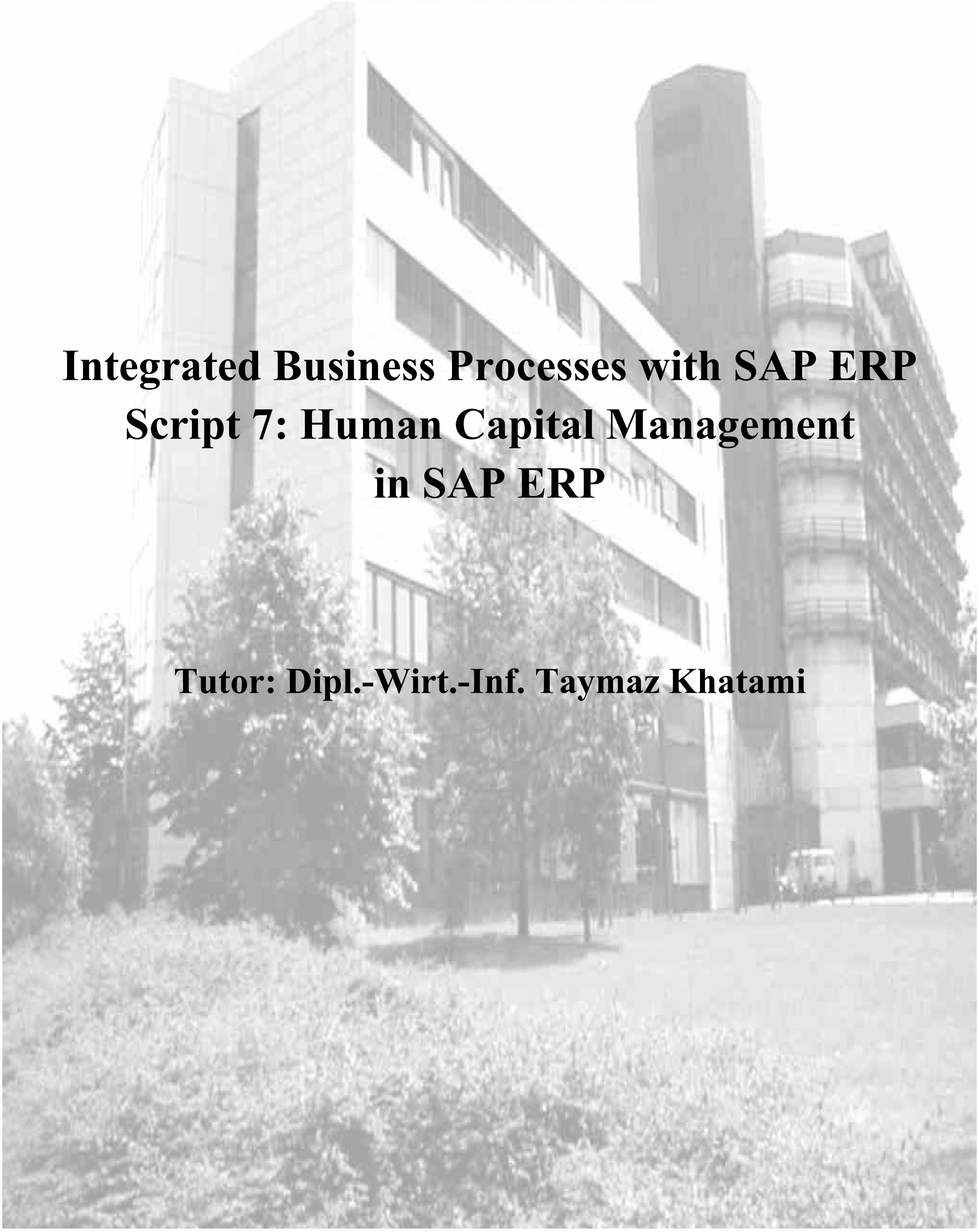

Integrated Business Processes with SAP ERP
Script 7: Human Capital Management in SAP ERP

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1 Human Capital Management in SAP ERP

This teaching unit aims at giving you an understanding of Human Capital Management in the SAP ERP system.

Educational objectives in this unit:
At the conclusion of this unit, you will be able to

- define organizational structures in Human Capital Management
- describe how to manage employee records in Human Capital Management
- describe the basic business processes of Human Capital Management
- discuss the key integration points with other SAP ERP processes
- identify the use and benefits of Employee Self Service (ESS).
- list options for reporting Human Capital Management information

Scenario
In the practical application of this unit, you will firstly maintain the organizational structures in controlling. This includes a profit center and three cost centers. From this point on, you will maintain an own department in Human Capital Management. This department is in charge of marketing and sales and distribution of your bicycle production.
Additionally, you will work with the infotypes concept in the SAP ERP system to recruit personnel and maintain applicant master data. Based on the applicant master data, you will hire a new employee for your department.
In the area of personnel planning and development, you will carry out a succession planning scenario and create a personnel appraisal. Deficits of your employee are supposed to be resolved by a particular training course. Finally, you will settle travel expenses resulting from this.
The following figure shows the entire process that you will complete in the practical application chapters of this unit by using the SAP ERP system. Except for the in depth-maintenance of the organizational structures of controlling, you will focus exclusively on the functional area Human Capital Management.

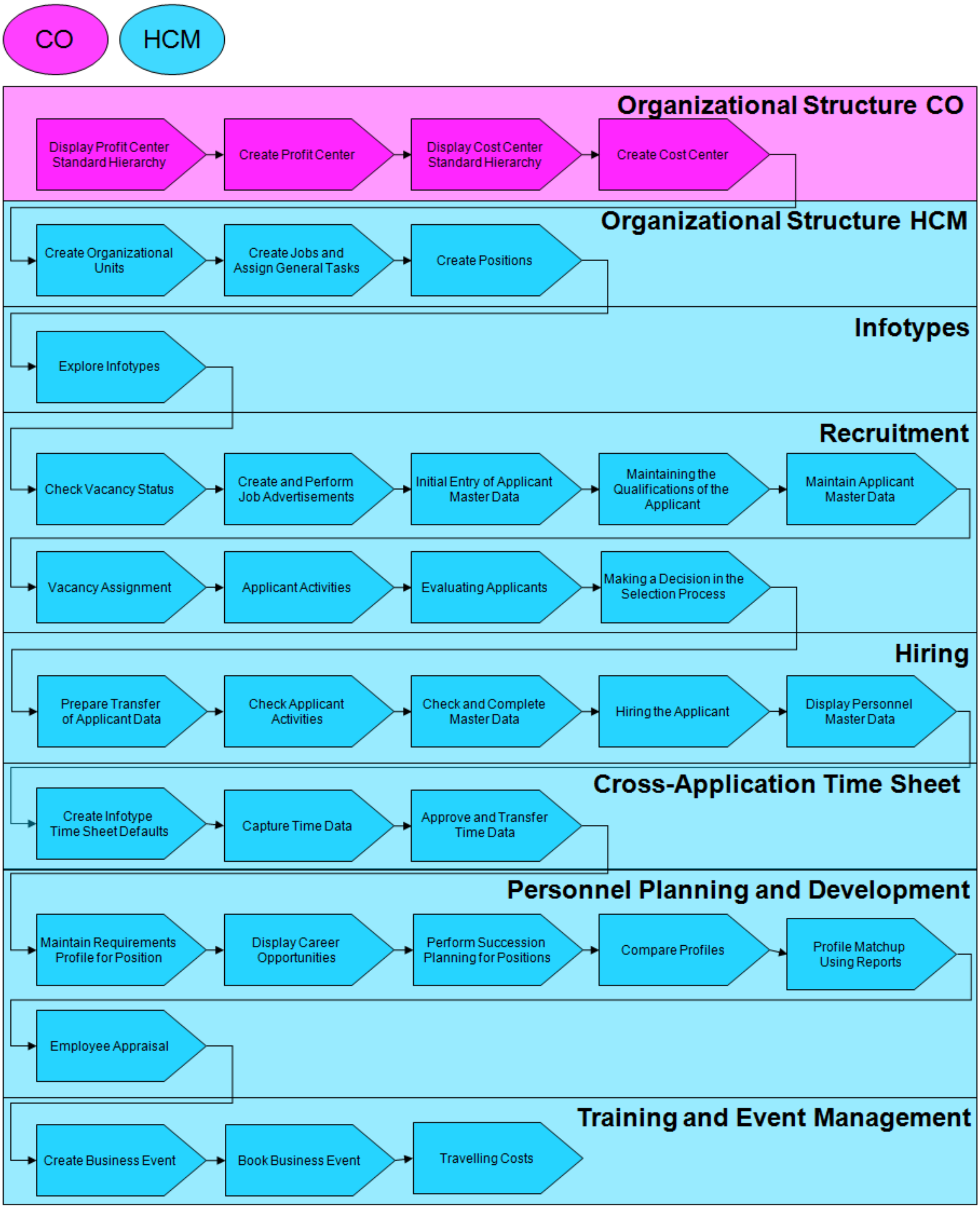


Figure 1: Process Overview: Human Capital Management

2 Organizational Structures in Human Capital Management

This section explains the personnel structure, organizational structures, and the enterprise structure of the Human Capital Management application in SAP ERP.

2.1 Theory: Organizational Structures of SAP ERP HCM (SAP HCM OM)

The SAP ERP application Human Capital Management is an extensive personnel administration system. As such it allows for mapping the hierarchical structures of a company and the relationships within these hierarchies as well as storing and managing employee data. The SAP ERP system differs between the enterprise structure, personnel structure and organizational structure.

The **enterprise structure** in SAP ERP represents the structure of the enterprise's hierarchy (regarding personnel). It contains the legal and financial structures of the company. The highest level is the ***company code***, which is divided into ***personnel areas*** and ***personnel subareas*** from the Human Capital Management point of view. The enterprise structure of Human Capital Management application is defined in the system's ***customizing***.
When entering personnel data in SAP ERP the respective employees must be assigned within the **enterprise structure** first.

The **personnel structure** is built less hierarchically but rather relationally. The organizational elements of the personnel structure are ***employee groups***, ***employee subgroups***, and ***payroll areas***. For personnel administrative purposes, employees are grouped by their **status** (e.g., active or inactive) and by the **type** of contract (e.g., salary or hourly) into ***employee groups***.

The **organizational structure** is a functional structure, representing your enterprise based on ***tasks***. This organizational plan is used in order to carry out business and human resources processes. Thus, it is a task-related, functional structure of your enterprise. The organizational structure is created by using tools from the Organizational Management component.

The employee plays a central role in a company. Every employee is included in the structure of its enterprise. Therefore, employees are assigned to the organizational structures in SAP ERP. This assignment defines where the employee works, the status and the function she/he has in the company. Thereby, this information is relevant for payroll, time management, personnel planning, reporting, authorization checks, etc.
Thus, assigning employees to the structures of a company has the highest priority in Human Capital Management. This is the first step for entering personnel data. The organizational assignment of an employee is carried out in infotype **organizational assignment (0001)**. The employee is uniquely assigned into the ***enterprise structure***, ***personnel structure***, and ***organi-***

zational structure. The information of the organizational assignment of an employee is important regarding

- authorization checks
- entry of additional data
- time management accounting
- payroll accounting

When entering employee data, the employee is assigned to a **company code**, a **personnel area** and a **payroll area** in *infotype **organizational assignment (0001)***. Thus, the employee is assigned to an **organizational unit**, a **job**, and a **cost center**.

An infotype is comparable to a tab and contains the master data of an employee in the SAP ERP system regarding a certain functional area. In the following figure, you can see the infotype organizational assignment (0001), which contains all the organizational data (organizational, enterprise, and personnel structure) of an employee.

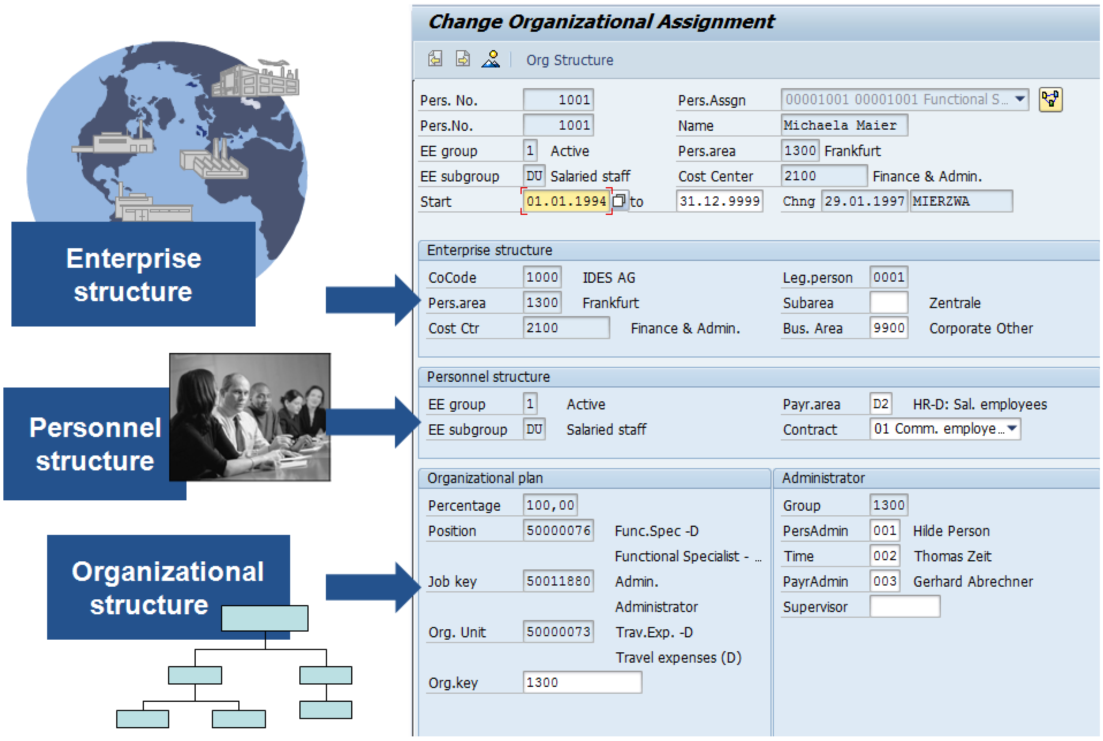


Figure 2: Enterprise, Personnel, and Organizational Structures

2.1.1 Enterprise Structure in SAP Human Capital Management

The Enterprise structure is always comprised of 4 levels. This structure is typically geographic, but it doesn't have to be. Generally it answers the question at what company code does an employee does work for and where. The enterprise structure for processes of Human Capital Management contains the following organizational elements:

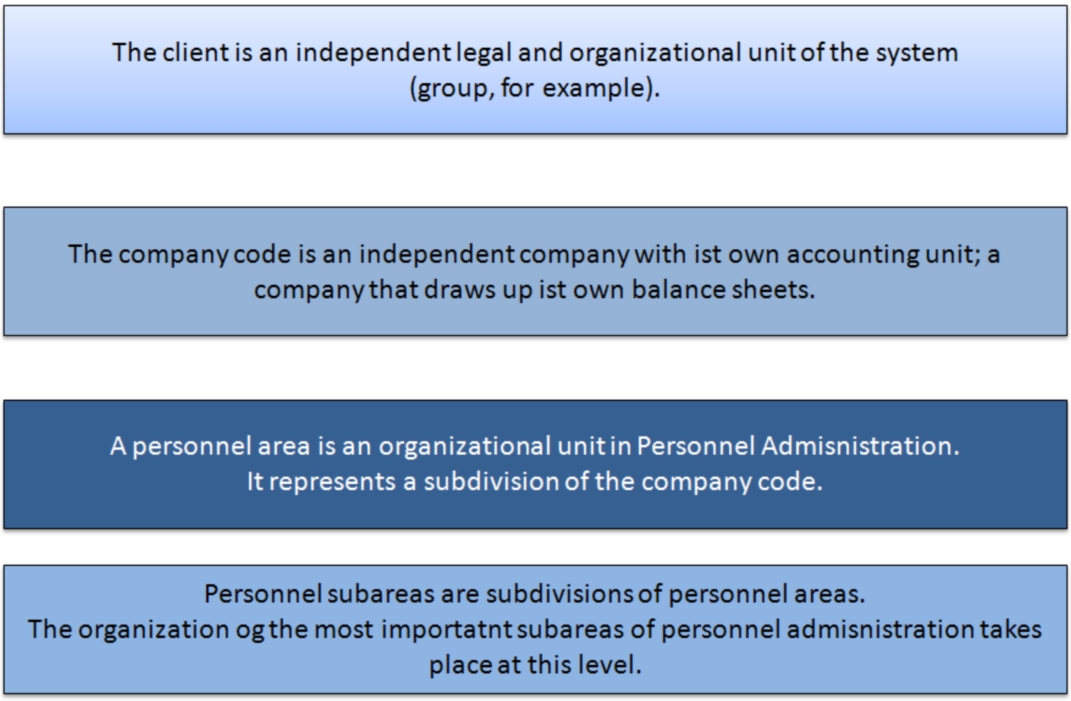


Figure 3: Definitions Enterprise Structure

Client: All data, processes and, thus, all organizational elements for personnel administration are stored within a client. In Human Resources there are client dependent (e.g., personnel data) and client independent data (e.g., holiday calendar). Usually there is no interchange between clients on one system. That is, in legal and organizational terms, the client is a self-contained unit within the ERP system. Following points from the standpoint of Human Resources should be considered before setting up a client in SAP ERP:

- There is usually no exchange of data between clients.
- If an employee changes clients, you have to create the personnel number again.

Company code: The company code is the next level under the client. A client can contain multiple company codes. Consider that company codes are elements, which do not belong to Human Resources, but are part of the Financial Accounting. You create company codes in the customizing of Financial Accounting, but also use them in human resources within the enterprise structure. For instance, the currency is stored in the company code, but is also relevant for Human Resources (wages, etc.).
The company code is a self-contained unit in legal terms, which is an independent unit for accounting and, thus, contains a complete set of accounts. The company code is the highest level of the company structure. On company code level, balance sheet and profit and loss statement are created as required by law.

Personnel area: In Human Capital Management, the enterprise structure below company code level is organized by using personnel areas. A personnel area is a unit of personnel administration and represents a subunit of a company code from the Human Capital Management (personnel administration) point of view. The individual personnel areas of a company code are identified by a four-digit alphanumeric key. Personnel areas within a client must be unique.

The personnel area has the following functions (the acronym RAD is often used in this context):

- **R**eporting: It is used as a selection criterion for reporting in HCM.
- **A**uthorization: It represents a unit for authorization checks.
- **D**efaults: You can generate default values for data entries in infotypes, e.g., for payroll accounting area.

Personnel subarea: Personnel areas can be further divided into **personnel subareas**. On personnel subarea level, the organizational administration of principal aspects of human resources is carried out, i.e., pay scale and wage type structures and work schedules. A personnel subarea is identified by a four-digit alphanumeric key as well. Thereby, control features are stored according to the country.

The most important organizational functions of personnel subareas are:

- specify country groupings. The master data entry as well as setting up and processing of wage types and pay scale groups depend on country groupings. The grouping must be unique for each company code.
- assignment of a legal person to differentiate between companies in legal terms
- determination of groupings for time management to, for example, set up work schedules and substitution, absence and leaving types
- generation of default pay scale types and area for an employee's basic pay
- definition of a public holiday calendar
- definition of specific wage types for each personnel subarea

The enterprise structure is created in customizing. The following figure displays an example on how the Enterprise Structure might look like and how the individual organizational levels and units are assigned to each other.

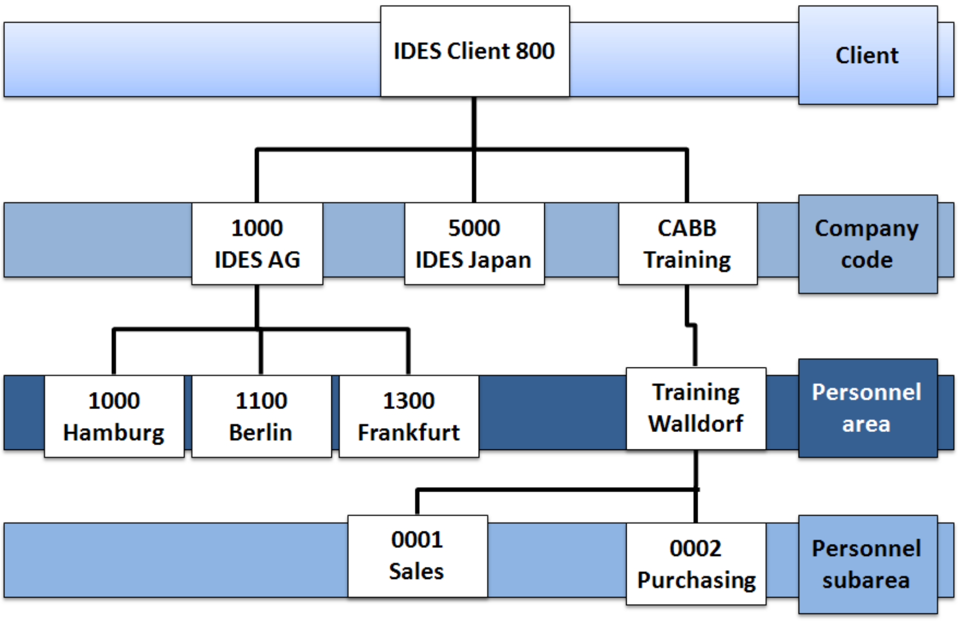


Figure 4: Example of Enterprise Structure in SAP Human Capital Management

2.1.2 Personnel Structure

In order to make differences in working time and payroll remuneration of employees according to their status in the company, a distinction between the employees needs to be made. For these administrative purposes, the employees in an enterprise are divided into two levels. The highest level is an employee group, the second, an employee subgroup. These levels are subject to authorization checks, to define remuneration levels or different work schedules, for example.

The administrative personnel structure in human resources is primarily relevant for work hours and compensation. The personnel structure consists of the three elements ***employee groups***, ***employee subgroups***, and ***payroll areas***.

Employee groups represent different types of employees, e.g., active employees, retirees, and contractors.

Employee subgroups are the second level of the personnel structure and are used to define different payroll procedures, e.g., hourly and salaried.

The **payroll area** is used to give default values for payroll that can be used as selection criteria for reporting as well as for authorization checks. Using the payroll area, you can determine the period of time between settlements (payments) for employees of a subgroup.

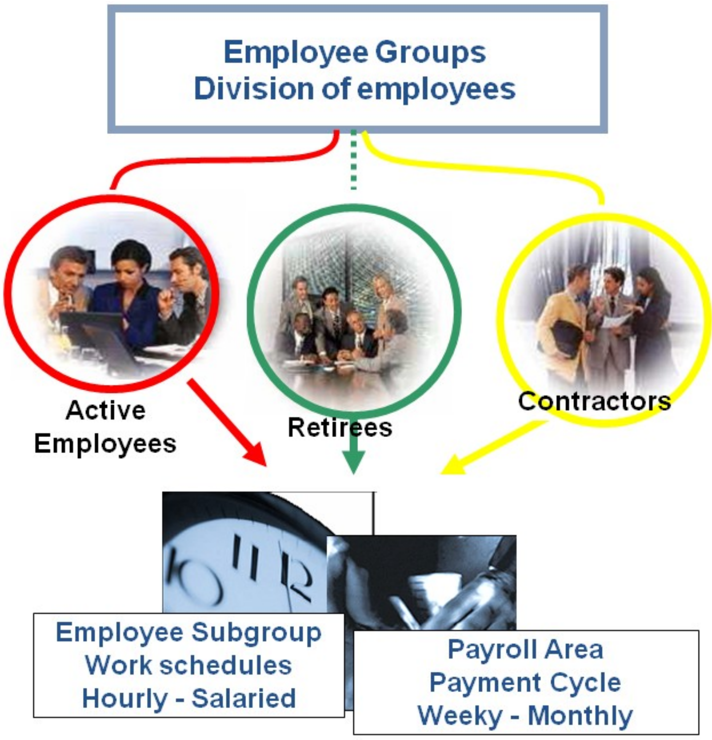


Figure 5: Personnel Structure

2.1.2.1 Employee groups

Employees groups are used for general division of employees. An employee group defines the relationship of an employee in a company. Thereby, the employee makes a certain contribution to the company in terms of work. Primarily, active employees, pensioners, and early retirees are the important groups in personnel administration. Employee groups are relevant within reporting, when creating defaults in infotypes and in order to control authorizations.

The main organizational functions of an employee group are (again the RAD concept):

- It is a selection criterion for reporting.
- It is a unit of authorization checks.
- to generate default values for data entry, for example, for payroll area and basic pay of an employee

You can use a standard catalog for setting up employee groups that can be extended according to individual customer requirements if needed.

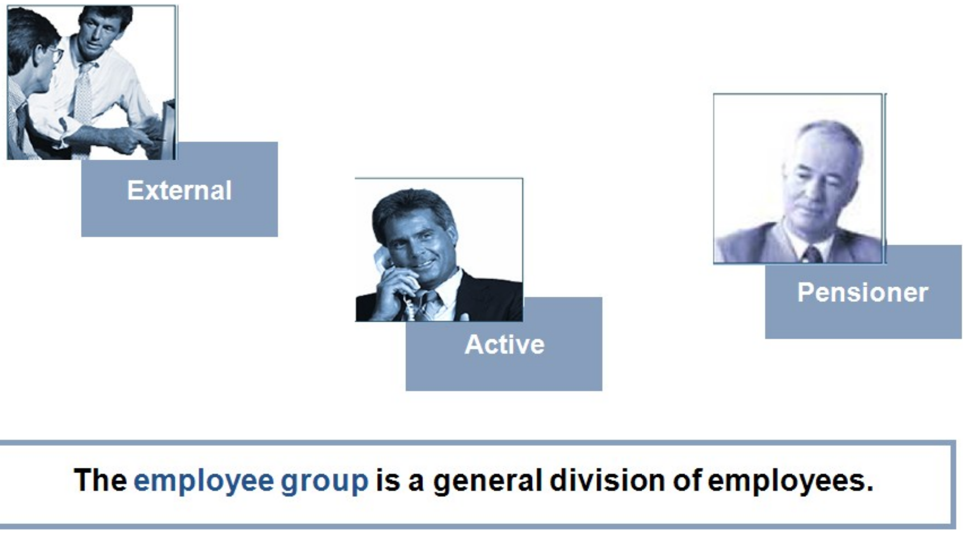


Figure 6: Employee Groups

2.1.2.2 Employee Subgroups

According to the position of an employee, the employee subgroup is a fine division of employee groups. Within the employee group of active employees, for example, employee subgroups differentiate between wage earners, salaried employees, and non-pay-scale employees. On employee subgroup level, all administration features of the personnel structure are defined. This information is relevant for reporting, when creating defaults and to control authorizations (RAD). However, even more relevant is the control of working times and remuneration according to the employee subgroup. Similar to personnel subareas, employee subgroups store keys which allow making differences in work and payment.

The most important characteristics are:

- Using the grouping of employee subgroups for the personnel calculation rule, you can determine different payroll procedures for different employee subgroups. Thus, you can, for example, control whether an employee is paid hourly or monthly.
- The employee subgroup grouping of primary wage types controls the validity of wage types for employee subgroups, while the grouping for the collective agreement provisions restricts the validity of pay scale groups to particular employee groups.
- You can define default values for data entry by using employee subgroups, e.g., for the payroll area.

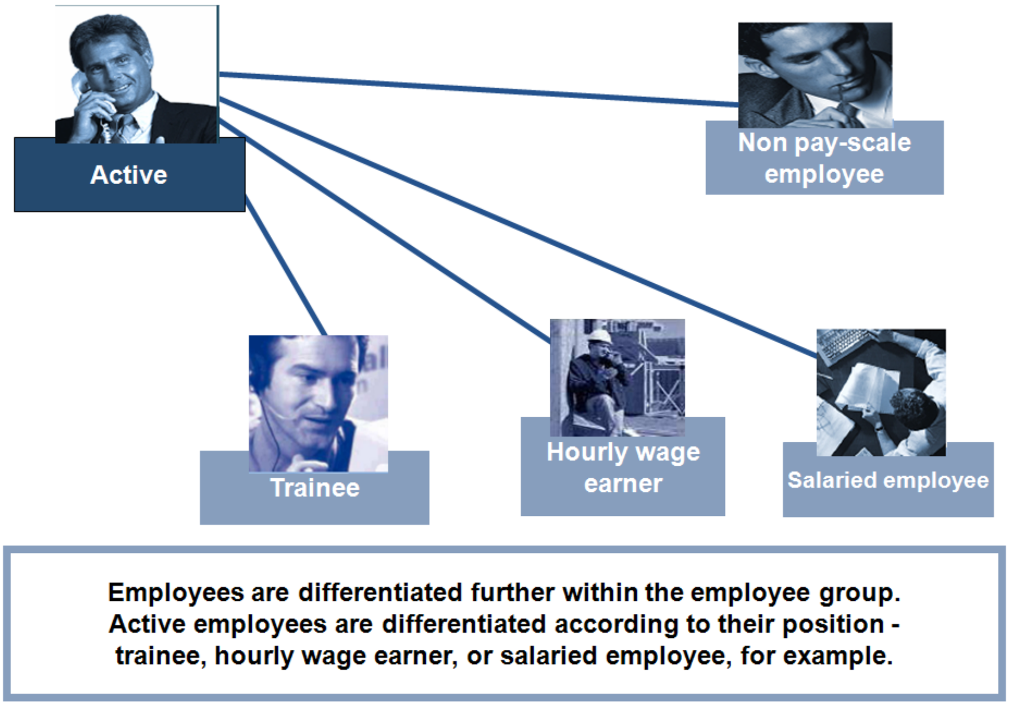


Figure 7: Employee Subgroups

2.1.2.3 Payroll areas

A payroll area is an organizational unit used for running payroll. All employees who have payroll run for them at the same time and for the same period are assigned to the same payroll area.

Usually, payroll is carried out for each payroll area. The payroll area provides the payroll driver with the number of employees for whom payroll is to be run and with dates of the payroll period. The system determines the number of employees for whom payroll is to be run by using the infotype **organizational assignment** (0001). Among other things, this infotype contains the respective payroll area in the personnel master record.

Note

A payroll area for an employee can only be changed at the end of a period. When an employee changes status from wage earner to salaried employee in the middle of a month, and both are located in different payroll areas, you must not enter the new payroll area until the start of the next month.

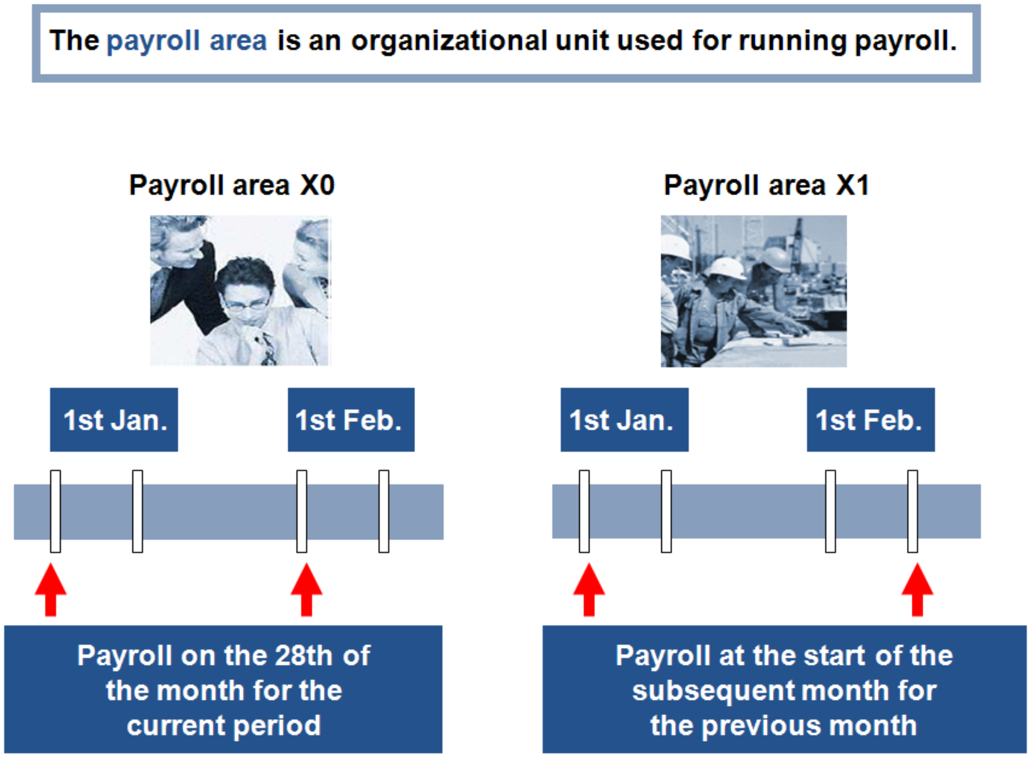


Figure 8: Payroll Areas

2.1.3 Organizational Structure

The Organizational Structure represents the task-related, functional structure of your enterprise. The organizational plan differs from the administrative enterprise or personnel structure, whose structural elements are relevant to payroll or accounting. You can view your organizational plan with objects and reporting relationships to see different views of the organization.

The organizational plan of a company in the SAP ERP system is created using ***organizational units*** and ***positions***. The organizational plan features an all-encompassing and dynamic model (i.e., the model can be adjusted continuously, without referring to customizing) of the structural and personnel environment of a company that can be evaluated at any time. In contrast to the enterprise structure, the organizational structure is created in the SAP Easy Access menu (transaction PPOCA).


Note

The enterprise structure consists, as you already know, of company codes, personnel groups, personnel subgroups, etc. These units (we referred to them as organizational levels in earlier units of this course) should not be confused with the organizational structure in Human Capital Management (HCM). The organizational structure contains organizational units, positions, etc., which are located below or within the enterprise structure. The enterprise structure represents the legal and financial aspects of a company, e.g., company codes, while the organizational structure in HCM represents the organizational plan of enterprise parts, departments, etc. (e.g., employee X is assigned to position Y, position Y is part of organizational unit Z, organizational unit Z is assigned to company code and cost control area 1000 of IDES, i.e., accounting for organizational unit Z is carried out in the enterprise structure of the IDES 1000).

The organizational plan represents hierarchies with in a company:

- **The organizational structure of the enterprise**: The organizational structure represents the hierarchy between the different organizational units of a company. The organizational structure is created by creating and maintaining organizational units and linking them to each other.
- **The individual positions and the reporting structure (chain of command)**: A reporting structure represents a given line structure of an enterprise. The reporting structure is created by creating and maintaining positions and linking them to each other.

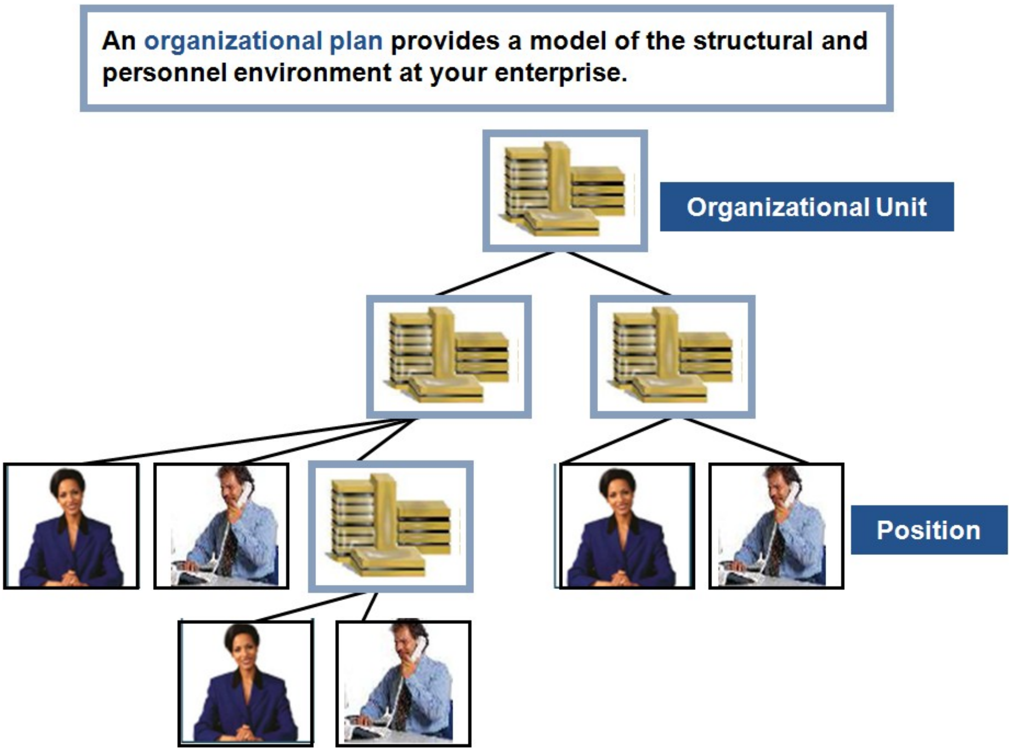


Figure 9: Organizational Plan

2.1.3.1 Organizational Units

Organizational units describe business units in an enterprise such as departments. They can be classified generally (e.g.,, by function or by region), or specifically (e.g., by project group). The way you classify organizational units depends on the company in question.
You use relationships to connect organizational units with each other. These relationships constitute a network, which illustrate the hierarchical structure of the enterprise. That is, you must relate organizational units with one another in an organizational plan. Thereby, the hierarchical interrelationships that exist between the organizational units represent the organizational structure of your enterprise.
Furthermore, organizational units can be related to cost centers. A cost center that is assigned to an organizational unit, which is at the top of the organization's hierarchy, can be bequeathed to all organizational units below.

Example: *The following example shows the organizational unit Executive Board as the superior object over two subordinate objects, Human Resources and Finance.*

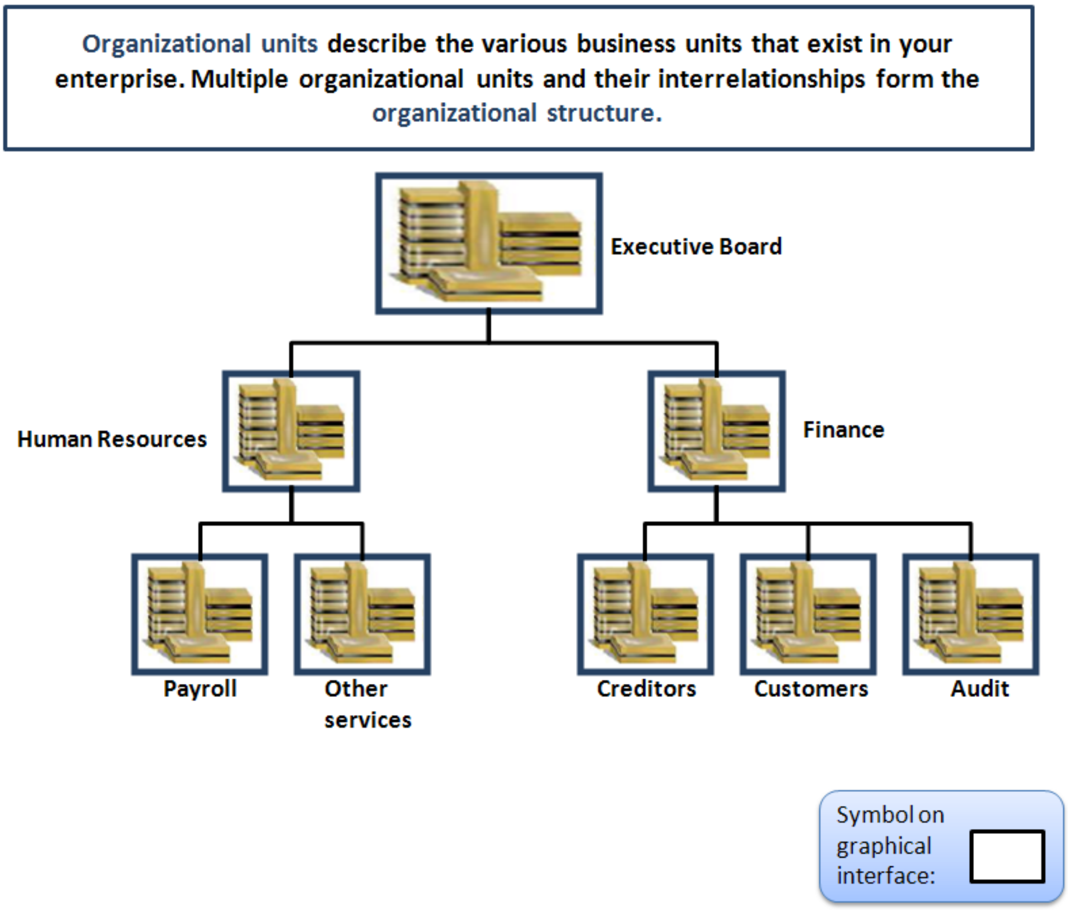


Figure 10: Organizational Units

2.1.3.2 Jobs

Jobs are general classifications of tasks or responsibilities within the organization. Jobs are created once and are used to describe positions. When creating jobs, you should pay attention to which specific tasks and requirements are associated with an individual job. Jobs are used in the following application components:

- shift planning
- personnel cost planning
- personnel development

You should keep your job descriptions as general, as possible and as specific as necessary.

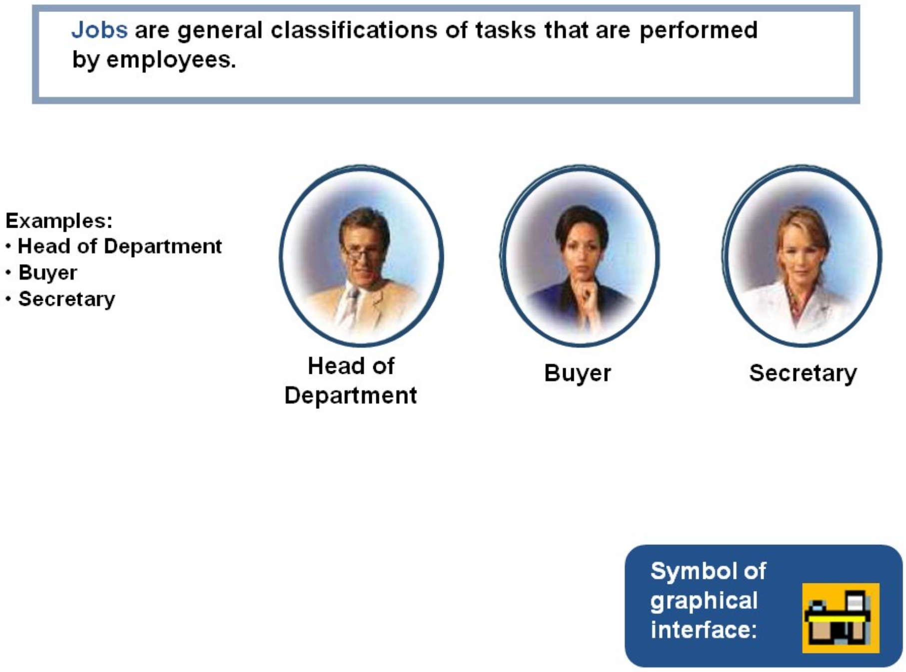


Figure 11: Jobs

2.1.3.3 Positions

A position is a specification of a job. One job can be used to create several positions. When you created a job in the SAP ERP system, you need to define a number of positions that correspond to this job that are required in the company. Information such as tasks, requirements, etc., which are stored in a job definition, are bequeathed to all the positions created from this job. Positions are occupied by persons.

The tasks defined for the jobs are inherited by a position. A position can be extended by defining additional tasks that only have to be carried out by this individual position. Positions can be 100% filled, partially filled or vacant.

Example: Not jobs, but positions are filled with employees. A position can also be shared by a number of employees that work less than the full time capacity of the position. For example, two employees can share a position (60% and 40%).

A job is used as a template from which positions inherit particular characteristics such as tasks. When you create, for example, the job secretary, different organizational units that feature a position secretary can inherit general tasks of the secretary job, e.g., correspondence, appointment management, etc. Thus, you do not need to create those tasks for each position. Additionally, positions can feature individual tasks, e.g., audit or make coffee.

Consider that positions are related to organizational units, jobs are not.

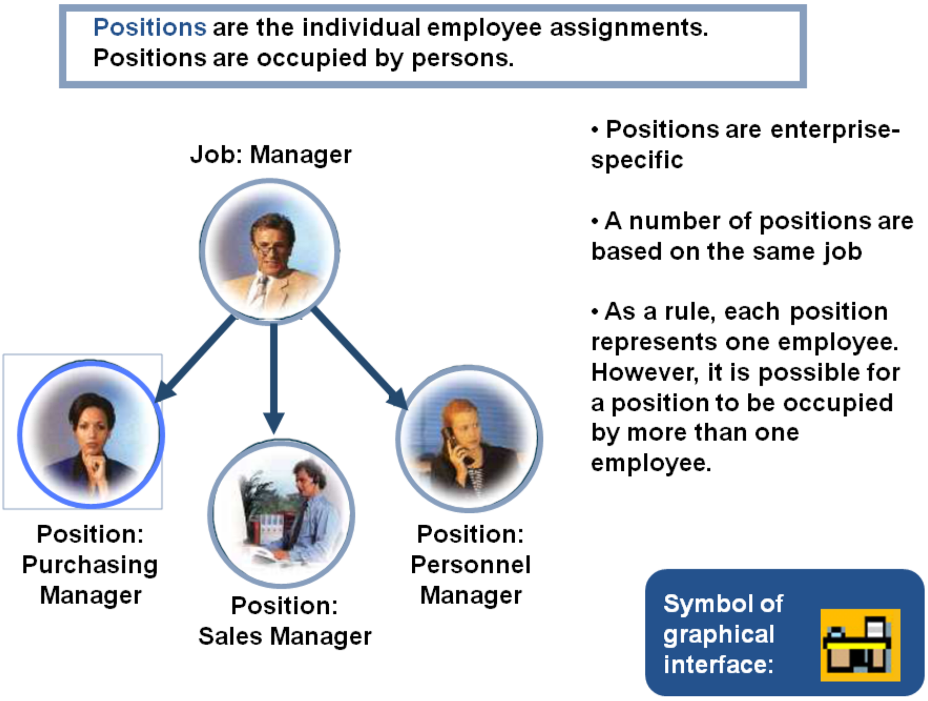


Figure 12: Positions

2.1.3.4 Persons

Employees of a company are represented by persons in the SAP ERP system. Persons hold positions in the organizational structure determined by organizational management.
In personnel administration, infotypes for persons are maintained. In the infotype *organizational assignment*, in the organizational structure section, the position held by a person is entered. Using position assignment, persons are linked with the organizational plan. Additional default values in personnel administration such as infotype of the employee group and employee subgroup (1013) can be derived from data of the organizational management.

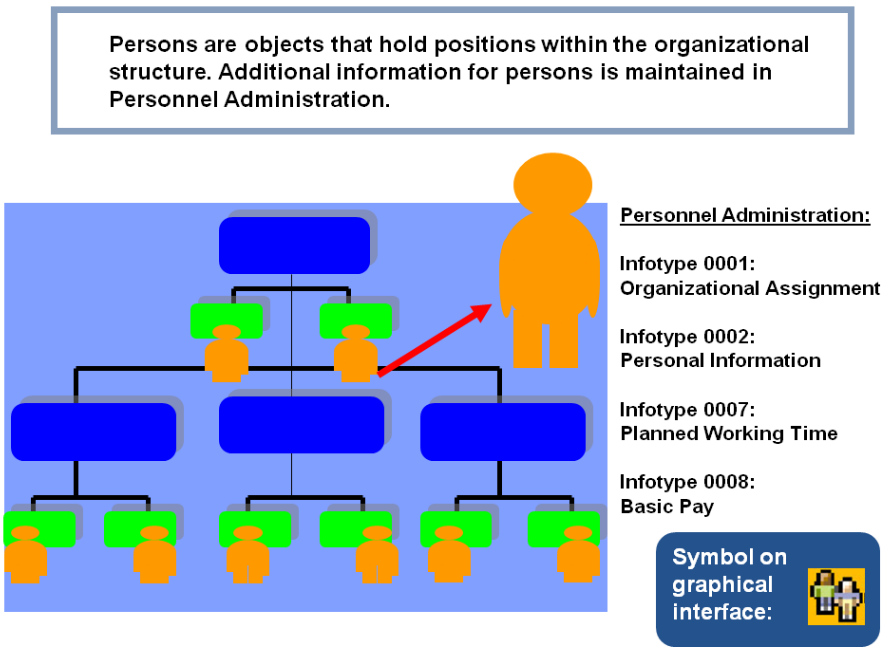


Figure 13: Persons

2.1.3.5 Cost Center

A Cost center is an organizational object of Controlling and, thus, is maintained in Controlling (SAP CO: see teaching unit 9). Cost Centers can be assigned to organizational units or positions. Note that a Cost Center **is not** an element of the Organizational Structure of HCM but it can be assigned to Organizational Structures like Organizational Units or Positions.

Cost center assignments are inherited along the organizational unit structure. That is, when you assign a cost center to an organizational unit, all organizational units and positions that are below this organizational unit, inherit this cost center by default. You can change the cost center assignment at a lower level such as position or person manually.
Organizational units can have multiple cost center assignments/percentages.

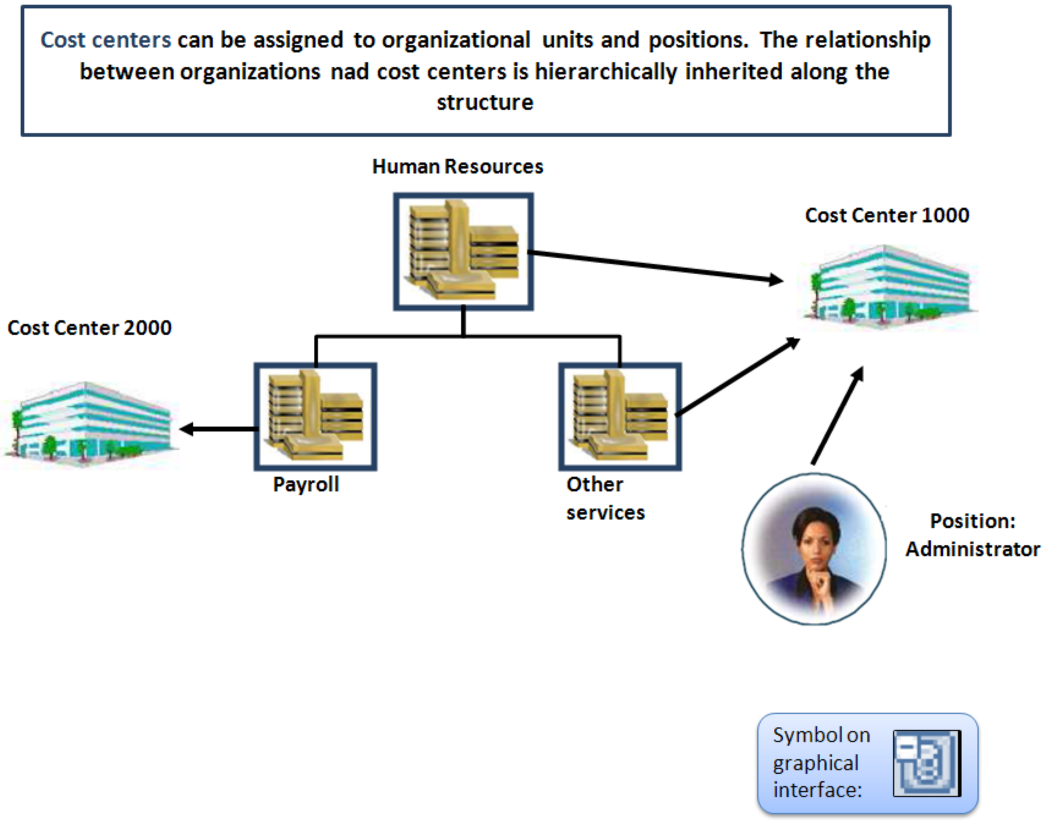


Figure 14: Cost Center

2.1.3.6 Personal Administration and Planning

In case personnel administration and personnel planning are integrated, you can enter positions in the **actions infotype** (0000). This infotype needs to be maintained first. The fields *job*, *organizational unit*, or *cost center* **cannot** be overwritten. They determine the relation to the position.
The default values for the fields personnel area, personnel subarea, employee group, and employee subgroup can be supplied by using the organizational unit or the position.

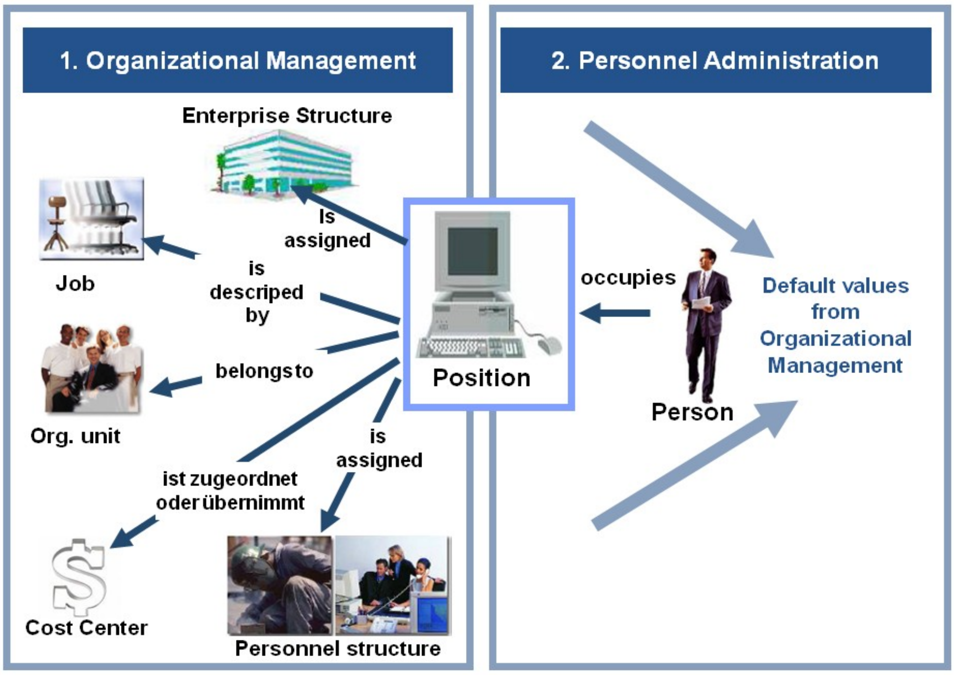


Figure 15: Personal Administration and Planning

2.2 Excursus: Enterprise and Personnel Structure in SAP HCM

This chapter will clarify aspects of the SAP ERP Enterprise Structure and Personnel Structure in Human Capital Management. Additionally, you will learn how organizational levels and their interrelations are represented in SAP ERP HCM. This section is not relevant to the final certification exam by SAP AG; however, it encourages in-depth understanding of the topic.

2.2.1 Enterprise Structures in SAP HCM

To display the enterprise and personnel structures of IDES AG, you need to proceed to the customizing settings. Therefore, choose:

Tools → Customizing → IMG → Execute Project (SPRO)

Choose SAP Reference IMG to display the implementation guide. You can find the settings for the enterprise and personnel structures in Human Capital Management under

Enterprise Structure → Definition → Human Resource Management

The assignment of personnel areas to company codes and employee subgroups to employee groups is available under

Enterprise Structure → Assignment → Human Resource Management

2.2.1.1 Personnel Area

The personnel area is an organizational unit that represents a specific area of the enterprise and it is organized according to aspects of personnel, time management, and payroll. A personnel area is divided into several personnel subareas. Please note that the personnel subareas contain the business characteristics. To assign the business characteristics, you must have set up at least one personnel subarea for each of your personnel areas, even if you do not use personnel subareas in your enterprise structure.
When you define the personnel areas, the setting up of the enterprise structure has begun. You assign characteristics to these personnel areas in subsequent IMG steps. These steps are dealt with in the IMG at the same time they are established in a business sense.

Example:
Company X has three production plants in Germany: Hamburg, Cologne and Berlin. In the SAP System these would constitute three personnel areas.

Firstly, choose

Enterprise Structure → Definition → Human Resource Management → Personnel Areas (→ Copy, Delete, Check Personnel Areas)

Secondary, choose the Structure button and then Navigation to display a list of all personnel areas of the IDES group. Confirm the system notification.

For example, the IDES group contains the personnel areas 1000, 1100, 1200, etc. The identification of the personnel area is deliberately chosen in alignment with the company code name to which the personnel area is assigned. Personnel area 1000 is in charge of personnel administration regarding company code 1000, for example. You can display the assignment to a company code by double-clicking the respective personnel area.

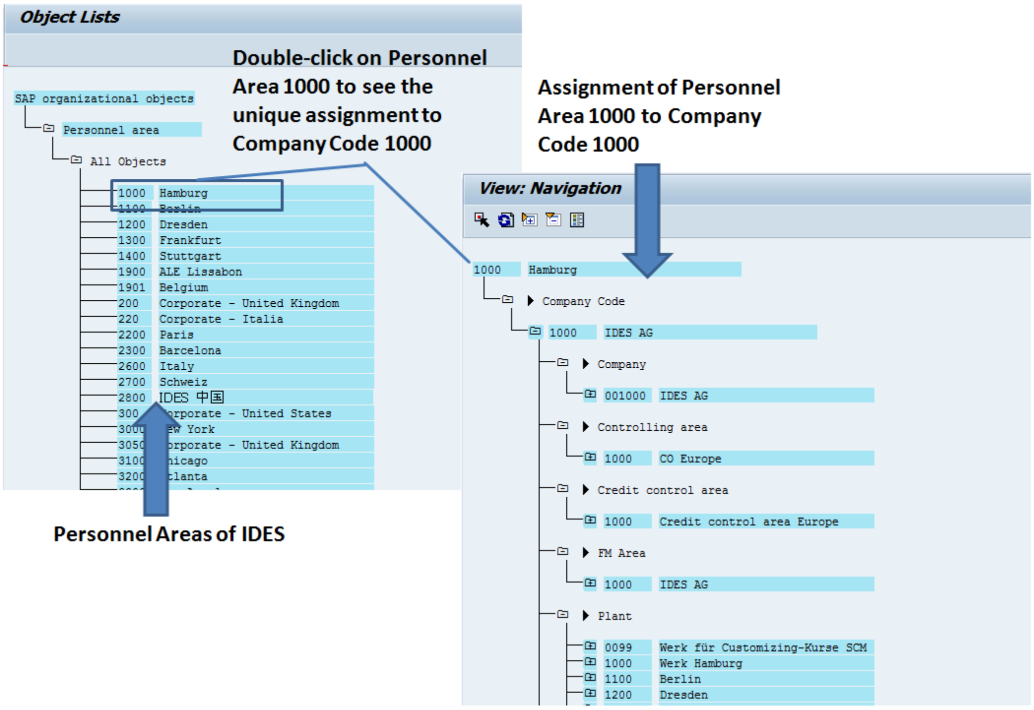


Figure 16: Enterprise Structure – Personnel Areas (1): SAP-System-Screenshot

Alternatively, you can call up

Enterprise Structure → Assignment → Human Resources → Assignment of Personnel Area to Company Code

to display the respective assignments.

Display View "Assignment of Personnel Area to Company Code": Overview

Pers.area	Personnel Area Text	Company Code	Company Name	Ctry Grpg
1000	Hamburg	1000	IDES AG	01
1100	Berlin	1000	IDES AG	01
1200	Dresden	1000	IDES AG	01
1300	Frankfurt	1000	IDES AG	01
1400	Stuttgart	1000	IDES AG	01
1900	ALE Lissabon	2000	IDES UK	19
1901	Belgium	3010	Euro Subsidiary - Belgium	12
200	Corporate - United Kingdom	2000	IDES UK	08
220	Corporate - Italia	2200	IDES France	06
2200	Paris	2200	IDES France	06
2300	Barcelona	2300	IDES España	04
2600	Italy	2600	IDES IDES Italia	15
2700	Schweiz	2700	IDES Schweiz	01
2800	IDES 中国	2800	China	28
300	Corporate - United States	3000	IDES US INC	10
3000	New York	3000	IDES US INC	10
3050	Corporate - United Kingdom	3050	IDES Subsiduary UK	08
3100	Chicago	3000	IDES US INC	10
3200	Atlanta	3000	IDES US INC	10

Figure 17: Enterprise Structure – Personnel Areas (2): SAP-System-Screenshot

2.2.1.2 Personnel Subareas

A personnel subarea is an organizational unit that represents a specific area of the company organized according to certain aspects of personnel, time management, and payroll. The following business subtasks belong to the personnel subarea:

- defining of pay scale and wage type structure
- defining planned working hours
- defining appraisal criteria

Example:
The Berlin site of Company X is physically separated by a railroad line. This could mean that two different tax or employment offices are responsible for the respective areas. In this case, you would define a personnel area "Berlin" and two personnel subareas.

Choose

Enterprise Structure → Definition → Human Resource Management → Personnel Subareas (→ Create Personnel Subareas)

A dialog is displayed, asking for which personnel area you want to display the subareas. Enter personnel area 1000 in the work area field and press *Enter*.
You can see that no personnel subareas for personnel area 1000 exist. Due to missing rights, you cannot create them on your own.

Personnel subareas are not necessarily required for the structure of personnel administration, since they merely structure a personnel area.

2.2.2 Personnel Structures in SAP HCM

The administrative personnel structure in human resources is primarily relevant for work hours and compensation.

2.2.2.1 Employee Groups

The employee group allows you to divide your employees into groups and allows you to define their relationship to the enterprise. The following essential organizational functions can be carried out by using the employee group:

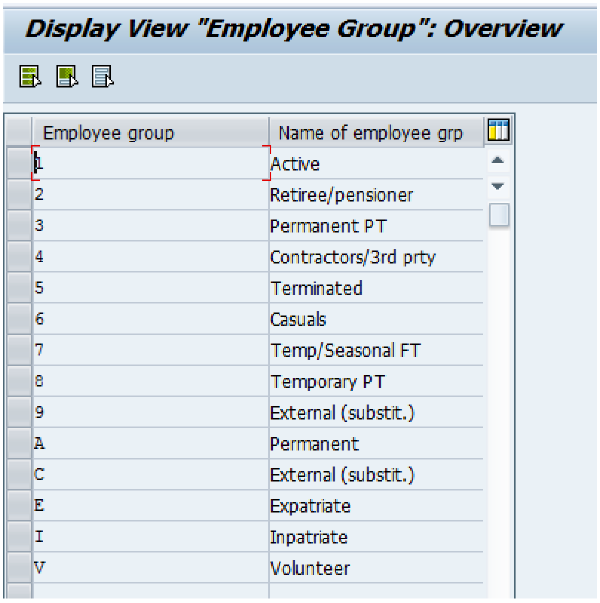
- generating default values when entering data; for example, for the payroll accounting area or for the basic pay of the employee
- generating a selection criterion for evaluations
- generating a unit for the authorization check

Example:
You want to distinguish your employees between persons who are actively employed, pensioners, and early retirees. The standard SAP system contains some samples of employee groups.

Choose

Enterprise Structure → Definition → Human Resource Management → Employee Groups

In this table, you can see all data objects representing employee groups. Thus, the employee groups *active, pensioner*, and *early retiree*, etc. exist within the IDES group.



Display View "Employee Group": Overview

Employee group	Name of employee grp
1	Active
2	Retiree/pensioner
3	Permanent PT
4	Contractors/3rd prty
5	Terminated
6	Casuals
7	Temp/Seasonal FT
8	Temporary PT
9	External (substit.)
A	Permanent
C	External (substit.)
E	Expatriate
I	Inpatriate
V	Volunteer

Figure 18: Personnel Structure – Employee Groups: SAP-System-Screenshot

Technically speaking, employee groups are atomic data structures, i.e., they do not contain further data, but consist only of a description. In detailed customizing (master data, process customizing), these data structures are used to state, which actions or processes can be run for an employee group. For example, you can set that in SAP ERP only those persons receive salary, whose status is 1 (active).

2.2.2.2 Employee Subgroups

The employee subgroup represents a subdivision of the employee group. When you define employee subgroups, you are essentially begun to set up your personnel structure. Features are allocated to this in later steps. These steps are dealt with at the spot where they are established in a business sense.

The following business subtasks are provided among other things:

- specification of processing in payroll accounting
- specification of validity of primary wage types
- specification of validity of work schedules
- specification of validity of pay scale groups
- specification of validity of time quota types

Example:

Within the employee group *active*, you want to distinguish between industrial workers, pay scale employees, trainees, and executive employees. This distinction enables you to do the following:

- You can carry out evaluations for which certain employee subgroups can be included or excluded.
- Certain personnel administrators should only be allowed to edit the data of certain employee subgroups.
- Depending on the employee subgroup, you can generate different default values in master data processing (e.g., executive employees have entitlement to more leave than pay scale employees).

You can display the employee subgroups of IDES group under

Enterprise Structure → Definition → Human Resource Management → Employee Subgroups (→ Define Employee Subgroups)

Employee subgroups are atomic structures as well. In combination with employee groups, they offer options for detailed personnel administration.

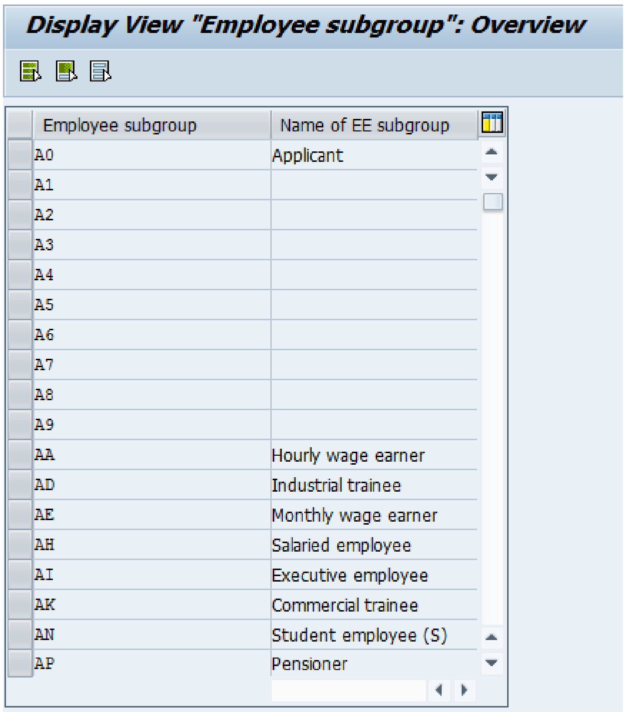


Figure 19: Personnel Structure – Employee Subgroups: SAP-System-Screenshot

Leave the SAP implementation guide and take a closer look at the organizational structure.

2.3 Practice: Organizational Structures in SAP HCM

Despite the good order situation, management of the IDES group decided to increase marketing measures for the Speedstar and the Speedstarlett. Therefore, a new department is supposed to be set up that focuses on marketing and distribution activities regarding the two products. For this reason, the respective organizational structure needs to be entered into the SAP ERP system and the personnel for vacant jobs needs to be hired.

Firstly, get an overview of the navigation and the basic structures and terms in HCM. Based on that, you all get to know the important concepts of SAP ERP human resources management in an integrative case study.

Your first task is to enter the organizational structure of the new department into the SAP system and to assign it to existing organizational structures. Again, replace ***xxyy*** with your user ID when processing the case study.

2.3.1 Organizational Structure in SAP CO

To create the new department, you need a cost center to which you can assign the new department. The cost center is necessary, since costs occurring in your new department must be posted to an accounting object for SAP CO.
You will initially maintain an own profit center, which will be assigned to hierarchy node H1300 (marketing and sales and distribution) in the standard hierarchy of the IDES group.

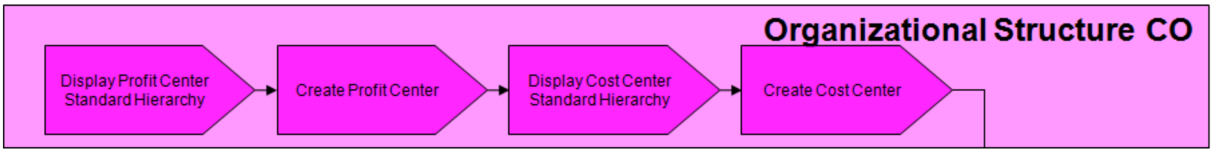


Figure 20: Process Overview: Organizational Structures in Controlling

2.3.1.1 Display Profit Center Standard Hierarchy

Standard hierarchies serve the unique assignment and hierarchical relations of CO objects, e.g.:

- cost centers
- processes
- profit centers

Display the ***profit center standard hierarchy*** of the IDES group. Therefore, call up the following transaction:

Accounting → Controlling → Profit Center Accounting → Master Data → Standard Hierarchy → Display (KCH6N)

1. In case you are prompted to enter a controlling area, enter controlling area ***1000***.
2. Expand the organizational structure tree in the right window so that you can see the node **H1100 External Services (*H1 → HE → H1100*)**. Your new profit center is supposed to be assigned to this profit center hierarchy node. Next, create a profit center with reference to this hierarchical level.

*In case you do not see the desired hierarchical nodes when calling up the transaction KCH6N or later, the transaction OKENN (OKEON) (depending on the settings of your user), you can search for the root organizational unit H1 by using the search assistant for **the profit center group** (for OKENN, **cost center group**). From this root node, you can expand and navigate to the respective node.*

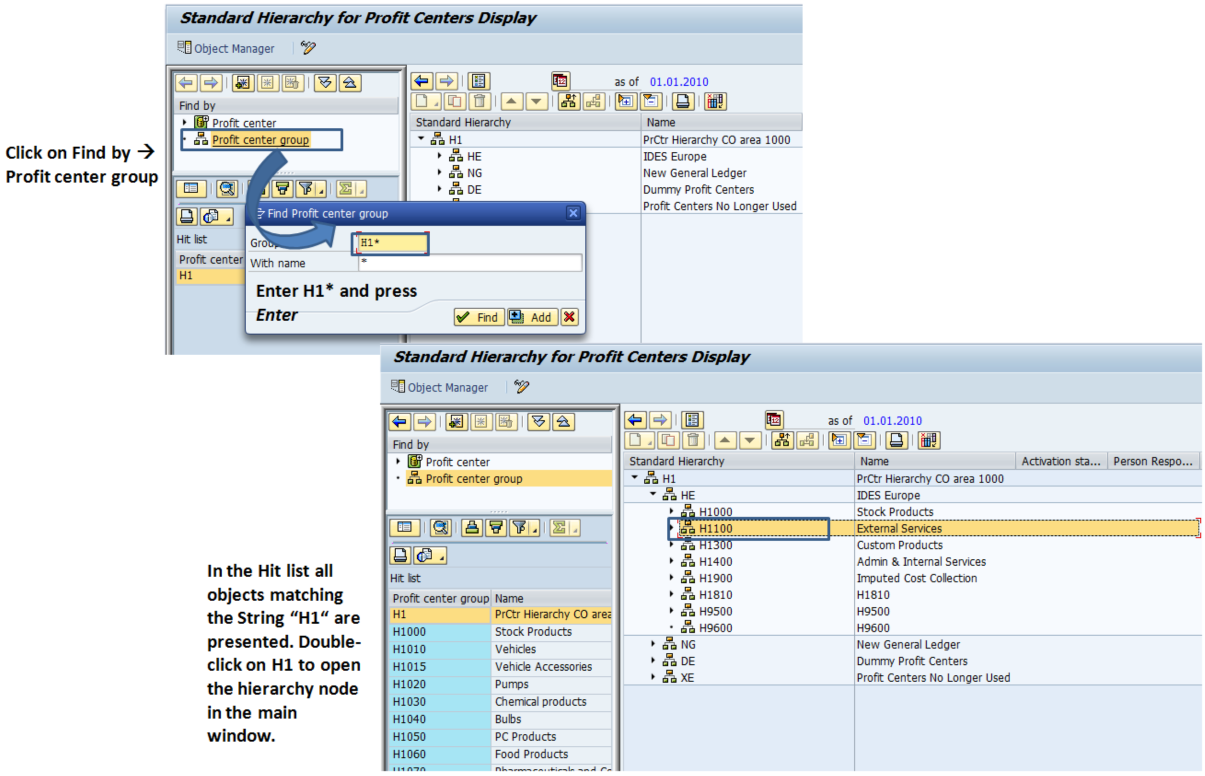


Figure 21: Search Profit Center: SAP-System-Screenshot

*The best search strategy in SAP systems is to use **Asterisks** (*). If you search for an object and you know any string in the description of this object, you can enclose the string in Asterisk. Thereby, the system looks for all objects containing this string.*
*Example: You search for any object you created. You know that you used always the string **xxyy** in your objects. You can search for your objects using ***xxyy*** in the search field. The system will display all objects containing **xxyy**.*
*If you are, e.g., user WIP-99-99 and you search for your Speedstar in transaction MM02, you use the F4 help. In the material id search field you enter ***9999*** and press search. The system will display all materials you created: Speedstar-**9999**, Basis-Module-**9999,** etc.*
This search strategy can be used for any object in SAP. If you, e.g., look for the employee Taymaz Khatami in the personnel administration (transaction PA30), but you do not know his

personnel ID, you use the F4-Help in the personnel ID field and enter ****Taymaz**** *in the name field. The system displays all employees with that name.*

2.3.1.2 Create Profit Center

A profit center is an organizational unit of accounting, which structures the company in a management-oriented manner, i.e., for internal controlling purposes. You can analyze profits and losses for a profit center that are calculated using either period accounting or the cost-of-sales approach. You can analyze your company's fixed assets by profit center and, thus, use them as investment centers.

Create a profit center. Therefore, call up the following transaction

Accounting → Controlling → Profit Center Accounting → Master Data → Profit Center → Individual Processing → Create (KE51)

1. Name the profit center ***PROF-xxyy***. Use the profit center ***1015*** in accounting area ***1000*** as template (*Copy from* field). Press *Enter*.
2. Enter the following data:
   - **Analysis Period from** ***01.01. of this year***
   - **Analysis Period to** ***31.12.9999***
   - **Name** ***Bicycle-xxyy***
   - **Long text** ***Bicycle-xxyy***
   - **Person Respons.** ***Your name***
   - **Profit Ctr. Group** ***H1100 (External Service)***
   - **Segment** ***MANF***
3. *Save* your entries. A message is displayed, stating that the profit center is inactive. Activate your profit center with the button.

Check the standard hierarchy of the profit center again (transaction **KCH6N**). A new entry with your profit center should be listed.

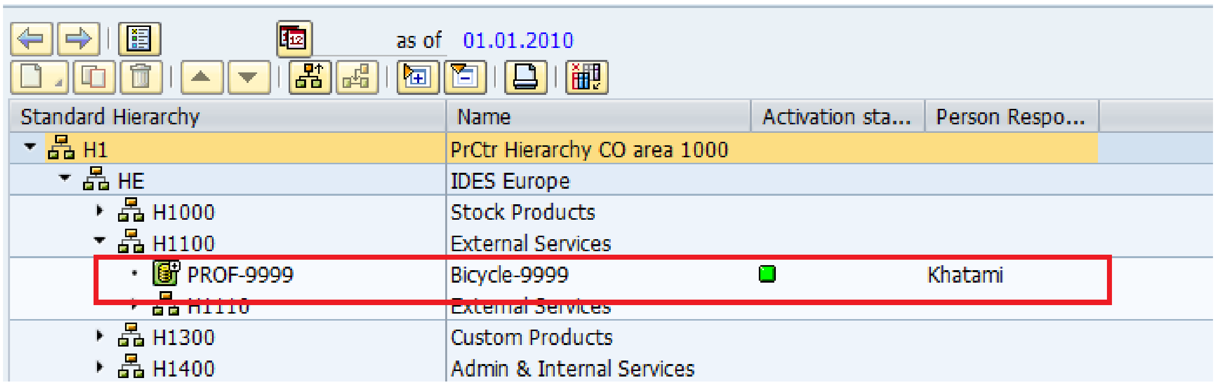


Figure 22: Profit Center in the Standard Hierarchy: SAP-System-Screenshot

Now that you created the profit center, you can maintain the respective cost center.

2.3.1.3 Display Cost Center Standard Hierarchy

Now, display the ***standard hierarchy of cost centers*** of the IDES group. Therefore, call up the following transaction:

Accounting → Controlling → Cost Center Accounting → Master Data → Standard Hierarchy → Change (OKEON)

Only ***one user*** *can change the standard hierarchy at a time. Pay attention to possible error messages like "... is worked on by user WIP-xx-yy". In that case wait until that user has finished his work and repeat the step then.* ***All users*** *can display the standard hierarchy at the same time.*

1. Expand the node **H1 → H1000 → H1300** (marketing, sales and distribution).
2. Create a ***new node*** directly below H1300 by clicking the node H1300 with the right mouse button and then select the option ***Create Group (Lower Level)***.

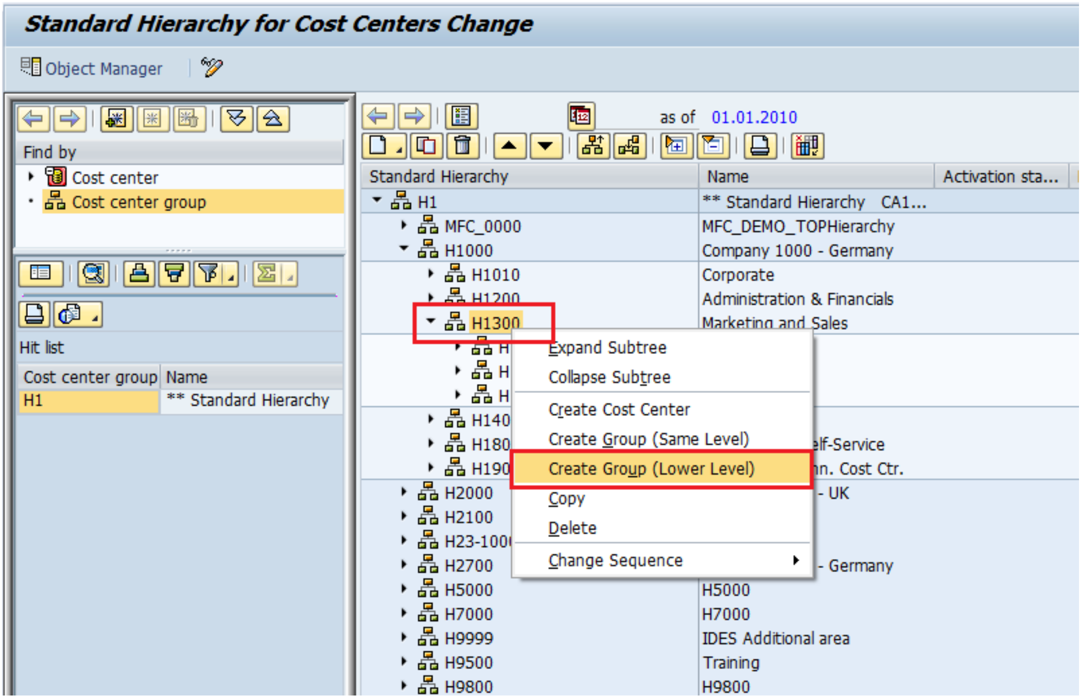


Figure 23: Create Cost Center Group (1): SAP-System-Screenshot

3. Enter ***H1xxyy*** in the Group Name field and the description ***Marketing and SD Bicycle-xxyy*** on the lower part of the screen.

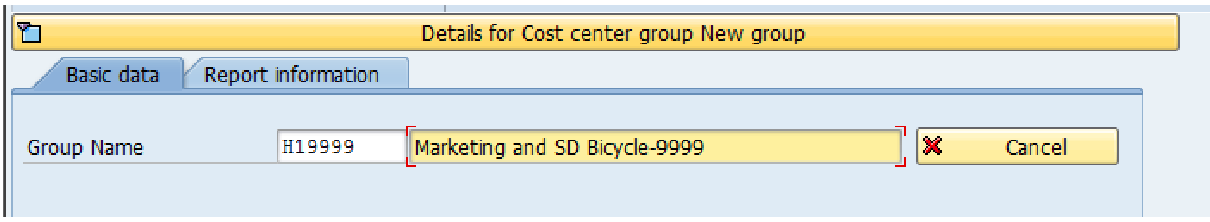


Figure 24: Create Cost Center Group (2): SAP-System-Screenshot

4. *Save* your entries. Your new hierarchy node should be displayed below node H1300.

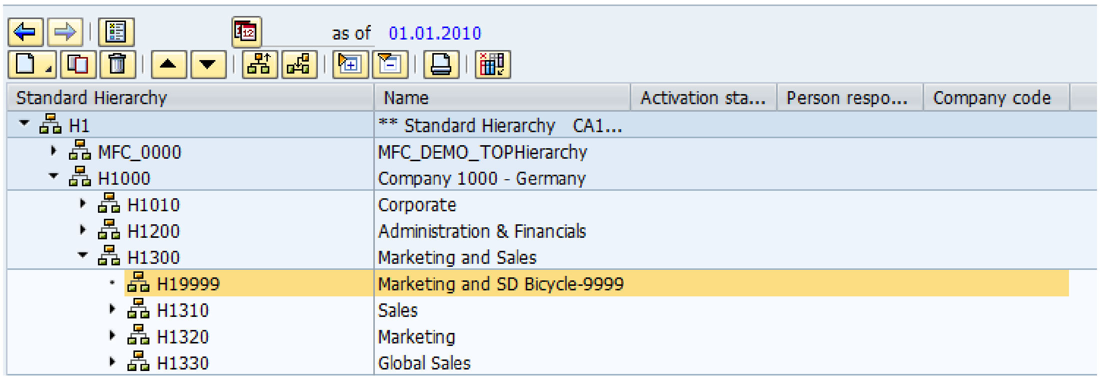


Figure 0-1: Standard hierarchy IDES group: SAP-System-Screenshot

2.3.1.4 Create Cost Centers

The new department is supposed to contain three organizational units to each of which one cost center is assigned. In organizational management, three organizational units will be entered, one for marketing, one for SD, and one root organization.
Correspondingly, start with creating three new cost centers. The cost centers will be assigned to profit center **PROF-xxyy.** To create cost centers, choose:

Accounting → Controlling → Cost Enter Accounting → Master Data → Cost Center → Individual Processing → Create (KS01)

1. Enter the following data:
   - **Cost Center** *CCMSD-xxyy*
   - **Valid from** *01.01.* (!) *of the current year*
   - **Valid to** *31.12.9999*
   - Confirm with *Enter*.
2. Enter the following data:
   - **Name** *Mark-SD-xxyy*
   - **Description** *Marketing and SD root xxyy*
   - **Person Responsible** *your name*
   - **Cost center category** *5*
   - **Hierarchy area** *H1xxyy*
   - **Company code** *1000*
   - **Business area** *vehicles (3000)*
   - **Profit center** *PROF-xxyy*
3. *Save* your entries.

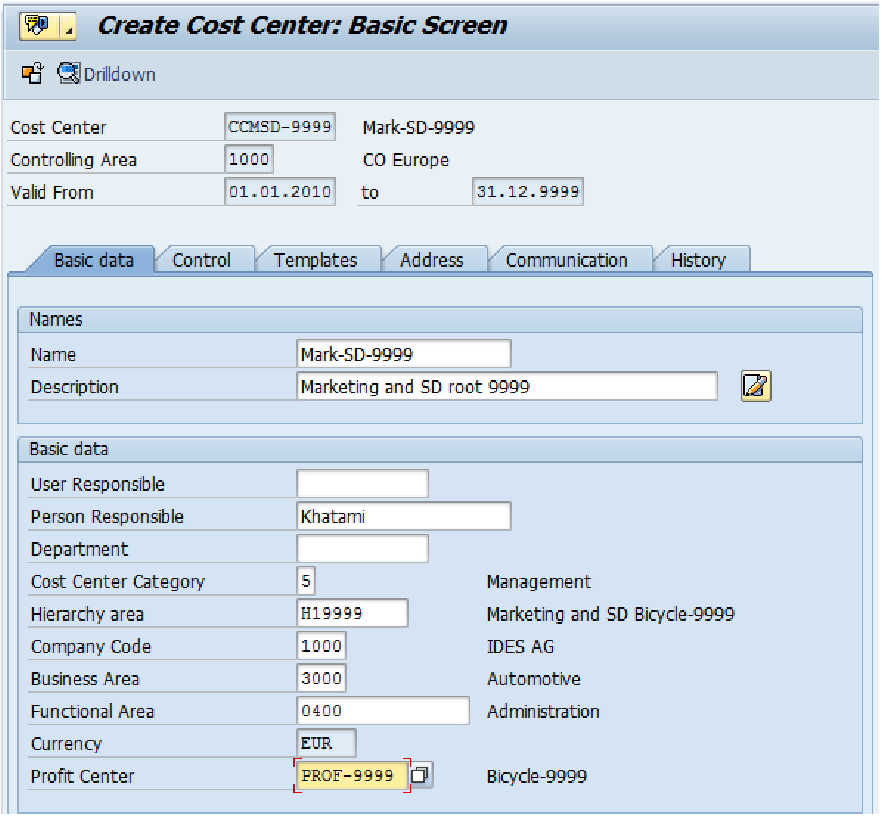


Figure 25: Create Cost Center: SAP-System-Screenshot

Cost center Marketing

4. Enter the following data:
   - **Cost Center** *CC-MA-xxyy*
   - **Valid from** *01.01.* (!) *of the current year*
   - **Valid to** *31.12.9999*
   - Confirm with *Enter*.
5. Enter the following data:
   - **Name** *Marketing-xxyy*
   - **Description** *Marketing Department xxyy*
   - **Person Responsible** *your name*
   - **Cost center category** *8*
   - **Hierarchy area** *H1xxyy*
   - **Company code** *1000*
   - **Business area** *vehicles (3000)*
   - **Profit center** *PROF-xxyy*
6. *Save* your entries.

Cost center SD

7. Enter the following data:
   - **Cost Center** *CC-SD-xxyy*
   - **Valid from** *01.01.* (!) *of the current year*
   - **Valid to** *31.12.9999*
   - Confirm with *Enter*.

8. Enter the following data:
   - **Name** *SD-xxyy*
   - **Description** *Sales and Distribution Department xxyy*
   - **Person Responsible** *your name*
   - **Cost center category** *8*
   - **Hierarchy area** *H1xxyy*
   - **Company code** *1000*
   - **Business area** *vehicles (3000)*
   - **Profit center** *PROF-xxyy*
9. *Save* your entries.

When displaying the standard hierarchy of cost centers once again (transaction **OKENN**), your new cost centers should be assigned to the respective hierarchical area.

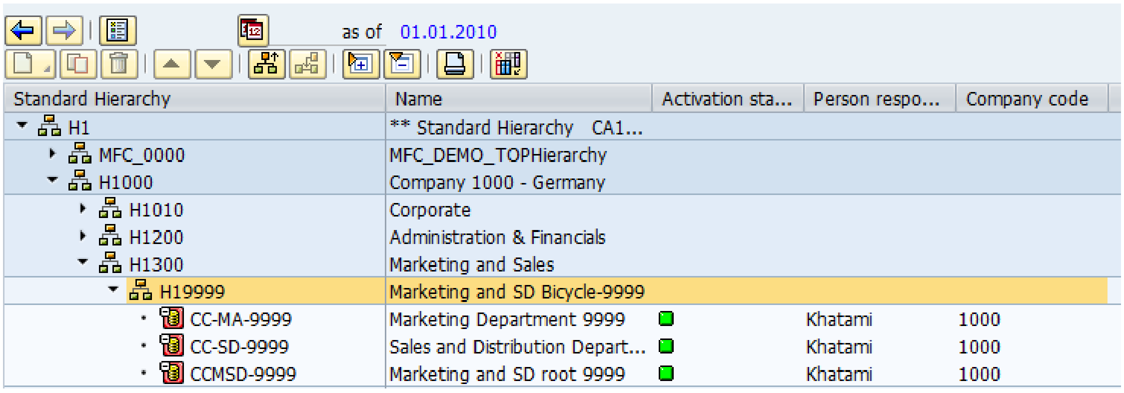


Figure 26: Hierarchical Assignment of Cost Centers: SAP-System-Screenshot

Now that you created the cost centers and the profit center, you have the required structures to carry out organizational management from a HR department point of view.

2.3.2 Organizational Structure in SAP HCM

You have learned a lot about the Enterprise Structure and the Personnel Structure in SAP HCM. However, these structures refer to the same SAP organizational model you got acquainted with in the other teaching units. There, we referred to the organizational units as organizational levels. Organizational levels are defined in customizing. Additionally to the organizational levels, SAP HCM contains the Organizational Structure. While the organizational levels map the company in terms of legal structures, the Organizational Structure maps the hierarchical structure of the company in HCM based on functional aspects. Those aspects are like:

- What position does an employee has in a company?
- What job is the employee assigned to?
- What tasks has this employee?

The Organizational Structure is also important for the HCM reporting.

Your new department is referred to as ***Dep-bike-xxyy*** and represents the root organizational unit. The department consists of two areas: ***Marketing-xxyy*** and ***SD-xxyy***. The cost center ***CC-MA-xxyy*** is assigned to the marketing department and the cost center ***CC-SD-xxyy*** is assigned to the SD department, both originating from company code **1000**.

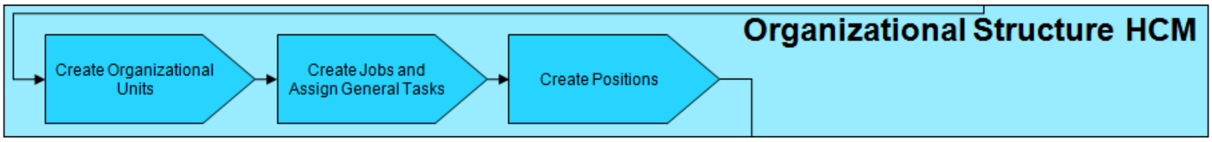


Figure 27: Process Overview: Organizational Structures in Human Capital Management

Despite the fact that it is somewhat unrealistic that a differentiated scope of duties is only carried out by few employees, we assign only two positions to each area due to reasons of simplification Both the marketing and the SD area will feature a **position** for the ***department chief*** and a ***secretary position***.
The following figure is supposed to clarify the organization of your new department:

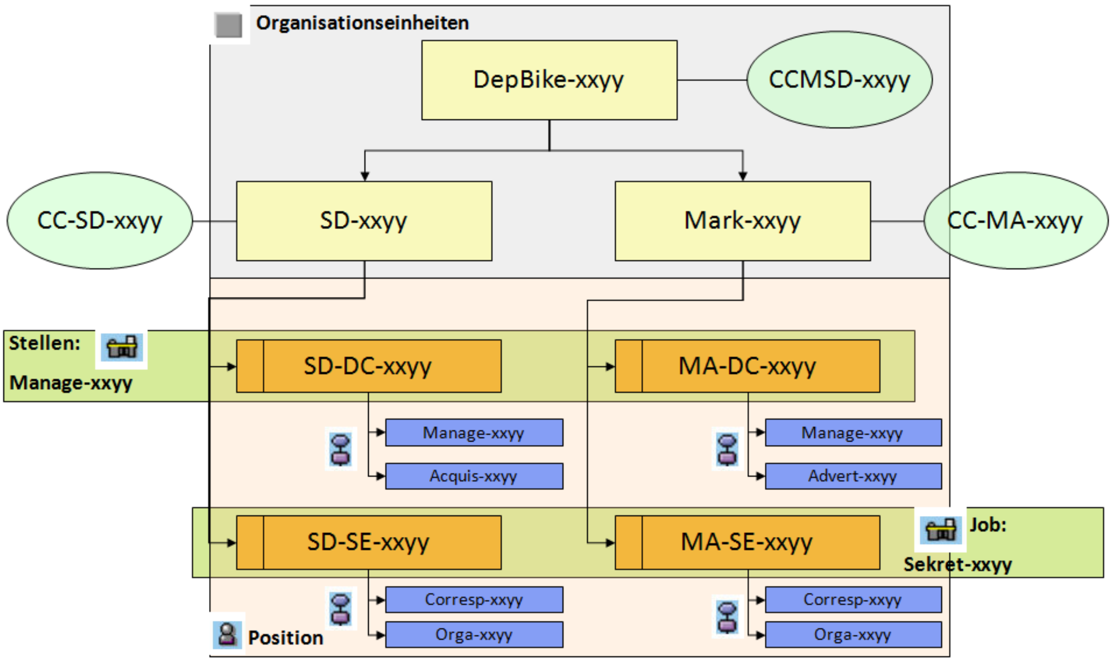


Figure 28: Organization Department Marketing and SD

As you can see from the figure above, you need to create the following organizational structures in the next step:

<u>3 organizational units:</u>

1. Root organization: ***Dep-bike-xxyy***
2. SD area: ***SD-xxyy***
3. Marketing area: ***Mark-xxyy***

<u>2 jobs:</u>

1. Job for the department chief: ***Manage-xxyy***
2. Job for the secretary: ***Secretary-xxyy***

As explained earlier, jobs are generic object types that facilitate the creation of positions. Thereby, the position inherits all characteristics of the assigned job.

4 Positions:

1. Position for the department chief SD: ***SD-DC-xxyy***
2. Position for the department chief Marketing: ***MA-DC-xxyy***
3. Position for the secretary SD: ***SD-SE-xxyy***
4. Position for the secretary Marketing: ***MA-SE-xxyy***

4 Tasks:

Different tasks must be assigned to the respective positions. As you might guess, identical tasks for ***positions*** can be assigned directly from the corresponding ***job***.

1. You can assign the tasks ***correspondence*** and ***organization*** to ***job Secretary-xxyy***.
2. You can assign the tasks ***management functions*** to ***job Manage-xxy.***
3. The tasks ***client acquisition*** and ***advertising efforts*** are not generic and, thus, need to be assigned directly to positions.

In the next step, you will transfer this organizational structure for your new department to the SAP system.

2.3.2.1 Create Organizational Units

Therefore, call up the following transaction:

Human Resources → Organizational Management → Organizational Plan →Organization and Staffing → Create (PPOCE)

1. Enter the validity from **01.01. of the current year** until **31.12.9999** and press *Enter*.
2. Select ***Settings → Query Time Period/ Create Several Objects*** from the menu.

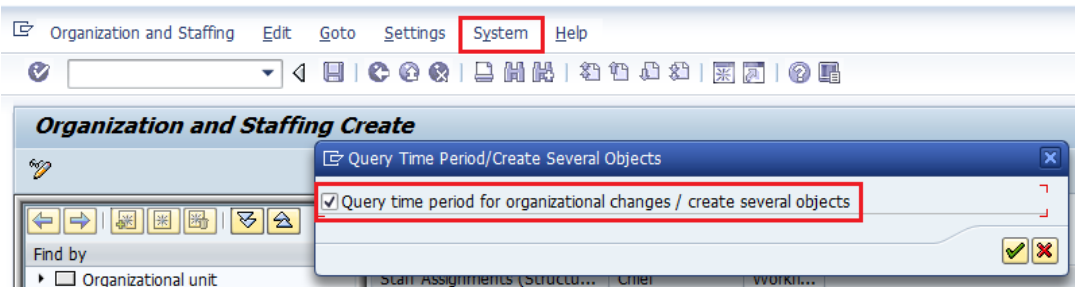


Figure 29: Activate Query Time Period: SAP-System-Screenshot

3. In the main window, you can see an icon with the name *new organizational unit*. This will be your **organizational root**. Click the icon and enter the following information on the lower part of the screen:

- <u>Basic data tab:</u>
  Name: ***DepBike-xxyy***
  additional description: ***Department Bike-xxyy + your name***
- <u>Account assignment tab:</u>
  Cost center: ***CCMSD-xxyy***
  Company code: ***1000***
  Personnel area: ***1000***
- Confirm with *Enter*.

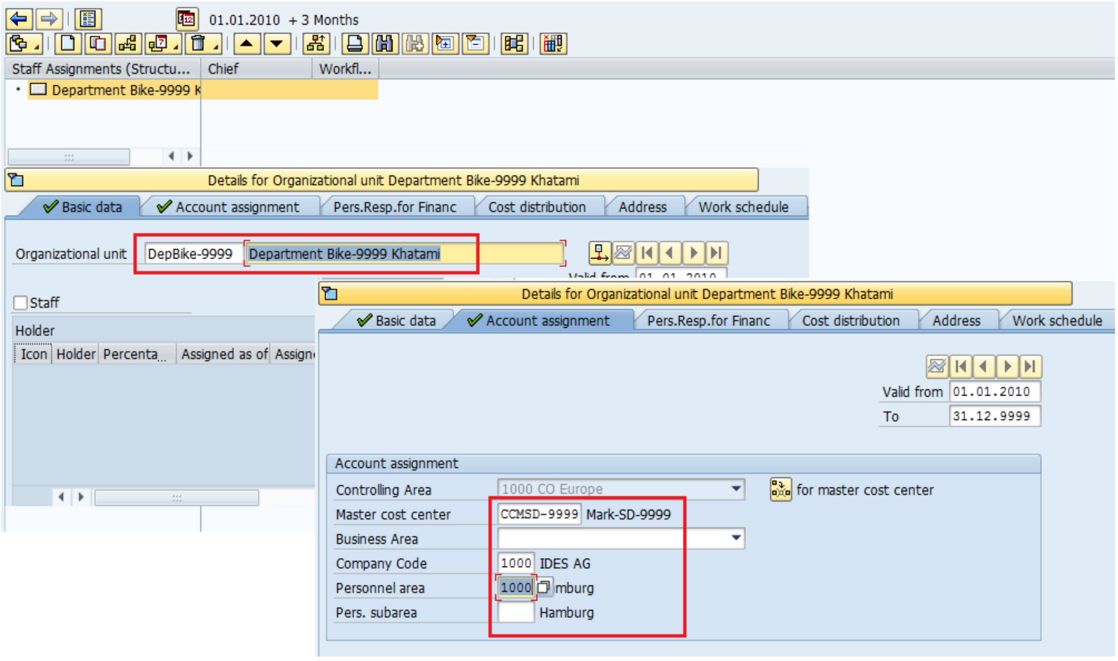


Figure 30: Create Root Organization: SAP-System-Screenshot

4. **Create** another organizational unit **below** the newly created organizational unit by clicking the organizational root with the right mouse button and selecting ***create.*** Choose ***Is line supervisor of organizational unit*** from the pop-up window.

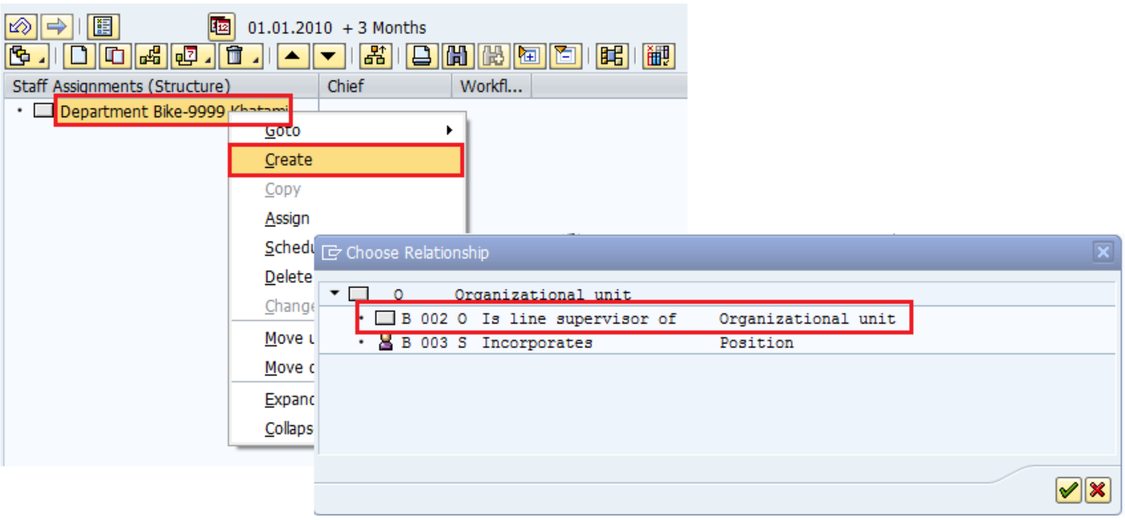


Figure 31: Create Subsidiary Organizational Units: SAP-System-Screenshot

5. Skip the following pop-up with *Enter.* Enter the following information for the SD department:
   - <u>Basic data tab:</u>
     Organizational unit: ***SD-xxyy***
     additional description: ***SD-xxyy + your name***
   - <u>Account assignment tab:</u>
     Cost center: ***CC-SD-xxyy*** (change the cost center in **account assignment,** click *replace cost center*: )
     company code: ***1000***
     personnel area: ***1000***

6. Repeat steps 4 and 5 for the **marketing department.** This should be located below the organizational root as well.
   - <u>Basic data tab:</u>
     Name: ***Mark-xxyy***
     additional description: ***Marketing-xxyy + your name***
   - <u>Account assignment tab:</u>
     cost center: ***CC-MA-xxyy***
     company code: ***1000***
     personnel area: ***1000***
   - ***Save*** your organizational structure.

Your hitherto created organizational structure should look like this:

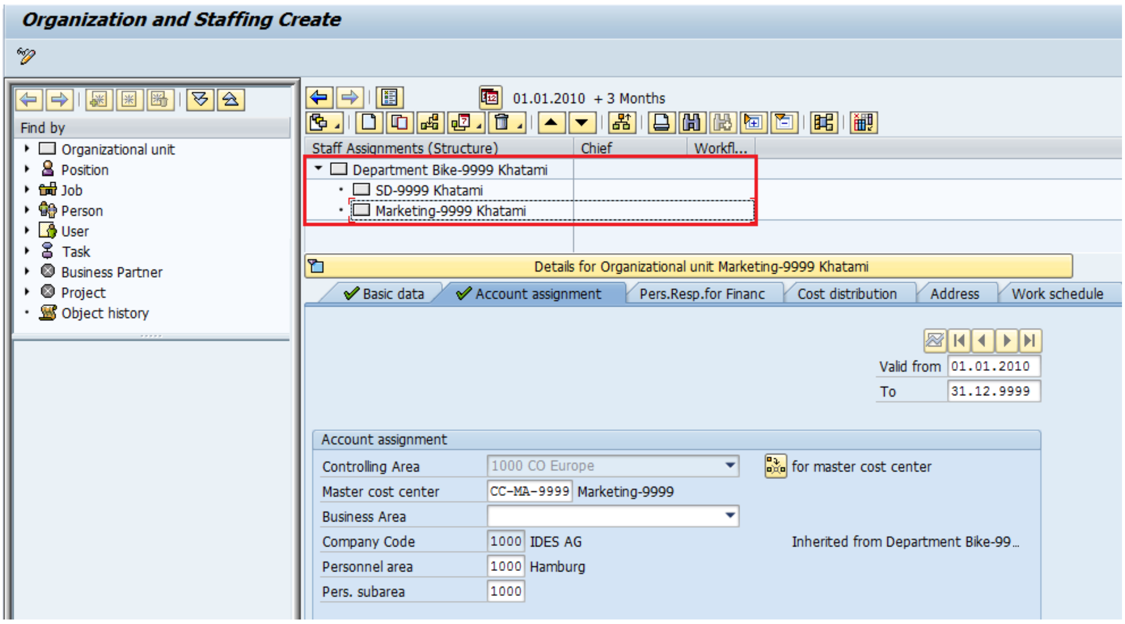


Figure 32: Organizational Structure: SAP-System-Screenshot

*When leaving transaction **PPOCE**, you can display and edit your hitherto created objects by using transaction **PPOME** and the search function in the upper left side of the screen. The search function can be used to search for all object types. When selecting **organizational unit** and entering **DepBike-xxyy,*** *the search result is displayed in the left lower window.*

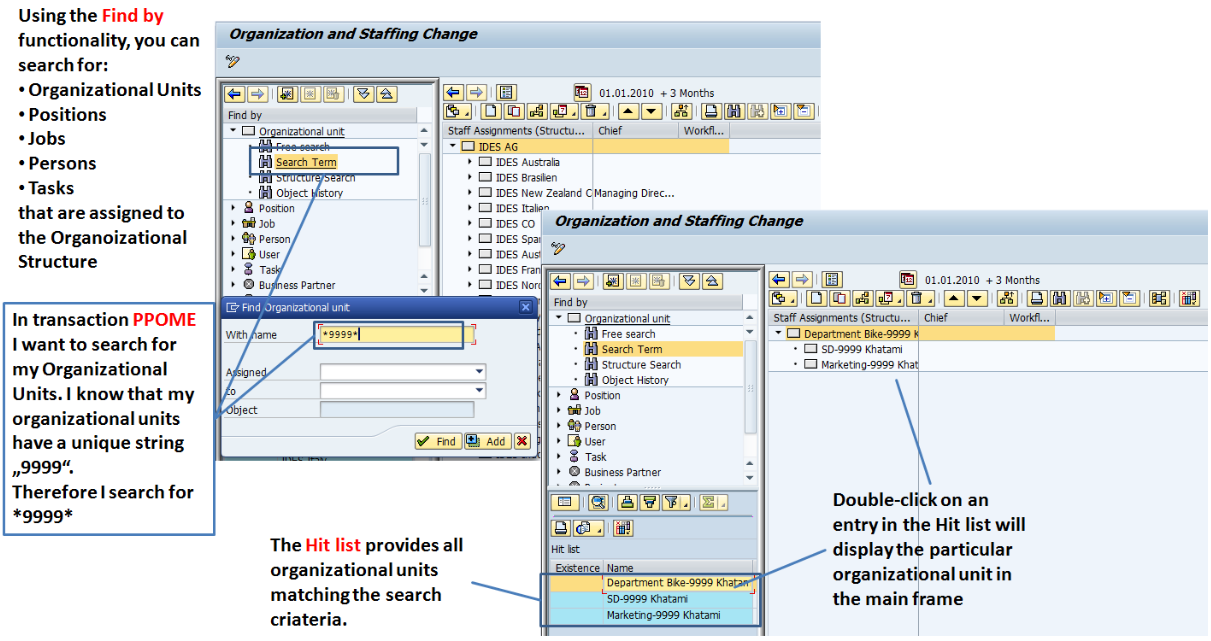


Figure 33: Searching Organizational Objects: SAP-System-Screenshot

Another useful function is the ***column configuration****. With this, you can display additional data regarding your organizational units. In the following figure, you can see the additional selection of the object ID. This is helpful since it is unique in the SAP system and, correspondingly, easier to find from other functions within the HCM application.*

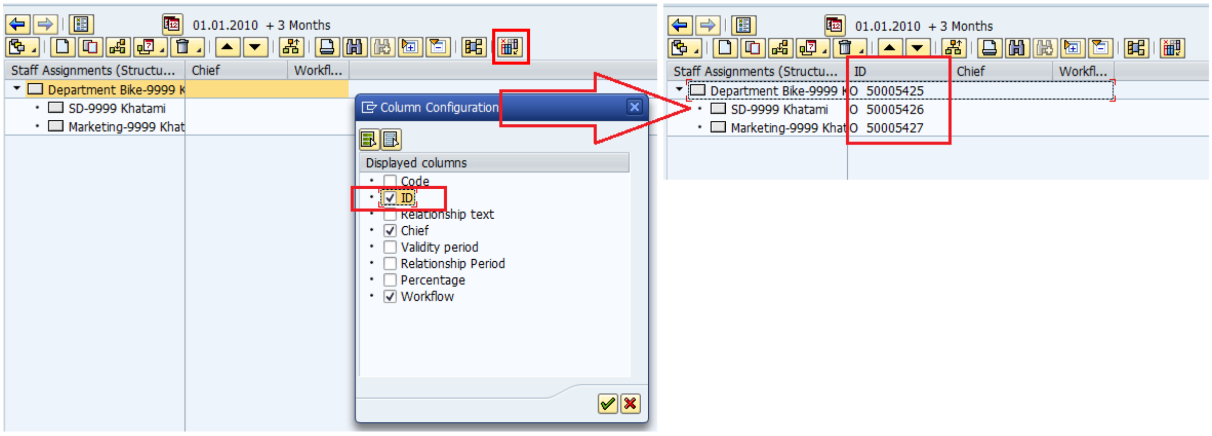


Figure 34: Example Column Configuration: SAP-System-Screenshot

2.3.2.2 Create Jobs and Assign General Tasks

Now that the three organizational units are created, your next task is to create ***jobs***. At this point, you could start directly with creating positions, however, our positions are supposed to inherit tasks from generic jobs. Thus, this step is required.

In case you already left the transaction (PPOCE) already, call up transaction PPOME and display YOUR organizational structure as described in the hint above.

1. Select ***Edit* → *Create Jobs*** from the menu bar. In the following selection window, enter the subsequent data:

Valid from:	***01.01 of the current year***	until	***31.12.9999***
Object abbreviation:	***Manage-xxyy***	and	***Secret-xxyy***
Name:	***Management Function xxyy***	and	***Secretary xxyy***

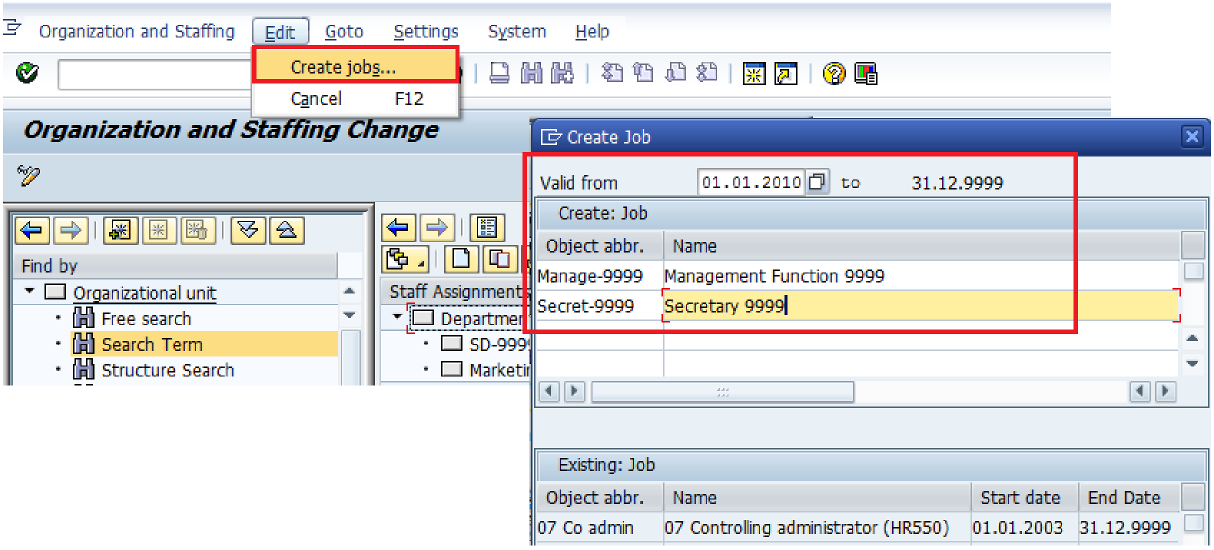


Figure 35: Create Jobs: SAP-System-Screenshot

2. Display the job ***Manage-xxyy*** by using the search function (job).

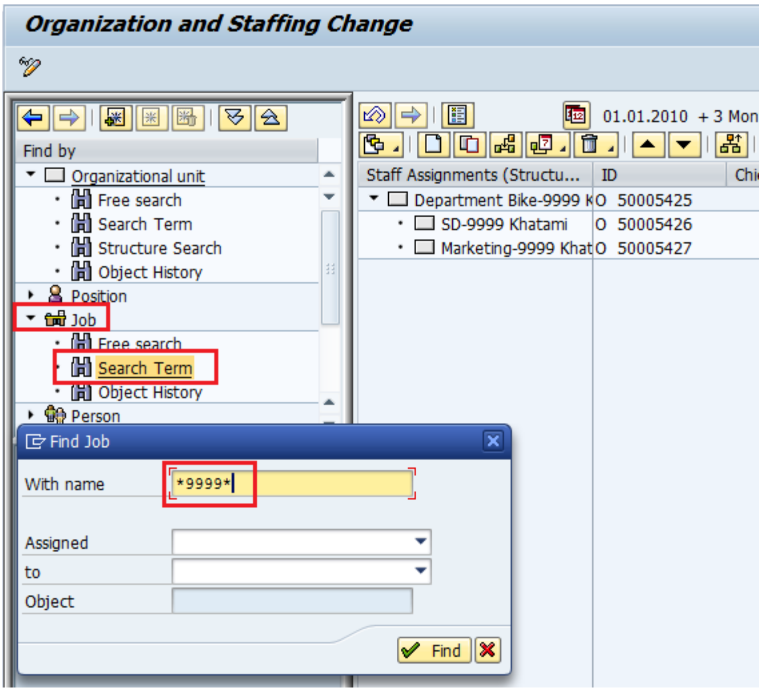


Figure 36: Search Jobs: SAP-System-Screenshot

The search results are displayed in a hit list on the lower left frame of the screen. Select your job **Manage-xxyy** with a double-click.

3. Select your job in the main window and select the ***create*** button ( ) to define new tasks. Enter the following data on the bottom part of the screen:
   <u>Valid from:</u> ***01.01of the current year*** until ***31.12.9999***
   <u>Short text:</u> ***Mgmt-xxyy***
   <u>Name:</u> ***Management Tasks xxyy***
   Confirm with *Enter*.

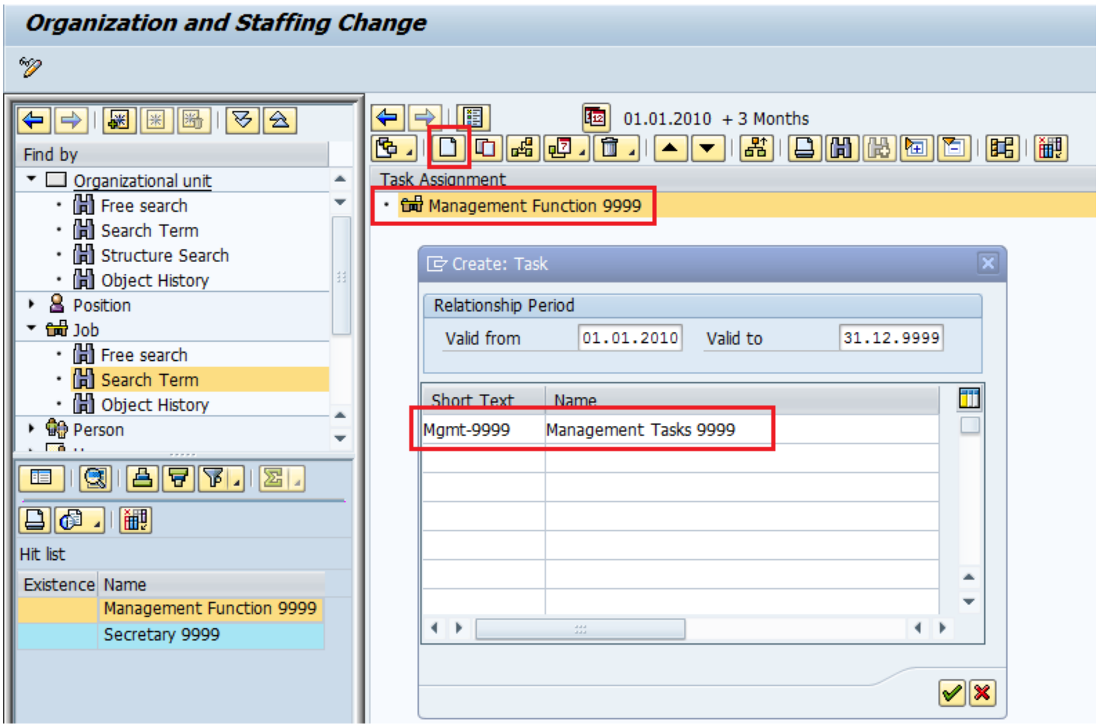


Figure 37: Create Tasks (1): SAP-System-Screenshot

4. Independently create the two tasks for the job **secretary**.
   <u>Valid from:</u> ***01.01of the current year*** until ***31.12.9999***
   <u>Short text:</u> ***Corresp-xxyy*** and ***orga-xxyy***
   <u>Name:</u> ***Correspondence xxyy*** and ***Organization xxyy***

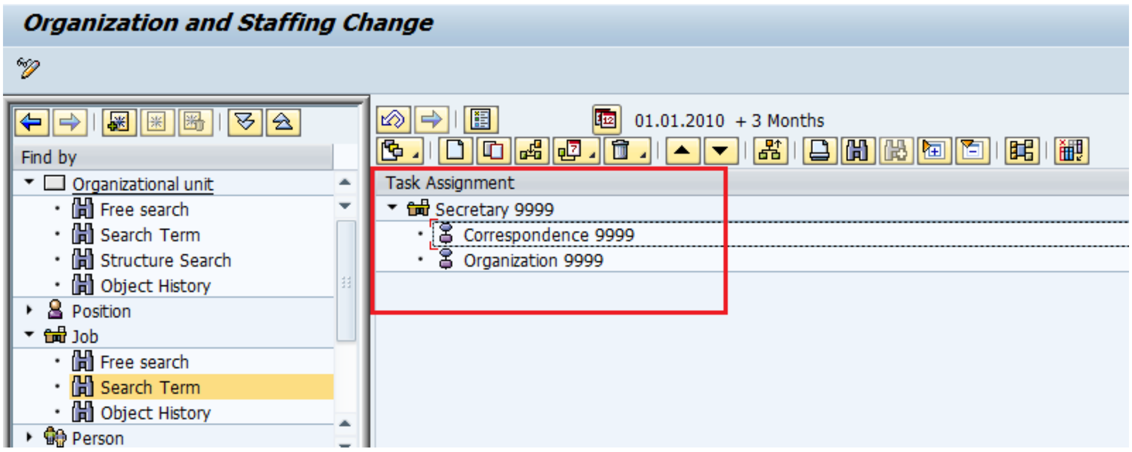


Figure 38: Create Tasks (2): SAP-System-Screenshot

5. **Save** your entries.

2.3.2.3 Create Positions

Now you can create positions. The positions are assigned to the organizational units ***SD-xxyy*** and ***Marketing-xxyy***, respectively.

Display your organizational root ***DepBike-xxyy*** again (by using the search function *Organizational Unit*). You have already learned how to create a new object from an organizational unit. This time select **Incorporates Position**.

1. Select the sales and distribution organizational unit (***SD-xxyy***) and create two new positions below with the following specifications:

Valid from:	***01.01of the current year***	until	***31.12.9999***
Position:	***SD-DC-xxyy***	and	***SD-SE-xxyy***
Description:	***Department chief SD xxyy***	and	***Secretary SD xxyy***

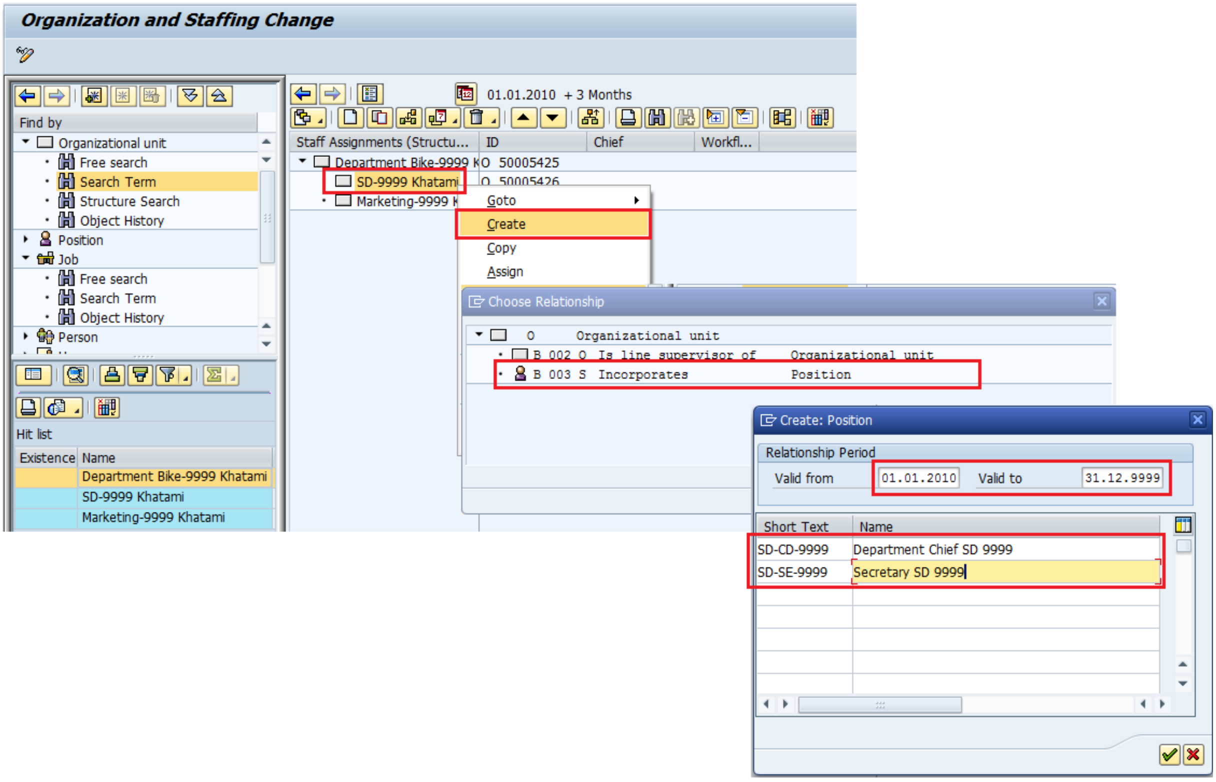


Figure 39: Create Position: SAP-System-Screenshot

2. Select the newly created position ***SD-DC-xxyy*** in the basic data view. Enter your newly created job ***Manage-xxyy*** in the **Job** field. Confirm with *Enter*. Select your position SD-SE-xxyy and enter your newly created job ***Secret-xxyy*** in the **Job** field. Confirm with *Enter*.
3. You can see that in the **tasks** tab, for this position, the ***task*** of the job was inherited.

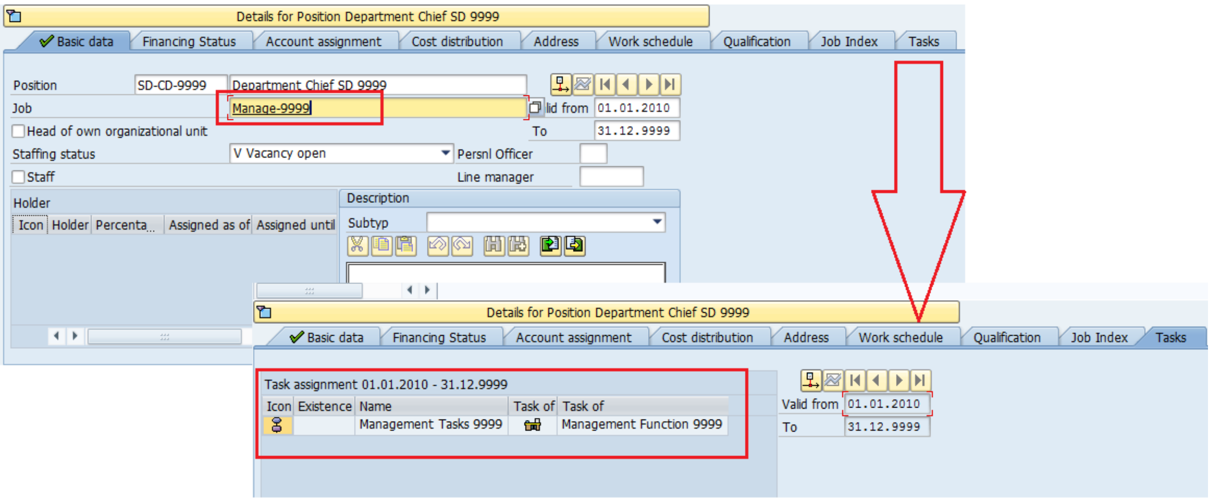


Figure 40: Assign Job to Position: SAP-System-Screenshot

4. Click your position ***SD-DC-xxyy*** with the right mouse button and select ***Goto/task assignment***.

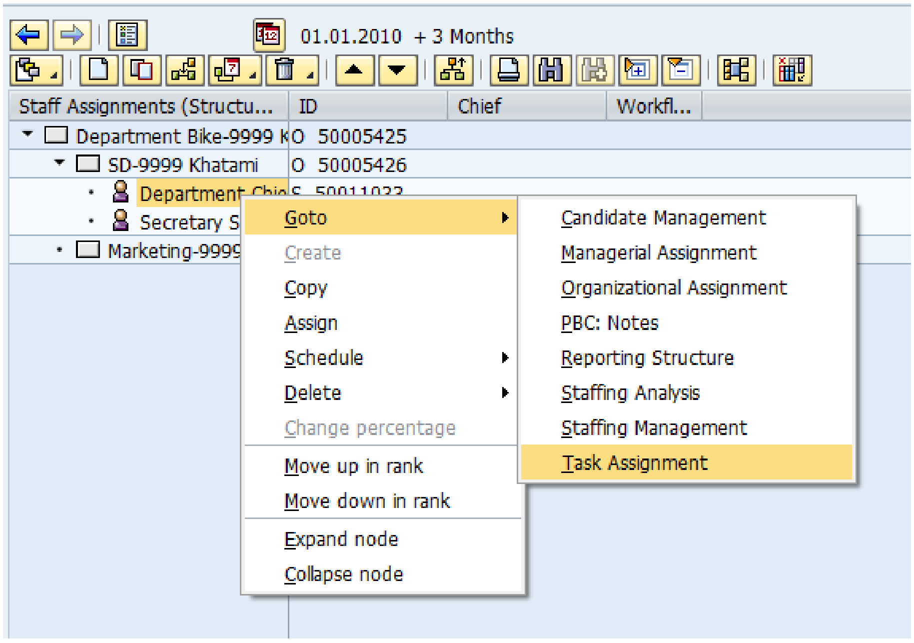


Figure 41: Job Assignment: SAP-System-Screenshot

Select your position once again and create a new task by selecting ***create*** from the right-mouse-menu and then select ***Is described by task***:

Valid from: ***01.01of the current year*** until ***31.12.9999***
Short text: ***acquise-xxyy***
Description: ***customer acquisition xxyy***

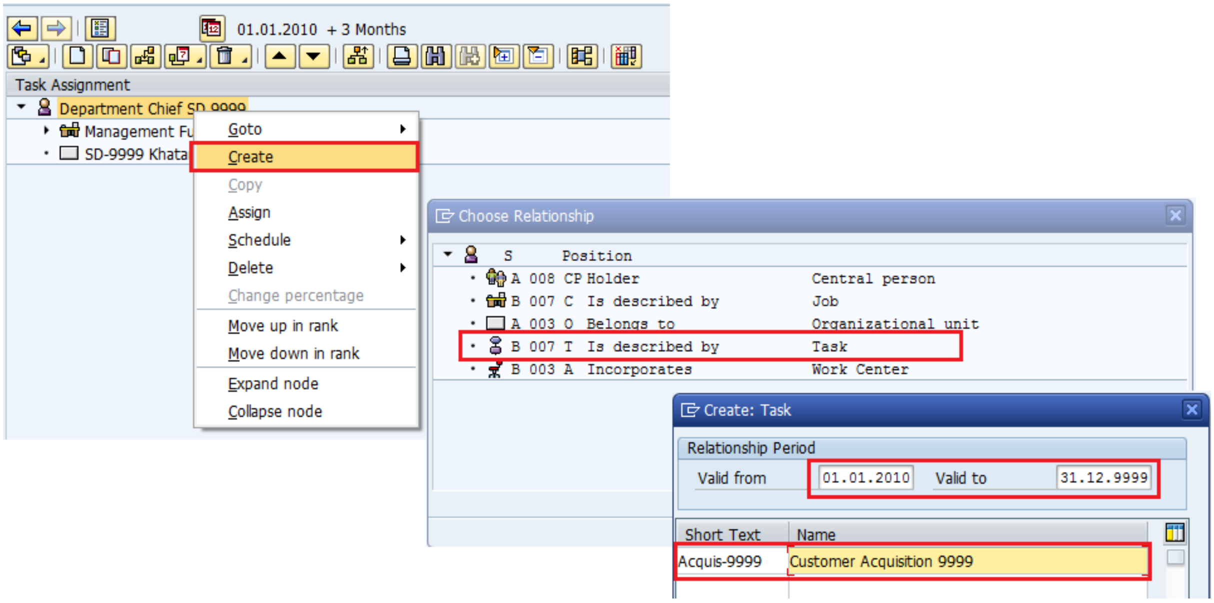


Figure 42: Task Assignment (1): SAP-System-Screenshot

5. **Optional** *(if function is not disabled):* Select your ***task*** **Management Task** (expand the job management bike xxyy below your position) and push the right mouse button and select ***change percentage***. Set the percentage of the task to 50 %. Repeat this step for the second task (acquisition). Thus, you can ensure that a position takes only the maximum 100 % of work time.
6. ***Save*** your changes.

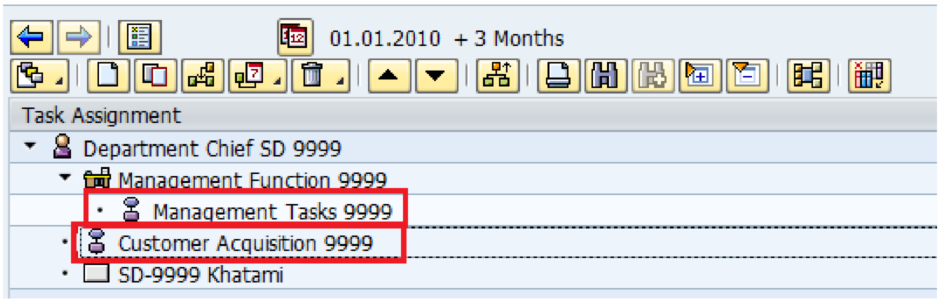


Figure 43: Task Assignment (2): SAP-System-Screenshot

7. Repeat steps 1-6 for the other positions to complete the organizational structure of the initial overview. You need to complete the following steps:
   - Create Positions MA-DC-xxyy and MA-SE-xxyy.
   - Assign Jobs Manage-xxyy and Secret-xxyy to the respective position.
   - Create Task Advert-xxyy (Advertisement) for the Marketing Chief position.
8. Finally, your organizational unit should be similar to the following figure. Do not forget to save.

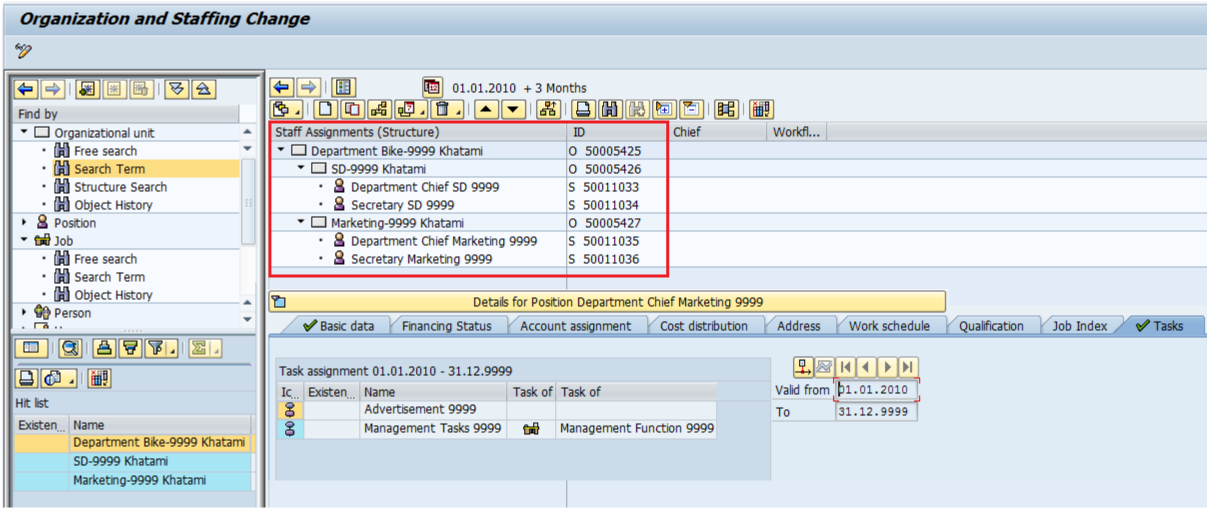


Figure 44: Organizational structure SD and marketing: SAP-System-Screenshot

To complete, list the object IDs of your four positions on your data sheet.

PositionID SD-DC-xxyy: ____

PositionID SD-SE-xxyy: ____

PositionID MA-DC-xxyy: ____

PositionID MA-SE-xxyy: ____

2.4 Elucidation

What have we learned so far?

The major outcomes of this section were the organizational levels (Enterprise Structure), the Personnel Structure , and especially the Organizational Structure that are relevant in SAP HCM.

2.4.1 Organizational Structures of SAP ERP HCM

The mapping of organizational structures of SAP ERP regarding the Human Capital Management application differs from the other applications. There are three major fields for organizational modeling in SAP HCM: enterprise structure, personnel structure, and organizational structure.

Enterprise structure: defined in customizing (transaction SPRO)

- represents the structure of the enterprise's hierarchy
- contains the legal and financial structures of the company
- Highest level is the **company code.**
- **Personnel areas** are assigned to exactly one company code.
- **Personnel subareas** sub-divide personnel areas and are assigned to exactly on personnel area.
- Employees must be assigned within the **enterprise structure** first.

Personnel structure: defined in customizing (transaction SPRO)

- less hierarchically but rather relationally built
- Organizational elements of the personnel structure are ***employee groups***, ***employee subgroups*** and ***payroll areas***.
- For personnel administrative purposes, employees are grouped by their **status** (e.g., active or inactive) and by the **type** of contract (e.g., salary or hourly) into ***employee groups***.
- Employees must be assigned to the **personnel structure**.

Organizational structure: defined in organizational management (transaction PPOCE)

- functional structure representing a company based on ***tasks*** (task-related, functional structure)
- This organizational plan is used in order to carry out business and human resources processes.
- Employees must be assigned to the **organizational structure**.

When entering employee data in the system (e.g., when hiring personnel), you first uniquely assign the employee to all three organizational structures. These assignments are carried out in infotype **organizational assignment (0001)**.

The information of the organizational assignment of an employee is important regarding

- authorization checks
- entry of additional data

- time management accounting
- payroll accounting

What an infotype is will be disclosed in the next section in detail.

2.4.2 Enterprise Structure in SAP Human Capital Management

The enterprise structure for processes of Human Capital Management contains the following organizational elements:

Client

Company code

Personnel area

- is exclusively used in SAP HCM for personnel administration
- Each personnel area must be assigned to one company code.
- Enterprise structure below company code level in SAP HCM is organized using personnel areas.
- The individual personnel areas of a company code are identified by using a four-digit alphanumeric key and, thus, are unique within a client.
- Generally in SAP, the personnel area corresponds to an actual workplace site, whether it is a factory, a research laboratory, a regional or head office, or a remote sales office. It can also be used to differentiate between different divisions within a company.
- The personnel area has the following functions:
    - You can generate default values for data entry, e.g., for payroll accounting area.
    - It is used as a selection criterion for reporting in HCM.
    - It represents a unit for authorization checks.

Personnel subarea

- A personnel subarea is exclusively used in personnel administration.
- Personnel areas can be further divided into personnel subareas.
- Multiple personnel subareas can be assigned to one personnel area.
- A personnel subarea is identified by a four-digit alphanumeric key as well.
- At this level, the organizational control of pay scale, wage type structures, work schedule, and planning takes place.
- In general, the personnel subarea refers to an area in a workplace, in which a group of people work under similar conditions of employment. For example, within head office, most people will work a standard eight-hour day, five days a week. Therefore, the entire head office is classified under one personnel subarea. However, on a factory site, there will be people with different employment conditions. For example, the clerical staff works five days a week, while production workers work rotating shifts on a 40 hour/week schedule. In such an instance, different personnel subareas are needed.
- For personnel subareas, groupings are defined. These groupings determine which entries from subsequent settings can be used for employees assigned to a particular company code or personnel area. Groupings affect time management and payroll accounting directly or indirectly.

- The most important organizational functions of personnel subareas are:
    - Specify country groupings. The master data entry as well as setting up and processing of wage types and pay scale groups depend on country groupings. The grouping must be unique for each company code.
    - Assignment of a legal person to differentiate between companies in legal terms.
    - Determination of groupings for time management to, for example, set up work schedules and substitution, absence and leaving types .
    - Generation of default pay scale types and area for an employee's basic pay.
    - Definition of a public holiday calendar.
    - Definition of specific wage types for each personnel subarea.

2.4.3 Personnel Structure

- indicates the employees status in the organization, for example, whether the employee is an active and salaried employee
- is primarily relevant for work hours and compensation
- The personnel structure consists of the three elements: ***employee groups***, ***employee subgroups*** and ***payroll areas***.

Employee groups

- Are used for general division of employees and defines the relationship of an employee in a company.
- represent different types of employees, e.g., active employees, retirees and contractors
- The main organizational functions of an employee group are:
    - to generate default values for data entry, for example, for payroll area and basic pay of an employee
    - It is a selection criterion for reporting.
    - It is a unit of authorization checks.
- Employee groups available in the standard SAP system can be extended according to individual customer requirements in customizing.

Employee subgroups

- subdivide employee groups according to the employee's status
- are the second level of the personnel structure and are used to define different payroll procedures, e.g., hourly and salaried
- Within the active workforce, for example, a distinction can be made between the employee group for industrial workers, salaried workers and hourly workers. Employee subgroups should be designed on the basis that an employee does not fit into more than one employee subgroup. For example, it would not be necessary to have a subgroup for weekly paid employees and industrial workers (as most factory workers are paid on a weekly basis). The same principal applies to salaried employees and management (as a certain group of employees would fit into both categories).
- On employee subgroup level, all administration features of the personnel structure are defined. The most important characteristics are:

  - Using the grouping of employee subgroups for the personnel calculation rule, you can determine different payroll procedures for different employee subgroups. Thus, you can, for example, control whether an employee is paid hourly or monthly.
  - The employee subgroup grouping of primary wage types controls the validity of wage types for employee subgroups, while the grouping for the collective agreement provisions restricts the validity of pay scale groups to particular employee groups.
  - You can define default values for data entry using employee subgroups, e.g., for the payroll area.

Payroll area

- The payroll area represents an organizational unit for performing a payroll run (payment of the employees). Based on organizational assignment, payroll areas group payroll data for employees according to when their payroll should be run. The payroll area provides two pieces of information, namely which set of employees needs to be considered for the payroll run and the exact dates of their accounting period. The dates of the accounting period are determined as follows:
  - The payroll period is stored as a period modifier per payroll area. Payroll can be run, for example, on a monthly, weekly, or bi-weekly basis.
  - The exact dates are stored for each valid accounting period.
  - The exact dates of the current accounting period are determined by using a payroll control record. The payroll control record keeps track of which period needs to be processed. Each payroll area has its own control record.
- The system determines the number of employees for whom payroll is to be run by using the infotype **organizational assignment** (0001). Among other things, this infotype contains the respective payroll area in the personnel master record.

2.4.4 Organizational Structure

- Representation of the reporting structure and the distribution of tasks using organizational units (e.g., departments) in an enterprise.
- Dynamic (can be changed at any time without the need of customizing) model of the structural and personnel environment of a company that can be evaluated at any time.
- In contrast to the enterprise structure, the organizational structure is created in the SAP Easy Access menu (transaction PPOCA).
- indicates the job (description) which the employee holds, in relation to the internal company structure and, thus, represents functional hierarchies with in a company:
  - **The organizational structure of the enterprise**: The organizational structure represents the hierarchy between the different organizational units of a company. The organizational structure is created by creating and maintaining **organizational units** and linking them to each other.
  - **The individual positions and the reporting structure (chain of command)**: A reporting structure represents a given line structure of an enterprise. The re-

porting structure is created by creating and maintaining ***positions*** and linking them to each other.

- The **organizational plan** of a company in the SAP ERP system is created by using ***organizational units*** and ***positions***. ***Jobs*** and ***tasks*** are used for describing positions.

Organizational Unit

- Represents a functional unit in your enterprise (e.g., marketing department). According to how tasks are divided up within an enterprise, this could be a department, group, or project team, for example.
- Organizational units differ from other units in an enterprise such as personnel areas, company codes, business areas, etc. These are used to depict structures (e.g., administration or accounting) in the corresponding components.
- You depict the functional units of your enterprise with organizational units. You create an organizational structure by assigning these organizational units to each other. The highest organizational unit in an organizational structure is the root organizational unit.
- You can store characteristics for each organizational unit. These can be
    - evaluated using reports
    - inherited by subordinate positions (work schedules, for example)
- To define characteristics of an organizational unit, you can store time-specific data for the following areas in the Organization and Staffing view:
    - Basic Data
    - Account Assignment (i.e., Cost Center Assignment)
    - Cost distribution
    - Address
    - Work schedule
    - Quota planning

Jobs

- Jobs represent a unique classification of tasks or responsibilities in a company.
- Positions are concrete and can be held by persons in an enterprise (e.g., purchasing administrator). Jobs, in contrast, are classifications of functions in an enterprise (e.g., administrator), which are defined by the assignment of characteristics. Jobs serve as job descriptions that apply to several positions with similar tasks or characteristics.
- Jobs are used in the following application components:
    - shift planning
    - personnel cost planning
    - personnel development
- Tasks are assigned to Jobs to describe what the responsibilities of the job are.
- Jobs are used in the position creation. Positions inherit tasks (among other settings) from a job assigned to the position.

Positions

- Represents a post that can be occupied by a person (employee) in the staff assignments of an organizational unit (purchasing administrator, for example).
- Positions differ from jobs. A job is not concrete, but rather the basis for the creation of various positions with similar tasks and characteristics.
- When creating a new position (e.g., purchasing administrator), you can relate it to a job that already exists (e.g., administrator). The position then automatically inherits the tasks and characteristics of the job.
- This relationship will make it easier for you to create positions that are similar or the same as you will not have to assign tasks and characteristics to each individual position. You can also assign additional tasks and characteristics directly to positions.
- As a general rule, each position in the organizational plan represents one employee. It is possible for one position to be occupied by multiple employees.

Persons

- An individual, who is listed as an employee in Personnel Administration.
- By assigning a person (employee) to a position, you determine:
    - where a person (employee) is functionally assigned in your enterprise
    - which tasks a person (employee) performs
- By assigning a person (employee) to a position, you implement integration between Organizational Management (Organizational Structure) and Personnel Administration (hiring, firing, developing employees, etc. - will be discussed later).
- In personnel administration, infotypes for persons are maintained. In the infotype *organizational assignment (0001)*, in the organizational structure section, the position held by a person is entered.
- Additional default values in personnel administration such as infotype of the employee group and employee subgroup (1013) can be derived from data of the organizational management.

User

- ID of a user. Users are maintained in User Maintenance.
- By assigning a user to a position, you determine
    - where a user is organizationally (functionally) assigned in your enterprise
    - which tasks are assigned to a user
    - which users are to be forwarded tasks in a workflow
- Example of a user: WIP-xx-yy.

Tasks

- activity, which is performed within an organizational unit
- Using tasks, you can describe the task profile of organizational units in the Organization and Staffing view.
- You can assign a task to
    - an organizational unit if it is to apply to all subordinate positions
    - a job if it is to apply to all positions described by the job
    - a position if it is to apply to those persons (employees) or users who hold the position

- a person (employee) if it is to apply to this person
- a user if it is to apply to this user

- You can also combine tasks to form task groups.

Cost Center

- An organizational object of Controlling (SAP CO) that is responsible for the cost accounting of, e.g., a department, a work center, etc.
- You assign cost centers to organizational units or positions.
- Note that a Cost Center **is not** an element of the Organizational Structure of HCM.
- Higher level organizational units bequeath the cost center assigned to them along the organizational hierarchy by default. That is, when you create an organizational unit or position and assign it to a higher level organizational unit, the lower level organizational unit (or position) inherits the cost center of the higher level organizational unit by default. You can change this cost center assignment manually.
- Organizational units can have multiple cost center assignments/percentages.

Personal Administration and Planning

- The system simplifies the processing of complex personnel procedures such as hiring a new employee by using ***personnel actions***. They help to integrate personnel administration and personnel planning.
- You can use personnel actions to:
  - hire an employee
  - change the organizational assignment of an employee
  - change the employee’s pay
  - set an employee’s status to early retiree or pensioner
  - document when an employee leaves or re-enters the enterprise
- Personnel actions combine several related infotypes into one infotype group. Examples of personnel action types include the following:
  - hiring an employee
  - organizational reassignment
  - an employee leaving the enterprise.
- With the **Actions infotype** (0000), you can display an overview of all the important changes related to an employee, and you can, thus, document the most important stages that an employee passes through in your enterprise.
- You can store information on the following in the Actions infotype (0000):
  - Position
  - Personnel area
  - Employee group
  - Employee subgroup
- The fields job, organizational unit, or cost center cannot be overwritten. They determine the relation to the position.
- The default values for the fields personnel area, personnel subarea, employee group, and employee subgroup can be supplied by using the organizational unit or the position.

3 Employee Records and Infotypes

The following section will give you an understanding of infotypes and their use in SAP ERP HCM.

3.1 Theory: Employee Records and Infotypes (SAP HCM PA)

Infotypes are used in the Personal Administration (SAP HCM PA) and they are the central source for storing employee (and applicant) based data.
Last name, first name, or date of birth represent individual information and this information is defined in **data fields** in SAP ERP. Data fields are combined according to content-related information to **data groups** or **information units**. In human resources, we refer to these information units as **information types** or short, **info-types**.
Data in Human Capital Management are recorded in logically related groups according to their content. For example, place of residence, street and house number of an employee who has represented his or her address and are, thus, stored in the address infotype (along with other information).
Infotypes have a name and a four-digit numeric key. For example, the address infotype has the key 0006, the organizational assignment infotype has the key 0001.

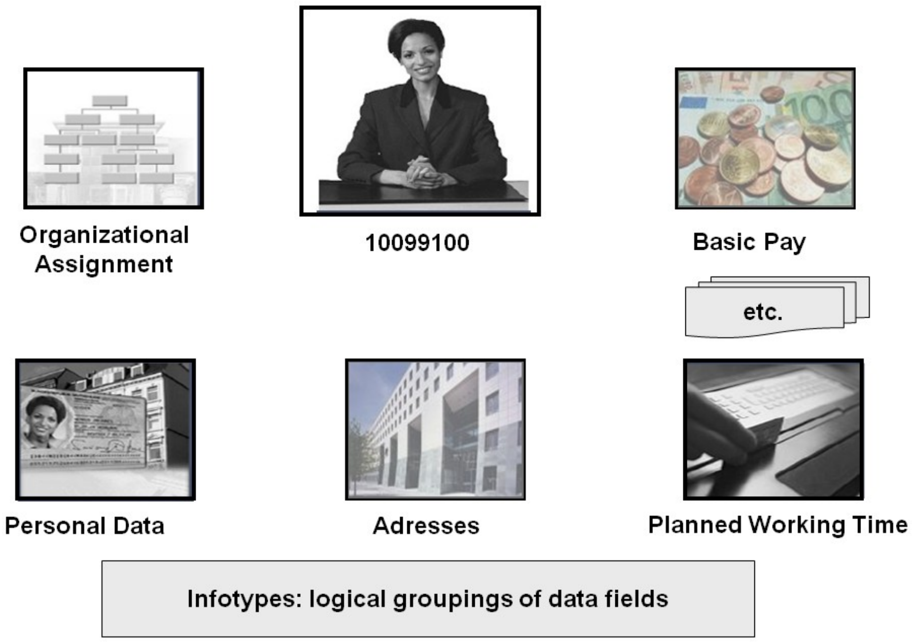


Figure 45: Infotypes

3.1.1 Infotype Maintenance

ERP software must keep employee data up-to-date. When maintaining infotypes, you can display, correct and supplement employee data. Human capital management stores employee data in infotype records and provides each infotype with certain validity. Usually, that is a validity interval or a key date.
There are three options to maintain infotypes:

- single screen maintenance
- personnel actions
- fast entry

Single screen maintenance (individual infotype maintenance):
For single screen maintenance, one single infotype is called up to maintain data for a certain situation or subject. In single screen maintenance, an infotype is maintained for one personnel number.

Personnel actions:
Personnel actions are used when a subject or situation is rather complex and when more than one infotype is to be maintained. When carrying out a personnel action, the system displays all respective infotypes to be maintained subsequently, one after another.

Fast entry:
Using fast entry, you can maintain an infotype for more than one personnel number at the same time.

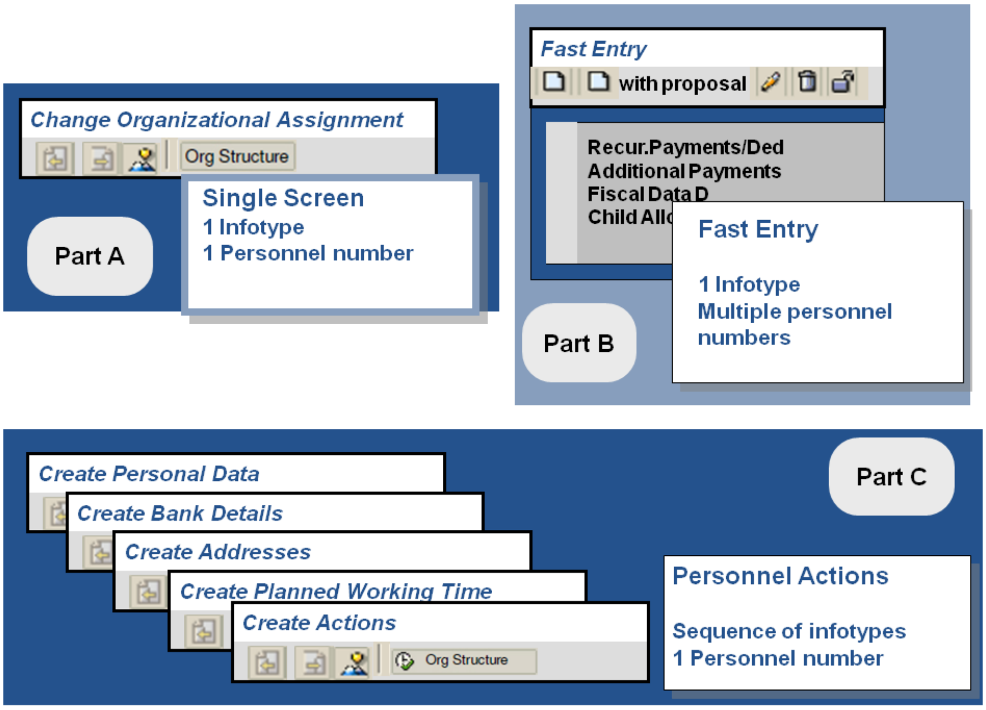


Figure 46: Infotype Maintenance

3.1.2 Initial Entry Screen for Maintaining Infotypes

The infotypes that are most frequently used in HCM are grouped according to their content and assigned to static menus. An infotype can be included in more than one menu. Rarely used infotypes might not be included in any menu at all. Menus are called up by selecting the respective tab page in transaction PA30. The green check marks next to infotypes in the menu list indicate that there are already records present for this personnel number.

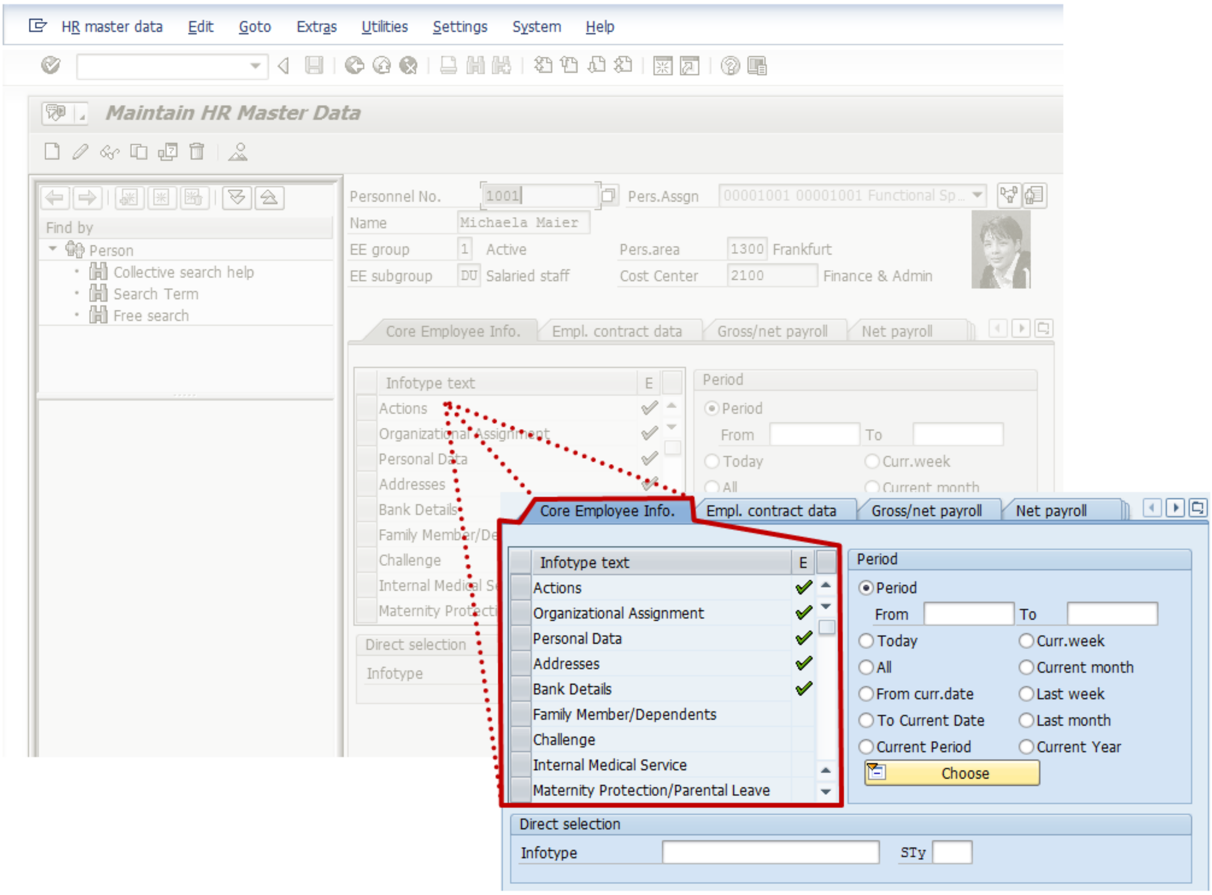


Figure 47: Initial Entry Screen for Maintaining Infotypes

3.1.3 Personnel File

His or her **personnel number** (or personnel ID) uniquely identifies an employee in the SAP ERP system. A personnel file exists for each personnel number that contains all infotypes for which records are stored. When displaying the personnel file, all infotypes are displayed in ascending numerical order.

In case several records exist for one infotype, the records within the infotype are displayed one after another. Then, the system proceeds to the next infotype.

At the end, the system returns to the initial screen. In the personnel file, you can scroll forwards and backwards.

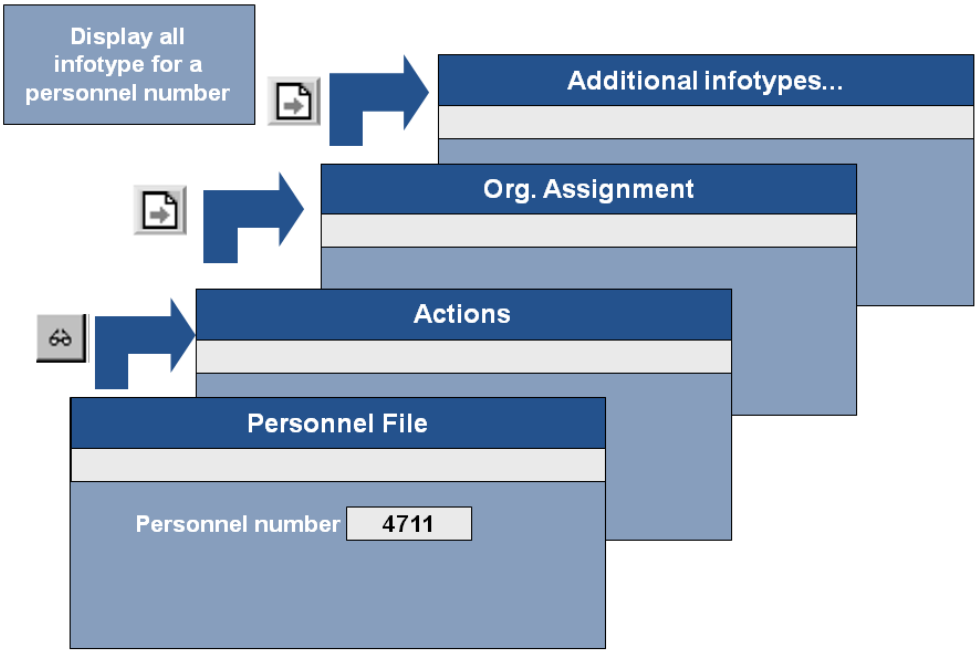


Figure 48: Personnel File

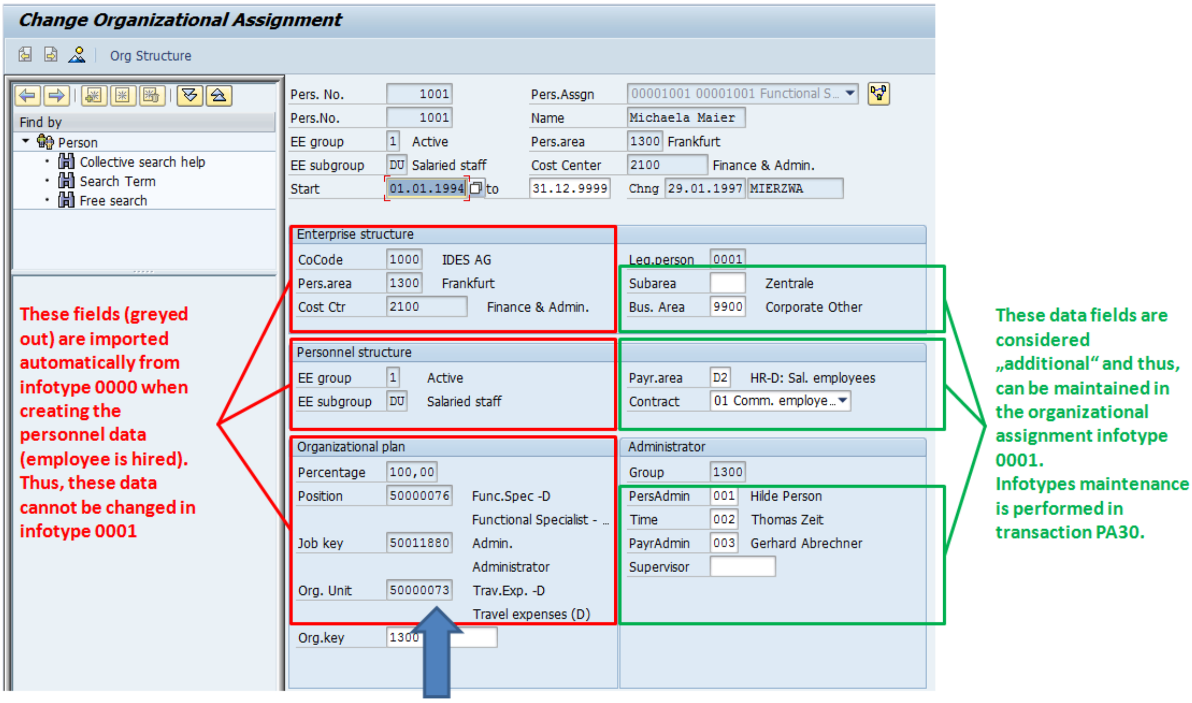
3.1.4 Organizational Assignment

When maintaining and saving the infotype *personnel data* (0002), the system automatically displays the infotype *organizational assignment* (0001).
The following fields are already filled in by the organizational assignment:

- company code
- personnel area
- personnel subarea
- business area
- employee group and
- employee subgroup

Additional missing data can be entered manually.

In case the position was not recorded in the *actions* infotype (0000), this can be done here in infotype *organizational assignment* (0001). The position is entered in infotype *organizational assignment* in the organizational structure section of the infotype.
The entered position and its existent relationships to a job, an organizational unit, and cost center, are imported to infotype 0001 automatically. The fields *job*, *organizational unit*, and *cost center* can, therefore, not be overwritten manually.



If you want to change these data, you must use a personnel action.
Performing a personnel action means maintaining a predefined sequence of infotypes for a particular employee. Personnel actions are executed in transaction PA40.
The system creates a relevant record in the Actions infotype (0000) for most personnel actions. In this infotype, you enter the personnel action type, the reason for the action, and the employee's employment status. This data is important for managing employee data. All infotypes that belong to this personnel action's infotype group are called up.

Figure 49: Infotype Organizational Assignment

3.2 Practice: Infotypes

An **infotype** is the compilation of data related by its content, e.g., address, bank account, supplemental payment. From a user point of view it is a **mask for data entry**. An infotype can carry out **plausibility checks**, it can contain **required fields**, it can be structured in **subtypes**, and it always has a validity period. Maintaining personnel data is carried out almost entirely by using infotypes. Infotypes feature a **four-digit key** along with their names.

- **0000-0999:** Personnel administration
- **1000-1999:** personnel planning and development
- **2000-2999:** Time management
- **3000-3999:** Logistics integration
- **4000-4999:** Recruitment
- **9000-9999:** Customer-individual infotypes

Figure 50: Process overview: Infotypes

To display the infotypes of an employee of IDES AG, choose

Human Resources → Personnel Management → Administration → HR Master Data → Maintain (PA30)

1. Enter personnel number ***1001*** and confirm with ***Enter***.
2. The following figure shows the personnel master data of employee Michaela Maier. The ***personnel number*** is 1001. In the ***Core Employee Info*** tab you can see that **info-types** ***Actions***, ***Organizational Assignment***, ***Personnel Data***, ***Addresses***, and ***Bank Details*** were maintained. They are marked with green check marks. By selecting an infotype and clicking one of the symbols on the upper left hand side of the screen, in-fotypes can be created, changed, displayed, copied, delimited, or deleted.

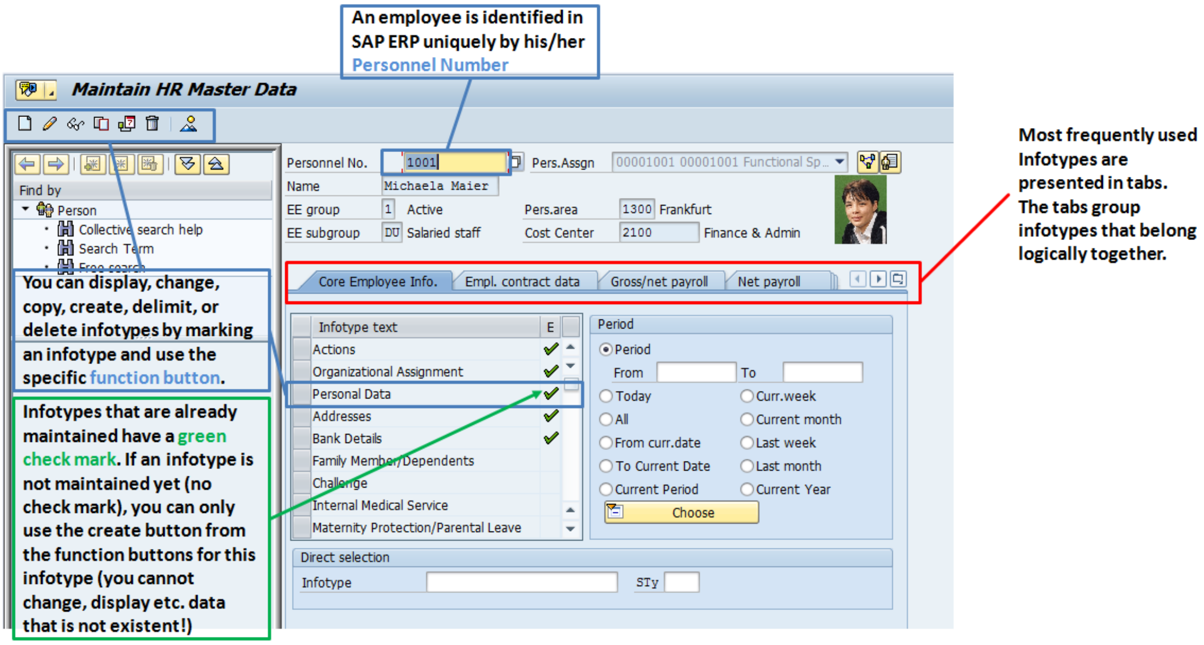


Figure 51: Personnel Master Data: SAP-System-Screenshot

3. The individual infotypes are grouped by particular criteria (tabs).
4. You can also use the **Infotype Direct Selection** to maintain or create personnel data. The **Action** infotype is used to perform **Personnel Actions** upon a person, e.g., for hiring personnel. It is an integration point between personnel administration (for persons already working for the company = employees) and personnel planning (persons who are not (yet) working for the company = applicants, etc.).
   Example: When hiring a person, the master data records of the applicant from the personnel planning are transferred to the personnel administration master data records. Therefore, a ***Personnel Action*** must be executed either in transaction ***PA40*** (Personnel Actions) or in transaction ***PBA7*** (Direct Data Transfer). The data (e.g., organizational unit, position, employee group) entered in the Personnel Action for hiring are transferred to infotype ***Action (0000)*** and create a relevant record there. A Personnel Action normally executes several steps that belong together. Thus, it performs changes to multiple infotypes.
   However, you can also perform the change of one single infotype in transaction PA30 directly. For hiring, you must use infotype Action (0000) and the subtype Hire (01).

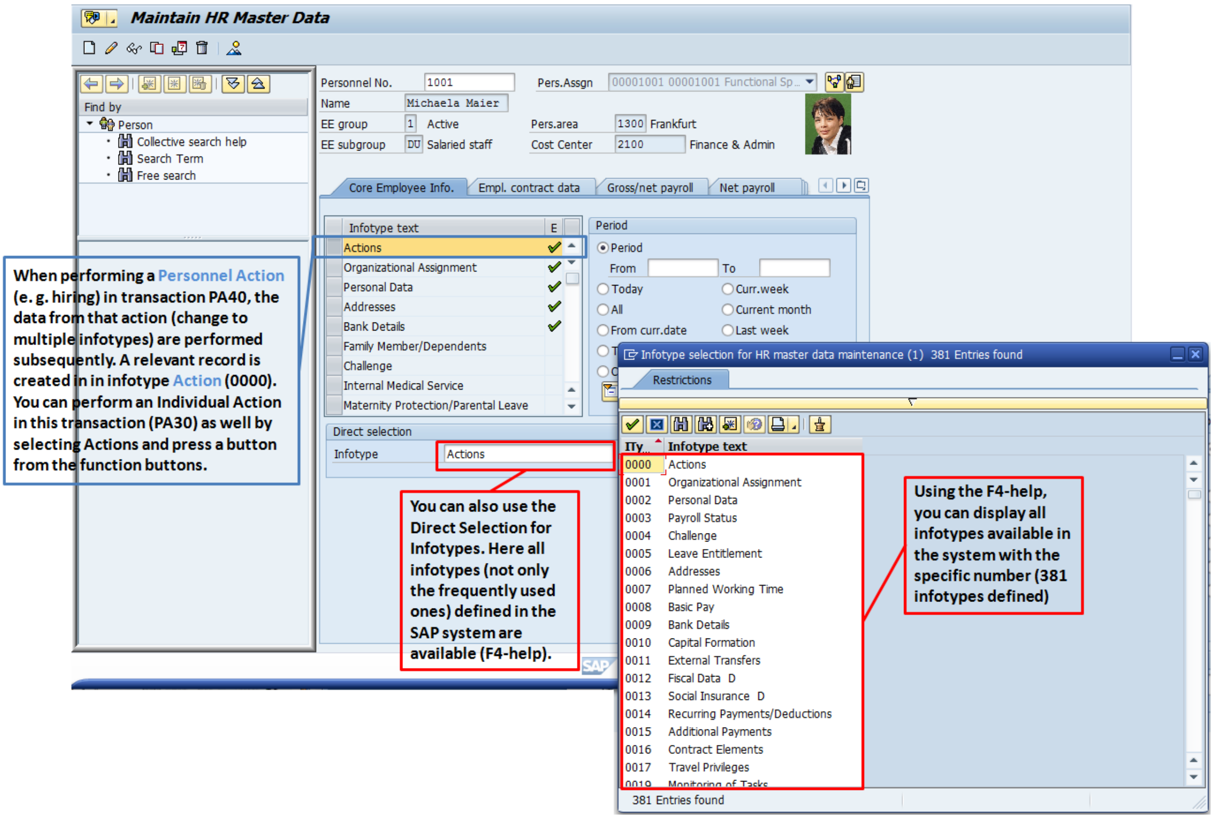


Figure 52: Infotype Maintenance (Infotype Action - 0000): SAP-System-Screenshot

Not every infotype has Action Subtypes. For instance, the infotype Organizational Assignment does not have any subtypes, since you can only perform one action with this infotype.

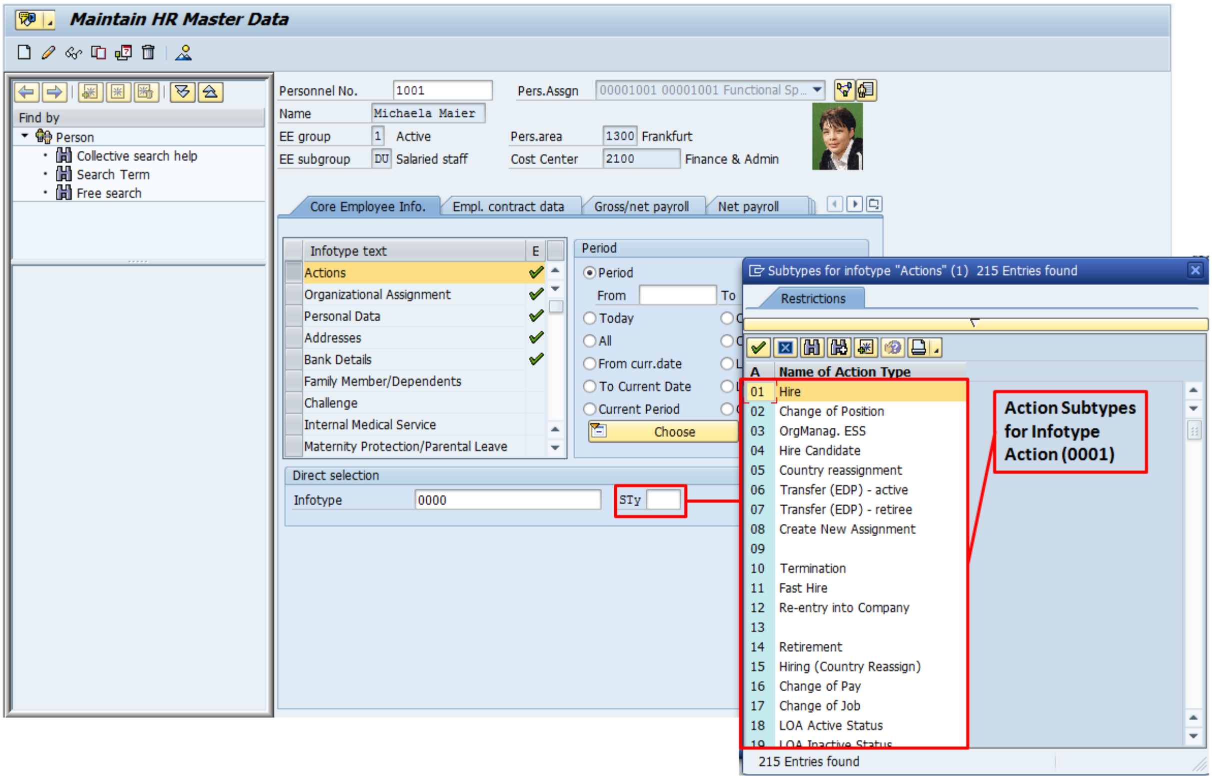


Figure 53: Infotype Action (0000) - Action Subtype Hire (01): SAP-System-Screenshot

5. Now, select the infotype ***organizational assignment*** and choose ***display***.
6. You can see that Ms. Maier is assigned to the following organizational units

<u>Enterprise structure:</u>

a. Company code 1000
b. Personnel area 1300
c. Cost center 2100
d. Business area 9900

<u>Organizational structure:</u>

e. Position 50000076
f. Job 50011880
g. Organizational unit 50000073

<u>Personnel structure:</u>

h. Employee group 1 (active employee)
i. Employee subgroup DU (salaried staff)
j. Payrol area D2 (Salaried employees)

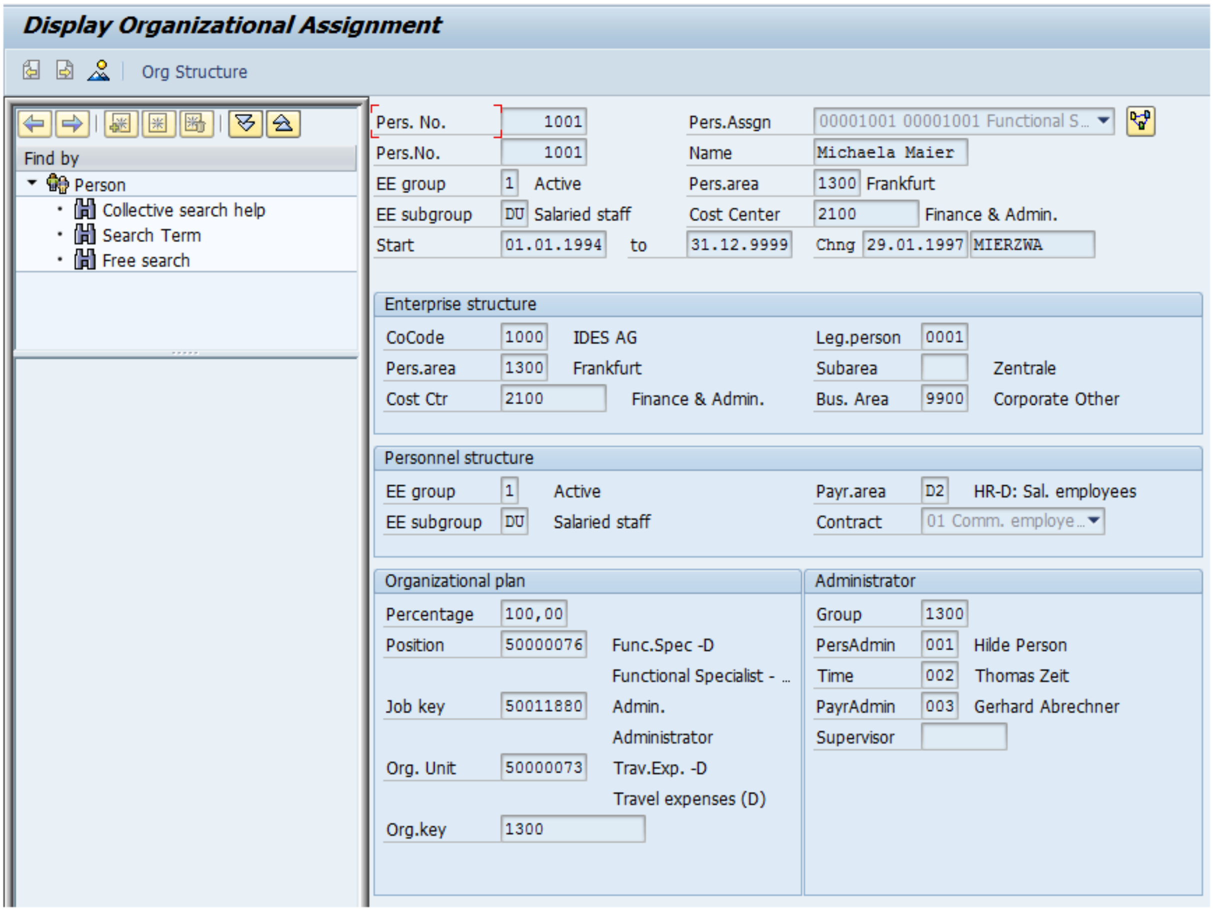


Figure 54: Display Organizational Assignment: SAP-System-Screenshot

7. Return to the previous step and look for the infotype ***basic pay***. What is the standard salary of Ms. Maier? List the amount on your data sheet.

   Basic pay Ms. Maier: ____________________________________

8. You can execute the personnel file from the menu (Goto → Personnel File). On the next screen press the display-button ( ). Skim through the infotypes. What is the second infotype in Ms. Maier's personnel file?

   Second infotype Ms. Maier: ____________________________________

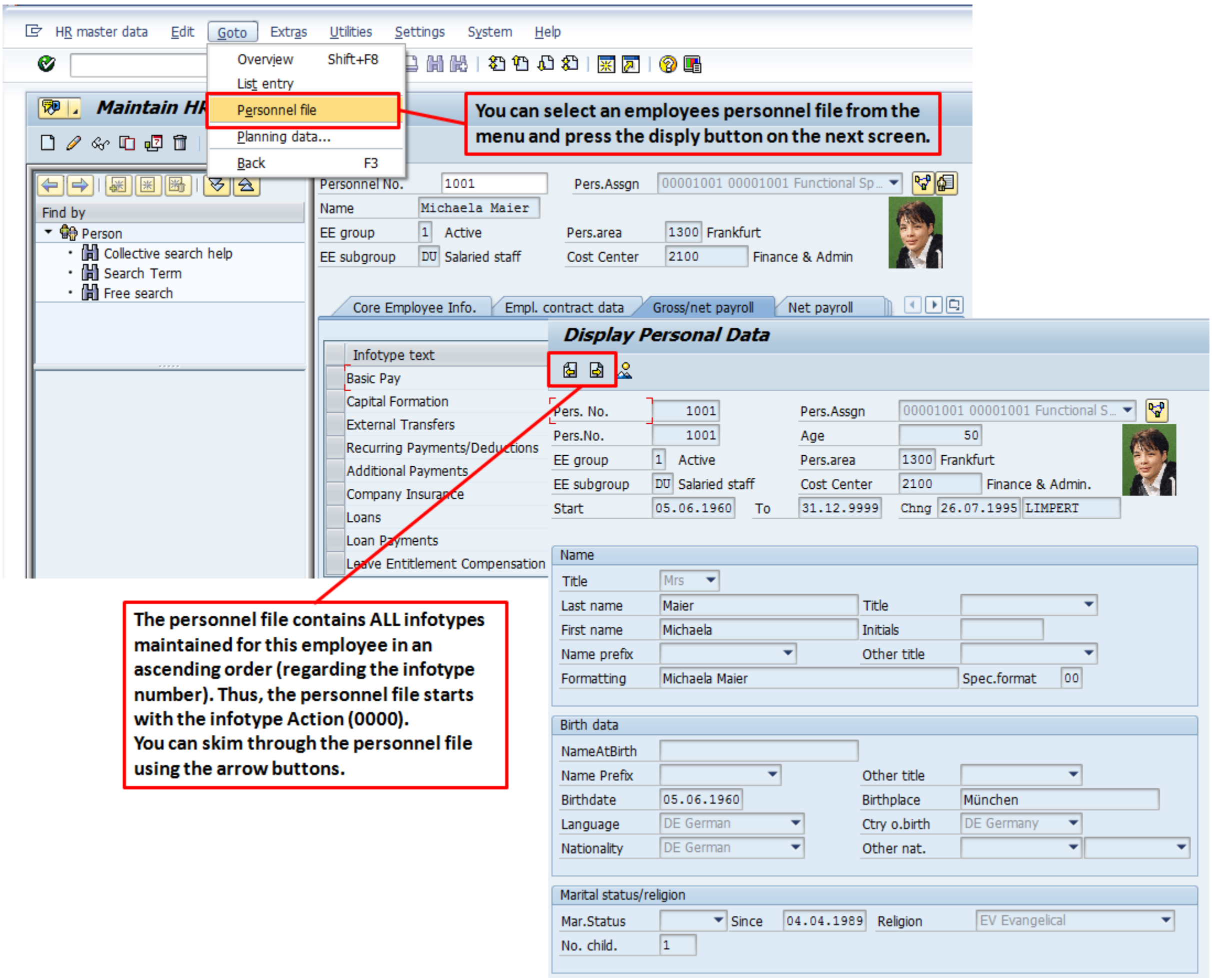


Figure 55: Personnel File: SAP-System-Screenshot

3.3 Elucidation

What have we learned so far?

You have learned what infotypes are, how they are structured and how they are used in SAP HCM.

3.3.1 Infotypes

- An infotype is a group of multiple data fields that logically belong together.
- Examples:
  - Organizational Assignment (infotype 0001)
  - Personal Data (infotype 0002)
  - Addresses (infotype 0006)
  - Education (infotype 0022)
  - Other/Previous ERs (infotype 0023)
  - Qualifications (infotype 0024)
  - Bank Details (infotype 0009)
  - etc.
- In transaction PA30, where you can maintain the personnel master data of an employee, the infotypes are grouped content-based on tabs. Thereby, an infotype can be on two tabs at the same time.
- The tabs contain the most frequently used infotypes for personnel master data.
- You can access all infotypes through direct selection.
- **Important: EACH** infotype record has a ***validity date***. That is, when creating, e.g., an infotype for basic payment, you must enter the validity *date from* and *date to* for which the salary is valid. If you create overlapping time intervals, the system issues a warning and deletes existing infotype records if applicable. You can also maintain multiple infotype records with disjunctive validity period parallel.

3.3.2 Infotypes Maintenance

- To keep personnel data up-to-date, you can display, edit, create, delimit, and delete employee data.
- Each infotype record has certain validity. Usually, that is a validity interval or a key date.

There are three options to maintain infotypes:

- **Single screen maintenance (individual infotype maintenance):**
  - You perform this in transaction PA30 by selecting an infotype (either from a tab or through direct selection) and pressing one of the function buttons (create, edit, etc.).
  - Thereby, you maintain ONE single infotype at a time (→ single screen maintenance).

  - In single screen maintenance, **one** infotype is maintained for **one** personnel number (employee).
- **Personnel actions:**
  - You perform this in transaction PA40.
  - Personnel actions are used when an action needs to be performed on a personnel master record that is rather complex and, thus, more than one infotype is involved.
  - Example: When changing the organizational assignment of an employee, e.g., the infotypes basic data, organizational assignment, basic payment, etc., might need changes. In that case, you use personnel actions.
  - When carrying out a personnel action, the system displays all respective infotypes that must be maintained or changed for this action, one after another.
  - Using personnel actions, **multiple** infotypes are maintained for **one** personnel number (employee).
- **Fast entry:**
  - You perform this in transaction PA70 or PA42
  - With fast entry, you can maintain **one** infotype for **multiple** personnel numbers (employees) at the same time.

3.3.3 Initial Entry Screen for Maintaining Infotypes

- In transaction PA30, where you can maintain the personnel master data of an employee, the infotypes are grouped content-based on tabs. Thereby, an infotype can be on two tabs at the same time.
- Rarely used infotypes might not be included in any menu at all.
- The tabs that contain the most frequently used infotypes for personnel master data.
- You can access all infotypes through direct selection.
- The green check marks next to infotypes in the menu list (tabs) indicate that there are already records present for this personnel number.

3.3.4 Personnel File

- The **personnel number** uniquely identifies an employee in the SAP ERP system.
- A personnel file exists for each personnel number that contains all infotypes for which records are stored; that is, all infotypes marked with the green checkmark are stored in the personnel file.
- When displaying the personnel file, all infotypes are displayed in ascending numerical order.
- In case several records exist for one infotype, the records within the infotype are displayed one after another. Then, the system proceeds to the next infotype.
- At the end, the system returns to the initial screen. In the personnel file, you can scroll forwards and backwards.

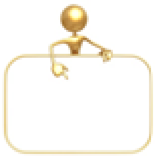
3.3.5 Organizational Assignment

- The Organizational Assignment infotype (0001) deals with the incorporation of the employee into the enterprise structure, the organizational structure, and the personnel structure.
- This data is very important for the authorization and control of payroll.
- The fields for *company code*, *personnel area*, and *cost center* are not ready for input here. If you want to edit these fields, you must perform a ***personnel action***.
- Thus, the following fields are already filled in by the organizational assignment:
    - company code
    - personnel area
    - personnel subarea
    - business area
    - employee group
    - employee subgroup
- Additional missing data can be entered manually.
- In case the position was not recorded in the actions infotype (0000), this can be done in infotype organizational assignment (0001).
- The entered position and its existent relationships to a job, an organizational unit, and cost center, are imported to infotype 0001 automatically.

4 Processes in Human Capital Management

In times of increasing decentralization and the globalization of markets, an efficient and transparent administration for personnel data is a decisive advantage. This section introduces the fundamental functions of SAP ERP Human Capital Management.

4.1 Theory: Processes in Human Capital Management



Theory

The ability to meet personnel requirements is a key for enterprises. The success of an enterprise depends on such factors as quality and availability of personnel. It is particularly important for the development and success of expanding enterprises that they have quick access to adequate personnel.

The following figure displays several (not all) processes in Human Capital Management with the functional subarea they belong to. The following components are discussed in detail in this section

- Personnel Management (SAP HCM PA)
    - Organizational Management (SAP HCM PA-OM)
    - Recruiting (SAP HCM PA-RC)
    - Personnel Administration (SAP HCM PA-PA)
    - Personnel Cost Planning and Simulation (SAP HCM PA-CPS)
    - Personnel Development (SAP HCM PA-PD)
- Training and Event Management (SAP HCM PE)
- Travel Management (SAP FI TV)
- Time Management (SAP HCM PT)
- Payroll Administration (SAP HCM PY)
- Reporting
- Employee Self-Services (SAP HCM ESS)

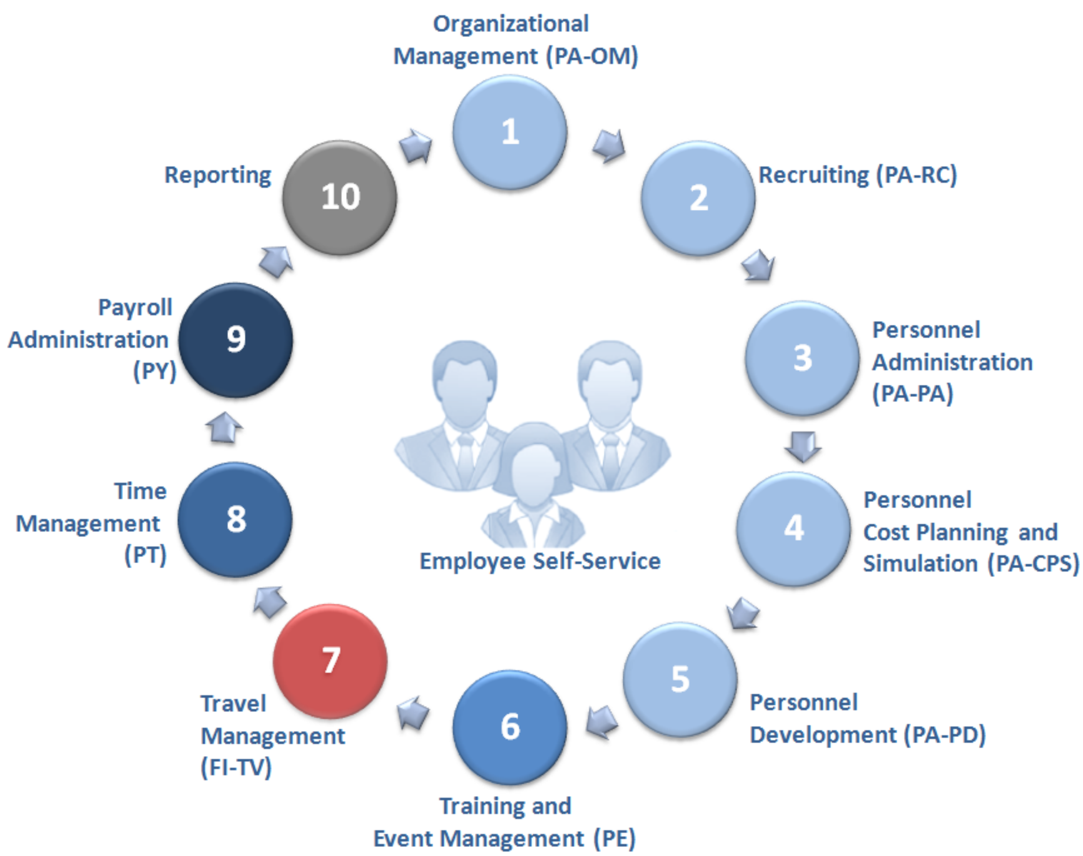


Figure 56: Processes in Human Capital Management

4.1.1 Personnel Management (SAP HCM PA)

The functional subarea Personnel Management (SAP HCM PA) is the central component for recruiting new and managing existing employees.

4.1.1.1 Recruitment (SAP HCM PA-RC)

The component ***Recruitment*** (SAP HCM PA-RC) of SAP HCM PA has all the functions you need for working through the entire recruitment process, from creating applicant data to filling vacant positions. The Recruitment component contains an entire range of powerful, flexible functions that you can use to implement an effective – and largely automated – recruitment strategy.

The Recruitment component can be utilized to recruit human resources according to a company's requirements, at any time. The number of applicants available for the company to choose from can be increased by advertising for personnel (e.g., using job advertisements) or by receiving unsolicited applications. The applicants can be included then in the selection procedure for vacancies and applicants that have not been deemed suitable for a particular vacancy can be stored in the applicant pool, where they can be considered for other or future vacancies.

From Vacancy to Hiring an Applicant

The recruitment component organizes the entire recruiting process in SAP, from the initial data entry until filling vacant positions. Thereby, the SAP system features

- identification of personnel requirements
- creating job advertisements
- screening applicants
- managing applicant correspondence

When an applicant is hired, the data entered in recruiting can be transferred to personnel administration as employee data.
Line managers can use the manager's desktop to record decisions about applicants and to trigger further administration in the HR department efficiently. External applicants can use the Web application ***employment opportunities*** and employees can use the *Employee Self-Service component* ***job advertisements*** to electronically attach application documents to online applications.

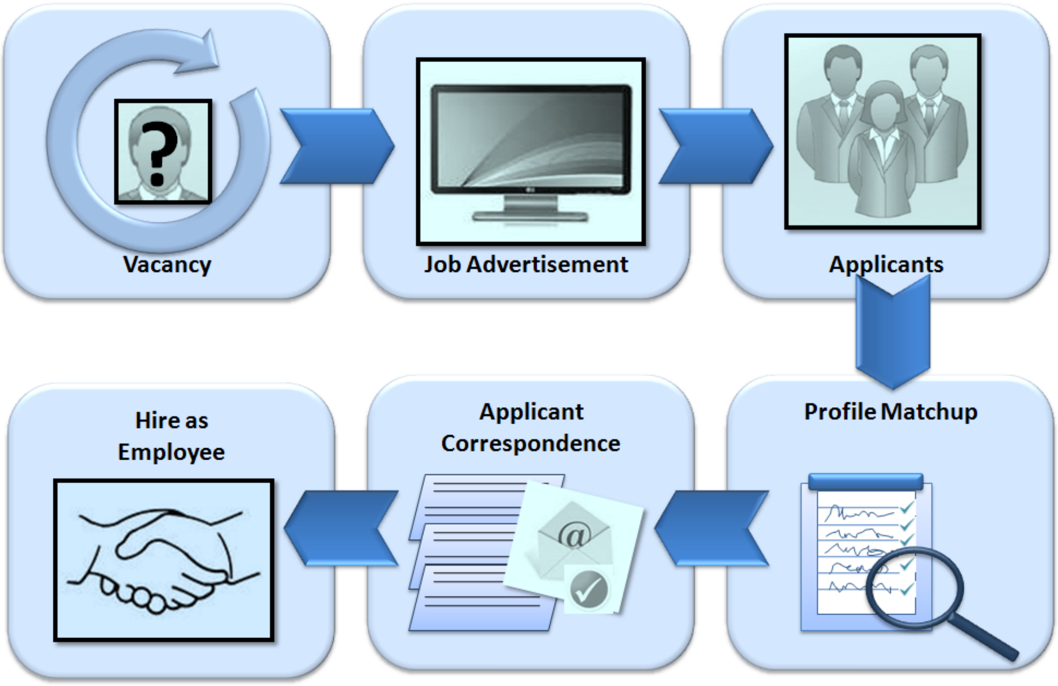


Figure 57: From Vacancy to Hiring an Applicant

Application via Internet
The Recruitment component also features Web applications that support a company's recruitment strategy requirements. Thereby, external applicants can use the internet for job applications, leading to a fast and cost-effective medium from which both the company and the external applicants profit.
SAP PA-RC provides the following Web applications:

- **Employment Opportunities Web Application:** With this application, external applicants can display job advertisements of a company, apply for vacant positions of the company, or change their application data.
- **Application Status Web Application:** This application enables a cost-effective and efficient recruitment procedure by allowing applicants to check the status of their job

applications over the Internet. Hence, a part of the company's administrative duties can be dispensed.

The internet application *Employment Opportunities* allows companies to enable users to participate in the recruitment process by:

- presenting company's job vacancies to users and
- accept direct applications for positions

Moreover, applicants can display only vacancies for a certain region or all vacancies in the company. Each advertisement contains a short description of the position and its requirements. The system refers to the advertisements stored in Recruitment for information on the position.

Applicants can either apply directly in response to an advertisement or submit an unsolicited application. For applications via internet, the applicant enters data concerning person, experience, qualifications, education, and training. The system automatically transfers these data to the SAP ERP system. The applicant can attach application documents electronically with this internet function. Since SAP R/3 Enterprise, an applicant can also add or change any entered data.

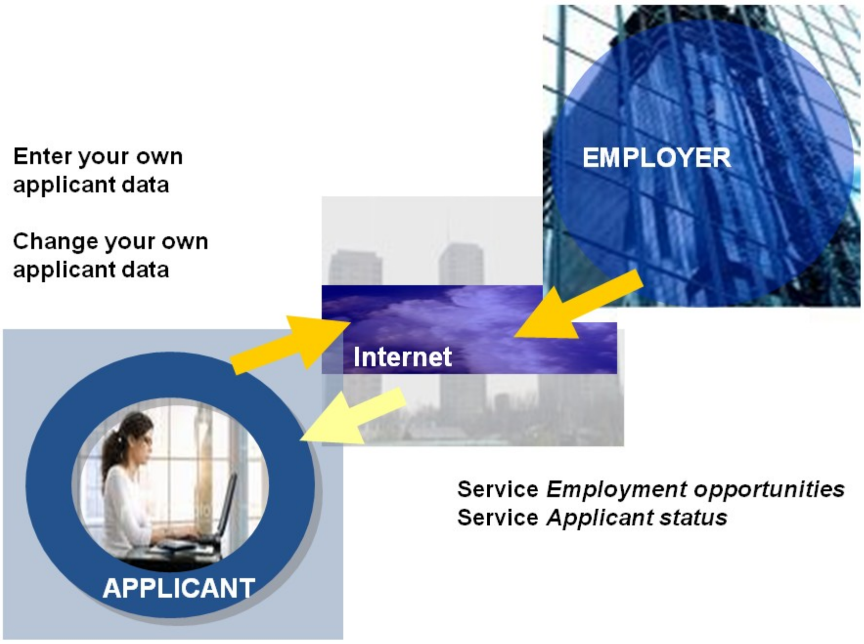


Figure 58: Application via Internet

Hiring an Applicant

When hiring an applicant, data entered in the application process can be transferred from applicant master data to Personnel Administration (SAP HCM PA-PA). The data is transferred directly from the applicant database to the employee database and is available in the new personnel master record for the newly hired employee. After data transfer, the system copies all data that were recorded as default values in the ***Recruiting*** infotype ***(SAP HCM PA-RC)*** in ***Personnel Administration (SAP HCM PA-PA)***. Thus, all data entered during the application

phase can be used and further maintained after hiring that applicant. This results in considerably decreasing administration efforts.
In integrated systems, data are transferred either directly in recruiting or directly in personnel administration. Additional data such as information regarding work hours and salary can be added in personnel administration later. You also have the option to generate contracts for applicants that you want to hire in SAP ERP automatically.

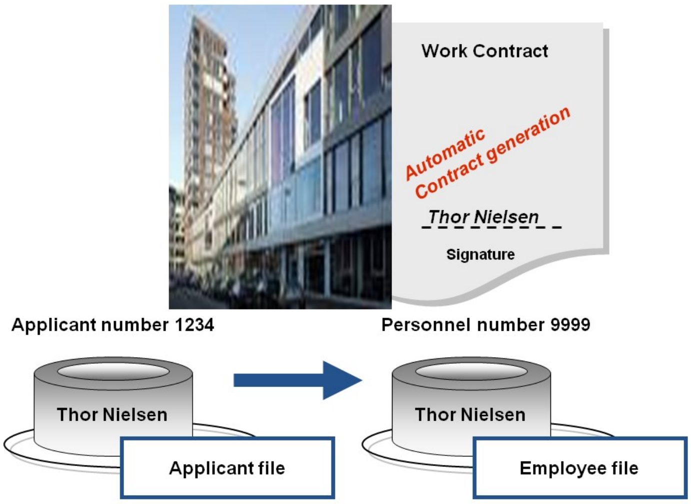


Figure 59: Hiring an Applicant

4.1.1.2 Personnel Administration (SAP HCM PA-PA)

You can manage all modern personnel administration tasks with the application component ***Personnel Administration*** (SAP HCM PA-PA). Personnel Administration relieves you from the daily administrative routine activities, which are costly and time consuming, while simultaneously supporting you in demanding planning activities.
Once the data of an applicant was transferred to the Personnel Administration, the data can be used there for further processing. The main functions in SAP HCM PA-PA are the continuous maintenance of the employee data (infotypes maintenance) as well as integration and allocation of the employee master records for other important functions in Personnel Management, like Personnel Development.

4.1.1.3 Personnel Cost Planning and Simulation (SAP HCM PA-CPS)

Cost Planning enables a company to plan costs and create cost previews for organizational units and cost centers.
This application allows simulating changes regarding personnel costs in the future for a company. Projected changes can be done on a percent or absolute basis. These simulations enable you, e.g., to increase or decrease the number of positions and the figures of different employee payments. The simulated plan can be stored in different versions and then be compared to other versions to retrieve trends, compare outcomes of reorganizations, etc.

Personnel cost planning and simulation is based on a wide data basis. It is integrated with other applications in the SAP ERP system. Thus, this component can support cross-department and cross-application business processes.
Payment information required to create personnel cost plans can be derived from different sources. This includes basic payments, payroll results, simulated reclassifications, recurring payments, and on-time payments. For example, the results of payroll can be used as a data source for Personnel Cost Planning. Planned payment data for the positions and jobs in Organizational Management can also be used as data.

Once the planning process has been executed, managers can make additional adjustments to the plan. They can make the adjustments by using a web-based front end as a simple user interface for planning (a phase of the detailed planning).

After plan release, SAP HCM users can use the data for the following:

- create a training budget for training and event management
- transfer data to accounting
- Extracting the cost projections for further analyses in the SAP NetWeaver Business Warehouse

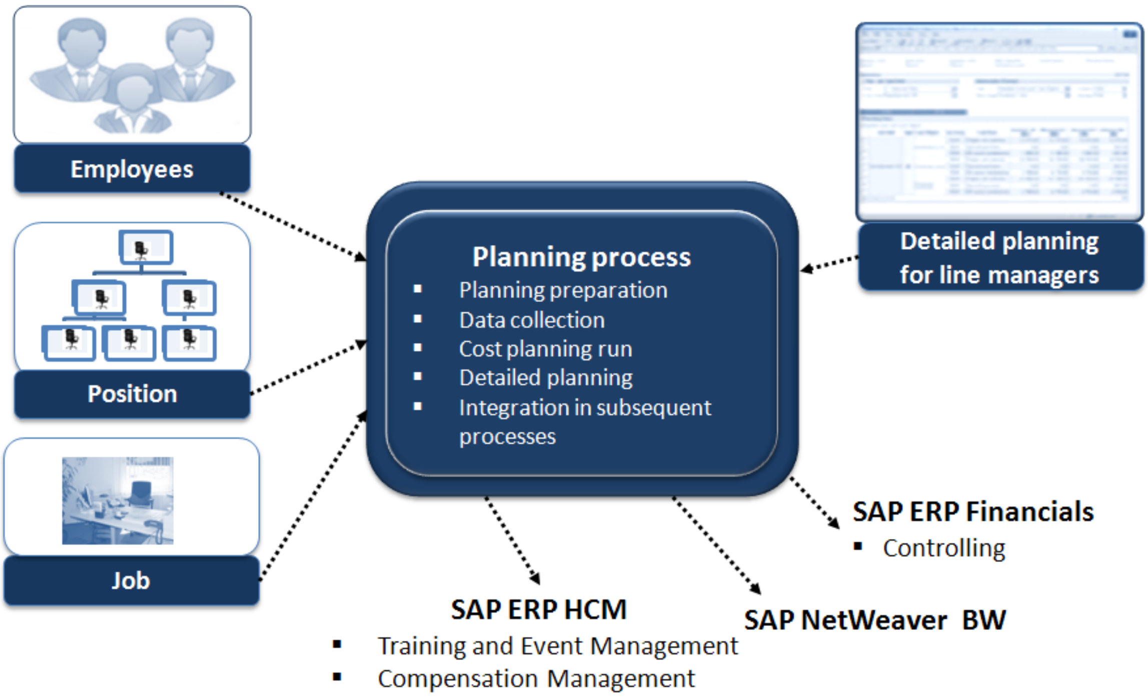


Figure 60: Personnel Cost Planning and Simulation

4.1.1.4 Personnel Development (SAP HCM PA-PD)

The personnel development function in SAP Human Capital Management increases the employees' 'value' for a company by planning and implementing development and training measures for employees. This increases motivation and satisfaction of employees by taking into account individual preferences and suitability for jobs. The ***personnel development*** component ensures that a company has all required qualifications and capabilities. This is achieved by setting up qualification potentials.

A company can determine the development requirements of an employee by comparing job requirements with current qualifications and development preferences of employees. The information required for the comparison is stored in profiles.
The management can aim at particular results with these development activities. For example, using career and succession planning measures, you can determine whether an employee should be transferred to a certain post. General measures can include the extension of existing capabilities and knowledge of employees or ensuring that employees keep pace with technological changes.
Qualifying actions (training courses, job rotation, etc.) can be grouped to development plans (e.g., trainee program for sales employees) and assigned to an employee. These qualifying actions are referred to as general development plans, since they affect all employees of a company. When general development plans are available in the SAP system, you can adjust them to the individual requirements of employees.
In addition, you can praise employee performance and conduct. You can perform objective setting. The appraisal results can provide input for planning an employee's further career development (input for employee's development plan).

Figure 61: Personnel Development and Qualifying Actions

Qualifications and Requirements

With the Qualifications and Requirements component, you define, structure and manage a qualifications catalog. Based on this qualifications catalog and the organizational structure of the company (and, if required, other information) profiles are created. These profiles can be used to manage, evaluate and compare object characteristics (employee vs. position). Thereby, profiles are used to show both the requirements of a position and the qualifications and career goals (preferences) of a person. Furthermore, profile match-ups between an employee's (person) and positions profile can be run to find out how suitable certain persons are for a certain position in the company. If the result of a profile match-up reveals qualification deficits, further training measures can be planned for the person in question.

Qualifications: Skills, knowledge or ability that is of interest to an employer. Qualifications are used to define both qualifications profiles and requirements profiles. This means that it is possible to compare an employee's qualifications at a specific point in time with the requirements of his or her present or future occupation.

Requirements: Skills, knowledge or ability required for a job or position. You can compare the requirements and qualifications of objects against each other and thus establish whether objects are suitable (e.g., persons for positions) or whether qualification deficits exist.

You can assign qualifications to both employees and position. For employees, you refer to them as qualifications; for positions, you refer to them as requirements. All qualifications (and requirements) are stored centrally in a catalog. Both refer to the same (technical) object, but from a different point of view. That is, you can compare qualifications of a person with requirements defined for a position.

Editing the qualification catalog is carried out in customizing for personnel development. You can still enter modifications after the system has already gone live by choosing ***current settings*** *from the menu.*

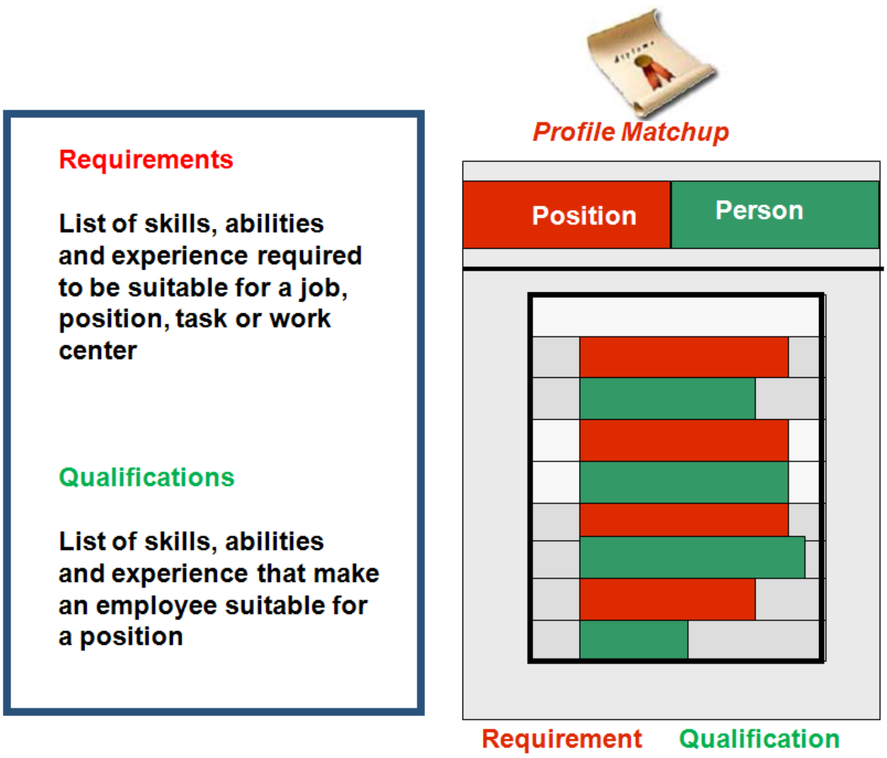


Figure 62: Qualifications and Requirements

Training Proposals for Qualification Deficits

In case personnel development is linked to Training and Event Management, you can use the *generate training proposals* functions from the personnel development component. The system proposes possible training courses (business events) to gain missing qualifications. You can book employees for courses directly or pre-book employees for business event types.

The system can also propose and assign development plans that impart required qualifications. Consequently, particular actions from this general development plan can be copied to an individual development plan of an employee.

The system only proposes events and development plans that aim at least at the same or at a higher degree of expertise and qualification (in comparison to the current ones of the respective employee in his/her infotype qualification).

Example: A mechanical engineer is supposed to work in Japan for a longer period of time. When comparing her profile with the requirements of the tasks in Japan, it becomes apparent that she does not have the required language skills. Since personnel development is linked to training and event management, the system proposes a Japanese class that will provide the engineer with the skills she will need for her new tasks. The administrator directly books her for one of these classes.

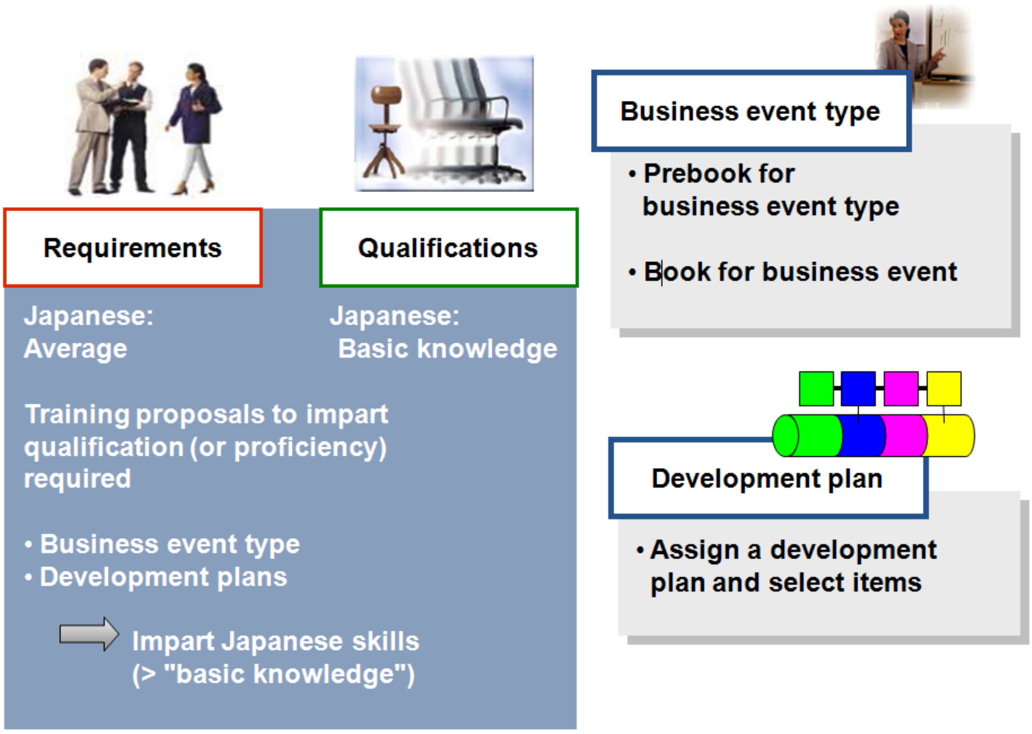


Figure 63: Training Proposals for Qualification Deficits

Career and Succession Planning

The main objectives of career and succession planning are to promote personnel development of employees and to staff positions adequately. Thus, it supports, on the one hand, determining how employees can develop within the company in order to change their roles (positions) and, on the other hand, determines if there are suitable successors in the company for a specific position. Career planning and succession scenarios are based on qualifications, preferences, careers, potentials, dislikes and designations stored in the profiles of positions and persons.

Career and succession planning aims at two things:
- encouraging the professional development of employees
- ensuring of a sufficient number of employees

Career planning includes the determination of possible career objectives for employees as well as planning their professional development. In succession planning, suitable candidates to fill vacant positions are determined.

Figure 64: Appraisals

Appraisal System

SAP HCM provides an *Appraisal Systems* that can be used as a personnel development instrument for evaluating employees of a company in a planned, formalized and standardized manner. Evaluations of a company's personnel are usually carried out by trained persons commissioned especially for this purpose.

The Appraisal Systems contains personnel appraisals, which are used to obtain information on the characteristics, behavioral traits and performance of members of a company. These appraisals form the basis for planning and making decisions that apply both to individuals and to organizational members in general. Furthermore, personnel appraisals can be used to monitor the success of human resource measures that have already been implemented. As a personnel development instrument, therefore, they can be used both to evaluate the past, and plan for the future.

An appraisal process usually encompasses several steps, such as planning, review, and execution, as well as evaluation of the appraisals submitted. Appraisals in SAP HCM can be think of as forms, which can be used to evaluate employees on a standardized basis. Therefore, you define appraisal reusable templates in the appraisals catalog, which are then used to create employee-related appraisal documents. In the appraisal documents, you can incorporate objective-setting agreements as planned specifications, to which you can add information either manually or by means of integration with other SAP components.

The Appraisal System in SAP HCM has the following integration points:

- Integration with SAP ERP HCM Personnel Development (PA-PD) enables you to transfer requirements profiles from positions or qualifications in the qualifications catalog directly to your employees' individual objective-setting agreements.
- Integration with SAP Strategic Enterprise Management (SAP SEM) enables you to display the department goals derived from the higher-level corporate goals in the balanced scorecard and transfer relevant strategic goals directly to the object-setting agreements for your employees.
- Once the appraisal process is complete, you can use integrated, automated follow-on processes, such as updating the employee's qualification profile in Personnel Development, or adjusting his or her remuneration.
- Integration with Compensation Management enables you to automatically adopt default compensation adjustments.
- Integration with SAP NetWeaver Business Warehouse (SAP NetWeaver BW) enables you to compile special analyses of the appraisal results.

4.1.2 Processes in Training and Event Management (SAP HCM PE)

With the Training and Event Management component, you can plan and accomplish events such as class room trainings, trade fairs, conferences, etc. Training and Event Management contains four major processes:

- In **business event preparation,** all master data required for creating the business event catalog are recorded and maintained. This includes time schedules, event locations, resources, etc. Additionally, business event groups and types can be created that constitute the basis of the event catalog.
- The second major process is the **creation of the business event catalog**. Individual event dates can be planned and created with or without resources and in a single process, multiple event dates can be planned according to existing demand.
- After that, **day-to-day activities** are carried out. In this process, you can
    - book internal and external participants
    - pre-book participation
    - replace bookings
    - cancel attendance

  For each process, you can send an appropriate notification to participants. SAP provides templates, which you can change to suit your requirements.
- **Recurring activities** include associated activities that need to be executed periodically. This process step is closely integrated with the day-to-day activities. Thereby events can be fixed, locked, and unlocked. This major process also involves the management of follow-up. This includes appraisals written by the participants after

an event took place, or, in the case of internal participants, the newly acquired qualifications can be transferred to sub-profiles in Personnel Development.

Each of these processes is supported by HCM reporting.

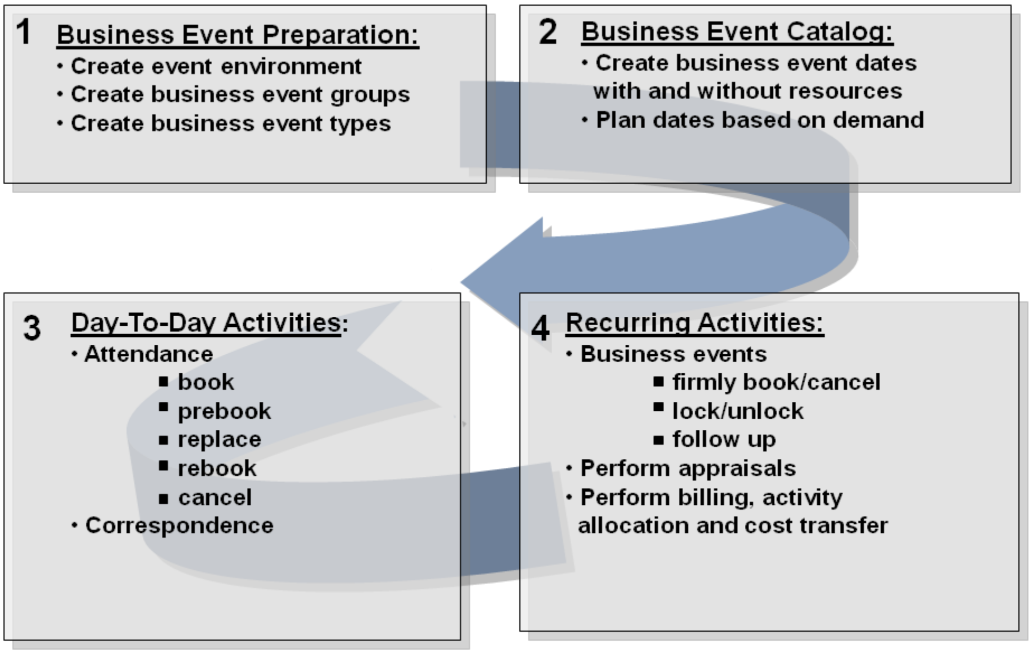


Figure 65: Processes in Training and Event Management

Integration with other SAP ERP Components

A high level of integration with other SAP components qualifies the Training and Event Management component as an ideal tool for constantly extending and updating the employees' knowledge. For instance, the link with Personnel Development enables identifying qualification deficits and reacting with targeted training programs in Training and Event Management. The link to the SAP Learning Solution enables you to combine traditional classroom training in Training and Event Management with web-based learning methods that can be realized regardless of time and location. The Training and Event Management component in SAP HCM has the following integration points:

- **Sales and distribution**: illing of attendance fees, use of attendee types *customer* and *contact person*
- **Materials management**: se of materials from the material master as resources for business events, generation of purchase requisitions, and material reservations
- **Personnel development**: check for and transfer of qualifications as well as use of appraisal systems from personnel development
- **Time management**: tecording and checking participation (of internal event participants and instructors)
- **Organizational management**: use of organizational units to represent event participants and organizers of business events
- **Personnel administration**: use of persons from the HR master as participants and instructors

- **Appointment calendar**: automatic generation of entries in appointment calendar for attendance bookings and instructor activities
- **SAP Knowledge Warehouse**: displaying information material from the knowledge warehouse such as training materials, documentations, videos, and the linked self service applications
- **Cost accounting**: internal activity allocation of participation fees, instructor costs, and transfer postings for business event costs

Note

The SAP Learning Solution is a separate SAP software product. You can integrate it with Training and Event Management. The broad palette of Training and Event Management functions is very user-friendly. To ensure that it is as intuitive as possible, Training and Event Management uses what are known as dynamic menus. These menus enable you to access the individual functions of the application directly via the objects in the business event catalog. You can right-click to access the most frequently used functions such as the day-to-day activities in the dynamic attendance menu.

4.1.3 Time Management (SAP HCM PT)

In a Human Capital Management application, it is essential to have options to evaluate work carried out by employees and to determine employee availability. This information is also essential for other areas in a company such as controlling (e.g., activity allocation in controlling) or logistics (e.g., capacity planning) and impact enterprise-wide decision-making. In addition, time data can be integrated with other areas of HCM (such as Training and Event Management)

The **Time Management** component offers flexible options for displaying and recording data. This component supports all human resources processes, involving the planning, recording, and valuation of internal and external employees' work performed and absence times.
Time Management contains user-oriented interfaces, which support centralized and decentralized entry and administration of time and labor data. Thereby, time and labor data of employees can be processed centrally by administrators in the human resources department or they can be processed by the individual departments by time administrators such as supervisors, secretaries, and employees themselves. A special time evaluation program can evaluate master data and time data and update time accounts (such as a flex time account). Information about performed work is included in the calculation of the gross wage in payroll.

Time Management also enables you to record time and labor data online or using self-service applications. The **self-service applications** range from the classic time recording subsystem, through web applications, to mobile business applications. Employees can use these applications to request leave, record working times, e.g., for orders or projects, and display their key time accounts.

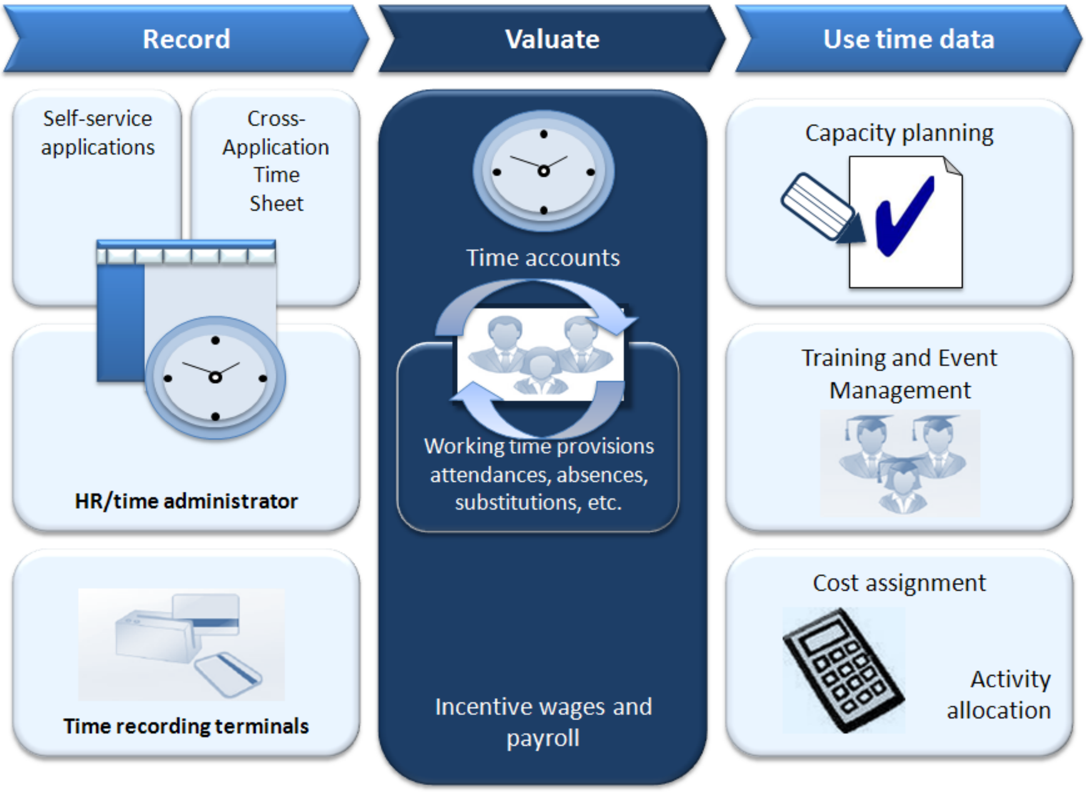


Figure 66: Time Management

The **Time Data Recording and Administration** component contains several methods for recording and managing time data effectively and efficiently. This component encompasses a comprehensive and effective business concept and related processes for manual and automatic recording of personnel times. Time recording allows entering employee time data for working time, leave, business trips, and substitutions by using different methods. This data can be entered as clock times or in hours and can contain account assignment specifications for other SAP applications.
There are various options (methods) available for recording time data such as hours worked, vacation, off-site work, or substitutions:

- online by the time administrator (e.g., using the Time Manager's Workplace)
- using front-end time recording systems
- using the Cross-Application Time Sheet (CATS)
- using Employee Self-Service (ESS) applications

In order to capture time data for an employee, special time infotypes must be available in the employee's master data. Time data is stored in these infotypes in the same way that HR master data is stored. The **Planned Working Time** infotype is the central time management infotype and contains the ***working times*** when the employee is scheduled to work, according to the ***work schedule*** assigned. The work schedule specifies when employees have to work and when they are permitted to have breaks. The work schedule also covers days off and public holidays. The **work schedule** is one of the prerequisites to run Time and also Payroll processes for an employee. Thus, the work schedule must be defined prior to entering it in the work schedule field in the Planned Working Time infotype.

4.1.3.1 Cross-Application Time Sheet (CATS)

The Cross-Application Time Sheet (CATS) is a tool, which is used across multiple applications in SAP ERP. It is used for recording working times and tasks and enables the user to control all business processes concerning employees' tasks. This includes among others paying the employees, monitoring the progress of a project and creating invoices. Although the Time Sheet is primarily meant for central data recording, for example, by secretaries or time administrators its main strength is that it enables employees to record their own data and, thus, eases the time administrators' workload. The data recorded by your employees is processed in the target components.

Hence, CATS is another form of Employee Self-Service. CATS is an application that allows for a consistent and cross-component working time record. That is, you can use this tool not only in HCM, but also in Logistics, Project System, Financials, etc.

The time sheet has the following advantages:

- cross-application standard screens for entering working times
- simple use for all users
- default values and data entry templates
- integrated approval procedures
- correction options
- SAP extensions for increased flexibility regarding the definition of authorization checks, plausibility checks, and default values

Using the time sheet (SAP CATS), working time information regarding performed working hours can be made available for the following components:

- attendance and absence in HR (human resources)
- internal accounting and statistical key figures of CO (controlling)
- confirmations of PM/CS (maintenance/customer service)
- confirmations of PS (project system)
- activity input of MM-SRV (service)

Note that employees who are working with CATS should also have authorizations for the target application with which the time and work data is exchanged.

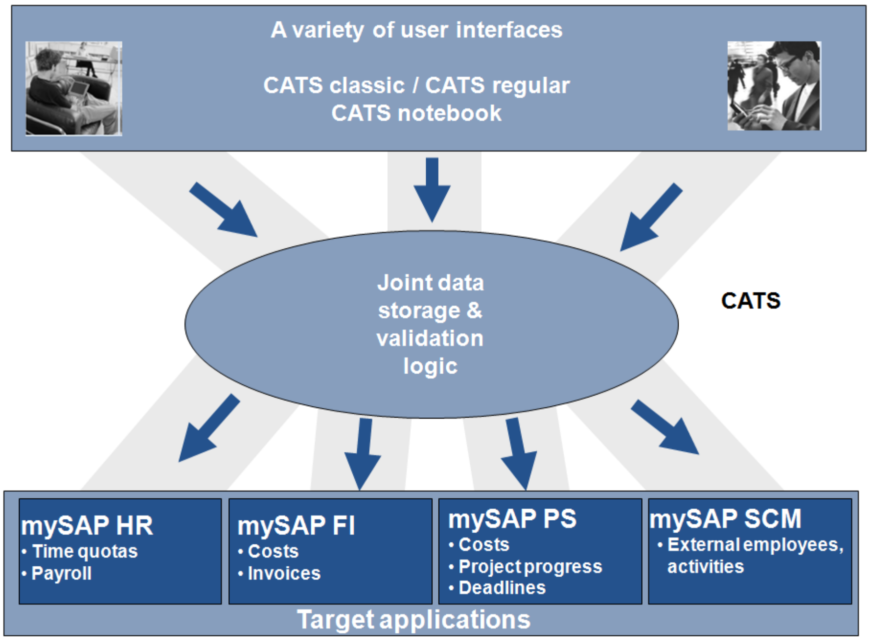


Figure 67: Time Sheet CATS

4.1.3.2 The CATS Process

Working times are always entered for employees.
If a company does not use the Human Resources application within their SAP ERP installation, at least a mini master with some employee data is required. This mini master contains the following infotypes:

- Actions (0000),
- Organizational Management (0001),
- Personal Data (0002) and
- the optional (but helpful) Time Sheet Defaults (0315)

If the Human Resources application is implemented within SAP ERP, the employee data is already there. The employee master data then contains all necessary infotypes to capture and process time and work data. It is always recommended to use the infotype Time Sheet Defaults (0315), which supports the recording of time data with defaults for the Logistics and Controlling components.

Furthermore, data entry profiles are required to enter times. It is possible to set up as many profiles as necessary. The profile defines the layout and entry fields for recording times. Additionally, it impacts the CATS process steps used by entering times via the specific profile.

Finally, authorizations play a central role in CATS. That is, you must assign the necessary authorizations to the users that must have access to the CATS and target application (e.g., in CO and FI).

The Cross-Application Time Sheet process consists of the following steps:

- entry of time data into the time sheet
- release of time data

- approval of time data (also possible via workflow)
- transfer of time data to target application

The steps "release time data" and "approve time data" are optional.

1. **Time Data Entry:** Usually an employee enters his or her own data or a supervisor does it for other employees.
2. **Release:** After entering times, they need to be checked. Only when the employee is sure about the correctness of his or her data, does release the employee the data. This means the data is ready to be approved.
3. **Approval:** Only approved data can be transferred to the target applications. Normally, a supervisor or manager approves the employees' time data. After approval, CATS data is passed to interface tables of the target applications.
4. **Transfer:** The last step takes the CATS data (from the interface tables) and stores it in the respective areas of the target application. Mention that even if there are four steps, it is not necessary to perform each step separately. It is possible to skip steps. This can be defined within a data entry profile. Authorizations can of course be used to allow the different steps.

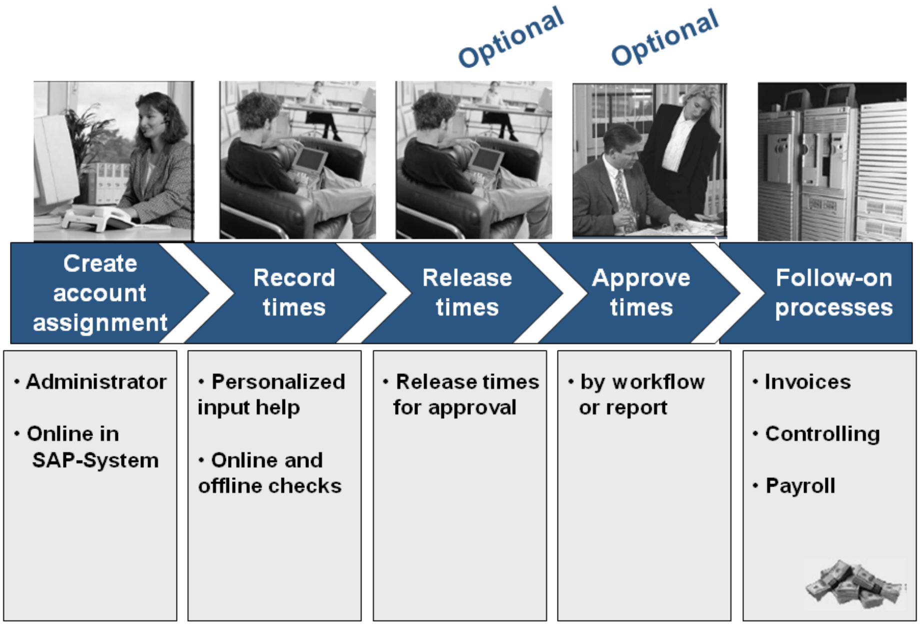


Figure 68: The CATS Process

4.1.4 Payroll Accounting (SAP HCM PY)

Payroll Accounting calculates the payment for work performed by each employee. A payroll run is executed based on the payroll areas in the enterprise structure. That is, when executing a payroll run, you do this for all employees of the specified payroll area.

The payroll run uses various employee master and time data. Furthermore, a payroll run includes multiple work processes such as creation of payroll results and remuneration statements, bank transfers and check payments.

Within the payroll procedure, there are two basic parts of the payroll run: first, the calculation of remuneration elements and second, the calculation of deductions. An employees' remuneration is calculated in two steps:

- grouping the remuneration elements, that is, the gross payroll
- legal and voluntary deductions, that is, the country-specific net payroll

Remuneration elements of an employee are derived from individual wage and salary types that are used during the payroll period. The remuneration calculation includes payments such as basic pay, different bonuses and gratuities. Deductions are possible for a company-owned flat, day care or similar benefits. Whether these factors increase or decrease the taxable income depends on the law of a country or, in some countries, on company regulations.
An employee's remuneration consists of all wage and pay types determine individually during a payroll period.
Payment is then, e.g., made by bank transfer or check and the employee is sent notification in the form of the remuneration statement or can view the information online by using an Employee Self-Service application.

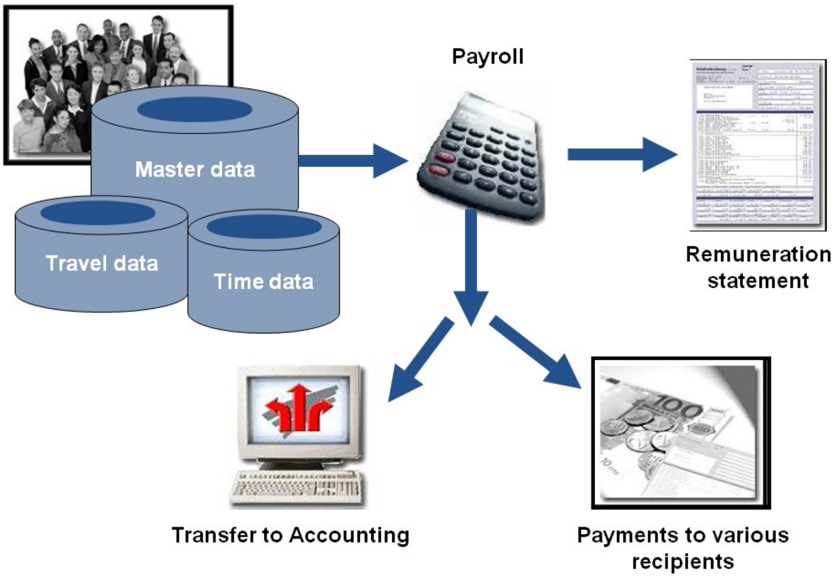


Figure 69: Payroll Accounting

4.1.5 Travel Management (SAP FI-TV)

The travel management component contains all functions required for processing business trips such as travel requests, approval and settlement, and if necessary, corrections and retroactive accounting. It is also possible to create travel requests prior to travel and trip planning (hotel, airfare, etc.) right in the system. Corporate policies such as per diem rates will be taken into consideration.

HCM master data, control parameters stored in views, and recorded travel facts are used in travel planning and travel expenses. A reservation of travel services and booking by using an external reservation system can be carried out. That is, the SAP ERP system can be linked out

to a travel provider such as Amadeus to book flights, hotels, etc. Subsequent revisions are also possible.
The settlement (accounting) results can be transferred to financial accounting (SAP FI), payroll or to external systems. Payment using data medium exchange is also possible.

An employee must have the infotype Travel Privileges (0017) maintained in his employee master data to allow expenses to be entered. This infotype can include control parameters for trip cost accounting such as the car rule, reimbursement class and reimbursement group for employees.

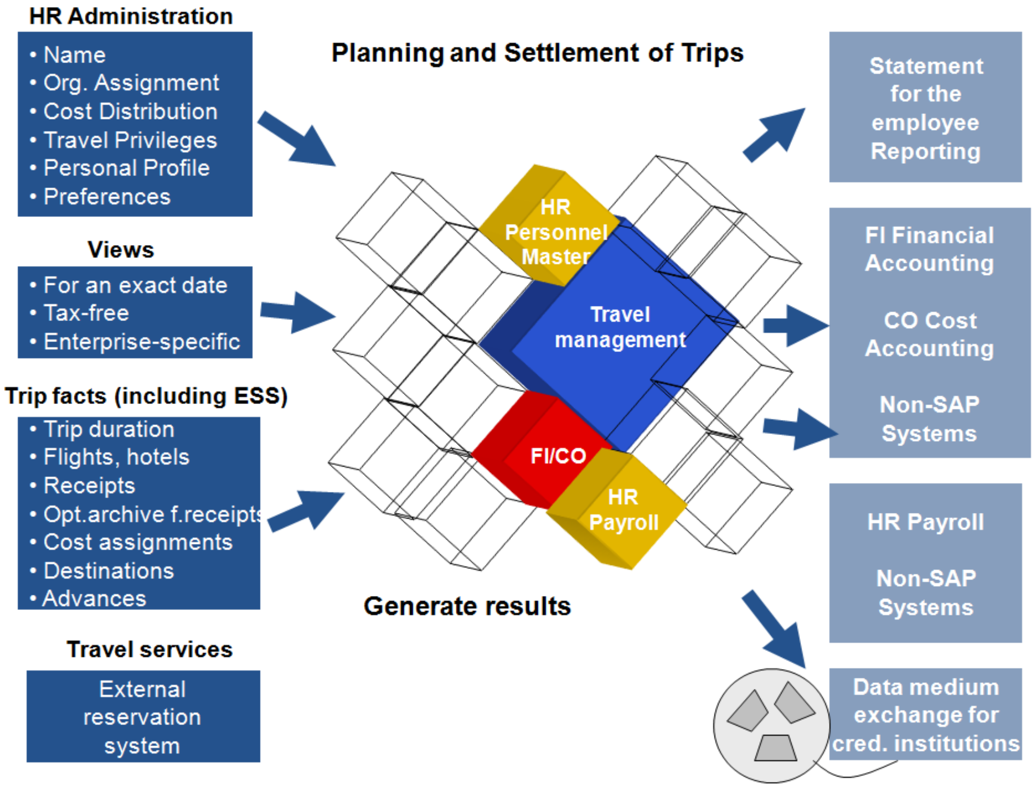


Figure 70: Travel Management

Travel expenses

With the Travel Expenses function, you settle the travel expenses incurred by employees taking business trips. This component also includes the reimbursing of expenses to the employee. Depending on the organization model of the company, the expense receipts are entered, checked, and settled centrally by the expenses department, or (in the decentralized model) the employee who took the trip enter the data himself with central monitoring of the trip data and information. Depending upon the individual demands of the company's task structure or country specifications, the employees can choose from a range of different entry scenarios.
Using the travel expenses settlement program, you can settle all trips with the status *approved/to be settled*. For test purposes, you can also settle individual trips if the end date of the trip does not fall in a future payroll period.
For trips in particular payroll periods, the payroll program determines settlement results (especially the reimbursement amounts) by using the entered travel dates and stores the results in

the PCL1 (Data Cluster on the database containing HCM time data). To be settled, these trips must end before the end date of the payroll period.

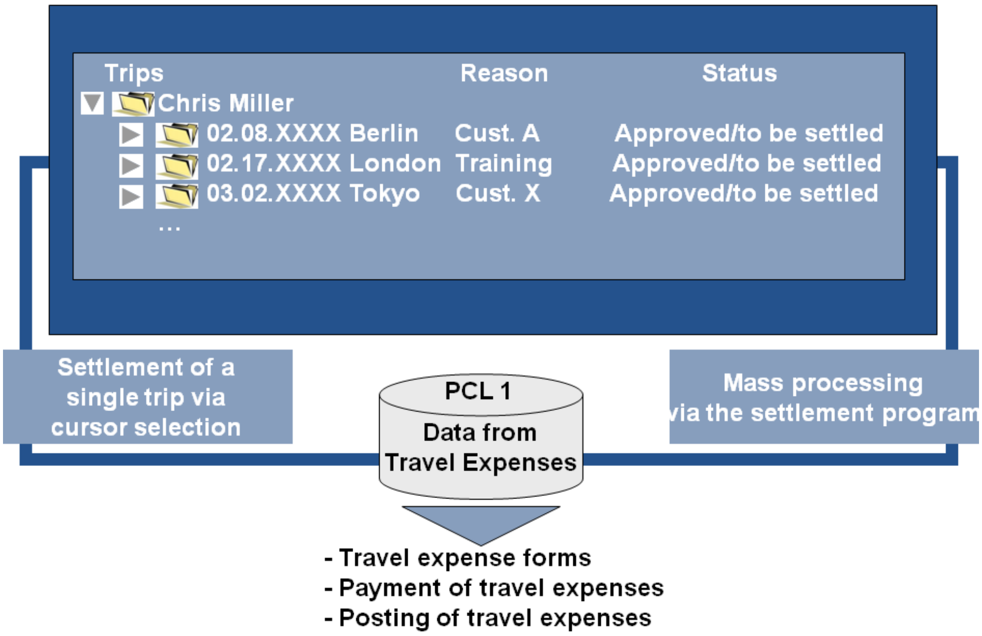


Figure 71: Travel Expenses

4.1.6 Employee Self-Service (EES)

Employee Self-Service (ESS) provides an intuitive interface for employees based on the *SAP Enterprise Portal (SAP EP)* technology. SAP Employee Self-Service features many applications and allows employees to display, to create and to maintain data in the SAP system over the intranet.

SAP ESS has more than 70 services that can be used immediately.

Employees can use SAP ESS to:
- Search the Who’s Who
- View the calendar
- Check workflow work items
- Submit travel expenses
- Enter work times
- Enroll for benefits

The following employee information is available by using SAP ESS:
- personal data (payroll, time management, travel expenses, qualifications, and so on)
- public information (Who’s Who, calendar, education and training offers, open internal vacancies, etc.)

Some benefits of SAP ESS include:
- well-informed employee decisions

- reduced administrative costs and shorter cycle times
- accurate employee records
- time and resources saved for strategic HR initiatives

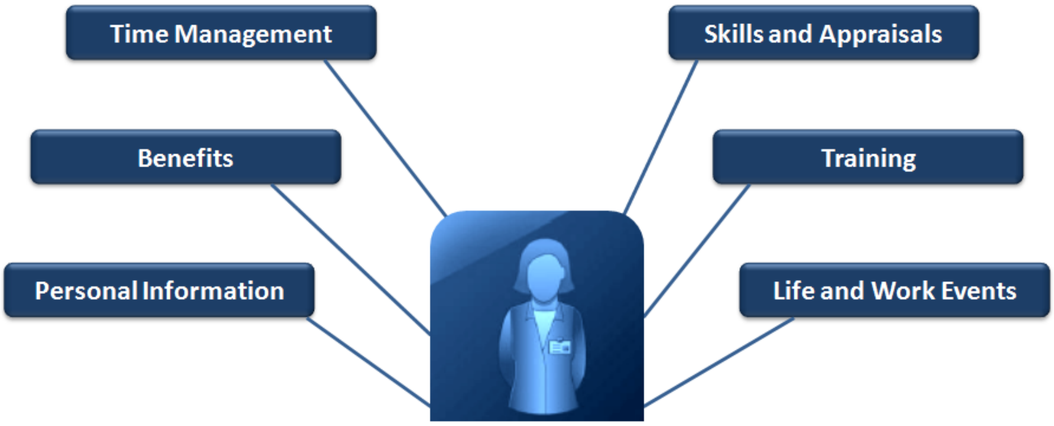


Figure 72: SAP Employee Self-Service

Manager's Self-Service

SAP Manager Self-Service is an intuitive, easy-to-use, application that supports managers in their daily work. Manager's Self-Service is also based on the *SAP Enterprise Portal (SAP EP)* technology. SAP Manager Self-Service comprises multiple intuitive Web applications that enable managers to display, create, and edit data in SAP systems using a browser.

SAP Manager Self-Service covers the following subject areas:

- Employee reviews
- Employees' change requests
- Monitoring
- Reporting
- Recruitment
- Compensation planning
- Quota planning

SAP Manager Self-Service provides managers throughout your enterprise with tools that help them accomplish these goals quickly and easily, which has a profound impact a company. All managers become more efficient, effective, and proactive. And these tools enable them to run their departments in line with the enterprise's objectives. Central departments such as controlling or Human Capital Management can make personalized information available in the user's portal, so that managers find their information in their portal, in the right place at the right time.

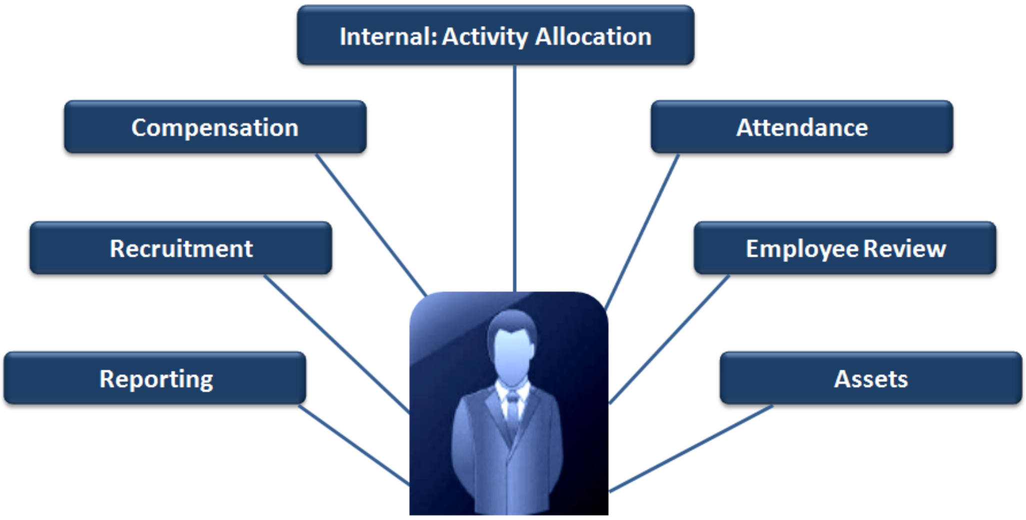


Figure 73: Manager Self-Service

4.1.7 SAP HCM Reporting and Analyses

Reports can be used to create information such as lists or statistics. Some reports also produce graphics and others change data. Furthermore, report results (lists, statistics) can be passed to MS Excel or MS Word for further processing.

Using **Ad Hoc Queries**, you can create reports. As of SAP R/3 (4.6C), the ad hoc query is part of the SAP query. Although this application is referred to as InfoSet query in other SAP ERP components, in HCM the term remains Ad Hoc Query.
Standard reports can be called from the SAP easy access menu or using the general report selection. The **Human Resources Information System (HIS)** allows for accessing all HCM reports from Structural Graphics. Moreover, the **Manager's Desktop** is available in SAP. This is a tool, tailored to the special requirements of managers for analyses and changes of data.
Finally, the **Business Warehouse** (SAP BW) is another option to carry out reports and analyses. The Business Warehouse is a system that is independent of SAP ERP, in which analyses can be carried out. SAP provides business relevant contents as SAP BW Business Content. The BW system is an additional product of SAP AG and serves as data warehouse for data analyses. It can be integrated with SAP ERP.

Figure 74: Reporting and analyses

4.1.7.1 Information System Reports

Besides tools for the creation of reports, SAP features numerous standard reports for all SAP applications. These reports are accessed from the main information system in the SAP easy access menu or from an information system of a component or sub-component.
After calling up the information system for human resources, a standard report can be started. It is also possible to independently create a report with one of the provided tools (Ad Hoc Query, SAP Query, HIS). Reports created with Ad Hoc Query or SAP Query can be saved and integrated into the standard report structure. Standard reports can be defined in customizing. The Ad Hoc Query in Human Resources provides users with the possibility to interactively create his or her own reports without programming. The Ad Hoc Query is based on the ABAP Query, which is a more expert way of creating reports, however, still without programming.

To access a particular report, different hierarchical levels must be present in components. Usually, reports are located on the lowest level of an information system from which they can be carried out.

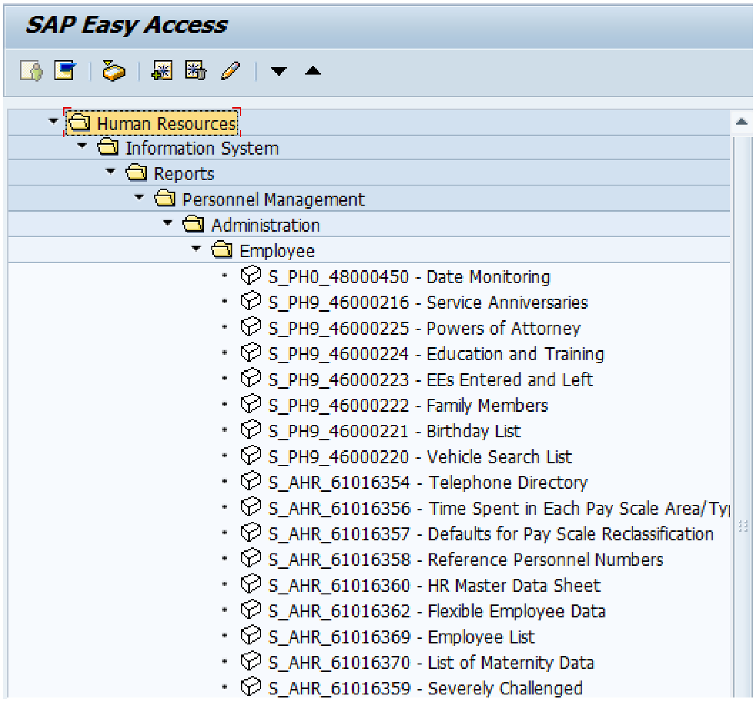


Figure 75: Information System Reports: SAP-System-Screenshot

4.1.7.2 Manager's Desktop

With the **Manager's Desktop,** SAP ERP provides a tool for managers, which displays all the information managers need to independently carry out decentralized tasks. Transparency and up-to-date information is offered at the touch of a button. Integrated reports support decision-making and make it easier to control and check personnel processes in the department.

Examples:

- A line manager can call up area-specific organizational structures online and display directly and indirectly subordinate employees. At the same time he can get information about the salary structures in his entire area of responsibility.
- Manager's Desktop provides line managers direct access to the personnel data of individual employees, or displays budget overviews that allow them to compare planned and actual personnel costs.
- With the Manager's Desktop, you can display the current leave situation of employees and, thus, use this information as a reliable basis for making decisions about employees' leave requests.
- More transparency is available due to the integration of Manager's Desktop with the InfoSet Query in HR. This integration allows managers evaluating all employee-related data and seeing customer-specific reports.
- Managers can also retrieve comprehensive information about accounting data, since the Manager's Desktop is integrated with Financial Accounting and Controlling. In this way, they can call up budget data or request cost center reports.

The initial screen of the Manager's Desktop offers an overview of the default main scenario in the Manager's Desktop that consists of the five theme categories displayed in the figure below. In customizing, you can organize these categories with function code according to customer-specific hierarchies. Categories can also be extended with customer-individual functions. Moreover, a user can deactivate unnecessary functions and categories on the initial screen as well as on the screens of the different application components. You can always switch between individual and default settings. The initial screen can be adjusted to customer requirements in customizing. It can, for example, be enhanced with a company logo and/or a background image.

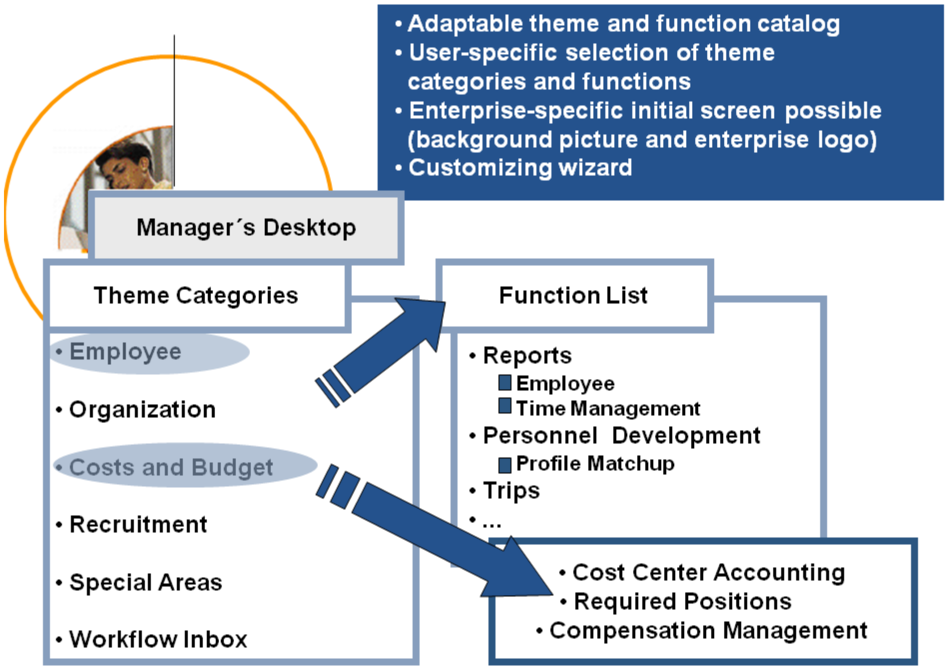


Figure 76: Manager's Desktop

4.2 Practice: Processes in Human Capital Management

In this exercise, you will accomplish the whole recruitment process, from advertising the vacant position in your company to hiring an applicant, and apply several personnel administration functions upon the newly hired employee.

4.2.1 Recruitment

You are looking for a new employee for your sales and distribution department. First of all, you are going to check the Staffing status of the position in your organizational plan. It should be set to "Vacancy open". Then you will create an advertisement for the vacant position.
Note that all Transaction regarding Recruitment start with P**B**, whereas Transactions regarding Personnel Administration start with P**A**.

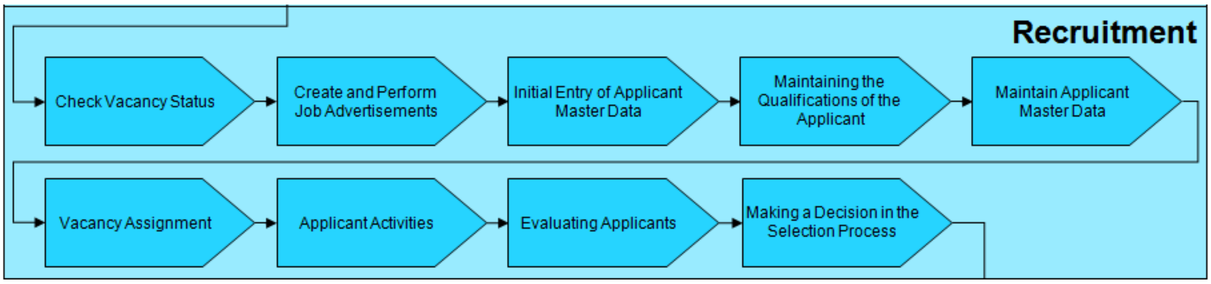


Figure 77: Process Overview: Recruitment

4.2.1.1 Check Vacancy Status

First of all, check the Staffing status of your position. Therefore, select

Human Resources → Organizational Management → Organizational Plan → Organization and Staffing → Change (PPOME)

1. Search for your Organizational Unit ***DepBike-xxyy***. You should know by now how the search function works.
2. Expand the nodes of your organizational plan and double-click on the position ***Department Chief SD xxyy***.
3. In the position details, the **Staffing status** should be ***V Vacancy open***. Note the position ID for yourself; you will need it in the following processes.

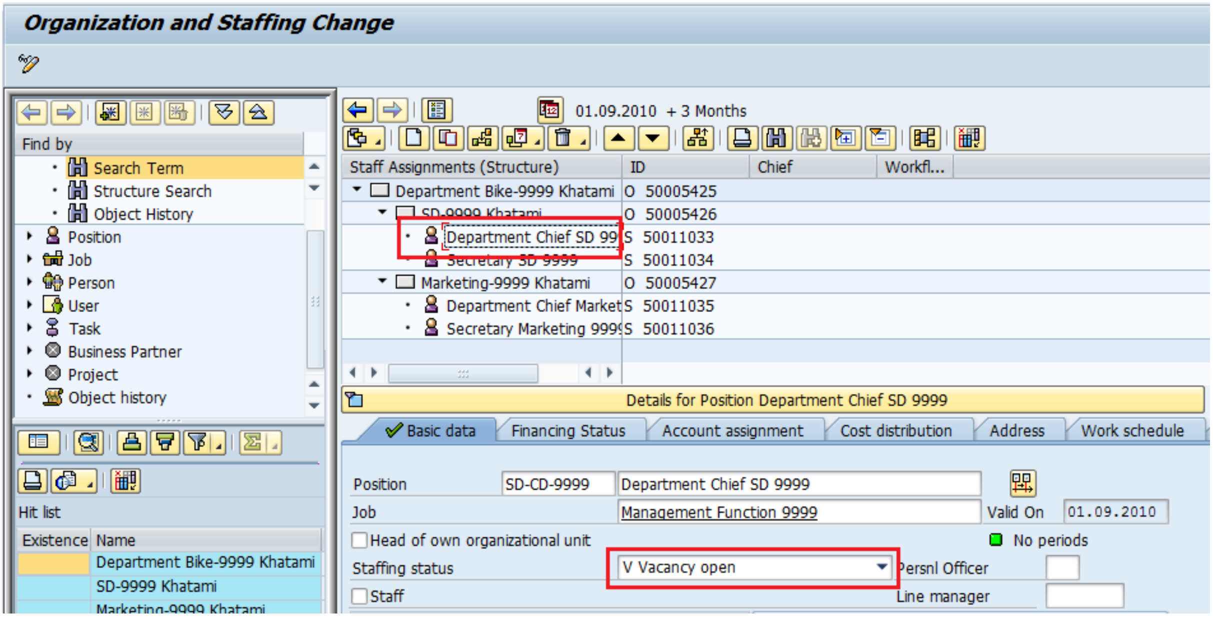


Figure 78: Staffing Status Vacancy Open (1): SAP-System-Screenshot

4. Leave the transaction.

You also can check vacancies in the Recruitment component by selecting

Human Resources → Personnel Management → Recruitment → Advertising → Vacancy → Maintain (PBAY)

5. Enter the following data:
   9. Data selection period from *current day*
   10. Data selection period from *31.12.9999*
   11. Vacancy ***ID of the position of SD chief***
   12. Press *Execute*.
6. In this transaction you can see the vacancy status, you can change it, or you can create a new vacancy. This was only meant to show you that employees who only have authorization for the Recruitment component can also access the vacancies of the company, since that is the primary focus of their job.

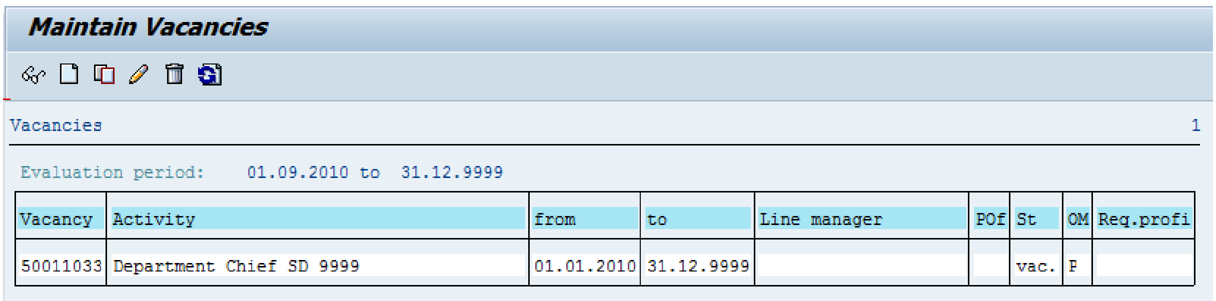


Figure 79: Staffing Status Vacancy Open (2): SAP-System-Screenshot

7. Leave the transaction.

4.2.1.2 Create and Perform Job Advertisements

Within master data maintenance, it is now your job to create and perform the advertisement for the new position of chief SD. The corresponding transaction is:

Human Resources → Personnel Management → Recruitment → Advertising → Advertisement → Maintain (PBAW)

1. Create a new **Job advertisement.** Therefore, choose ***Execute*** or press ***F8***.
2. In the next dialog, choose ***create advertisement*** (Advert) or ***F7***.
3. Let the system propose the ***next free advertisement number***, by clicking the respective button (Next free advertisement number).
4. List the advertisement number on your data sheet.

Advertisement number:____

5. Select **Instrument *FAZ (00000001).***
6. Choose ***currents date*** as **publication date.**
7. **Advertisement end** is ***currents date + 1 week***.
8. **Publication costs** amount to ***15,000.00 EUR.***
9. Enter ***job advertisement Sales Manager xxyy*** as **Text name.**
10. Maintain a text at your choice choosing ***maintain text*** (Maintain text). Note that you can only maintain the text if you have installed Microsoft Word. If you do not have this software, leave this step out. ***Save*** the maintained text and go back to the advertisement screen.

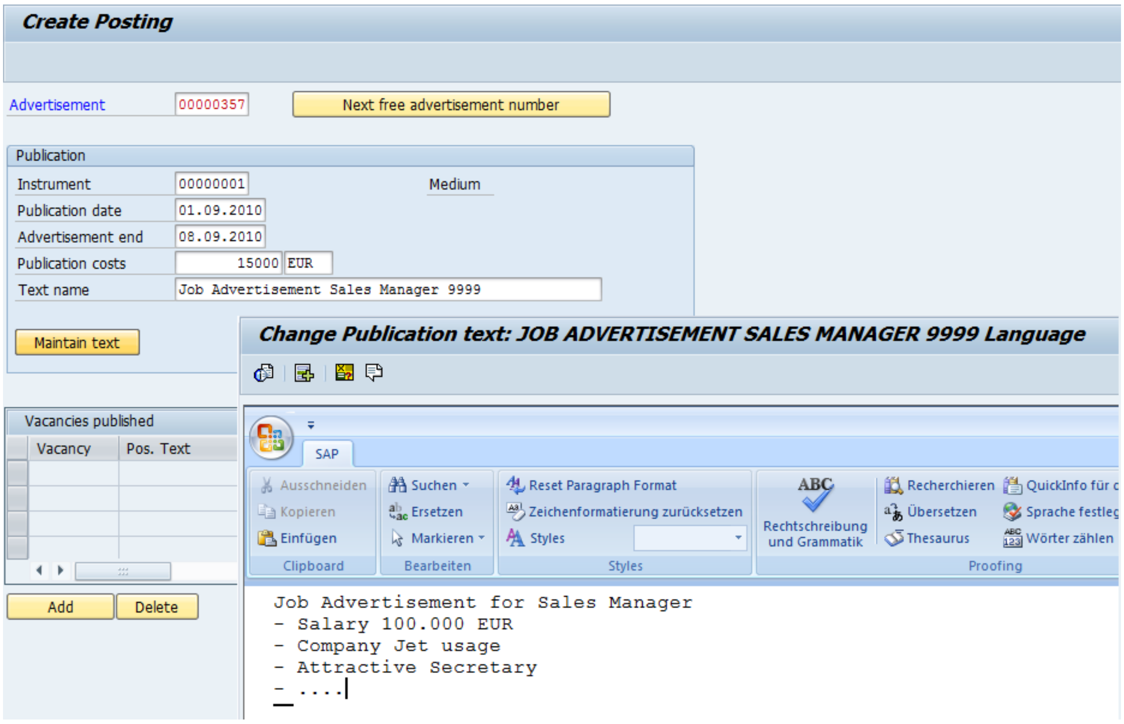


Figure 80: Create Job Advertisement: SAP-System-Screenshot

11. Press Add to add the vacant position to the advertisement.
12. In the following pop-up, search ( ) for **YOUR** position of ***Department Chief SD xxyy*** (use the Asterisk search method). Mark the row and press the green checkmark ( ). Skip possible system messages with ***Enter***.

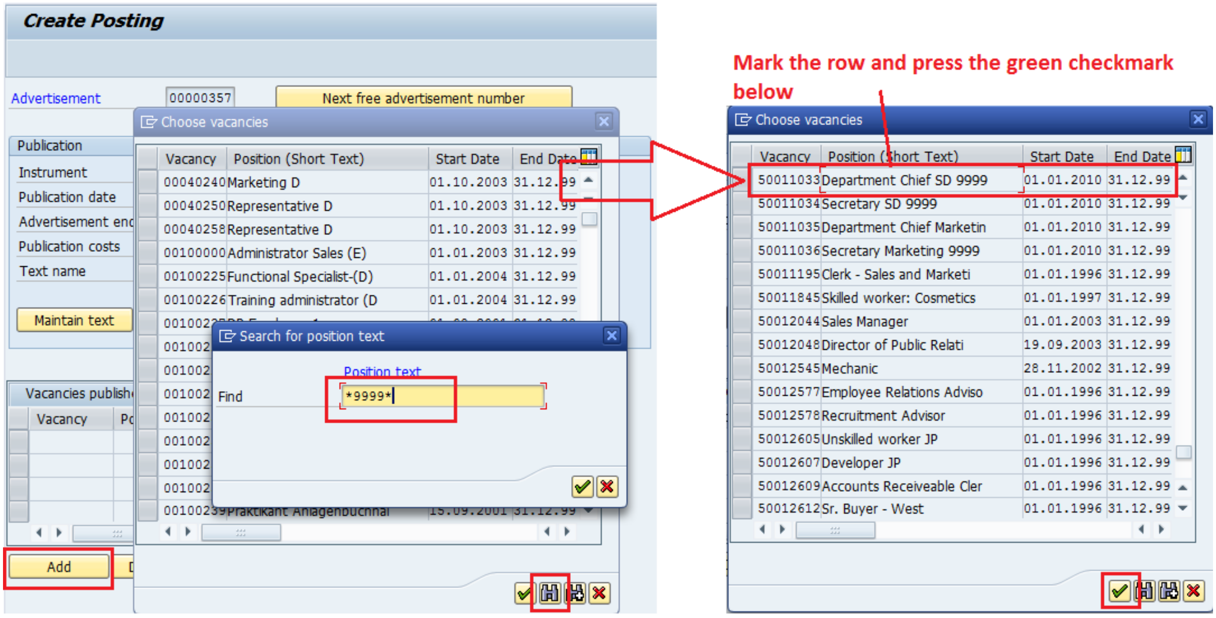


Figure 81: Add Vacancy to Advertisement (1): SAP-System-Screenshot

13. The vacancy should now be stated in the Vacancies published field.

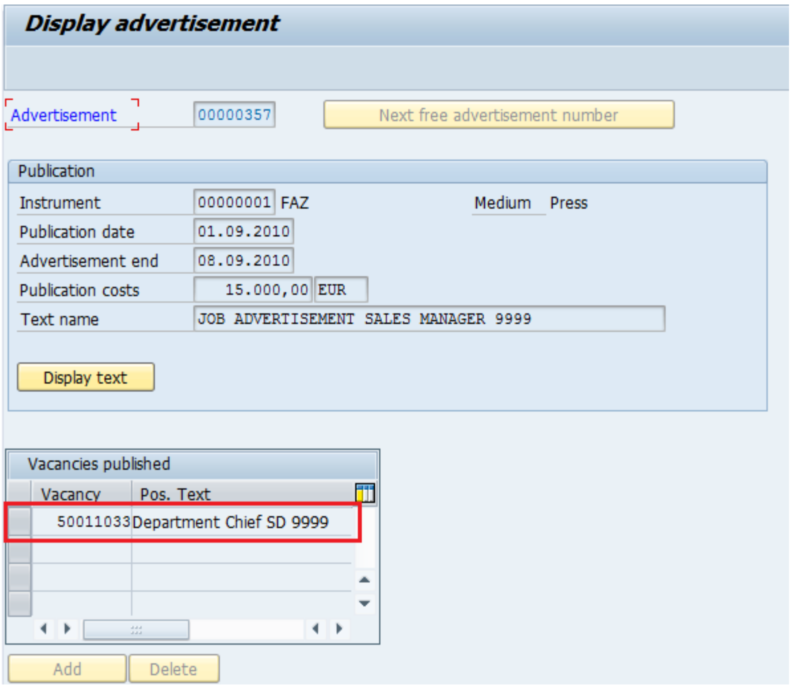


Figure 82: Add Vacancy to Advertisement (2): SAP-System-Screenshot

14. ***Save*** your advertisement.

Your boss requests a **list of all advertisements** existing in the system.

15. **Export the list to an HTML-document (Local File)** with the name ***JobAdvert-xxyy***.

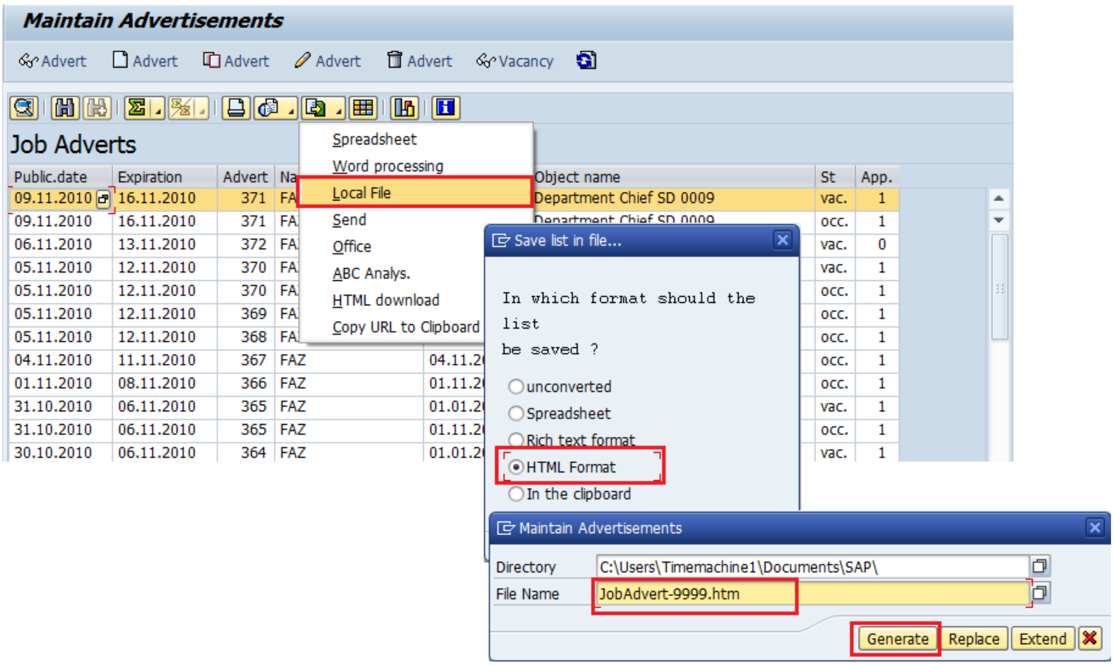


Figure 83: Export Advertisement List: SAP-System-Screenshot

*Submit the document **JobAdvert-xxyy** together with the data sheet to your tutor at the conclusion of this case study.*

16. Additionally, export the file to **office → private folders** by clicking the export button again and then select ***office***. By using the ***Move*** button, your document is stored in your private folder. Leave the transaction and return to the easy access menu.

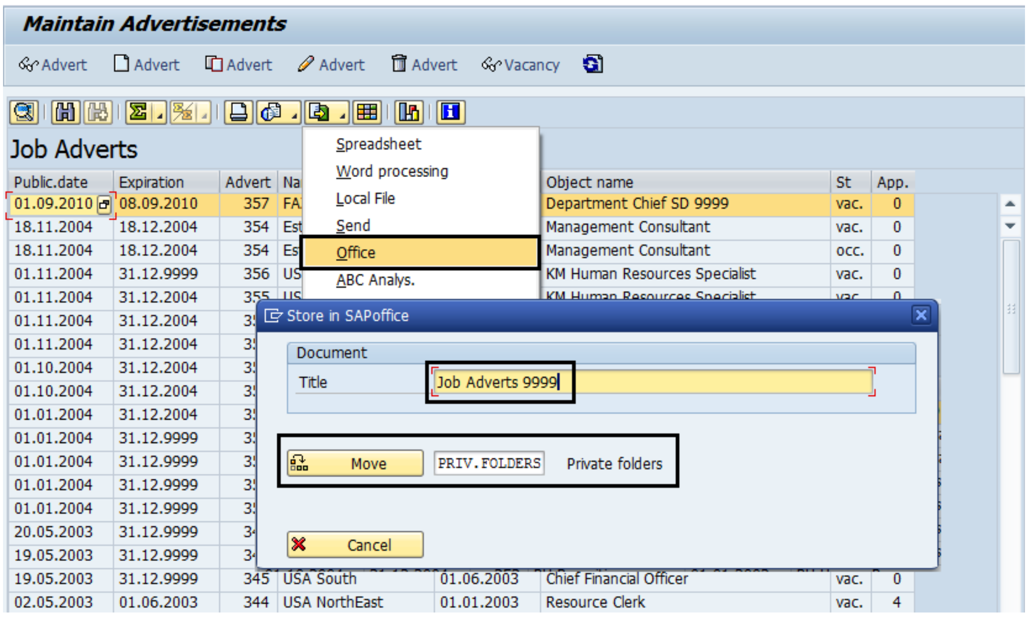


Figure 84: SAP Business Workplace (1): SAP-System-Screenshot

17. Click the SAP Business Workplace button from the function menu ().

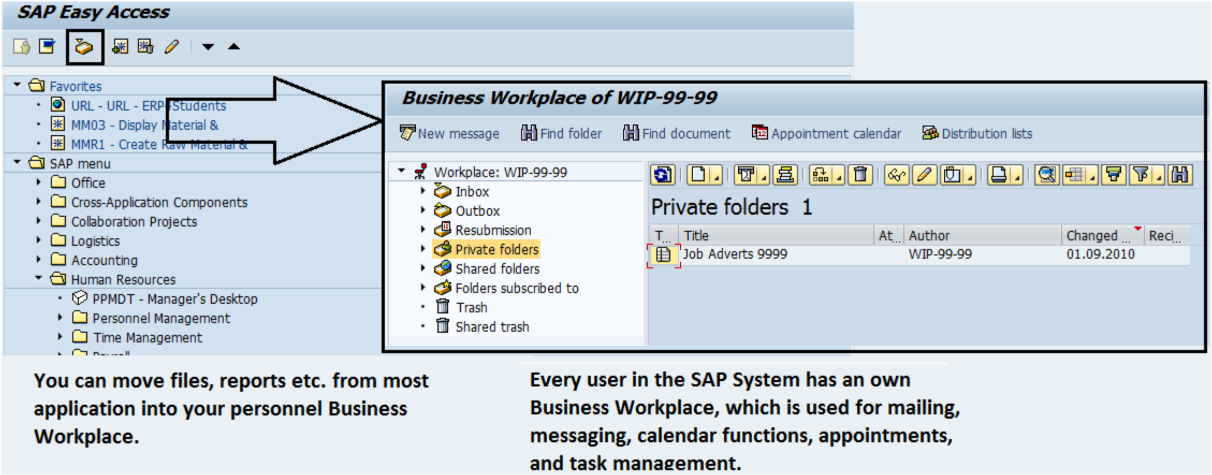


Figure 85: SAP Business Workplace (2): SAP-System-Screenshot

Definition of the SAP Business Workplace

Using SAP Business Workflow, you can easily structure business processes that are not yet included in the SAP System. These may be simple release or approval procedures, or more complex business processes such as creating a material master and the associated coordination of the departments involved. SAP Business Workflow is particularly suitable for situations in which work processes have to be run through repeatedly, or situations in which the business process requires the involvement of a large number of agents in a specific sequence.

Features

SAP Business Workflow provides a number of tools for defining and analyzing workflows as well as for monitoring operation. You can also use SAP Business Workflow / WebFlow over the Internet.

With SAP Business Workflow, you can define suitable agents for each step of the workflow while the workflow is being executed. You can use deadline monitoring for the start and execution of all steps, so that each missed deadline provokes an individual reaction. Using an ad hoc workflow, you can quickly create a workflow while the system is in operation.

*The end user receives information about the activities that they are to be carried out in their **Business Workplace**. This provides them with a central overview of all the activities that they are authorized to carry out. They can commence the activities from here.*

4.2.1.3 Initial Entry of Applicant Master Data

After creating and performing the advertisement, you received applications for the vacant job. The application process is completed and many applicants applied for the sales manager job. You already have a favorite candidate. Next, you have to deal with the **recruiting** process. Now, **enter** and **maintain applicant master data**.

Choose the following transaction to initially enter applicant master data:

Human Resources → Personnel Management → Recruitment → Appl. Master Data → Initial Data Entry (PB10)

1. Firstly, maintain the **master data** of an applicant using **your own name**. Please enter your four-digit user number when prompted to do so.
2. Then, on the basic data initial entry screen, enter the subsequent data:

Reason	04 (New application)
Per. area	1000 (Hamburg)
Ap. group	1 (Active (external))
Appl range	3 (Managerial staff)
Pers. off	DAU (Helmut Dauber)
Title	Ms/Mrs/Mr
F.name	Your first name
Last name	Your last name
Birth dt.	Your date of birth
Language	DE (German)
Nationality	DE (German)
Street	Universitaetsstrasse ***xxyy***
Postal code	45141
City	Essen
Telephone	+49201 - 333***xxyy***
Email	Firstname.lastname@uni-due.de
Country	DE (Germany)
Advertisement	Your advertisement number

3. Next, select Save+add.data.
4. List the ***Applicant number*** that the system displays. Leave the transaction.

Applicant number:____

4.2.1.4 Maintaining the Qualifications of the Applicant

After you initially entered data for your applicant, you need to maintain further data. Now, you want to maintain the applicant's qualifications. Therefore, call up the following transaction:

Human Resources → Personnel Management → Recruitment → Appl. Master Data → Maintain (PB30)

1. On the initial screen, enter your **applicant number** and press *Enter.*
2. You see that several infotypes are already maintained (✔) due to the initial entry of applicant data in transaction PB10. You can check the entries by marking a maintained

infotype and press the display button ( ). For instance, you see that the Application infotype holds the assignment to the job advertisement.

3. To maintain the qualifications of your applicant, select the **qualifications** infotype, which are not maintained yet, and select the create button ( ) on the upper left hand side of the screen.

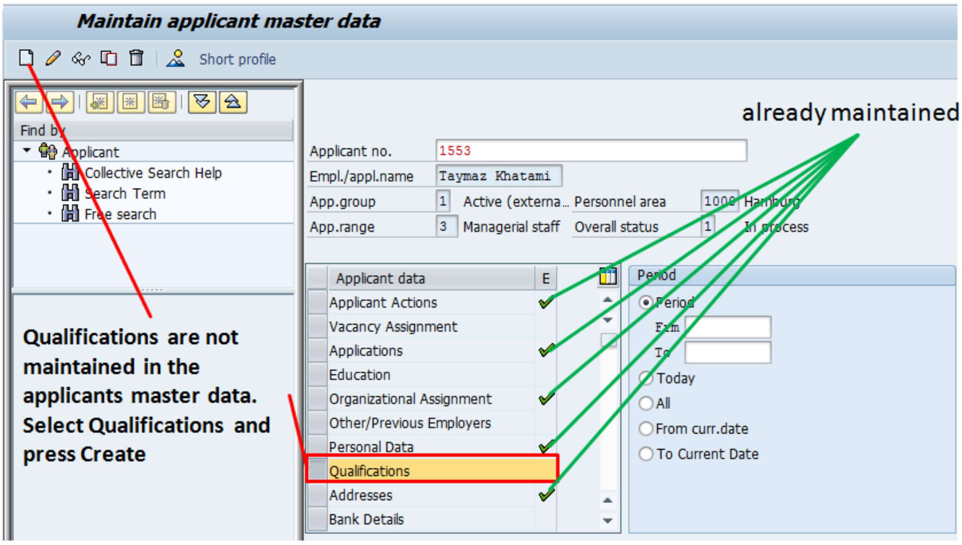


Figure 86: Infotypes maintained: SAP-System-Screenshot

4. On the new screen you see the tabs Qualification, Potentials, Preferences, Dislikes, and Appraisals. Now, maintain the ***qualifications*** tab. The applicant has the following qualifications that you have to find by using the search function.
   - ***Excellent* Management Experience**
   - ***Very high* Project Management Skills**
   - ***Above-average* Communication Skills**
   - ***High* Knowledge of Excel**
5. Therefore, choose ***create*** from the lower menu and enter ***Management*** in the search field. Press *Enter*.

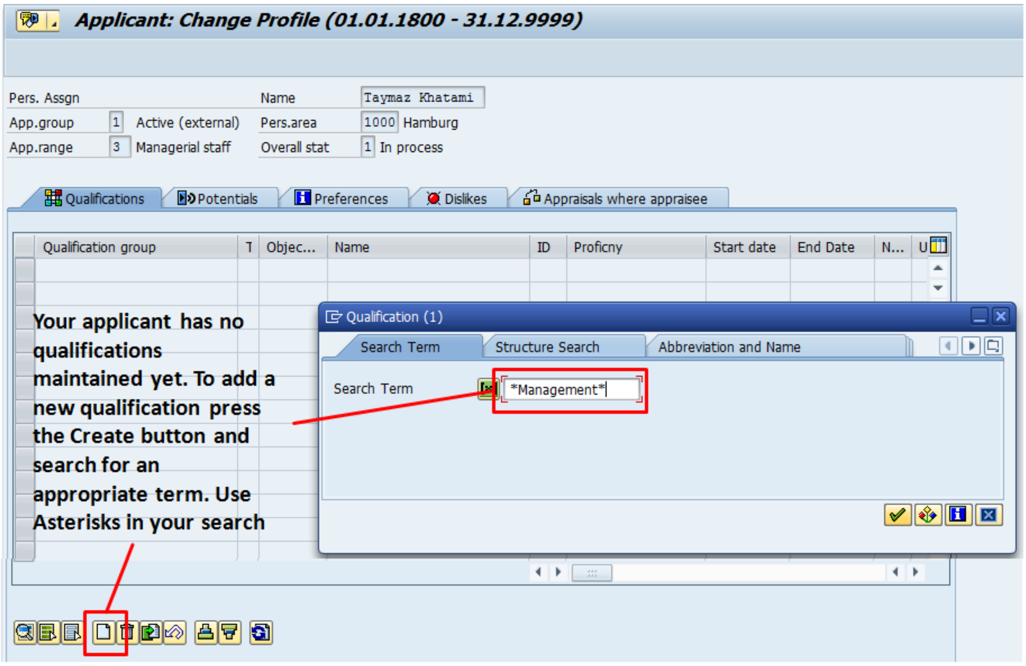


Figure 87: Create new Qualification (1): SAP-System-Screenshot

6. In the result list, search for the Qualification **Management Experience** and select it. Confirm with the green checkmark. The Qualification is added to the applicants Qualification Profile.

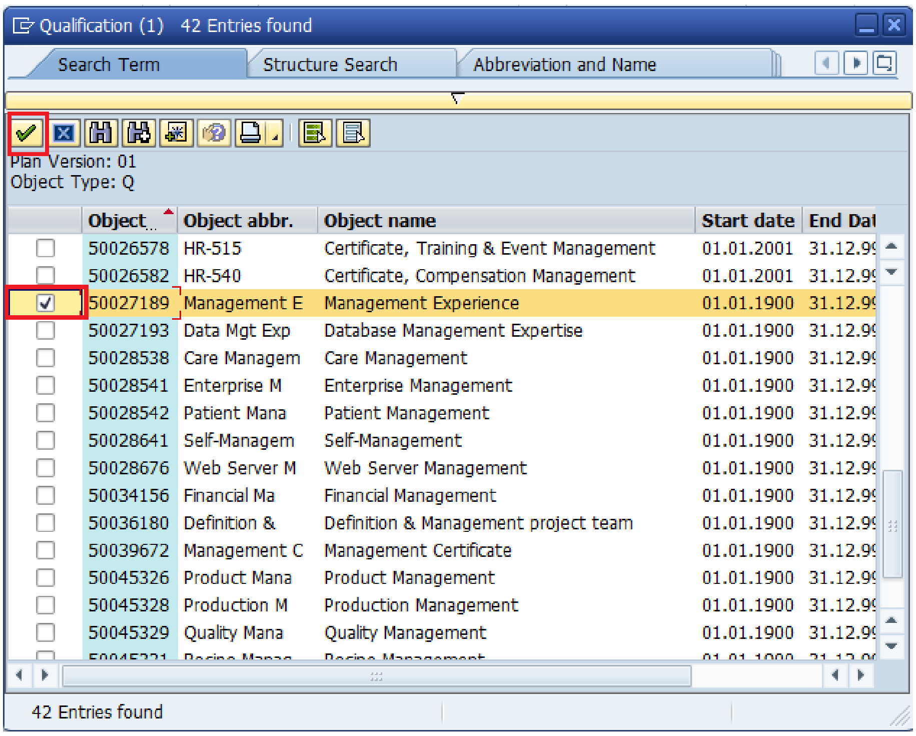


Figure 88: Create new Qualification (2): SAP-System-Screenshot

7. Now, add the proficiency value ***0009 (Excellent)*** in the field **Proficny**.

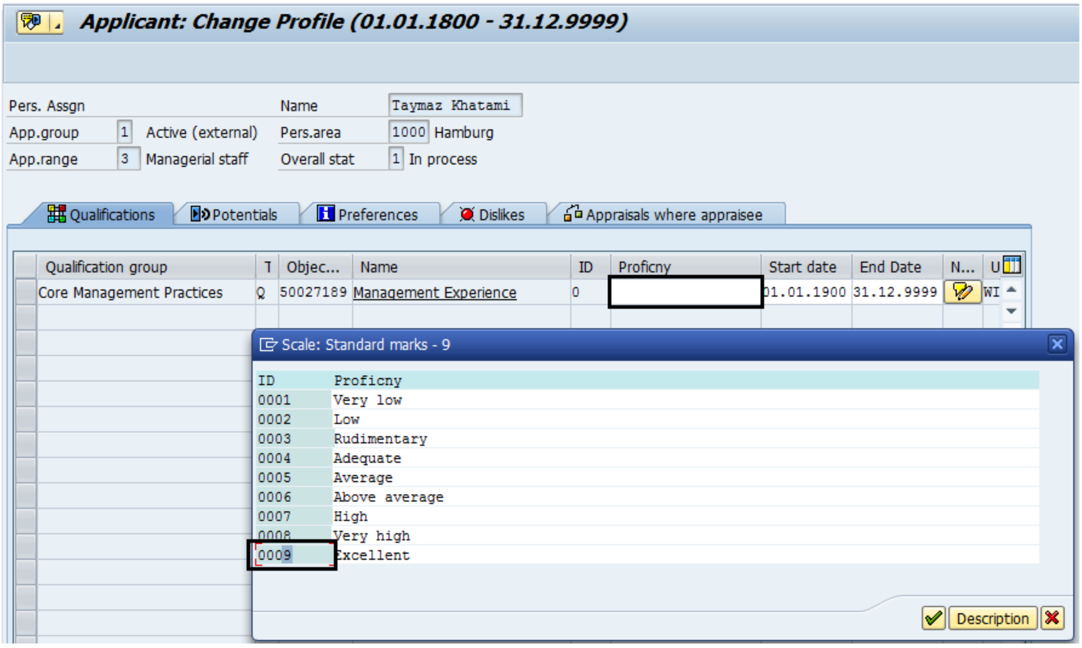


Figure 89: Create new Qualification (3): SAP-System-Screenshot

8. Now, maintain the remaining three Qualifications on your own. Use the following data.

Object ID	Name of Qualification	Proficiency
50025440	Communication Skills	Above average
50025402	Project management	Very high
50000551	Knowledge of Excel	High

You can also use the Object IDs in your search. Since the Object IDs are unique identifiers, the search is more efficient and you do not need to use the Asterisks. However, consider that you probably would not know the Object IDs in real work life, at least not all.

9. The result should look like this. Save after completing the qualification entries.

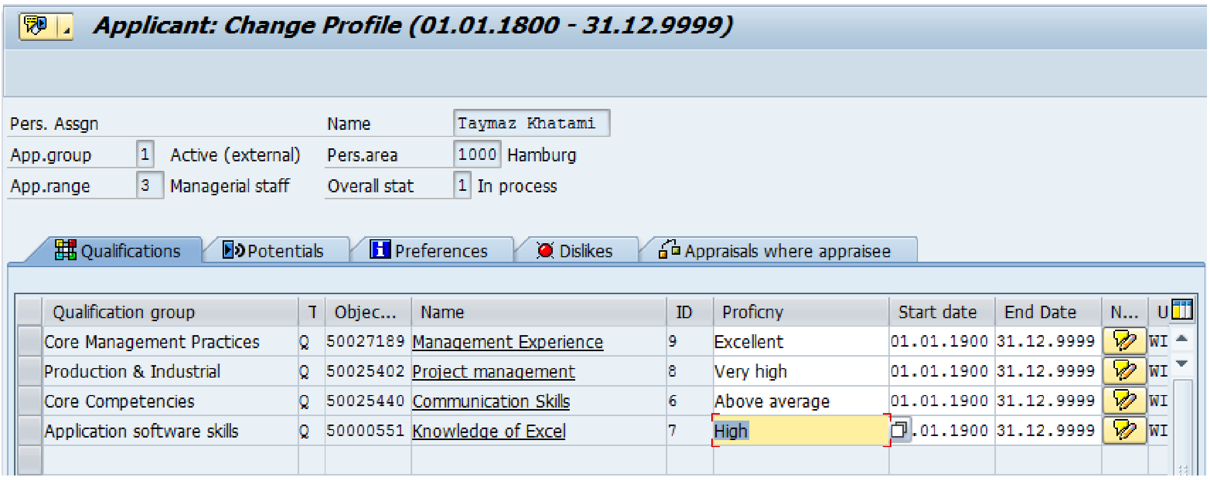


Figure 90: Create new Qualification (4): SAP-System-Screenshot

10. Now, maintain the remaining tabs on your own. Save when prompted.

Tab	Type	Object ID	Qualification
Potentials	Qualification	50000405	Market Research Skills
Preferences	Qualification	30010189	Knowledge in Wordprocessing/Winword
Dislikes	Qualification	50034171	French
Dislikes	Qualification	50010176	Presentation Software

11. *Save* the data and leave the transaction.

4.2.1.5 Maintain Applicant Master Data

Now, you can see that on the initial screen of the *Maintain applicant master data* screen, the qualifications for the applicant were maintained (green checkmark).

1. In transaction PB30 call up the **recently entered master data** of the applicant again and check his dates. There should be a green checkmark for the following applicant data:
   - ***Applicant actions***
   - ***Application***
   - ***Organizational Assignment***
   - ***Personnel Data***
   - ***Qualifications***
   - ***Addresses***
2. Call up the ***short profile*** (Short profile) and check regarding completeness.
3. Save the short profile of your applicant via ***System/List/Save/Office folders*** to your ***private folder***.

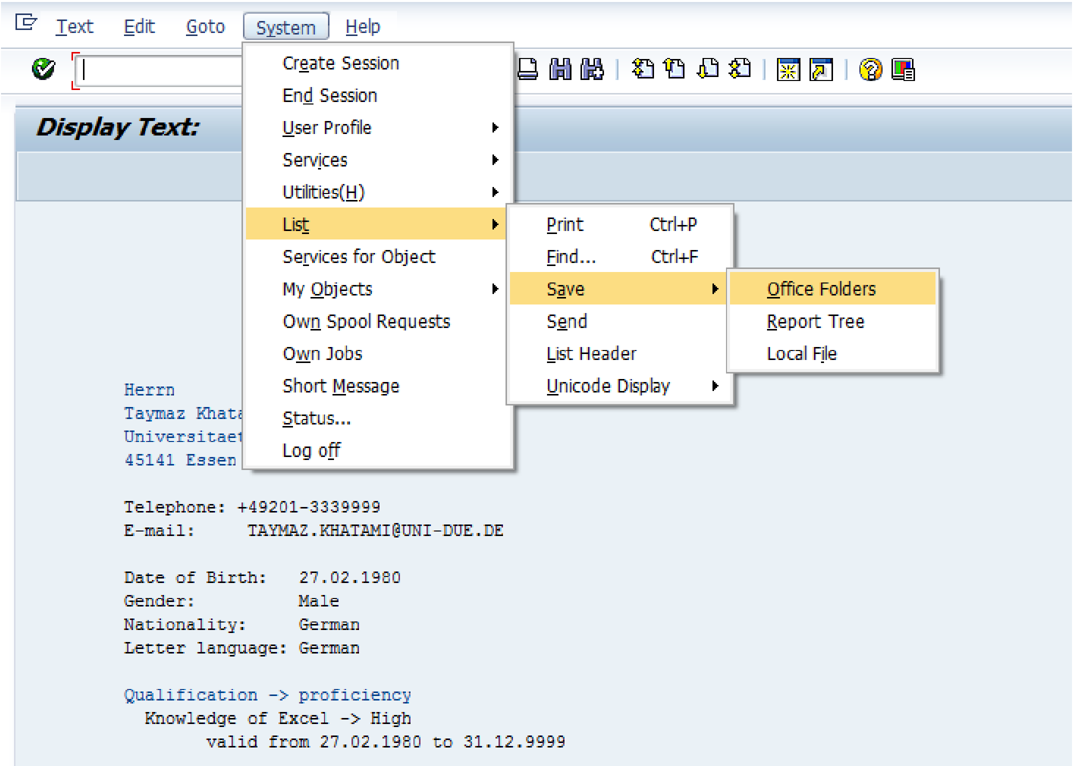


Figure 91: Short Profile: SAP-System-Screenshot

4. Also save the short profile as ***ShortProf-xxyy.htm*** as **Local File**.

*Submit the document **ShortProf-xxyy** together with the data sheet to your tutor at the conclusion of this case study.*

4.2.1.6 Vacancy Assignment

Now, the vacancy (***SD-DC-xxyy***) you created in organizational management is supposed to be filled with your applicant (***PB30***). Add the new information to your applicant's data from **the previous task** and maintain the applicant master data again.

1. Select the ***Vacancy Assignment*** infotype and choose .
2. Enter the following data:
   - **Start date** ***Current date***
   - **To date** ***31.12.9999***
   - **Vacancy priority** ***1***
   - **Vacancy** ***ID*** of your position ***SD-DC-xxyy***
   - **Vac.assign.stat** ***1 (in process)***
   - **Status reason** ***04 (new application)***
3. Save the infotype.

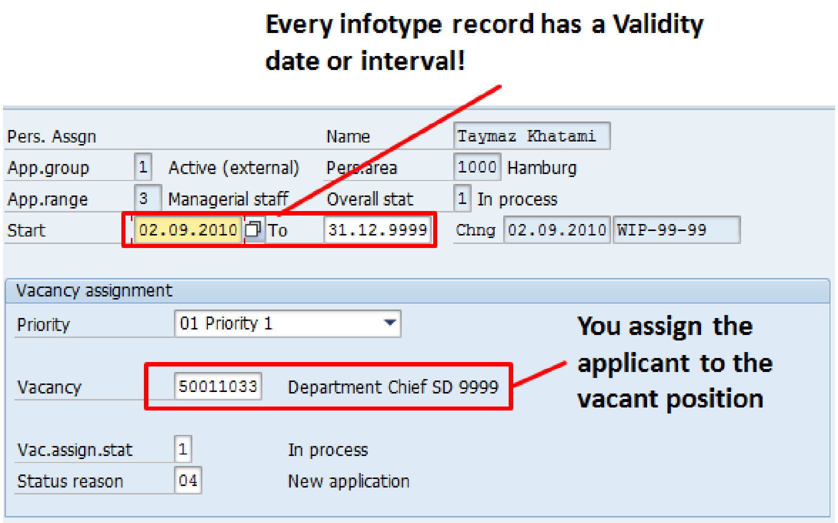


Figure 92: Vacancy Assignment: SAP-System-Screenshot

4.2.1.7 Applicant Activities

You check the applicant activities transaction and want to notify the applicant regarding application receipt by sending him a letter. Therefore, you need to **maintain applicant activities** within **recruiting**. Call up the following transaction:

Human Resources → Personnel Management → Recruiting → Applicant Activity → Maintain (PB60)

1. On the *Maintain Applicant Activities* initial screen, enter your **applicant number** and choose *Execute* ( ).
2. On the lower screen part you see the Planned Activities. On the upper screen part you have the Completed Activities. You have the activity ***receipt of application*** in the Planned Activities area. Select the line and press Activity to maintain the activity. Enter your vacancy number (ID of your position SD-DC-xxyy) in the vacancy field if it is not presented there.

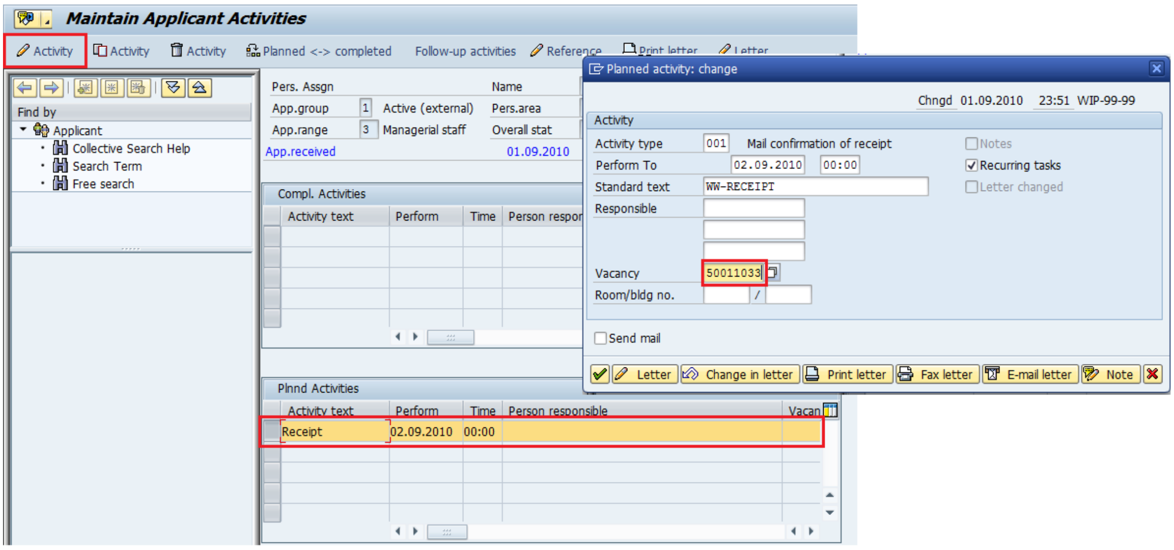


Figure 93: Maintain Applicant Activities: SAP-System-Screenshot

In case you do not have Microsoft Word on your computer, skip document creation (step 3). However, if you have Microsoft Word on your local computer, you should still consider that the integration of the Word templates on the SAP system with your Word installation might not work very well. If you receive an error message, skip step 3, too.

3. Create a **Word document** (Letter), complete the text and *save* the document locally as ***Receipt-xxyy***. Add the receipt of application letter to your documentation.

Submit the document ***Receipt-xxyy*** *together with the data sheet to your tutor at the conclusion of this case study.*

4. Now that you have created the receipt notification, you can confirm the activity and mark the applicant activity as ***completed.*** Therefore, select the line with the Receipt activity and press Planned <-> completed and confirm the next screen. Thus, the activity is labeled completed and transferred from the lower window to the upper one.

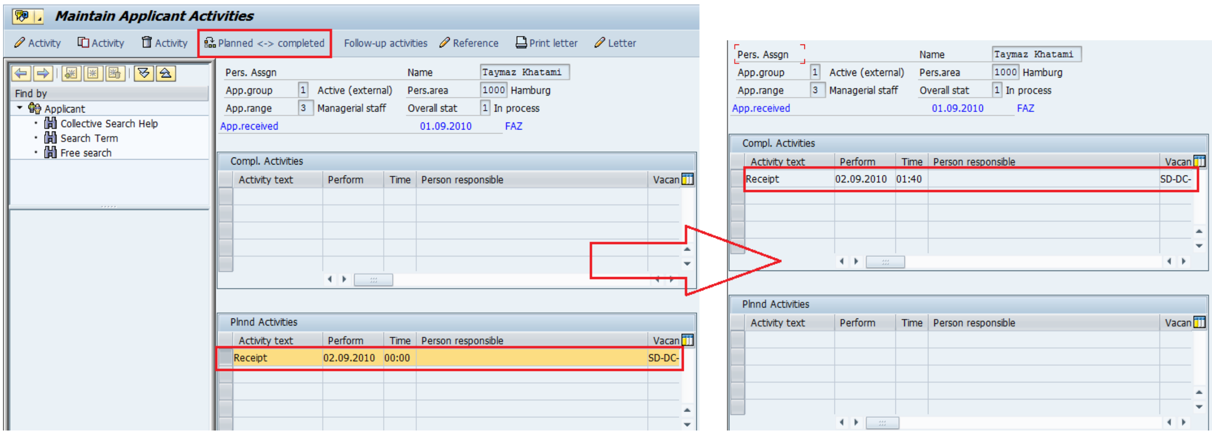


Figure 94: Complete Activity: SAP-System-Screenshot

5. *Save* the applicant activity.

4.2.1.8 Evaluating Applicants

Next, you want to gain an overview of the applicants and **check** their **suitability**. However, regarding the vacant position, you are only interested in applicants that have a **certain profile**. Your next task is to create a list with all applicants to be considered. Therefore, call up the following transaction:

Human Resources → Personnel Management → Recruiting → Selection Procedure → Applicant Pool → Via Qualifications → External Applicants (PBAQ)

Display a list containing all possible applicants that possess at least ***very high*** **project management** skills and ***at least above-average*** **knowledge** in **Excel.** Thereby, the first requirement is **essential.**

1. Search Qualifications for Knowledge of Excel and Project Management.
2. Enter the proficiencies.
3. Select the comparison option (higher or equal to).
4. Select whether qualification is essential or not.
5. Execute the comparison.

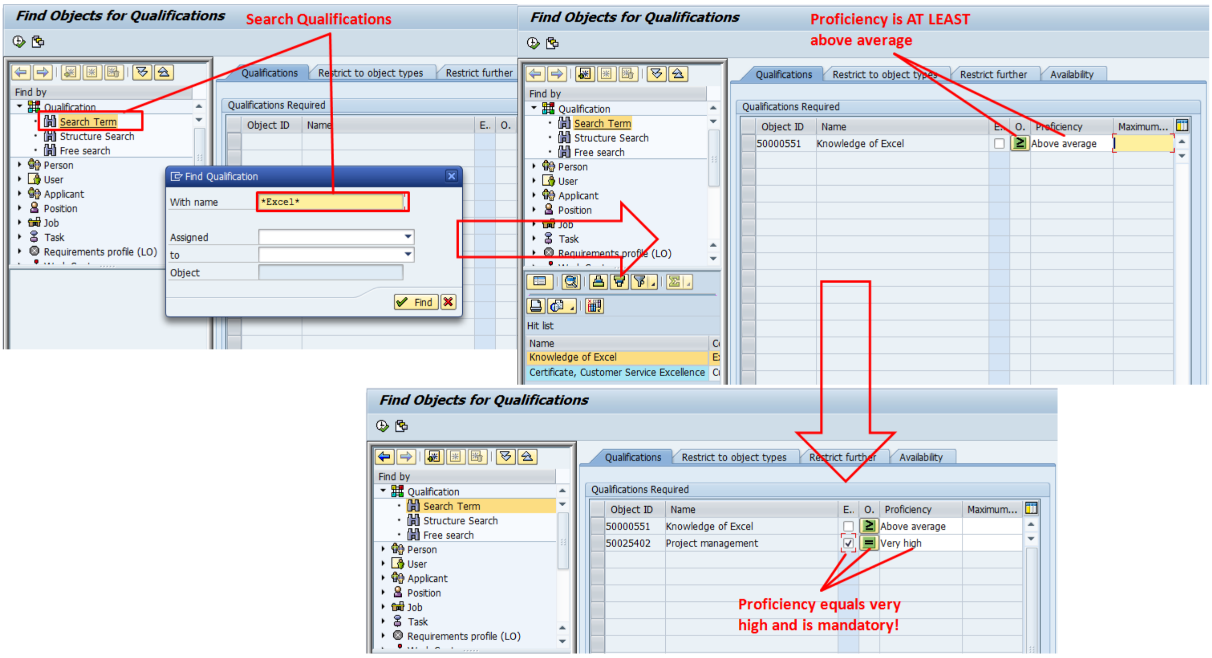


Figure 95: Generate Applicant List: SAP-System-Screenshot

6. Display a ***short profile*** of the applicant(s).
7. Export the list for further processing in HTML **to your local computer** and add them to your documentation. Save the file as ***ShortProf2-xxyy***.
8. Store the short profiles in your ***personnel folder***.

*Submit the document **ShortProf2-xxyy** together with the data sheet to your tutor at the conclusion of this case study.*

4.2.1.9 Making a Decision in the Selection Process

Now, make a decision in the selection process and invite an applicant for an interview. Firstly, maintain **another applicant activity**. Then, create the next planned activity (**subsequent activity** to **receipt of application confirmation)**, i.e., the ***invitation for today via telephone***; ***Mike Anderson*** is in charge of this activity. Again, select

Human Resources → Personnel Management → Recruiting → Applicant Activity → Maintain (PB60)

1. Enter your applicant number and press *Execute*.
2. Select the activity that is already completed (Receipt) and choose Follow-up activities. Select ***tel. invitation*** *planned* and confirm with *Enter*.
3. Delete the standard text if necessary and choose **Mike Anderson** as person in charge.

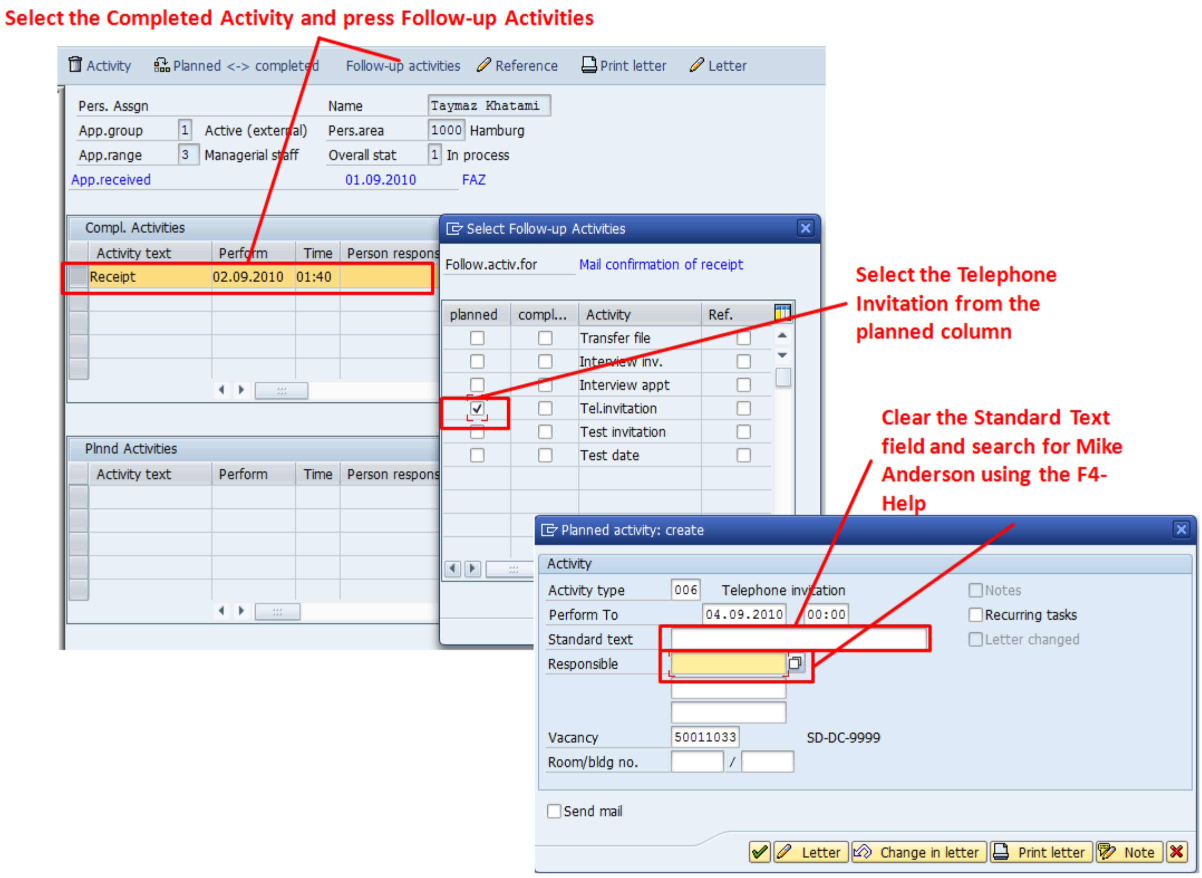


Figure 96: Create Follow-up Activity: SAP-System-Screenshot

4. Please make sure that the **vacancy is entered** and confirm with *Enter*.
5. *Save* the activity.

After a successful telephone interview, you are enthusiastic about the applicant and decide to invite him/her for a personal interview.

Making a decision regarding a personal interview
Create another applicant activity as follow-up to the telephone invitation.

6. The *follow-up* activity to telephone invitation is the ***Interview Invitation***.
   - The person in charge of this activity is ***Mike Anderson***.
   - Please make sure that the **Vacancy** is entered and confirm with *Enter*.

The applicant was strongly convincing and, thus, your next task is to prepare hiring. Before that, you need to mark all previous tasks as ***completed*** (***PB60***).

7. Mark the activities ***telephone invitation*** and ***invitation to personal interview*** as **completed**. *Save*.

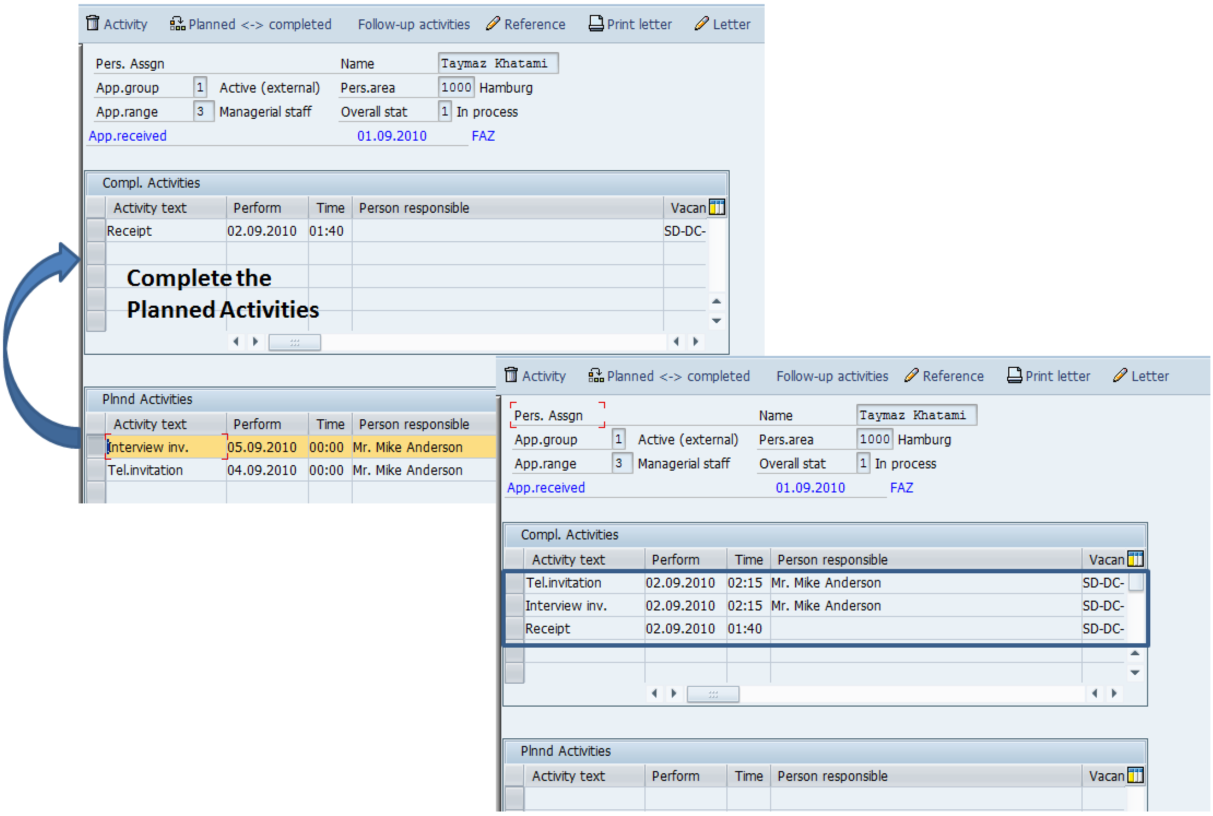


Figure 97: Complete Activities: SAP-System-Screenshot

4.2.2 Hiring

You have decided to hire the applicant. Within ***recruiting***, you have to **prepare to hire the applicant** and then transfer the applicant data to the Personnel Administration.

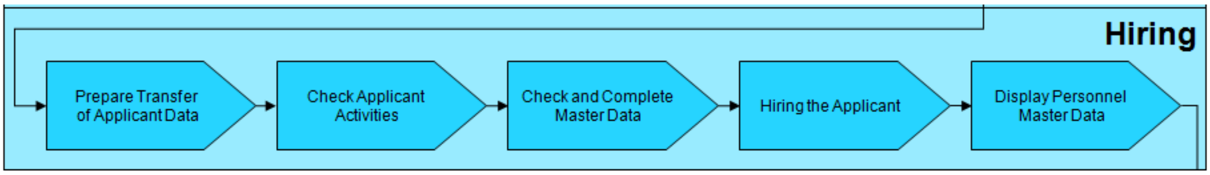


Figure 98: Process Overview: Hiring

4.2.2.1 Prepare Transfer of Applicant Data

To allow for the transfer of applicant master data to the personnel master record, you need to maintain the applicant activity for hiring. Therefore, call

Human Resources → Personnel Management → Recruiting → Applicant Master Data → Applicant Actions (PB40)

1. On the initial screen *applicant activities* enter your ***applicant number***.
2. Enter the ***current date***. Since the contract is supposed to be open-ended, accept ***31.12.9999*** as **end date** (on the next screen).
3. Select **applicant action type *prepare to hire*** and Execute (F8).
4. *Save* and skip the **warning message** with *Enter*.

4.2.2.2 Check Applicant Activities

Check the applicant activities for your applicant. Select

Human Resources → Personnel Management → Recruiting → Applicant Activity → Maintain (PB60)

1. By running the activity **prepare hiring**, only two new activities should be planned under ***planned activities***. In case the activities ***transfer data*** and ***hiring date <u>occur more than once each</u>*** select and delete repetitive entries (Activity).

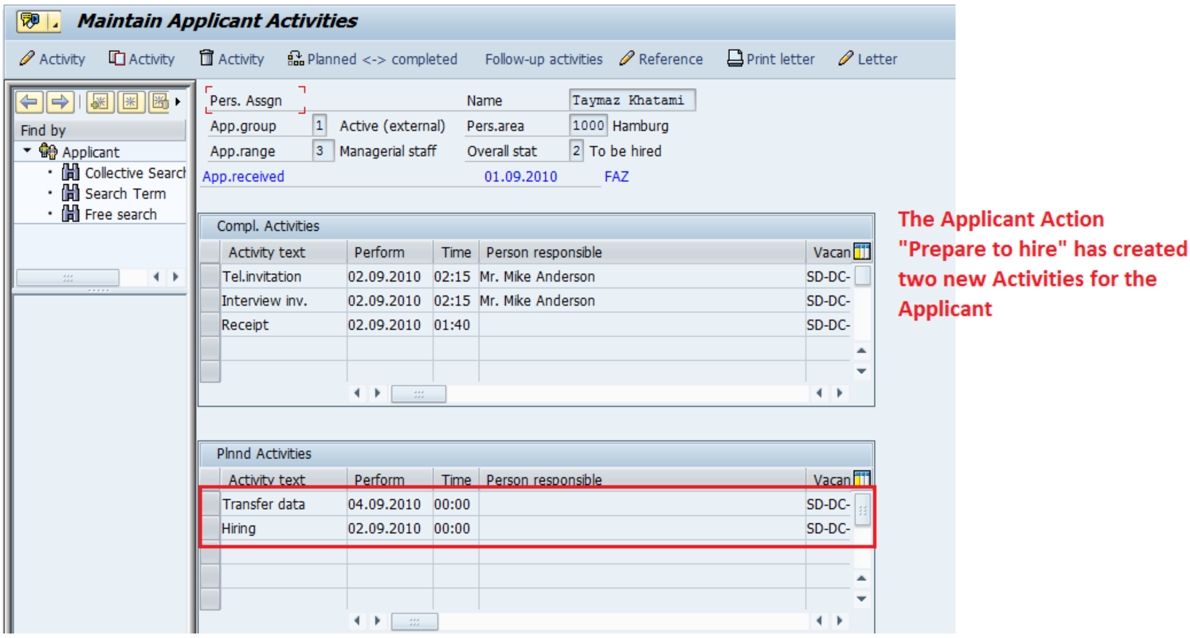


Figure 99: Planned Activities: SAP-System-Screenshot

4.2.2.3 Check and Complete Master Data

Prior to data transfer, check the applicant data regarding completeness and if necessary, add required information. Select

Human Resources → Personnel Management → Recruitment → Appl. Master Data → Maintain (PB30)

1. Display infotype **Applicant Actions** within the applicant master data regarding completeness. The **Applicant Action type** should be ***06 Prepare to hire***. Go one step back.
2. Maintain the infotype ***Bank Details*** of the applicant. Therefore, mark the bank details infotype and press Create ( ).
3. Using the search function (F4), look for ***Deutsche Bank Frankfurt (bank name search field)*** to enter this data in the **Bank Key** field.

4. The ***bank account*** is ***129xxyy.*** Enter **purpose** ***salary payment*** and press *Save*.
5. Next, maintain all entries concerning the **Other/Previous Employers** where the applicant was hired from ***01.01.2005*** until the ***end of the previous month***.

Employer	Linde AG
City	Essen
Country Key	DE (Germany)
Industry	HITE (High Tech.)
Job	13 Manager

6. Finally, maintain infotype **Education**. Create the data **at your discretion**. However, please note that education must not end later than 31.12.2004.
7. Check whether all master data (infotypes) were maintained (green ticks!).

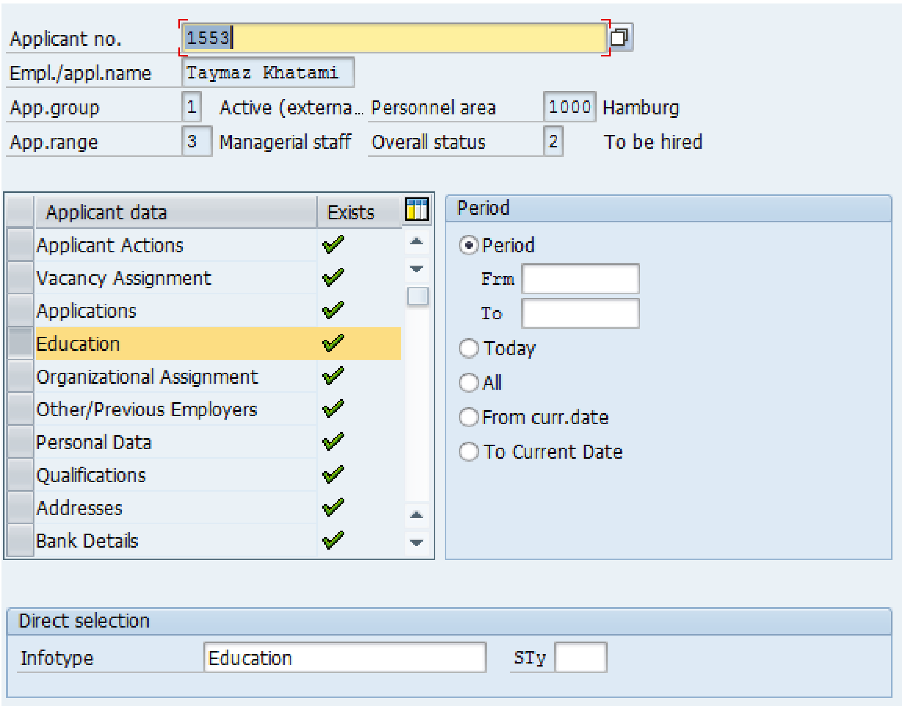


Figure 100: Completed Applicant Master Data: SAP-System-Screenshot

4.2.2.4 Hiring the Applicant

Now that all preparations are completed, the applicant can be added to the personnel master. This is your next task.

Transferring applicant data *to the* ***active personnel master*** *requires that you have completed the applicant activity at the beginning of the chapter hiring.*

Call up the following transaction:

Human Resources → Personnel Management → Recruiting → Applicant Activity → Transfer Applicant Data → Execute (PBA7)

1. You are now in the **Direct Data Transfer** screen. To transfer the applicant data to the personnel master directly, enter ***01 (hiring)*** in the **Action for hiring** field and enter ***your applicant number*** in the field *Applicant number*. Execute the transaction.

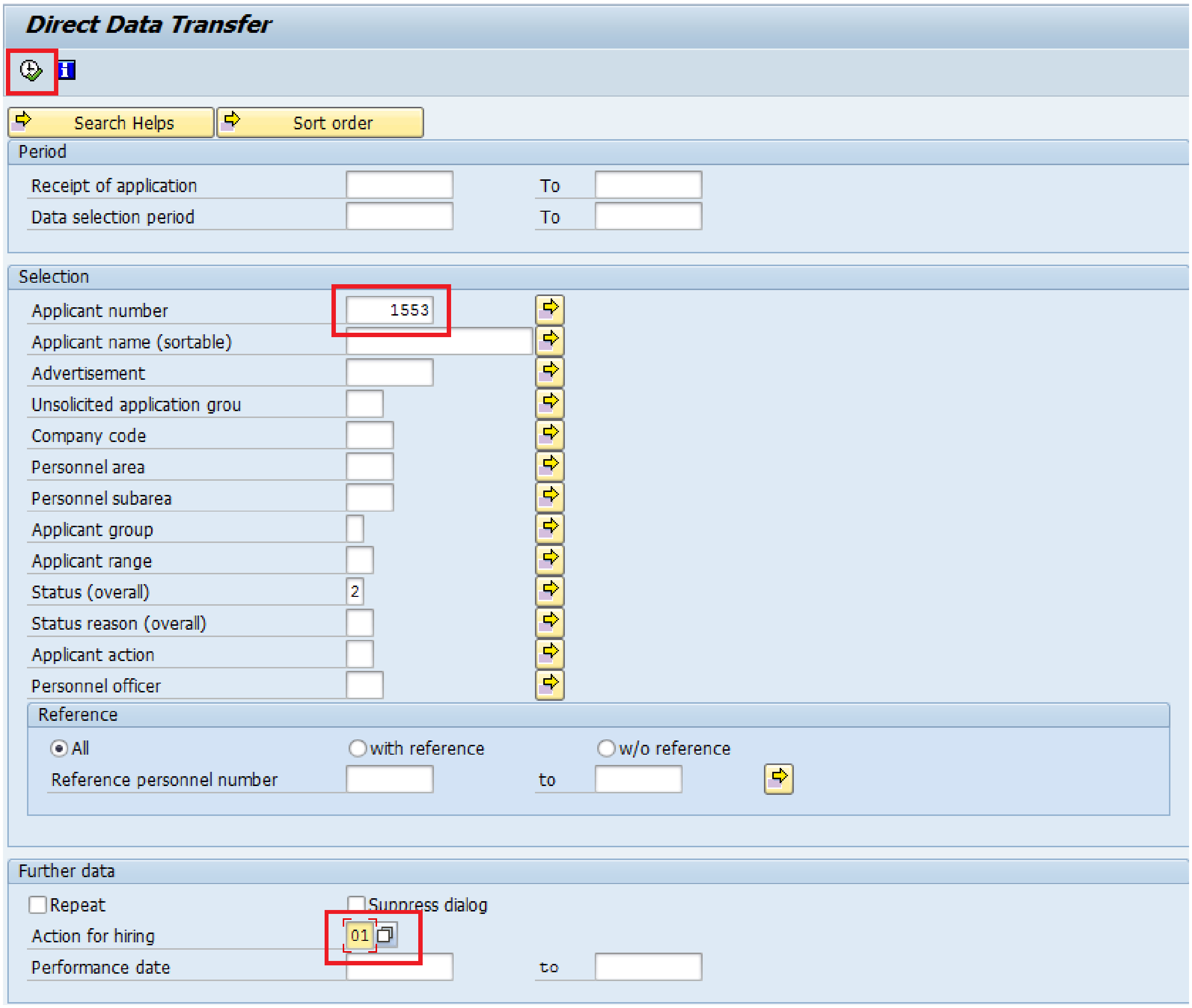


Figure 101: Transferring Applicant Data: SAP-System-Screenshot

2. On the next screen **Create Action**, check
   - **Personnel area** should equal ***1000***
   - **Position** should correspond to your position ***SD-DC-xxyy***
   - Enter the **personnel number *12xxyy*** and list the personnel number on your datasheet.

   Personnel number: ______________________________________

   - Leave **Reason for action** and **Reference Pers no.** fields ***empty***.
   - Enter the **employee group *1 (active)*** and the **employee subgroup *DS (managerial employees)***.

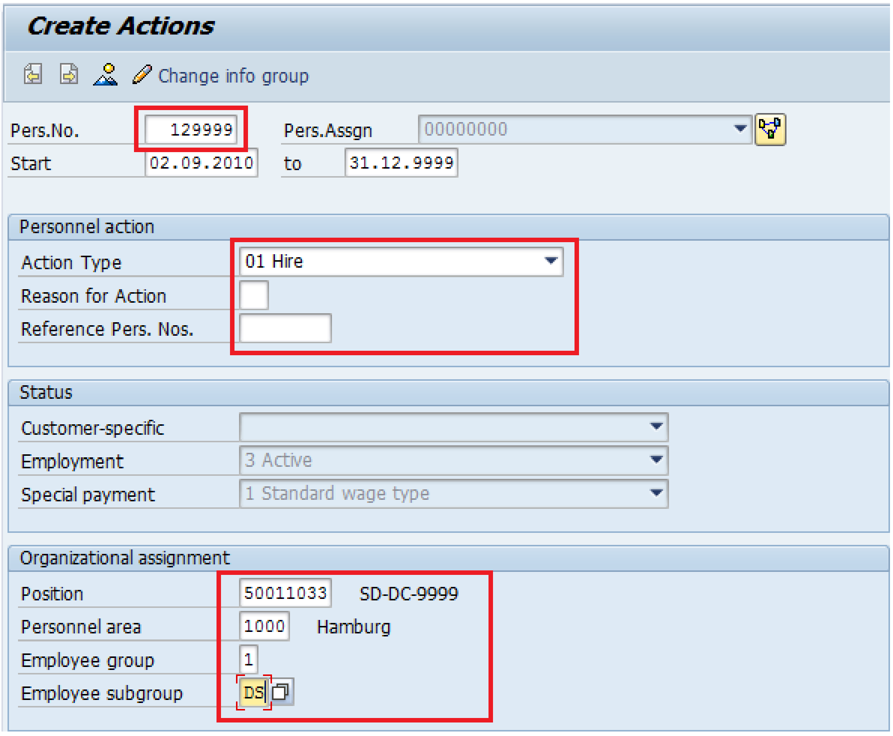


Figure 102: Create Action: SAP-System-Screenshot

- *Save* the entry.

3. Add the missing data in the subsequent window as follows:

Title	***Mr./Mrs./Miss***
Initials	***Your initials***
Maiden name	***Leave blank***
Place of birth	***Your place of birth***
Country of birth	***Your country of birth***
Your nationality	***Your nationality, if not German***
Marital status	***single***
Religion	***- No church tax liability***
Number of children	***Leave blank***

Save the infotype.

4. Next is the **Organizational Assignment** view, check the organizational assignment of your employee to
   - **CoCode** ***1000***
   - **Pers. area** ***1000***
   - **Cost Ctr** ***CC-SD-xxyy***
   - **EE group** ***1***
   - **EE subgroup** ***DS***
   - **Payr.area** ***D2***
   - **Position** ***Your Position of SD-DC-xxyy***
   - **Job key** ***Manage-xxyy***
   - **Org. Unit** ***SD-xxyy***

Add the following data on the Organizational Assignment screen:

- **Subarea** *Cancel any entry (!)*
- **Contract** *01 Comm. employee*
- **PersAdmin** *001 (Hilde Person)*
- **Time** *002 (Thomas Zeit)*
- **PayrAdmin** *003 (Gerhardt Abrechner)*

List the following organizational data.

- ***Percentage:*** ________________
- ***Position:*** ________________
- ***Job key:*** ________________
- ***Org. Unit:*** ________________
- ***Org.Key*** ________________

- Save the infotype and ***delimit*** the vacancy by selection ***yes*** from the pop-up menu **delimit vacancy**.

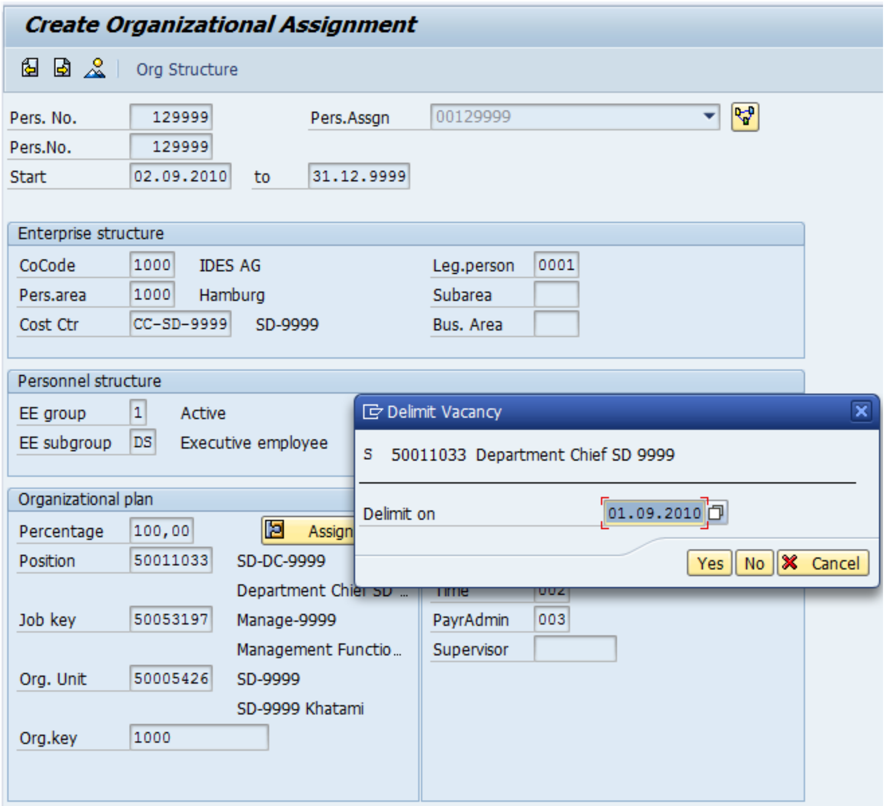


Figure 103: Organizational Assignment: SAP-System-Screenshot

5. In the **Create Addresses** view, maintain the **distance** to the place of work as ***20*** (km). *Save* the infotype and skip a possible system message.
6. In the next view, maintain the **Planned Working Time**. Therefore, enter ***8 hours* daily working hours** and ***5* weekly work days**. *Save* the infotype.
7. In the **creating basic pay** view, maintain the applicant's salary. The hired applicant has the following data:
   - pay scale **Type** ***10***

- pay scale **Area** *01*
- pay scale **Group** *AT*
- **Wage Type** ***MA90 (Non-standard salary)***
- **Amount** ***10,800.00 EUR***
- *Save* your entries.

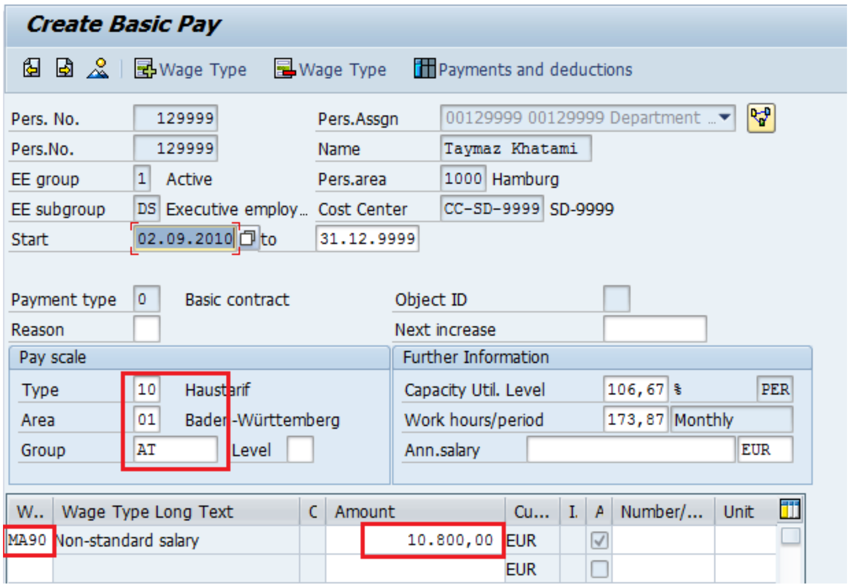


Figure 104: Create Basic Pay: SAP-System-Screenshot

8. You already maintained the next view **Bank Account**. Consequently, you do not have to change anything here, but *save* the view.
9. **Skip** the next steps until the system confirms the **direct transfer of applicant data. These views concern**
   - **Capital formation** (+ Yes)
   - **Fiscal data**( )
   - **Social insurance** ( )
   - **DEUEV** ( )
   - **Contract Elements (press save)**
   - **Monitoring of Tasks (press save)**
   - **Absence quotas (press save)**
   - **Travel privileges (press save)**
   - **Time Sheet Defaults (press save)**
   - **Education (press save)**
   - **Previous Employers (press save)**
   - **Communication (press save and skip message with enter)**

You might have noticed that with the execution of transaction PBA7 multiple subsequent screens were maintained. As you know from the theory of chapter "infotypes", this is due to the usage of a *Personnel Action*. The *Personnel Action* in this case was the "**01**" you entered in the initial screen of PBA7 in the field *action for hiring*. This Personnel Action grouped all necessary infotypes to be maintained upon data transfer from Recruiting to Personnel Administration.

Note

The views you just saved without altering or the view you just skipped were either already maintained or they are not relevant to this case study or would require much differentiated entries, respectively.
*With the last saving operation, your data should be accepted and the status is **O.K**. However, if the status presented differs from O.K., this is not dramatically at all. Check the employee's master data in the next step, to see if you can go on with the case study.*

4.2.2.5 Display Personnel Master Data

Finally, check whether your applicant was entered correctly into the system (Personnel Administration) and maintain further infotypes if required. Therefore, call up the following transaction and enter your new personnel number:

Human Resources → Personnel Management → Administration → HR Master Data → Maintain (PA30)

Note

In case data from the applicant master or from the information of section 4.2.2.4 (hiring applicant), steps 3-9 are missing (e g., because the process of transferring applicant data was not completed), maintain these data manually.

At least, the following infotypes should be maintained (green checkmark):

Basic data person: activities, organizational assignment, personnel data, address, bank account

Basic data work relationship: organizational assignment, personnel data, planned working time, travel privileges

Payroll gross/net: basic pay

Payroll net: organizational assignment, payroll status

Payroll extras: organizational assignment, payroll status

Planning data: organizational assignment, education, qualifications

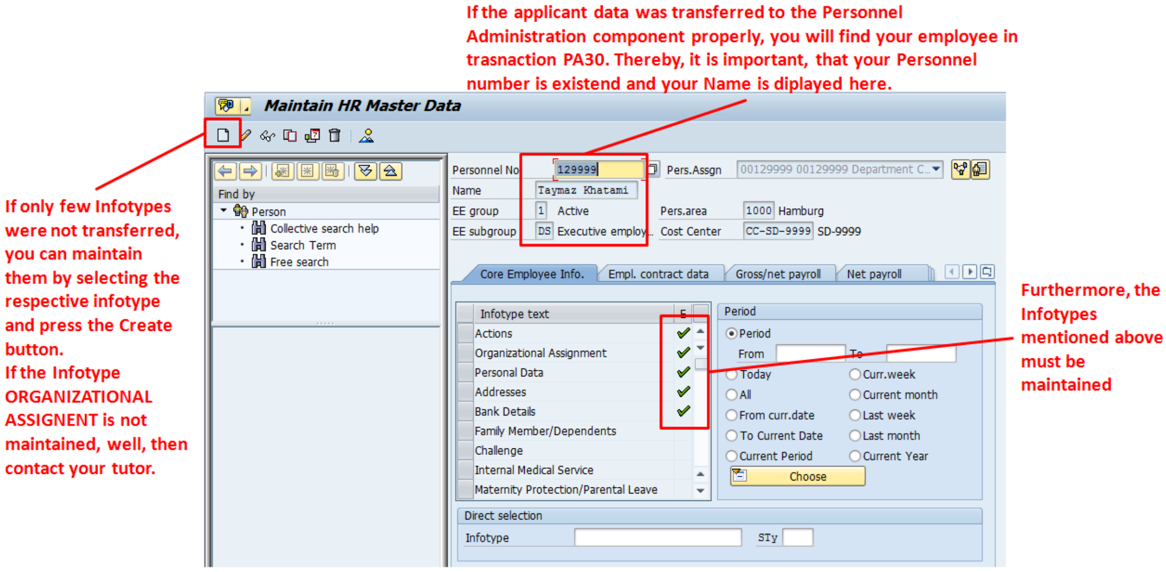


Figure 105: Check Transfer Results: SAP-System-Screenshot

4.2.3 Cross-Application Time Sheet (CATS)

Your new employee has now finished his first working day. Use the CATS functionality to capture his/her working times.

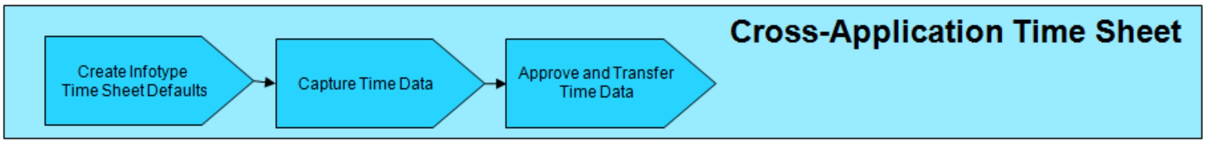


Figure 106: Process Overview: Cross-Application Time Sheet

4.2.3.1 Create Infotype Time Sheet Defaults

Now, you want to create the infotype Time Sheet Defaults (0315) in the employee's master data. This infotype is optional but recommended using since it can carry many default settings for the time sheet application. However, in our case we will only assign the plant to the employees master data. Select

Human Resources → Personnel Management → Administration → HR Master Data → Maintain (PA30)

1. Enter the personnel ID of your new employee ***12xxyy***.
2. In the *Direct selection* area enter ***0315*** in the field **Infotype** and press the *Create* (🗋) button.
3. Enter ***today's date*** as **Start date** and press *Enter*.
4. Enter **Plant *1000*** and press *Enter*.
5. Press *Enter* to skip any system warning messages if necessary.

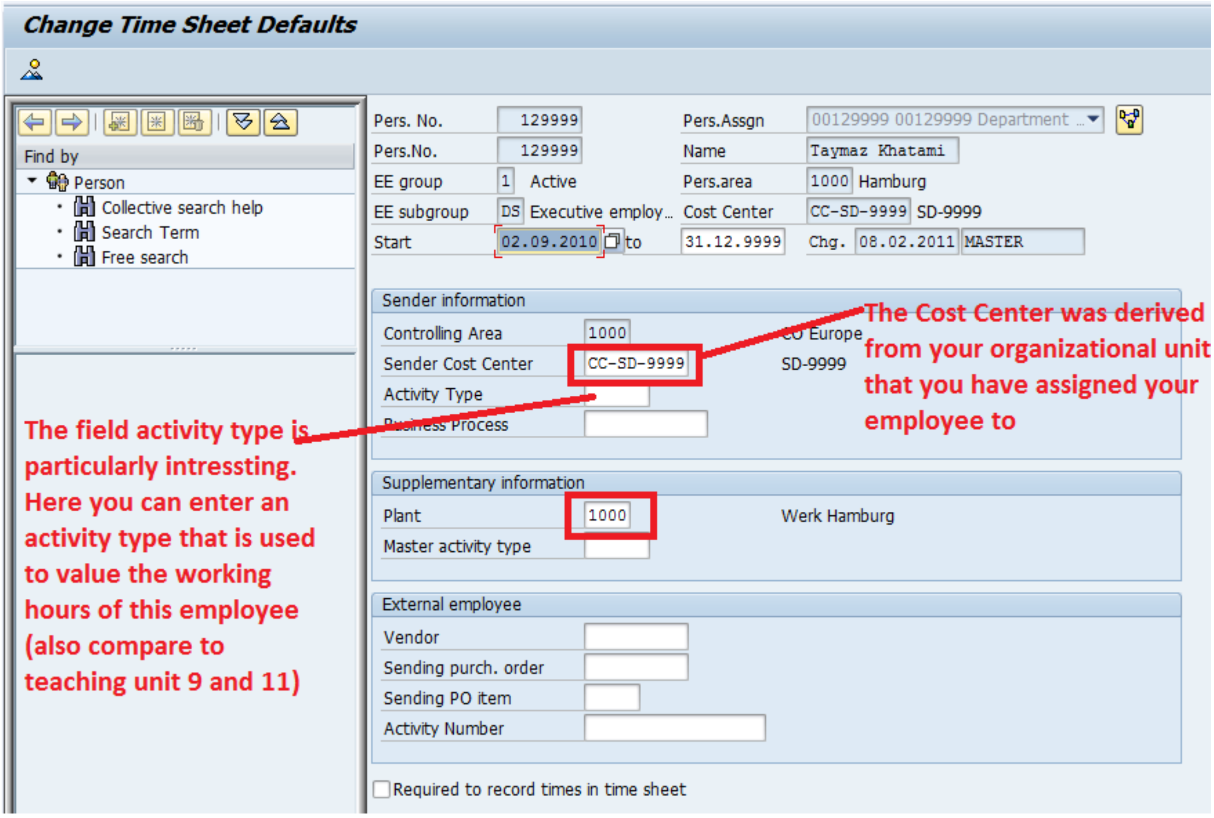


Figure 107: Infotype Time Sheet Defaults: SAP-System-Screenshot

6. **Save** the infotype and return to the employees master data.

4.2.3.2 Capture Time Data

Your new employee has endured his/her first working day. Enter the following time data for the new employee in the Cross-Application Time sheet using the "HR" profile. Thereby, the employee worked 3.5 hours, had a doctor's appointment for 2 hours and another absence time of 2 hours (you should have checked her/him out better before hiring;-))

Select

Human Resources→ Time Management → Time Sheet → CATS Classic → Record Working Times (CAT2)

1. Enter the **Data Entry Profile *HR*** and the **Personnel Number** of your new employee (***12xxyy***). Select the enter times icon ( ). If necessary, acknowledge system messages by selecting the continue icon.
2. The Time Sheet screen is now displayed. Scroll to the right until you see the date columns.
3. Enter ***3,5*** in the *first row* of the column with **today's date (or if it is a week end, enter the dates in the next working day!)** and press *Enter* to confirm. The system automatically proposes the attendance/absence subtype **0800,** which is Attendance Hours.

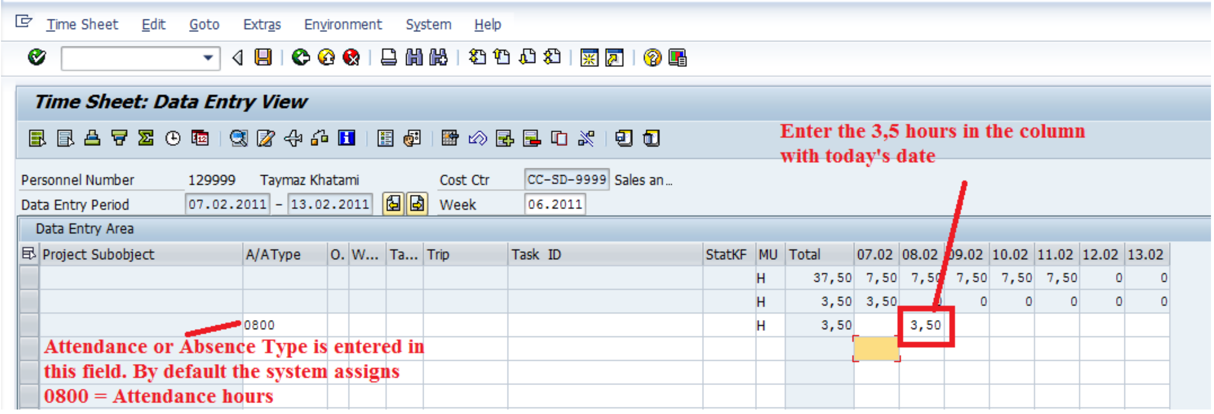


Figure 108: Attendance Time: SAP-System-Screenshot

4. On the next line, for ***today's date***, enter **absence subtype (A/A Type column)** ***0230*** (Partial Day Doctor's Appointment) and **2** hours under the hours column (today's date column) and press *Enter*.
5. In the third row, enter leave subtype ***0100*** in the Attendance/Absence Type column **(A/A Type)** and enter ***2*** hours in the hours column. Press *Enter*.

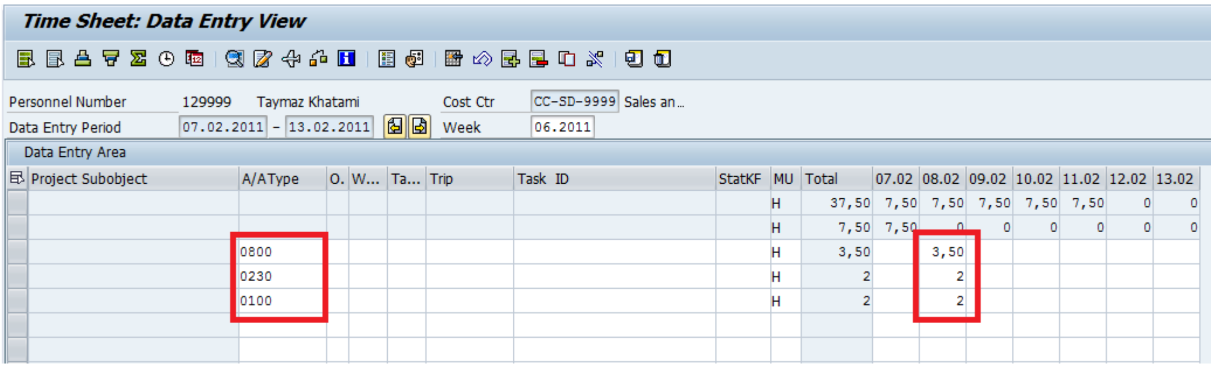
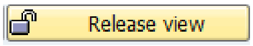


Figure 109: Absence Time: SAP-System-Screenshot

Now check your entries and release the times for approval through a manager.

6. Switch to the Release View by choosing the Release View icon at the bottom of the screen . Check that all the values are correct for the given situations. Then select the rows with your three entries and choose the Release icon at the top of your screen ().

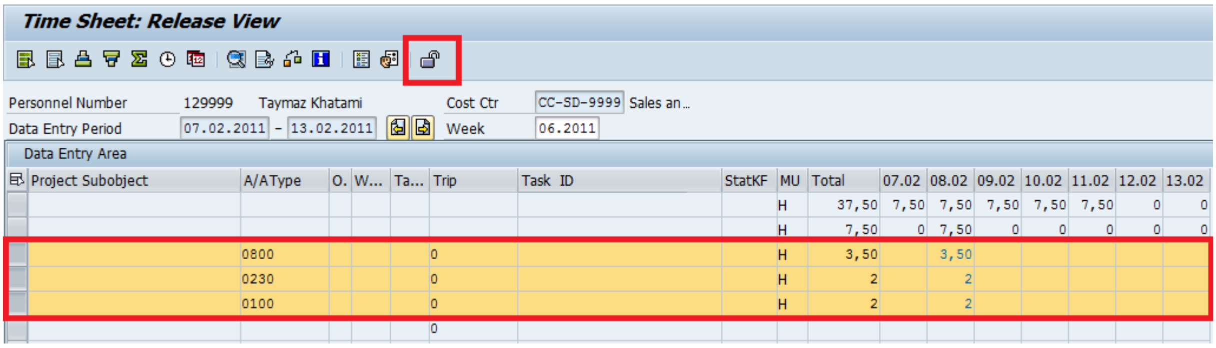


Figure 110: Release Time Data: SAP-System-Screenshot

7. Save your entries by selecting the Save icon. Return to the Easy Access Menu by selecting the Back icon.

4.2.3.3 Approve and Transfer Time Data

Now, a line manager is going to approve the time data you entered and released. Select

Human Resources → Time Management → Time Sheet → Approval → Approve Working Times (CATS_APPR_LITE)

1. In the Personnel Number field enter 12xxyy and *Execute* ( ) the report.
2. Select all (hold the control button on your keyboard and click on each row) rows and approve the time by selecting the Approve Icon ( ).

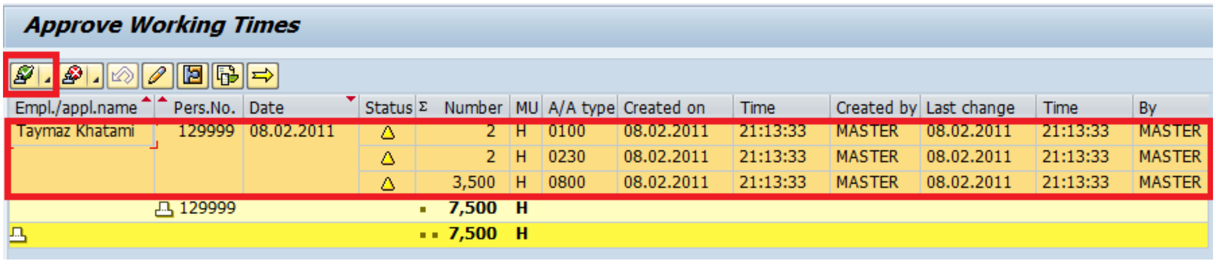


Figure 111: Approve Time Data: SAP-System-Screenshot

3. Return to the Easy Access Menu.

Now, transfer the approved times to the HR system. Select

Human Resources → Time Management → Time Sheet → Transfer → Human Resources (CAT6)

4. In the Personnel Number field, enter ***12xxyy*** and run the report by selecting the *Execute* icon ( ).
5. Review the Log. How many times were transferred?

Times transferred: ________________________________

6. Return to the Easy Access Menu.

Check the transferred time data in Time Management. Check whether the transferred time data is entered in the "Attendances and Absences" infotypes for your employee. Select

Human Resources → Time Management → Administration → Time Data → Maintain (PA61)

7. Enter personnel number ***12xxyy*** and display the overview of the *Absences infotype* by entering ***2001*** in the **Infotype** field in the direct selection area.
8. In the Period section, select the "All" radio button.
9. View the data by selecting the Overview icon ( ).

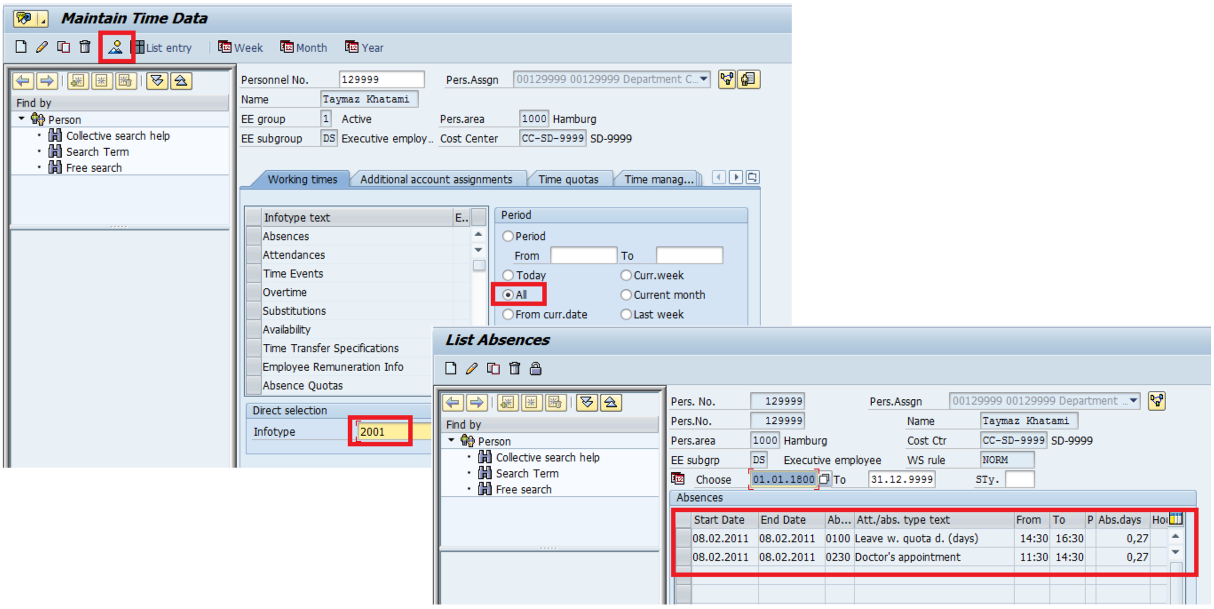


Figure 112: Absence Time Overview: SAP-System-Screenshot

10. Repeat steps 7 to 9 for infotype ***2002*** and view the overview of the *Attendance info-type*.

Which number (percentage of planned work hours) is stated in the column "Att. day" for the attendance record?

From when to when has the system recorded the Attendence time (columns From and To)?

4.2.4 Personnel Planning and Development

Now that your new employee commenced work, it is time to tap his full potential. Correspondingly, the next section deals with personnel development. Moreover, you search an employee to manage the marketing department. This job is supposed to be filled with an internal applicant. An employee from IDES group, Ms. Anja Mueller, is interested in this job and announces her interest.

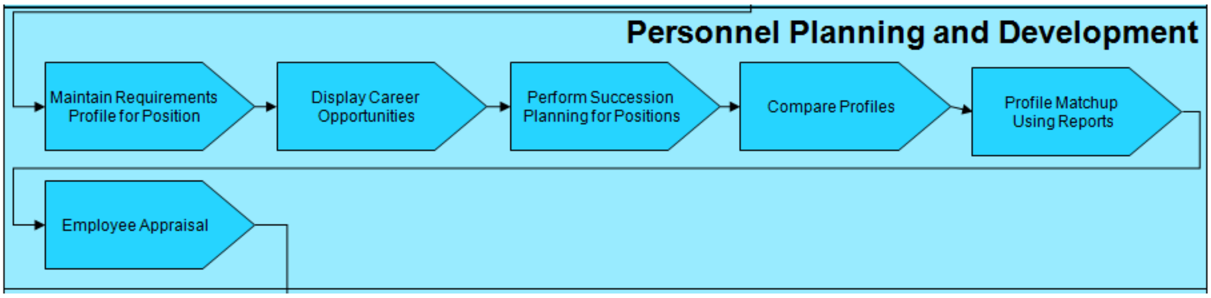


Figure 113: Process Overview: Personal Planning and Development

You first task is to create a requirements profile for the vacant job, to state Ms. Mueller's **further career and development opportunities** and to check her suitability for the job in **succession planning**.

4.2.4.1 Maintain Requirements Profile for Position

Definition: Profile

Using a profile, specific characteristics and information regarding an object can be maintained. Each profile consists of several sub-profiles (for persons, e.g., qualifications, potentials) and several standard information regarding an object (for persons, e.g., name, personnel number).

Usage

You can use profiles and sub-profiles to assign particular characteristics to objects. Thus, you can, for example, assign qualifications and potentials to a person and requirements to a position. Sub-profiles of objects can be compared and evaluated. Thus, you can determine suitability or deficits of objects (e.g., of persons for positions). Each sub-profile and the complete list of sub-profiles can be displayed graphically and printed.

To create the requirements profile for the Marketing position, call up the following transaction:

Human Resources → Personnel Management → Personnel Development → Profile → Change (PPPM)

1. Under **position,** look for your position ***department chief marketing xxyy (MA-DC-xxyy)***.
2. In the **requirements** tab, enter the following qualification requirements with respective values :

Qualification/Requirement name	Object ID	Proficiency
Ability to organize and act	30000442	Average
Management Experience	50027189	Adequate
Verbal, written communicative skills	30000444	Adequate
MBA	30000680	Yes
Company Finance knowledge	30000402	Rudimentary

HR Management skills	30000401	Very good
Customer Service Orientation	50016737	High
Modification readiness	50025437	Average

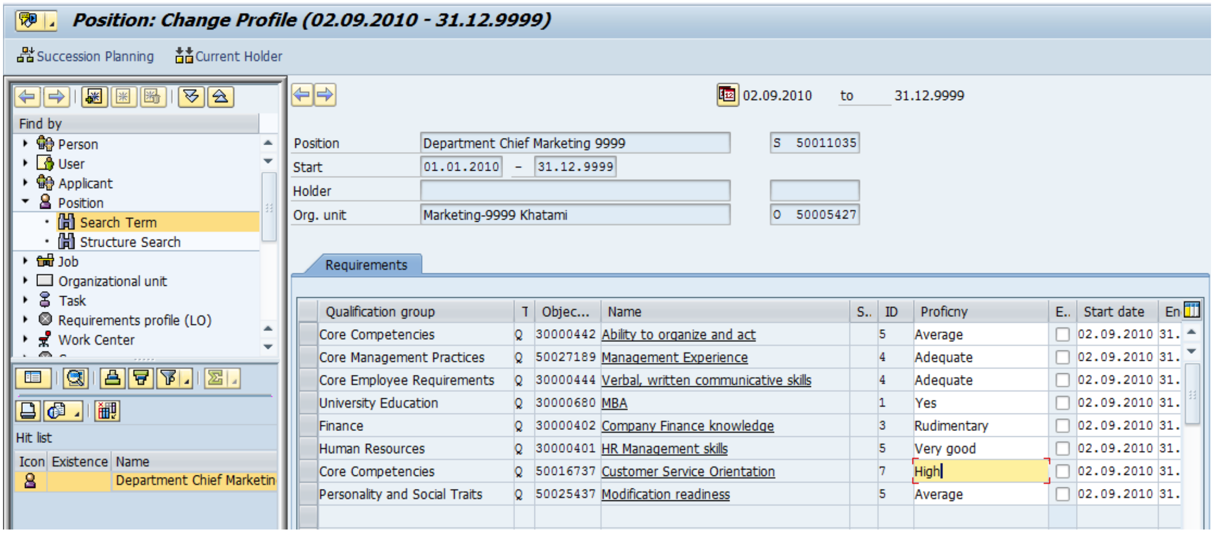


Figure 114: Create Position Profile: SAP-System-Screenshot

3. *Save* your entries.

4.2.4.2 Display Career Opportunities

Ms. Anja Mueller is department manager in HR and she is looking for career opportunities in IDES AG both on horizontal as well as on vertical level. You want to point out possible career steps along the career model – without paying attention to her suitability profile. To carry out career planning for your employees, call up transaction

Human Resources → Personnel Management → Personnel Development → Planning → Career (PPCP)

1. Career planning is carried out for an individual **Person (P)**. Enter Ms. ***Anja Mueller (1000)***. Select ***the include career* option** on the career planning screen. Execute planning.
2. The system proposes possible career paths and proposes several Positions available at the company. Hereby, the system matches Anja Mueller's Qualification Profile with the Requirements Profiles of all (vacant) Positions in IDES.

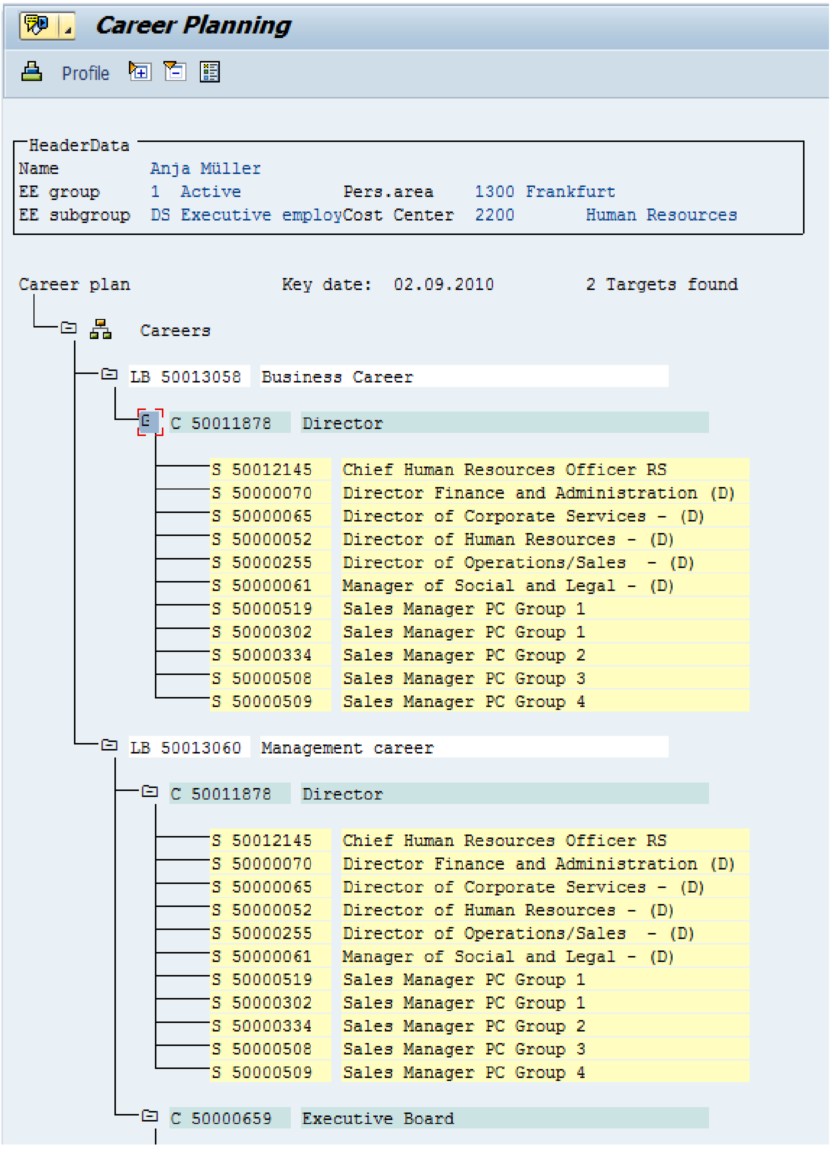


Figure 115: Career Planning: SAP-System-Screenshot

3. Position the cursor on the Area Header Data on the name Anja Mueller. Select ***Go-To/Ranking List*** from the menu. What is the most suitable position for Ms. Mueller proposed by the system? What is the matching percentage?

   Most suitable Position: ____
   Matching Percentage: ____

4. Gain all information required for the further career path of Ms Mueller by choosing **Goto/Profile** from the menu. Check, which qualifications she needs for this position.

   Qualifications needed: ____

4.2.4.3 Perform Succession Planning for Positions

Even though Ms. Mueller is more suitable for another Position in your company, she applies for the job of the Marketing department chief. However, after identifying career opportunities for Ms. Mueller, you want to determine whether there is a more suitable candidate within IDES AG for the Marketing post. Using the recently created requirements profile for the vacant position, you will perform a profile match-up the other way around this time by comparing all employees with the given Position. Look for a **potential employee** whose **qualifications matches best the profile of the vacant position**.

To find a suitable employee for the position in marketing, call up the following transaction:

Human Resources → Personnel Management → Personnel Development → Planning → Succession (PPSP)

1. Succession planning is carried out for the **Position department chief marketing xxyy (MA-DC-xxyy)**.
2. In the planning criteria, select ***Business Career*** as **Additional Career**. Execute planning. An alphabetical list of all employees to be considered is displayed.

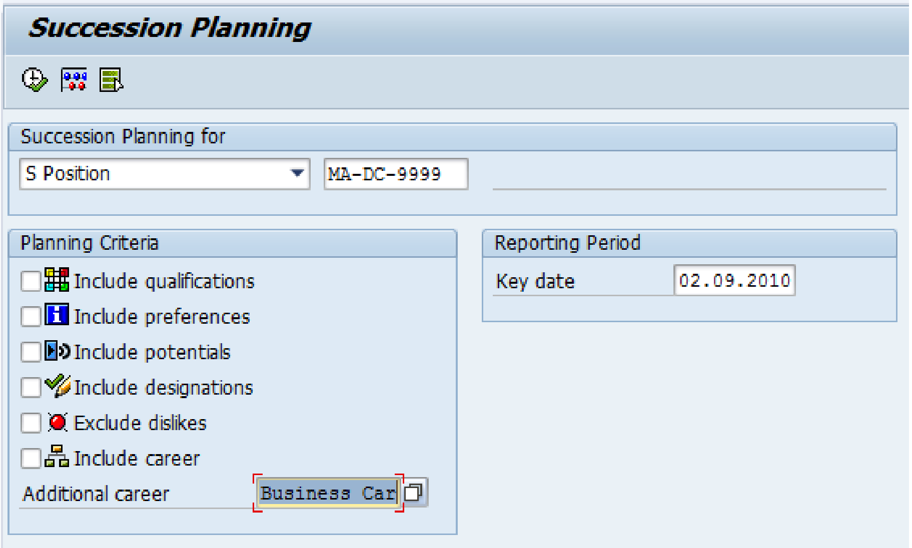


Figure 116: Succession Planning: SAP-System-Screenshot

3. This time, the system proposes all candidates that might be interesting for the Marketing Position.

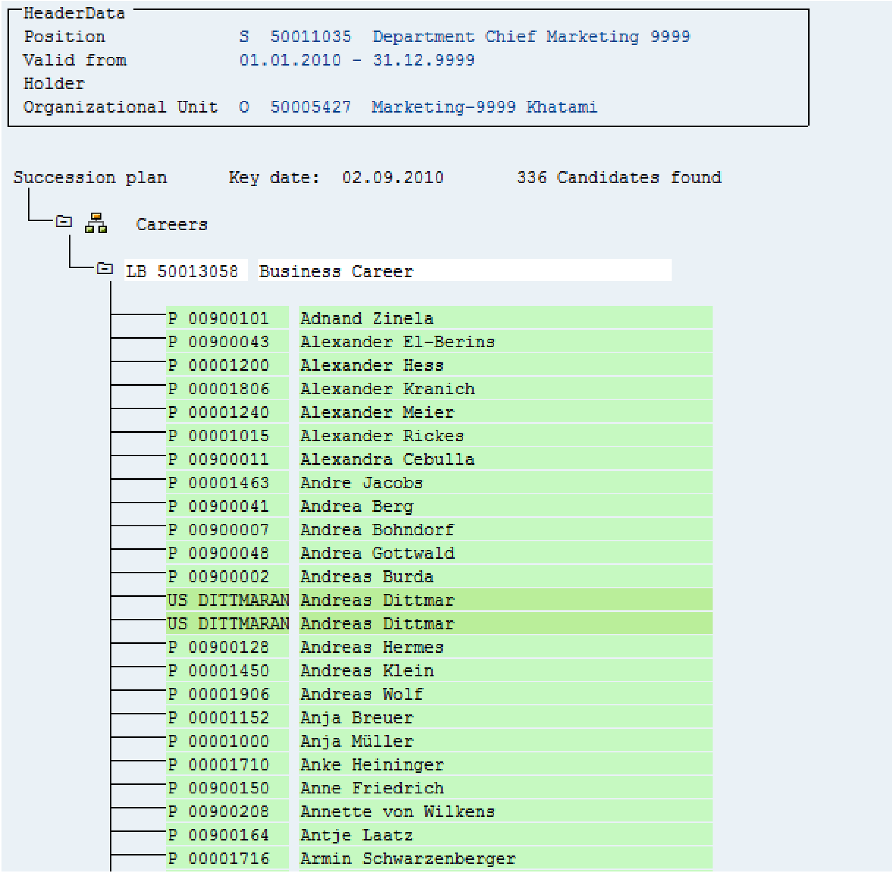


Figure 117: Interesting Candidates for the Marketing Position: SAP-System-Screenshot

4. Again, display a ranking regarding suitability. Carry out a ranking by choosing **Go-To/Ranking List**.
   - Which person seems to be most suitable for the position?
   - Check her suitability in the **To/%** column.
   - What is the percentage of the best applicant?
5. List the ***name*** and ***suitability percentage*** of the two most suitable employees on your data sheet.

   Name and ***suitability percentage two best applicants:*** ____________________________

6. Display the Profile of the best suitable applicant by marking the row with the person and pressing Profile.
7. Go directly to the **personnel master data** of the best applicant (***GoTo/HR Master Data***). To what Position is the best applicant assigned organizationally in IDES AG?

   Position best applicant: ____

8. To which cost center is the best applicant assigned? ***List*** the number on your data sheet and leave the transaction.

   Cost center best applicant: ____

4.2.4.4 Compare Profiles

It seems like Ms. Mueller is not the only candidate for the vacant position. Display now the profile of the employee who is best for the position. Call up the following transaction

Human Resources → Personnel Management → Personal Development → Profile → Display (PPPD)

1. Display the profile of the employee that you are interested in. Find the person by using the ***Find by Person Search Term***.
2. Which qualification has Ms. Schnuck? – Display a **list** of **qualifications** (menu: Qualifications/List) and save the list locally ( ) as ***QualiSchnuck-xxyy.htm***. Go one step back.

Submit the document ***QualiSchnuck-xxyy*** *together with the data sheet to your tutor at the conclusion of this case study.*

3. Again, go directly to the **personnel master data** of Ms. Schnuck. When was Ms. Schnuck born? ***List*** the date on your data sheet.

   BDay Ms Schnuck: ____

To determine which employee you promote to the Marketing head of department job, display a comparison of both employee profiles.

4.2.4.5 Profile Matchup using Reports

Perform a ***profile evaluation*** of Ms. ***Anja Mueller*** and Ms. ***Schnuck*** using a HR Report. Therefore, select

Human Resources → Personnel Management → Personnel Development → Information System → Reports → Profile Matchup (PEPM)

1. On the left side, select **P Person** and select ***Anja Mueller*** and ***Hannah Schnuck***. Add them to the left-hand list.
2. On the right side, add the **S Position** ***MA-DC-xxyy*** to the right-hand list. Press *Execute*.

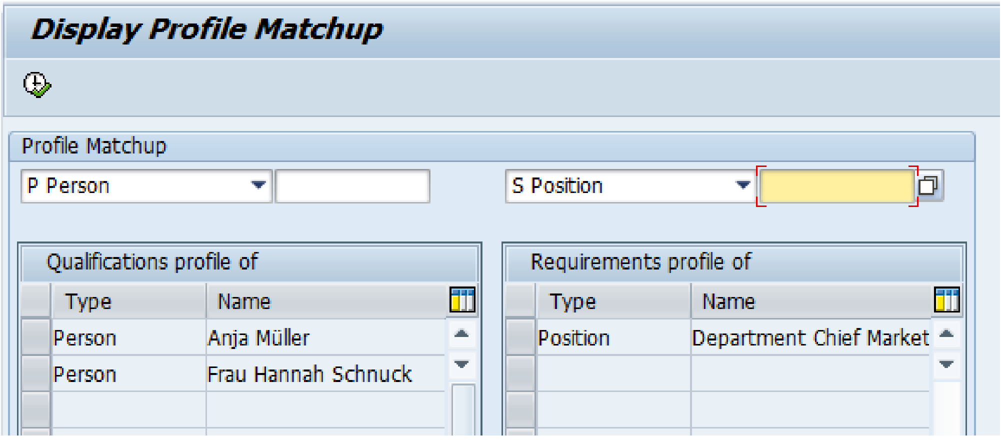
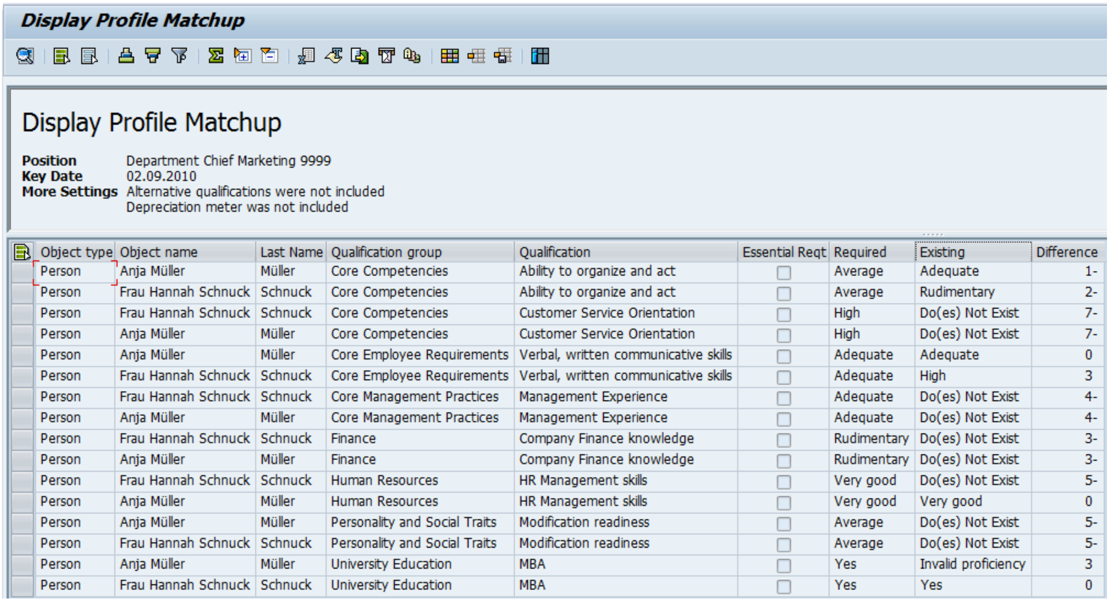


Figure 118: Profile Match-up (1): SAP-System-Screenshot

3. The system now presents a matching of both persons with the position. Hereby, the individual qualifications are matched against the requirements of the position and a Difference is calculated.



Display Profile Matchup

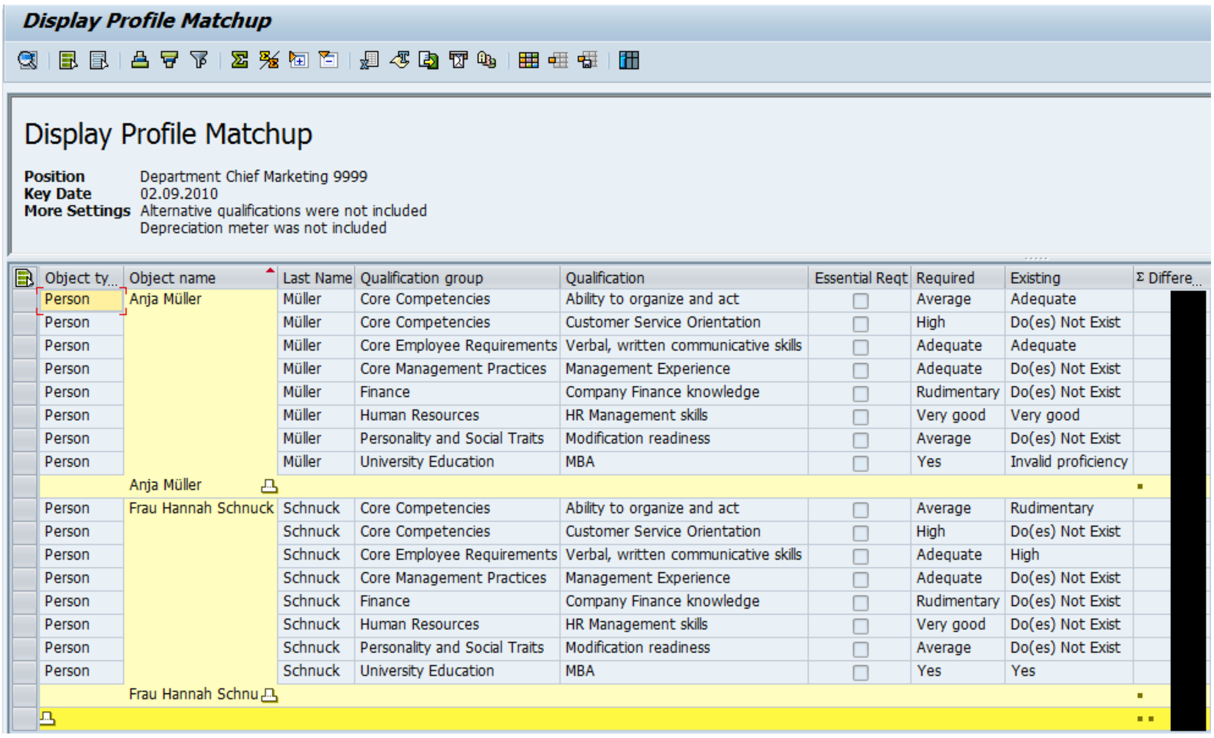
Display Profile Matchup

Position Department Chief Marketing 9999
Key Date 02.09.2010
More Settings Alternative qualifications were not included
Depreciation meter was not included

Object type	Object name	Last Name	Qualification group	Qualification	Essential Reqt	Required	Existing	Difference
Person	Anja Müller	Müller	Core Competencies	Ability to organize and act		Average	Adequate	1-
Person	Frau Hannah Schnuck	Schnuck	Core Competencies	Ability to organize and act		Average	Rudimentary	2-
Person	Frau Hannah Schnuck	Schnuck	Core Competencies	Customer Service Orientation		High	Do(es) Not Exist	7-
Person	Anja Müller	Müller	Core Competencies	Customer Service Orientation		High	Do(es) Not Exist	7-
Person	Anja Müller	Müller	Core Employee Requirements	Verbal, written communicative skills		Adequate	Adequate	0
Person	Frau Hannah Schnuck	Schnuck	Core Employee Requirements	Verbal, written communicative skills		Adequate	High	3
Person	Frau Hannah Schnuck	Schnuck	Core Management Practices	Management Experience		Adequate	Do(es) Not Exist	4-
Person	Anja Müller	Müller	Core Management Practices	Management Experience		Adequate	Do(es) Not Exist	4-
Person	Frau Hannah Schnuck	Schnuck	Finance	Company Finance knowledge		Rudimentary	Do(es) Not Exist	3-
Person	Anja Müller	Müller	Finance	Company Finance knowledge		Rudimentary	Do(es) Not Exist	3-
Person	Frau Hannah Schnuck	Schnuck	Human Resources	HR Management skills		Very good	Do(es) Not Exist	5-
Person	Anja Müller	Müller	Human Resources	HR Management skills		Very good	Very good	0
Person	Anja Müller	Müller	Personality and Social Traits	Modification readiness		Average	Do(es) Not Exist	5-
Person	Frau Hannah Schnuck	Schnuck	Personality and Social Traits	Modification readiness		Average	Do(es) Not Exist	5-
Person	Anja Müller	Müller	University Education	MBA		Yes	Invalid proficiency	3
Person	Frau Hannah Schnuck	Schnuck	University Education	MBA		Yes	Yes	0

Figure 119: Profile Match-up (2): SAP-System-Screenshot

4. Select the column **Difference** and press the sum button . The system calculates the total sum of all differences.
5. Since this value has no meaning at all, you want the differences to be presented differentiating between the two persons. Therefore, select the column **Object name** and then press the subtotals button . Now you get a better view on who is more suitable for the position.



Display Profile Matchup

Display Profile Matchup

Position Department Chief Marketing 9999
Key Date 02.09.2010
More Settings Alternative qualifications were not included
Depreciation meter was not included

Object ty...	Object name	Last Name	Qualification group	Qualification	Essential Reqt	Required	Existing	Σ Differe...
Person	Anja Müller	Müller	Core Competencies	Ability to organize and act		Average	Adequate	[redacted]
Person		Müller	Core Competencies	Customer Service Orientation		High	Do(es) Not Exist	
Person		Müller	Core Employee Requirements	Verbal, written communicative skills		Adequate	Adequate	
Person		Müller	Core Management Practices	Management Experience		Adequate	Do(es) Not Exist	
Person		Müller	Finance	Company Finance knowledge		Rudimentary	Do(es) Not Exist	
Person		Müller	Human Resources	HR Management skills		Very good	Very good	
Person		Müller	Personality and Social Traits	Modification readiness		Average	Do(es) Not Exist	
Person		Müller	University Education	MBA		Yes	Invalid proficiency	
	Anja Müller							
Person	Frau Hannah Schnuck	Schnuck	Core Competencies	Ability to organize and act		Average	Rudimentary	
Person		Schnuck	Core Competencies	Customer Service Orientation		High	Do(es) Not Exist	
Person		Schnuck	Core Employee Requirements	Verbal, written communicative skills		Adequate	High	
Person		Schnuck	Core Management Practices	Management Experience		Adequate	Do(es) Not Exist	
Person		Schnuck	Finance	Company Finance knowledge		Rudimentary	Do(es) Not Exist	
Person		Schnuck	Human Resources	HR Management skills		Very good	Do(es) Not Exist	
Person		Schnuck	Personality and Social Traits	Modification readiness		Average	Do(es) Not Exist	
Person		Schnuck	University Education	MBA		Yes	Yes	
	Frau Hannah Schnu							

Figure 120: Profile Match-up (3): SAP-System-Screenshot

6. Which employee would you pick? ***Substantiate*** your decision and ***list*** your answer in ***one sentence*** on your ***data sheet***.

   Hiring decision: ____

4.2.4.6 Employee Appraisal

Your new department chief SD was convincing until now. You need to create an appraisal of his/her performance. Create a first appraisal for your new employee (we are talking here about the employee you hired in the Recruitment process, not Ms. Schnuck or Ms. Mueller). Therefore, call up the following transaction:

Human Resources → Personnel Management → Personal Development → Appraisal → Create (APPCREATE)

1. Select the appraisal form **Managers Appraisal Khatami** with a double-click.
2. The **Manager** is ***Alexander Meier (search Meier);*** the **Employee** is your ***newly hired employee for the SD-DC-xxyy Position (not Ms. Mueller or Ms. Schnuck)***, i.e., yourself.
3. The **period appraised** starts with the ***day of hiring*** the new employee until ***today***.
4. Assign the following appraisals for his competencies:
   Communication Skills: ***rudimentary***
   Leadership: ***average***
   Problem Solving: ***excellent***
   Authority: ***very high***
   Department/Proj. Productivity: ***above average***

Process Management: *excellent*
Operational Improvement: *high*
Willingness to learn: *adequate*

5. For willingness to learn, enter the following note:
   Final appraisal after employee interview.

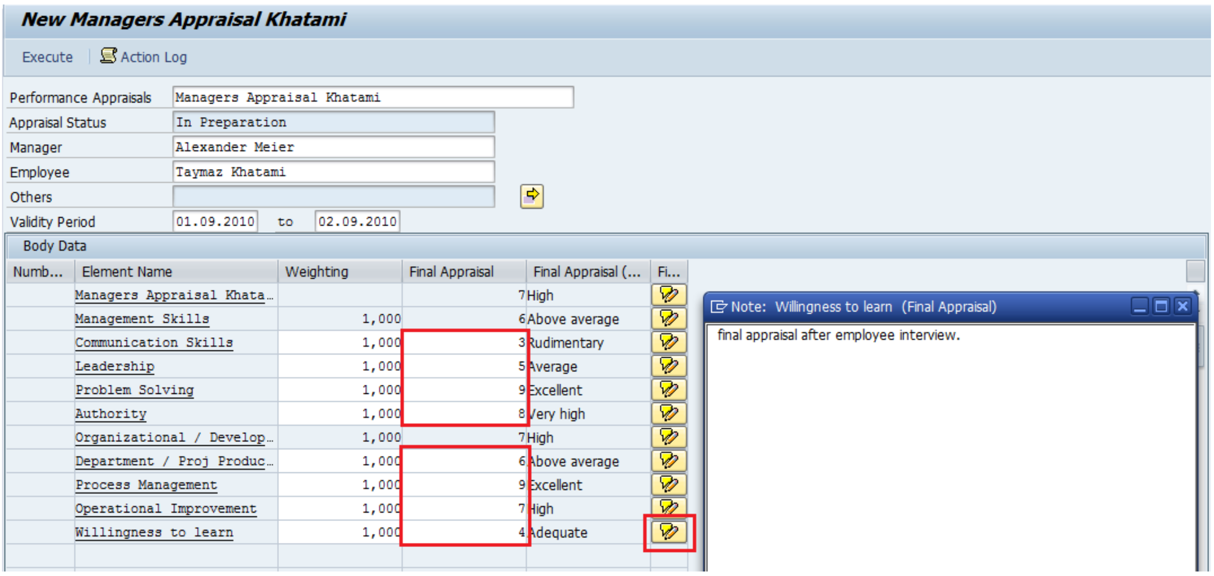


Figure 121: Perform Appraisal: SAP-System-Screenshot

6. ***Execute*** the appraisal.
7. Safe and leave the transaction.

After an individual talk with the respective employee, Mr. Meier thinks about it and wants to appraise the willingness to learn:

Human Resources → Personnel Management → Personal Development → Appraisal → Change **(*APPCHANGE*)**

1. Call up the newly created appraisal. As **Appraisal template** select ***Managers Appraisal Khatami***.
2. Appraiser is again **person** ***Alexander Meier***, appraise is **person** ***your employer*** and the status of the appraisal is ***in process.***
3. Press *Execute.*
4. Double-click the present appraisal and change the currently ***adequate*** **willingness to learn** to ***above average*** and add in your **note**: ***Appraisal changed after employee interview.***
5. The appraisal elements **Management Skills** and **Organizational / Development Skill** are generic terms for subordinate appraisal criteria. Their value is determined by an average value.
6. Which values are shown for the **overall appraisal** (Managers_Appraisal_Khatami)? **List** the numbers on your data sheet.

Value overall appraisal: ________________________________

7. **Complete** the appraisal by pressing Complete.

4.2.5 Training and Event Management and Travel Management

You concluded that your employee has deficits regarding his communication skills. Thus, you want to book him for a training course. Carry out training and event management in SAP ERP.

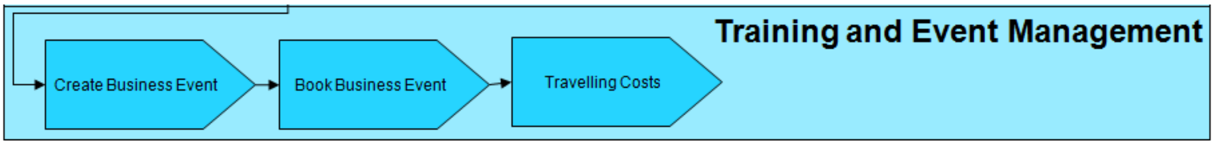


Figure 122: Process Overview: Training and Event Management

4.2.5.1 Create Business Event

Now, you will create an own business event. This exercise is only meant to show you how business events are created. In reality, you would of course attend an existing course and not create an own course to visit it.
To create a Business Event select

Human Resources → Training and Event Management → Business Events → Dates → Create without Resources (PV11)

1. Enter the following date:
   - **Business event type** *50010630*
   - **Business event** *xxyy*
   - **Start date** *today's date*
   - Press Data Screen.
2. On the next screen maintain the following data:
   - **Name** *Train-xxyy* *Training-xxyy*
   - **Location** *50000484 (Walldorf)*
   - **Language** *English*
   - **Number of Attendees Min** *1*
   - **Internal Price** *1700 EUR*
3. Press the button Create.

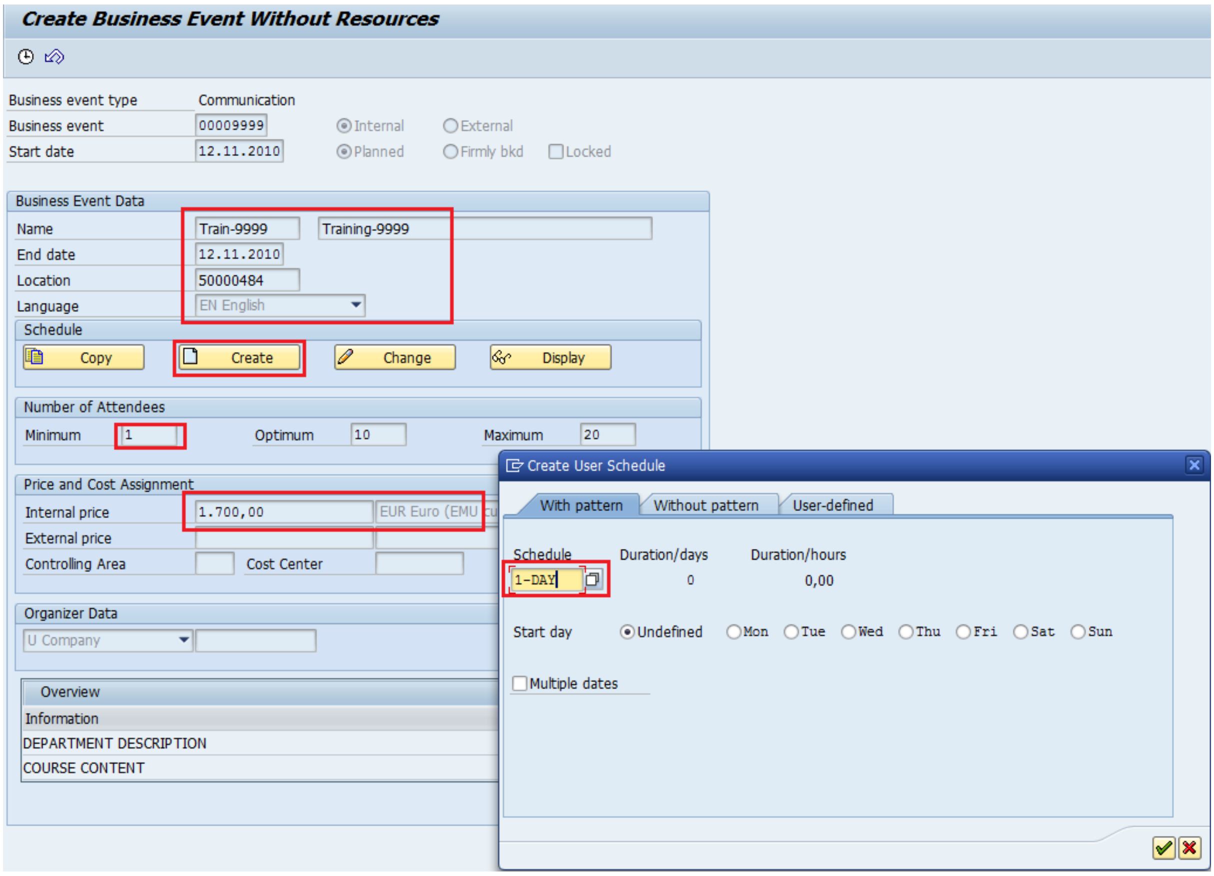


Abbildung 2: Create Business Event: SAP-System-Screenshot

4. Enter ***1-DAY*** in the field Schedule and confirm with .
5. *Save* your event.

4.2.5.2 Book Business Event

Now, book your own business event. Therefore, call up

Human Resources → Training and Event Management → Attendance → Attendance menu (PSV1)

1. Select ***Management and Leadership Development → Business Leadership → Communication***.
2. Search your own business event. Click on the right mouse button and select ***book*** from the menu.

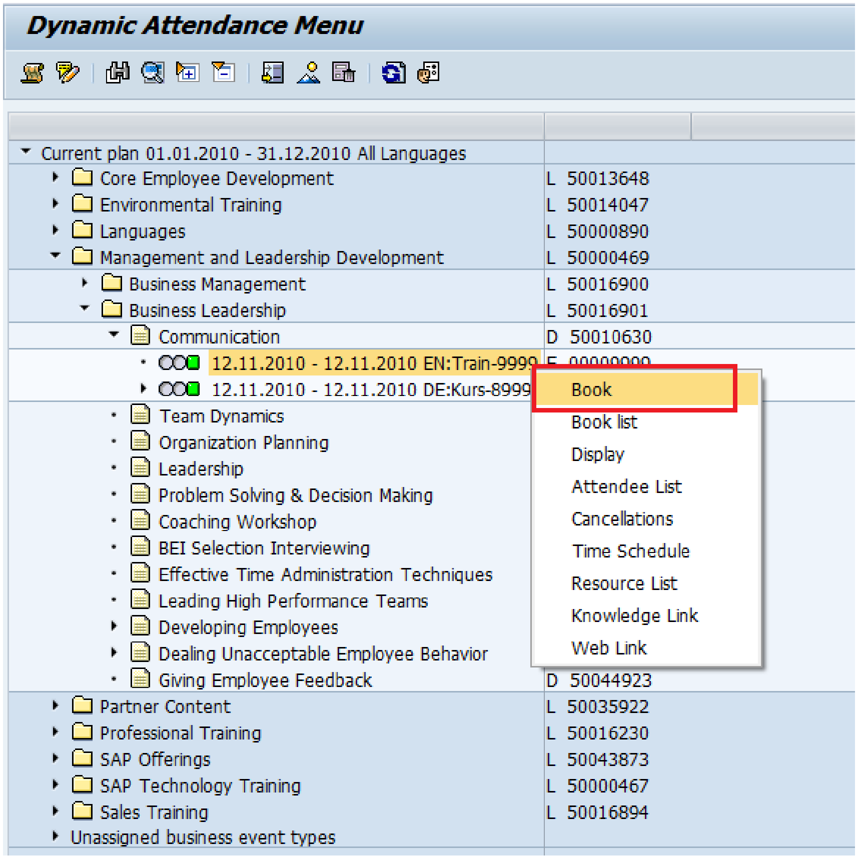


Figure 123: Booking a Communication Course (1): SAP-System-Screenshot

3. In the person field, enter your ***personnel number 12xxyy*** and choose ***book/payment info***.
4. Skip a possible message regarding a not attended class with *Enter* and choose the ***free of charge option*** from the following dialog (fee and assignment). If prompted, enter **cost center *1000*** in the first line of *cost distribution* in the cost center column.
5. *Save* your entry.
6. Leave the window "book attendance: data" with cancel ().

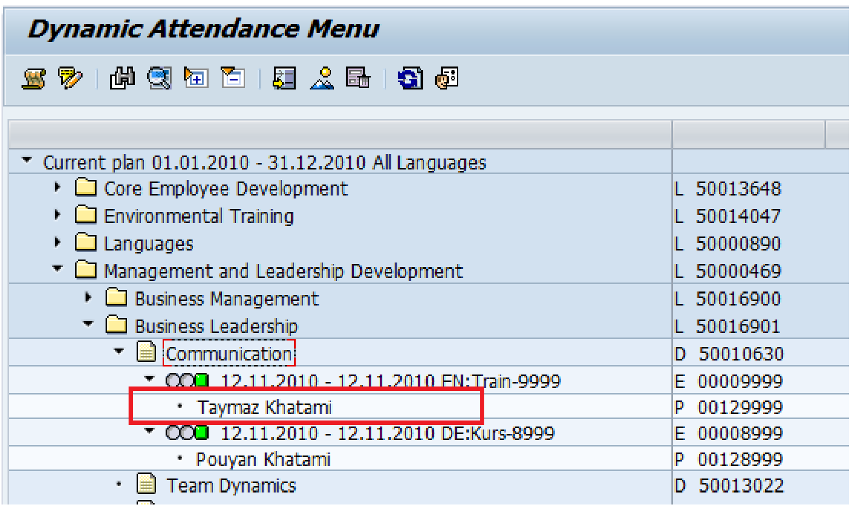


Figure 124: Booking a Communication Course (2): SAP-System-Screenshot

4.2.5.3 Traveling Costs

Your employee attended the course. Thus, travel expenses occurred that you have to settle. Therefore, choose

Human Resources → Travel Management → Travel Manager (TRIP)

1. Enter your personnel number ***12xxyy*** and confirm with *Enter*.
2. Choose ***Create travel expense report.*** *Confirm* the next pop up**.**
3. Enter any future dates as **start date** and **end date** as trip dates.
4. Enter ***Walldorf*** as **first destination**.
5. Enter ***Training*** as **reason** for the trip.
6. In the lower window *expense receipts,* subsequently enter the following data and confirm with *Enter*:
   - expense receipt **Flight**, amount 500
   - expense receipt **Hotel**, amount 150, any description
   - expense receipt **Entertainment**, amount 200, fill in all required fields

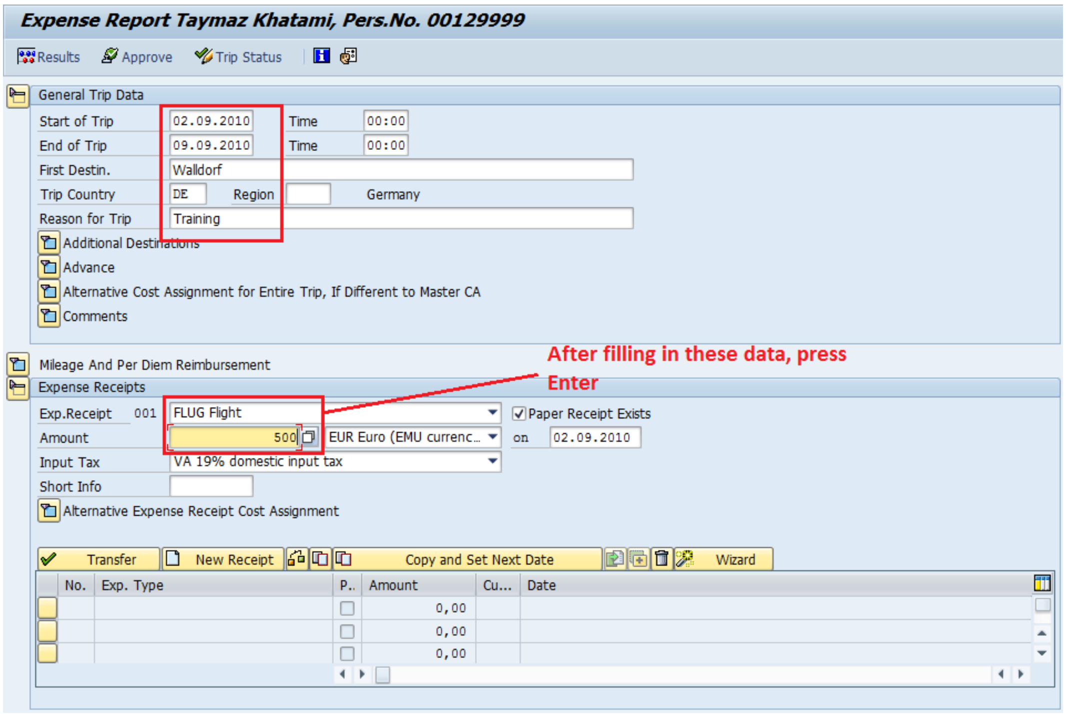


Figure 125: Create Expense Report: SAP-System-Screenshot

7. *Save* the expense report.
8. Return back to the travel manager. You can now see the reimburse amount.
9. Finally, choose the option *change travel expense report* in the very right column. In the title bar, you can see the number of your travel expense report. List the number on your data sheet.

Travel expense report number:____

4.3 Elucidation

What have we learned so far?

You got acquainted with several components of the SAP HCM application and the processes that can be run in these applications. The main focus of this section was on the personnel administration component.

4.3.1 Processes in Human Capital Management

Processes in the following components are relevant in the context of this course:

- Personnel Management (SAP HCM PA)
  - Organizational Management (SAP HCM PA-OM)
  - Recruiting (SAP HCM PA-RC)
  - Personnel Administration (SAP HCM PA-PA)
  - Personnel Cost Planning and Simulation (SAP HCM PA-CPS)
  - Personnel Development (SAP HCM PA-PD)
- Training and Event Management (SAP HCM PE)
- Travel Management (SAP FI TV)
- Time Management (SAP HCM PT)
- Payroll Administration (SAP HCM PY)
- Reporting
- Employee Self-Services (SAP HCM ESS)

4.3.2 Personnel Management (SAP HCM PA)

Recruitment (SAP HCM PA-RC)

- Contains all functions needed for the entire recruitment procedure
  - Workforce Requirement and Advertising
  - Administration of applicant data
  - Screening and selection of applicants
  - Administration of applicant communication
  - Filling vacant positions and
  - Transferring applicant data to Personnel Administration
- Integration with
  - Personnel Administration: for applicant data transfer
  - Manager's Desktop: for recording decisions about applicants and triggering further administration in the HR department
  - Personnel Development: for searching for applicants with particular qualifications
  - Organizational Management: for maintaining vacancies
- **Application via Internet**:
  The Web application ***employment opportunities*** allows external applicants (and company own employees) to do the following:
  - Display job advertisements from your company (regional, total).
  - Apply for vacant positions in your company.

    - Submit unsolicited applications to your company.
    - Create attachments (application documents with passport photograph).
    - Create and change application data as required: Applicants can create an own profile, entering data concerning person, experience, qualifications, education, and training.

  The ***application status*** Web application allows applicants to check the status of their job applications over the Internet.

- **Hiring an Applicant**
  When hiring an applicant, the data from the applicant master record is transferred to Personnel Administration into an employee master record. Thereby, maintained infotypes are transferred to the matching infotypes of the employee master record (e.g., personnel data to personnel data or position from vacancy to position in organizational assignment).
    - This step is the integration point between Recruiting and Personnel Administration
    - Using transaction PBA7 data from the applicant master record is transferred directly to the employee database, creating a new personnel number.
    - All data recorded in infotypes of the applicant are stored in the matching infotypes of Personnel Administration.
    - Additional data such as information regarding work hours and salary can be added later in personnel administration.
    - Optional: System can automatically generate contracts for applicants.

Personnel Administration (SAP HCM PA-PA)

- management of all administration tasks regarding employees
- continuous maintenance of the employee data (infotypes maintenance)
- integration and allocation of the employee master records for other applications

Personnel Cost Planning and Simulation (SAP HCM PA-CPS)

- enables executing operational personnel cost planning and, thus, plan costs and create cost previews for organizational units and cost centers
- You plan the development of your, e.g.
    - employees' wages and salaries
    - employee benefit costs
    - employer contributions to social insurance
    - further education and training costs
    - changes in personnel numbers (simulate personnel increase/decrease)
- Payment information required to create personnel cost plans can be derived from different sources: basic payments, payroll results, simulated reclassifications, recurring payments, and on-time payments.
- enables simulation of different planning scenarios that are based on various assumptions and analyze the effects they have on the company
- personnel Cost Planning and Simulation enables supporting strategic personnel management and the overall strategy of your company

Features of Personnel Cost Planning and Simulation:

- You can include payment-relevant data in planning for the following standard cost objects:
  - Employees
  - Positions
  - Jobs
  - Organizational Units
- You can use different planning scenarios to compare various assumptions for personnel costs such as different salary increases or increases to ancillary payroll costs. This enables you to simulate new compensation models and analyze their effects in detail.
- You can execute cost planning runs for individual organizational units, parts of an organizational structure, or for the entire organizational structure.
- You can decentralize parts of planning. Line managers can use a Web application to view, change, and enhance planning for their area of responsibility.
- SAP Business Information Warehouse (SAP BW) enables you to monitor the plan continuously and execute detailed reports.
- After plan release, SAP HCM users can use the data for the following:
  - Create a salary budget for compensation management.
  - Create a training budget for training and event management.
  - Transfer data to accounting.
  - Extract the cost projections for further analyses in the SAP NetWeaver Business Warehouse.

Personnel Development and Qualifying Actions (SAP HCM PA-PD)

- Maximize employees' utility within your company.
- Plan and implement specific personnel and training measures and, thus, promote your employees' professional development.
- Ensure that staff qualification requirements are met and planned.
- By taking into account an employees' preferences and suitability, you can increase job satisfaction.
- Personnel development sets out to ensure that all of the employees in all of the functional areas in your company are qualified to the standards required at present, and will remain so in the future. This is achieved by developing qualification potentials.

Personnel Development comprises the following components:

- **Qualifications and Requirements**
  - You can store the most useful qualifications for your company in a qualifications catalog, and group them together into user-defined qualification groups.
  - You can also define the proficiency scales you require.
  - You can use the following sub-profiles to store information on objects:
    - **Qualifications** enable you to map the abilities and skills of a person on the basis of the type of skill involved and the degree of proficiency. The qualifications are assigned to ***Employees/Persons***. Qualifications are defined in the qualifications catalog.

        - **Requirements** enable you to map the typical requirements of a position (or, job, work center, task) on the basis of the type of requirement and the degree of proficiency involved. Requirements are qualifications assigned to ***Positions/Organizational units***. Requirements are defined in the qualifications catalog as well and, thus, are technically the **same** objects as Qualifications (Qualification = Requirement)!
        - *Potentials* are used to forecast the suitability of person, and his potential for and direction of development. Potentials can be taken into account in career and succession planning scenarios.
        - *Preferences* can be used to store the individual preferences, aspirations, and goals of persons with regard to their professional development. Preferences can be taken into account in career and succession planning scenarios.
        - *Dislikes* can be used to store the individual dislikes of persons with regard to their professional development. Dislikes can be taken into account in Career and Succession Planning.
    - You can perform the following evaluations:
        - *Profile Matchups*: This allows you to compare the requirements of, e.g., Positions and Qualifications of, e.g., a Person against one another and, thus, establish whether objects are suitable or whether qualification deficits exist.
        - *Qualifications Catalog*: This allows you to display the qualifications catalog.
        - *Profile Evaluations*: This function enables you to display in graphic form an overview list of profiles for persons, positions, etc.
        - *Finding Objects for Qualifications*: This allows you to search for persons, etc., who possess a specific qualification, and who are available.
        - *Reports*: This allows you to choose from other reporting options, including some at the organizational unit level.
- **Development Plans (Training Proposals for Qualification Deficits)**
    - You use this component to map general and individual personnel development plans in your system. You can use these development plans to plan and manage short-term and long-term personnel development measures.
    - The personnel development measures that you can depict by means of development plans include:
        - training programs (plans for apprenticeships, trainee programs and so on)
        - further education and training (training courses, workshops, and so on)
        - on-the-job training, job rotation and so on
        - individual development plans
    - Individual development plans can be created for every employee and updated continually. In this way, the entire training history of the employee in question is recorded.
    - You can store the following information on every item and every general development plan within an individual development plan:

        - Status (to monitor progress)
        - Notes
        - Validity period

      You can automate status management for items to a certain extent. You can use the status of an item to trigger further processing modules (e.g., to temporarily transfer an employee to a position automatically).
    - Once a person has passed through a development plan successfully, any new qualifications gained can be assigned to this person's profile.
- **Career and Succession Planning**
    - Enables you to create, implement and evaluate succession planning scenarios.
    - Possible career goals can be identified and career plans can be set for employees.
    - You use Succession Planning to find people to fill unoccupied positions. Career and Succession Planning has two main goals:
        - One is to advance employees' professional development within a company,
        - the other is to ensure that staffing requirements are met.
    - The Career and Succession Planning component provides you with the following functions:
        - You can create careers. These describe the various career paths possible within a company. Careers are used in career and succession planning scenarios.
        - You can define user parameters to specify whether essential requirements, alternative qualifications or depreciation meter information should be taken into account in career planning scenarios.
        - To identify career and development goals, you can carry out career planning for persons and for other object types.
        - To identify potential successors, you can carry out succession planning for positions. You can analyze the knock-on effects of succession planning by conducting a simulation.
- **Appraisal System**
    - With an appraisal, you evaluate characteristics, behavioral traits, and performance of employees in a planned, formalized and standardized manner. Furthermore, personnel appraisals can be used to monitor the success of human resource measures that have already been implemented.
    - Appraisals are defined as templates in the appraisal catalog and consist of key figures, characteristics and evaluation scales. You use an appraisal form (appraisal document) to evaluate the employee regarding these characteristics and key figures (e.g., team working capabilities) on the given scale (e.g., very high, high…very low).
    - Appraisals are the basis for planning and making decisions that apply both to individuals and to organizational members in general.
    - An appraisal process usually encompasses the following steps
        - planning,
        - review,

        - execution,
        - and evaluation

4.3.3 Processes in Training and Event Management (SAP HCM PE)

The Training and Event Management component functions enable planning and managing all kinds of business events (e.g., training events, conventions).

Training and event management contains four major processes:

- Business Event Preparation
    - Create all of the necessary master data (such as resources).
    - Set up a hierarchically structured business event catalog.
- Business Event Catalog
    - Determine the demand for events and plan event dates based on this demand.
    - Create and plan business event dates.
    - Manage resources.
    - Allocate resources automatically.
    - Lock resources.
    - Calculate business event costs and propose prices.
    - etc.
- Day-to-Day Activities:
    - Process all types of booking activities: prebook, book, rebook, replace and cancel (levy cancellation fees optionally).
    - Prioritize bookings.
    - Book individual and group attendees.
    - Check attendees for attendance prerequisites and time conflicts, etc.
    - Output correspondence automatically or manually.
    - Activity Allocation and Billing.
        - Perform actual cost transfer posting for event costs.
        - Perform internal activity allocation for attendance fees.
        - Perform internal activity allocation for instructor function.
        - Billing
    - etc.
- Recurring Activities
    - Generate attendance lists.
    - Output confirmation of attendance notifications.
    - Appraise attendees.
    - etc.
- Reporting:
    - Request reports for all relevant data on attendance, business events and resources.
    - Direct connection to Microsoft Word for all correspondence and publications (such as event brochure, attendance lists or correspondence).

Integration with other SAP ERP Components

- Training and Event Management is an integral part of SAP HR and has interfaces to all of the relevant SAP application components, making it a basis for extending and updating your employees' skills and knowledge. Integration with Personnel Development lets you convert training proposals directly into bookings for employees with qualification deficits or needs. Integration points are:
    - **Sales and distribution**: Attendance fees can be billed; customers and contact persons can be booked as attendee types.
    - **Materials management**: Materials from the Material Master can be reserved as resources for business events; purchase requisitions and material reservations can be generated.
    - **Personnel development**: Qualifications can be checked and transferred to attendees. Users can also use the appraisal functions of the Personnel Development component.
    - **Time management**: Attendance records are stored and compatibility/availability checks can be carried out for internal employees and instructors.
    - **Organizational management**: Organizational units can be booked as attendees and can organize business events.
    - **Personnel administration**: Persons from the HR master data record can be booked as attendees or as instructors.
    - **Appointment calendar**: When employees are booked as attendees or instructors for events, these appointments can be automatically generated in the SAP Appointment Calendar.
    - **SAP Knowledge Warehouse**: Info objects (training materials, documentation or videos) can be displayed directly from *Training and Event Management* and its Self-Service applications.
    - **Cost accounting**: Attendance and instructor fees can be settled by using Internal Activity Allocation.

4.3.4 Time Management (SAP HCM PT)

- Provides support in performing all human resources processes involving the planning, recording, and valuation of internal and external employees' work performed and absence times.
- Provides other SAP applications with planning data and delivers information to business processes such as:
    - determining personnel costs (SAP CO)
    - creating invoices (SAP FI)
    - confirmations (SAP PP/ SAP CO)
    - service entry of external employees (SAP CS)
    - capacity planning (SAP PP)
    - training and event management (SAP HCM)
    - Cost assignment (SAP CO)

Features

- *Planning employee time and labor*

    - Shift Planning enables to plan working times, shifts, and absences for the employees taking the employees' qualifications, working time preferences, laws, guidelines, and cost factors into account.
    - Make sure that enough qualified employees are available (change schedules, put employees at the disposal of other departments)
    - Simulate shift planning to, e.g., check and valuate the anticipated amount of overtime.
    - Provide employees and supervisors with planning overviews.
- *Recording and administering time and labor data*: Several methods of time recording are available for entering time and labor data:
    - Employees post their working times at ***external*** or ***frontend time recording subsystems*** and the data is transferred to SAP ERP using the HR-PDC interface.
    - Employees use the ***Cross-Application Time Sheet (CATS)*** to record information on their working times. These data can be used for further business processes in Human Resources, Logistics and Controlling.
    - **Employee Self-Services**: Employees use ***Web applications*** or ***mobile devices*** to record their working times and receive information about their planned and actual working times.
    - Your time administrators such as supervisors and secretaries, use the Time ***Manager's Workplace*** to decentrally correct and complete the time data of the employees assigned to them.
    - Your time administrators in the Human Resources department use the ***Maintain Time Data*** transaction to check and complete employees' time data centrally.
- *Evaluating time and labor data*:
    - Time evaluation enables to valuate time data and provide bonus and overtime wage types for SAP HR Payroll or a third-party payroll system.
    - Time evaluation manages all kinds of time accounts, such as the flextime balance, overtime accounts or lifetime working time accounts.
    - Simulations enable you to valuate future work and leave entitlements.
- *Calculating incentive wages data*
    - Incentive Wages can be used to enter, prepare, and valuate payroll-relevant data for employees who are paid incentive wages or a premium wage. Both forms of payment take account of employees' performance.
    - Incentive wages can be implemented for individuals or for groups. In individual incentive wages, the amount of remuneration depends on one individual's performance only, whereas in group incentive wages, the result of the entire group is taken into account.
    - Payroll-relevant data can be transferred from a logistics system to the human resources system. This is especially relevant for work confirmations from the following SAP logistics systems:
        - Production Planning (PP) and Process Industries (PP-PI)
        - Plant Maintenance (PM) and Customer Service (CS)
        - Project System (PS)

- *Information on Time and Labor*
    - Time Management Information System provides extensive options for evaluating time data, including simple standard reports such as leave overviews and attendance checks for time administrators.
    - You can put together datasets for human resources analysts that provide specific views of attendances and absences, balances, and wage types.
    - The data warehouse application **SAP Business Information Warehouse** provides you with cross-departmental and cross-component data for analyzing time and labor data and personnel costs. It delivers important key figures for valuating productivity, costs, and absence times, for example.
- Time data is stored in the **Planned Working Time** infotype in the employees master. It contains the ***working times*** and the ***work schedule*** assigned

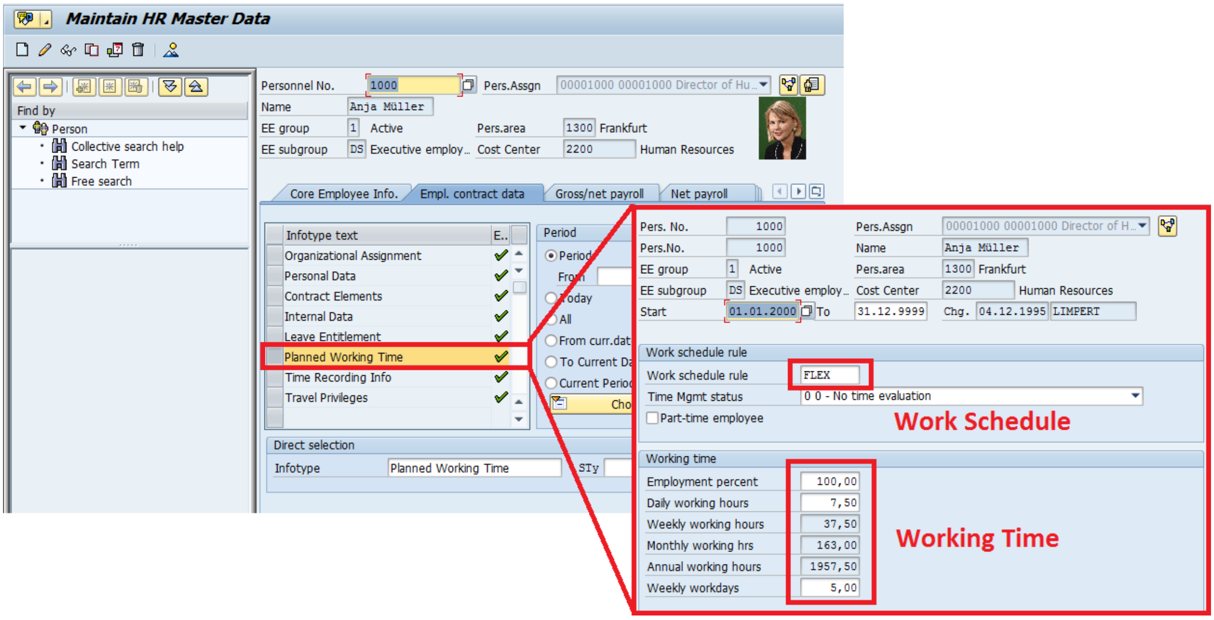


Figure 126: Planned Working Time Infotype: SAP-System-Screenshot

Cross-Application Time Sheet (CATS)

- another form of Employee Self-Service
- cross-application tool for recording working times and tasks, i.e., can be used in several SAP ERP applications
    - attendance and absence in HR (human resources)
    - internal accounting and statistical key figures of CO (controlling)
    - confirmations of PM/CS (maintenance/customer service)
    - confirmations of PS (project system)
    - activity input of MM-SRV (service)
- enables controlling of all business processes concerning employees' tasks (from paying the employees, through monitoring the progress of a project, to creating invoices)
- The time sheet has the following advantages:
    - cross-application standard screens for entering working times
    - simple use for all users, providing several user interfaces (Classic, Web interface, Mobile interface, Service Provider interface)

- default values and data entry templates
- integrated approval procedures
- correction options
- SAP extensions for increased flexibility regarding the definition of authorization checks, plausibility checks and default values

The CATS Process

- If a company does not use the Human Resources application within their SAP ERP installation, at least a mini master with the following infotypes is required for using CATS and time management:
    - Actions (0000),
    - Organizational Management (0001),
    - Personal Data (0002) and
    - the optional (but helpful) Time Sheet Defaults (0315)
- It is always recommended to use the infotype Time Sheet Defaults (0315) which support the recording of time data with defaults for the Logistics and Controlling components.
- Data entry profiles are required to enter times. The profile defines the layout and entry fields for recording times.
- Authorizations for CATS and target application (e.g., in CO and FI) must be assigned to the users that are eligible to enter working times.

The Cross-Application Time Sheet process consists of the following steps:

- entry of time data into the time sheet
- optional: release of time data
- optional: approval of time data (also via workflow)
- transfer of time data to target application

4.3.5 Payroll Accounting (SAP HCM PY)

- You can use this component to calculate the remuneration for work, done for each employee. However, Payroll does not just involve the calculation of remuneration, but consists of a variety of processes that are becoming increasingly important due to the employer's increased obligation to supply benefits and medical welfare. These benefits are products of:
    - Labor law
    - Tax law
    - Contribution law
    - Benefits law
    - Civil law
    - Reporting law
    - Information law
    - Statistics law
- Calculation of Remuneration Elements

  - The System calculates the gross and net pay, which comprises the individual payments and deductions that are calculated during a payroll period, and are received by an employee. These payments and deductions are included in the calculation of the remuneration using different wage types.
  - The remuneration calculation includes payments such as basic pay, different bonuses, and gratuities. Deductions are possible for a company-owned flat, day care, or similar benefits. Whether these factors increase or decrease the taxable income depends on the law of a country or, in some countries, on company regulations.
  - An employee's remuneration consists of all wage and pay types determine individually during a payroll period.
- Payroll Accounting includes multiple work processes:
  - *You release one or several Payroll Areas for payroll*:
    The system increases the period number in the payroll control record of the respective payroll area by 1. You cannot change the master and time data for the personnel numbers belonging to this payroll area if it affects the payroll past or present. Changes affecting the future are still possible.
  - *You run payroll*:
    The system calls up a country-specific payroll program. It determines the current payroll period from the payroll control record and performs payroll using the values you entered in the payroll program.
  - *You check whether payroll has run correctly*, *or determine where errors have occurred*:
    If the payroll has not run without errors, the system displays error messages indicating where the errors have occurred. If necessary, you can set the status of the payroll to Check Payroll Results during this phase. This way you make sure that no changes are made to payroll-relevant data which could affect the payroll past or present. In addition, the payroll area in question is locked for payroll.
  - *You correct master or time data for personnel numbers which contain errors, and which the payroll program could not process*:
    During the payroll run, the System flags the Payroll Correction field in the Payroll Status infotype (0003) for all rejected personnel numbers. When you correct master or time data for a personnel number, this field is also flagged. In a payroll correction run, payroll only takes place for the corrected personnel numbers.
  - *You release payroll again.*
  - *You perform a payroll correction run.*
  - *You post results to Accounting (SAP FI) and exit Payroll.*
- *Results:* Payroll accounting includes further subsequent activities, for example:
  - Transfer of payroll results to Financial Accounting
  - Different evaluations, e.g., evaluation of payroll account
  - Transfer of payments to third-parties, e.g., taxes

4.3.6 Travel Management (SAP FI-TV)

- Travel Management is an interface function between SAP HCM and SAP FI (Financial Accounting). In the employee master data in Personnel Administration (SAP HCM PA-PA) the infotype *Travel Privileges* must be maintained for this process.
- It handles all processes involved in handling of business trips.
- It is integrated with settlement, taxation and payment processes.
- Travel Management enables
  - requesting trips
  - approving trips
  - planning trips
  - making reservations
  - booking trips
  - cancel trips
  - creating travel expense reports
  - transferring expense data to other functional areas
- You can use external reservation systems.
- Settlement results can be transferred to financial accounting (SAP FI), Payroll or to external systems.
- Payment using data medium exchange is also possible.
- An employee must have the infotype Travel Privileges (0017) maintained in his employee master data to allow expenses to be entered.

Travel expenses

- The Travel Expenses function allows for settling the travel expenses incurred by employees taking business trips. The process of reimbursing the expenses to the employee is also improved.
- Depending on the organization model of your company, the expense receipts are entered, checked and settled centrally by the expenses department, or (in the decentralized model) travelers enter the data themselves with central monitoring of the trip data and information.
- Integration: You can:
  - post travel expenses to SAP Financial Accounting (FI)
  - allocate travel expenses to SAP Controlling (CO)
  - allocate travel expenses to SAP Funds Management (FM)
  - calculate taxation in SAP Payroll (HR)

4.3.7 Employee Self-Service (EES)

Employee Self-Service (ESS) provides an intuitive interface for employees based on the *SAP Enterprise Portal (SAP EP)* technology. SAP Employee Self-Service features many applications and allows employees to display, to create and to maintain data in the SAP system over the intranet.

SAP ESS has more than 70 services that can be used immediately.

Employees can use SAP ESS to:
- search the Who's Who
- view the calendar
- check workflow work items
- submit travel expenses
- enter work times
- enroll for benefits

The following employee information is available using SAP ESS:
- Personal data (payroll, time management, travel expenses, qualifications, and so on)
- Public information (Who's Who, calendar, education and training offers, open internal vacancies, etc.)

Some benefits of SAP ESS include:
- well-informed employee decisions
- reduced administrative costs and shorter cycle times
- accurate employee records
- time and resources saved for strategic HR initiatives

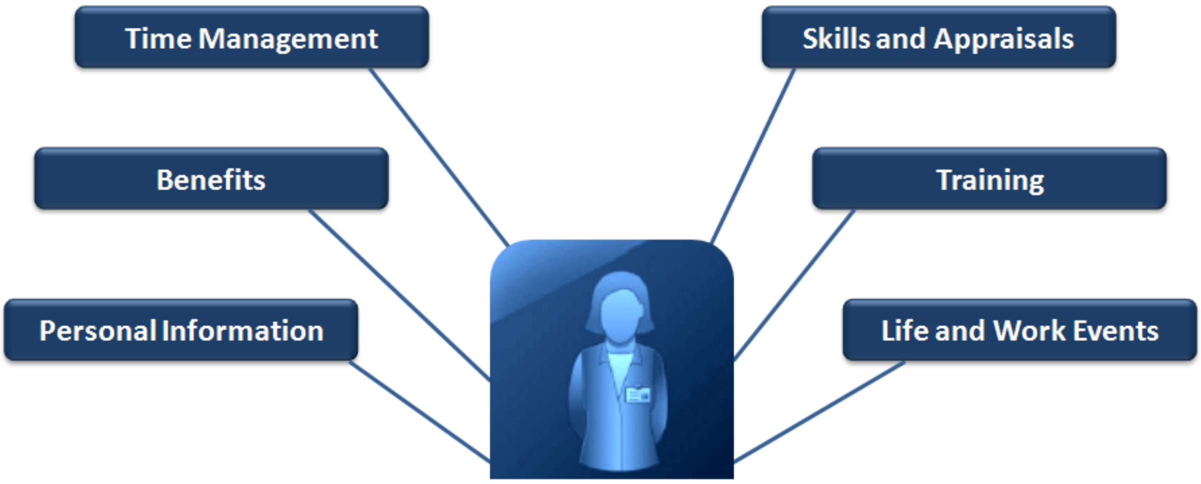


Figure 127: SAP Employee Self-Service

Manager's Self-Service
SAP **Manager Self-Service** is an intuitive, easy-to-use, application that supports managers in their daily work. Manager's Self-Service is also based on the *SAP Enterprise Portal (SAP EP)* technology. SAP Manager Self-Service comprises multiple intuitive Web applications that enable managers to display, create, and edit data in SAP systems using a browser.

SAP Manager Self-Service covers the following subject areas:
- Employee reviews
- Employees' change requests
- Monitoring

- Reporting
- Recruitment
- Compensation planning
- Quota planning

SAP Manager Self-Service provides managers throughout your enterprise with tools that help them accomplish these goals quickly and easily, which has a profound impact a company. All managers become more efficient, effective and proactive. And these tools enable them to run their departments in line with the enterprise's objectives. Central departments such as controlling or Human Capital Management can make personalized information available in the user's portal, so that managers find their information in their portal, in the right place at the right time.

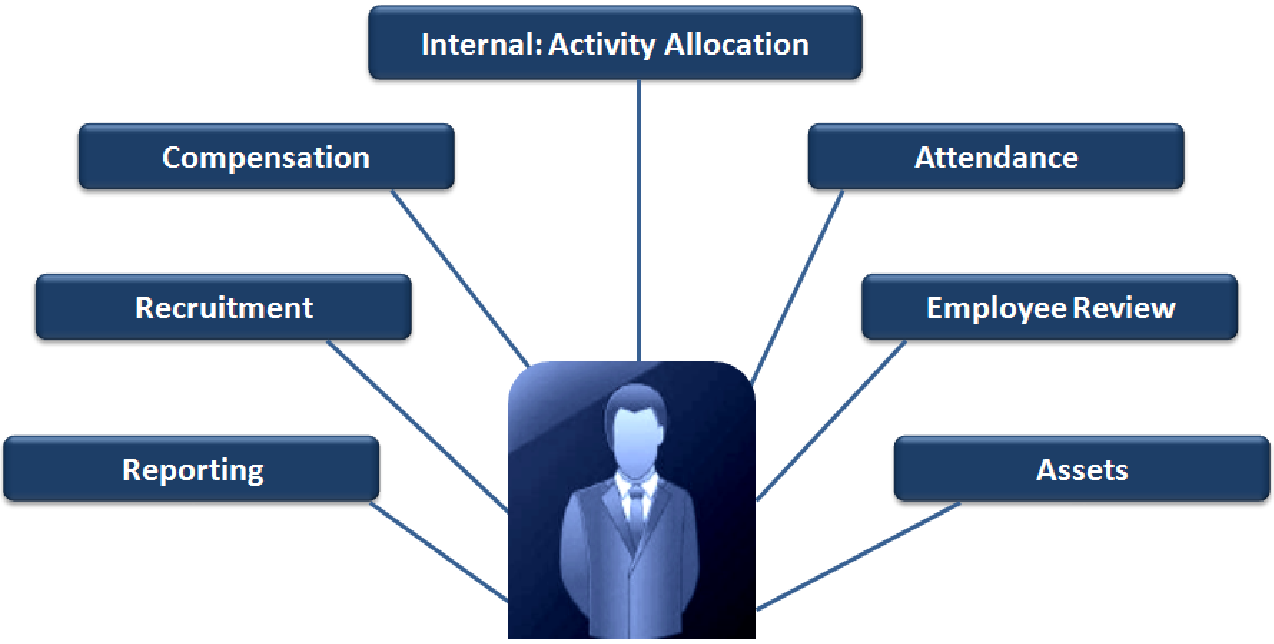


Figure 128: Manager Self-Service

4.3.8 SAP HCM Reporting and Analyses

Efficient Human Resources Management requires complete up-to-the-minute information on employees in a company. SAP ERP HCM contains all relevant employee data. Thereby, it provides several reporting tools and functions.
The following table displays the features of each reporting tool (Source: help.sap.com). However, you do not learn all the features. This is just an overview to clarify the differences between the tools.

Reporting tool	Purpose	Advantages	Limitations
Standard Reports	Provide solutions for your most frequent reporting requirements	Can be used immediately No developments required	Limited flexibility Output fields cannot be selected as required
HIS	Hierarchies are displayed as graphics Reports are executed using selected structures or substructures, that is, using preselected sets of objects	User-friendly method of displaying hierarchical structures Integration with InfoSet Query and standard reports No need to switch from one HR application to another if you want to execute reports from different applications Little training required	Limited flexibility Tool is used to execute standard reports and customer reports It cannot be used to create reports
InfoSet Query	Intuitive, general SAP reporting tool used to create customer reports Enables you to create reports for all areas of HR When InfoSet Query is accessed from Human Resources (HR), the *Work Area* and *User Group* parameters already contain values and you can only perform *ad hoc reporting*. If InfoSet Query is accessed this way, it is called Ad Hoc Query in HR	User-friendly interface Very easy to use No programming required If integrated with SAP Query, you can continue processing queries using SAP Query Set operations enable you to create sets of objects as required for which data must be output Can be included in roles using a suitable InfoSet	InfoSets and user groups must be defined in SAP Query before you can use InfoSet Query Multiline lists cannot be displayed
SAP Query	General SAP reporting tool used to create customer reports Individual definition of user groups, InfoSets, and queries	Extremely flexible No programming required Queries can be provided in the SAP Easy Access menu Includes numerous options for aggregating data, performing calculations, and displaying graphics Enables you to display multiline lists Enables you to define one basic list and several statistics and ranked lists for each query	Restricted to data from the SAP System Each HR query can process data from just one HR logical database: → Administration, Time Management, and Payroll → Generally for all areas, but particularly suitable for reporting on data from Personnel Planning → Recruitment Requires much more training than other options
Business Information Warehouse	Analytical reporting tool used for information and decision-making purposes	Extremely flexible Facilitates complex calculations (calculation of averages, time series comparisons) Enables you to access non-SAP data Easy to use Uses OLAP technology Includes detailed Business Content (HR extractors, InfoCubes, key figures, and standard queries)	Data is extracted from OLTP systems, that is, real-time data is not accessed

Manager's Desktop

The **Manager's Desktop** is not primarily a Reporting Tool but can be used as such as well. Manager's Desktop assists in the performance of administrative and organizational management tasks. In addition to functions in Personnel Management, Manager's Desktop also covers other application components like Controlling and Financial Accounting.
In the Personnel Administration task area, Manager's Desktop provides all the information managers need to independently carry out decentralized tasks: transparency and up-to-date information at the touch of a button. Integrated reports support decision-making and make it easier to control and check personnel processes in the department.
The range of processes that line managers can initiate from their desk by using Manager's Desktop, is extremely varied. They can plan and modify positions, carry out reorganizations, and initiate transfers, plan personnel resources or adjust wages and salaries. For personnel

tasks, line managers usually use Manager's Desktop to initiate a process, which is then executed centrally by the personnel department.

The executable functions in Manager's Desktop (reports, transactions, access to URLs and the workflow inbox, etc.) are subdivided according to content into the following theme categories:

- Employees
- Organization
- Costs & Budget
- Recruitment
- Workflow Inbox
- Special Interests

5 Data Sheet

*Congratulations! You completed the **Human Capital Management** case study.*

The subsequent case studies are based on the results of this case study. In case your data differs from the description in the script, please contact your tutor prior to processing another case study.

Finally, please **submit the carefully completed data sheet** to your tutor (use support email address from the welcome mail) for the case study ***Human Capital Management***.

Please comply with the naming rules. Non-compliant data sheets will not be accepted; i. e. rename the document that you downloaded from this course's download area as follows:

07-human_capital-xxyy-zzz-surname.doc

Thereby, you need to replace **xxyy** with your user number **without** the "***WIP***" and without the hyphen (WIP-xx-yy) and replace zzz with the number of the client you are working on.

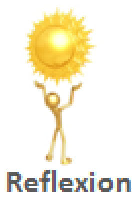
Example:
Your name is **Max Mustermann,** you are working on **client 901**, and your **user number is** WIP-**99-99**. Then, name the document as follows:

07-human_capital-**9999-901-Mustermann**.doc

Also submit the following files along with the data sheet. For better organization please add all files to one zip-archive.

- **JobAdvert-xxyy.htm**
- **ShortProf-xxyy.htm**
- **Receipt-xxyy.doc**
- **ShortProf2-xxyy.htm**
- **QualiSchnuck-xxyy.htm**

6 Reflexion



Test your knowledge. In this section you are confronted with some question regarding the theoretical chapters of this teaching unit. Try to answer the questions on your own before taking a look at the standard solutions.

6.1 Questions

Comprehension Questions

1. What are the three structures that you define in Human Capital Management?

2. Name four steps in CATS?

Fill in the blanks to complete the sentence.

3. The steps in Cross-Application Time Sheet process are: ____________________________, and _________________.

4. The pages of a personnel file that make up an employee's master data record and that are created via a personnel action are called __________.

5. Infotype ____________ is for organizational structure.

6. The ______________ group employees according to how often they are paid.

True /False

7. A job represents a unique classification of responsibilities in your organization and is used in defining positions.

8. When an infotype is updated, the old data is lost.

9. The employee group is an organizational unit defined for the purposes of payroll accounting.

10. The Personnel Area is a subunit of a Company Code

11. Employee subgroups are used to define payroll procedures.

12. When creating an employee master record, organizational assignment has the highest priority.

13. Infotypes that are required for a personnel action are grouped together.

14. Can you see which views were maintained on the screen maintenance?

Multiple Choice Questions

15. Which of the following statements about Employee Groups are correct? (4 correct answers)
    a. It is Used for reporting selection criteria.
    b. It provides default values.
    c. It divides employees by status.
    d. It is used for authorization checks.
    e. It is used for Payroll accounting.

16. Which of the following statements about maintaining employee master data are true? (2 correct answers)
    a. Data can only be stored for the present.
    b. It is possible to have more than one of the same infotype.
    c. Employees may maintain their own data through Employee Self Service.
    d. Once hired, an employee may never change their organizational assignment.

17. Which of the following statements are correct with respect to a position? (2 correct answers)
    a. It needs to be occupied 100%.
    b. One position can't be occupied by more than one person.
    c. Several positions can be based on the same job.
    d. Usually one person is hired for one position.

18. Which of the following is correct regarding a payroll accounting area?

(3 correct answers)

a. It defines the type of payroll to be run.
b. It defines when payroll is to be run.
c. Employees can change payroll accounting areas.
d. It is a sub division of the personnel subarea.

6.2 Standard Solution

Comprehension Questions

1. What are the three structures that you define in Human Capital Management?

Enterprise, personnel and organizational structures

2. Name four steps in CATS?

Answers: **Time Data Entry**
Release
Approval
Transfer

Fill in the blanks to complete the sentence.

3. The steps in Cross-Application Time Sheet process are: **Time data entry**, **release**, **approval**, and **transfer**.

4. The pages of a personnel file that make up an employee's master data record and that are created via a personnel action are called **infotypes**.

Human capital management has hundreds of standard infotypes. Custom user-defined infotypes can be created. Infotypes can be created via personnel actions or maintained individually.

5. Infotype **0001** is for organizational structure.

6. The **Payroll Accounting Area** group employees according to how often they are paid.

True /False

7. A job represents a unique classification of responsibilities in your organization and is used in defining positions.

True – a job represents a unique classification of responsibilities in your organization and is used in defining positions.

8. When an infotype is updated, the old data is lost.

False. When an infotype is updated, data is not lost. Instead, it remains in the system so that you can perform historical evaluations. Each infotype is stored with a specific validity period.

9. The employee group is an organizational unit defined for the purposes of payroll accounting.

False. The employee group is a general division of employees. The payroll accounting area is used for the purpose of payroll accounting.

10. The Personnel Area is a subunit of a Company Code

Answer: True

11. Employee subgroups are used to define payroll procedures.

Answer: True

12. When creating an employee master record, organizational assignment has the highest priority.

Answer: True

13. Infotypes that are required for a personnel action are grouped together.

Answer: True

14. Can you see which views were maintained on the screen maintenance?

Answer: True – they have a green checkmark

Multiple Choice Questions

15. Which of the following statements about Employee Groups are correct?
    (4 correct answers)
    a. It is used for reporting selection criteria.
    b. It is provides default values.
    c. It divides employees by status.
    d. It is used for authorization checks.
    e. It is used for Payroll accounting.

Answers: a, b, c, d

16. Which of the following statements about maintaining employee master data are true?
    (2 correct answers)
    a. Data can only be stored for the present.
    b. It is possible to have more than one of the same info type.
    c. Employees may maintain their own data through Employee Self Service.
    d. Once hired, an employee may never change their organizational assignment.

Answers: b, c

17. Which of the following statements are correct with respect to a position?
    (2 correct answers)
    a. It needs to be occupied 100%.
    b. One position can't be occupied by more than one person.
    c. Several positions can be based on the same job.
    d. Usually one person for one position is hired.

Answers: c, d

18. Which of the following is correct regarding a payroll accounting area?
    (3 correct answers)
    a. It defines type of payroll to be run.
    b. It defines when payroll is to be run.
    c. Employees can change payroll accounting areas.
    d. It is a sub division of the personnel subarea.

Answers: a, b, c