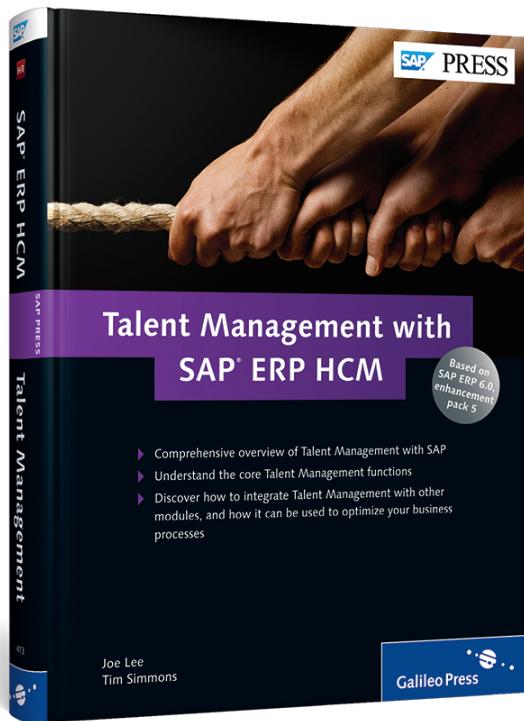


Joe Lee and Tim Simmons

Talent Management with SAP® ERP HCM



Galileo Press®

Bonn • Boston

Contents at a Glance

1	Introduction	15
2	Talent Management Overview	25
3	Foundations of Talent Management	39
4	How SAP Defines Talent Management	103
5	Induction Phase	181
6	Assessment Phase	227
7	Competency Phase	249
8	Progression Phase	273
9	Technical Considerations	325
10	Best Practices and Lessons Learned	349
11	Talent Management Resources	359

Contents

Acknowledgments	13
1 Introduction	15
1.1 Target Audience	16
1.1.1 HR Managers	16
1.1.2 HR Administrators	17
1.1.3 IT Managers	19
1.1.4 Talent Personnel	19
1.1.5 Implementation Leaders	20
1.2 Book Layout	20
1.3 Summary	23
2 Talent Management Overview	25
2.1 Background	25
2.1.1 Key to Success	27
2.1.2 Ownership of Talent Management	28
2.1.3 Talent Management Maturity Model	30
2.1.4 Employee Engagement and Its Relationship to Talent Management	31
2.2 Trends	32
2.2.1 Organizational Trends	32
2.2.2 Technological Trends	34
2.3 Drivers	35
2.3.1 Labor Force Demographics	35
2.3.2 Skills Gap	35
2.3.3 Global/Mobile Talent Market	36
2.3.4 Employees' Expectation Shift	36
2.4 Summary	37
3 Foundations of Talent Management	39
3.1 Organizational Management	39
3.1.1 Object-Oriented Design	41

3.1.2	Organizational Plan	41
3.1.3	Staff Assignments	42
3.1.4	Organizational Units	43
3.1.5	Creating Organizational Units	46
3.1.6	Positions	48
3.1.7	Chief Positions	53
3.1.8	Person	53
3.1.9	Organizational Management Summary	55
3.2	Personnel Administration	57
3.2.1	Company Code	58
3.2.2	Personnel Area	58
3.2.3	Personnel Subarea	59
3.2.4	Employee Group	60
3.2.5	Employee Subgroup	61
3.3	SAP Job Architecture	63
3.3.1	Functional Area	64
3.3.2	Job Family	67
3.3.3	Jobs	73
3.3.4	Position	80
3.3.5	The Importance of SAP Job Architecture	80
3.4	Qualifications Catalog	81
3.4.1	Organizational Competencies	82
3.4.2	Individual Competencies	82
3.4.3	SAP ERP HCM Qualifications Catalog	82
3.5	Summary	101

4 How SAP Defines Talent Management 103

4.1	SAP E-Recruiting	104
4.1.1	E-Recruiting Process	105
4.1.2	Integration Points	115
4.2	SAP ERP HCM Performance Management	117
4.2.1	Predefined versus Flexible Solutions	118
4.2.2	Performance Management Process	123
4.2.3	Integration Points	131
4.3	SAP ERP HCM Learning Solution	133
4.3.1	Learning Solution Process	136
4.3.2	Integration Points	151
4.4	SAP ERP HCM Enterprise Compensation Management	152

4.4.1	Enterprise Compensation Process	154
4.4.2	Integration Points	166
4.5	SAP ERP HCM Talent Development and Succession Planning	167
4.5.1	Talent Development Process	168
4.5.2	Integration Points	176
4.6	Summary	177
4.6.1	E-Recruiting	177
4.6.2	Performance Management	178
4.6.3	Learning Solution	178
4.6.4	Enterprise Compensation Management	179
4.6.5	Talent Development and Succession Planning	179
5	Induction Phase	181
5.1	Workforce Planning	182
5.2	Position Management	184
5.2.1	Position Management Tools	185
5.2.2	Why Is Position Management Important?	186
5.2.3	The Cost of Unfilled Positions	186
5.2.4	Position Management in SAP	187
5.3	E-Recruiting	193
5.3.1	Requisition	194
5.3.2	Source	203
5.3.3	Screen	208
5.3.4	Interview	211
5.3.5	Hire	213
5.4	Talent Profile	216
5.4.1	Talent Profile for Employees	217
5.4.2	Talent Profile for Managers and Talent Management Specialists	221
5.5	Summary	225
6	Assessment Phase	227
6.1	SAP ERP HCM Performance Management: Objective Setting	228
6.1.1	Prepare	228
6.1.2	Planning	228
6.2	Talent Assessment	235
6.2.1	Potential	237

6.2.2	Risks	238
6.2.3	Competencies	238
6.2.4	Derailers	239
6.2.5	Talent Groups	240
6.3	SAP ERP HCM Performance Management: Mid-Year Review	241
6.3.1	Manager	241
6.3.2	Employee	244
6.4	Summary	247

7 Competency Phase 249

7.1	SAP ERP HCM Learning Solution	249
7.1.1	Content	249
7.1.2	Catalog	253
7.1.3	Profile	254
7.1.4	Schedule	258
7.1.5	Participation	261
7.1.6	Close-Out	265
7.2	Summary	270

8 Progression Phase 273

8.1	SAP ERP HCM Performance Management: Year-End Review	273
8.1.1	Complete Self-Assessment	275
8.1.2	Complete Year-End Assessment	278
8.2	SAP ERP HCM Enterprise Compensation Management	281
8.2.1	Budgeting Process	281
8.2.2	Review Process	284
8.2.3	Controlling Process	287
8.2.4	Approval Process	289
8.3	Talent Review Meeting	290
8.3.1	Creating, Planning, and Preparing the Talent Review Meeting	291
8.3.2	Conducting the Talent Review Meeting	296
8.3.3	Talent Groups	299
8.4	Succession Planning	300
8.4.1	STVN SuccessionPlanning	300

8.4.2	Comparing STVN SuccessionPlanning and SAP Functionality	303
8.4.3	Status Handling	304
8.4.4	Successor Pools	304
8.4.5	Bench Strength	305
8.4.6	Talent Identification	306
8.4.7	Assigning Successors	307
8.4.8	Wizards and Comparison	314
8.4.9	Reporting and Analytics	315
8.5	Talent Development	319
8.5.1	Creating the Development Plan	319
8.5.2	Tracking and Maintaining the Development Plan	322
8.6	Summary	323

9 Technical Considerations 325

9.1	Technical Architecture	325
9.1.1	SAP E-Recruiting	326
9.1.2	Performance Management	327
9.1.3	Learning Solution	328
9.1.4	Enterprise Compensation Management	328
9.1.5	Talent Development	329
9.1.6	Succession Management	329
9.2	User Interfaces	329
9.2.1	SAP NetWeaver Portal	331
9.2.2	SAP NetWeaver Business Client	331
9.3	Web Dynpro for ABAP	332
9.3.1	Architecture	333
9.3.2	Configuration	337
9.3.3	Developing with Web Dynpro for ABAP	339
9.4	Business Add-Ins	342
9.5	STVN Technical Requirements	346
9.6	Summary	348

10 Best Practices and Lessons Learned 349

10.1	Implementation Considerations	350
10.2	Staffing	351

10.3 Change Management	352
10.3.1 Change Management on Closer Inspection	353
10.3.2 Change Management Strategy	354
10.4 Summary	357
11 Talent Management Resources	359
11.1 On-Premise and Cloud-Based Talent Management Solutions from SAP	359
11.1.1 SAP Roadmap	360
11.1.2 Advantages and Disadvantages	361
11.1.3 The Future	363
11.2 Mobile Solutions	363
11.3 SAP Resources	365
11.3.1 SAP Service Marketplace	365
11.3.2 SAP Community Network	367
11.4 HR Expert	368
11.5 Conferences	369
11.5.1 SAP HR Conference	370
11.5.2 SAPPHIRE	370
11.6 SAP User Groups	370
11.7 Social Media	371
11.7.1 LinkedIn	371
11.7.2 XING	372
11.7.3 Facebook, Google+, and Twitter	372
11.8 Summary	373
Appendices	375
A Bibliography	375
B The Authors	377
Index	379

Organizations must have a process for identifying, acquiring, developing, and retaining their employees, which makes establishing workforce plans that align with the business strategies a necessity. This is all encompassed in the induction phase. After new employees are hired, they can maintain their talent profile in preparation for the development phase.

5 Induction Phase

Now that you have a deeper understanding of the Talent Management modules from both an EhP 5 and basic integration perspective, let's explore the integration of the Talent Management modules in further detail as we walk through a year in the life of an employee from an SAP perspective. The first of four phases, the *induction phase*, involves creating the new position in SAP and ensuring that the proper qualifications have been assigned.

As soon as the new position has been entered into the SAP system and is available to be filled, either the recruiter or hiring manager enters a new requisition into the system. The candidate then applies for this position, is screened by a recruiter through various activities, and then interviewed and eventually hired—all via the SAP E-Recruiting module (which we'll refer to as simply E-Recruiting).

After the candidate becomes an employee, his journey with the new company continues when he starts maintaining his talent profile. This includes current and previous education, work experience, and career goals. Required qualifications can be viewed in the talent profile, so that the new employee can develop to become qualified for his next position in the company.

However, before we can talk about getting the new position into SAP, we need to first discuss the workforce planning process, which enables organizations to do the following:

- ▶ Develop a strategy for allocating resources to meet its staffing goals.
- ▶ Prepare a framework for the growth and progress of the organization.
- ▶ Proactively anticipate the workforce needs of the company.
- ▶ Create a foundation for making strategic business decisions.

Planning for HR needs is one of the greatest challenges facing managers and leaders. To meet this challenge, a uniform workforce planning process that provides a disciplined approach for matching HR with the anticipated needs of the organization is essential.

5.1 Workforce Planning

Workforce planning refers to the method of ensuring that an organization has access to talent and the necessary tools for success. It's a process designed to anticipate and integrate the HR response to an organization's strategic plan. Simply put, workforce planning is the process of placing the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

Workforce planning is a fluid process that typically takes place on an annual, quarterly, and ongoing basis. Moreover, many companies have created their own processes and terminology for workforce planning, but they are all very much alike and include the following key components:

- ▶ Present workforce competency analysis
- ▶ Identification of future required competencies
- ▶ Comparison of current and future workforce needs to identify competency gaps and surpluses
- ▶ Execution of a plan to build the workforce required in the future
- ▶ Evaluation processes to ensure that objectives are being met

Workforce planning is also an endeavor for developing information that can help an organization make decisions for both the short and long term, yet allow for flexibility in an ever-changing environment. The plan is intended to help provide solutions to staffing issues that are related to position movement into, around, and out of an organization.

Workforce planning is also a management framework that ties HR decisions to the strategic plan of the organization. It provides managers with a framework for making staffing decisions based on an organization's mission, strategic plan, budgetary resources, and a set of desired workforce competencies. Managers can develop a better understanding of the areas of the organization's workforce that need to be

strengthened. This step is the key element in the workforce planning process, and it involves asking questions such as the following:

- ▶ Is the organization aligned with strategic business goals?
- ▶ Are there certain parts of the organization that experience higher turnover than others?
- ▶ What is the right organizational structure?
- ▶ Can the organization identify the factors that contribute to turnover?
- ▶ Have the skill sets within certain parts of the organization been reduced due to turnover?

Answering these questions helps organizations identify competencies needed in the workforce and determine how recruiting, developing, and training employees can build the workforce of the future.

Workplace planning is of paramount importance because organizations need to ensure they have adequate resources to help fulfill their strategic goals. Because all employers compete for employees from the same labor pool, workforce planning is critical for attracting and retaining the talent required to serve the needs of the organization.

Workforce planning has become increasingly important to organizations over the past several years in large part due to increased retirements, as well as retention and restructuring strategies.

Several relatively recent trends illustrate the importance of workforce planning:

- ▶ Aging of the population
- ▶ Baby boomers redefining the age of retirement
- ▶ Technology trends that are changing the HR function
- ▶ Unprecedented growth of job candidates with advanced educational degrees

A key consideration of workforce planning is the benefit it has to managers. Workforce planning provides managers with a solid foundation for making HR decisions. It allows them to anticipate change and provides them with the means for addressing present and future workforce issues.

Some components of workforce planning, such as workforce demographics, retirement projections, and succession planning, are already familiar to managers.

Workforce planning provides transparency and allows managers to better plan by providing more information on changes to be anticipated, the competencies needed within the organization, and key positions that may need to be filled.

Because planning for human capital needs is one of the greatest challenges facing managers and leaders, a uniform process that provides a disciplined approach for matching HR with the anticipated needs of the organization is critical. A workforce plan is a fundamental planning tool important to quality performance; it contributes to the achievement of organizational strategic objectives by providing a basis for justifying budget allocations and workload staffing levels.

An important aspect of workforce planning is position management, which helps organizations ensure that they have adequate resources to help fulfill their strategic goals.

5.2 Position Management

To support an organization's strategic objectives, hiring managers should adhere to position management guidelines that ensure the workforce plan is considered when evaluating vacated positions. Some examples of position management guideline considerations include (but aren't limited to) the following:

- ▶ What work needs to be completed?
- ▶ Does the position description accurately reflect currently assigned responsibilities?
- ▶ Is the vacant position considered a critical position?
- ▶ Can the responsibilities be redistributed across the rest of the remaining team members?

Only after these guidelines have been considered should the hiring manager (in consultation with the supervisor and HR specialist) make an informed decision on whether the vacancy should be filled.

At a high level, position management is the continuous and systematic process for determining the number of positions needed, the skill and knowledge requirements of those positions, and the organizational grouping of positions to carry out the work done during the workforce planning process.

Position management is a significant aspect of each manager's personnel management responsibility. To be effective at position management, a conscious effort needs to be made to organize and assign the work in the most efficient and economical way. Each organization should review its position management methods and processes periodically in an effort to make continuous improvements. These reviews should be initiated by upper management to be deemed effective.

5.2.1 Position Management Tools

Like any discipline, position management has tools designed to improve position management methods and processes. To this end, there are established guidelines that use common "symptoms" to help managers diagnose problems. Some examples of these "symptoms" include (but aren't limited to):

- ▶ **Layering**

This occurs when there are too many levels in the chain of command. This can be corrected by asking questions such as "What is the ratio of supervisors to workers?"

- ▶ **Unnecessary positions**

This sometime occurs when there are "carryovers" from previous operating structures or simply duplicate positions that may not be needed. You can correct this symptom by asking questions such as "Are all administrative assistant positions needed, or can they be shifted, eliminated, or both?"

- ▶ **Inaccurate position descriptions**

This can result in misclassifications, with the incumbents being over-graded or under-graded. Inaccurate position descriptions can be alleviated by periodic review of position descriptions with employees and by rewriting descriptions immediately when changes are required.

- ▶ **Fragmentation**

This is a situation when an organization is needlessly split into many small segments. It requires more supervisors, restricts the development of employees, interferes with communications, and causes over-specialization. This can be corrected by asking questions such as "Are all of these functional areas really necessary?"

Because no two organizations are identical, these types of tools should be used in different combinations to achieve sound position management.

5.2.2 Why Is Position Management Important?

Organizations can gain direct advantages from practicing sound position management, including the following:

- ▶ Work can be done more efficiently.
- ▶ Processes can be streamlined.
- ▶ The organization can be staffed using the available labor market in more effective ways.
- ▶ Employees can use their capabilities to the fullest.
- ▶ Employee engagement can improve.
- ▶ Organizations can provide better career opportunities for their employees.
- ▶ Roadblocks such as high turnover can be reduced.

Although these benefits may not be achieved in every organization, you should gain several such improvements after sound position management methods and processes have been implemented. Finally, if position management is used wisely, organizations can be more effective at adjusting their own positions and organizational structures to meet the needs of the enterprise, realize economies of scale, and attain a competitive advantage.

5.2.3 The Cost of Unfilled Positions

Numerous costs are associated with an unfilled position in any company. Many of these costs are difficult to quantify, but they are very real, nonetheless, and can have a negative impact on the company's bottom line. Several organizations calculate the cost of a hire—some even calculate the cost of a bad hire—but few take the time to calculate the cost of a vacant position. Given the fact that many vacancies often exceed 100 days, these are potentially significant financial impacts. Examples of these impacts include the following:

- ▶ **Product/productivity**
Vacancies in key skill positions can mean that products and projects may need to be dropped altogether.
- ▶ **Employee impacts**
Vacancies may cause overworked employees, which may lower productivity or force the affected employees to resign.

► **Increased management time**

Vacancies often oblige managers to "fill in" for the vacant employee, forcing them to push aside their own responsibilities.

► **Customers**

Excessive vacancies may cause confusion for suppliers and customers regarding whom they can contact, and might send the message that the organization is getting weak or that it doesn't care about them.

► **Competitive advantage**

Vacancies in key positions or a large number of vacancies could lead to hiring too quickly and ultimately weaken the corporate culture.

► **Image/recruiting**

High vacancy rates could send a message to future recruits that the organization isn't able to easily recruit replacements or that no one wants to work there.

► **Out-of-pocket costs**

Vacancies in key positions could lead to having to hire high-cost consultants as "fill-in help," which could mean higher costs (especially if those consultants are billing hourly).

Organizations that take the time to calculate the cost of vacant positions understand the implications. When they realize the potential significant costs involved, these organizations can create a competitive advantage in the marketplace by using mitigation strategies in their position management methods and processes.

5.2.4 Position Management in SAP

Now that the workforce plan has been created and aligned with the strategic plan of the organization, let's begin the process of walking through a year in the life of an employee from an SAP perspective. The first step in this process is to create a new position in SAP and ensure that the proper qualifications have been assigned.

To this end, you'll create a position based on the following SAP Job Architecture example that was used in Chapter 3:

- Functional Area = Human Resources
- Job Family = HR Payroll
- Job = Payroll Administrator

Using the steps outlined in Chapter 3, you can now create the position of PAYROLL MANAGER that will eventually be filled by the new employee. Figure 5.1 shows the BASIC DATA tab of the newly created position.

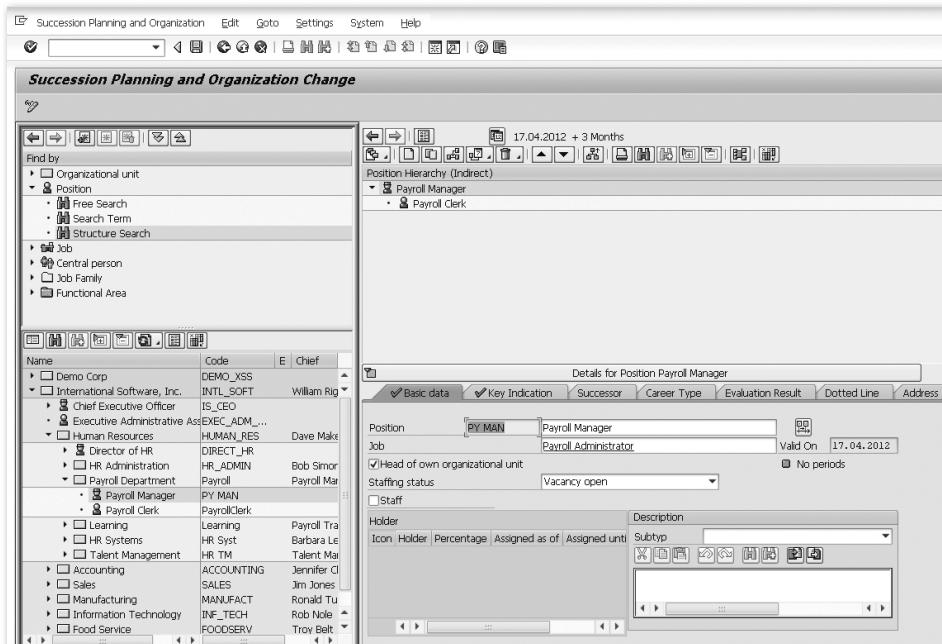


Figure 5.1 Payroll Manager Basic Data

Key Point

There are a handful of frontend (visualization) solutions on the market that allow positions to be created and managed and the organizational structure to be generally managed in a more aesthetically pleasing graphical user interface (GUI). As a result, we're only reviewing the standard SAP transactions for position management.

Now let's establish the relationship between the newly created payroll manager position and the payroll administrator job using Transaction PP01. This will allow the position to inherit the qualifications that have already been assigned to the job within the SAP Job Architecture. Figure 5.2 illustrates the PAYROLL MANAGER position that will be modified.

After you've found the PAYROLL MANAGER position in Transaction PP01, you need to create the relationship to the payroll administrator job. To do this, you highlight

the RELATIONSHIPS row and select the CREATE icon from the menu in the top left-hand side of the screen in Figure 5.3.

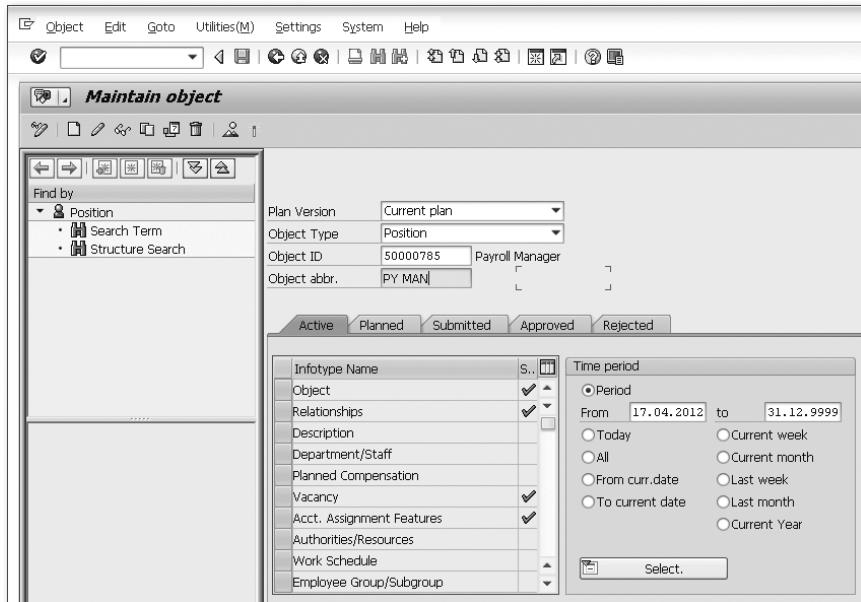


Figure 5.2 Payroll Manager Position in Transaction PP01

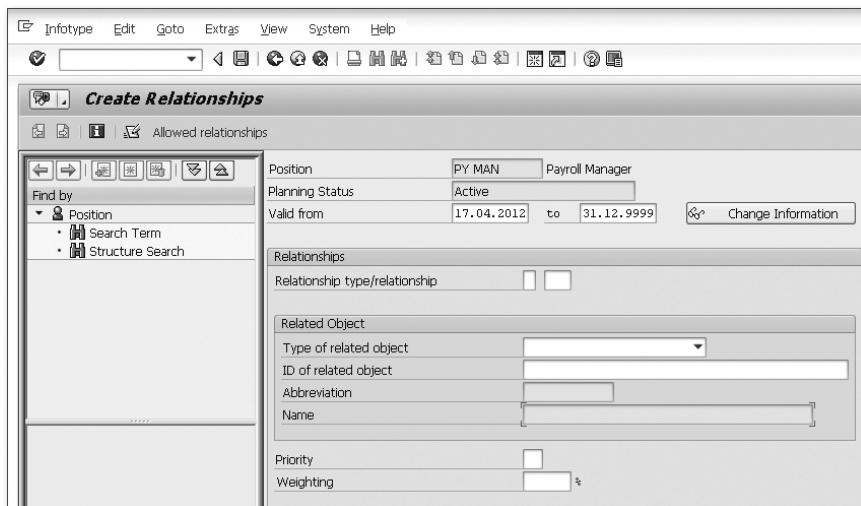


Figure 5.3 Create Relationship Infotype in Transaction PP01

On the new screen that appears, the first piece of information to be defined is the type of relationship you want to create. In this case, you'll create the relationship B|007 (IS DESCRIBED BY). Figure 5.4 illustrates both the number of relationship options and your selection.

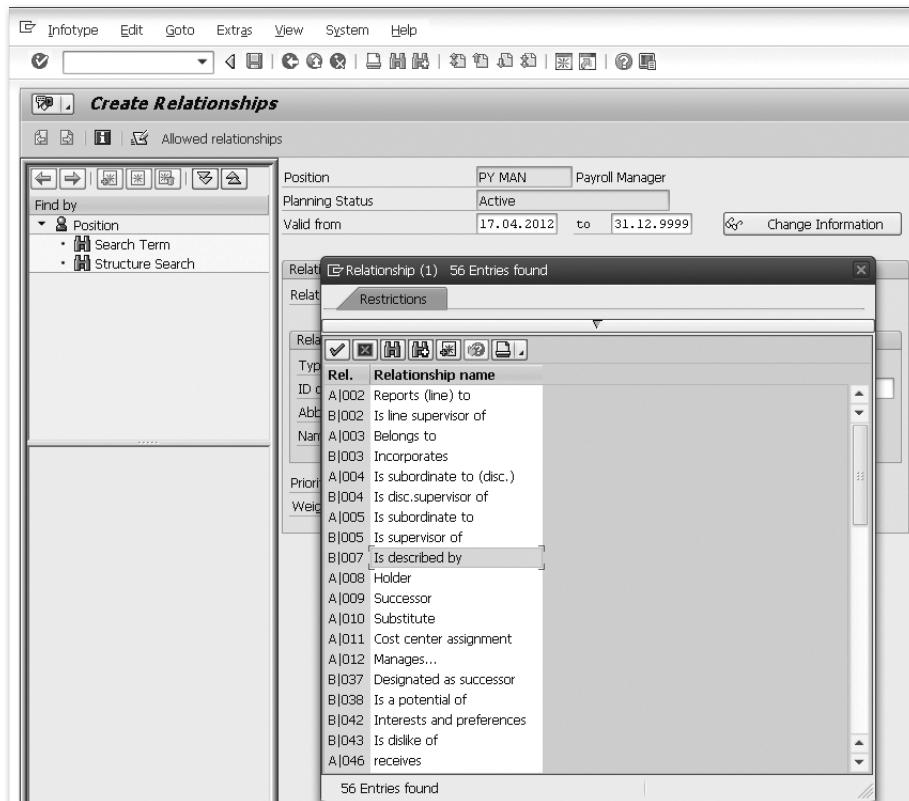


Figure 5.4 Relationship Type B|007 (Is Described By)

You now need to define the type of object that the new payroll manager position needs to be described by. In this case, we want to have the POSITION of PY MAN (PAYROLL MANAGER) described by the job of PAYROLL ADMINISTRATOR (entered in the NAME field), as shown in Figure 5.5.

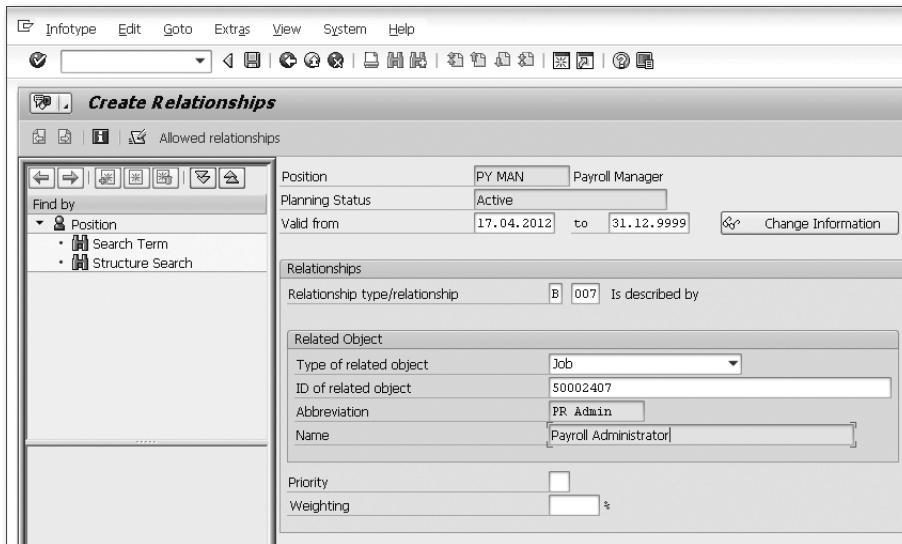


Figure 5.5 Payroll Administrator Job Describes Payroll Manager Position

After the information is saved, you can go to Transaction PPPM to see that the PAYROLL MANAGER position has inherited the qualifications from the payroll administrator job (from Chapter 3), as shown in Figure 5.6.

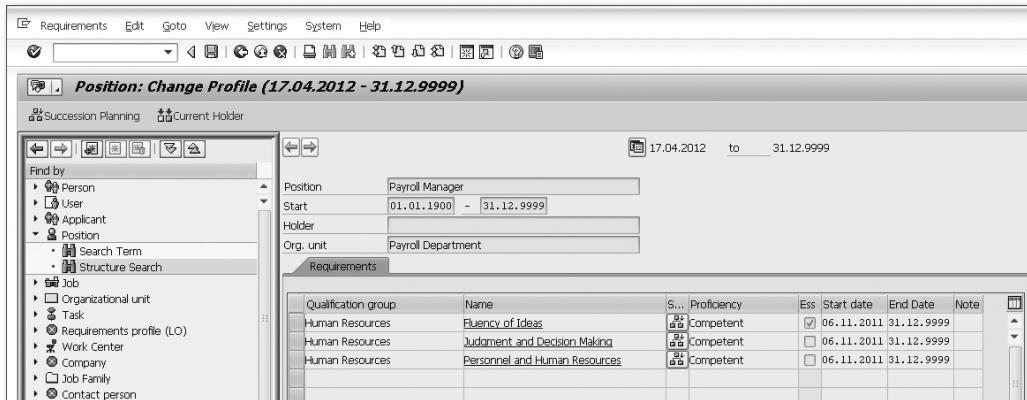


Figure 5.6 Payroll Manager Position Inherits Qualifications of Payroll Administrator Job

The final task within position management in SAP involves indicating whether the position is a "key position." This can be accomplished for individual positions via Transaction HRTMC_PPOM, as well as in STVN SuccessionPlanning. We'll review

Transaction HRTMC_PPOM first. The key position capability for STVN Succession-Planning will be reviewed in more detail in Chapter 8.

The KEY INDICATION tab of the position within Transaction HRTMC_PPOM holds the following fields:

- ▶ NOMINATION STATUS
- ▶ NOM./APPROV. REASON
- ▶ DECIDED BY
- ▶ REJECTION REASON
- ▶ DECIDED BY
- ▶ COMMENT

For the purposes of this exercise, we'll assume that the payroll manager position has been identified and approved as a key position. Figure 5.7 illustrates the information that we've included for the PAYROLL MANAGER position.

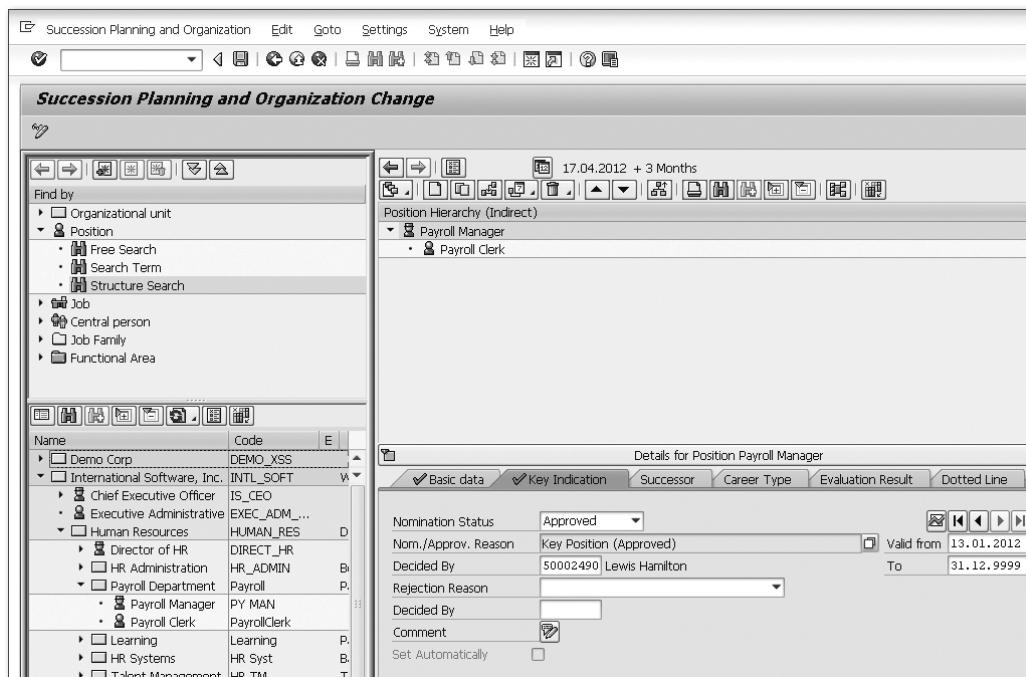


Figure 5.7 Payroll Manager Key Indicator Tab

You can also set a number of key positions in a single transaction by using Transaction SE38 (see Figure 5.8) and running Report RPTMC_SET_KEY_INDICATION.



Figure 5.8 Report RPTMC_SET_KEY_INDICATION

Now that the position has been created and a vacancy has been established, you can use E-Recruiting to find potential candidates to fill the position.

5.3 E-Recruiting

Now that the payroll manager Position has been created in the SAP ERP HCM system, you'll use the E-Recruiting application to begin the process of filling this key position. As mentioned in Chapter 4, E-Recruiting comes with many flexible tools

that can handle high-volume recruiting with efficiency, objectivity, and collaboration from all members involved in the recruiting process. To this end, the recruiting process always begins by creating a requisition with the following assumptions:

- ▶ The position being recruited for has already been approved and created in the SAP ERP HCM system.
- ▶ The position is available in E-Recruiting via ALE from the SAP ERP HCM system. (Refer to Chapter 4 for more information on ALE.)

Key Point

Organizations too often (mistakenly) try to incorporate parts of their workforce planning process into E-Recruiting and contemplate making customizations to the application to help cover up the inefficiencies in their position management process. It may be necessary to analyze how positions are created and approved to avoid costly enhancements to E-Recruiting.

5.3.1 Requisition

Each organization differs in terms of who creates the requisition and how the requisition is created from a process point of view. For the purposes of this book, we'll look at the creation of a requisition from an SAP Best Practice perspective and from the lens of EhP 5.

Manager

With this in mind, let's ask the hiring manager (Dave Maker) to create the requisition using HR HCM Processes and Forms (HCMPF), which leverages the SAP Process Integration (PI) framework via the Manager Self-Service (MSS) functionality in the SAP Enterprise Portal (see Figure 5.9).

First, let's take a moment to talk about HCMPF generally to establish context. The HCMPF framework offers an efficient way to manage cross-role processes involving HR master data. This structure allows organizations to build their own specific processes, irrespective of the data, process flow, and roles.

The HCMPF framework is based on three components:

- ▶ **Table configuration**

This facilitates the implementation of processes without requiring developers to write any code.

► **Adobe Interactive Forms**

This allows for all business roles to be integrated into processes.

► **SAP Business Workflow**

This workflow engine enables improved flexibility.



Figure 5.9 Create Requisition Request in Manager Self-Service

Now let's look at the *standard* requisition form for managers specifically. The main sections of the form include the following:

► **REQUEST TEMPLATE**

Information from a previous requisition can be used as a template, which saves the manager time.

► **BASIC DATA**

Includes REQUISITION TITLE (we'll use "Payroll Manager" in the interest of consistency) and INTEREST GROUP fields. These selections are shown in Figure 5.10.

► **CONTACT PERSON**

Includes the HIRING MANAGER, REQUESTER, and SUPPORT GROUP fields.

► **ORGANIZATIONAL DATA**

Includes POSITION, ORGANIZATIONAL UNIT, and number of positions.

Recruitment Requisition Request

1 Fill Out Form 2 Check and Send 3 Completed

Attachments

Requisition Request
 Service Level Agreement

[Add Attachment](#) [Delete Attachments](#)

Please fill out the following form. You can save data typed into this form.

Basic Data

Requisition Title	Payroll Manager
Interest Group	College/University Graduate

Contact Person If you are not the hiring manager, change the entry here using the dropdown list box.

Hiring Manager	Tim Simmons
Requester	Tim Simmons
Support Group	

Tools | Sign | Comment | [Highlight Existing Fields](#)

Figure 5.10 Basic Data Information

When the manager creates a requisition based on an existing position, he can see all existing positions that are his direct reports, whether the position is vacant, and the name of the existing position holder if the position is currently filled by an incumbent. The screen that Dave Maker sees is shown in Figure 5.11. Section 1.3 has more information on chief positions. For the purposes of our walk-through, the position of payroll manager will be used in the requisition, which includes the following fields:

- ▶ **PAYMENT INFORMATION**
Includes salary information (currency, salary range, etc.).
 - ▶ **EMPLOYMENT INFORMATION**
Includes branch, industry, hierarchy level, functional area, work contract type, employment fraction, and employment start date.

► EDUCATION AND TRAINING

Includes education type, education level, field of education, and subject.

► QUALIFICATIONS

This is a free-form text field that the manager can use to include required and desired qualifications for the position. Qualifications are defaulted into the requisition based on the job/position brought over from SAP ERP HCM into E-Recruiting via ALE. Any information entered in this field is for informational purposes only.

► JOB POSTING TEXT

Includes company, department, project, requirements, and tasks.

Key Point

SAP can default posting text into the form from SAP Job Architecture via a delivered BAdI. Refer to Chapter 9, Section 9.5, for more information on BAdIs.

The screenshot shows the SAP E-Recruiting interface for a 'Recruitment Requisition Request'. The main window has tabs at the top: 'Fill Out Form' (selected), 'Check and Send', and 'Completed'. Below the tabs is a section for 'Attachments' with options for 'Requisition Request' and 'Service Level Agreement', and buttons for 'Add Attachment' and 'Delete Attachment'. To the right of the attachments are 'Sign' and 'Comment' buttons, and a 'Highlight Editing Fields' link.

A central modal dialog titled 'Position Selection' is open. It displays a table of existing positions:

Position	Position ID	Organizational Unit	Cost Center	Position Holder	Vacant From
Payroll Manager	50000088	Human Resources	Inform Technology	Sharon Betts	
Application Analyst	50000089	Human Resources	Inform Technology	Chris Manner	
Senior Programmer	50002180	Human Resources	Inform Technology		11/01/2010

Below the table are buttons for 'Deselect' and 'OK/Cancel'. A status message at the bottom of the dialog says 'Data From: 04/18/2012 20:53:23 Refresh'. At the bottom of the main window, there are fields for 'Position' and 'Org. Unit' with a 'Select Position' button.

Organizational Data: Alternatively, if you do not use the pushbutton to select a specific position, you can enter the number of vacant positions for the requisition.

Figure 5.11 List of Existing Positions

Key Point

The E-Recruiting administrator should have already set up corresponding support groups with lead recruiters assigned. This default will control how requisitions created from the manager will appear in the dashboard queries for the lead recruiter after the requisition has been released by the manager. For more information on support groups and other E-Recruiting topics, refer to *E-Recruiting with SAP ERP HCM* by Jeremy Masters, Christos Kotsakis, and Venki Krishnamoorthy (SAP PRESS, 2010).

As discussed earlier, each organization will differ in terms of the necessary fields on the form and the required approval process for requisitions. You can decide how to customize the forms and processes based on your specific business requirements. For more information on HCMPF, refer to *Discover SAP ERP HCM* by Greg Newman (SAP PRESS, 2009).

Now that all of the specific information for the payroll manager requisition has been entered and it has been routed through the proper approval process, an email will be sent to the lead recruiter letting him know that he has a new requisition to review. The lead recruiter then logs into SAP Enterprise Portal and views the new requisition in the MY DRAFT REQUISITIONS query, shown in Figure 5.12. Remember that the lead recruiter was defined in the support group that was selected by the manager, Dave Maker.

The screenshot shows the SAP Enterprise Portal interface. The top navigation bar includes links for Back, Forward, History, Favorites, Personalize, View, and Help. Below the navigation is a toolbar with icons for Manager Self-Service, Home, Employee Self-Service, Recruiting Administrator, Recruiter, Content Administration, User Administration, and System. The main content area is titled 'Requisitioner > Overview > Recruitment'. A 'Search' field is present. The 'Dashboard' section contains a 'Active Queries' summary with links to My Open Requisitions (1), Open Team Requisitions (0), Open Application Groups (0), My Draft Requisitions (3), All Requisitions (3), My Expiring Postings (0), Expiring Team Postings (0), My New Applications (0), New Team Applications (0), Manually Entered Applications (0), Manually Entered Applications (0), My Planned Activities (0), Open Background Checks (0), My Planned Correspondence Activities (1), Parsed Resumes To Review (0), Talent Groups (0), My Planned TRM Activities (0), New Registered Candidates (0), and Open Registrations (0). The 'Requisitions - My Draft Requisitions' section displays a table with three rows:

Requisition	Manager	Inbox	Preselection	Selection
Payroll Manager	Tim Simmons	2	0	0
Controller		0	0	0
Payroll Manager	Ms. Kelly Prough	0	2	0

Figure 5.12 Payroll Manager Position in My Draft Requisitions Query

Let's examine the role of the recruiter further.

Key Point

One of the standard SAP roles is a restricted recruiter, who can also start the create requisition process. In this scenario, the restricted recruiter creates the requisition directly in E-Recruiting and then sends it to a recruiter for approval.

Recruiter

Now the recruiter can review or modify the newly created payroll manager requisition so that it can be released and candidates can begin applying. For the purposes of the book, we'll assume at this point that the recruiter and hiring manager have already discussed all of the important information that should go into the payroll manager requisition, so that by the time the recruiter gets the notification, he will be able to make the appropriate modifications.

Notice in Figure 5.13 that all of the information relating to the GENERAL JOB INFORMATION tab that was entered during creation of the payroll manager requisition has been carried over into the recruiter view. Take note of the PAYROLL MANAGER position, as it will increase in importance when we discuss the REQUIREMENTS tab.

The recruiter now reviews the GENERAL JOB INFORMATION tab for the payroll manager requisition. At this point, the recruiter could add additional information that was not included during the initial creation of the requisition such as the following:

- ▶ PROCESS TEMPLATE
- ▶ BRANCH
- ▶ SALARY RANGE/ADDITIONAL INFORMATION
- ▶ NUMBER OF POSITIONS
- ▶ COST CENTER
- ▶ ATTACHMENTS
- ▶ JOB FOR POSITION

After completing the GENERAL JOB INFORMATION tab, the recruiter then moves to the REQUIREMENTS tab, shown in Figure 5.14.

Edit Requisition: Payroll Manager (Open - First Staffing of Job)

Save Close Release Candidate Search Print Preview Change Status Reason

General Job Information Requirements Support Team Job Postings (1)

Basic Data

Requisition Title: *	Payroll Manager 99999931 <input type="checkbox"/> Dave Maker	Alias:	Recruiter: *
Hiring Manager:	99999931 <input type="checkbox"/>	99999991 <input type="checkbox"/> Tim Simmons	
Process Template:	College/University Graduate	Application Close:	
Interest Group:			

Job Details

Job Title:	Payroll Manager	Hierarchy Level:	Management / Project Lead
Industry:	Internet and Multimedia	Employment Fraction:	Full-time
Functional Area:	Controlling / Accounting / Financials	Employment End Date:	
Contract Type:	Permanent		
Desired Hiring Date:			
Branch:	Headquarters		

Payment Information

Salary Range:	-- Select -- <input type="button" value="No selection possible"/>
Additional Information:	123

Positions

Add

Position	ID	Org. Unit	Job	Delete
Payroll Manager	50000785	Payroll Department	Payroll Administrator	<input type="button" value="Delete"/>

Organizational Unit

Org. Unit for Position:	50000784 <input type="checkbox"/> Payroll Department <input type="button" value=""/>	Job for Position:	50002407 <input type="checkbox"/> Payroll Administrator <input type="button" value=""/>
Number of Positions:	0		

Account Assignment

Cost Center:	
--------------	--

Attachments

Figure 5.13 General Job Information Tab

Edit Requisition: Payroll Manager (Open - First Staffing of Job)

Save Close Release Candidate Search Print Preview Change Status Reason

General Job Information Requirements Support Team Job Postings (1)

Education Requirements

Add

Education Type	Field of Education	Education Level	Subject	Edit	Delete
University	Field of Business	University / College		<input type="button" value="Edit"/>	<input type="button" value="Delete"/>

Qualifications

Add

Qualification Group	Qualifications	Proficiency	Delete
Human Resources	Fluency of Ideas Judgment and Decision Making Personnel and Human Resources	Novice Novice Novice	<input type="button" value="Delete"/>

Questionnaires

Add

Figure 5.14 Requirements Tab

The recruiter now reviews the REQUIREMENTS tab, which is broken down into three sections:

► **EDUCATION REQUIREMENTS**

This is carried over from when the manager created the payroll manager requisition.

► **QUALIFICATIONS**

These are the same qualifications that were assigned to the payroll manager position in Section 1.2.4.

► **QUESTIONNAIRES**

These could be included on the process template or added here on this tab.

At this point, the recruiter could add additional requirements that were not included during the initial creation of the requisition. After completing the REQUIREMENTS tab, the recruiter then moves to the SUPPORT TEAM tab shown in Figure 5.15.

The screenshot shows a software interface for managing job requisitions. At the top, there's a toolbar with buttons for Save, Close, Release, Candidate Search, Print Preview, and Change Status Reason. Below the toolbar, a navigation bar includes tabs for General Job Information, Requirements, **Support Team**, and Job Postings (1). The main content area is titled 'Support Team' and contains a table with columns for Name, Role, Action, and Delete. Three entries are listed: Tim Simmons (Recruiter), Dave Maker (Manager), and Test Recruiter (Recruiter). A small trash can icon is in the Delete column for the Test Recruiter entry.

Name	Role	Action	Delete
Tim Simmons	Recruiter		
Dave Maker	Manager		
Test Recruiter	Recruiter		

Figure 5.15 Support Team Tab

Members of the support team will be able to view and modify the payroll manager requisition depending on their role. Recall that the lead recruiter was defined in the support group that was selected by the manager. In addition, the manager that created the requisition is also defaulted in the SUPPORT TEAM tab.

At this point, the recruiter can add additional members to the support team. After the recruiter completes the review of the SUPPORT TEAM tab, he then moves to the JOB POSTINGS tab shown in Figure 5.16.

The JOB POSTINGS tab is broken down into three sections:

► **GENERAL POSTING INFORMATION**

this is information that was initially entered in the payroll manager requisition by the manager.

► POSTING TEXT

This contains all of the relevant information that needs to be communicated about the vacancy. This could have been filled in manually by the manager, or (as was mentioned previously) it could be defaulted via a BAdI.

The posting text can be entered before releasing the requisition, but to create publications, the requisition needs to be in a "Released" status.

► PUBLISHED JOB POSTINGS

This is the physical release of the posting information for a specified period of time. As discussed previously, the recruiter and manager would have already had a discussion regarding the best channels to post the vacancy (job boards, internal career site, etc.).

The screenshot shows the SAP Fiori interface for editing a requisition titled 'Payroll Manager (Open - First Staffing of Job)'. At the top, there are buttons for Save, Close, Release, Candidate Search, Print Preview, and Change Status Reason. Below these are tabs for General Job Information, Requirements, Support Team, and Job Postings (1). The Job Postings tab is selected. Under 'General Posting Information', there is a note: 'You can select additional work locations, functional areas, and hierarchy levels. These are then taken into consideration when a candidate performs a job search.' There are three tables for adding Work Location, Functional Area, and Hierarchy Level, each with Add, Copy, Edit, and Delete buttons. The Work Location table has one entry: USA. The Functional Area table has one entry: Controlling / Accounting / Financials. The Hierarchy Level table has one entry: Management / Project Lead. Under 'Posting Texts', there is a table with columns for Alias, Language, Copy, Edit, and Delete. It has one entry: 343434 (Alias), English (Language). Under 'Published Job Postings', there is a note: 'You have to release the requisition before you publish a job posting.' A View dropdown is set to 'Standard View' with a 'Filter Settings' link. A table lists job postings for internal candidates (posting channel 456567567) and external candidates (posting channel 345456457). The table columns include Posting Channel, Reference Code, Posting Title, Publication Period, Preview, Last Changed by, Hot Job, Status, Edit, and Withdraw. Both entries show 'Published' under Status and have edit and withdraw icons.

Figure 5.16 Job Postings Tab

Key Point

Many organizations use a job board distributor to post jobs to multiple sites at one time using a single interface. E-Recruiting can be integrated with a job board distributor based on client-specific requirements by using either SAP NetWeaver PI or a custom interface.

After the recruiter has reviewed all of the information and made the required changes, the payroll manager requisition is posted so that candidates can begin applying, which is part of the source process.

5.3.2 Source

The source process begins after the publication has been released. The candidate can search for open jobs, register, and eventually submit an application. In addition, the recruiter can search the talent pool and invite candidates to apply for open jobs.

Now that the requisition is created and posted, let's follow along as a candidate (Frank Jenkins) searches for the newly posted payroll manager position. At this point, the candidate could search on the company's career website, if it's a company that the candidate is targeting, or on various job boards such as Monster or CareerBuilder.

Candidate

For now, we will assume that Frank Jenkins will search on the company's career website for a payroll-related position. His search is shown in Figure 5.17.

Job Search

Are you looking for an interesting new job?
We are constantly looking for talented and motivated new employees who can contribute to the success of our company. Take a look at our employment opportunities!
You can restrict the search result by specifying search criteria

Full Text Search

Keywords: With at least one of the words

Search Criteria for Employment Opportunities

Functional Area:

- <All>
- Consulting
- Controlling / Accounting / Financials
- Customer Service and Service
- DP / Computer Science

Country:

- <All>
- Afghanistan
- Albania
- Algeria
- Amer.Virgin Is.

Contract Type:

- <All>
- Internship
- Master Thesis/Ph. D.
- Permanent
- Temporary

Hierarchy Level:

- <All>
- Entry Level (Less than 2 Years Work Experience)
- Management / Project Lead
- Professional Level (More than 2 Years Work Experience)
- Senior Level (More than 5 Years Work Experience)

Figure 5.17 Job Search for Payroll Position

After the results come back from the “payroll” search, Frank finds that the payroll manager position best matches his background, so he chooses to apply. He will now be asked to register with the website using the Application Wizard shown in Figure 5.18. The one major change in the registration screen with EhP 5 is the ability to use an email address as the user name.

The screenshot shows a registration form titled "Application Wizard". It includes fields for First Name (Frank), Second Name (Jenkins), Password and Repeat Password (both masked as *****), and E-Mail (frankj@noemail.com). A note says "Make sure that the specified e-mail address is correct. This is necessary as we will contact you via the specified e-mail address." Below the form are data privacy statements and checkboxes for accepting them. At the bottom is a "Register and Apply" button.

Application Wizard

You can apply for the employment opportunity directly on the following pages. As you are sending your resume together with the application cover letter, you should first check if your information is complete and up-to-date. The application wizard will guide you through all steps. Otherwise you can create your application cover letter directly.

Have you already registered with us?

If you are registered, you can also use for this application the data you already entered. You can use the following link to log on directly to the application wizard. The application wizard supports you in the application process.

[Application Wizard](#)

Is this your first visit to our career pages?

To be able to submit an application for this job, please enter the following information:

First Name:	Frank
Second Name:	
Last Name: *	Jenkins
Password: *	*****
Repeat Password: *	*****
E-Mail: *	frankj@noemail.com
Repeat E-Mail: *	frankj@noemail.com

⚠ Make sure that the specified e-mail address is correct. This is necessary as we will contact you via the specified e-mail address.

Please accept the data privacy statement so that you can create your application. You will then receive an e-mail from us to confirm your e-mail address. In this way, you can complete your registration and submit your application.

[Data Privacy Statement](#)

We endeavour to ensure that the data you submit to us remains confidential and is used only for the purposes stated in the data privacy statement.

Yes, I have read the data privacy statement and I accept it.

Register and Apply

Figure 5.18 New Registration in EhP 5

After Frank Jenkins confirms his registration, he can complete the application. The standard system includes supplying the following data in the application process:

- ▶ Personal data
- ▶ Education/training
- ▶ Work experience
- ▶ Attachments
- ▶ Qualifications
- ▶ Cover letter
- ▶ Complete application

Key Point

Since EhP 4, E-Recruiting has enhanced the application to allow candidates to parse their résumés, which adds an additional step at the beginning of the process to upload a résumé. After the résumé is uploaded, information can then be parsed into the PERSONAL DATA, EDUCATION/TRAINING, WORK EXPERIENCE, ATTACHMENTS, and QUALIFICATIONS sections. SAP has vendors that have been certified on the résumé parsing interface.

Note the education information entered by Frank Jenkins, as shown in Figure 5.19. This will become important when we discuss the talent profile in Section 5.4.

Start Date	End Date	Educational Institution	Location	Country	Education Level
01.09.2003	01.07.2006	Copenhagen University	Denmark / Danish Capital Reg / Copenhagen		University / College

Figure 5.19 Education Information of Application

It's also worth noting that the qualifications that were assigned to the position earlier now appear in the QUALIFICATIONS step of the application process for Frank Jenkins, as shown in Figure 5.20.

Selected	Qualification	Other Information	Proficiency
<input type="checkbox"/>	Fluency of Ideas	<input type="checkbox"/>	Not rated
<input type="checkbox"/>	Judgment and Decision Making	<input type="checkbox"/>	Not rated
<input type="checkbox"/>	Personnel and Human Resources	<input type="checkbox"/>	Not rated

Description of Proficiencies

- Not rated:** -
- Novice:** Limited situational perception Rigid adherence to rules or plans All attributes are treated separately and are given equal importance
- Competent:** Sees action in terms of longer-term goals Conscious, deliberate planning Has standardized and routine procedures
- Proficient:** Sees what is most important in a situation Perceives deviation from the normal pattern Decision making varies according to the situation
- Expert:** No longer relies on rules or guidelines Intuitive grasp of situations based on deep understanding Analytical approach is used when problems occur

Figure 5.20 Qualifications of the Payroll Manager Position

Recruiter

From a recruiter point of view, the source process consists of two main activities:

- ▶ Searching the talent pool
- ▶ Inviting candidates to apply

After a recruiter has posted the requisition, a common activity is to search the available (internal or external) candidates within the talent pool that meet the minimum requirements. The talent pool lists the candidates that have released their profile and made themselves available for searches (see Figure 5.21).

The screenshot shows a SAP Fiori application interface titled "Assignments for Requisition: Payroll Manager". The requisition details are displayed at the top: Payroll Manager, Status Open, Manager Tim Simons, Org.Unit, Recruiter Tim Simons, and Release Date 13.02.2012. Below this is a toolbar with buttons for Close, Search/Proposed Candidates (9), Refresh, Show Filter Criteria, and a navigation bar with tabs: Inbox (3), Preselection (0), Selection (0), Evaluation (0), Offer (0), Rejection (0), and All (3). A sub-header "Candidate Search" is shown above a results table. The results table has columns: Candidate, Resume, Personnel Number, Talent Group, Match, TRM Ranking, Assignments, Notes, and Date of Last Logon. The data in the table is as follows:

Candidate	Resume	Personnel Number	Talent Group	Match	TRM Ranking	Assignments	Notes	Date of Last Logon
Danielle Ahn / Omaha NE 68197	<input type="checkbox"/>		None	★★★★★	Above average	6		18.01.2012
Bill Evans / San Diego CA 34345	<input type="checkbox"/>		None	★★★★★	Above average	7		15.03.2012
Jon Jenkins	<input type="checkbox"/>	33333333	None	★★★★★	None	1		14.03.2012
Kelly Prough / Orlando FL 32817	<input type="checkbox"/>	60000011	None	★★★★★	Interesting	5		12.02.2012
Alan Mullin / Grand Haven MI 49417	<input type="checkbox"/>		None	★★★★★	Interesting	6		18.01.2012
Theresa Stockton / San Francisco CA 94118	<input type="checkbox"/>		None	★★★★★	None	6		19.01.2012
Samantha Foxton / Flatwoods KY 41139	<input type="checkbox"/>		None	★★★★★	Above average	6		17.01.2012
Call Prough / Bloomingdale NJ 07403	<input type="checkbox"/>		None	★★★★★	None	4		06.01.2012
Curtis Banda / DC 20001	<input type="checkbox"/>		None	★★★★★	None	5		19.01.2012

Figure 5.21 Talent Pool

The search function enables the recruiter to comb through the talent pool for suitable skills and assign them to the requisition. The search criterion defaults the structured data that was initially entered on the payroll manager requisition. The search can also be executed using unstructured (free-form text) data, as shown in Figure 5.22.

The screenshot shows the Candidate Search interface for a Payroll Manager requisition. At the top, there's a navigation bar with 'Candidate Search' and a dropdown for 'Requisition' set to 'Payroll Manager'. Below this is a search bar with 'Payroll' entered. To the right are links for 'Documentation', 'Excluded Candidates (0)', and 'General Settings'. The main area is titled 'Additional Criteria:' and contains several dropdown menus and comparison operators (Equal to, Greater than/Equal to) for filtering candidates based on various criteria like education level, field of education, work experience, qualifications, and personnel numbers. Below these criteria are two radio button options: 'All search criteria must be filled' (selected) and 'At least one search criterion must be filled'. At the bottom of the search area are buttons for 'Search', 'Save as Search Query', and 'Reset'. The results table below has columns for Candidate, Resume, Personnel Number, Talent Group, Match, TRM Ranking, Assignments, Notes, and Date of Last Logon. The table lists several candidates with their details and status.

Candidate	Resume	Personnel Number	Talent Group	Match	TRM Ranking	Assignments	Notes	Date of Last Logon
Danielle Ahn / Omaha NE 68197			None	★★★★★	Above average	6		18.01.2012
Bill Evans / San Diego CA 34345			None	★★★★★	Above average	7		15.03.2012
Jon Jenkins		33333333	None	★★★★★	None	1		14.03.2012
Kelly Prough / Orlando FL 32817		60000011	None	★★★★★	Interesting	5		12.02.2012
Allen Mullin / Grand Haven MI 49417			None	★★★★★	Interesting	6		18.01.2012
Theresa Stockton / San Francisco CA 94118			None	★★★★★	None	6		19.01.2012
Samantha Foxton / Flatwoods KY 41139			None	★★★★★	Above average	6		17.01.2012
Cat Prough / Bloomingdale NJ 07403			None	★★★★★	None	4		06.01.2012
Curtis Banda / DC 20001			None	★★★★★	None	5		19.01.2012

Figure 5.22 Search Criteria for the Payroll Manager Requisition

Key Point

In the United States, organizations are required to follow the guidelines set forth by the U.S. Office of Federal Contract Compliance Programs (OFCCP). As a result, the candidate search functionality usually becomes a major discussion point with the respective organization's legal department during implementation. To this end, companies should consult with their compliance officers or legal counsel during the implementation of E-Recruiting to verify that their recruiting procedures ensure compliance with the OFCCP guidelines and regulations.

After the recruiter has narrowed down the search results to a suitable number of candidates (only those who have not already applied), he can first assign those candidates to the requisition and then invite the same candidates to apply to the posting using the Invite to Apply activity. Figure 5.23 shows the INVITE TO APPLY selection in the PRESELECTION menu, which automatically sends an email message to internal and external candidates. You'll notice that Frank Jenkins doesn't appear in the list of candidates within the INBOX tab because he has already applied.

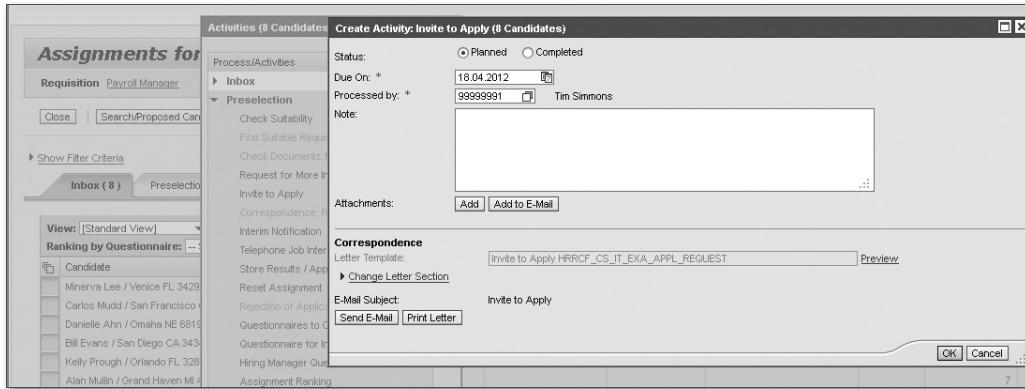


Figure 5.23 Invite to Apply Activity

After the activity has been completed, each candidate will get an email with a link back into E-Recruiting that allows them to apply to the payroll manager posting. After the recruiter finds candidates that meet the minimum requirements, the process then moves on to screening.

5.3.3 Screen

There are typically three main steps in the screening process:

- ▶ Suitability check
- ▶ Completing assessments (optional)
- ▶ Hiring manager review

Let's explore how each character in the E-Recruiting story plays a role in the screening process.

Recruiter

As part of the suitability check, the recruiter typically reviews the candidate résumé, assesses and ranks candidates by completed candidate questionnaires (shown in Figure 5.24 and Figure 5.25), ranks the candidates based on other search criteria, or performs a side-by-side comparison between multiple candidates using the comparison functionality shown in Figure 5.26.

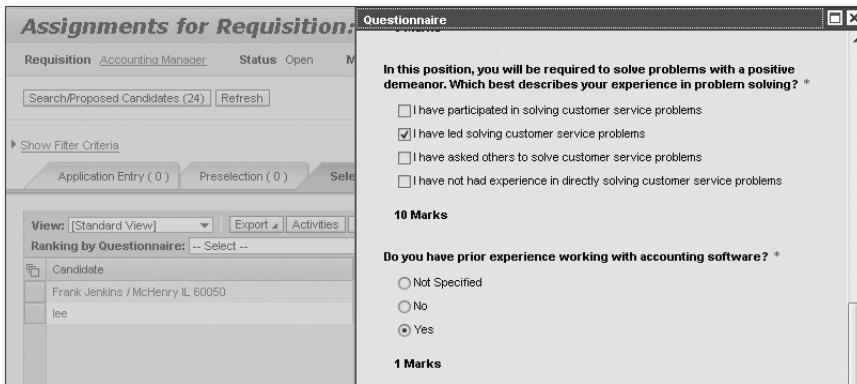


Figure 5.24 Assess Completed Questionnaires

View: [Standard View] Export Activities Compare Candidates Assign Set as Read Set as Unread]			
Ranking by Questionnaire: Payroll Manager Ranking Method: Requisition Criteria			
Candidate	Resume	Applied On	Personnel Number
Frank Jenkins / McHenry IL 60050	03/18/2011		
lee	02/03/2011		

Figure 5.25 Ranking by Questionnaire

Compare Candidates			
Minerva Lee Candidate ID 50002708 Carlos Mudd Candidate ID 50003107 Frank Jenkins Candidate ID 50003398			
Candidate Data			
Personnel Number	N/A	N/A	N/A
TRM Ranking	Neutral	None	None
Talent Groups	Talent Group One,	N/A	N/A
Number of Assignments	6	7	1
Interest Group	College/University Graduate	Specialist and Managerial Personnel	N/A
Education/Training			
Education	0000 - 0000, UNLV, Computer Science	0000 - 0000, University of San Francisco, Nursing	2003 - 2006, Copenhagen University, Business Field
Work Experience			
Work Experience	2008 - 9999 LVPD 2004 - 2007 Crime Lab	2005 - 9999 St. Andrew's Hospital	2006 - 9999 Company ABC 2000 - 2006 Company XYZ
Qualifications			
Qualifications	N/A	N/A	Fluency of Ideas (Competent), Judgment and Decision Making (Competent), Personnel and Human Resources (Competent)

Figure 5.26 Compare Candidates Side by Side

After the recruiter completes the suitability check, he may then choose to conduct phone interviews with those candidates deemed suitable.

There is also an optional step within the screening process that typically takes place outside of E-Recruiting in which the candidate is sent to an assessment vendor for

additional screening or processing. Again, this may not be a step that occurs with every candidate that passes the suitability check, but it's worth mentioning.

For our purposes, let's assume that the recruiter has completed a suitability check on all of the applicants and that Frank Jenkins not only meets the minimum requirements but is considered to be one of the top candidates for the payroll manager posting. To this end, Frank will be sent over to the manager, Dave Maker, for review via an activity that the recruiter executes, as shown in Figure 5.27.

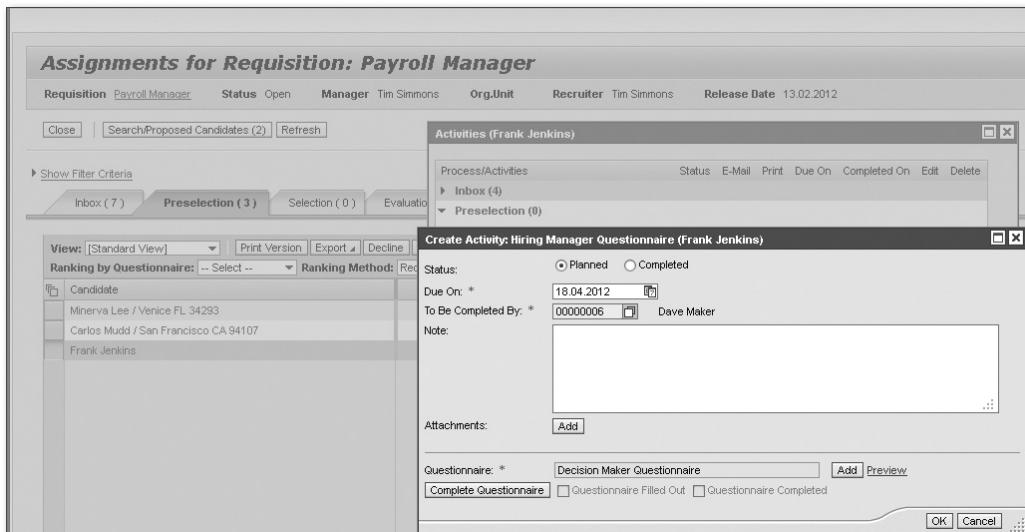


Figure 5.27 Send Candidate to Manager Activity

Manager

After the recruiter completes the activity, manager Dave Maker receives an email letting him know that Frank Jenkins is ready to be reviewed. He then reviews the résumé and questionnaire responses for Frank Jenkins. After Dave Maker completes the review, he finalizes the process by filling out a questionnaire that gets sent back to the recruiter, as shown in Figure 5.28.

If the manager deemed Frank Jenkins to be a suitable candidate, he completes a questionnaire that will be sent back to the recruiter. After the hiring manager has provided feedback to the recruiter on Frank Jenkins, the process then moves on to the interview.

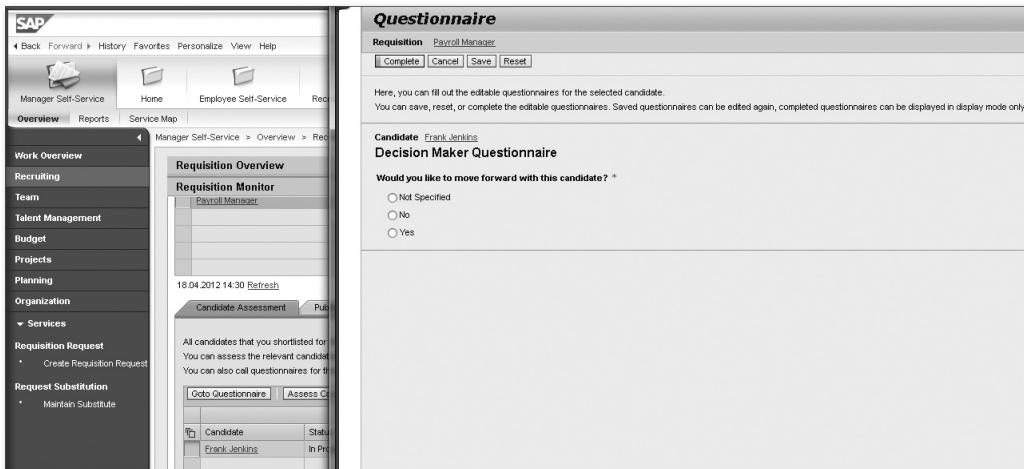


Figure 5.28 Manager Completes Questionnaire

5.3.4 Interview

Most of the interview process typically takes place outside of E-Recruiting and consists of the following steps:

1. Schedule the interview.
2. Conduct the interview.
3. Select the candidate.

The interview process begins with the recruiter scheduling interviews with the candidates that have passed the screening process. The logistics of the interview need to be coordinated and communicated to the appropriate individuals that will be involved in the interview. To this end, a Job Interview (correspondence) activity (shown in Figure 5.29) is executed in E-Recruiting and sent to the candidate, Frank Jenkins.

After the interview has been conducted, the interview team provides feedback about all candidates (including Frank Jenkins) to the recruiter and hiring manager, who choose a candidate to hire. For our purposes, let's assume that this lucky candidate is Frank Jenkins. To let the other candidates down nicely, the recruiter multi-selects the shortlisted candidates *not* selected for hire and organizes them in the system using the status-changing Rejection of Application activity (see Figure 5.30).

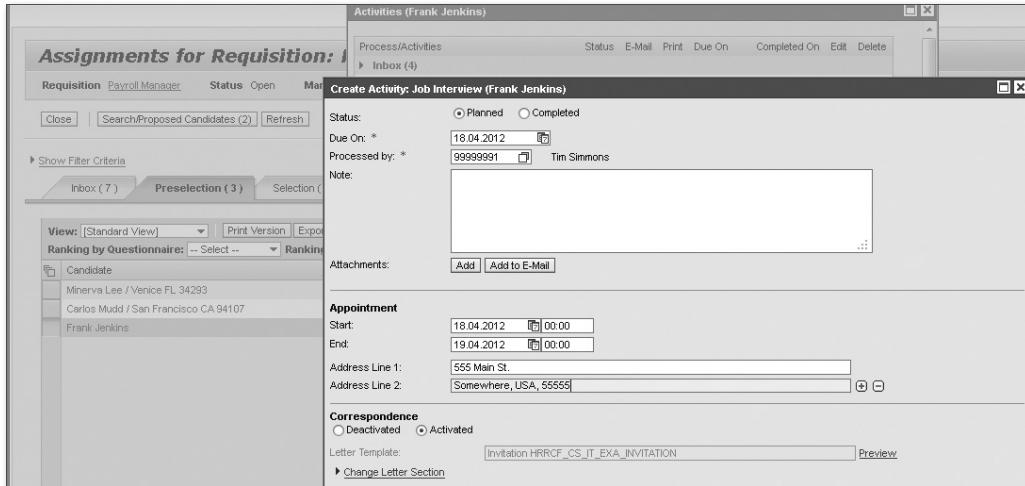


Figure 5.29 Interview Correspondence Activity for Frank Jenkins



Figure 5.30 Rejection of Application Activity

We'll now move on to the hire process with Frank Jenkins.

5.3.5 Hire

There are typically three main steps in the hiring process:

- ▶ Extend the offer.
- ▶ Perform pre-employment checks (also known as background checks).
- ▶ Hire the candidate.

The recruiter first extends an offer to the candidate that was selected during the Interview process (in this case, Frank Jenkins). In our scenario, we'll generate an offer letter (using a Smart Form correspondence activity) and send it to Frank Jenkins through the E-Recruiting application shown in Figure 5.31.

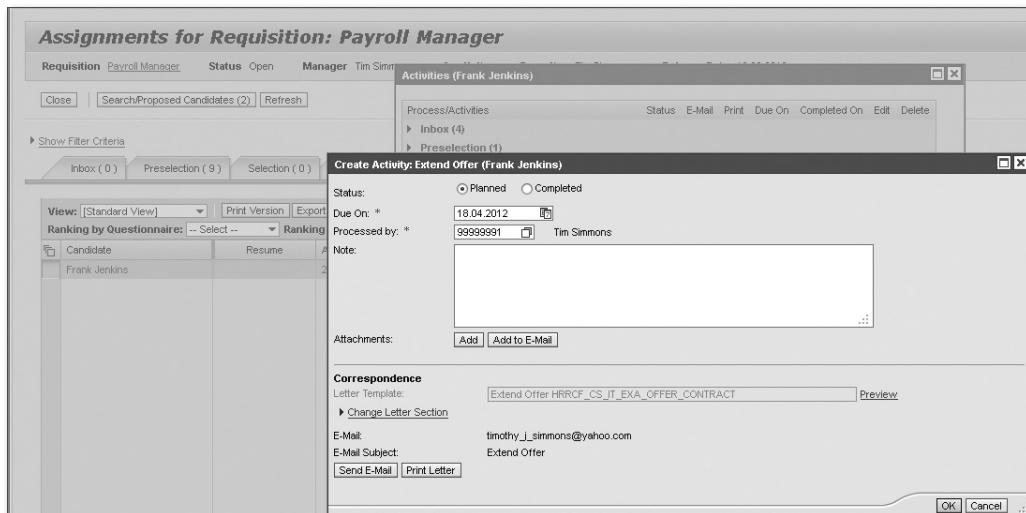


Figure 5.31 Extend Offer Activity

Key Point

Many organizations want to design several offer letter templates, each of them containing tremendous amounts of complex logic and approval workflow. Be careful! This could potentially add significant time and cost to your implementation. Also be sure you have skilled personnel within your project/development team that are familiar with how to build Smart Forms. Refer to Chapter 10, Section 10.2, for additional information on resource considerations.

After the offer is accepted by the candidate, the recruiter then coordinates pre-employment checks. This involves submitting the new hire information to a pre-employment check vendor via a Background Check activity (shown in Figure 5.32). When the results are returned and determined to be favorable, the candidate is then officially hired, and his data is officially transferred into the core SAP ERP HCM system.



Figure 5.32 Background Check Activity

Key Point

As of EhP 4, E-Recruiting has enhanced the application to allow background checks to be sent directly to third-party vendors as part of a pre-built interface; SAP has a vendor that has been certified on the background check interface.

Some examples of information validated in a pre-employment check include (but aren't limited to) the following:

- ▶ Education verification
- ▶ References
- ▶ Substance abuse screening
- ▶ Criminal checks

- ▶ Driver's license history
- ▶ Credit report
- ▶ Homeland Security check
- ▶ Employment verification
- ▶ Federal criminal court searches
- ▶ Sex offender registry
- ▶ Workers' compensation checks
- ▶ I-9 eligibility
- ▶ IQ screening
- ▶ Professional licenses/certifications

The vendor processes the information for Frank Jenkins and sends the results back to the recruiter for review. After the pre-employment checks have been reviewed to the satisfaction of the hiring organization, the recruiter then creates the Data Transfer For New Employees activity to eventually transfer the information for Frank Jenkins to the core HR (SAP ERP HCM) system. Figure 5.33 shows the Data Transfer for New Employees activity.

The screenshot displays the SAP ERP HCM interface. The main window, titled 'Assignments for Requisition: Payroll Manager', shows a list of candidates for a requisition managed by Tim Simms. The status is 'Open'. Below the list are buttons for 'Inbox (0)', 'Preselection (9)', 'Selection (0)', and 'Evaluation (0)'. A sub-dialog box, 'Activities (Frank Jenkins)', is open, listing 'Process/Activities' such as 'Inbox (4)' and 'Preselection (1)'. Another sub-dialog, 'Create Activity: Data Transfer for New Employees (Frank Jenkins)', is also open. This dialog contains fields for 'Status' (radio buttons for 'Planned' and 'Completed'), 'Due On' (set to 18.04.2012), 'Processed by' (set to 99999991, Tim Simmons), 'Note' (empty text area), 'Attachments' (button to add attachments), and 'Organizational Assignment' (fields for 'Hiring Date' (27.04.2012), 'Position' (Payroll Manager), and 'Organizational Unit' (Payroll Department)). At the bottom of the dialog are 'OK', 'Cancel', and '...' buttons.

Figure 5.33 Data Transfer for New Employees Activity

As you recall from Section 5.3.1, HCMPF is being used in this process in the SAP NetWeaver PI framework. As a result, the recruiter can take advantage of the enhanced hiring integration with E-Recruiting when hiring Frank Jenkins, especially in relation to talent management and talent development processes. In addition to Frank's basic data such as personal data, position, and organizational unit, an EhP 5 business function (HCM_ERC_CI_4) also enables information about Frank's work experience, education, and qualifications (along with customer-specific fields) to be transferred from E-Recruiting into SAP ERP HCM.

Key Point

Some configuration is required to take advantage of the SAP NetWeaver PI interface because the standard system uses Transaction PA48 as part of the Data Transfer for New Employees activity. System parameters need to be changed in Table T77SO, and periodical service HIRE_REQUEST_VIA_XI needs to be activated and scheduled. For additional information on this new functionality, refer to the HCM_ERC_CI_4 business function documentation.

From a process perspective, the form carrying the new hire information for Frank Jenkins then gets sent to the HR administrator, who verifies that all of the information is correct and passes it to the core HR system (SAP ERP HCM). Frank Jenkins has officially been hired.

Now that Frank Jenkins fills the once-vacant position, the recruiter can begin the process of dispositioning any remaining candidates that weren't invited to interviews and therefore didn't receive the rejection letter.

To close the requisition, you must first withdraw all open publications.

Key Point

If you don't disposition (reject) the other candidates and withdraw open publications, the system will throw an error message, and you won't be able to close the requisition. Note that requisitions where candidates have applied can't be deleted but can be closed.

5.4 Talent Profile

Now that Frank Jenkins has been hired into the organization, he has to create his talent profile in ESS. As mentioned in Chapter 4, Section 4.5.1, the talent profile

is where employees can maintain talent-related information that is used in Talent Management processes. If employees can't maintain this information themselves, for whatever reason, then either their manager can maintain this information through MSS, or a Talent Management specialist can maintain this information through the Talent Management Specialist portal role. After Frank has maintained his data, his manager can then review and validate this information. At any stage, a Talent Management specialist can review this information in the same way that Frank's manager can.

5.4.1 Talent Profile for Employees

Frank accesses the Talent Profile for Employees by navigating to CAREER AND JOB in ESS and selecting TALENT PROFILE. Upon launching the Talent Profile application, Frank will immediately see a brief summary of his personal and organizational assignment data in the header section of the application. This information includes his name, personnel ID, age, date of birth, organizational unit, manager, job and position.

Below this are the six tabs where Frank will enter the information about himself:

- ▶ INTERNAL WORK EXPERIENCE
- ▶ EXTERNAL WORK EXPERIENCE
- ▶ EDUCATION
- ▶ ACCOMPLISHMENTS
- ▶ CAREER GOAL
- ▶ MOBILITY

In each tab, Frank can maintain different attributes about that particular area. When maintaining data, Frank can either enter this via a free-text box, or he can select the value from a predefined list of values. In most cases, the latter is the option available to Frank.

The first tab, INTERNAL WORK EXPERIENCE, is open by default and displays a list of organizational assignments within the company. Because Frank is a new employee, he will only see one entry for the PAYROLL MANAGER position that he has just filled. For this assignment, he can view the date period, job, organizational unit, personnel area, and personnel subarea.

Frank can also maintain details of any projects he has been involved in within the organization. This won't be relevant now, but Frank can return later to enter data should he become part of an internal project. When he does, he will have the option to maintain details such as the project title, date period, his role, span of control, project contact, location, and description; he can also upload any relevant attachments.

The second tab, EXTERNAL WORK EXPERIENCE, gives Frank the opportunity to validate the work experience that was brought over from E-Recruiting, which summarizes each of his previous positions outside of the company. With each entry, Frank must validate the name of the employer and the period of employment. Frank can then validate the job title, industry, functional area, hierarchy level, span of control, contract type, working time, location, and description; he can also upload files that support the entries. Frank reviews the details of his previous positions so that the full scope of his experience is accurate.

Figure 5.34 shows Frank's previous employer in the EXTERNAL WORK EXPERIENCE tab of the talent profile for employees.

The screenshot shows the 'Talent's Self Description' interface. At the top, there is a header bar with tabs for 'Internal Work Experience', 'External Work Experience' (which is selected), 'Education', 'Accomplishments', 'Career Goal', and 'Mobility'. Below the header, there is a section for 'External Work Experience' with two entries:

- 05.08.2006 - 01.02.2011** at **Company ABC**
- Job Title:** Payroll Manager
Industry: Generation/Processing of Materials and Metals
Functional Area: Controlling/Accounting/Finances
Location: USA / Illinois / Chicago
- Hierarchy Level:** Management/Project Lead
Span of Control: 0
Contract Type: Permanent
Working Time: 40,00 Hours per Week
- Description and Attachments**

- 01.04.2002 - 04.08.2006** at **Company XYZ**
- Job Title:** Payroll Team Lead
Industry: Consumer Goods/Grocery Production
Functional Area: Controlling/Accounting/Finances
Location: USA / Illinois / Chicago
- Hierarchy Level:** Professional Level (More Than 2 Years Work Experience)
Span of Control: 0
Contract Type: Permanent
Working Time: 40,00 Hours per Week
- Description and Attachments**

Figure 5.34 The External Work Experience Tab in the Talent Profile for Employees

The next tab, EDUCATION, gives Frank the opportunity to validate the education information that was brought over from E-Recruiting, which summarizes the details about his education and any training he has received. Because so many candidates are high-performing and high-potential individuals with degree-level education,

it's no surprise that the EDUCATION tab is focused around this level of education, and most of the entry options reflect this.

Frank can validate institution, period of education, field of study description, education type, field, degree title, grade, degree level, whether this is the highest level of degree, location, descriptions, and any relevant documents that were uploaded to support the entries.

Key Point

Traditionally, education data has been maintained by HR in Infotype 0022. In some countries, this has a legal foundation or is used as the basis for pay grading and salary calculations. SAP introduced Infotype 7404 with EhP 4 to store education data that is maintained by the employee. It's important to note that there is no integration between these infotypes, and no reports exist that allow data to be transferred between the two infotypes. There are various advantages and disadvantages of this data model; whether having two different and separate infotypes is valuable varies from organization to organization.

Figure 5.35 shows the education details that Frank validated in the EDUCATION tab of the talent profile for employees. Note that it's identical to the data entered into E-Recruiting.

The screenshot shows the SAP Fiori interface for 'Talent's Self Description'. At the top, there is a header bar with the title 'Talent's Self Description' and a profile icon. Below the header, there is a row of basic information: Name (Frank Jenkins), Person ID (000000020), Age (26), Date of Birth (01.01.1985), Organizational Unit (Manager), Payroll Dept. (Dave Maker), Job (Position), and Payroll Administrator (Payroll Manager). Below this is a toolbar with 'Save' and 'Close' buttons. A navigation bar below the toolbar includes tabs for 'Internal Work Experience', 'External Work Experience', 'Education' (which is selected and highlighted in blue), 'Accomplishments', 'Career Goal', and 'Mobility'. Under the 'Education' tab, there is a table with one row. The row shows a start date (01.09.2003) and end date (01.07.2006), followed by the institution name 'Copenhagen University'. To the right of the institution name is an 'Add' button and a trash bin icon. The table then lists several fields: 'Highest Degree' (Field of Study: Human Resources, Education Type: University, Field: Business Field), 'Location' (Denmark / Danish Capital Reg. / Copenhagen), 'Degree' (BA Human Resources), 'Grade' (2:1), and 'Degree Level' (University Degree).

Figure 5.35 Education Tab of the Talent Profile for Employees

In the ACCOMPLISHMENTS tab, Frank can enter details about his personal accomplishments and achievements outside of work and education. For each accomplishment, the accomplishment and period in which it was accomplished must be entered, with optional entries for the type of accomplishment, a contact name for verification of

the accomplishment, and a description. As with entries on the other tabs, Frank can also upload any relevant documents to support the entry.

As an example, let's say that Frank has been offering financial advice on an informal basis to friends and family, and he is very proud of helping these individuals increase their personal wealth and well-being. He decides to enter this information into his talent profile.

Frank now enters his career goals and job preferences in the CAREER GOAL tab. Frank can select a career type and level, choose his preferred jobs, and enter a note about his career goals. Frank is ambitious and selects a career type of MANAGEMENT CAREER with level TOP MANAGEMENT. He also adds a preferred job, HR VP, which he selects through a series of drop-down boxes based on the following job architecture: FUNCTIONAL AREA, JOB FAMILY, and JOB. Last, Frank enters a note that he is committed to long-term development to meet his goals.

Key Point

A career type is used to identify an employee's career aspiration and also used to define the projected career path of a job or position. Career types also have levels defined so that the career path can be more accurately defined.

Figure 5.36 shows Frank's career goal and job preferences.

The screenshot shows the 'Talent's Self Description' application window. At the top, there is a user profile icon and basic demographic information: Name (Frank Jenkins), Age (26), Person ID (00000020), Date of Birth (01.01.1985), Organizational Unit (Manager), Payroll Dept. (Dave Maker), Job Position (Payroll Administrator). Below this is a toolbar with 'Save' and 'Close' buttons. A navigation bar includes tabs for Internal Work Experience, External Work Experience, Education, Accomplishments, Career Goal (which is selected and highlighted in blue), and Mobility. Under the 'Career Type' section, 'Management Career' is checked and set to 'Top Management'. There is also an unchecked option for 'Functional Career'. The 'Preferred Jobs' section contains a table with one row: Functional Area (Human Resources), Job Family (Ledelse), Job (HR VP), Edit button, and Delete button. At the bottom, there is a 'Note' section with an 'Edit Note' button and a text area containing the note: 'I am committed to long-term development in order to achieve my goals.'

Figure 5.36 Career Goal Tab of the Talent Profile for Employees

The final tab is the MOBILITY tab, as shown in Figure 5.37.

The screenshot shows the 'Talent's Self Description' screen. At the top, there is a placeholder for a profile picture and basic demographic information: Name (Frank Jenkins), Person ID (00000020), Age (26), Date of Birth (01.01.1985), Organizational Unit (Payroll Dept. Manager), Job Position (Payroll Administrator). Below this is a toolbar with Save and Close buttons, followed by tabs for Internal Work Experience, External Work Experience, Education, Accomplishments, Career Goal, and Mobility. The Mobility tab is active. Under 'Basic Setting', it asks if the user is prepared to change location, with 'Yes' selected. The 'Preferred Locations' section contains an 'Add Location' button and a list with 'European Union' checked. The 'Disliked Locations' section also has an 'Add Location' button and a list with 'USA' checked. A 'Note' section at the bottom contains an 'Edit Note' button and the text 'I need 6 months notice for relocation'.

Figure 5.37 Mobility Tab of the Talent Profile for Employees

Here Frank enters his preferences for relocating to other parts of the country or even to other countries, should this be applicable to his organization. First, Frank can specify whether he is willing to relocate, followed by the locations that he would and would not like to relocate to. The level of granularity is such that Frank can select countries, areas of countries, and regions of countries. Frank also has the option to enter a note.

Frank enters that he is willing to relocate and, because he has always liked the idea of living in Europe, enters the European Union as encompassing the countries that he would consider. Frank also enters a note that he needs a notice of six months for relocation.

Now that Frank has completed his talent profile, he reviews all of the information before selecting the SAVE option.

5.4.2 Talent Profile for Managers and Talent Management Specialists

Now that Frank has completed the process of maintaining his talent profile, the data needs to be reviewed and validated by his manager in the talent profile for managers and Talent Management specialists. This is accessed in MSS via TALENT MANAGEMENT • TALENT INFORMATION • TALENT PROFILE. Frank's talent profile can also be reviewed by a Talent Management specialist through the TMS portal role via TALENT INFORMATION • TALENT PROFILE.

Upon opening the talent profile for managers and Talent Management specialists, Frank's manager will be taken to the OVERVIEW tab. On the left side, he will see a brief summary of Frank's personal TALENT DATA and ORGANIZATIONAL ASSIGNMENT

data, in much the same way as the header in the Talent Profile for Employees. This information includes his name, talent group memberships and status (nominated or approved), mobility, risks, career goal, manager, position, level of position (career level), location, organizational unit, job, functional area, job family, and successor nominations.

In a similar way to the Talent Profile for Employees, the Talent Profile for Managers and Talent Management Specialists has six tabs that contain different information: **OVERVIEW**, **RÉSUMÉ**, **TALENT ASSESSMENT**, **MOBILITY**, **CAREER GOAL**, and **DEVELOPMENT PLAN**.

Key Point

EhP 5 includes an integration switch for the Talent Profile for Managers and Talent Management Specialists to display the qualifications assigned to the skills profile, rather than just those that are assigned as core competencies. This provides a seventh tab on the talent profile that contains all of the qualifications assigned to the individual.

The following are the category boxes contained in the **OVERVIEW** tab that provide Frank's manager with a detailed overview of Frank's profile:

- ▶ PERFORMANCE
- ▶ POTENTIAL
- ▶ CORE COMPETENCIES
- ▶ DERAILERS
- ▶ MOBILITY
- ▶ LANGUAGES
- ▶ INTERNAL WORK EXPERIENCE
- ▶ FUTURE DEVELOPMENT
- ▶ ACCOMPLISHMENTS
- ▶ CAREER GOALS
- ▶ MOBILITY

The **PERFORMANCE** and **POTENTIAL** categories both contain the last three performance and potential ratings of the employee so that the manager can track and review the employee's progress over the previous three years. Frank won't have any data at this stage, so the categories will display the text "No Data Available."

Beginning with EhP 6, it will be possible to display the appraisal documents from the Performance Management appraisal process in the talent profile.

The CORE COMPETENCIES category displays the employee's ratings for those competencies that have been assigned as core competencies. By default, these ratings come from the competency assessment of the talent assessment, although from EhP 5, it's possible to display the ratings directly from the employee's skills profile. With this setting, Frank's manager is able to validate Frank's qualifications without needing to request a list from HR. The LANGUAGES category displays the languages that are assessed in the competency assessment.

The DERAILERS category, like the CORE COMPETENCIES category, displays data from the derailers assessment of the talent assessment. The competency assessment and derailers assessment are covered in more detail in Chapter 6, Section 6.2.

The MOBILITY and INTERNAL WORK EXPERIENCE categories display a summary of this data from the talent profile for employees. The last category, FUTURE DEVELOPMENT, displays a summary of the development plan.

The OVERVIEW tab of Frank's talent profile is displayed in Figure 5.38.

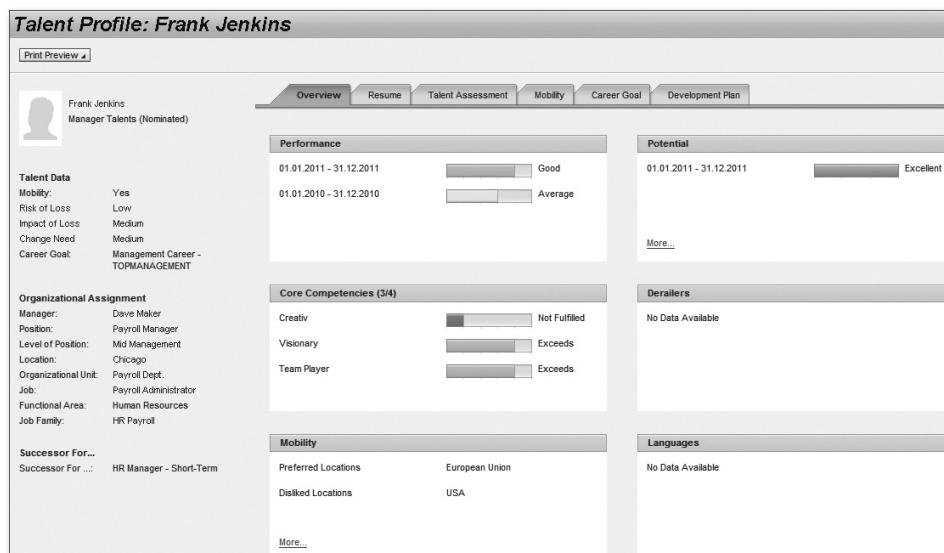


Figure 5.38 Overview Tab of the Talent Profile for Managers and Talent Management Specialists

The RÉSUMÉ tab enables Frank's manager to get a graphical representation of Frank's entire work history, education, and accomplishments. This is Frank's organizational assignment data, plus the data he entered in the INTERNAL WORK EXPERIENCE, EXTERNAL WORK EXPERIENCE, EDUCATION, and ACCOMPLISHMENTS tabs in the talent profile for employees. These tabs are also available for display inside the RÉSUMÉ tab, as shown in Figure 5.39.

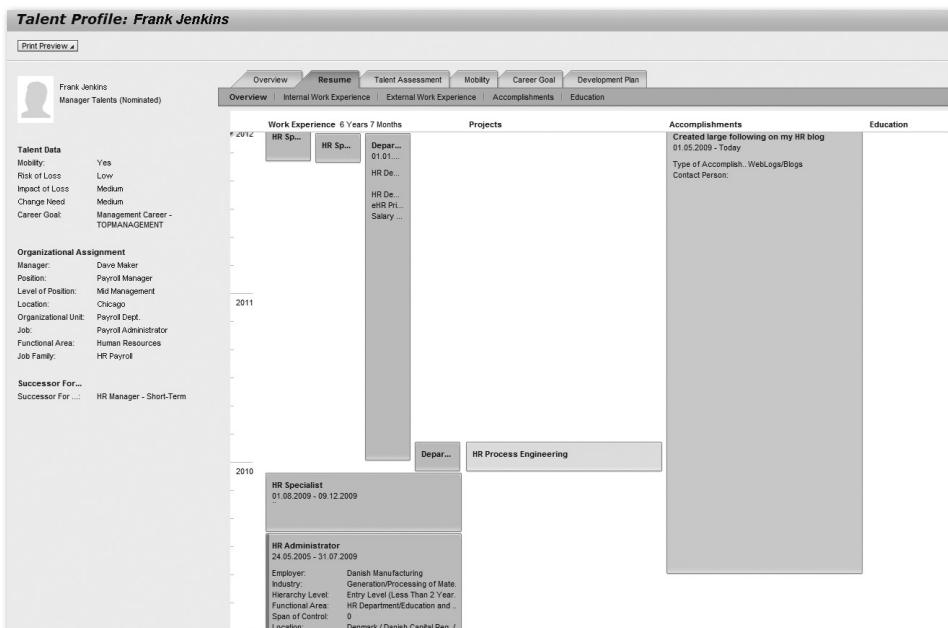


Figure 5.39 Résumé Tab of the Talent Profile for Managers and Talent Management Specialists

In the TALENT ASSESSMENT tab, Frank's manager can display each of the completed talent assessment forms so that he can review Frank's assessment. If an assessment was performed by a different manager during the period, then Frank's current manager can display the assessments performed by that manager. These forms display as they are seen within the talent assessment process, and more information can be found in Chapter 6, Section 6.2.

From EhP 5, the QUALIFICATIONS tab gives a comprehensive view of Frank's qualifications that are assigned to his skills profile. This can be used to verify the qualifications that were assigned from the E-Recruiting system.

Both the MOBILITY and CAREER GOAL tabs display Frank's information in the exact same way as in the Talent Profile for Employees.

The final tab, DEVELOPMENT PLAN, displays Frank's development plan. At this stage, the DEVELOPMENT PLAN tab is likely to be empty, but after the development plan has been created, it can be monitored from here. The information in the tab is displayed in the same way as in the development plan process (more information can be found in Chapter 8).

Key Point

If an employee has been assessed by more than one manager for the talent assessment appraisals, then the talent profile OVERVIEW tab will display the mean value of the assessment values for the potential, risks, derailers, and competencies assessments.

To assist with review or correction, or for assisting talent calibration or succession activities, EhP 5 provides the option to print the Talent Profile for Managers and Talent Management Specialists. Beginning with EhP 6, it will also be possible to get an overview of the learning activities of the employee in their talent profile.

Now that the Frank's manager has reviewed the talent profile, he can pass on any comments to Frank or HR, and the process can continue to the next phase.

5.5 Summary

It's vitally important to have a workforce plan in place that aligns with the strategic goals of the organization because it puts the right number of people with the right skills, experiences, and competencies in the right jobs at the right time, creating a foundation for making strategic business decisions.

After the workforce plan is complete, position management can help determine the number of positions needed, the skill and knowledge requirements of those positions, and the organizational grouping of positions to carry out the work done during the workforce planning process. If used in a disciplined way, position management also provides tools that can be used to improve methods and processes. Finally, numerous costs are associated with an unfilled position within any organization. Many of these costs are difficult to quantify but are very real, nonetheless. Be diligent in your efforts to quantify what the true costs of unfilled positions are for your organization.

SAP position management allows relationships to be built between positions and jobs, which allows those same positions to inherit the qualifications that have already been assigned to the job they are being relationally aligned with. Using the key position indicator enables additional succession planning functionality later in the process. This can be accomplished for individual positions via Transaction HRTMC_PPOM as well as in STVN SuccessionPlanning. It's also possible for organizations to set a number of key positions in a single transaction by using Transaction SE38 and running Report RPTMC_SET_KEY_INDICATION.

The E-Recruiting process always begins with the assumptions that the position being recruited for has already been approved and created in the SAP ERP HCM system, and the position is available in E-Recruiting via ALE from the SAP ERP HCM system. If qualifications are assigned to a position, they are subsequently defaulted in when the recruiter creates, reviews, or maintains the requisition.

As of EhP 5, candidates can use their email address as their user name within the source process, and recruiters can perform side-by-side comparisons as part of the screen process. Most of the interview process takes place outside of E-Recruiting. As part of the hire process, E-Recruiting has enhanced the application to allow background checks to be sent directly to third-party vendors as part of a pre-built interface.

Finally, after an individual has been hired into the company, he maintains his own talent profile. This provides his manager and the Talent Management specialists with a detailed summary of all talent-related information about the individual.

Now that Frank Jenkins has been hired and his manager has reviewed the talent profile, the process can continue. In the next chapter, we'll look at how to set up performance objectives, do a talent assessment, and conduct a mid-year review for Frank Jenkins.

Index

2010 Talent Management Factbook, 30

A

AAP report, 75
Accomplishments tab, 219
Activities, 112, 113
Administrator Portal, 139, 142, 145, 152
Adobe Connect, 136
Adobe Document Server, 326
Adobe Flash Islands, 118, 122, 130
AICC, 270
Americas SAP Users Group (ASUG), 371
Analytics, 161
Application, 109, 204
Application configuration, 338
Application Link Enabling (ALE), 115
Appraisal, 20
 Document, 18, 62, 117, 118, 123, 124, 125, 127, 128, 130, 132, 133, 152, 159, 167, 169, 178, 228, 232, 234, 235, 255, 256
 Template, 18, 117, 118, 121
Appraisals Catalog, 85
Appraise, 123, 129, 178
Appraiser, 247
Approval, 154, 164
Architecture, 21
Area, 43
Assessment, 236, 240
Assessment form, 236
Assessment phase, 22, 227, 236, 247
Audit Report, 163
Authoring Environment, 135, 138, 250, 270, 328
Authorization, 174
Authorization concept, 362

B

Background check, 214
Base pay, 153
Basic competencies, 238
Basic pay, 58
Behaviors, 247
Bench strength, 174, 305
Benefits, 43
Best practices, 23, 349
Blueprint workshop, 350
Booking, 18
Book participants, 145
Bottom-up budgeting, 155, 156, 157
Budget, 281
 Approval process, 289
 Controlling process, 287
 Review process, 284
Budgeting, 153, 154
Budget maintenance, 154, 155, 156, 157
Budget plan, 155, 157, 162, 165, 179
Budget unit, 154
Business Add-In (BAdI), 122, 244, 342
 Enterprise Compensation Management, 344
 E-Recruiting, 342
 Learning Solution, 345
 Performance Management, 343
 Talent Development, 345
Business area, 43
Business functions, 103
Business partner, 48, 53, 55
Business processes, 105
Business Server Page (BSP), 154, 332
Business unit, 43

C

Calibration, 123, 130, 172, 173, 177
Calibration grid, 173

- Candidate, 17, 19, 178, 203
 Profile, 109, 110
 Registration, 204
 Shortlist, 111
Cardinality, 337
Career goal tab, 220
Cascade goals, 126, 132, 220
Cascading, 168
Catalog, 137, 252, 253, 270
Central person, 48, 53, 55
CEO involvement, 26
Change assignment, 144
Change management, 352, 353
Change management plan, 354
Check and release budget, 158
Chief position, 41, 53, 54, 55, 166, 231
 Direct report, 53
Child organization, 47
Classroom training, 264
Close-out, 137, 149, 150, 249, 260, 265, 270, 271
Cloud, 362
Cloud-based solutions, 359
Communications, 355
Company, 43
Company code, 58, 60
Company goals, 133
Company strategy, 133
Compensation, 15, 17, 20
Compensation analytics, 161
Compensation Management, 57, 153
 Budget unit object, 282
Compensation plan guidelines, 159
Compensation planning, 152, 153, 158, 160, 161, 163, 179
Compensation process, 166
Compensation review, 158
Compensation specialist, 154, 155, 156, 162
Competencies, 66, 82, 126, 129, 133, 172, 227, 233, 234, 236, 238, 239, 244, 247
Competency assessment, 172
Competency group, 238, 248
Competency phase, 22, 249, 271
Competitive advantage, 82, 102
Compliance, 162
Component configuration, 338
Conclusion, 23
Conference room pilot, 350
Confirm attendance, 150, 268
Consultant, 351
Content, 137, 270
Content administrator, 139, 250, 251, 252, 270
Content Administrator Portal, 140
Content Management System, 135, 140, 149, 249, 251, 252
Context, 336
Control data, 58
Controllers, 336, 341
Controlling process, 154, 162, 164
Core competencies, 82, 102, 169, 177, 223, 235, 238, 241, 248
Corporate goals, 18, 126, 168, 170, 228, 229, 231, 232, 233, 242, 245, 247
Correspondence, 114
Correspondence worklist, 252
Cost center, 64
Cost plan, 156
Course Administrator Portal, 251
Course appraisal, 265
Course Appraisal application, 150
Course capacity, 260
Course Catalog, 127, 132, 133, 140, 152, 253
Course creation, 18
Course group, 140, 253
Course history, 147
Course type, 140, 144, 253, 270
Create Course Date application, 259
Critical success factor, 350
Crystal Reports, 177
Currency key, 58
-
- D**
- Dashboard, 124
Data transfer, 115, 215
Delivery method, 133, 178
Department, 43, 46, 47
Depreciation meter, 84, 96
Derailer, 169, 172, 223, 235, 236, 239, 241, 248
Design phase, 350

Development phase, 248
 Development plan, 168, 169, 174, 175, 176,
 225, 308, 319, 322, 361
 Disposition, 216
 Division, 43, 46, 55

E

Education, 116, 219
 Education information, 205
 Education tab, 218
 EEO report, 75
 Effective communication, 356
 Eligibility, 153, 159
 Employee engagement
 Bottom line, 31
 Employee performance
 Rewards and recognition, 31
 Employees, 43, 48, 57, 58, 59, 61
 Data, 57
 Details panel, 302
 Development, 16
 Group, 60, 61, 62
 Structure, 54, 232, 261
 Subgroup, 60, 61, 62
 Employee Self-Service (ESS), 153, 332, 261
 Enhancement, 340
 Enterprise Compensation Management
 (ECM), 83, 281, 323
 Enterprise Services, 136
 Enterprise structure, 40, 48, 58, 60, 62, 101
 E-Recruiting, 104, 177, 181, 193, 362
 Application, 110
 Administrator, 198
 Evaluate Participants screen, 150
 Evaluation process, 247
 Executive sponsor, 350
 Extend offer, 213
 Extensible Markup Language (XML), 336
 External learning services, 134
 External user interface, 326
 External work experience, 218

F

Feedback, 248
 Final appraisal, 129, 132
 Final rating, 159, 167
 Financial Accounting, 57
 Fit gap analysis, 350
 Flexible solution, 118, 120, 122, 129, 132,
 178, 235
 FLSA status, 73, 75
 Follow-up, 150, 252, 265, 266, 267, 270
 Formal evaluation session, 241
 Functional area, 63, 64, 65, 67, 101
 Description, 66
 Object, 66
 Future development, 223

G

Generating the documents, 228
 Global implementations, 113
 Goal, 117, 129, 227, 231, 232, 234, 243, 245
 Goal setting, 248
 Google recruiting strategies, 31
 Guidelines, 153, 161, 179
 Defined, 167
 In compliance, 162

H

Handout, 173
 Hierarchy structure, 40
 High-performing employees, 237
 High-potential employees, 237
 Hire, 105, 113, 114, 115, 213
 Hiring manager, 112, 210
 Holder, 56
 Holder relationship, 55
 HR administrator, 16, 17
 HR Expert, 368
 HR manager, 16, 17
 HR Processes and Forms, 194
 Hybrid, 363

I

Identifying the participants, 228
Impact of loss ratings, 248
Implementation considerations, 350, 365, 368, 369
Implementation lead, 16, 20
Incumbent, 174
Individual booking, 145
Individual goals, 126, 127, 170, 233, 245, 248
Induction phase, 22
Ineligible, 163
Ineligible for review, 159
Infotype 0001 (organization assignment), 75
Infotype 0008 (basic pay), 75
Infotype 1001 (relationships), 68
Infotype 1002 (description), 68
Infotype 1005 (planned compensation), 75
Infotype 1610 (EEO/AAP), 75
Infotype 5070 (job family), 68
Inheritance principle, 100
Instructor, 141, 266, 268
Instructor-led training, 22, 134, 249, 259, 261
Instructor Portal, 23, 134, 149, 150, 268, 328
Integration, 22, 115
 ALE, 115
 Analytics& Reports, 177
 ECM, 127, 133
 Enterprise Compensation module, 129
 Jobs Catalog, 116, 133, 152, 177
 Learning Solution, 132
 Organizational Management, 116, 132, 151, 166, 176
 Payroll, 167
 Performance Management, 152, 159, 167, 177, 270
 Personnel Administration, 116, 132, 167, 176
 Qualifications Catalog, 116, 133, 152, 177
 Talent Development, 132, 152
Internal work experience, 217, 223
Internet Communication Framework, 105
Interview, 105, 112
Interview process, 211
Invite to apply, 207, 208
IT manager, 16, 19

J

Java Virtual Machine (JVM), 347
Job, 45, 49, 63, 65, 67, 73, 75, 80, 82, 83, 92, 98, 115, 144, 152, 166, 232
 Job creation, 18
 Job description, 73
 Job level, 64
 Job object, 101
 Job performance, 82
 Job posting, 106, 197, 201
 Job pricing, 153, 166, 179
 Job search, 108
 Job title, 73
 Task, 73
Job board distributor, 202
Job family, 63, 65, 67, 68, 70, 73, 80, 83, 92, 98, 101, 300
 Hierarchy, 70
 Job family object, 68
Jobs Catalog, 106, 152, 177

K

Key indication, 192
Key position, 192
KPI measurement, 229, 230

L

Leadership competencies, 238
Leadership potential, 237
Lead recruiter, 198
Learner, 261
Learner Portal, 22, 134, 146, 147, 148, 248, 328
Learner profile, 254, 256
Learning, 83
 Catalog, 234, 243, 245
 Courses, 133
 Development, 133
Learning Content Management System, 328
Learning Management System, 133, 328
Learning Solution, 178, 249
 Training goal, 233

Legal entity, 58
 Lessons learned, 23, 349
 LinkedIn, 371
 Live-in code, 73
 Long-term incentive (LTI), 152, 159, 166, 179

M

Manage course participation, 252
 Manage Participants application, 145, 147, 258
 Manage Required Courses application, 142, 145, 270
 Manager Self-Service (MSS), 158, 165, 221, 255, 256, 258, 326, 332
 Mandatory course, 142, 144, 255, 261
 Mandatory training, 147, 255, 261
 Mass-adjust, 164
 Mass booking, 145
 Materials Management, 57
 Merit, 179
 Merit/Salary tab, 159
 Mid-year assessment, 243
 Mid-year review, 128, 234, 241, 244, 248
 Mobile solutions, 363
 Mobility, 220, 221, 223
 My Learning, 261

N

Nakisa, 174
 Nakisa Transport Package, 346
 New hire administration, 18
 New Talent Management Network, 26
 Nine-box calibration grid, 174, 296
 NWBC for Desktop, 332
 NWBC for HTML, 329, 331

O

Object, 56
 Object characteristic, 83
 Objective setting, 227, 228, 232, 235, 247, 248

Object-oriented design, 41
 Object type, 80
Object type FN, 64
Object type JF, 67
Object type O, 43, 44
Object type P, 54
 OFCCP, 207
 Offer, 114
Offer letter, 114
 Offline content player, 135
 Offline distribution, 135
 Onboarding, 114, 115
 Online content player, 135
 On-premise solution, 359, 361
 Organization, 48, 53
 Organization job code, 73
 Organizational assignment, 75, 169
 Organizational competencies, 81
 Organizational Management, 17, 18, 39, 40, 41, 46, 48, 53, 56, 80, 81, 106, 116, 151, 176, 231
Benefits, 40
Object types, 41
 Organizational Management structure, 101
 Organizational performance, 82
 Organizational plan, 41, 42, 50, 53, 54, 55, 73, 101, 126
 Organizational planning, 48
 Organizational structure, 45, 51, 52, 55, 64, 83, 115, 116, 124, 159
 Organizational trends
Engagement, 33
Harmonizing HR practices, 32
Integrated processes and systems, 33
Offshoring, 33
 Organizational unit, 41, 45, 46, 47, 48, 49, 50, 51, 52, 55, 58, 101, 116, 132, 144, 154, 155, 156, 158, 159, 163, 166, 170, 173, 228, 229, 231
Object, 101
Structure, 232
 Orgchart, 301
 Overbookings, 252

P

- Parent organization, 44
Part appraiser, 247
Participant assessment, 268
Participation, 137, 271
Pay grade type, 75
Payroll, 43, 57, 60, 62, 154, 165, 166, 179
Payroll manager position, 229, 231, 235, 238
Percentage change, 157
Performance, 18, 222, 244, 247
 Appraisal, 168, 169, 173
 Cycle, 241
 Objectives, 241
 Planning, 247
 Review, 227
Performance Distribution Models, 130
Performance Management, 57, 62, 83, 117, 178, 235, 244
 Competencies, 277, 279
 Final ratings, 279
 Goals, 275, 278
 Self-assessment, 275
 Year-end assessment, 278
 Year-end review, 273
Performance Management documents, 229, 230, 231
Performance Management process, 232, 248
Performance Measurement, 227, 247
Performance versus potential, 248
Perform course appraisal, 265
Periodic feedback, 241
Person, 42, 45, 48, 55, 69, 98, 101, 144, 156
Personal data, 176
Personal development, 17
Personnel, 58
Personnel Administration, 18, 39, 54, 56, 57, 58, 62, 80, 101, 116
Personnel area, 58, 60, 62
Personnel Cost Planning, 156, 157
Personnel Development application, 255, 270
Personnel structure, 62
Personnel subarea, 58, 59, 60
Person object, 53, 54, 56, 58, 60, 83
Phased approach, 351
Plan, 123, 126
Plan compensation, 159
Planning overview, 164
Planning process, 228
Plugs, 334
Portal Content Directory, 332
Position, 41, 42, 45, 48, 49, 52, 53, 54, 55, 56, 63, 65, 67, 70, 73, 75, 80, 83, 92, 98, 101, 115, 116, 156, 166, 227, 233, 238, 241, 247, 248
 Create, 51
 Object type, 50, 54
 Object type S, 50
 Status, 50
Position details panel, 302
Position management, 184, 185, 186, 187
Potential, 222
 Assessment, 169, 172
 Form, 237
 Grid, 174
 Rating, 237, 248
Power Object Work List (POWL), 111, 125, 150
Prebooking, 145
Predefined scale, 237
Predefined solution, 118, 129, 132, 133, 178
Prepare process, 123, 124, 228
Process configuration, 118
Process template, 19, 104, 112, 113
Productive feedback, 241
Proficiency, 82, 84, 85, 86, 88, 89, 91, 92, 94, 99, 116
 Assign, 70
 Description, 89, 94, 96
 Name, 89
 Rating, 239
 Scale, 83, 84, 88, 90, 102, 133
 Text, 83
Profile, 137, 254, 256, 258, 270
Profile Match function, 174, 177, 255, 309
Progression phase, 23, 271, 273, 323
Publication, 106
Publication channel, 107
Publish course content, 252

Q

Qualifications, 17, 18, 20, 23, 63, 66, 68, 81, 83, 86, 90, 94, 95, 96, 98, 100, 102, 106, 116, 127, 133, 141, 146, 149, 152, 177, 191, 197, 205, 223, 224, 234, 253, 261, 268, 270
Alternative qualifications, 83
Block, 98
Desired qualifications, 110
Essential qualifications, 99
Group, 83, 90, 94
Subgroup, 90
 Qualifications Catalog, 39, 80, 81, 82, 83, 85, 86, 90, 101, 102, 116, 152, 177, 244, 247
 Qualitative scale, 84, 85, 86, 88
 Quantitative scale, 84, 88, 90
 Questionnaire, 110, 112, 211

R

Ranking, 175
 Rapid Content Publisher, 140, 251, 252, 270
 Rapid-deployment solution, 359
 Recruiter, 19, 111, 112, 114, 199, 206
 Recruiting, 15, 19, 178
 Recruiting profile, 108
 Rejecting candidates, 114
 Rejection of Application activity, 211, 212
 Relationship, 45, 47, 48, 54, 65, 189
 B|007, 190
 Report RHTM_T77TM_JF_Level, 71
 Reports-to hierarchy, 64
 Required training, 258
 Requirement, 83
 Requisition, 17, 19, 106, 111, 116, 181, 198, 199
 Education requirements, 201
 Form, 195
 General job information, 199
 Qualifications, 201
 Questionnaires, 201
 Requirements, 199

Restricted recruiter, 199
 Résumé parsing, 205, 327
 Review, 123, 127, 154, 158
 Review and Save, 269
 Rewards program, 31

S

Salary adjustment, 18, 286
 Salary grade/broad band, 73
 Salary survey, 153
 Sales and Distribution, 57
 SAP Best Practices for HCM (USA), 64, 67, 68, 73, 75
 SAP BusinessObjects, 177
 SAP Community Network (SCN), 367
 SAP Corporate Goals and Values, 170
 SAP Enterprise Learning, 136
 SAP E-Recruiting, 83
 SAP ERP HCM Performance Management, 228, 241
 SAP ERP HCM Talent Management, 48, 171
 Foundational components, 42
 Foundations, 39
 Resources, 365
 SAP HR Conference, 370
 SAP Job Architecture, 39, 63, 67, 80, 81, 101, 361
 SAP NetWeaver Business Client, 104, 327, 329, 331
 SAP NetWeaver Business Warehouse, 104, 177
 SAP NetWeaver Composition Environment, 346
 SAP NetWeaver Portal, 104, 139, 169, 171, 174, 327, 329, 331
 SAP NetWeaver Process Integration, 105, 117, 327
 SAP Notes, 366
 SAP Organizational Visualization by Nakisa (SOVN), 300
 SAP roadmap, 360
 SAP SAPPHIRE, 370
 SAP Service Marketplace, 365

SAP Talent Visualization by Nakisa (STVN)
SuccessionPlanning, 63, 174, 175, 179, 300, 346, 361, 362
Analytics, 315
Career Planning, 361
Compare, 314
Grid, 306
Profile Match, 308
Search listings, 315, 317
Wizards, 314
SAP User Groups, 370
SAP Web Dispatcher, 327
Save Search Query, 109
Scales, 85, 102, 116
Schedule, 137, 144, 145, 147, 256, 259, 271
Scheduling a course, 258
SCORM, 138, 149, 270
Screen process, 105, 111, 208
Search criteria, 207
Self-assessment, 245
Side-by-side comparison, 208
Skills profile, 223, 224, 239
Social media, 371
Software-as-a-service model, 359
Software Component Archive (SCA), 346
Software Deployment Archive (SDA), 346
Source process, 105, 108, 203
Span of control, 241
Specialist competencies, 238
Staff assignment, 42, 48, 50
Staffing, 351
Static web-based course, 147, 149
Status handling, 304
Subject matter expert, 350, 352
Subprofile, 83
SuccessFactors, 359
 SuccessFactors BizX Suite, 361, 362
 SuccessFactors Employee Central, 362
Succession, 15, 18, 20
Succession Management, 167
Succession planning, 168, 169, 174, 177, 179, 300
Successor, 174, 177
Successor Calibration grid, 312
Successor pools, 304
Suitability check, 208, 209

Support group, 198, 201
Support structure, 352
Support team, 201

T

Talent analytics, 361
Talent and engagement lifecycle, 24
Talent assessment, 168, 171, 173, 223, 224, 227, 235, 236, 247, 248
 Potential, 236
 Risks, 236, 238
Talent Development application, 152, 167, 176, 179
Talent Development/Succession Planning, 20, 57, 83
Talent-driven organization, 26, 27
Talent group, 168, 169, 172, 177, 222, 236, 248, 299
 Nomination, 235, 241, 248, 300
Talent management, 25
 Communications, 29
 Decisions, 27
 Definition, 15
 Drivers, 35, 36
 Evolution of HR, 28
 High visibility, 26
 Initiative, 26
 Integration, 29
 Organizational success, 29
 Philosophy, 29
 Primary owner, 29
 Responsibility, 28
 Strategies, 26
 Support, 28
 Trends, 32
Talent Management Maturity Model
 Level 1, 30
 Level 2, 30
 Level 3, 30
 Level 4, 30
Talent Management specialist, 19, 63, 168, 169, 170, 171, 172, 174, 175, 176, 179, 217, 221, 228, 229, 235, 238, 241, 247, 248, 332

- Talent personnel, 16, 19
 Talent pipeline, 300, 307
 Talent pool, 206
 Talent profile, 115, 116, 152, 168, 169, 173, 175, 176, 178, 181, 216, 219, 221, 223, 225, 239, 361
 Talent-related attributes, 240
 Talent review meeting, 168, 172, 173, 237, 248, 290
Application, 290
Conducting, 296
Infotype, 291
Planning, 291, 292
Preparation, 294
Review meeting object, 291
 Target audience, 16
 Task area, 64
 Tasks, 48, 101
 Team goals, 126, 168, 228, 232, 233, 242, 245, 248
 Technical architecture, 325
Enterprise Compensation Management, 328
Learning Solution, 328
Performance Management, 327
SAP E-Recruiting, 326
Succession Management, 329
Talent Development, 329
 Technological trends
Confidentiality and security issues, 34
Data privacy, 34
Facebook, 34
Generation Y, 34
LinkedIn, 34
Smartphone, 34
Twitter, 34
 Tell a Friend, 109
 Third-party authoring tools, 138
 Time Management, 57, 62
 Top-down budgeting, 155
 Training, 18, 19, 134, 354
 Training Administrator Portal, 135
 Training and Event Management, 135
 Training goals, 126, 152, 233, 234, 243
 Transaction HRTMC_PPOC, 63, 102
 Transaction HRTMC_PPOM, 63, 102, 174, 191
 Transaction HRTMC_PPOS, 63, 102
 Transaction LSO_PVCT, 140, 253
 Transaction OOSC, 70, 85, 87
 Transaction PA48, 216
 Transaction PECM_CHANGE_STATUS, 165
 Transaction PECM_EVALUATE_GRANT, 162
 Transaction PP01, 58, 60, 62, 63, 65, 98, 102, 188
 Transaction PPOME, 42, 46, 47, 52, 53, 54, 63, 102
 Transaction PPPM, 98, 191
 Transaction S_AHR_61016497, 65, 68, 73
 Transaction SPRO, 59, 60, 62
 Transfer qualification, 267, 268, 269
 TREX, 301, 326, 328, 362
-
- ## U
- Uploading content, 136
 User, 48, 53, 55, 65
 User interface, 329
-
- ## V
- Validity dates, 229
 Validity period, 84, 96
 View, 334, 340
 Virtual Learning Room, 136
-
- ## W
- Wage type, 61
 Waitlisting, 145, 252
 Web-based training, 22, 134, 141, 152, 248, 249, 254, 259, 261, 268
 Web Dynpro for ABAP, 118, 122, 153, 179, 332, 333, 336, 337, 339
 Window, 335
 Work experience, 116, 168
 Workflow, 244
 Workforce planning, 182
 Workplace planning programs, 32
 Work schedule, 61

X

Xcelsius, 177
XING, 372

Y

Year-end rating, 129
Year-end review, 130