

 iProConference:  
SAP HCM Best Practise
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Ingredients for a SAP HR Global Template

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 #HCMBP2012

Agenda



- **The Purpose: what it should do for you**
- **Prerequisites : before you start**
- **Key Ingredients: what you shouldn't go without**
- **Configuration: a sample of pitfalls an tips**
- **Custom Development: more pitfalls and tips**
- **A word about rollout projects**

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Your global template should...



...keep cost for an international rollout low

...reduce the risk of an international rollout

...minimise maintenance cost and disruptions of your global system

...provide the flexibility and foundation for further rollouts and enhancements

...allow for the right level of central control and standardisation of processes, while also giving local entities the degrees of freedom required

It can do this by...



... defining the system architecture – aligned with non-HR

...defining local and global responsibilities

...providing globally standardised configuration and custom development

...setting the framework for local amendments

...providing tools, best practises, and conventions to be used by all entities

... defining admin processes

It's not just the system



EEGrp	EE gp name	ESpr	EE SO name	Act.status	Emplstat.	Translat.	EmplCat.
1	Active	0A	Weekly wag...	1	2		
1	Active	0B	4 weekly w...	1	2		
1	Active	0C	Salaried	1	2	2	1
1	Active	0D	Pay scale sal...	2	2		
1	Active	0E	2 weekly w...	1	2		

Class Interface	DCL_ER_PA_ASSIST	Implemented / Active
Attribute	Level	Vis... Re... Typing
AC_MORST_BOLZ	Consta. Public	Type
AC_MOLGA_GERMANF	Consta. Public	Type
PA_PA_ASSIST	Instan. Prot...	Type Ref
PA_BUFFER_TS11K	Instan. Prot...	Type
PA_BOT	Instan. Prot...	Type

```

IF NOT %y:pfkey = 'DEL'.
CALL METHOD cl_hr_pmon_type_cas->prep_to_pmon
EXPORTING
  pfkey = sparam
IMPORTING
  pmon = sparam.
CREATE OBJECT gr_qualtriggr.
CALL METHOD gr_qualtriggr->wapper "first maintenance check, then we
EXPORTING
  s_keyno = '00000000' "gr_qualtriggr->get_ernst_espChange"
  s_type = 'T'
  s_objid = '0001 pmon'
  s_obj_date = '0001 begda
    
```

Data group	A	B	C	D	E	F
Infotype 0000	data	global	local	mixed	x	Global: numeric Local: Start with country character dit.
	Action reason				x	
Infotype 0001	company code	x				
	Personnel area	x				
	Personnel Subarea		x			
...						
Qualifications	Qualification groups	x				
	Qualifications			x		Start with GL or country ISO code

System configuration & custom development

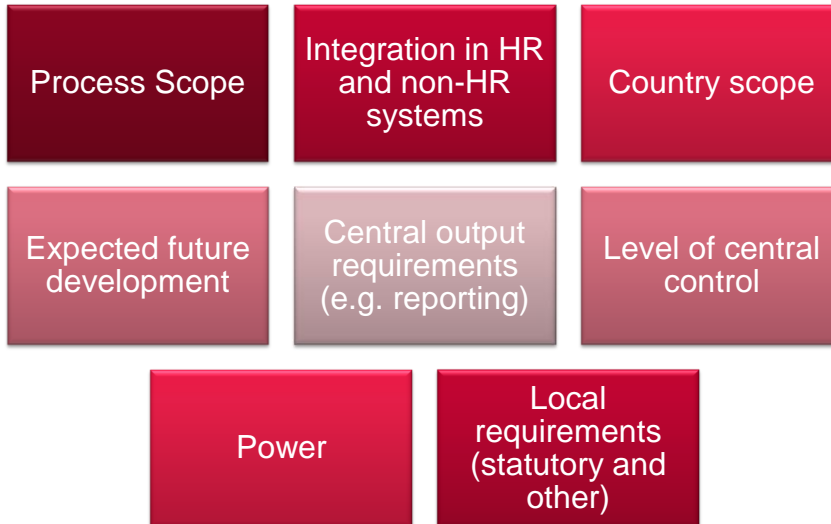
Documentation of frameworks, processes, etc.

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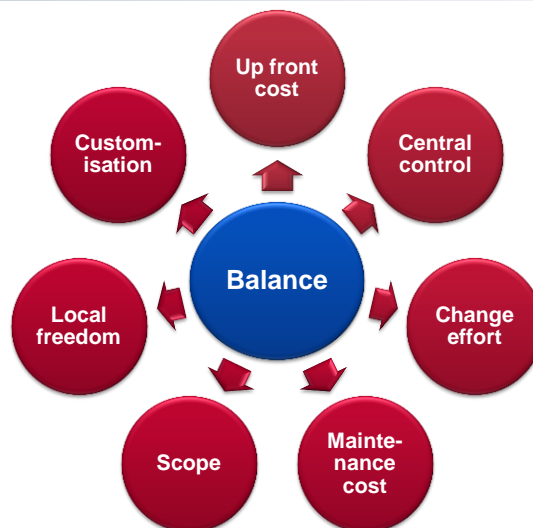


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Business objectives and constraints



Which balance do you want to strike?



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Process Scope: global & local

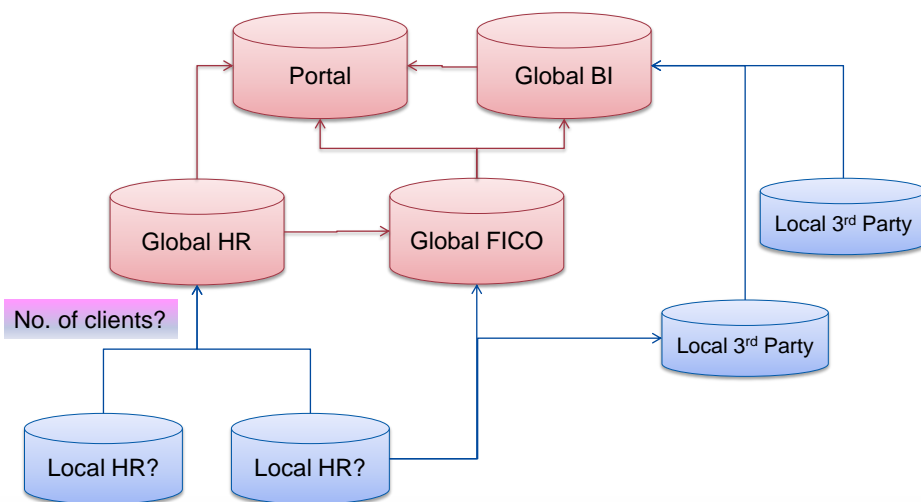


Country classification - example



Classification	Criteria
Full scope countries	>500 employees & SAP PY in standard
Reduced scope countries: e.g. excluding Payroll and Performance Management	200-499 employees
Minimal scope countries: e.g.: master data etc. required for global reporting, global talent and compensation mgt., no translation	1-199 employees

System architecture for production



Dev., QA, and sandbox systems



■ The normal 3-tier system landscape used for one country may not be sufficient any more

- ▶ Number of projects going on simultaneously
- ▶ 'Frozen Zones' difficult to define with urgent change requirements from many countries, often statutory

Global “outcome requirements”



Process requirements

- Data / KPIs for global reporting
- Standardised process for global talent management
- Integration with global FI/CO
- ...

System requirements

- Security requirements
- Shared service for support and admin
- Constraints on version and vendor

Process Design



Define global processes

- Verify local constraints: legal, cultural, market, resources & capabilities
- Some elements may become local

Define local processes

- Watch out for synergies even in local processes
- Some elements may even become global

Align requirements with technical feasibility

- Never ever sign off process definition without verifying feasibility

Organisational Structures



- Clear naming conventions
- Observe dependence on country grouping
- Don't underestimate Orgmanagement – it's no config, but requires clear rules for global reporting
- Personnel (subgroups): groupings apply to all countries using the same subgroup (see pitfall further down)

Global configuration



What's global standard?

- Tables
- Specified key areas in tables
- Other configuration objects

Define configuration

- A big chunk of global config needs to be set early, as local config may depend on it

Organising the configuration process

- Who performs config activities?
- You may want to protect global elements through authorisations

Framework for local configuration



- Local tables
- Namespaces in tables
- Further constraints and rules
- Is a separate MOLGA used for each country?

A	B	C	D	E	F
Data group	data	global	local	mixed	comment
Infotype 0000	Action type			x	Global: numeric Local: Start with country character dto.
	Action reason			x	
Infotype 0001	company code	x			
	Personnel area	x			
	Personnel Subarea		x		
...					
Qualifications	Qualification groups	x			
	Qualifications			x	Start with GL or country ISO code

Custom development



Technologies used
(OO, WD4A,...)

Naming rules
(Authorisation
impact)

Development
guidelines

Documentation
guidelines (incl.
language)

Enhancement
techniques used
(BAAdI, enhancement
spot)

Including local
coding in
enhancements

Best practice, most
notably for
programming in
global context

Templates and re-
usable modules
(e.g. assist classes,
function modules)

Authorisations



Process for authorisation mgt.

- Built locally or globally?
- Assigned locally?
- Consider inter-country authorisations

Naming rules and design principles

- e.g. use of composite roles, structural / context sensitive authorisations, enhancements
- Avoid unintended access across countries

Enable global processes

- e.g. approver assigned in different country, global reporting, global talent pool,...

Decision on “global employee” feature



Is it to be used?

- For reporting purposes, the object CP (central person) alone might be sufficient
- Consider the constraints of global employment (standard reporting, payroll, high cost for few people)
- Very strong on the process of expatriate management

How is it to be used?

- Custom reporting, unlike most standard reporting, needs to consider global employment (→ development guidelines)
- Expatriation processes need to be aligned
- Data after inter-country transfers must match target country's requirements

Language and time zone



Language user interface

- It is more difficult to avoid local translation than usually assumed
- Translation may be a legal requirement
- Option: English for key-users, local language for ESS/MSS
- Which version of a language is to be used (e.g. for English or Spanish)

System language

- Better chance to reduce number of languages (includes technical documentation)

Time zone considerations

- Assign time zone to users?
- Use user-time zone in customer development?
(Use SY-DATLO, SY-TIMLO instead of SY-DATUM, SY-UZEIT)

Assigning time zone



The screenshot illustrates the process of assigning a time zone in SAP NetWeaver. It shows three main components:

- Navigation Tree:** Shows the path: SAP NetWeaver > General settings > Maintain System Settings > Maintain Time Zones.
- Time Zone Table:** A table listing various time zones and their corresponding TimeZnRule values.
- Configuration Form:** Shows the 'Customizing time zones' form where 'System Time Zone' and 'User's Default Time Zone' are both set to 'CET'. Other settings like 'Time Zones Active', 'Changes Allowed', and 'Deletion Allowed' are checked.

Time Zone	Time Zone Text	TimeZnRule
CAT	Central Africa	P0200
CET	Central Europe	P0100
CHIL	Chile	M0400
CHILB	Chile Easter Island	M0600
CST	Central Time (Dallas)	M0600
CSINO	Central Time No DST	M0600
CST_NA	Central Time North Amer...	M0600
CYPRUS	Cyprus	P0200

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Admin and support processes



Options

- Global (centralised or follow-the-sun)
- Local
- Blend

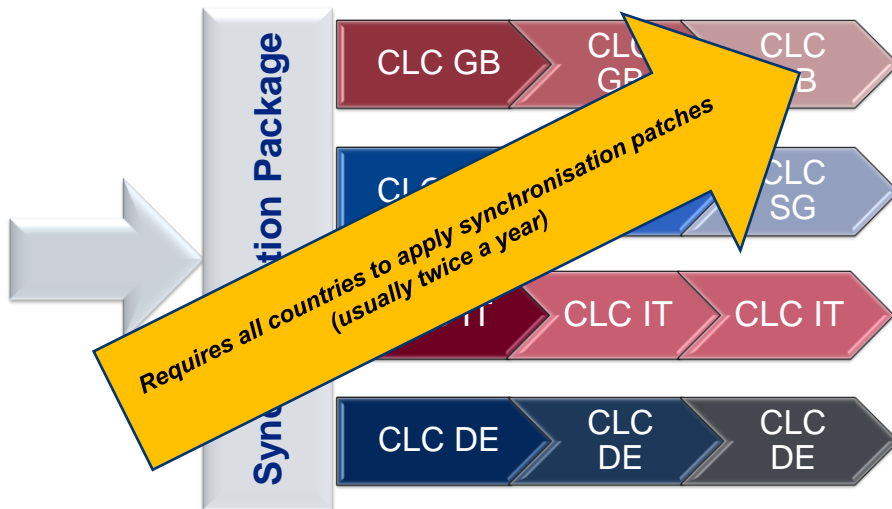
Design considerations

- Time zones
- Languages and accents
- Skill sets
- Culture
- Infrastructure quality
- Stability

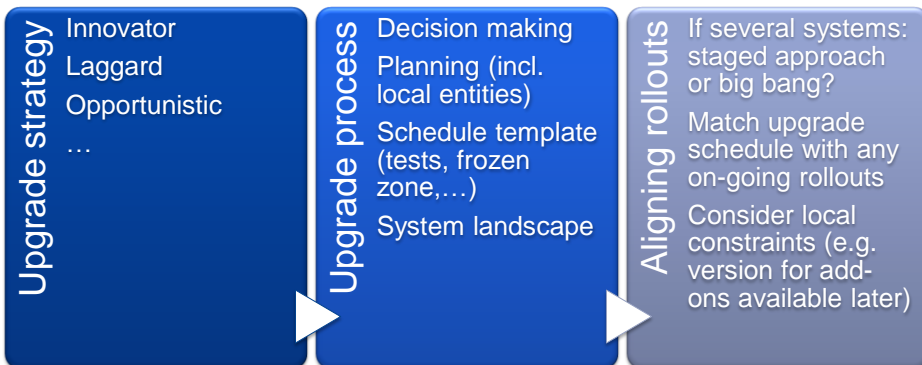
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Patches: using CLCs



Upgrades



Changing the global template



■ The global template will never be carved in stone

- ▶ Changes happen during rollout planning and rollout
- ▶ Requirements change after go live

■ 3 processes need to be clear

- ▶ Decision process for changes
- ▶ Communication process for changes
- ▶ Implementation process for changes

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MOLGA: Understand country groupings

Key in configuration tables for country dependant config

Defined in T500L, but T500L_CUST can provide filter

Many config elements can be assigned to countries (Psubgroups, infotypes,...)

Country specific screens and logic in infotypes depend directly or indirectly on MOLGA

Features often use MOLGA as decision criteria

Assigned to employee via company code -> personnel area

Cannot change over time for one personnel number

Pragmatic solutions often use '99' for all 'small' countries, but often leads into a dead end

Check routines can be added or deactivated in T005 (V_005_B) and other tables

A MOLGA for each country?

- **This decision needs to be defined in the global template**
- **Using '99' for all small countries makes many things easier**
 - ▶ Difficult to change later
 - ▶ Country specific requirements usually grow over time and need distinct MOLGAs
- **Payroll always requires a distinct MOLGA**

Wage types



Config per MOLGA

Aspiration: use same numbers

- Sometimes possible for key wagetypes like basic salary, bonus,...
- Number ranges for similar purposes
- 'Buckets' for global reporting (see next slide), e.g. via BI or using an evaluation class in T512W for custom reporting

Consider chart of accounts

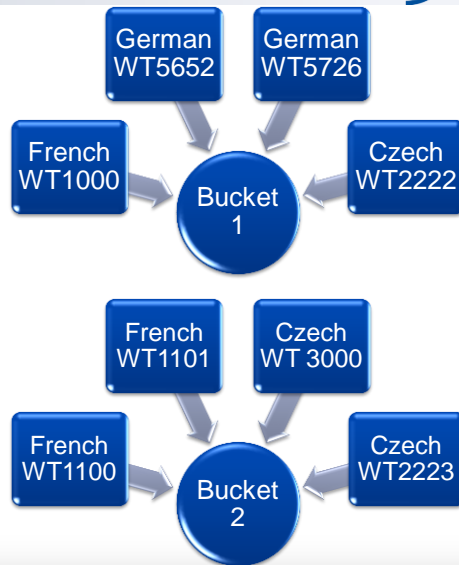
- Finance will try to use very similar charts of accounts in all countries
- Wage type catalogue must be designed to match that

Wagetype mapping for global reports



Old (German)	French	Czech
5652	1000	2222
5726	1000	2222
???	1101	3000
???	1100	???
???	???	2223

You can't force the Czech and French systems into the German structure!
Define new "buckets" instead.



Employee (sub)groups



- **Table T503 and its views define characteristics of employee groups and subgroups in so called groupings**
- **T503 is a table with far reaching impact, so this is dangerous**

- ▶ When making changes to this table, users are asked for the country, making many of them think they make changes for one country only
- ▶ However:
 - The entries in this table can refer to many countries
 - The view only applies a filter for irrelevant entries
 - Any change can affect many or all countries



■ Solution

- ▶ Global responsibility for T503 or country-specific employee subgroups

Frequent config issues



Actions and reasons

- Main actions global with local infogroups
- Some local actions (e.g. Semi-retirement in Germany and Austria)
- Reasons: often determined by statutory reporting. Name space difficult as only 2 characters long

Groupings in time management

- Usually need to separate per country, if time evaluation is used
- If only PA, then this often leads to unnecessarily large config effort

'Translations' are mis-used...

- ... to assign a different meaning to a key for another country
- → Wrong reporting results

Query infoset: global or user-friendly?



One global HR infoset

- Enormous reduction in effort for setup and maintenance
- Standardisation → comparable reports globally

Local infoset per country

- Focus on fields relevant for country → no accidental selection of fields for other countries
- Field names in infoset can be made more intuitive
- Overall leaner infoset → easier to handle

Expenses: global or local custom?



Process

- Vary widely between companies and countries (e.g. approvers, approval steps)
- It pays off to harmonise expense approval processes globally
 - Much less setup and maintenance cost for workflow
 - Workflow monitoring much easier
- Get global audit team on board
- Use posting to directly to FICO and payment through Vendors globally

Expense types

- Some countries use it for travel only, others pay general expenses or medical reimbursements
- Aim at the widest possible global scope and then add local specialities
- Consider alignment with global chart of accounts

Line oriented authorisation



■ Line-oriented authorization can be used to allow a user to access certain entries in a table, but not others

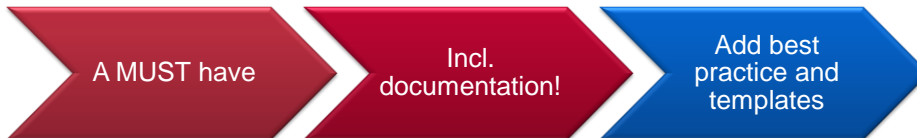
- ▶ E.g., a user is responsible for wage types in Chile, but mustn't change wage type settings for other countries
 - The wage types in Chile can be separated through the field country modifier (MOLGA), which is "39" for Chile only
- ▶ With "normal" authorization objects (usually S_TABU_DIS), you can control access only to a table, but not to individual entries of a table
- ▶ Line-oriented authorization (object S_TABU_LIN) controls access to each entry of a table through its key fields
 - It requires some customizing to set up so-called "organizational criteria" before you can use it
- ▶ Configuration required to set it up

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Development guidelines



Function Exits, BAdIs, etc.



Problems

- Coding can easily interfere with other countries
- Huge issue in first rollout, after years of using one country only
- Some widely used function exits and BAdIs (like the one for checks and defaults in infotypes) are used by most countries quite intensely → risk accidentally of transporting WiP from other countries

Solution

- Central control
- Framework with includes or classes per country created up-front, so core program rarely needs to be transported
- Training of local developers and mandatory coding checks by central team

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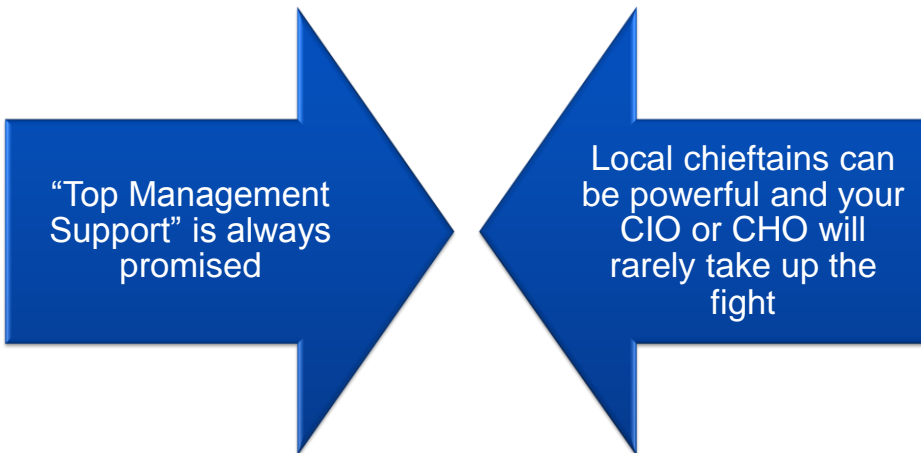
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It's not a one way road



- **Local requirements can trigger changes to framework or global config**
- **Technical feasibility may require to re-consider business requirements**
- **Corporate functions (IT as well as HR) often have to change a lot through there first significant rollouts**

Relying to much on central power



Getting local buy-in



Communicate clearly and early

- Objectives and tasks
- Required changes (including the negative ones)
- Changes HQ makes for the benefit of subsidiaries

Plan for success

- Design the project so that the subsidiary gets clear quick-wins
 - Local reporting
 - Automation or plausibility checks in data maintenance
 - Replacement of small solutions in Excel, etc. with SAP ERP HCM

Understand local culture and requirements

- Fight the tendency to differentiate less, if things are far away
 - Ireland <> UK
 - Quebec <> Ontario

“Every age, every culture, every custom and tradition has its own character, its own weakness and its own strength...”

- (Hermann Hesse, German Novelist, 1877-1962)

Need help? Questions?

Rollout planning workshops

Global template review

Design and implementation

Global authorisations

Change management

