Search My Oracle:

Search People:

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 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

Now 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

Done Local intranet

Oracle University EMEA - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://my.oracle.com/portal/page/myo/emea/Organisations/EMEA_ORG_OU

Go Links

Search My Oracle:

Search People:

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

Oracle University EMEA

Oracle University EMEA

Services for All Oracle Employees and Managers

ORACLE UNIVERSITY Internal Education

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 Educatior 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 calender and enrol for live events. Plus you can now automatically add events to your Outlook Calender. 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 comping 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.

Local intranet

Internal Training - Instructor Led - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://my.oracle.com/portal/page/myo/emea/Organisations/EMEA_ORG_OU/Employee%20Education/Instructorledtraining Go Links

Search My Oracle:

Search People:

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

Internal Training - Instructor Led

Refresh | Contact | Reports | Bookmark |

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 Opprtunities

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

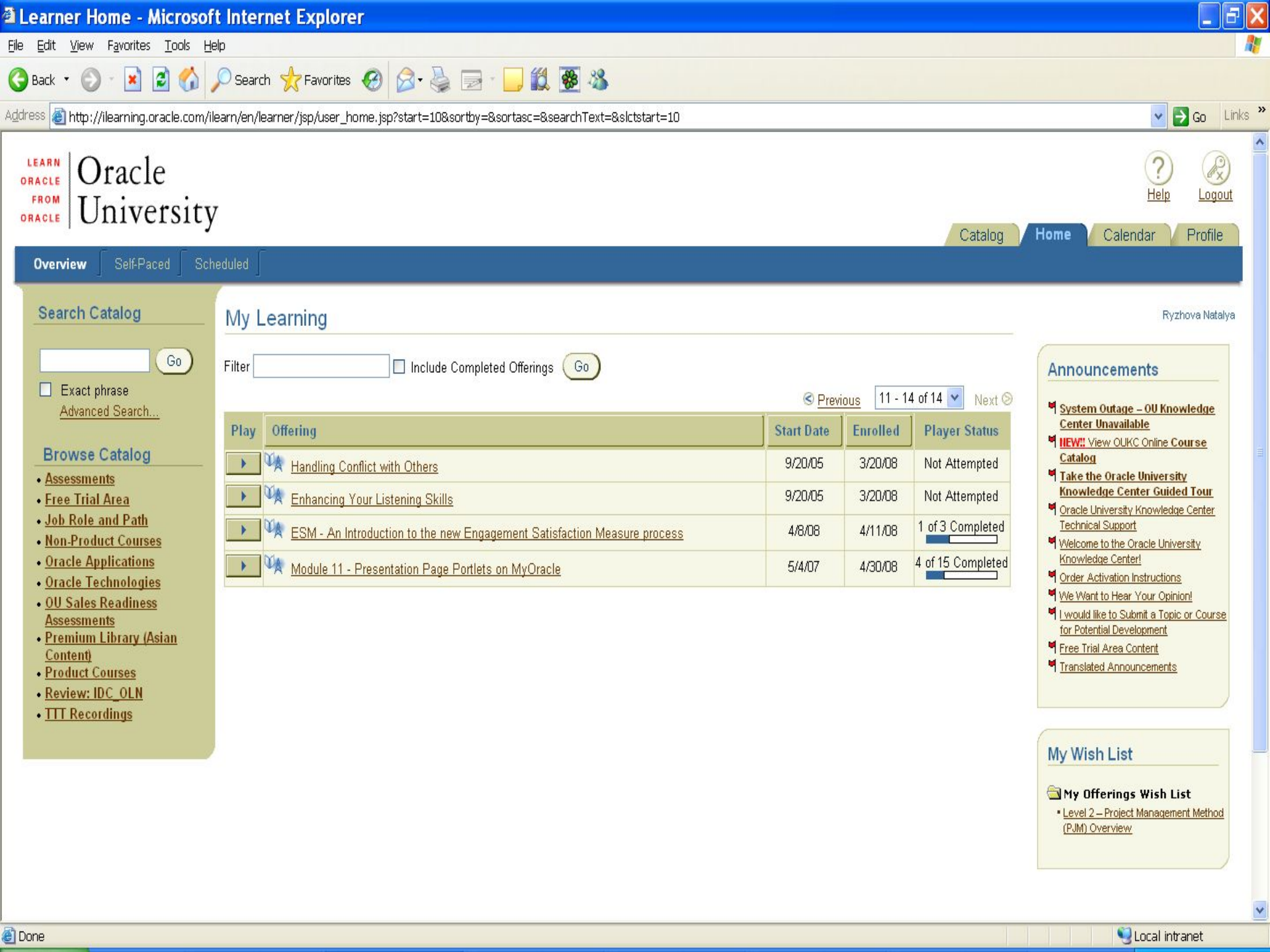
LEARNING
Course Schedule
Training News
iLearning
OUWeb
SSHR
+ Training by Country

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

Done Local intranet

Oracle iLearning



Learner Home - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://ilearning.oracle.com/ilearn/en/learner/jsp/user_home.jsp?start=10&sortby=&sortasc=&searchText=&slctstart=10 Go Links

LEARN ORACLE FROM ORACLE

Oracle University

Help Logout

Catalog Home Calendar Profile

Overview Self-Paced Scheduled

Search Catalog

Go

Exact phrase

Advanced Search...

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

Ryzhova Natalya

Filter Include Completed Offerings Go

Previous 11 - 14 of 14 Next

Play	Offering	Start Date	Enrolled	Player Status
	Handling Conflict with Others	9/20/05	3/20/08	Not Attempted
	Enhancing Your Listening Skills	9/20/05	3/20/08	Not Attempted
	ESM - An Introduction to the new Engagement Satisfaction Measure process	4/8/08	4/11/08	1 of 3 Completed
	Module 11 - Presentation Page Portlets on MyOracle	5/4/07	4/30/08	4 of 15 Completed

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

Done Local intranet

My Self-Paced Learning - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://ilearning.oracle.com/ilearn/en/learner/jsp/user_home_selfpaced.jsp?sortby=1&sortasc=ASC Go Links

LEARN ORACLE FROM ORACLE Oracle University

Help Logout

Catalog Home Calendar Profile

Overview Self-Paced Scheduled

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 Go

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

Done Local intranet

LEARN ORACLE FROM ORACLE Oracle University

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 Go

Previous Next

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

Previous Next

Address http://ilearning.oracle.com/ilearn/en/learner/jsp/search_and_browse.jsp Go Links

LEARN ORACLE FROM ORACLE Oracle University

Search and Browse

Search Catalog

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

Search For [ ] Exact phrase Go

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

Local intranet

All Learning Methods - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://ilearning.oracle.com/ilearn/en/learner/jsp/search_all.jsp?btn=srch&keywords=Project+Management

Go Links

LEARN ORACLE FROM ORACLE Oracle University

Help Logout

Catalog | Home | Calendar | Profile

Search and Browse | Advanced Search

Search Project Management Exact phrase Go Advanced Search...

Search and Browse > Search Results

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...

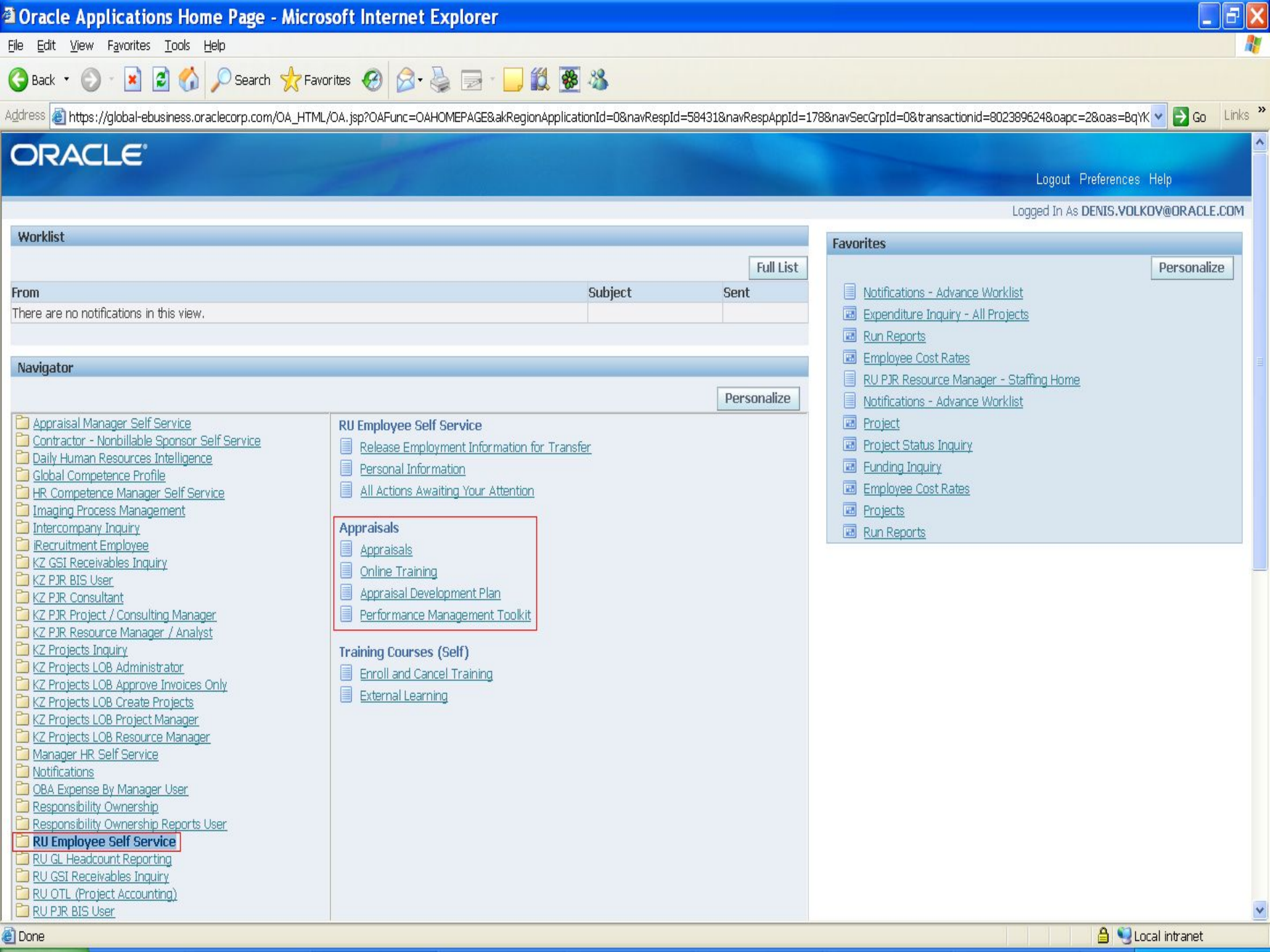
- ABU - AppsUnplugged: PLM (Prodika) for Process - Project and Portfolio Management
- Agile PLM for Process Project and Portfolio Management product overview
- AGSS - Global Spotlight: Projects for Public Sector (Archived)
- EnterpriseOne Partner Call: Using EnterpriseOne 8.12 ETO in EandC to Extend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

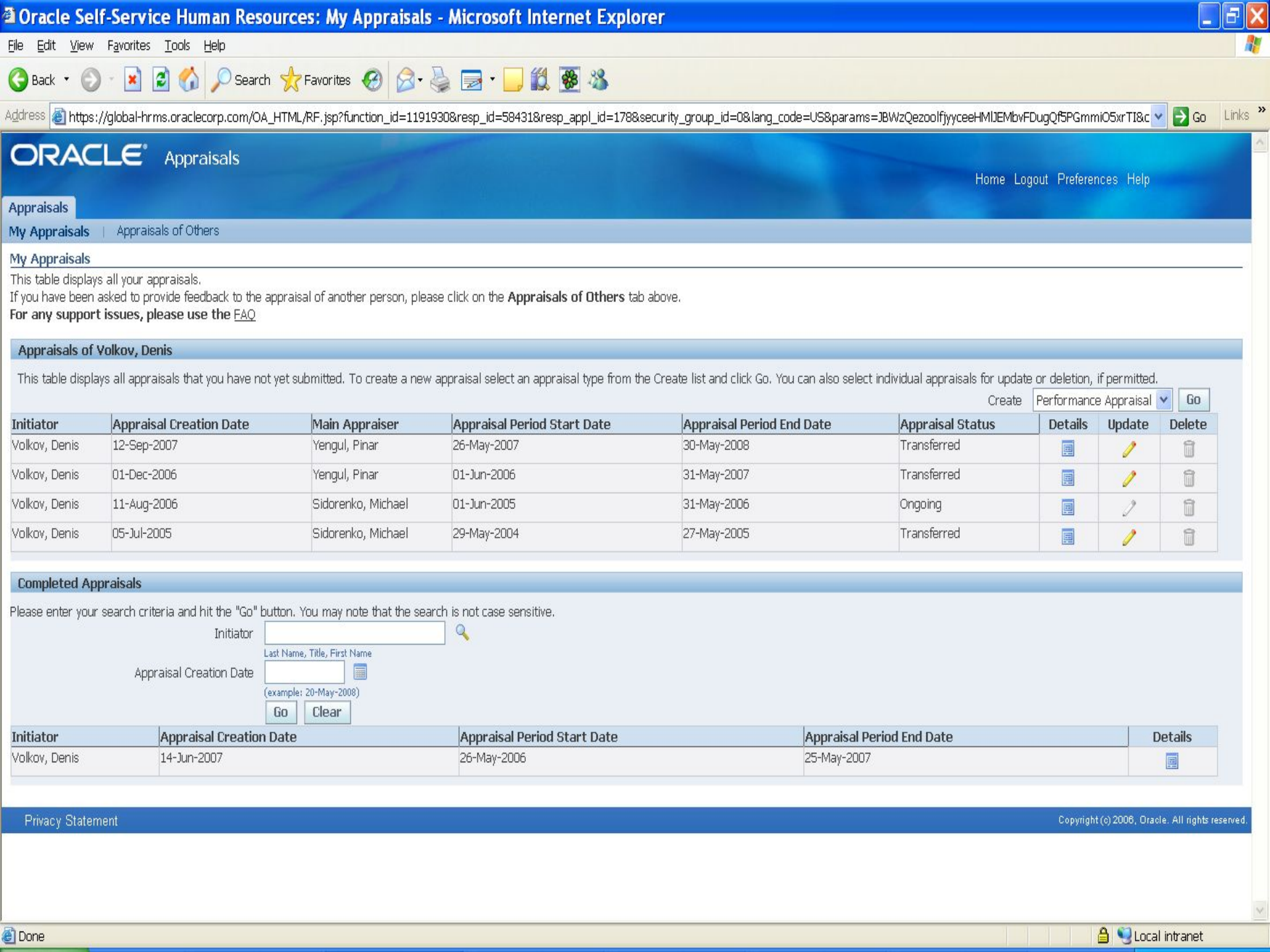
Home | **Catalog** | Calendar | Profile | Help | Logout

OU Online Support: | Info | Form | Toll Free Phone Number

Local intranet

Oracle Employee Appraisal


Oracle Applications Home Page - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address https://global-ebusiness.oracle.com/OA_HTML/OA.jsp?OAFunc=OAHOMEPAGE&akRegionApplicationId=0&navRespId=58431&navRespAppId=178&navSecGrpId=0&transactionid=802389624&oapc=2&oas=BqYK
Go Links
ORACLE
Logout Preferences Help
Logged In As DENIS.VOLKOV@ORACLE.COM
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
iRecruitment 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
Done
Local intranet


Oracle Self-Service Human Resources: My Appraisals - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address https://global-hrms.oraclecorp.com/OA_HTML/RF.jsp?function_id=1191930&resp_id=58431&resp_appl_id=178&security_group_id=0&lang_code=US&params=JBWzQezoolfjyyceeHMlJEMbvFDugQf5PGmmiO5xrTI&c
Go Links
ORACLE Appraisals
Home Logout Preferences Help
Appraisals
My Appraisals | Appraisals of Others
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.
Create Performance Appraisal Go
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)
Go Clear
Initiator | Appraisal Creation Date | Appraisal Period Start Date | Appraisal Period End Date | Details
Volkov, Denis | 14-Jun-2007 | 26-May-2006 | 25-May-2007
Privacy Statement
Copyright (c) 2006, Oracle. All rights reserved.
Done
Local intranet

Oracle Self-Service Human Resources: Details: Appraisee - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address https://global-hrms.oraclecorp.com/OA_HTML/OA.jsp?page=/oracle/apps/per/selfservice/appraisals/webui/EmpMyAppraisalsPG&OAFunc=HR_EMP_MY_APPR_SS&OAHP=HR_EMP_TALMGMT_HMPAGE_SS&OASF=H Go Links

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.CONS.CONSOPS.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	

Done Local intranet

Oracle Self-Service Human Resources: Details: Appraisee - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address https://global-hrms.oraclecorp.com/OA_HTML/OA.jsp?page=/oracle/apps/per/selfservice/appraisals/webui/EmpMyAppraisalsPG&OAFunc=HR_EMP_MY_APPR_SS&OAHP=HR_EMP_TALMGMT_HMPAGE_SS&OASF=H Go Links

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 Prformance 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

Back | Share with Main Appraiser | Update | Printable Page

Privacy Statement

Copyright (c) 2006, Oracle. All rights reserved.

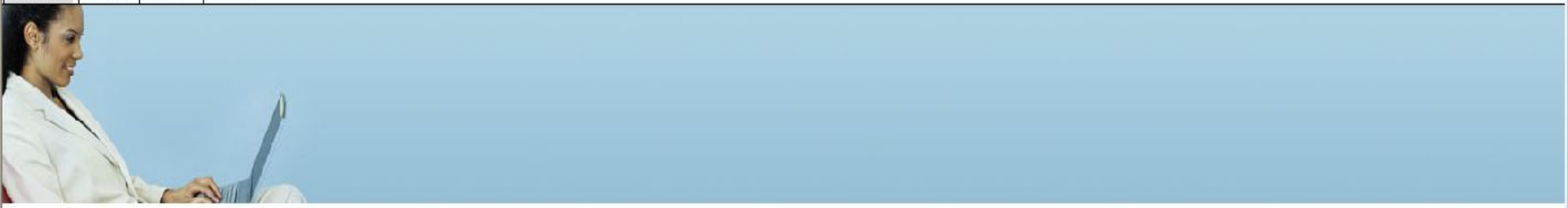
Done

Local intranet

Global Skills Management System (GSKM)

Back Search Favorites
Address http://nasapps.us.oracle.com/pls/marvel/f?p=SKILL_QUERY:1:8552042023716287
Go Links

ORACLE
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

Done
Local intranet

ORACLE

Global Skills Manager

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.

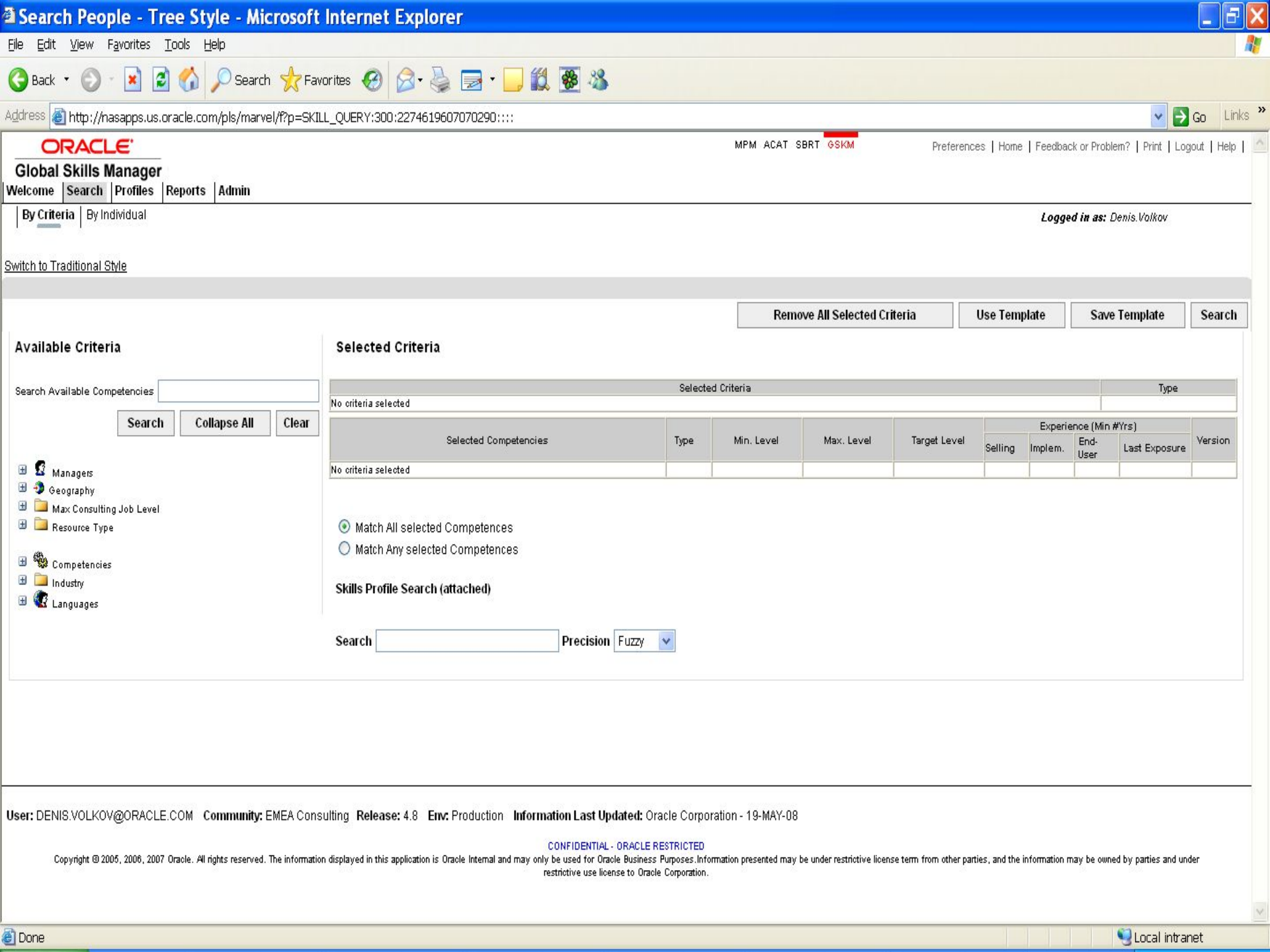
no data found

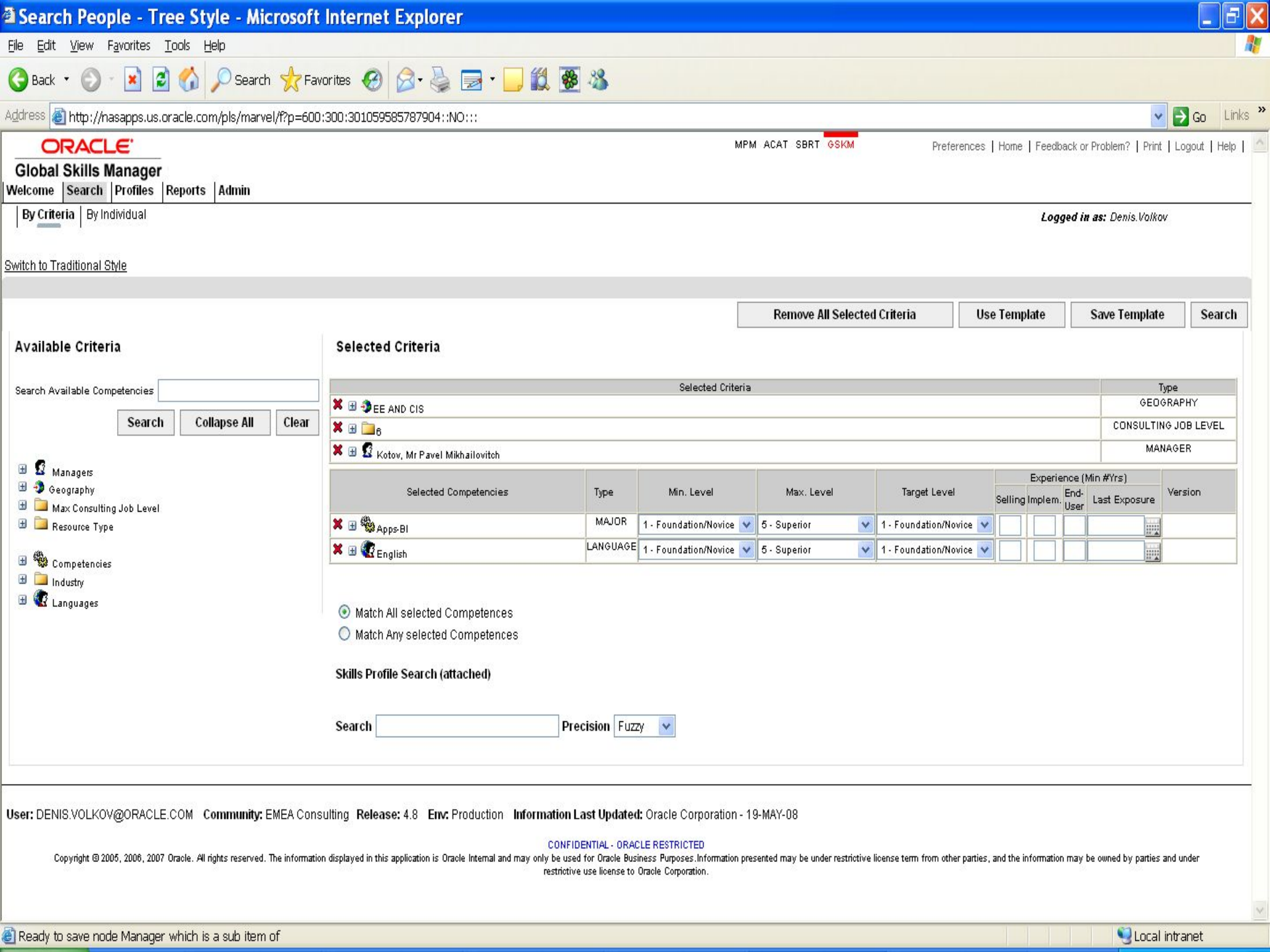
Cancel | Confirm/Submit this Profile

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

CONFIDENTIAL - ORACLE RESTRICTED

Copyright © 2005, 2006, 2007 Oracle. All rights reserved. The information displayed in this application is Oracle Internal and may only be used for Oracle Business Purposes.Information presented may be under restrictive license term from other parties, and the information may be owned by parties and under restrictive use license to Oracle Corporation.


Search People - Tree Style - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address http://nasapps.us.oracle.com/pls/marvel/f?p=SKILL_QUERY:300:2274619607070290::::
Go Links
ORACLE
Global Skills Manager
MPM ACAT SBRT GSKM
Preferences | Home | Feedback or Problem? | Print | Logout | Help |
Welcome | Search | Profiles | Reports | Admin
By Criteria | By Individual
Logged in as: Denis.Volkov
Switch to Traditional Style
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)
Selling
Implem.
End-User
Last Exposure
Version
No criteria selected
Match All selected Competences
Match Any selected Competences
Skills Profile Search (attached)
Search
Precision
Fuzzy
User: DENIS.VOLKOV@ORACLE.COM Community: EMEA Consulting Release: 4.8 Env: Production Information Last Updated: Oracle Corporation - 19-MAY-08
CONFIDENTIAL - ORACLE RESTRICTED
Copyright © 2005, 2006, 2007 Oracle. All rights reserved. The information displayed in this application is Oracle Internal and may only be used for Oracle Business Purposes.Information presented may be under restrictive license term from other parties, and the information may be owned by parties and under restrictive use license to Oracle Corporation.
Done
Local intranet


Search People - Tree Style - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address http://nasapps.us.oracle.com/pls/marvel/f?p=600:300:301059585787904::NO:::
Go Links
ORACLE
Global Skills Manager
MPM ACAT SBRT GSKM
Preferences | Home | Feedback or Problem? | Print | Logout | Help |
Welcome | Search | Profiles | Reports | Admin
By Criteria | By Individual
Logged in as: Denis.Volkov
Switch to Traditional Style
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
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)
Selling
Implem.
End-User
Last Exposure
Version
Apps-BI
MAJOR
1 - Foundation/Novice
5 - Superior
1 - Foundation/Novice
English
LANGUAGE
1 - Foundation/Novice
5 - Superior
1 - Foundation/Novice
Match All selected Competences
Match Any selected Competences
Skills Profile Search (attached)
Search
Precision
Fuzzy
User: DENIS.VOLKOV@ORACLE.COM Community: EMEA Consulting Release: 4.8 Env: Production Information Last Updated: Oracle Corporation - 19-MAY-08
CONFIDENTIAL - ORACLE RESTRICTED
Copyright © 2005, 2006, 2007 Oracle. All rights reserved. The information displayed in this application is Oracle Internal and may only be used for Oracle Business Purposes.Information presented may be under restrictive license term from other parties, and the information may be owned by parties and under restrictive use license to Oracle Corporation.
Ready to save node Manager which is a sub item of
Local intranet

Result Page - By Criteria - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://nasapps.us.oracle.com/pls/marvel/f?p=600:11:301059585787904::NO:RP:P11_ORIGIN,P11_PAGE_FROM,P11_SEARCH_TYPE,P11_ALL_ANY:NEW%2C300%2CCRITERIA%2CALL

Go Links

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 Adiljyevitch	Pyykkönen, 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 Adiljyevitch	Pyykkönen, 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 Adiljyevitch	Pyykkönen, Mr Jyrki-Tuomo Sakari (Tuomo)	Yes	Consulting - Tech - Employees	4880	
Maysteryuk	Artem	E	20410	Senior Consultant	4	Oracle Netherlands BV (Moscow Rep. Office) (Moscow, RU)	artem.maysteryuk@oracle.com	Kotov, Mr Pavel Mikhailovitch	Semeneev, Mr. Amir Adiljyevitch	Pyykkönen, 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 Adiljyevitch	Pyykkönen, Mr Jyrki-Tuomo Sakari (Tuomo)	Yes	Consulting - Tech - Employees	4880	

1 - 5

Download to Spreadsheet

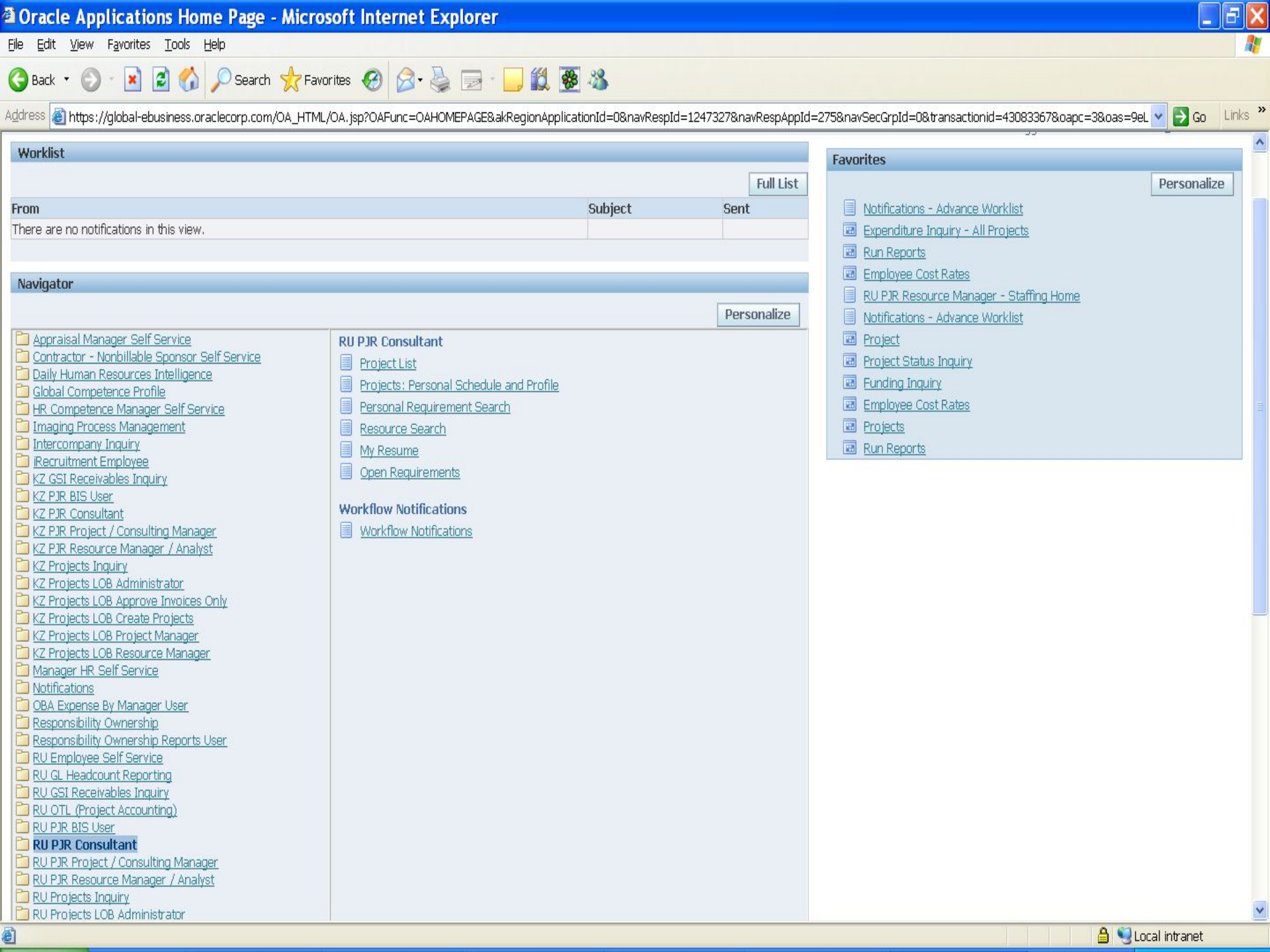
Filter - Match ALL selected Competences

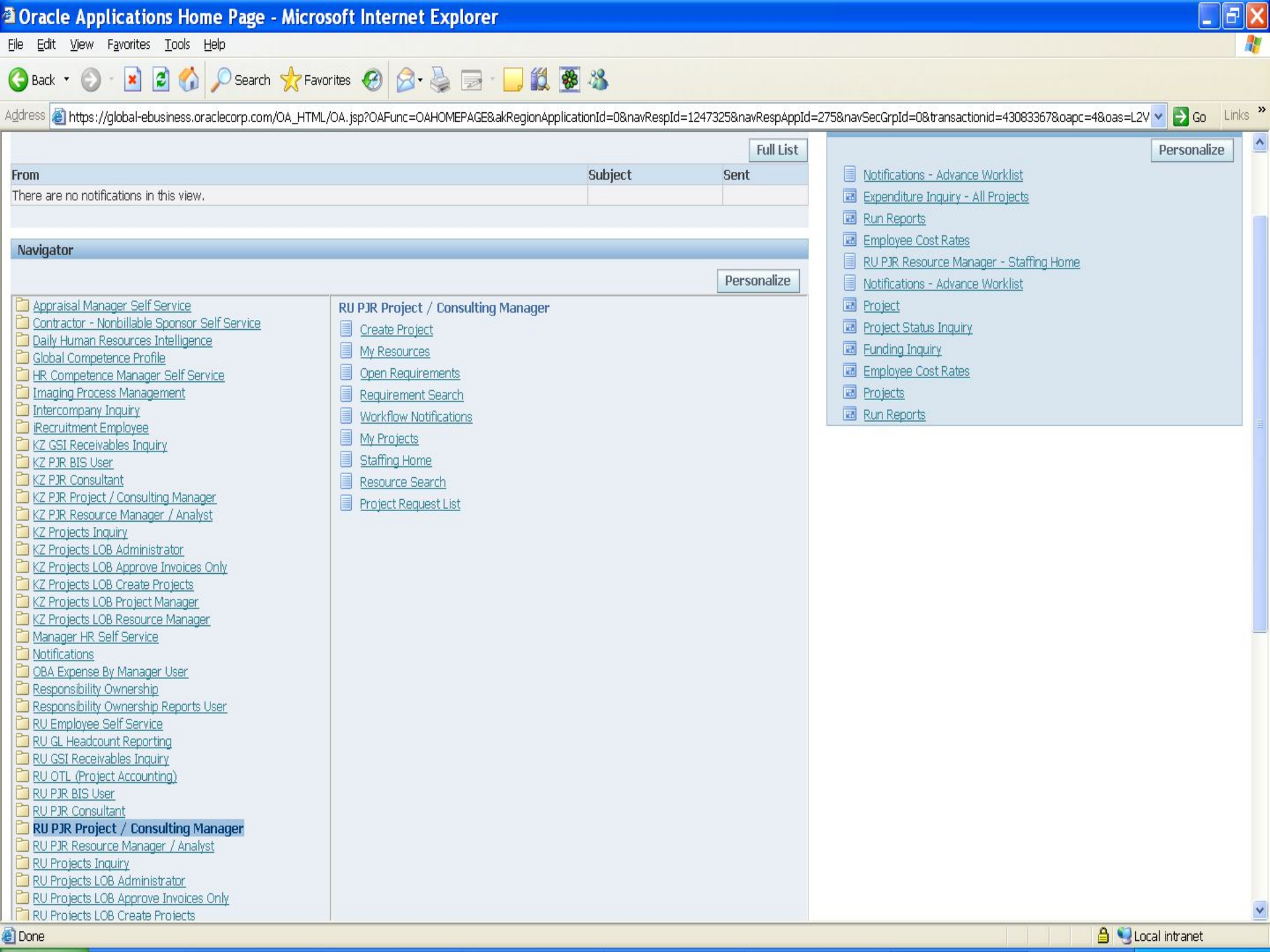
Selected Criteria	Type	Min Level	Max Level	Target Level	Experience (Min #Yrs)				Version
					Selling	Implementation	End-User	Last Exposure	
Apps-BI	COMPETENCE	1 - Foundation/Novice	5 - Superior	1 - Foundation/Novice					
EE AND CIS	GEOGRAPHY								
6	JOB_LEVEL								
English	LANGUAGE	1 - Foundation/Novice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

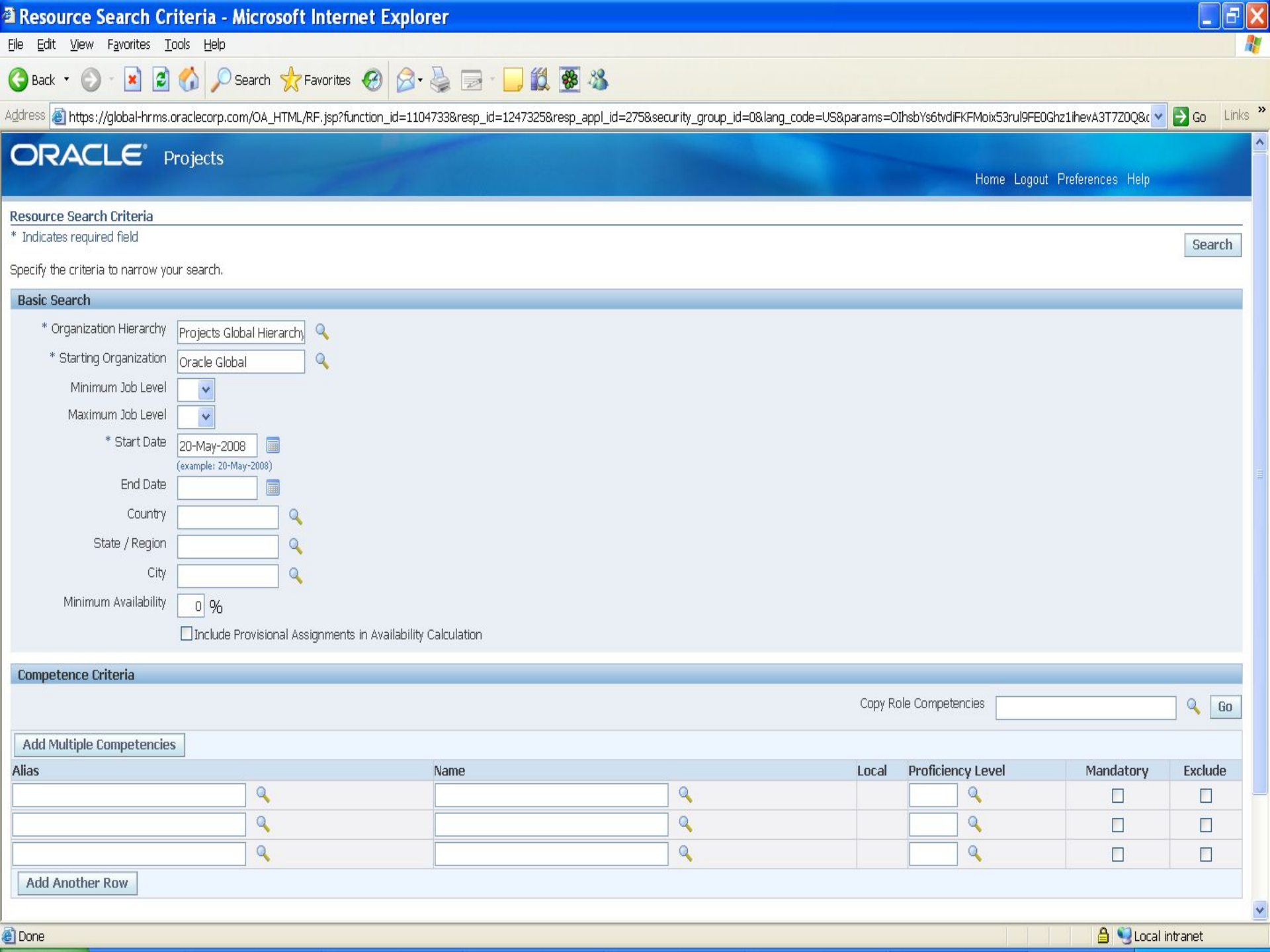
1 - 5

Local intranet

Oracle Project Resourcing System (PJR)


Oracle Applications Home Page - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address https://global-ebusiness.oracleorp.com/OA_HTML/OA.jsp?OAFunc=OAHOMEPAGE&akRegionApplicationId=0&navRespId=1247327&navRespAppId=275&navSecGrpId=0&transactionid=43083367&oapc=38&oas=9eL
Go Links
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
iRecruitment 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
Local intranet


Oracle Applications Home Page - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address https://global-ebusiness.oraclecorp.com/OA_HTML/OA.jsp?OAFunc=OAHOMEPAGE&akRegionApplicationId=0&navRespId=1247325&navRespAppId=275&navSecGrpId=0&transactionid=43083367&oapc=4&oas=L2V
Go Links
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
iRecruitment 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 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
Done
Local intranet


Resource Search Criteria - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address https://global-hrms.oraclecorp.com/OA_HTML/RF.jsp?function_id=1104733&resp_id=1247325&resp_appl_id=275&security_group_id=0&lang_code=US&params=OIhsbYs6tvdIFKFMoix53rul9FE0Ghz1ihevA3T7Z0Q&
Go
Links
ORACLE Projects
Home Logout Preferences Help
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
Add Another Row
Done
Local intranet

Q&A
ВОПРОСЫ
И ОТВЕТЫ

Координаты

Денис Волков

E-mail: Denis.Volkov@mail.ru

Мобильный: +7 (985) 364 56 52

+7 (916) 695 82 16

www.insights.ru