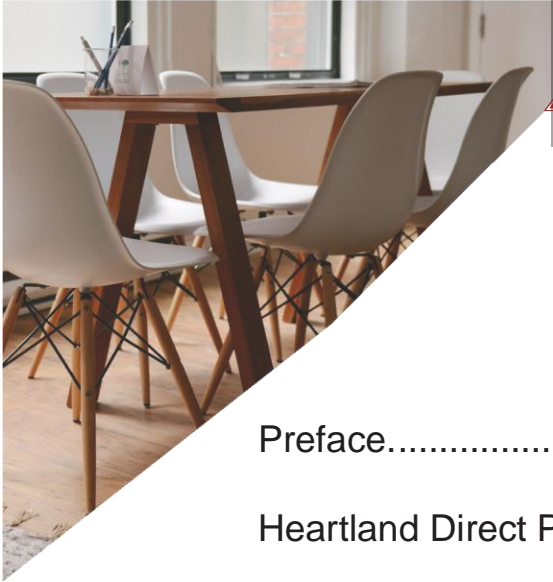


2021 Guide

What you need to know about hiring for your Oracle Cloud Team



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Our Methodology

Hiring for your internal team can be an exciting opportunity to build an organization's internal knowledge base.

At Heartland, we utilize our proven Direct Placement Hiring Methodology to ensure success in partnering with our clients. As a part of our Oracle Resource Delivery Model, we have a dedicated Direct Placement team with an expertise in helping our clients build out their internal team and increase their success.

Heartland Direct Placement Methodology

With years of experience, Heartland has developed a methodology for the placement of full-time staff into your organization. Our objective is to partner with you as an educated partner building the profile and job description together to ensure an effective use of time and resources to build the perfect team. Our in-depth qualification process identifies key areas regarding skills, personality, culture, compensation, team dynamic & growth potential to ensure the candidate and client expectations are aligned prior to an interview.

Heartland not only has successfully placed many full time people with our clients, we have also helped during the approval process of roles. This can be as simple as a compensation analysis vs. the marketplace and as complex as coaching each hiring manager writing the job description together and learning more about how this resource will be utilized inside your team performing a human capital assessment.

Heartland IT Consulting direct placement fee is standard in the marketplace, in many cases the same as a general IT staffing company, however, you receive a premium services.



Here are a few different levels that we commonly see and have identified characteristics that are most common to each level of potential team member. These are purposely designed to be generalizations.



Entry Level

An entry level Cloud person comes with little to no experience and less than 5 years of professional experience. This person can likely be found at job fairs, local universities or by a corporate recruiter on your internal team. These resources do not require a relocation package and will require some consistent training and mentorship from more senior members of your team. The expected salary range for this level of talent is \$45-70K. Many times, this does not exist for Oracle Cloud since it is so new to the marketplace.

Junior Level

A junior level Cloud person comes with some experience, likely 3-5 years of Cloud experience with exposure and knowledge of how to handle the Cloud system. This person can likely be found in the local market by a corporate recruiter or in some cases you may need to utilize a general IT staffing firm. These resources do not require relocation package and although needing to be mentored, will be able to provide value to the team. The expected salary range for this level of talent is \$70-90K. Again, because Oracle Cloud is so new, this is a difficult individual to find.

Intermediate Level

An intermediate level person will have 5-10 years' experience within Cloud and have knowledge of how Cloud works. They likely have worked at 1-3 clients and have some broad experience, being able to handle new situations, work well with the team, and have some exposure to all phases of the project lifecycle. This person can be found by a corporate recruiter or general IT staffing firm, however, in most cases this will more luck rather than skill presenting a candidate with the specific experience desired. This is an ideal skill set to work with a specialized firm who knows the Cloud space. This resource can come from a local market, consulting firm, or the national marketplace. There will be minimal ramp up time for this type of resource, they will need to learn your business process and company's style. The expected salary range for this level of talent is \$100-135K. If the person has experience with 1 or more full-cycle cloud project, they are instantly more valuable. This typically adds \$20K annually to their compensation, based on supply and demand.

Senior Level

A senior level person will have 10+ years experience within Cloud and have deep knowledge of how Cloud works and be able to lead small teams or mentor team members. They likely have worked at various clients and have deep and broad experience, being able to handle new situations, work well with the team, and have deep exposure to all phases of the project lifecycle for support work and project based work. This is an ideal skill set to work with a specialized firm who knows the Cloud marketplace. This resource can come from a local market, independent consulting, consulting firm, or the national marketplace. There will be no ramp up time for this type of resource related to Cloud, they will need to learn your business process and company's style. Oracle Cloud has adapted a standard compensation mark, adding at least \$20-30K for senior resources. They are the most in-demand talent, are actively pursued by system integrators and have a consistent flow of options. The \$135-170K salary is standard for an Oracle Cloud senior resource, having completed multiple Cloud projects under their belt.

Mangement/Architect/SME Level

A senior level person will have 10+ years' experience within Cloud and have deep knowledge of how Cloud works and be able to lead small teams or mentor team members. They likely have worked at various clients and have deep experience in the most complicated modules and areas of Cloud and have deep exposure to all phases of the project lifecycle for support work and project based work. This is an ideal skill set to work with a specialized firm who knows the Oracle Cloud marketplace. This resource likely comes from inside the organization or the independent consulting or consulting firm route. There will be no ramp up time for this type of resource related to Cloud, outside of learning your specific business process and company's style. The expected salary range for this level of talent is \$160-185K with multiple Cloud projects leading the initiative as a stratgic and hands-on lead.



Organizational Factors

These categories are meant to be generalizations and each organization can affect the talent they attract in various ways. Below, we have outlined a few different categories that are important to prospective candidates and how they can impact a competitive salary and attraction of valuable talent.

Modern Technology

Oracle Cloud resources enjoy the challenge of working on the latest and greatest. They want to be engaged in upgrades and be able to use the most modern tools that Oracle and other providers offer in the marketplace. If your organization has a historical emphasis on investing into the technology of the organization, that will get a candidate excited. It may not impact the compensation amount much, however, it will attract the higher end of the marketplace into your company.

Culture

Culture is what differences us and also brings us together. It is the basics of communication of how we interact, socialize and develop as humans. Culture should be recognized as conscious decisions to understand how well you interpret and believe in the subconscious of the others around you ensuring that your personality, goals, and effort matches with your community, both personal and professional.

Culture of an organization and a particular team can weigh heavily on someone's decision. Things such as remote work schedule, office hours, management team, team environment, can all weigh heavily onto a person's decision. It may not impact the compensation amount much, however, it will attract the higher end of the marketplace into your company.

Benefits Package

The benefits package can include everything from health care, dental, vision, 401k, bonus, vacation time, awards, training, company car, etc.

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These can all add up and various industries offer a lot more or a lot less and you will need be competitive. In many cases, this can affect a person's negotiated salary by \$0-20k and is a critical part of the compensation package.

Geographic Location

Location, location, location, will always be important. Is your office location geographically desirable for a commute for each person. Is the location in their living room or in an office? Is this closer to major parts of the city or outside the city location and far from other key attractions. You also need to consider location for what each candidate is looking for. The location of Baton Rouge, Louisiana offers very different amenities versus Dallas, Texas. Each candidate will identify with different cities in different ways and this can affect the ability to attract talent and also compensation. Some people will take less to live in the city of their dreams and other's will require more to tolerate a non-ideal city.

Economic Conditions

During an economic boom, a higher percentage of people are contract. During a recession, a lot of people move to full time employment. If the demand is high for contract talent, more people will take a premium compensation package to be independent or work at a consulting firm. If the market is in decline or struggling, people will take a permanent position in order to maintain consistent employment. The economic condition has a direct correlation regarding the supply of resources in the marketplace.



Common Mistakes

A few common mistakes that we see consistently come up. We do our best to educate each client during the hiring process of each of these areas, however, here are some helpful tips that could save you time.

1.) Contract-hire

Contract-hire is something that works well for general IT positions, but has less success for ERP related roles. The main factor associated with this is economics. For general IT positions a candidate is going to earn the same rate as a contractor or FTE, however, not be in a position to receive benefits. This will encourage them to move into a PERM role. Additionally, they will have more job security in a FTE position, career advancement opportunities, and a stable location.

In many cases, this is someone who is available in the marketplace looking for work and the mutual risk for client and candidate makes sense for a trial period, usually 6 months. Contract-hire should be an option to consider for entry level and junior level roles. For intermediate roles, it should be considered as a negotiated option, however, do not recommend searching for people who are looking for contract-hire roles in this range.

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For senior level and above roles, starting your search at contract-hire is going to reduce the quality of candidates received and extend the hiring process.

Contract-hire can be option as well during project work. To hire a resource that is needed for a short-term demand, with an option to potentially go permanent is wise. It isn't always realistic, but if that option is there you have now received the benefit of the talent during a project with the potential to retain after contingent upon many factors. It is important that expectations are set on the front end to ensure people realize there is a mutual non-commitment in this agreement.



2.) Job Description

Most job descriptions we see are not matching to the skills needed to the job the client is trying to hire for. Job descriptions in many cases are recycled from past open positions, written by someone who is not intimately familiar with the position or technology, or non-existent. We can't stress enough the importance of a quality job description that attracts the right candidate and clearly outlines the position.

Here are a few examples we see:

Job Title- May not reflect the details of the position. Something like ERP analyst will attract non-specific Cloud talent to apply to each position. Techno/functional can be interpreted differently by each different person. This needs to be explained regarding how far functional and how far technical the skills can start or stop.

Impossible wish list- In some organizations the resource will have responsibilities in addition to their Cloud roles. Companies must realize that hiring Cloud talent is a premium skill set and price point vs. some general IT roles. If they want to blend a resource skill set covering multiple technologies it narrows the candidate pool. If the compensation package is more in line with the general IT skill set, it will likely price people with Cloud experience out of the market. Therefore, we recommend a dialogue to set realistic expectations on the front end to reduce the time and frustration involved with not hiring anyone in that role.

Too vague- If you are looking for an Oracle Cloud resource, you should outline Cloud specific data in the job description. Your job description is the first contact to a candidate and should accurately reflect your desired profile

3.) Interview timeline

An interview process for a new resource should take 1-2 months and someone should interview 3-10 candidates, depending on their history of hiring Oracle Cloud talent. If the process takes more than 10 candidates and extends past 2 months, you may have a problem. Either the wrong firm is working on it, the compensation doesn't align with expectations for the position, or the position was opened up when the role really wasn't needed. There should be some pain in the organization being a team member down, is there?

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About Heartland IT Consulting



Please contact us directly, we want you to be successful in the building of a perfect team utilizing our Heartland IT Consulting Resource Delivery Model. We can provide talent in a variety of ways and are interested to learn more about your specific situation to build a customized plan to achieve our objectives together.

About Heartland IT Consulting

Heartland IT Consulting is a resource delivery firm that specializes in providing top-tier consulting talent within Oracle products. Our competitive advantage is derived from our knowledge and deep relationships supported by our understanding of how technology supports business needs. Headquartered in Dallas with operations in Calgary, we work within the U.S. and Canadian marketplace partnering with both clients, industry experts, IT professionals, SMEs and independent consultants.

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