Human Capital Management (Personalwesen)

Trends and Concepts of Business Application Architecture

Michael Perscheid, Ralf Teusner, Stefan Halfpap, Werner Sinzig

Enterprise Platform and Integration Concepts
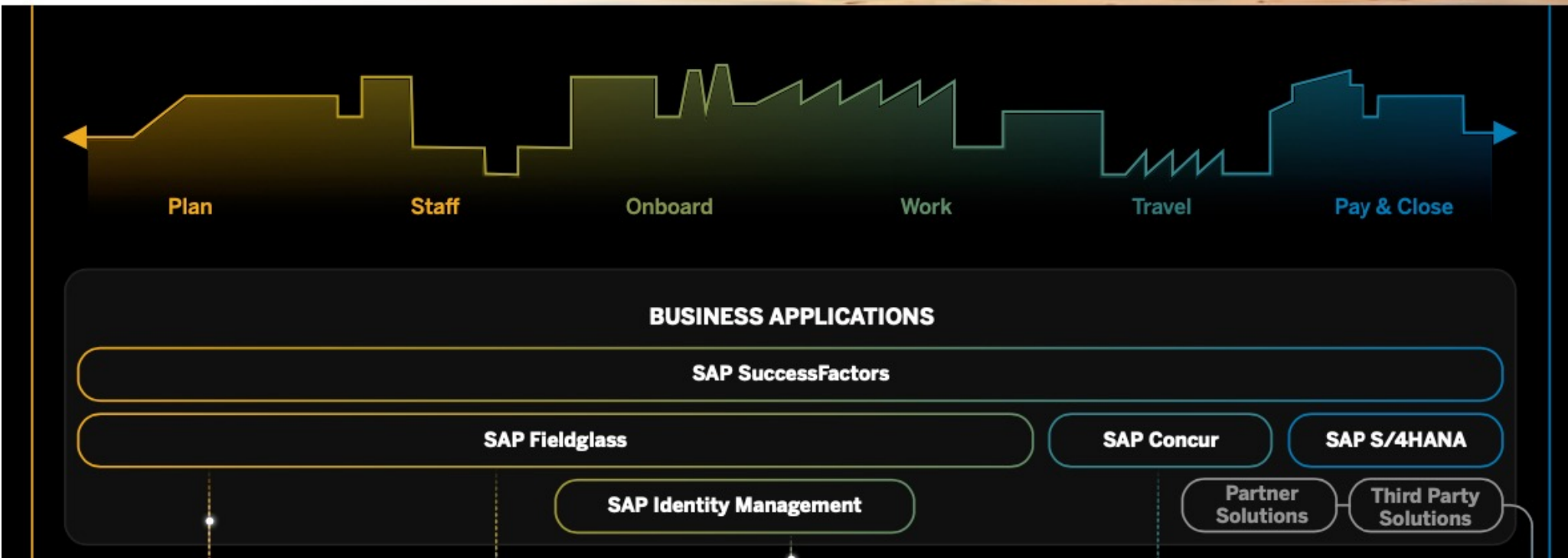
Hasso-Plattner-Institut

Course Overview
Trends and Concepts of Business Application Architecture

- Digitalization of Business Processes

- Enterprise Resource Planning

  - Sales and Distribution

  - Finance, Accounting, and Controlling

  - **Human Resources**

  - Material Management and Production Planning

- Columnar In-Memory Database Systems for Business Applications

- Customer Relationship Management

- Enterprise Cloud Platforms for Integration and Extensions

- Block Week: Architecture Deep Dives

Which experiences do you have with HR?

Recruit to Retire

Understand, manage and optimize all aspects of your workforce (employees and external workers) in line with business objectives and with clear financial impact.

Plan   Staff   Onboard   Work   Travel   Pay & Close

BUSINESS APPLICATIONS

SAP SuccessFactors

SAP Fieldglass   SAP Concur   SAP S/4HANA

SAP Identity Management   Partner Solutions   Third Party Solutions

The Intelligent Enterprise

Sales and Distribution

Material Management

Finance

Human Resources

Enterprise Resource Planning

General Procurement

SAP Ariba

Customer Relationship Management

SAP C/4HANA (CRM)

Travel & Expenses

SAP Concur

The Intelligent Enterprise

SAP SuccessFactors (SFSF)
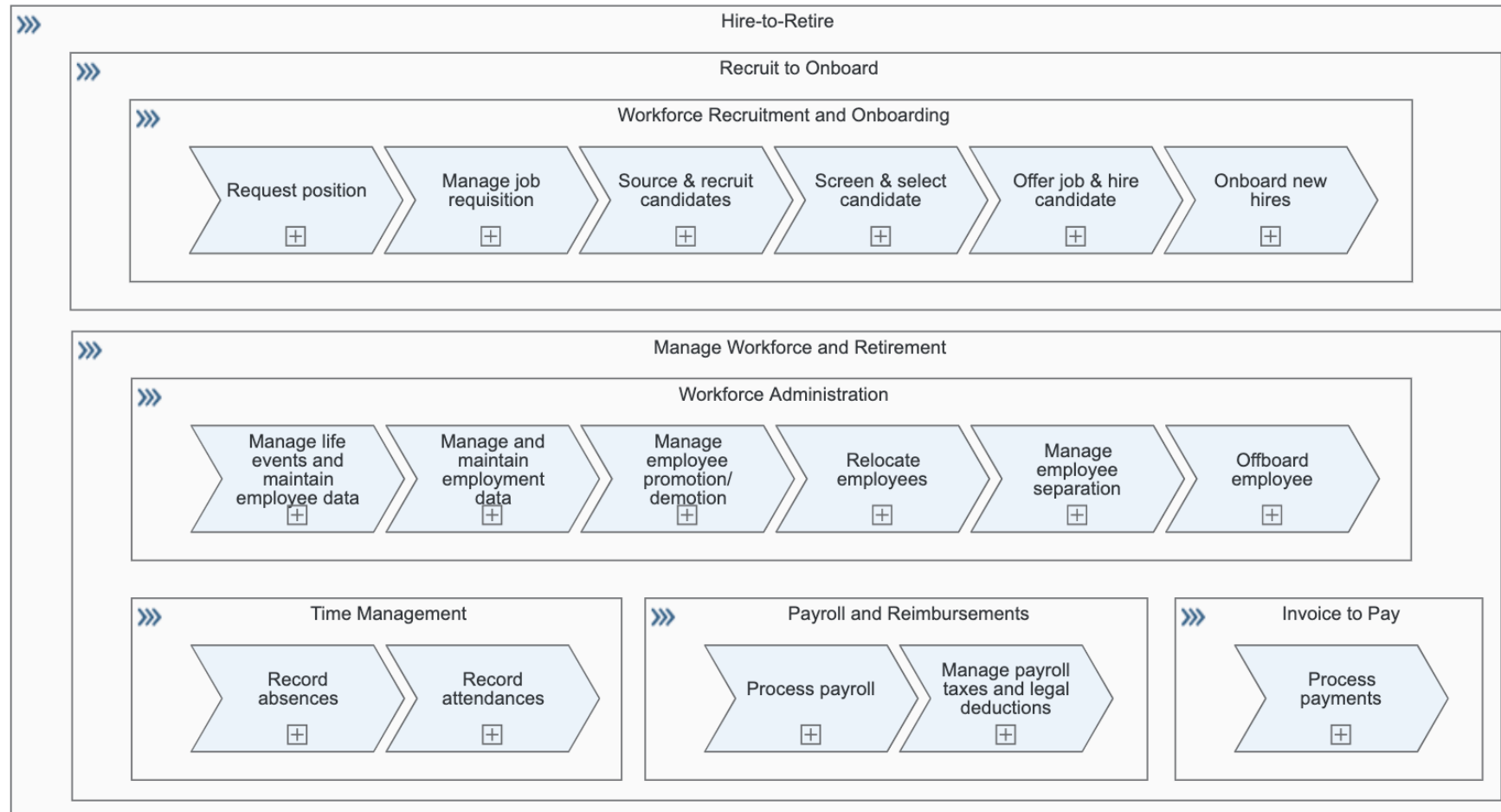
Human Resources

SAP S/4HANA (ERP)

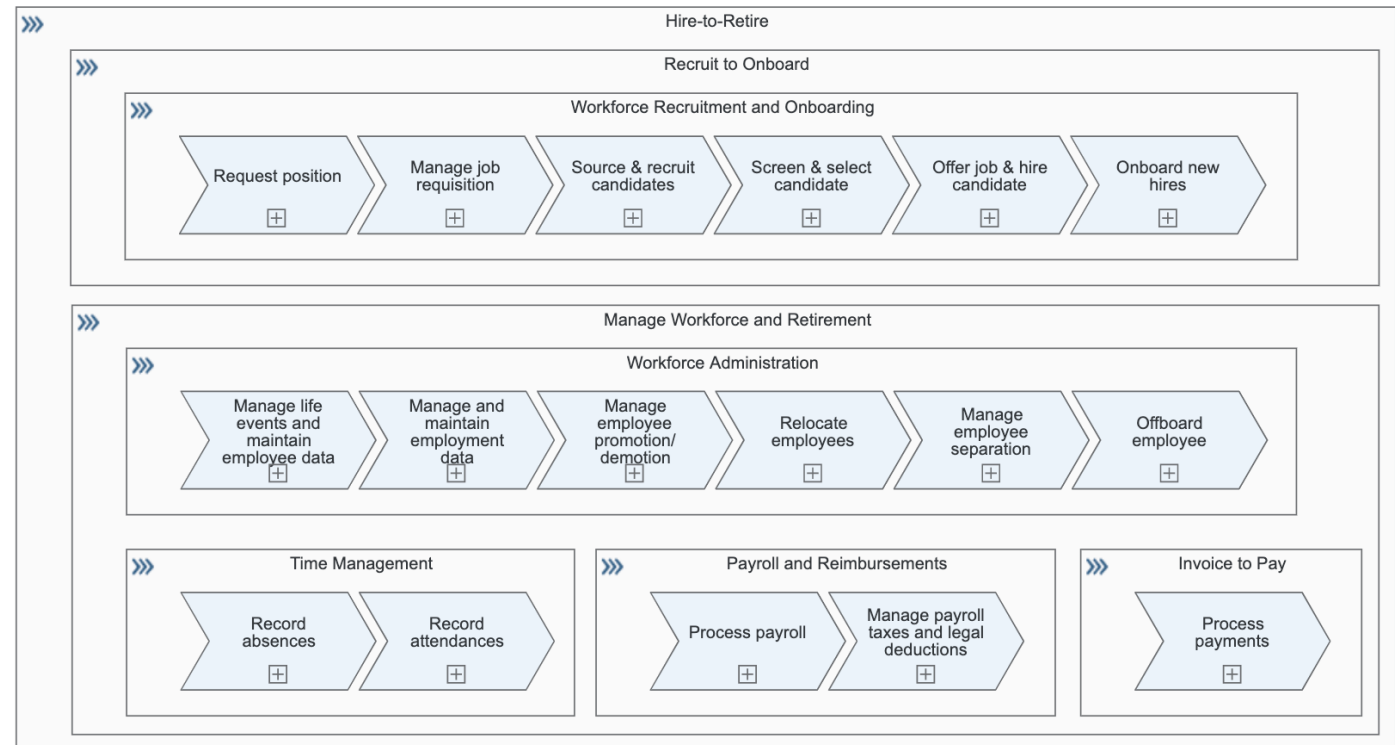Enterprise Resource Planning

SAP Fieldglass

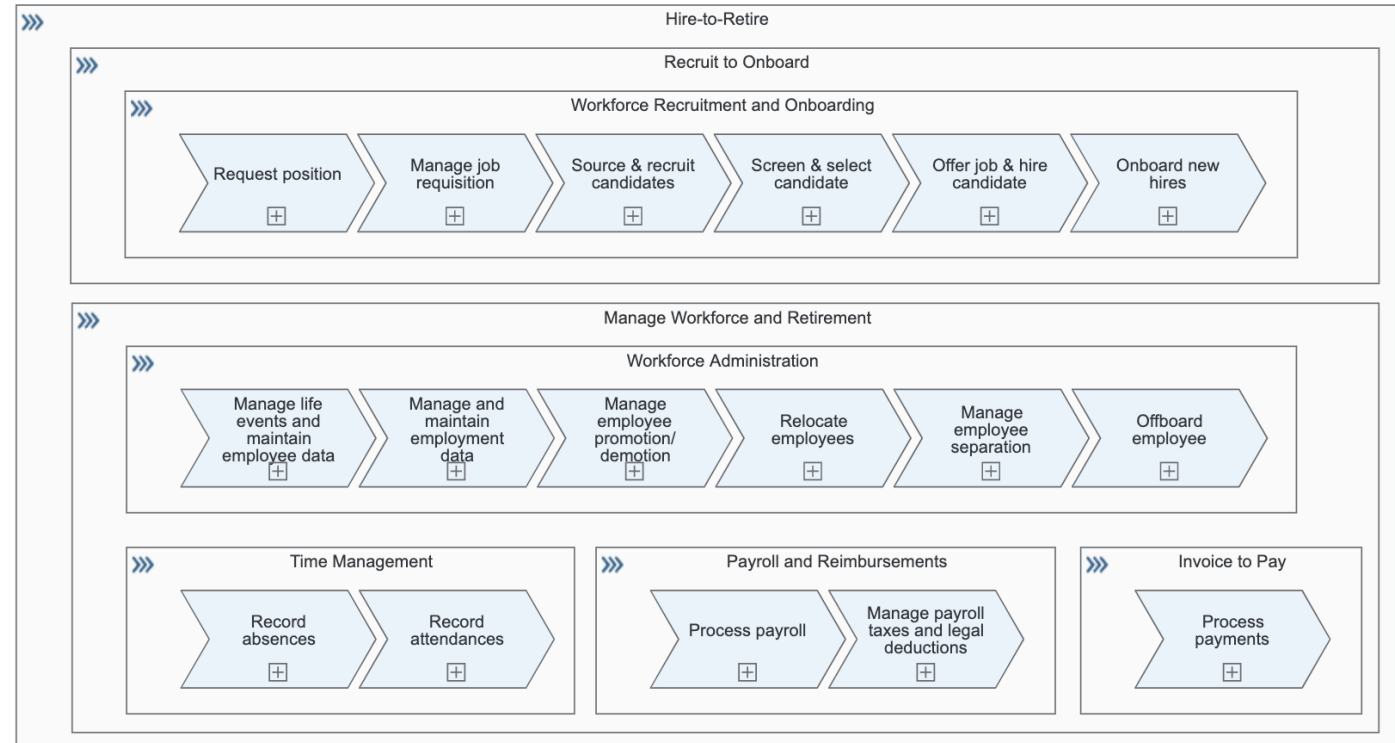Workforce Management

Recruit to Retire E2E Process

Agenda

- HCM Organizational Structure

- HCM Master Data

- HCM Processes
  - Organizational Management
  - Recruitment
  - Personnel Administration
  - Personnel Development
  - Talent Management
  - Performance Management
  - Time Management
  - Payroll
  - Offboarding
  - Employee and Manager Self Services (ESS/MSS)

- SAP SuccessFactors and SAP S/4HANA

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HCM Organizational Structure

- Represents the structural and personnel organization of a company

- Consists of organizational units

- Illustrates the organizational structures and hierarchies

- Illustrates an employees responsibilities

- Is a precondition of various personnel processes' implementation

- Consists of three parts:
  - Enterprise Structure
  - Personnel Structure
  - Organizational Plan
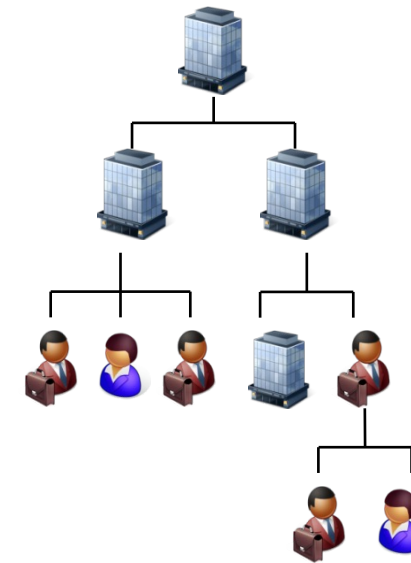
HCM Enterprise Structure

- **Enterprise Structure**
  - Represents formal and financial structures in a company
  - Each employee needs to be assigned to an enterprise structure.
  - Basically, consists of company code, personnel area, and personnel subarea

  - Client
    - An independent environment in the system

  - Company Code
    - Smallest org unit for which you can maintain a legal set of books

  - Personnel Area
    - Represents a company area differentiated between personnel administrative, time management, and expensive organizational aspects

  - Personnel Subarea
    - Represents part of a personnel area

Global Bike Enterprise Structure for HCM
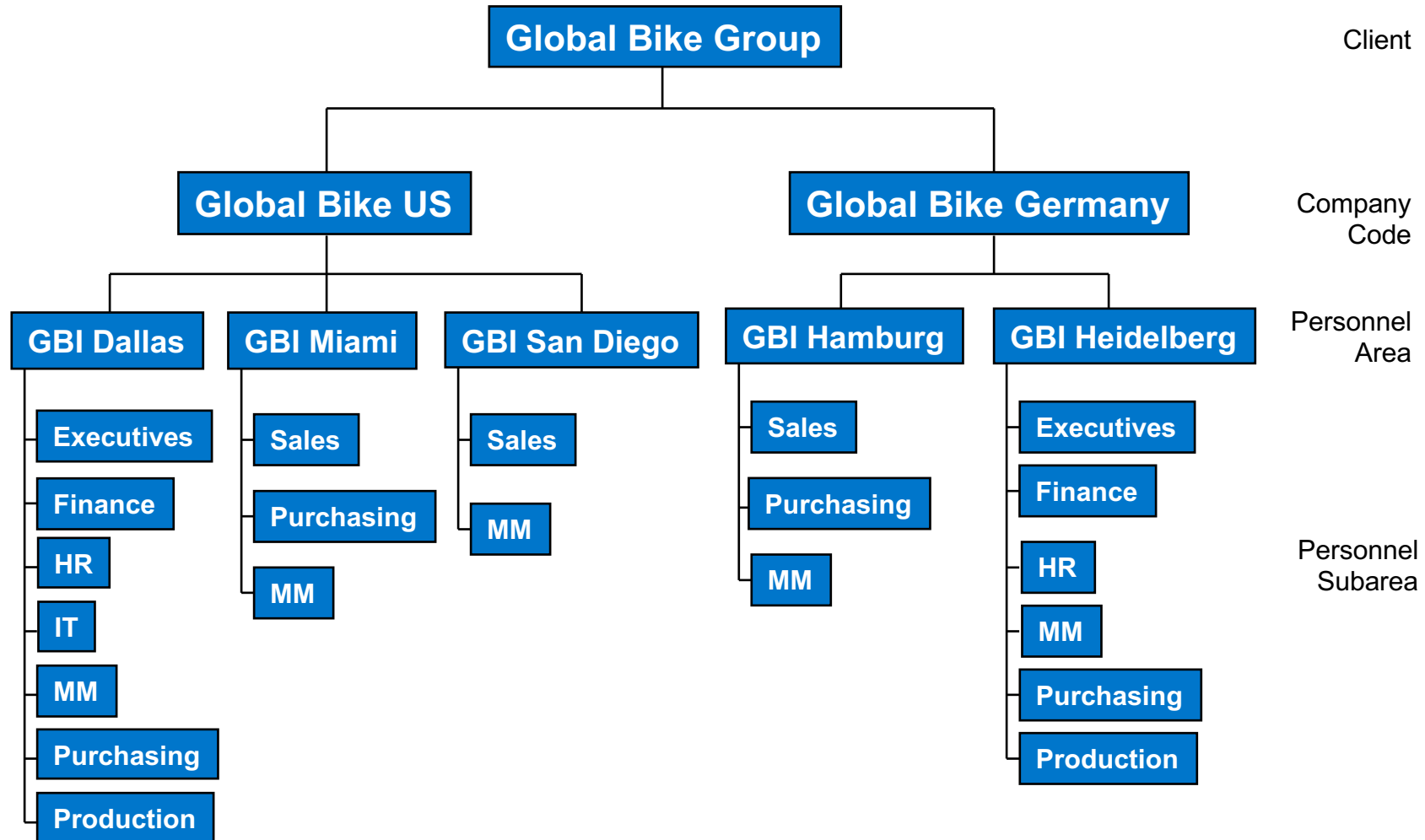
# HCM Personnel Structure

- **Personnel Structure**
  - Describes an employee's position within the company
  - Is defined by employee group and employee subgroup

  - Employee Group
    - Organizational unit for which personnel related regulations can be specified
    - Examples:
      - Active employees
      - External
      - Retirees

  - Employee Subgroup
    - Organizational unit within the employee group, for which personnel related regulations are specified
    - Examples:
      - Industrial employees
      - Commercial clerks
   - Laboratory assistants
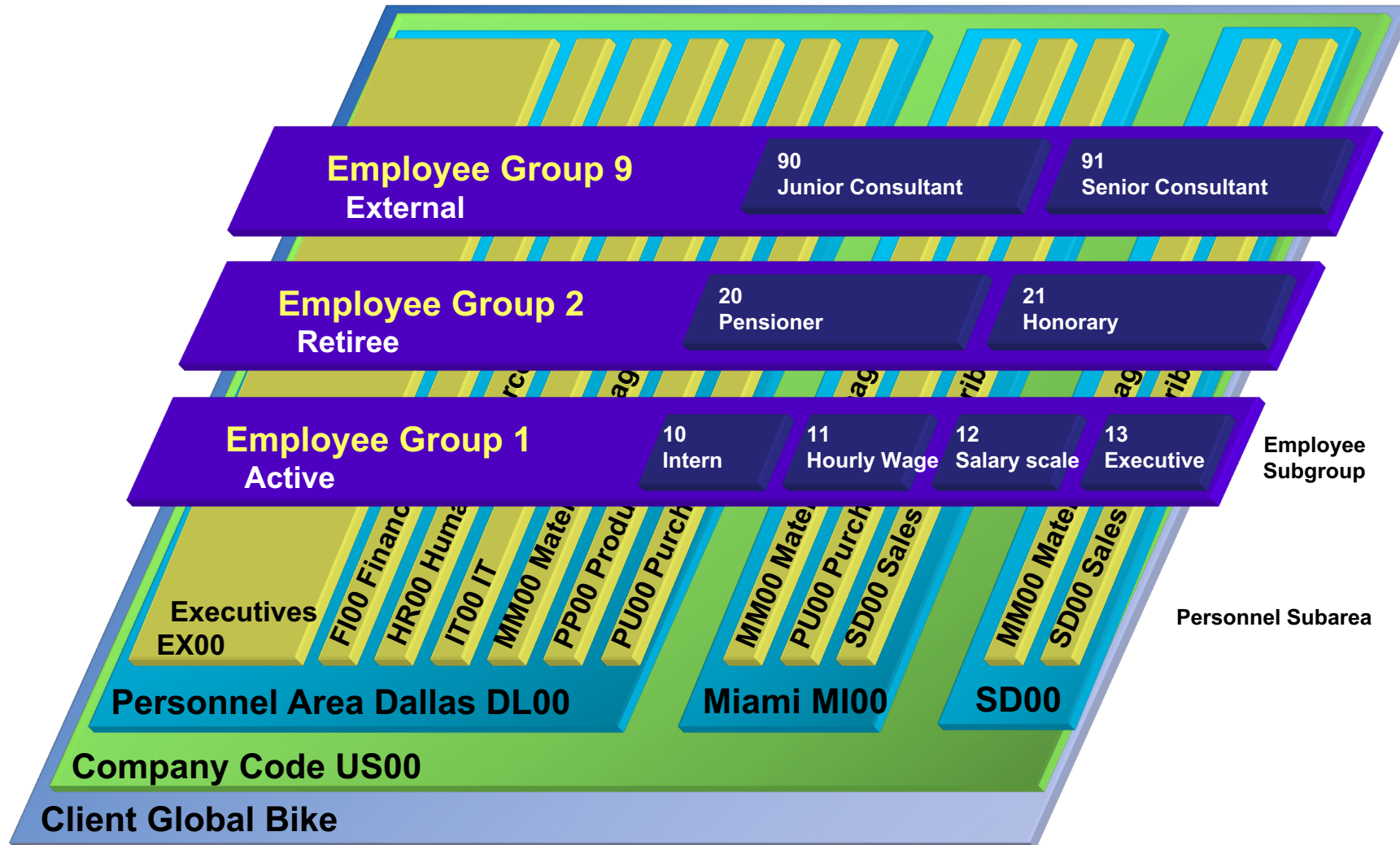
HCM Personnel Structure

Active   External   Retiree

Employee Group

Employee	Executive	Trainee

Employee Subgroup
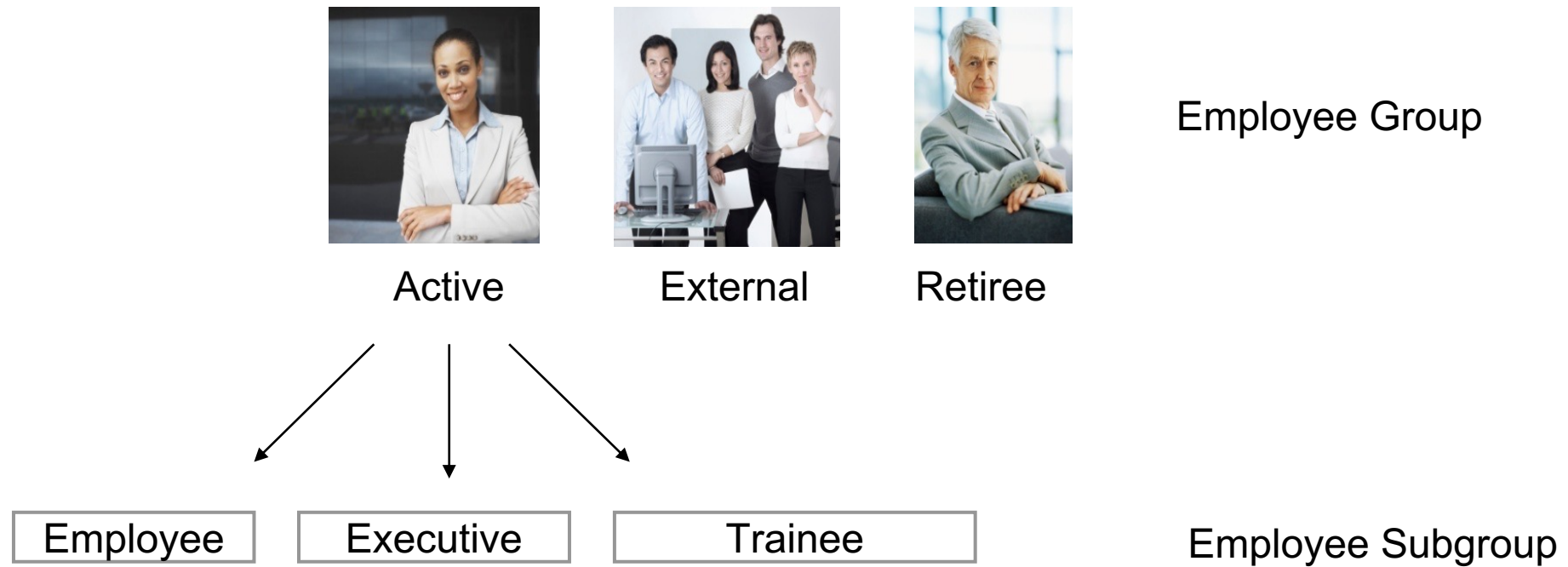
HCM Organizational Plan

- **Organizational Plan**
  - Describes in which function an employee is acting

  - Organizational Unit
    - Can be grouped according to functional and regional aspects.

  - Position (Headcount)
    - Are assigned to organizational units and filled by employees
    - Example: Position accounting clerk in the Accounting Department

  - Person
    - Are employees and fill positions

  - Cost Center
    - originate from Controlling and can be linked with positions or organizational units

  - Job
    - General description of tasks which an employee should perform
    - Are assigned to positions
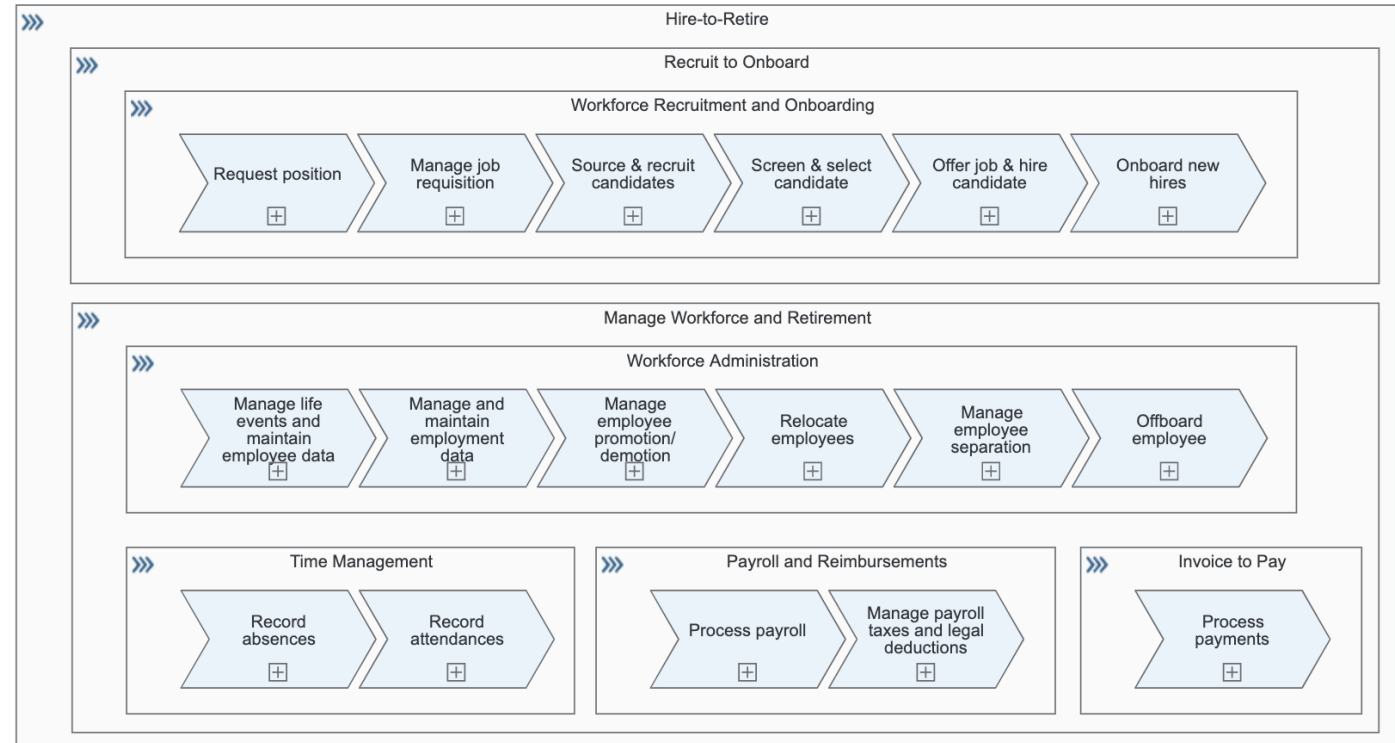   - Example: Position Head of Department

Organizational Unit ← Cost Center

Position

Job

Person

↔ Assignment

← ─ Assignment (optional)
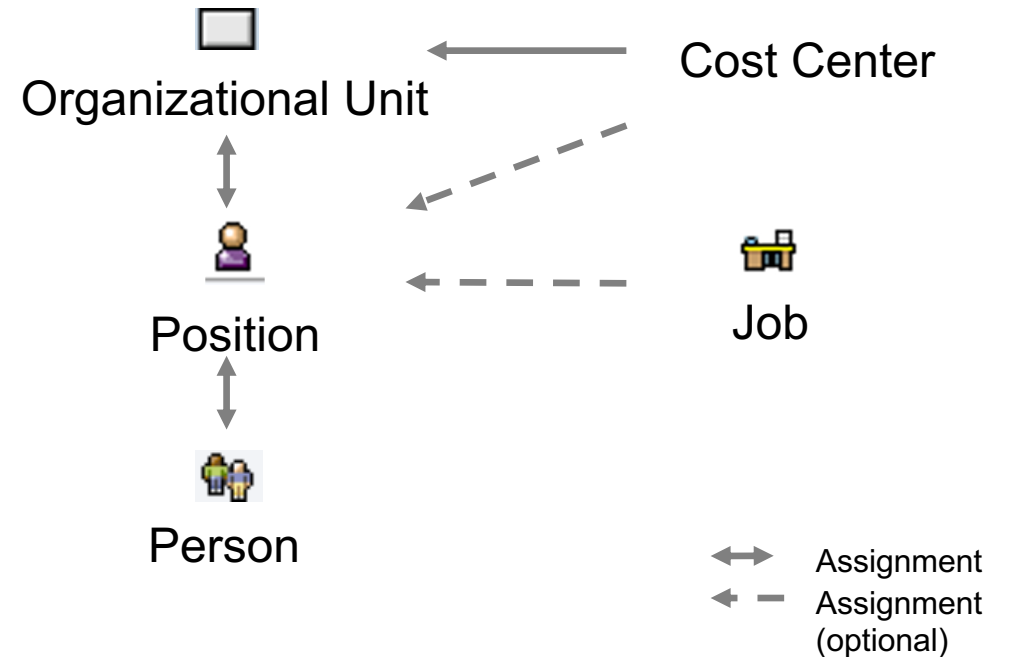
# Global Bike Enterprise Structure in SAP ERP HCM (US)

Agenda

- HCM Organizational Structure

- **HCM Master Data**

- HCM Processes
  - Organizational Management
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  - Personnel Administration
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HCM Master Data
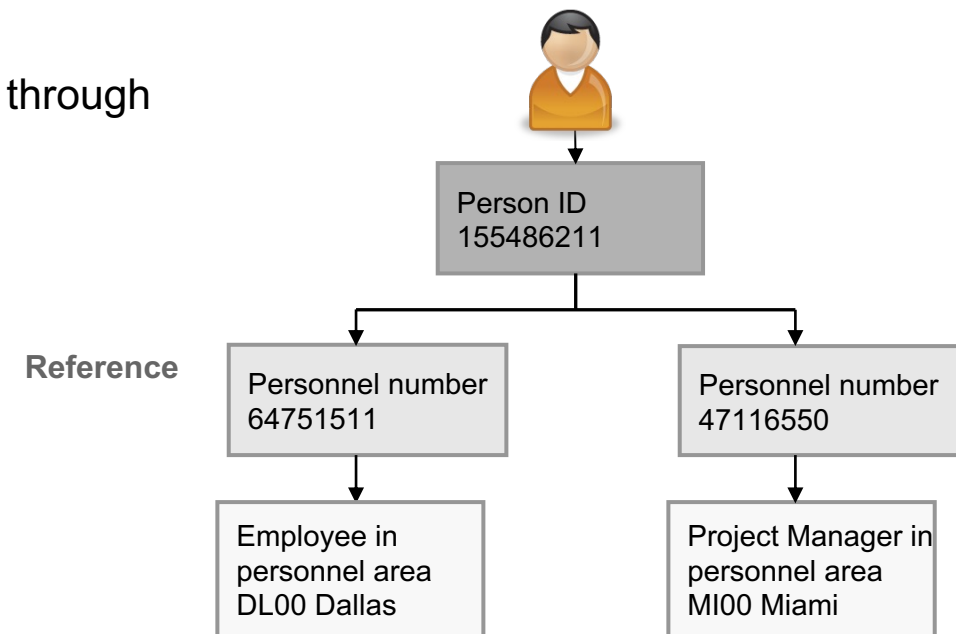
- **Personnel Number**
  - Is used in SAP as a central identifier for an employee
  - Can comprise up to eight alphanumeric characters
  - Can be assigned either by the system or manually
  - All employee data available in the system is identified on the basis of the personnel number
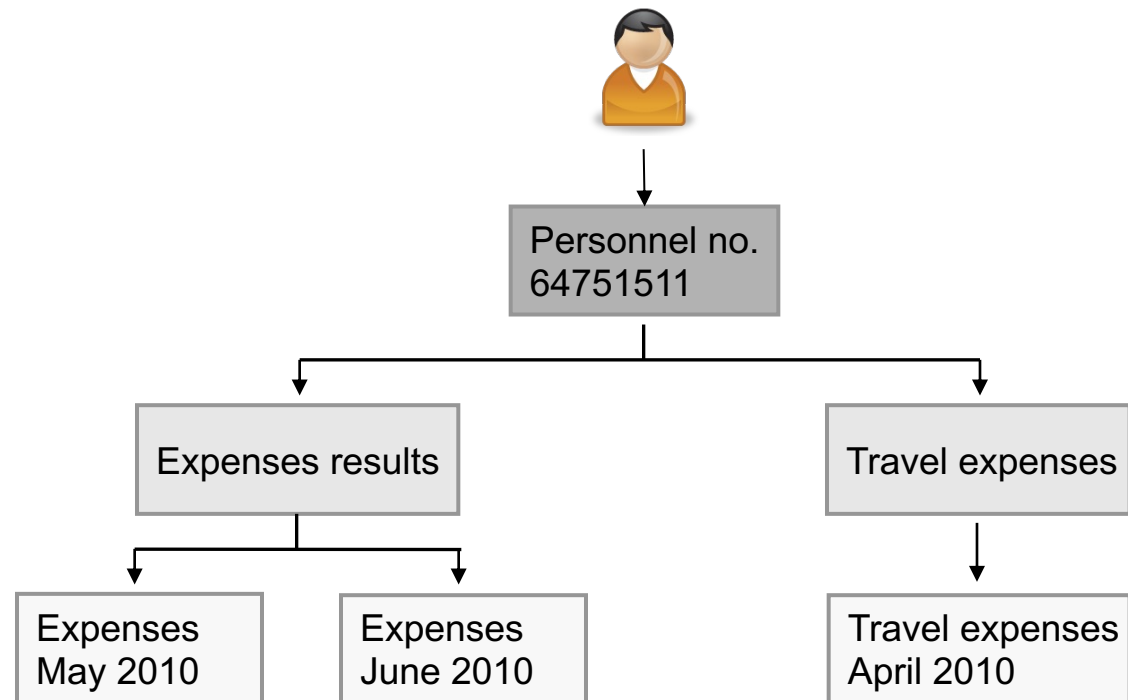
HCM Master Data
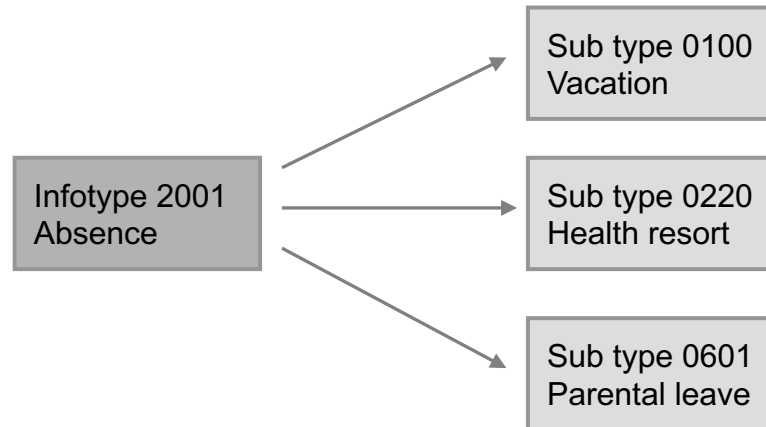
- **Reference Personnel Number and Person ID**
  - Helps to map different contractual relationships
  - Creates an existing employee again in the system with a new personnel number
  - The old personnel number serves as a reference personnel number
  - Certain data can be copied and assigned to the new number
  - In the case of concurrent employment, the employee is identified through a person ID

Person ID
155486211

Reference

Personnel number
64751511

Personnel number
47116550

Employee in
personnel area
DL00 Dallas

Project Manager in
personnel area
MI00 Miami
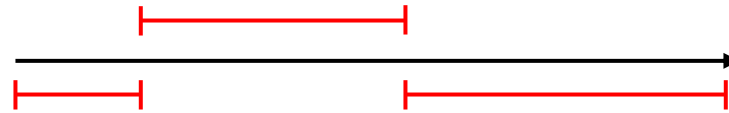
HCM Master Data

- **Infotypes**
  - HR master data is structured in infotypes
  - They are collections of data fields that are logically linked
  - They process employee data in an effective structure in accordance with business requirements
  - Each infotype has an explicit four-digit ID, e.g., infotype Addresses 0006
  - An infotype can have sub types, which represent a sub variant of the infotype

Infotype 2001
Absence

Sub type 0100
Vacation

Sub type 0220
Health resort

Sub type 0601
Parental leave

Time Constraints of Infotypes

Time constraint 1
Exact always a valid period
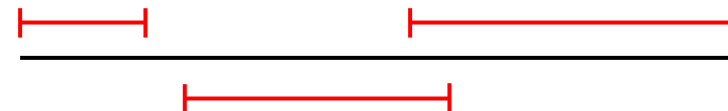e.g., permanent residence

Time constraint 2
Max. one valid period, no overlaps
e.g., husband

Time constraint 3
At any point in time, any number of valid periods
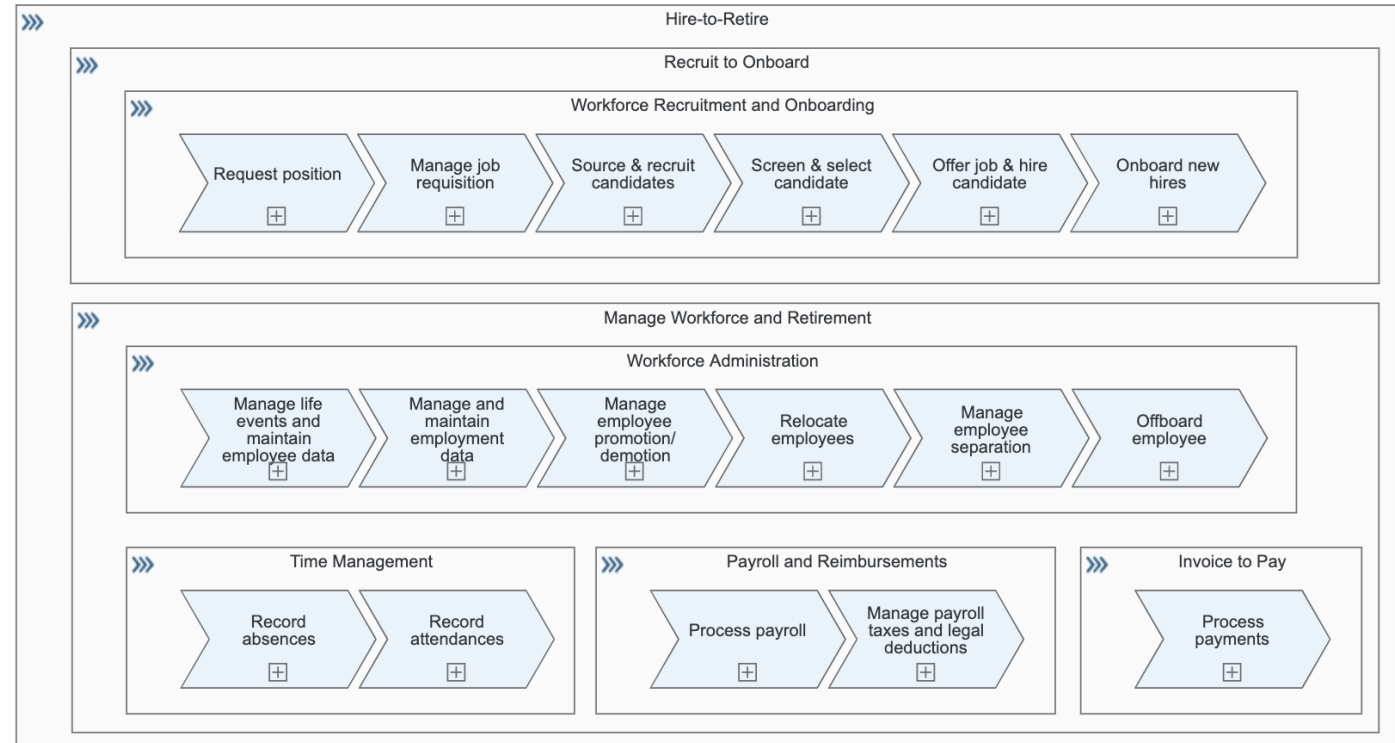e.g., secondary residence

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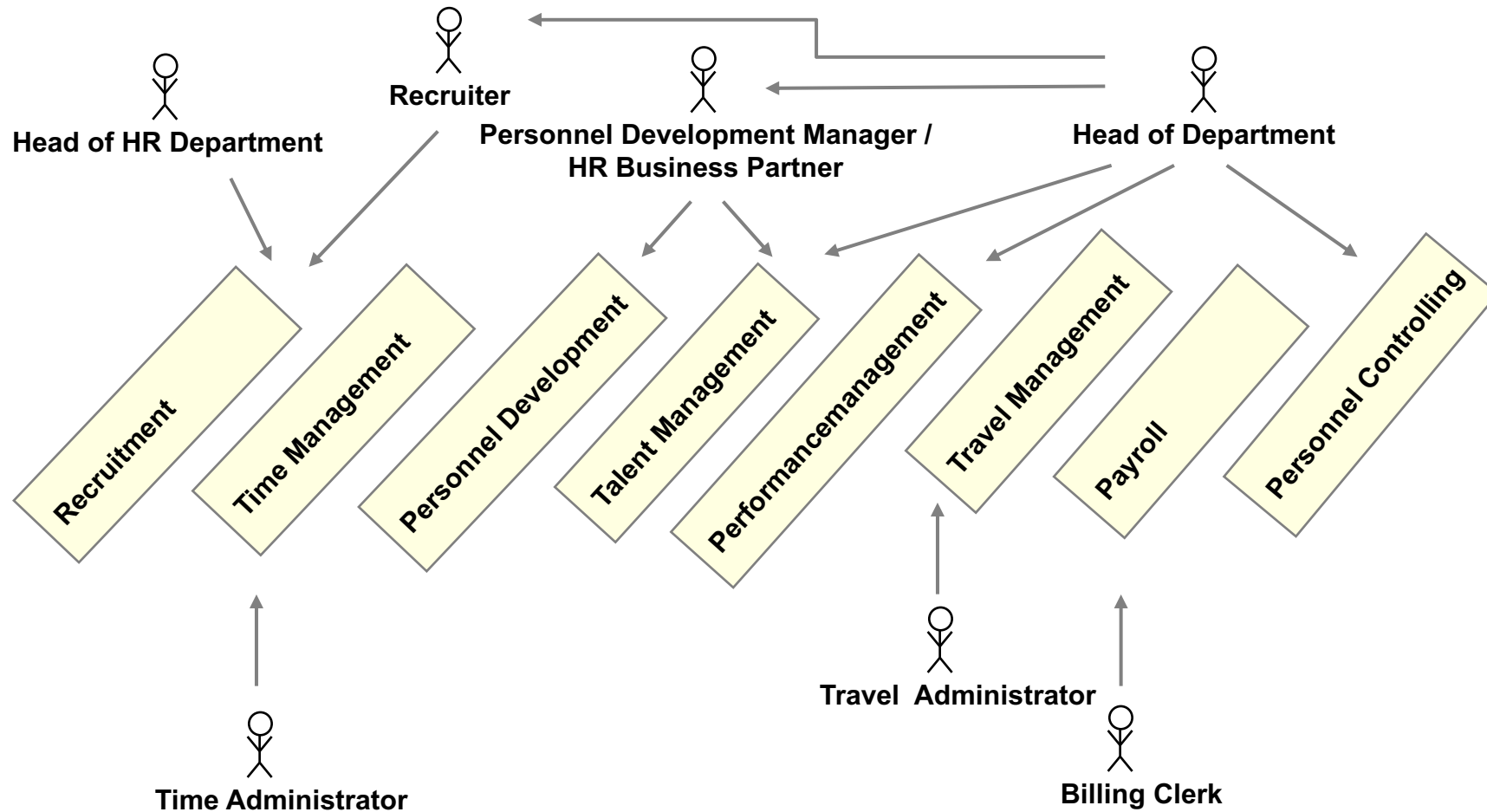
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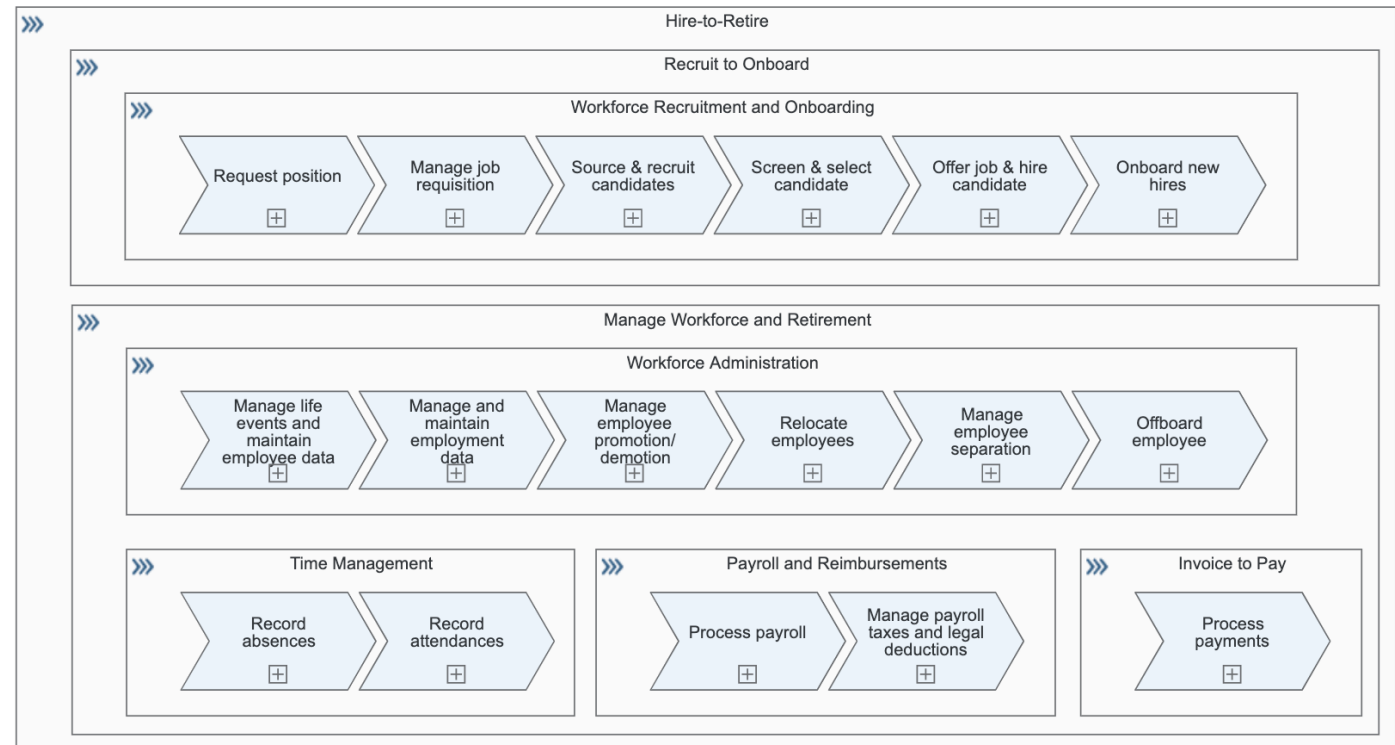
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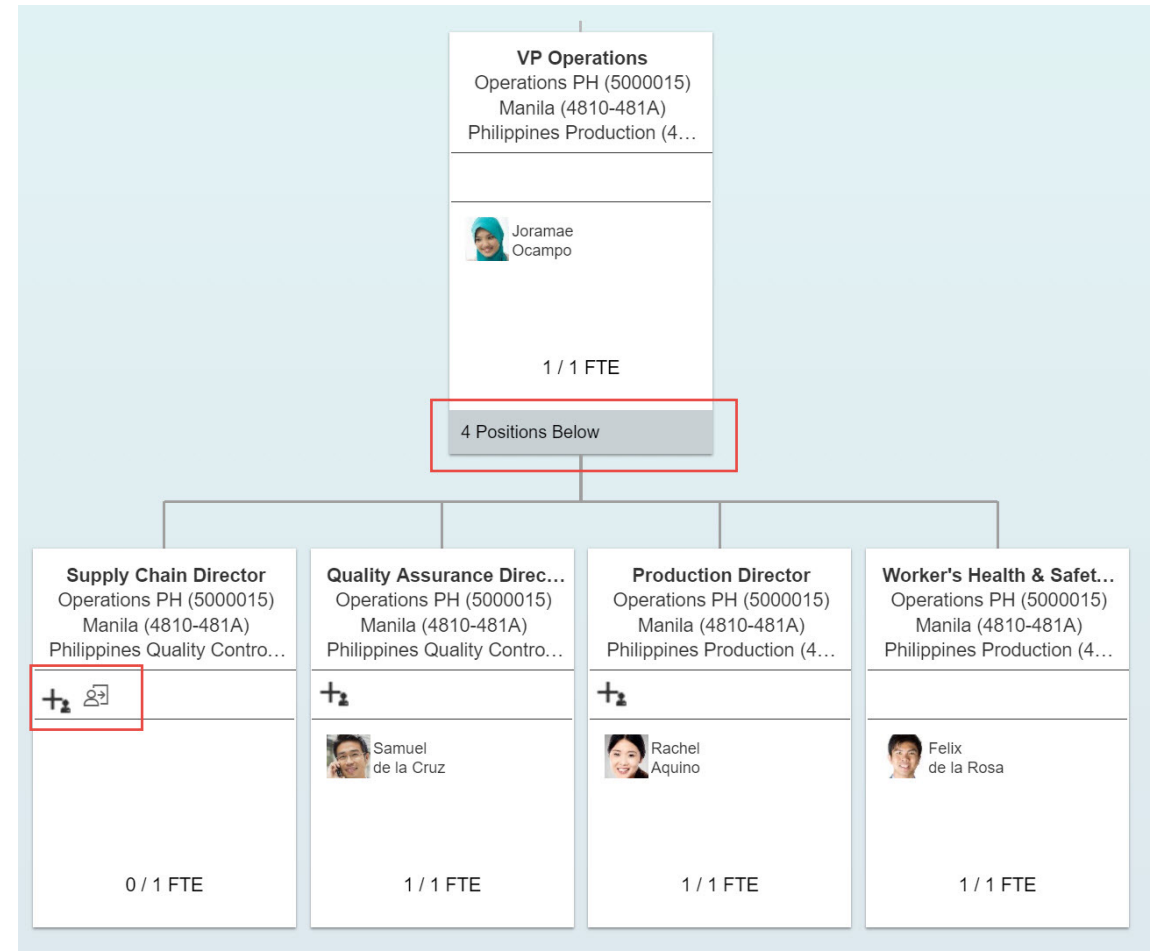
- SAP SuccessFactors and SAP S/4HANA

Roles in Human Resources

HCM Processes - Organizational Management

- Model the organizational structure of your enterprise

- Create, change and delimit organizational units

- Create, change and delimit jobs and positions

- Analyze an organizational unit to define

  workforce requirements and personnel cost planning

- Create further organizational units for planning

  scenarios or simulations

* FTE = Full Time Equivalent

https://blogs.sap.com/2017/05/04/global-assignment-detailed-walkthrough-in-people-profile-3-using-right-to-return-feature-of-position-management/

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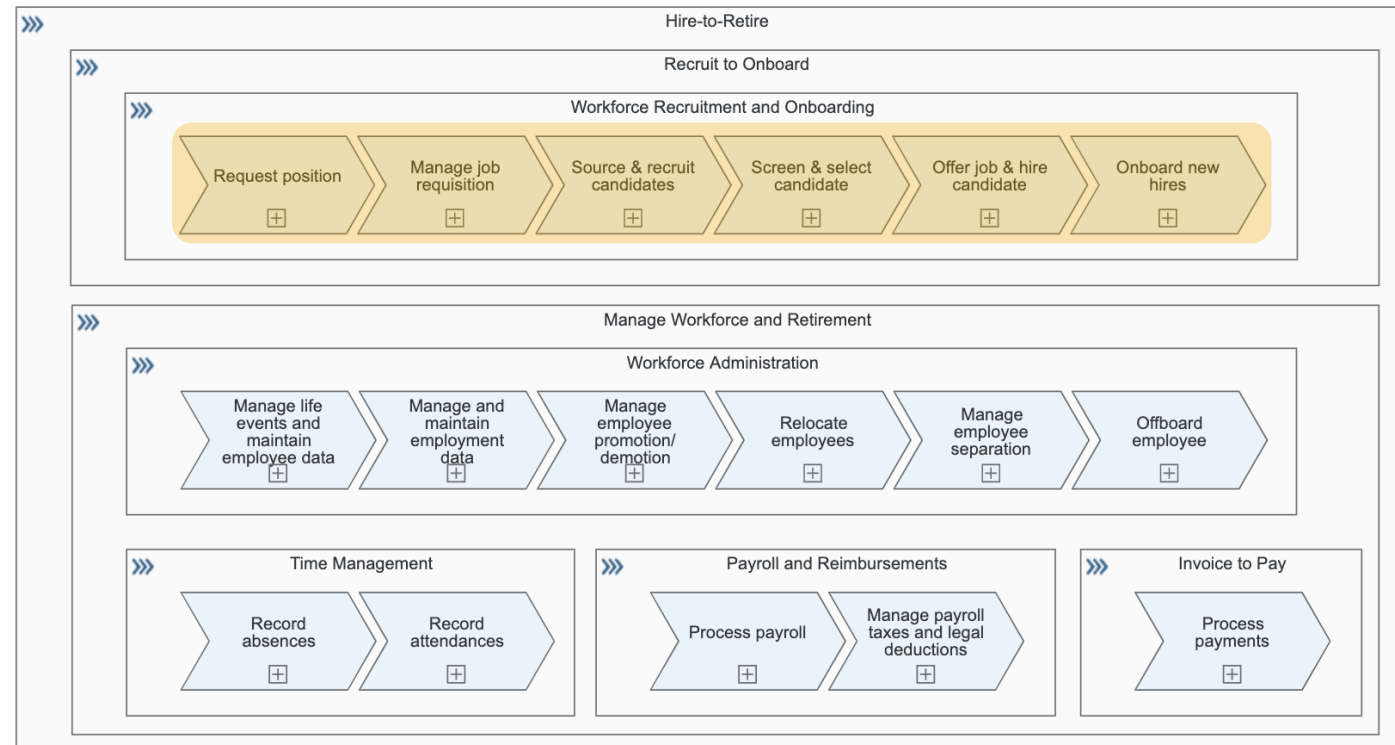
HCM Processes - Recruitment

- Recruitment, choice and selecting of applicants

- External recruitment

- Internal recruitment

- Developing a database for applicants

- Administration of vacant positions

- Applicant data is stored *separately*

- Use of infotypes

- Unique applicant number in the system

https://store.sap.com/en/product/display-0000027106_live_v1?_escaped_fragment_=vendor

Recruitment - Organizational Assignment

Applicants are assigned to the elements of the **applicant structure**:

Applicant Group
Structures applicants according to the type of their employment relationship

Applicant Range

Classifies applicants according to hierarchical or functional criteria

Actives   **Working students**

| **Employees** | **Executives** | **Specialist** |

Recruiting Process
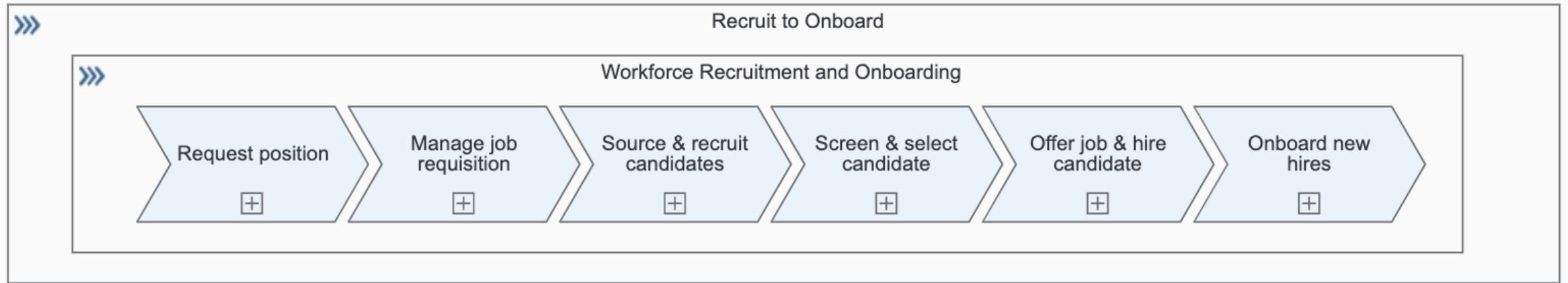
Global selection process (does a candidate fit the company) vs. selection process for each vacancy

The overall status indicates the status of the applicant within the selection process:
- In processing
- To hire
- Deferred
- Rejected
- Contract offered
- Offer rejected
- Invite

Agenda

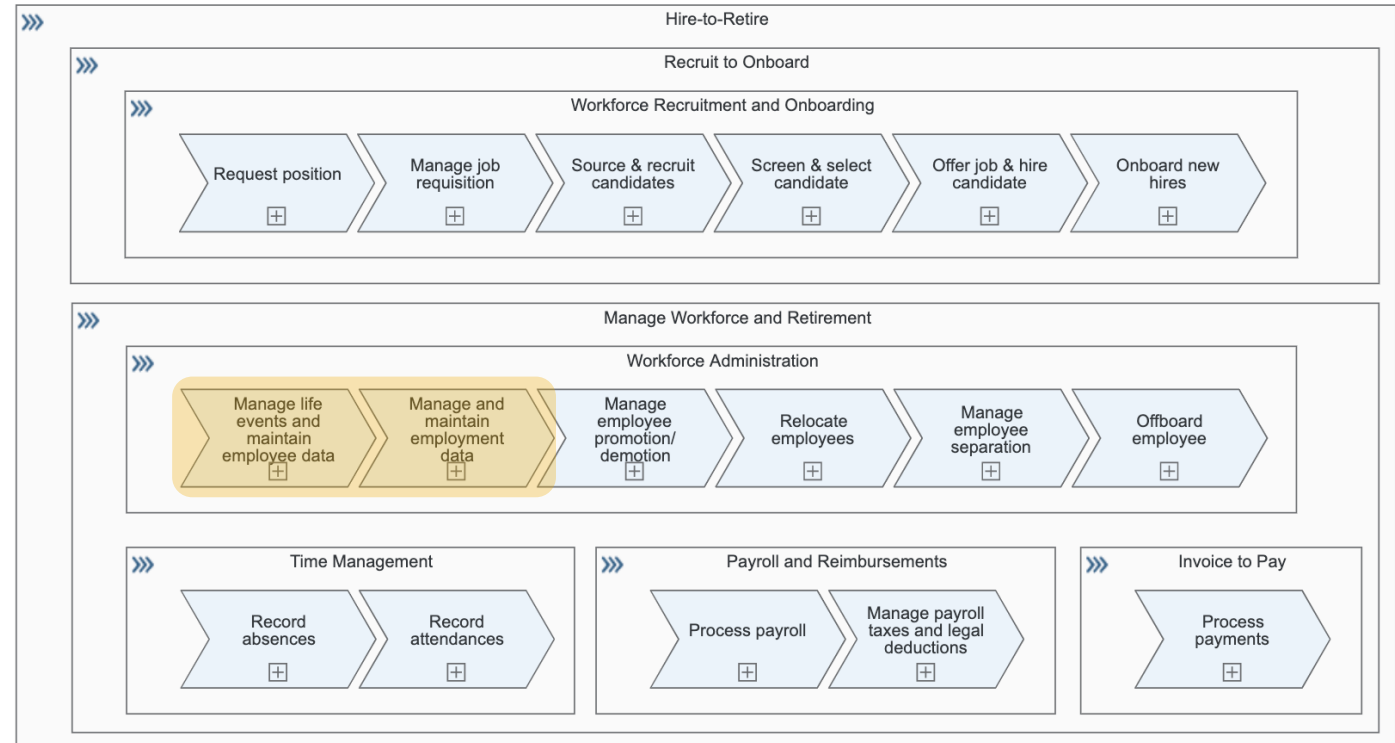- HCM Organizational Structure

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HCM Processes – Personell Administration

- Creation and management of personnel master data
- Plausibility checks
  - Timely error detection
  - Prevent transmission of incorrect data
- Automatic history
  - Is created when master data is changed
  - Can be used for reports and data review
- Personnel administration sets the basis for follow-up processes in human resources and reporting

IC = Individual Contributor

MMT = Manager Managing Team

MMM = Manager Managing Managers

*E = Executive (Leitender Angestellter)

SAP SUCCESS MAP
Powered by SAP HANA **People Profile ▼**

Michael Perscheid (D061 xxx) ⌄

PERSONAL INFORMATION ⌄   EMPLOYMENT INFORMATION ⌄   **WORKING TIME**   PUBLIC PROFILE ⌄   EX

Public Profile

Personal & Communication Details

Personal Details ⑦

User ID	D061 xxx
First Name	Michael
Last Name	Perscheid
External Title	VP Strategic Projects
Job Profile	Development Senior Manager (30001373)
Employee Type	Individual Contributor

Show

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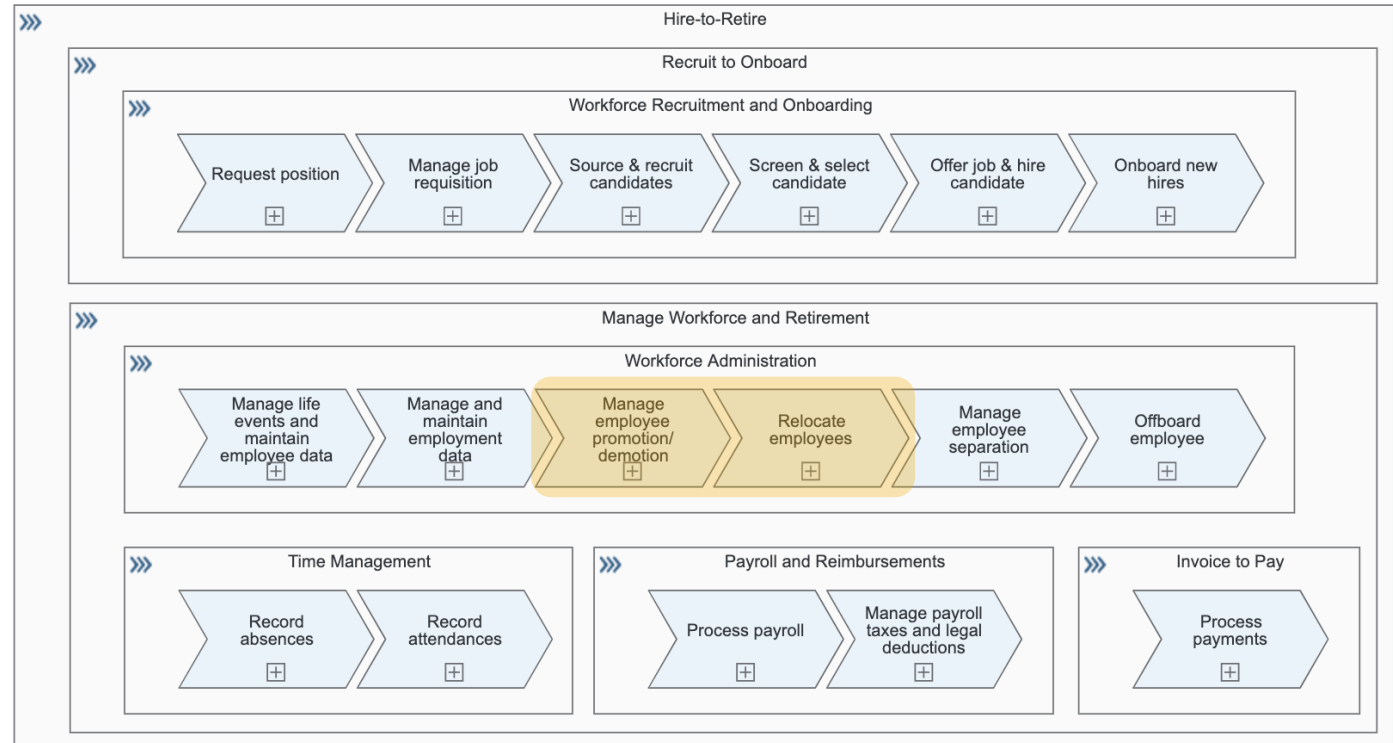
HCM Processes - Personnel Development

- Advance qualifications of employees

- Comparison: requirements of positions with qualifications of employees
  - Profile matchup
  - Identify further training need

- Introduce development actions
  - → Talent Management
- Book training course
  - → Training and Event Management
- Feedback and arrange appraisals
  - → Performance Management

Personnel Development – Qualifications and Requirements

- Qualifications can be connected to persons and positions (then requirements)
- Need to be attached with attributes (e.g., grades)
- Can have a half-life period or a validity period

Personnel Development - Qualifications Catalog

- Qualifications are defined in the qualifications catalog

- It can be maintained in customizing

- The structure may consist of qualification groups, classifying similar qualifications

Catalog

IT knowledge

Health and Security

Operating system | Database | System Modelling | First aid knowledge | Work security

Windows | Linux

Qualification group
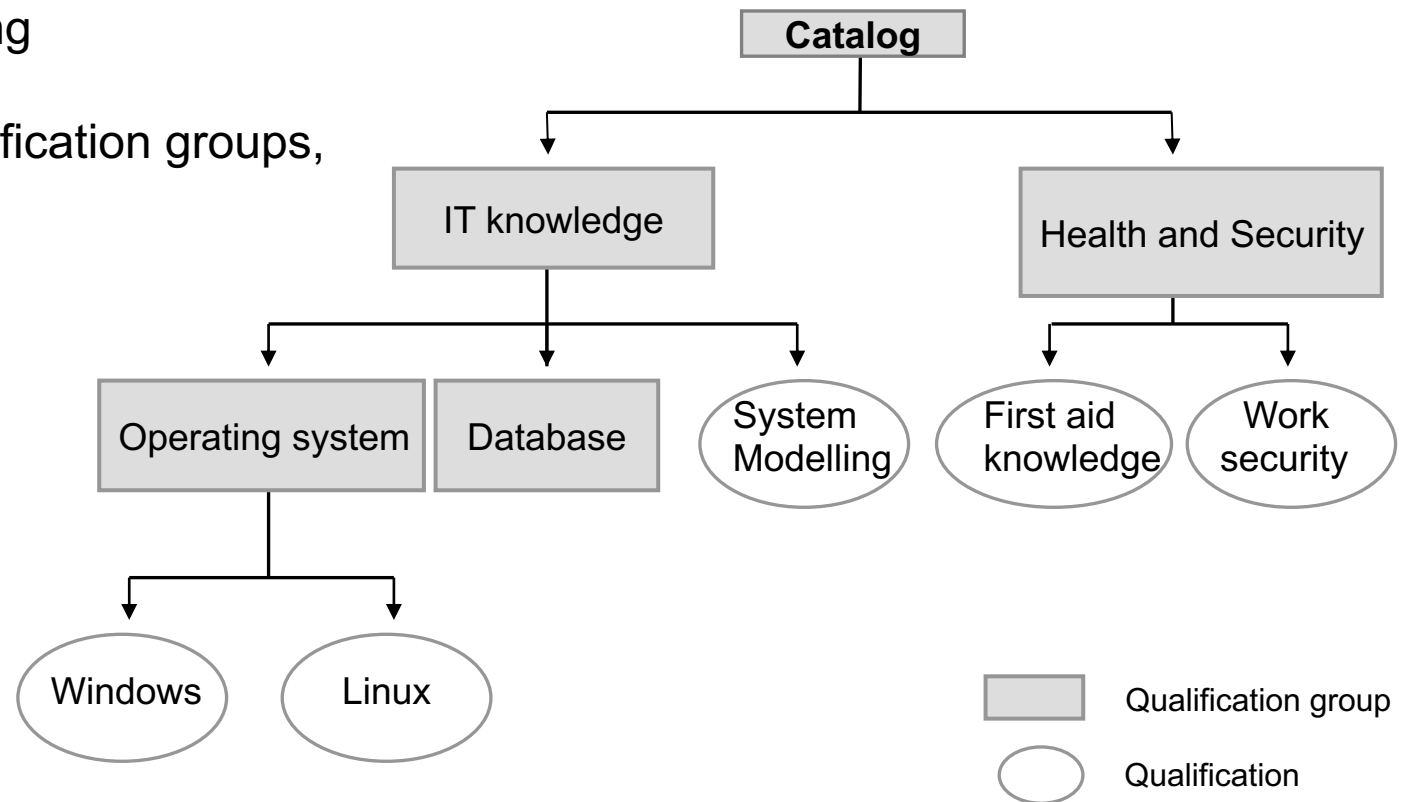
Qualification

Personnel Development - Profile Matchup

- With the help of the profile matchup, persons, positions and jobs can be compared to each other
- The difference between the characteristic of a requirement and the characteristic of a qualification is determined
- 3 results are possible:
  - Both characteristics are identical
  - The requirements are higher than the qualification (= underqualification)
  - The requirements are lower than the qualification (= overqualification)

- Events for specific qualifications can be assigned directly to characteristics.
  After success, the profile of the person changes.

Position **Person**

Requirements

Qualification
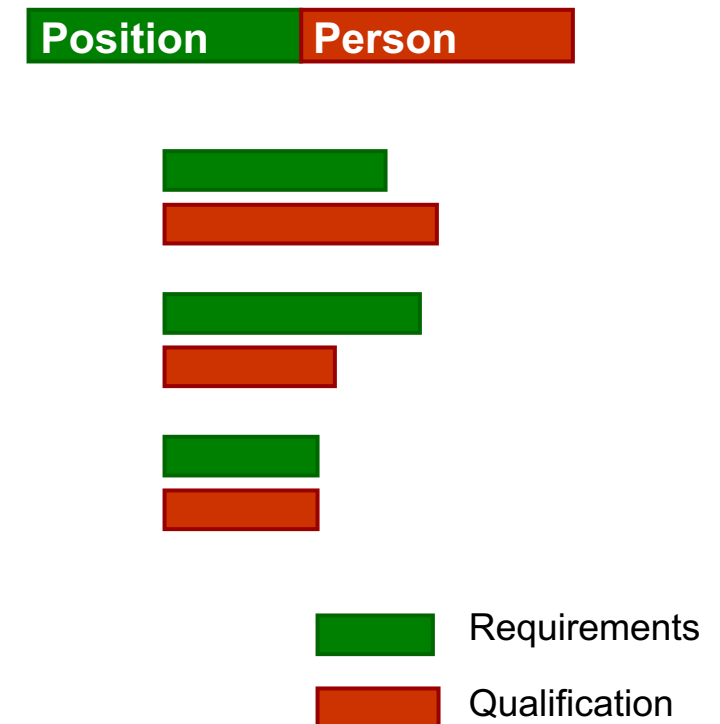
HCM Processes – Talent Management

Talent management deals with career planning and the further training of employees and is integrated into personnel development

- Arrange Career Planning
- Accomplish Succession Planning
- Generate general Development Plans
- Generate individual Development Plans

Career Development

My Strengths & Development Goals	My Strengths and Feedback ⑦ ✎ ⊕	Development / Career Goals ⑦ ✎ ⊕
	No data	No data

Development Attachments & History	Development Plan Attachments ⑦ ✎ ⊕	Career & Development Planning History ⑦ ✎ ⊕
	No data	No data

Talent Management – Career Planning

- Identify career goals

- Plan career

- Define and develop special stations of a career

  - Job

  - Position

  - Course of instruction

- Career planning: comparing qualifications with

  requirements of one station of a career,

  e.g., job, position → Personnel decisions,

  courses of instruction, etc.

- Derivate individual plans

Talent Management - Succession Planning

- Assure continuity in personnel allocation for key positions

- Proactive search for candidates to reallocate key positions

- Well-directed preparation on adoption of following job

HCM Processes - Performance Management

- Define objective setting between enterprise and employees

- Evaluate benefit of employees → Feedback

→ Have goals been achieved?

- Supervise operative goals of employees

- Adjust bonuses

- Goal: higher motivation and better benefits

- The assessment form consists of different elements

  - Forms e.g., 360° feedback, additional appraiser, documented 1:1s, (skip-level meetings)
  - Criteria groups
  - Criteria
  - Qualifications
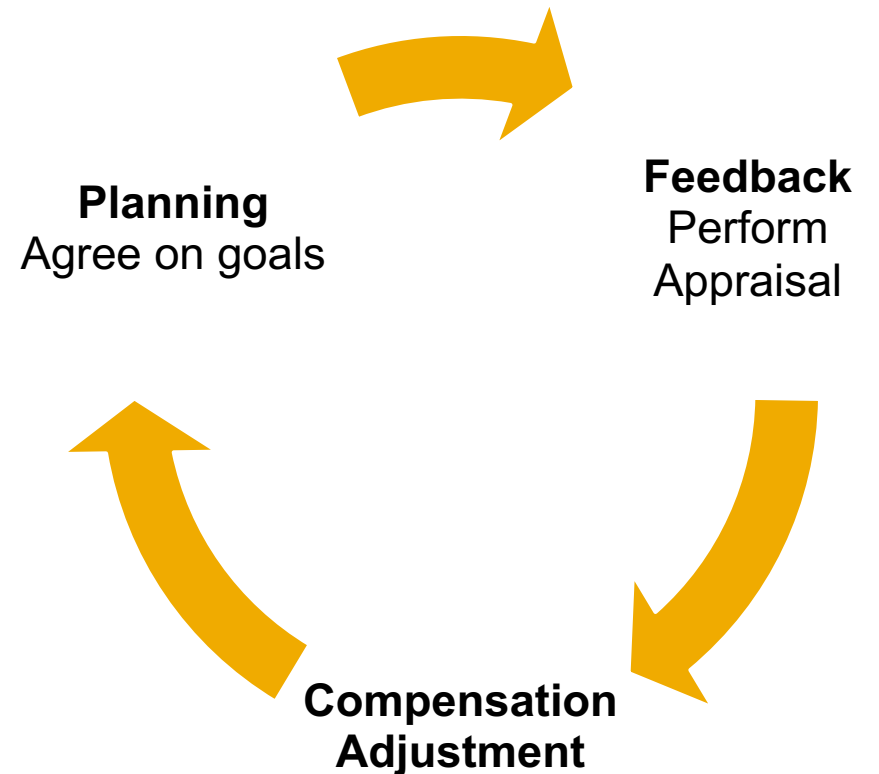
Planning
Agree on goals

Feedback
Perform
Appraisal

**Compensation
Adjustment**

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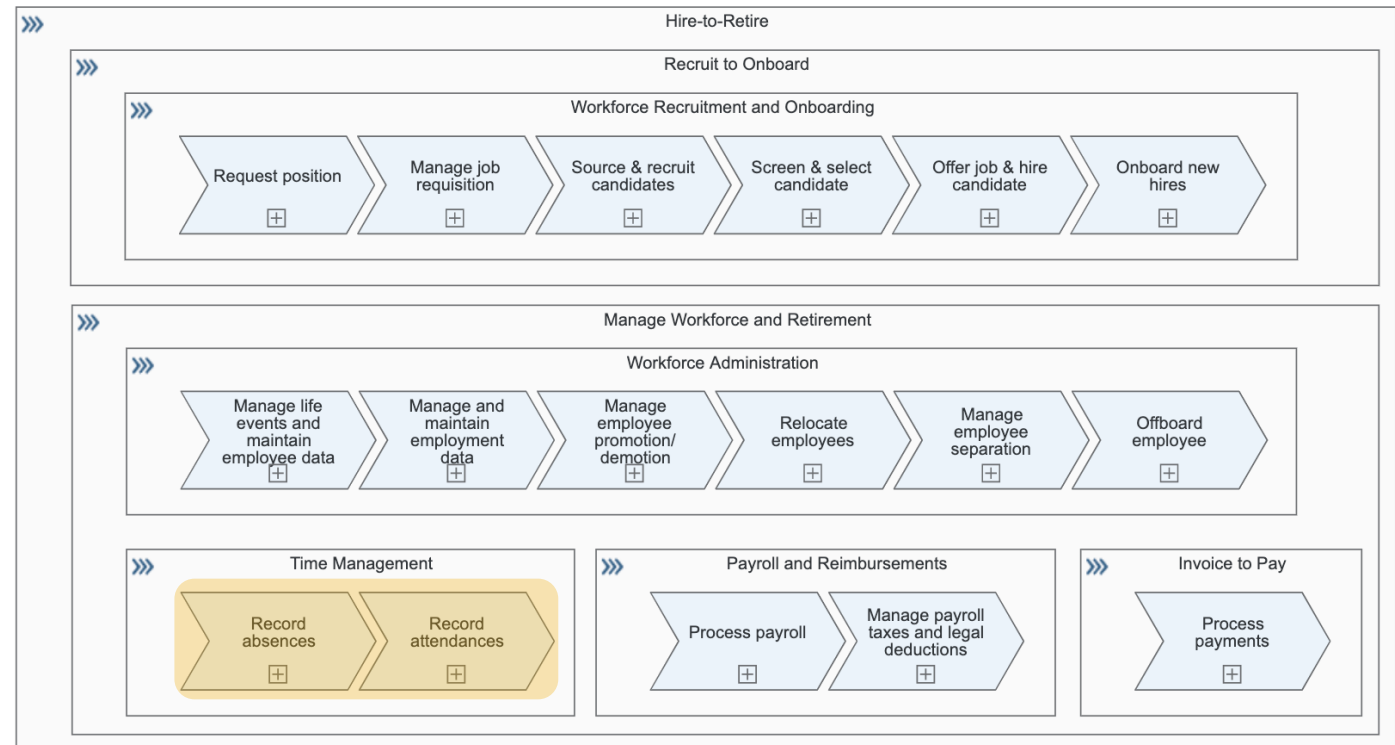
HCM Processes – Time Management

- Book days off
  - Supervisor and HR approval required
    - Vacation (20 days required by law, additional days optional, expiry of vacation days, unpaid vacation, special vacation)
    - Maternity leave
    - Lead times and agreements may be necessary
  - Illness (for information only, proof from three days)
  - Production planning, maintaining team calendars and out-of-office

- Record attendance
  - Temporary workers (hourly wage earners) vs. trust-based working hours
  - Insurance coverage and obligation to provide proof
  - Home office regulations

- Part-time individualizes the process further

Antragsübersicht

| 📅 Kalender | ≡ Positionen (5) |

Abwesenheitsart	Gültigkeit	Status
Mental Health Tag	27.04.2021	genehmigt
Urlaub	29.03.2021 – 01.04.2021	genehmigt
Urlaub	21.12.2020 – 04.01.2021	genehmigt
Krankheit	10.10.2020 – 06.11.2020	genehmigt
Urlaub	27.07.2020 – 07.08.2020	genehmigt

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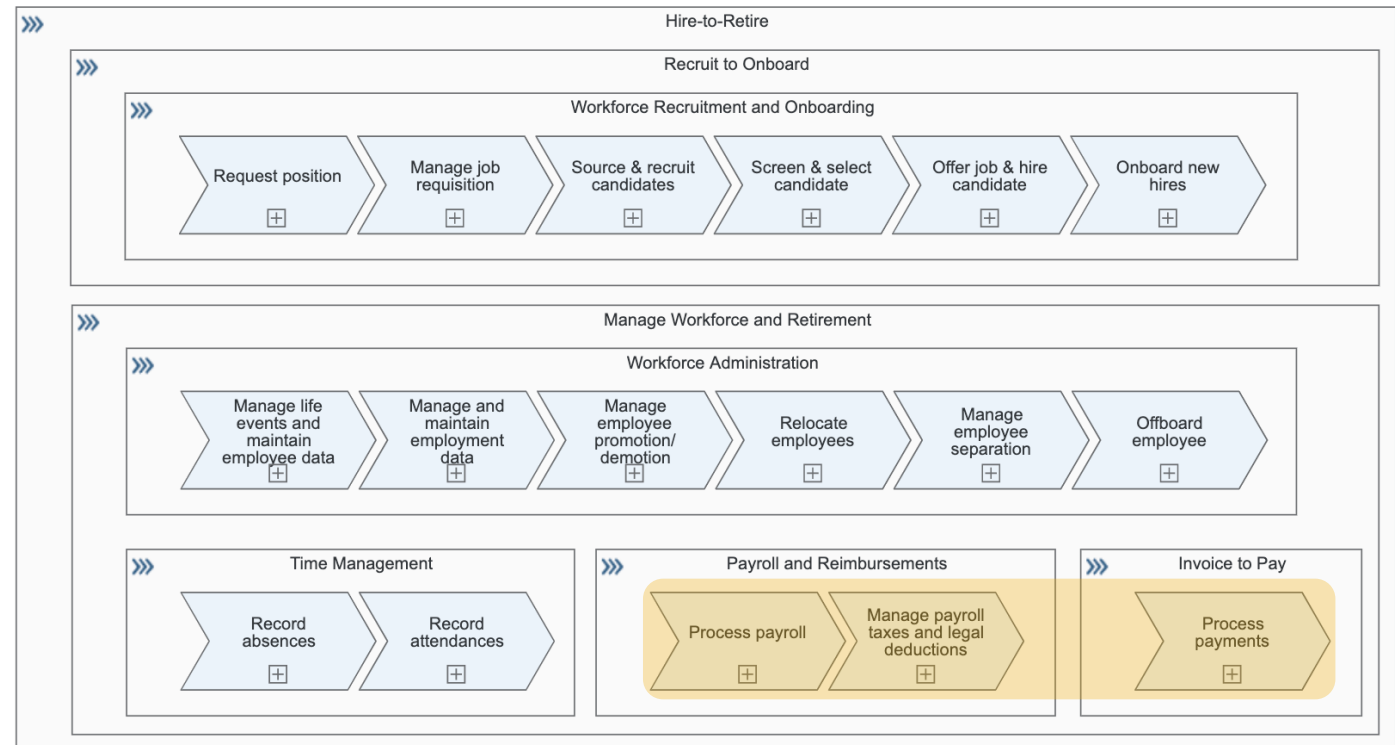
HCM Processes - Payroll

- Interaction of personnel data and accounting
- Payroll accounting is very individual (per employee (e.g. part-time, children, illness), region, changing laws, employer and employee shares)
- **Basic pay (Basisbezüge)**
  - Monthly salary, one-off and annual payments
  - Non-cash benefits (company car, lunch, share programs,...)
- **Statutory deductions (Gesetzliche Abzüge)**
  - Income tax, solidarity surcharge and social security
  - Deduction of monetary benefits (only necessary for taxation)
  - Observe individual allowances and maximum limits
- **Payments (Zahlungen)**
  - Private account and other accounts such as building societies
  - Operating accounts for capital-forming shares
- Subsequent settlements from previous months
- Basis for the annual transmission to the tax office

| Lohnart		Kennzeichen*
Basisbezüge:		
0003	Monatsgehalt	L S G
/409	LSt pausch. AN	G
/40D	SolZ pausch.AN	G
/425	PKW-Wert gw.Vorteil	L S G
/426	PKW-KM gw.Vorteil	L S G
/57A	Vermögensb.AG-Anteil	L S G
6303	Basis Verst. Essen Vorm.	G
99BB	SM RE Bonus vorher. Jahr	E L S G
99SR	AG OwnSAP Zuschuss	L S G
/10E	Gesamtbrutto (EBeschV)	G
Gesetzliche Abzüge:		
LSTE	Lohnsteuer, EZ	
LSTM	Lohnsteuer, mj.	
LSTL	Lohnsteuer, lfd.	
SLZE	Solidaritätszuschlag, EZ	
SLZM	Solidaritätszuschlag, mj.	
SLZL	Solidaritätszuschlag, lfd.	
RANL	Rentenversicherung, lfd.	
AANL	Arbeitslosenvers., lfd.	
Netto:		
/55E	Gesetzl. Netto (EBeschV)	
Sonstige Be- und Abzüge:		
6303	Basis Verst. Essen Vorm.	
/425	PKW-Wert gw.Vorteil	
/426	PKW-KM gw.Vorteil	
0721	Nettoabzug Firmenwagen	
99SE	AN OwnSAP Kauf	
99ST	AG OwnSAP Abzug	
Y58B	VB Bausparen	
KVBZ	Abgef. Beitrag freiw. KV	
PVFB	Abgef. Beitrag freiw. PV	
KVZA	AG-Zuschuss KV	
PVZA	AG-Zuschuss PV	
/552	Nachverrechnung aus Vorm.	
Zahlungen:		
VB Überweisung Aachener Bausparkasse AG		
Überweisung ING DiBa AG		
MAV/AZK:		
kumulierte Werte MAV	AZK Entnahme Vormo.	

*Kennzeichen: (E)inmalzahlung, (L)ohnsteuerpflichtig, (S)ozialversicherungspflichtig, (G)esamtbrutto, Bescheinigung nach §108 Absatz 3 Satz 1 GewO

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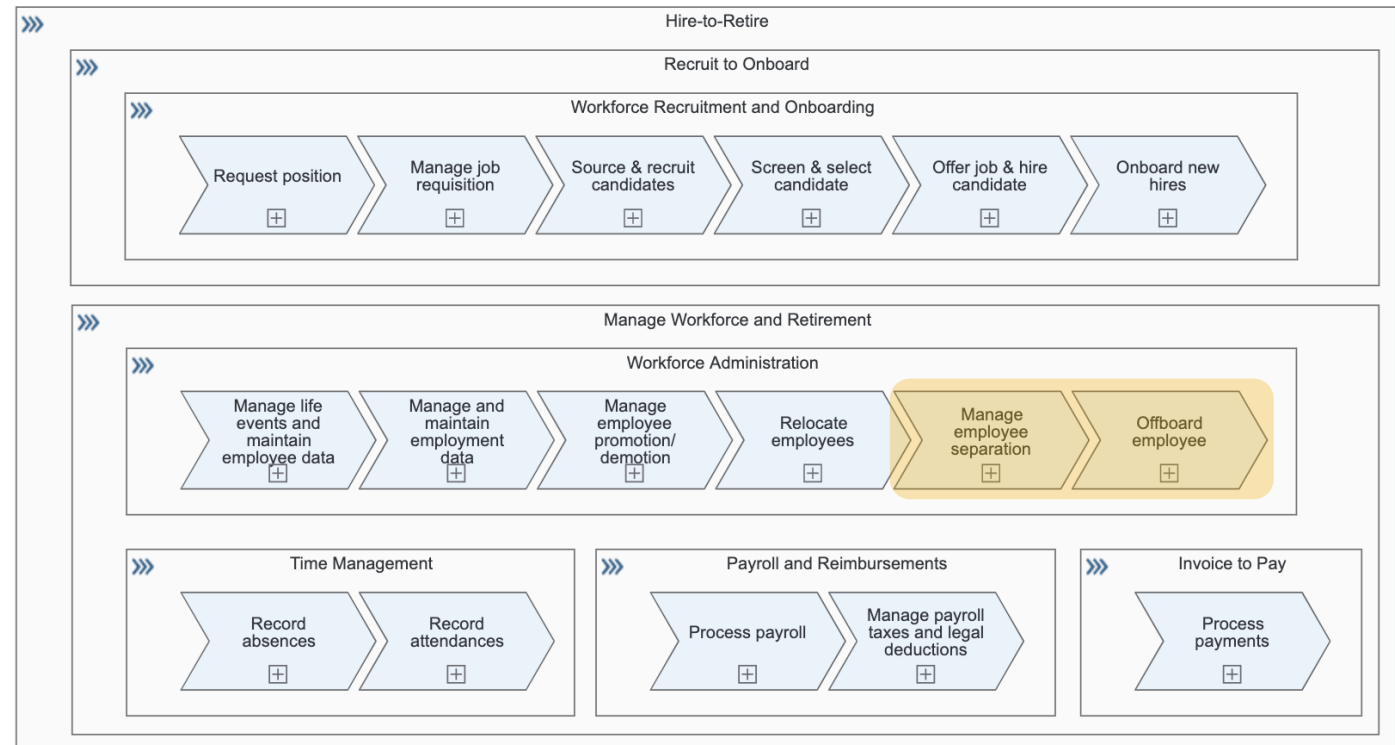
HCM Processes - Offboarding

- **Both employer and employee can terminate the contractual relationship**
  - Reasons: voluntary, retirement, restructuring, operational,...
  - But even fixed-term employment or temporary work ends at some point

- **Offboarding of employee**
  - Creation of job references
  - "Routing slips" for returns and batch jobs to block access
  - Change of employee group to "Former"
  - The data will only be deleted after a retention period
  - Replacement: Create a position/headcount
  - Despite deadlines, an immediate lockout may be necessary

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- HCM Master Data

- **HCM Processes**
  - Organizational Management
  - Recruitment
  - Personnel Administration
  - Personnel Development
  - Talent Management
  - Performance Management
  - Time Management
  - Payroll
  - Offboarding
  - **Employee and Manager Self Services (ESS/MSS)**

- SAP SuccessFactors and SAP S/4HANA

Employee Self-Service (ESS)

- Web-based user interface for employees
- Enables the time and location independent maintenance of personal data
- Provides access to several administrative functions, which usually are taking care of by other departments

- Employees can do following activities by ESS:
  - Submitting travel expenses
  - Browsing the employee directory
  - Displaying the calendar
  - Updating of personal data
  - Applying for employer benefits
  - Documenting of working hours
  - Updating of bank data
  - Register for training courses

Direkter Zugang zu Self Services

All in one place: /go/ess

Mehr Informationen zu den aufgeführten Themen finden Sie unter Me@SAP.
Brauchen Sie weitere Hilfe? Kontaktieren Sie HRdirect.

Quicklink: /go/ess

Meine Arbeitszeit (Generelles)

- Urlaub beantragen/stornieren
- Erkrankung melden
- Erkrankung des Kindes melden
- Einträge in Staffing-Listen, Zeiterfassung und Reisen
- Höchstarbeitszeit erfassen
- Zeiterfassung für Stundenlöhner
- Um externe und interne Projekte zu erfassen, logge dich ins ISP ein und rufe die Transaktion CATSXT / CAT2 direkt auf. Bei technischen Problemen, öffne bitte ein ITdirect ticket unter der Komponente IMAS_ACT.

Meine Arbeitszeit (Spezielles)

- Elternzeit beantragen
- Übertragung von Elternzeit beantragen
- Sonderurlaub für Heirat/Geburt eines Kindes
- Pflegeauszeit beantragen
- Vergütung für Rufbereitschaft beantragen
  Bitte nutze den Internet Explorer für dieses Tool
- Wochenenddienst erfassen
- Freizeitausgleich beantragen

Meine Arbeitsereignisse

- Neuen Job suchen
- Umzugskostenerstattung beantragen (mit eigenem Hausstand)
- Umzugskostenerstattung beantragen (ohne eigenem Hausstand)
- Nebentätigkeit melden
- Inventur von SAP Equipment
- Inventur meiner Software

Mein Geld

- Erfassung der Fahrten zwischen Wohnung und Arbeitsstätte nach der 0,002% Regel
- MAV / AZK - Umwandlung von Zusatzvergütungen
- MAV / AZK - Umwandlung von laufenden Bezügen
- UAV - Jährliche Wahl
- Meine Gehaltsabrechnung ansehen
- Löschen des Cache
- EquatePlus account (SMP/SOP)

Meine Daten

- Success Map
- Meinen Standort im SAP People@SAP aktualisieren (only in English)
- Meine Anschrift ändern
- Meinen Notfallkontakt aktualisieren
- Meine Bankverbindung aktualisieren
- Bescheinigung anfordern
- Meine Kenntnisse und Qualifikationen pflegen

Meine Einkäufe

- Visitenkarten beantragen
- Einkaufen (Ariba Guided Buying)

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Manager Self-Service (MSS)

- Central web-based access point for managers
- MSS uses the backend systems of the human resources and finance departments and supports the management with enterprise-wide relevant information
- The self-service tools automate paper-based processes, e.g., inquiries regarding master data changes or performance assessments

- Managers can do following activities by MSS:
  - Gaining information
  - Hiring employees
  - Carrying out compensation planning
  - Controlling costs
  - Manage the budget and human resource planning
  - Change personal data

- The "four-eyes principle" often applies (further approval from, e.g., superiors, HR, board of directors)

Agenda

- HCM Organizational Structure

- HCM Master Data

- HCM Processes
  - Organizational Management
  - Recruitment
  - Personnel Administration
  - Personnel Development
  - Talent Management
  - Performance Management
  - Time Management
  - Payroll
  - Offboarding
  - Employee and Manager Self Services (ESS/MSS)

- **SAP SuccessFactors and SAP S/4HANA**
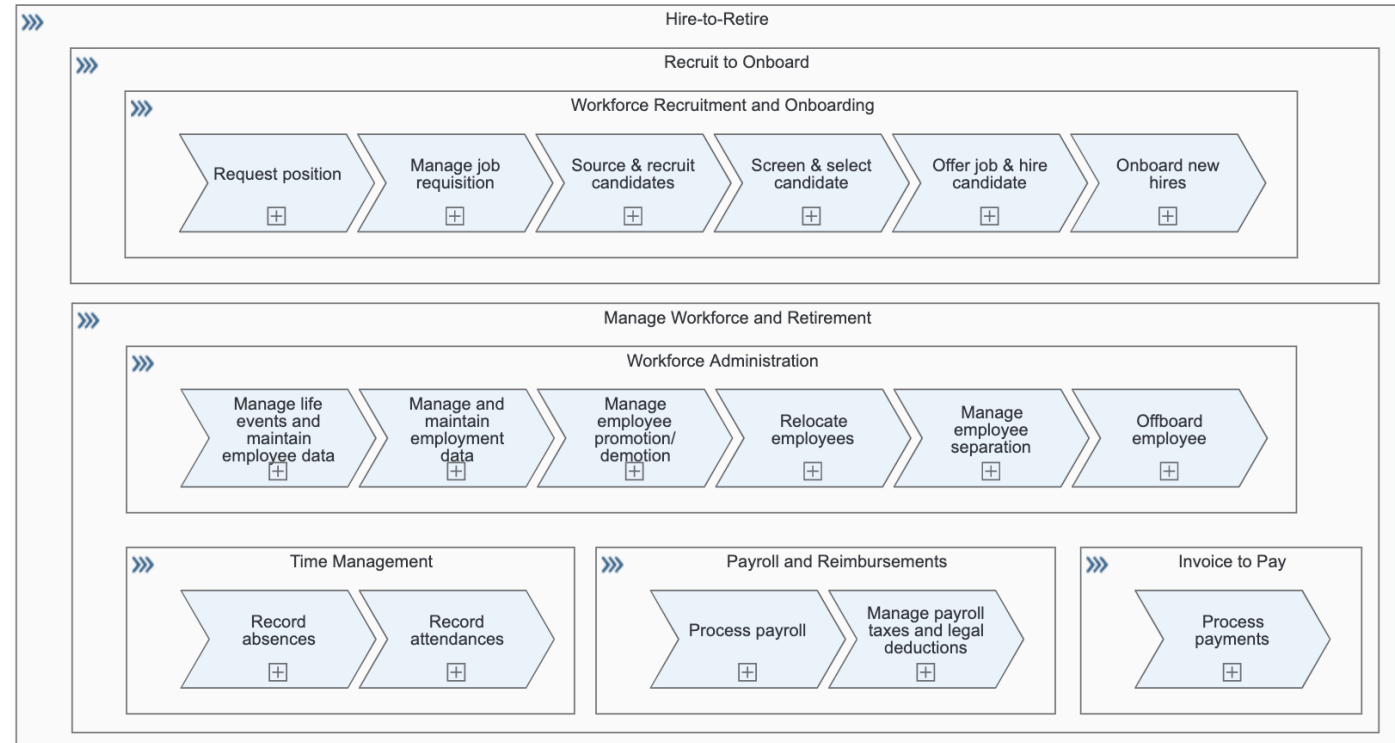
SAP SuccessFactors and SAP S/4HANA

- SAP SuccessFactors is the next HCM generation:
  - Acquired 2011
  - Suite in the public cloud

- Can be integrated with SAP S/4HANA

- SAP S/4HANA customers can continue to use SAP ERP HCM in the on-premise version

SAP SuccessFactors ♡
- Employee Central
- Payroll

Employee Data

Organization/Cost Center Assignment

Business Technology Platform

Payroll Postings

Cost Center Data

Employee Availability Information
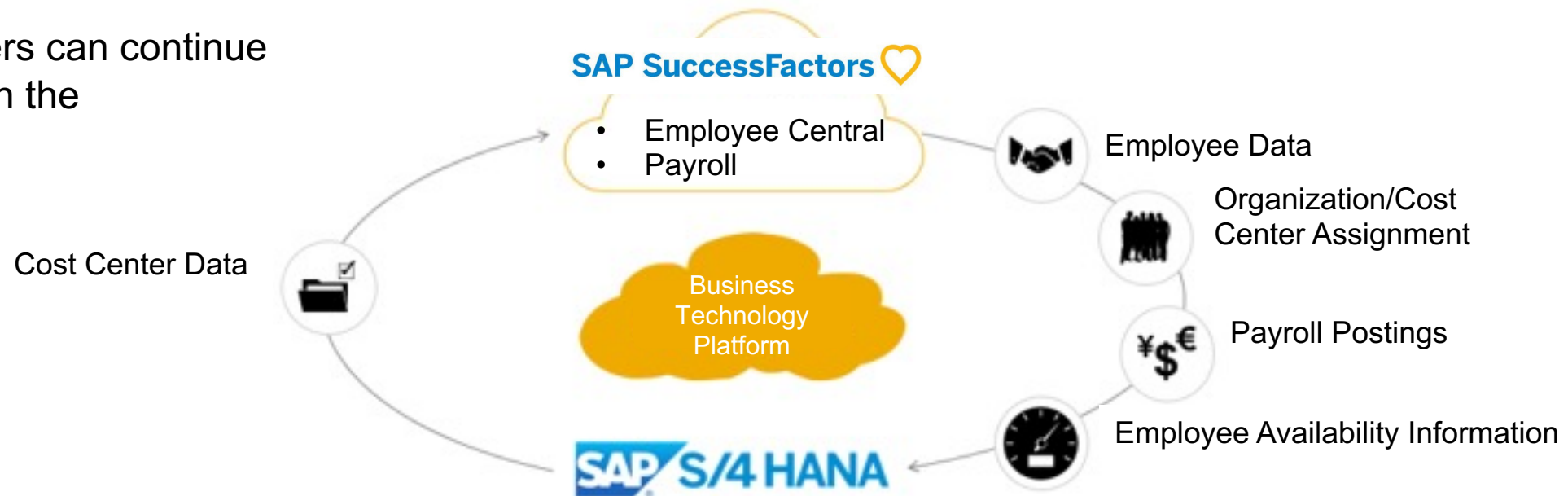
SAP S/4 HANA

SAP SuccessFactors and SAP S/4HANA

- SAP Success Factors forms the new HR management in S/4HANA and is intended to replace the ERP HCM as a cloud solution in the future. The functions are structured in combinable modules:

HR Core Functions

- Organizational management
- People and transactions
- Shared services for human resources
- Management of external employees
- Global Employer Benefits

Learning and Development

- Learning
- Personnel development and successor planning

Performance and Compensation

- Payroll
- Performance and target agreements
- Compensation

Recruiting and Onboarding

- Recruiting
- Onboarding
- Electronic signature

Time and Attendance Management

- Timesheets
- Working time measurement
- Workforce planning

Personnel planning and analysis

- Personnel analyses
- Workforce planning
- Digital decision-maker portal

Advantages of SAP SuccessFactors

- The cloud solution offers high security standards
  - Similar to military or banks

- Data can be called up at any time using a browser

- Upgrades every 3 months

- Simple administration
  - Training videos & numerous wizards

- Improved User Experience

- Customer-friendly because pay-per-use

- Scalable according to user, system performance and customer-specific processes

- Integration into all existing SAP applications

- Always up-to-date compliance requirements

- Proven process design instead of complicated processes

- Rapid implementation

Disadvantages of SAP SuccessFactors

- **... of cloud-based services in the SAP environment**

  - External management of personnel data
  - Scepticism of HR departments due to possible data theft (despite high security measures)
  - In particular, personal data (of talent management) is highly sensitive for companies (*but not critical*)

- **... of SaaS applications in the SAP environment**

  - Often less customization (in-house development)
  - Little or no customizing options
  - Existing customer-owned on-premise solutions can no longer be used in SaaS applications
  - (Lower data transfer speed than on-premise solutions)

Summary

- The organizational structure in human resources consists of the organizational structure, personnel structure and enterprise structure

- Employee master data consists of a unique personnel number and infotypes (collections of data fields) that describe the individual employee

- In addition to the administration of employee data, the processes in human resources include the hiring of new employees, development of the same, time management, payroll and leaving the company

- Self services support employees and managers with regular inquiries and thus automate parts of human resources

- SAP SuccessFactors is a separate cloud solution for human resources, which is integrated with the ERP