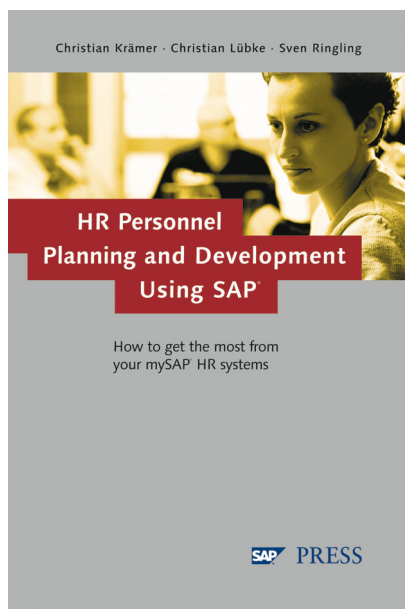Christian Krämer, Christian Lübke, Sven Ringling

HR Personnel Planning and Development Using SAP

How to get the most from your
SAP HR systems

SAP PRESS

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Goal and Organization of the Book

The Goal

In this book, we introduce employees in personnel and IT departments as well as other interested parties to the strategy, conception, and implementation of the processes of personnel planning and development in mySAP HR. Beginning with the requirements and problems that we encounter repeatedly in our projects, we will provide solutions that can also appear somewhat unconventional or innovative.

Although we have chosen to highlight the apparent weaknesses of the SAP system, its quality should not be called into question. For the reader, it is important above all else to be familiar with the weaknesses and possible ways in which to find solutions.

Again and again, you will find examples in this book where the possibilities of the system are used to support processes in ways other than originally thought. Personnel planning and development in mySAP HR offer so many options for using these processes that one book alone could never describe them exhaustively. In reflecting on the structures and functionalities of the system, you will also discover ways in which you can fulfill your requirements beyond the standard scenarios. *We invite you to innovate!*

The Target Groups

The following target groups will find valuable information in this book:

▶ Decision-makers in personnel, IT, and organizational departments will receive a critical overview of the process support of mySAP HR. They will also cultivate a sense for basic strengths and weaknesses as well as develop an appreciation for those integral to driving the projects. For them—as for some other target groups—the detailed description of customizing and the application may not be all that important. The way in which the book is organized allows for important concepts to be distinguished or separated from the details.

▶ Project managers will find the integration aspects and critical success factors for implementation to be especially important.

▶ Team members for implementation projects, consultants, and those responsible for customizing will find many hints for each process. Basic functionalities will be explained a bit more precisely, so that employees who are just assuming these roles will receive appropriate guidelines for getting started. For advanced users, there are many recommendations that are presented without all respec-

tive details. Of greater importance is understanding the basic direction of each process or project. Within the existing functionality, various suggestions are provided for its deployment.

▶ Interested users who would like to see beyond the borders of their specific activities and key users who are also responsible for the continued development of the system will get a good overview of how the activities are connected and develop a better understanding of the system's mode of operation.

▶ Students or other interested parties who are just learning about personnel development and personnel planning will develop true insight into the practice of Human Resources (HR) and its IT implementation with mySAP HR. The book's topics represent important functions of a personnel department and indicate where problems can occur. The representation of business backgrounds is particularly relevant for this target group.

▶ Programmers will learn about the professional and application-oriented background for their work. The connections between the customizing and application data are particularly helpful for the programming of reports, user exits, and extensions.

Organization and Content Delimitation

The organization of the book reflects the structure depicted in Figure 1:

▶ The general overview of mySAP HR and its integration into the total solution is kept as brief as possible to help readers understand the remainder of the book, without dwelling on the topic of integration and thus slowing down those users who are primarily interested in the HR core.
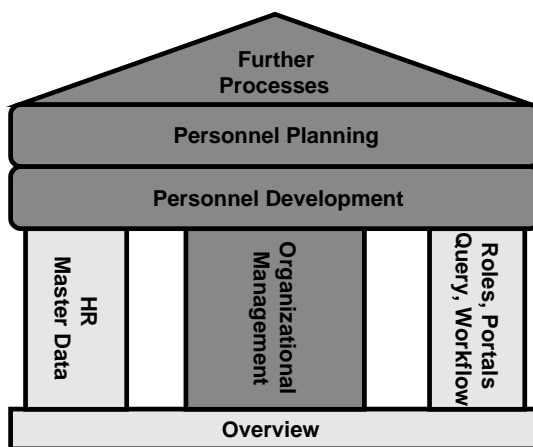
Figure 1 Organization of the Book: Overview

▶ Before beginning with the actual core processes, "pillars" are constructed that are relevant as a basis:

  ▶ The personnel master data (integrated into Chapter 1, *Overview of mySAP HR*), which naturally also plays a role in the HR development. The explanations are limited to that which is required for work in personnel development.

  ▶ The technical concepts *role*, *query*, and *workflow*, which influence work with the core processes significantly.

  ▶ As the most important "pillar," organization management does not only provide the basis for the entire personnel planning and development; it explains the structure of these processes in mySAP HR and it is, itself, also a significant application.

▶ Personnel development is the largest part of this book. The organization here reflects the important processes, not the technical structure of the system. The processes of development planning as well as the organization and execution of further training are examined. The aspects of HR risk management also play an important role in this part of the book.

▶ In personnel planning, the primary concern is medium-term capacity planning (requirements planning) and the planning of costs and compensation. Shift planning and order-related capacity planning are excluded because they can sooner be assigned to the supported core processes (e.g., production, maintenance, sales, service). For these processes, see the chapter *Workforce Management with mySAP CRM* in the SAP PRESS book *mySAP CRM*.[1] In personnel planning, aspects of risk management are also considered.

▶ The last part of the book describes some continuing processes that are significant in the course of personnel planning and development. The focus of this part of the book is e-learning with the SAP Learning Solution. Finally, overviews of the Business Information Warehouse (BW) and Strategic Enterprise Management (SEM) are presented.

Working with This Book

You can read the individual chapters of this book in any sequence. For readers who are less familiar with mySAP HR, however, we recommend that you read Chapter 2, *Organizational Management*, before proceeding to Sections 2 and 3 of the book.

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1 Rüdiger Buck-Emden, *mySAP CRM: Solution for Success*, SAP PRESS 2002.

In addition, over time, you should also get an overview of all processes—not simply the process or processes for which you are responsible or in which you work. In order to work in highly integrated processes, a basic understanding of the additional connections is absolutely essential.

Consideration of R/3 Enterprise and Release 4.6

This book is designed for users of R/3 Release 4.6 as well as 4.7 (also known as R/3 Enterprise). The main chapters show the functionality of 4.6C with the few changes in 4.7 mentioned where appropriate. The important innovations of Release 4.7, delivered via extension sets, are described in chapters or paragraphs of their own and are marked for the reader. In addition, some mySAP HR components outside of R/3 are described as well.

Process Examples

The process examples are based largely on the requirements of various companies' practices; however, in this book, they were simplified and the details were omitted. Some modeling conventions also had to be sacrificed to fit the book format. Connoisseurs of the ARIS® method must therefore excuse the impure modeling in some places. Our primary goal was to transport the relevant content in as little space as possible.

8   Skill Management

In the previous chapter, skill management emerged as the basis for personnel development. In this chapter, you will learn that mySAP provides a very good basis for the IT support of skill management.

8.1   The Design in mySAP HR

The basis for skill management is the qualifications catalog of the HR component *Personnel Development*. It houses the entire pool of qualifications that then forms the various profiles. The profiles, in turn, are linked with the individual employees, the elements of the structural organization or—with limitations—also with process organization. Figure 8.1 shows the relationship between the qualifications catalog and the profiles as well as their relationship to the important information objects in the overview.
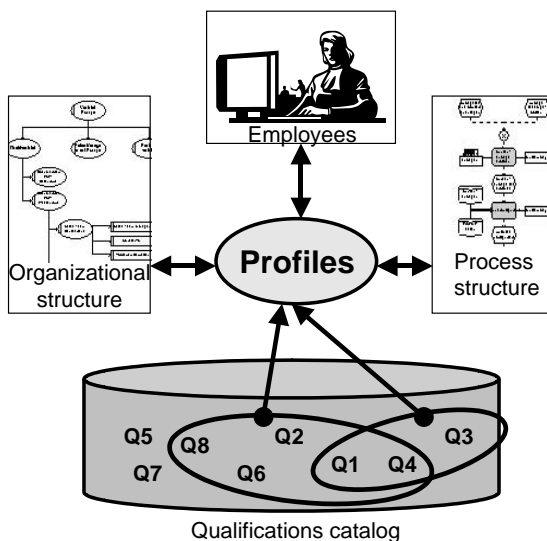
Figure 8.1 Connections of the Skill Management in the Overview

8.1.1   The Qualifications Catalog

Basic Structure of the Qualifications Catalog

The qualifications catalog is not simply a listing of all relevant skills in the company. Because of the object type of the *qualification group*, the qualifications (or skill) catalog can be structured by subject. With the help of qualification groups, you can build a hierarchical structure of any depth (see Figure 8.2). The construc-

tion of this basic structure is an important step at the beginning of building a qual-
ifications catalog and often, it can be corrected only with great effort afterwards.
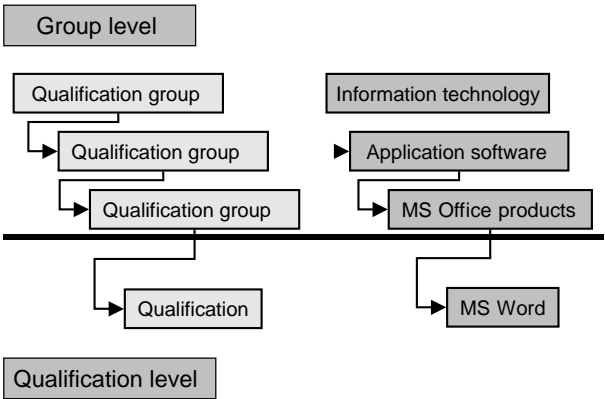
Figure 8.2 Structure of the Qualifications Catalog

The qualifications themselves can be formed into additional hierarchies. There-
fore, you can assign an employee both the general qualification "Microsoft Office"
and also the specific qualifications "Microsoft Excel," "Microsoft Word," and so
forth. Figure 8.3 shows a corresponding alternative structure. In contrast to the
catalog depicted in Figure 8.2, in this example, the qualification "MS Office" can
be assigned to an employee directly. In this case, however, the interpretation
must be unambiguous: does an employee with this qualification have basic
knowledge of all MS Office products or, is this person familiar with only one of
the products? The entire organization must adhere to this convention. For
appraisals and employee-qualification matches, the formation of hierarchies
based on levels of qualification can prove to be very awkward.
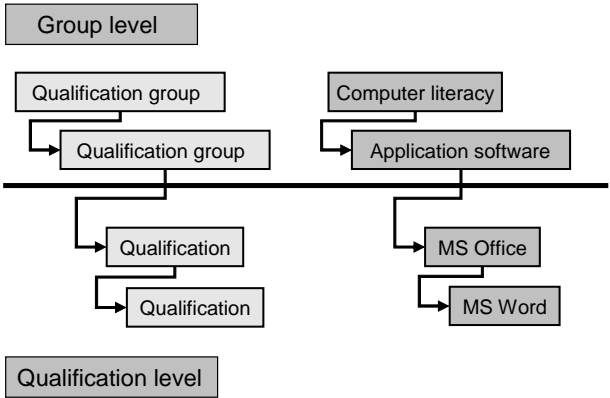
Figure 8.3 Alternative Structure with Formation of Hierarchies on the Level of Qualifications

Use the following guidelines when building the skill catalog (some of these guidelines are alternatives to each other):

▶ Focus on the process architecture of the company (in general, several additional groups with general qualifications—such as key qualifications or language skills—are required)

▶ Focus on the organizational structure of the company

▶ Use the training catalog as a basis for the skill catalog (see Section 11.1.1)

▶ To determine how qualification groups and qualifications should be defined, examine whether a direct assignment to an employee makes sense, as well as whether an appraisal scale should be used (see the following section)

▶ Combine the qualifications that are appraised with the same scale for the same group

▶ Focus on the availability in the Employee Self-Service (ESS) (see Section 8.3.1)

Scales

The penultimate guideline, in particular, is significant in the configuration of HR. The qualification group is linked directly with an appraisal scale (called a *value scale* or simply a *scale*). All qualifications of a group are then appraised according to this scale when they are assigned, for example, to an employee. Two such examples are:

1. The qualification group "driver's license" contains as qualifications all relevant driver's license classes. As values for these qualifications, the values "yes," "no," and "currently confiscated" make sense.

2. For the qualification group "languages," other values make sense, for example, from "not present" to "basic knowledge" to "native language."

In neither of the aforementioned two examples would the classic school-grade scale be the optimal choice. The scales are handed down from the qualification group to the qualification, which is the most important system-conditioned restriction for the construction of the qualifications catalog.

Free Texts

In addition to a description with scales, qualification groups and qualifications are also described with free texts. For groups, these free texts serve first and foremost the purpose of orientation during the incorporation of new qualifications or, during a search within the skill catalog. With the qualifications themselves, a detailed description in the form of a free text is indispensable if several persons should appraise the value of qualifications independently of one another. As described in

the previous example, it is unclear as to whether the qualification "MS Office" should only be given if all products are known or, whether knowledge of one product will suffice. Also, in other cases—above all with so-called *Soft Skills*—a clear description is essential. Only then can a uniform appraisal and interpretation of the appraisals be achieved (this is seen most clearly in the self-assessment done by each employee).

Structure of Scales

There are two basic types of scales in personnel development in HR:

▶ Quality scales
  These scales consist of well-defined values such as "very good," "good," "bad," and "very bad." Each value corresponds to a numeric ranking, which is required in order to calculate average values or suitability percentages.

▶ Quantity scales
  These scales consist of an interval in which any value can be assumed (only limited by a step size to be determined). The individual values must not be defined explicitly. Therefore, a quantity scale must be numeric.

In the qualifications catalog, only quality scales can be used. Quantity scales are only permitted in appraisals (see Chapter 10, *Appraisals and Setting Objectives*). Like the qualification groups and the qualifications, the individual values of quality scales can also be described by a free-form text. Here also, the use of this possibility is highly recommended. If you use the decentralized approach, developed in Chapter 7, *The Process of Personnel Development*, then both managers and individual employees must be in a position to interpret the values according to a company-wide standard. If, for example, the qualification "project management" should be appraised, the value "good" says little and will certainly be understood in many different ways. For a common understanding, an additional description is warranted, such as: "Can develop reliable time and resource plans for projects with up to 100 participants"; "Can ensure the achievement of milestones and the optimal use of all resources"; and "Still requires support in conflict situations on the top management level and in project marketing."

The description of the values is stored in the scale definition itself. It can be overwritten on the level of the qualification groups and on the level of the qualifications and then handed on down. Therefore, a qualification always inherits the value description of the superior group—even if the direct superior object is a qualification. A group, however, inherits the description of the original scale definition directly—even if another group is superior. This somewhat unusual inheritance is evident in Figure 8.4, which describes a hierarchy with four levels (two groups and two qualifications). In this figure, you can also see precisely which

inherited values can be overwritten (except for the scale itself; on the level of the qualifications, everything can be overwritten).
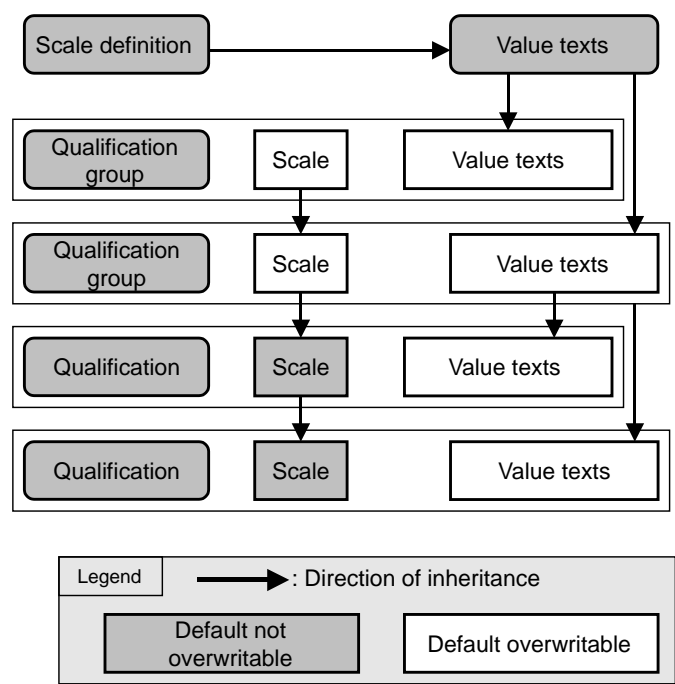
Figure 8.4 Inheritance Logic for Scales and Value Description

Alternative Qualifications

For the execution of a profile matchup or during the search for a suitable employee for a particular task, the search for precisely defined qualifications is often insufficient. Generally, employees are considered who possess qualifications similar to those sought. Thus, for example, knowledge of business English could substitute for knowledge of technical English, at least in part. With the concept of alternative qualification, HR takes this factor into account. For each qualification, other qualifications can be stored that can be used as alternatives up to a certain degree.

Validity and Depreciation

Typically, one loses knowledge and capabilities once acquired if they are not refreshed regularly. This can be mapped with the concept of the depreciation. Each qualification can be stored for a duration, after which the value of the qualification should be reduced by half the value. However, this depreciation occurs only for employees who don't need this qualification to meet the requirements of

their position. In contrast to the depreciation time, the validity of a qualification specifies the period after which the qualification expires definitively. The validity must be used if a qualification has to be refreshed periodically due to a regulation or law (for example, a test for the transport of hazardous materials).

8.1.2 Profiles

Profiles are created via the assignment of qualifications of the qualifications catalog to other objects. Therefore, requirements profiles, in particular, which are assigned to organizational objects, are distinguished from other profiles that are assigned to people (in the broadest sense—not in the sense of the object type "person"). Requirements profiles are created via the assignment of qualifications to the following objects:

- ▶ Jobs
- ▶ Positions
- ▶ Work center
- ▶ Tasks
- ▶ Capacities
- ▶ Requirements profiles

The last object must seem a bit strange; however, here, you must distinguish between the object type "requirements profile" and the requirements profile as a business term. With the help of the object type, you can maintain requirements profiles independently of actual organizational objects. Therefore, it is possible to search freely according to particular, repeating criteria combinations. The profiles of persons consist of the following subprofiles:

- ▶ Qualifications
- ▶ Potential
- ▶ Preferences
- ▶ Dislikes
- ▶ Additional profiles that will be described later in this book

Even if the actual qualifications profile is integral to the framework of the skill management, the other three profiles are also equally important. The potential makes a statement about which nonexistent qualifications a person can acquire in a particular time period. It is also important to know which qualifications an employee is striving for or, which qualifications that employee does not want to acquire.

In addition to qualifications, other objects are provided for these profiles (e.g., jobs or positions). Via the customizing of the relationships (see Chapter 2, *Organizational Management*), you can make additional objects available for the profiles (e.g., the location in order to document geographic preferences). The named profiles can be formed for the following objects:

▶ Persons (employees who are kept in the personnel master data)
▶ Applicants
▶ Companies
▶ External persons
▶ Contact persons
▶ System users

In the following, we will primarily describe how these processes can be applied to persons—the processes are similar to the connection with other object types. The interaction between the qualifications profile and the requirements profile opens up the possibilities for a profile matchup, which highlights gaps and those persons or applicants who are overqualified. This profile matchup can be executed visibly (e.g., for an employee with a job that person is striving for); however, most often, it is transparent as it occurs during the search for employees who meet particular requirements.

Regarding the requirements, an inheritance logic is active, which is depicted in Figure 8.5. Therefore, the assignment of requirements, particularly to positions, must not be maintained redundantly. The assignment to jobs is sufficient, so that all requirements that are generally valid for this job are inherited by the positions connected with this job. Special requirements of an individual position can also be added. In addition to the three-stage inheritance logic depicted graphically here, there is also a two-stage chain: requirements are also inherited from tasks in work centers, which occurs primarily during shift planning and workforce management.

On the one hand, the incorporation of tasks permits a modularly-divided assignment of requirements and therefore requires less maintenance effort. On the other hand, a connection to the process organization or the business processes is possible if the tasks are reflected in the business process documentation (typically outside of R/3, see Section 7.5.3).
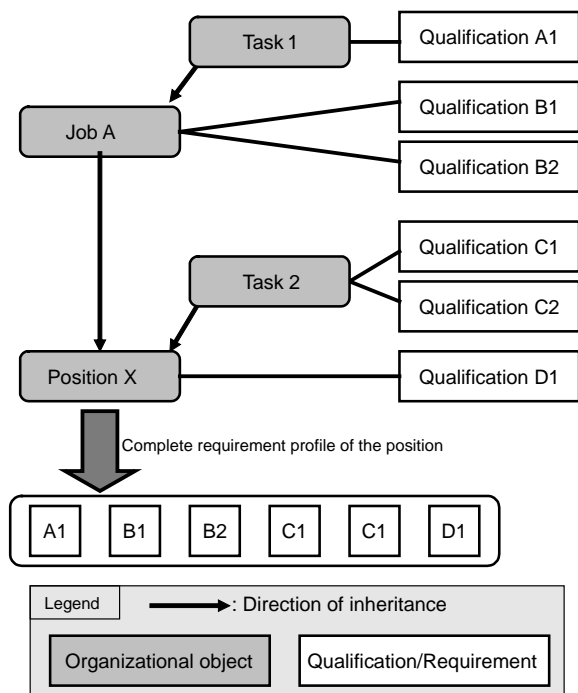
Figure 8.5 Inheritance of Requirements

8.1.3 Reporting

The reporting possibilities on the basis of the qualifications catalog and the profiles are the primary immediate objective of skill management. The selection of reporting possibilities is ideal and provides responses to questions that may arise regarding the stored skills and requirements. These questions can be divided into three categories by subject:

▶ Biased considerations, for example: "Which skills does Mrs. Miller have?" or "Which requirements does the position of Personnel Director have?"

▶ Matchups that constantly require two-sided consideration, for example: "Which employees correspond to an actual profile?" or "How well would Mrs. Miller fit in the Personnel Director position?" (classic profile matchup)

▶ Administrative reports, for example, a list of all alternative qualifications stored in the system

The application of the essential reports will be discussed in detail in the following sections.

8.1.4 Integration

Organizational Management

We already described the integration of the skill management into the organizational management in the previous sections. The entire area of requirements depends on the relevant organizational objects. In addition, essential elements of the selection in reporting are based on organizational management. If, however, the concern is purely the documentation and evaluation of the as-is qualifications and employees' potential, then using the skill management without the organizational management is absolutely conceivable. In most cases, however, the advantages of integration win out.

Personnel Administration

The integration of the skill management into the personnel administration is also fundamental. There the important "objects" of personnel development are kept with their master data: the employees. From the processing or display of the personnel master data, you can therefore branch immediately into an employee's profile.

If you limit yourself to rudimentary master data, you can use the skill management without the administration. Then, the employees can be maintained as objects of the object type H ("external person"). This object type is also available in the components organizational management and training and event management. Typically, however, the use of personnel administration may be the best solution. If the processes of payroll, time management, and administration of personnel master data are run in another system, a very simple version of personnel administration will suffice.

Numerous personnel administration infotypes (e.g., address, disability, etc.) are also relevant for personnel development. The following infotypes contain special data for education or training:

▶ "Education" (0022)

▶ "Other/Previous Employers" (0023)

▶ "Corporate Function" (0034)

▶ "Company Instructions" (0035)

With active integration, the infotype "qualifications" (0024) leads to the profiles of personnel development (also to the appraisal). With inactive integration, this infotype enables you to maintain qualifications from an unorganized list with poor reporting possibilities. The infotype "education" is represented using the example of school attendance in Figure 8.6. It is the only named infotype for

which the customizing can prove to be a bit more complicated. In addition to school attendance, especially professional training, university education, and course participation can be documented there.

Figure 8.6 Infotype 0022 "Education"

Training and Event Management

With training and event management, there are the following points of contact:

▶ Particular qualifications can be defined as a prerequisite for participation in an event.

▶ For each event, it can be specified which qualifications it imparts.

▶ After participation in an event, these imparted qualifications can be transferred to the participant by the system automatically.

▶ Within a profile matchup that reveals gaps of an employee, the system can generate suggestions for training events automatically. This also occurs on the basis of the qualifications to be imparted as they are stored in the training and event management.

The use of these aspects is described in more detail in Chapter 11, *Training and Event Management*.

Shift Planning

In shift planning, employees are planned into particular workplaces for particular times. Therefore, you can limit yourself to the classification of employees via the job plan or to a profile matchup of suitable employees. To do this kind of planning, requirements profiles must be maintained for the work centers and qualifications profiles for the employees.

Logistics: Capacity Planning

In the logistics component of R/3 (e.g., production planning or plant maintenance), workplaces are described technically. They can also be linked with the HR object "work center." Therefore, profiles and qualifications can also be used for the planning of employee capacities in logistics.

8.2 Implementation in mySAP HR

8.2.1 Basic System Settings

Before we can turn to the skills and profiles, some basic settings must be noted. First and foremost, these skills and profiles are to be made via customizing and these settings control the interfaces during work in the skill management.

Integration

The integration aspects were described in detail in the previous section. To activate the integration for personnel administration and recruitment, it is necessary only to set a customizing switch that is located under the IMG path **Personnel Management · Personnel Development · Integration · Set Up Integration with Personnel Admin. and Recruitment**. In addition, there are also some tools there for the conversion of master data that was acquired before the activation of integration.
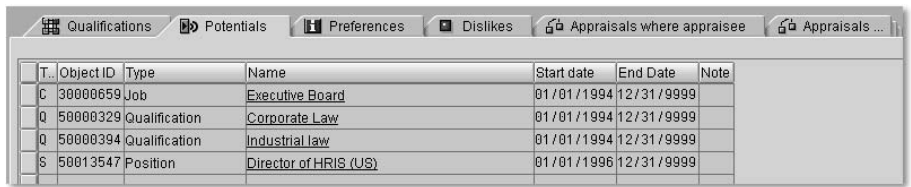
General Control Parameters

The following settings must be made via the IMG path **Personnel Management · Personnel Development · Functions · Set Up Control Parameters** :

▶ Number of entries in hit lists as a result of a search for employees suitable for particular requirements

▶ Valuation of overqualification (in the calculation of suitability, overqualifications can flow in positively, negatively, or neutrally)

▶ Default value for the percentage at which the maintenance of alternative qualifications (see Figure 8.13) is suggested

▶ Decision whether the abbreviations should be displayed in the qualifications catalog

Selection of the Subprofile s

The profile view of an employee generally contains several profiles, each of which is displayed or maintained on a separate tab strip. You can get to the profile view used in personnel development from many different screens. One possible way is

to call the infotype 0024 ("qualifications") in personnel administration. Figure 8.7 shows the *personnel development* profile view for an employee and the maximum information that is provided in that view. It contains qualifications, potentials, preferences, dislikes, received and created appraisals, the individual development, and the development plan history.

T..	Object ID	Type	Name	Start date	End Date	Note
C	30000659	Job	Executive Board	01/01/1994	12/31/9999	
Q	50000329	Qualification	Corporate Law	01/01/1994	12/31/9999	
Q	50000394	Qualification	Industrial law	01/01/1994	12/31/9999	
S	50013547	Position	Director of HRIS (US)	01/01/1996	12/31/9999	

Figure 8.7 "Personnel Development" Profile View for an Employee

The structure of the profile view can also be adjusted via the IMG path **Personnel Management · Personnel Development · Functions · Define Profile View**. There, first the header information is defined for each object type and the possible subprofiles. Do not adjust these definitions initially because fixed program coding is stored there. Typically, intervention is only warranted here if the functionality of the user interface is ostensibly altered. Then, instead of the standard interface, individual developments can be stored.

What you must adjust in most cases, however, is the selection of the relevant subprofiles. In order, for example, to construct the *personnel development* view for employees, you must first select the PD view ("personnel development") in the dialog structure on the views level. On the header assignment level, you then highlight the object type P ("person") and open the screen depicted in Figure 8.8 via the subprofile assignment level. There, you can deactivate the unnecessary subprofiles or add other subprofiles (e.g., the display of salary data through the subprofile No. 21). If, for example, you do not maintain dislikes, you should deactivate the corresponding subprofile in order to avoid confusion in the user interface.

In this chapter, we are limiting ourselves to the *qualifications profile*. The other subprofiles can also contain qualifications (e.g., an employee has the potential to become an ABAP objects expert), however, we will only address this topic in the next chapter.
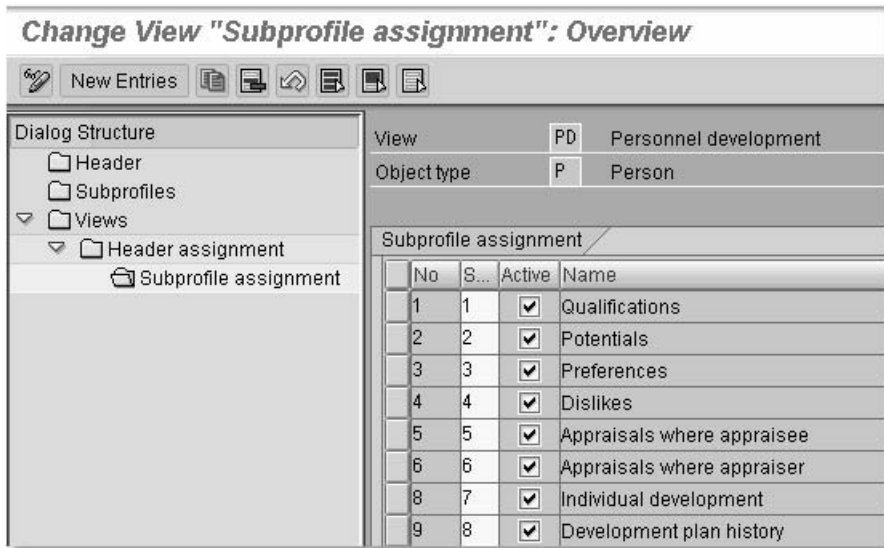
Figure 8.8 Assignment of the Relevant Subprofiles

Selection Possibilities

For the selection of persons, SAP delivers—similar to object manager for personnel administration—a group of selection criteria. If these criteria don't meet the requirements, you can create an infoset with the necessary selection criteria. You must store this criteria via the IMG path **Personnel Management · Personnel Development · Functions · Define Criteria for Detail Selection**.

Personal Settings

In order for the results in reports and matchups to reflect your or a user's expectations, all users must maintain their personal settings for personnel development (menu path: **Personnel · Personnel Management · Personnel Development · Settings · User-specific**). In PD, the following settings are determined (see Figure 8.9):

▶ Default period for reports

▶ Consideration of alternative qualifications

▶ Consideration of essential requirements

▶ Consideration of depreciation in reporting

In addition to the fixed adjustment of these parameters, a temporary change for a special request is possible, which can then be reset once more.

Figure 8.9 Maintenance of Personal Settings

8.2.2 Maintenance of the Qualifications Catalog

The qualifications catalog is the basis of the skill management and is also important for additional processes. Therefore, its maintenance and especially its conception must be given special attention. Figure 8.10 shows an overview of the process.

First, the structure of the qualification groups must be defined. The question of which appraisal scales must be used within the groups is a technical criterion for the organization of the catalog (see Section 8.1.1). In the course of this structure definition, therefore, the scales themselves must be defined. Only after the determination of the scales to be used and the rough structure of the catalog should you begin with maintenance on the system. Therefore, it must also be noted that qualifications, after they have already been used once in profiles, can no longer be moved into a group with another scale assignment.
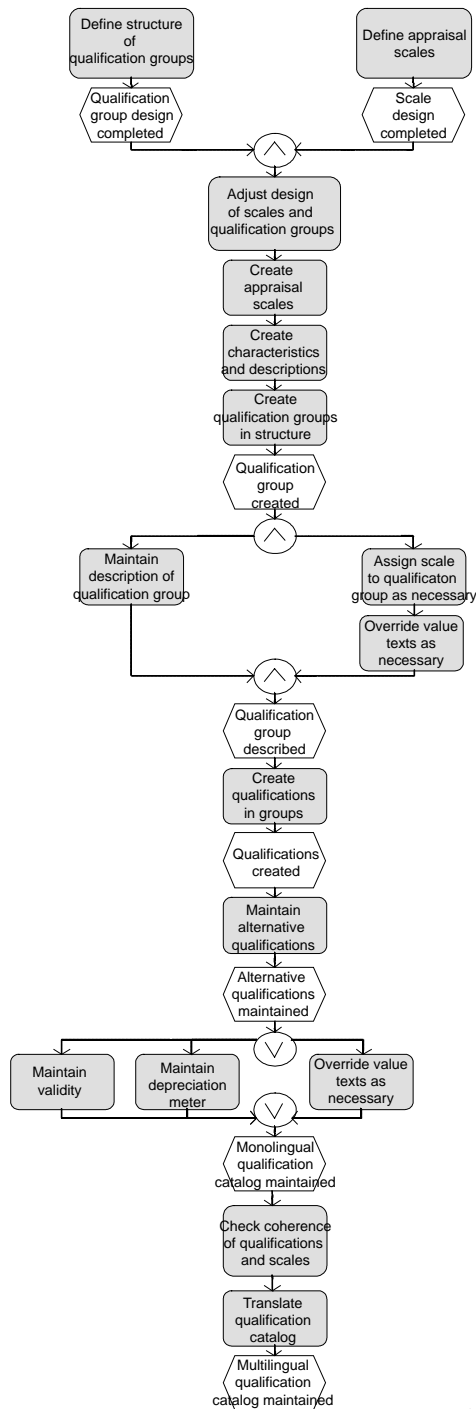
Figure 8.10 Process: Structure of the Qualifications Catalog

The first step in the system is the maintenance of the scales (IMG path: **Personnel Management · Personnel Development · Master Data · Edit Scales**). To create a scale, three actions are required:

▶ First, create a scale with a numeric abbreviation and a name. With the corresponding system request, select a quality scale since quantity scales cannot be used in the skill management.

▶ Then, on the level "Characteristic Values," maintain the proficiencies with value and short text (see Figure 8.11).

Figure 8.11 Maintaining Values of a Quality Scale

▶ Next, on the proficiency description stage, define each individual value completely. These descriptions, when paired with the texts, produce the overwritable default values for the scale of a qualification group.

Scales should always be constructed such that the lower capabilities correspond to the smaller numbers. Because a nonexistent qualification is appraised with "0," no sensible calculation of differences and average values is possible.

The construction of the catalog itself also occurs in the customizing (IMG path: **Personnel Management · Personnel Development · Master Data · Edit Qualifications Catalog**). Therefore, this will seldom correspond precisely to the ideal typical process, which is displayed in Figure 8.10, because the total catalog is not created at one time. Nevertheless, you should adhere to the basic procedure and sequence.

When creating a qualification group (see Figure 8.12), explanations can be maintained immediately. Groups on the uppermost level must be assigned to a scale; for groups starting on the second level, the inherited scale can be taken over. Regarding the use of deviant scale texts, the inheritance logic from Figure 8.4 should be considered.
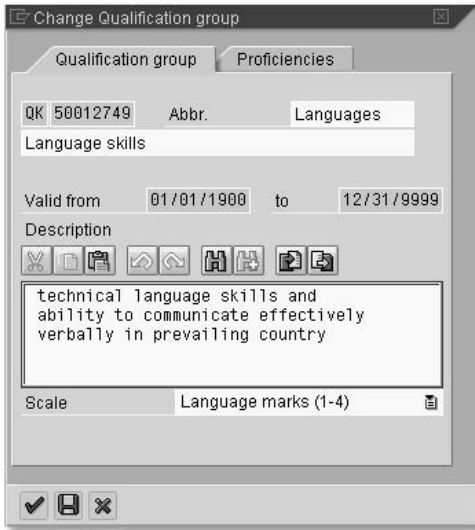
Figure 8.12 Maintenance of a Qualification Group

If the group structure or the currently relevant portion of the structure is maintained, then the individual qualifications must be integrated. These qualifications are created immediately in the structure, so that no subsequent assignment to a group is required. If the concept of alternative qualifications is used extensively, the sequence depicted in the process model is highly recommended. If the qualifications—at least of one main group—are all created, next is the assignment to alternative qualifications, which is maintained. Note that the relationship between two qualifications as possible alternatives is always interpreted as bidirectional, even if technically only a one-way relationship is stored. This technical peculiarity must be considered during the programming of individual reports and also during the creation of appraisal paths in customizing.

The texts for qualifications and qualification groups should be selected so that the essential content is expressed within the first 15 characters. If possible, you should limit yourself to 15 characters. There are many more characters available; however, they aren't displayed on all screens. If, for example, all language skills begin with "Language skills in…", in the profile matchup, only the words "language skills" will be displayed. The essential part is truncated. If this is only detected after the complete maintenance of the catalog, a painful reworking is required.

The additional properties of the individual qualifications should only be maintained subsequently. Therefore, it is guaranteed that the attributes of two reciprocally-substituting qualifications do not contradict each other. You should espe-

cially design the scales and descriptions homogenously here because only the numeric value is considered as an alternative qualification. If, for example, for the qualification "MS Word" the value 4 stands for "very good," then for the alternative qualification "text processing," the 4 may not stand for "good end-user knowledge." The same thing applies for validity and depreciation time, for which maintenance is relatively easy (see Figure 8.13). The importance of clear names and explanations for the scale values—particularly with decentral use—is referred to expressly yet again here.
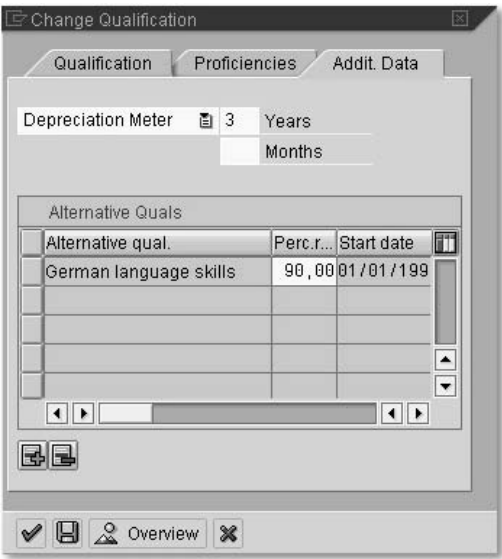
Figure 8.13 Maintenance of a Qualification

If the qualification is completely maintained, then, when you click on the **Overview** button, a small "list of characteristics" with all their relevant properties is displayed. Before this last step, check the entire catalog again. The scales, their values, and the explanations must reflect the respective qualifications. For this accurate correspondence, we recommend that you employ new users who have not previously participated in the maintenance of the catalog. Figure 8.14 shows an example of the complete catalog.

Only if this quality test was successful do we arrive at the topic of "translation."If we arrive at the translation topic prematurely, we must make all the corrections in all the languages presented. The translation works similarly here as it does in many other areas of HR (see Figure 8.15). Its quality, however, is nowhere as critical as it is here—in the qualifications catalog. It is the determining factor for the comparability of profiles, which were created in various languages.
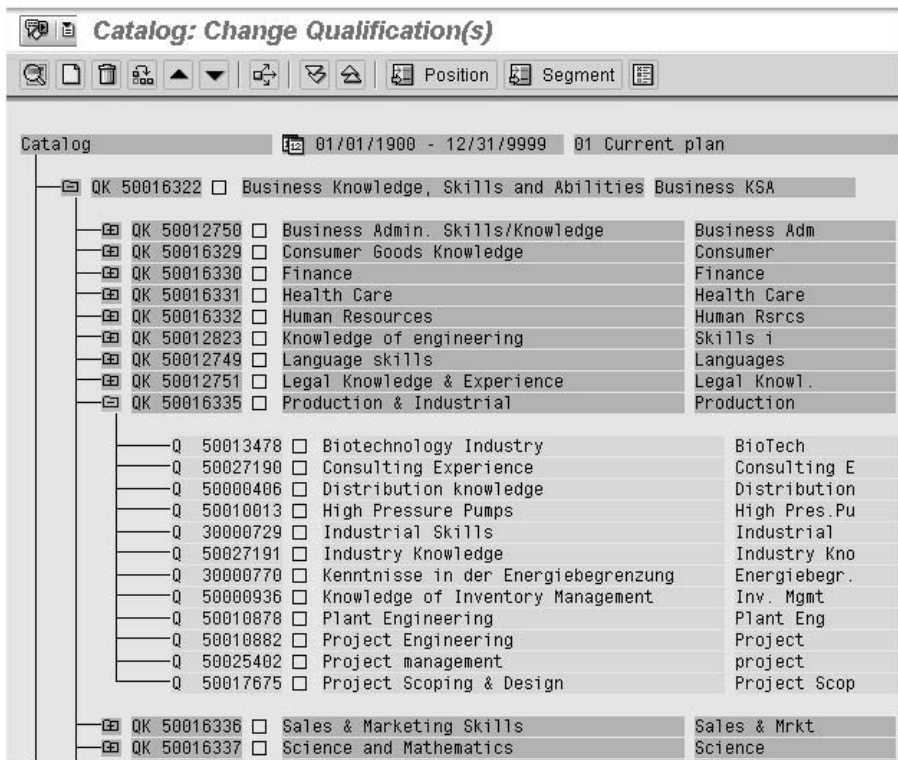
Figure 8.14 Complete Qualifications Catalog
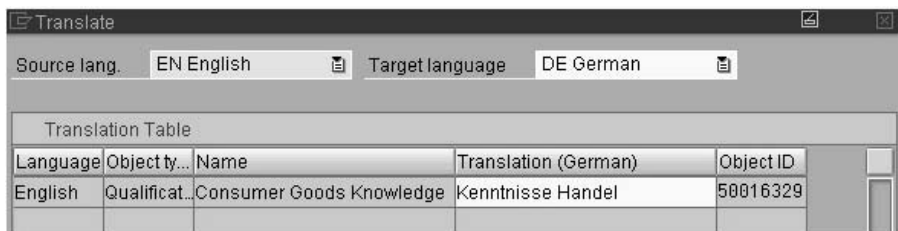
Figure 8.15 Translation in the Qualifications Catalog

In addition to the previously described core functions, the maintenance screen of the qualifications catalog offers additional tools like those that are familiar with similar maintenance interfaces. Because the application of these tools is via a menu path or a right mouse button click (context menu) and therefore intuitive, we will not describe them in detail here.

8.2.3 Working with Profiles

When working with qualifications and requirements profiles, the primary concerns are the maintenance of profiles and various evaluations.

Maintaining Profiles

The maintenance of profiles of any type is possible via the menu path **Personnel · Personnel Management · Personnel Development · Profile · Change**. Here, you must select the object for which a profile should be maintained. If, as shown in Figure 8.16, a job is selected, the profile maintained is automatically a requirements profile. In the profile maintenance, all relevant skills are selected on the basis of the catalog (see Figure 8.17).
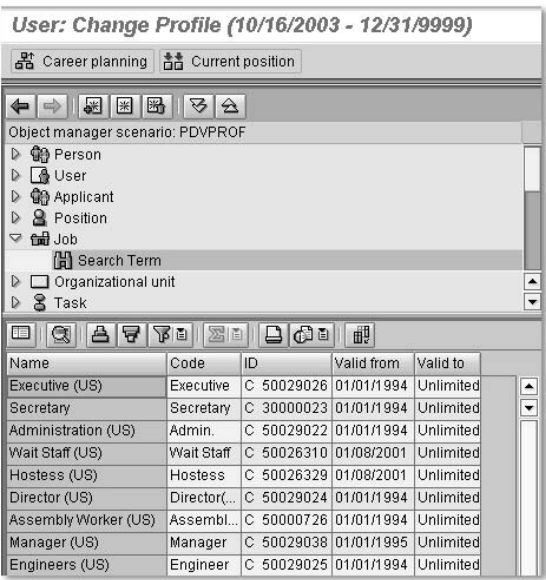
Figure 8.16 Profile Maintenance: Select Object (here: Job)

Then comes the appraisal and the marking of mandatory qualifications (see Figure 8.18). Since the requirements are maintained as time-dependent, the changes of need over the course of time can be mapped very well. A **Note** field also allows for the compilation of free texts, for example, to explain the assigned requirements.

The maintenance of actual profiles from the same interface is also possible. For internal people, the complete profile offerings are displayed as described in Section 8.1.2. In addition, the process example in Section 8.3.1 provides insight into the maintenance of actual profiles.

Figure 8.17 Selecting Qualifications from the Catalog

Figure 8.18 Target Profile: Appraising Skill Need

Displaying Profiles

The display of profiles occurs in the same way as does the maintenance, that is, via the menu path **Personnel · Personnel Management · Personnel Development · Profile · Display**.

Executing Profile Matchup

If qualifications profiles and requirements profiles are maintained, profile matchups can be executed in various ways. The general menu path for this is: **Personnel · Personnel Management · Personnel Development · Information System · Reports · Profile Matchup**. Here, several people can be compared with one

requirements profile or vice versa (see Figure 8.19). The actual profile matchup contains the following information:

▶ Degree of fulfillment of the individual requirements

▶ Essential requirements

▶ Additional, not required qualifications

▶ Training recommendations (if this option was activated for the matchup) via which one can immediately book a training course for the identified deficits
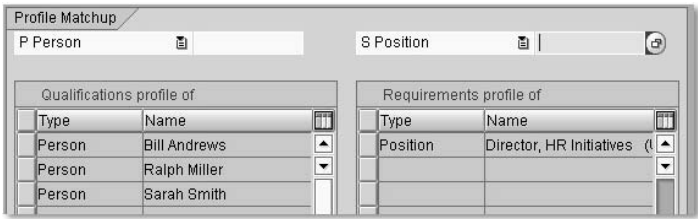
Figure 8.19 Selecting Several Persons for Profile Matchup

For a better overview, you can also display the matchup graphically (see Figure 8.20).

Figure 8.20 Profile Matchup with Additional Training Recommendations

Searching for Employees According to Profile or Individual Qualifications

Searching for a suitable employee for a particular position is a requirement that is made often. Therefore, this functionality is integrated into various interfaces of

personnel development. The general menu path is: **Personnel · Personnel Management · Personnel Development · Information System · Reports · Search · For Qualifications**. In this interface, one can search for employees via individual qualifications as well as via requirements profiles. In addition, a combination of these search criteria is possible, in that one searches for an employee according to the requirements profile of the position "Personnel Director," but who also has a sound understanding of MS Excel. In the example in Figure 8.21, the qualifications didn't have to be entered individually into the search boxes. Selection occurred via the requirements profile of the position "Personnel Director." Only the qualification "Knowledge of Excel" was added manually.

	Object ID	Name	E...	O...	Proficny	Maximum ...	
	30000400	Marketing Skills	☐	≥	Average		
	30000401	HR Management skills	☐	≥	Very high		
	30000444	Verbal, written communicative skills	☐	≥	Average		
	30000449	Independence and initiative	☐	≥	Excellent		
	30000453	Leadership skills	☐	≥	Excellent		
	50000317	Knowledge of payroll	☐	≥	High		
	50000452	Sociability	☐	≥	High		
	50000551	Knowledge of Excel	☐	≥	Average		

Figure 8.21 Search According to Qualifications

Additional limitations that can be maintained via the additional tabs on the screen are, for example:

▶ "Only internal employees" or "Only applicants"

▶ From a particular organizational unit

▶ Without absence in a particular period

Consequently, the search then delivers a list of people who partially or completely meet the requirements—sorted according to the number of requirements fulfilled. People who don't meet an essential requirement are not displayed.

Skill Management for a Department

Essential functionalities that managers in the area of skill management require are provided in the Manager's Desktop (MDT). They are described in the process example in Section 8.3.1. However, tools for department-related skill management are offered outside of the MDT. These tools aren't only used by managers, but by personnel developers or HR support people especially, those individuals who advise a particular department.

The essential activities are bundled via the menu path **Personnel · Personnel management · Personnel development · Planning for organizational unit**. The entry-point into the organizational structure used here is defined in the user-specific settings (see Figure 8.9). The screen (see Figure 8.22) offers the following functionalities:

▶ Profile matchups for employees, positions, and jobs of the organizational unit (with corresponding authorization, you can also use the **Comparison** button to compare with positions and jobs in other organizational units)

▶ Display of all or selected profile types for all or selected employees or positions of the organizational unit in a list (**Appraisal** button)

▶ Display and maintenance of any profiles for individual employees or positions of the organizational unit (that is, requirements profiles, qualifications profiles, potentials, dislikes, preferences, appraisals, development plan) via the **Change profile** or **Display profile** button

▶ Career planning (see Chapter 9, *Development Planning*)

▶ Succession planning (see Chapter 9, *Development Planning*)

▶ Search for employees according to particular qualifications


```
Planning for Organizational Unit

[icons]  Comparison  Analysis  Career  Succession  For qualifications

Organizational unit       10/16/2003 - 12/31/9999   01 Current plan

O  50000595 Human Resources

    ─ S  50013548 □  Vice President of Human Resources (US
    ─ S  50000089 □  Director, HR Initiatives    (US)
    ─ S  50013593 □  Receptionist
    ─ O  50000603 Compensation and Benefits - (US)
    ─ O  50000606 Development and Training Admin - (US)
    ─ O  50025100 HR Information Systems (US)
    ─ O  50000605 Human Resources Administration - (US)
    ─ O  50000604 Labor Relations - (US)
    ─ O  50000610 Payroll Administration - (US)
    ─ O  50018722 Workforce Planning
```

Figure 8.22 Personnel Development for a Department

Additional evaluations of particular organizational units are available via the menu path **Personnel Management · Personnel Development · Information System · Reports · Organizational Unit**. Here, the following aspects are important:

▶ The qualification overview delivers a list of all qualifications present in the department with their holders. The layout suggested by default is very unclear; however, it can be changed easily by any user via the normal layout design. Figure 8.23 shows the overview sorted according to qualification groups.

► The report of expired qualifications displays which qualifications will become invalid in a particular period of time. In addition, further training suggestions to refresh one's skills can be displayed and booked.

Qualifications Overview

| Organizational unit | O 50000595 Human Resources |
| Key date | 10/16/2003 |

Qualification Group	Qualification	Average prof...	Name	Average	Proficiency text
Language skills	English language skills	Fluent	Jennifer Esposito	3,000	Fluent
			Lisa Felix	3,000	Fluent
	Technical Spanish Language Skills	Mediocre	Mr. Matthew Black	2,000	Mediocre
Leadership Certification	Certificate, BEI Selection Interviewing	N/A	Michelle O'Connor	1,000	N/A
	Certificate, Prob Slvng & Decision Mking		Michelle O'Connor	1,000	N/A
Legal Knowledge & Experience	Regulatory Knowledge	Very high	Tom Peterson	8,000	High
			Ann Takahashi	8,000	High
			Timmy Tabasco	8,000	Excellent
			Jerry Wagner	8,000	High

Figure 8.23 Qualifications Overview for a Department

8.2.4 Central Control

For central personnel development, some tools and reports are also offered that are helpful for the performance of control tasks:

► To check the completeness of data maintenance, two reports are available under the menu path **Personnel Management · Personnel Development · Infosystem · Reports · Profile**. Both reports are very well-suited for monitoring process quality within a decentralized environment.

  ► The "Objects without qualifications or requirements" list delivers people without qualifications profile or positions without requirements profiles and allows for an immediate branching into the profile maintenance.

  ► The "Objects with unevaluated qualifications or requirements" list also delivers all qualifications for a selected object type for which the value must be maintained.

► A list of all alternative qualifications can be called up via the menu path **Reports · Others**. Therefore, this part of the qualifications catalog can be checked in an overview.

► The previously described report of expired qualifications (see Section 8.2.3) is of use for the monitoring by the central PD.

► Similarly, the qualification overview is essential for central control. Instead of the layout depicted above, for the consideration of larger areas, a layout should be selected that contains the field "Qualification fulfilled." This is always set to "1" and can therefore be used ideally to incorporate interim totals per qualification into the layout. Thus you have an overview for an area of any size of how many employees have a particular qualification and what the average value is.

▶ You can assign individual or several qualifications to a quantity of employees via the menu path **Personnel Management · Personnel Development · Settings · Current Settings · Qualifications Profile: Mass Data Maintenance**. Figure 8.24 shows an example in which four employees who all worked together on the same project are assigned the qualification "ABAP/4."

Figure 8.24 Mass Data Maintenance for Qualifications

▶ Another interesting function can only be reached via the customizing using the IMG path **Personnel Management · Personnel Development · Tools · Copy Requirements Profile to Position Holder(s)**. Typically, it isn't feasible to maintain qualifications and requirements identically. This tool is very helpful, however, if you're just beginning with the maintenance of skill management and would like to use both qualifications profiles and requirements profiles. To minimize the maintenance effort, therefore, the following procedure is advisable:

  ▶ Maintain the requirements profiles for the jobs

  ▶ Complete the requirements to the position holder as qualifications with the named tool

  ▶ Adjust the automatically-maintained qualifications profiles to reality, for example, by the employees themselves via the ESS

8.3   Process Example

8.3.1   Decentral Skill Maintenance

As described in the previous chapter, a broad skill management is only possible with decentrally organized processes. In mySAP HR, this is supported with various services of the *Employee Self-Service* (ESS) and the *Manager's Desktop* (MDT). This process will be described in great detail here with the help of figures. Therefore, readers should get a good impression of the support afforded by this important and specifically decentral process. Figure 8.25 shows an overview of the process.
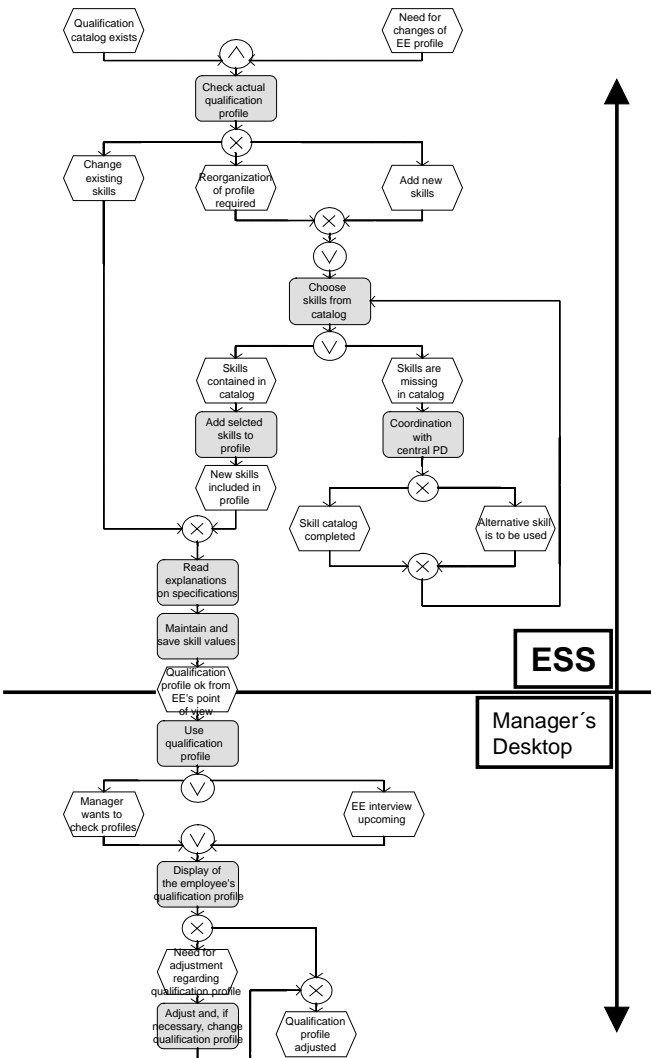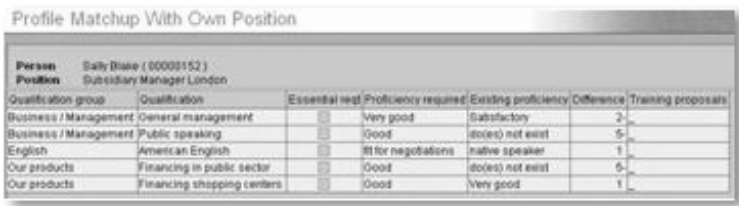
Figure 8.25 Process: Decentral Profile Maintenance

First, employees can check their qualifications profile that is stored in the system. In addition to the simple display, matchup against the requirements profile of their own position is possible, that is, they can find a requirements profile for their job and determine if their qualifications profile matches this requirements profile. Figure 8.26 shows this in an example in which the employee is completely lacking three qualifications. In addition, overqualifications (difference positive) and underqualifications (difference negative) occur.

Figure 8.26 ESS: Profile Matchup Against Requirements of One's Own Position
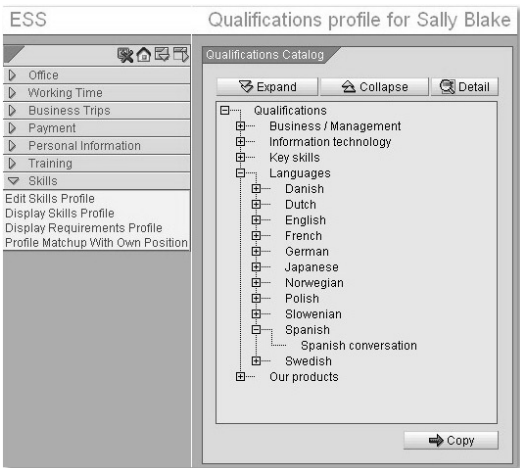
Figure 8.27 ESS: Selection of Qualifications

If the qualifications profile is to be maintained completely anew or, if individual skills are to be added, the employee can select the qualifications from the qualifications catalog (see Figure 8.27). Then, there is an appraisal of the selected qualifications or, a new appraisal of the skills already contained in the profile (see Figure 8.28).

During the appraisal, the necessary detailed information pertaining to the qualifications is available to the employee. This information includes all the descriptions of the proficiencies of the appraisal scales as shown in the following example (see Figure 8.29).

Figure 8.28 ESS: Appraisal of Qualifications in the Profile

Qualification	**Swedish conversation** (Qualification group: Swedish)
Area of validity	01.01.1900 - 31.12.9999
«Blank proficiency»	
basic skills	Sufficient for survival with additional use of gestures
some dialogue possible	Simple dialogue possible
adequate for small talk	Can make himself understood in most situations. Adequate for polite conversation with many mistakes in vocabulary and structure and that do interfere with

Figure 8.29 ESS: Detail Information About a Qualification

In the course of this appraisal of the qualifications, an employee may want to enter a skill into his or her profile that is not listed in the qualifications catalog. In this case, the employee must contact the personnel development (e.g., via SAP mail directly from the ESS). To resolve this problem, note the following possibilities:

▶ The central personnel development must make an addition to the qualifications catalog.

▶ The outcome of the conversation is that an already existing qualification should be used, which the employee did not find. In this case, it may be necessary to adjust the structure of the catalog or the explanations.

▶ The skill in question is not relevant to the company and is therefore not compiled.

▶ If only a part of the skill catalog is released for the ESS: the skill in question may not be maintained via the ESS and, if necessary, is compiled directly by the personnel development.

If, per the employee, his or her qualifications profile is maintained correctly, it is immediately available in the system for a search and evaluation. However, a simple sharing procedure is not supported here. For one thing, this process is dependent on the timeliness of the data. If every change had to be released immediately by the manager, the timely availability of the new data would no longer be possible, provided the manager uses a practical time management system.

The second part of the process affects the manager first and foremost. In the MDT, the managers can, for example, check the profiles of the employees assigned to them and, if necessary, change the profiles. Depending on the definition of the process, the central personnel development might then function as the "broker" if the manager needs advice. Figure 8.30 shows the entire default menu for skill management in the MDT.
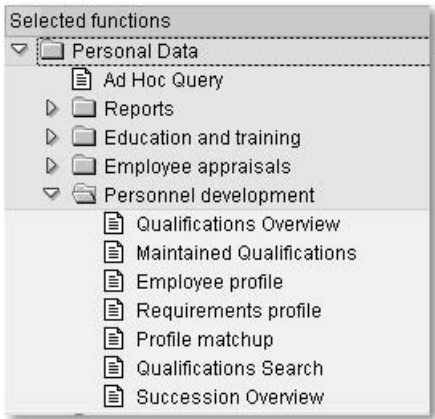
Figure 8.30 Default Menu of the MDT for Skill Management

Here, the qualifications overview is very helpful. The manager receives an overview of how widespread the various qualifications are in his or her department as well as an appraisal of the qualifications overview (see Figure 8.31).

Figure 8.31 Qualifications Overview in the MDT

Customizing

For the ESS, in the view V_T77WWW_CDE, the service category QUAL must be activated in the relevant menu (Default in R/3 4.6C: Menu PZM3). Then, in the view V_T77WWW_SDE, the following services of this category must be released (for the process described here, the first two services will suffice):

▶ For matchup with one's own position: Service 66

▶ For matchup with one's own qualifications profile: Service 35

▶ For display of one's own qualifications profile: Service 64

▶ For the display of the requirements profile of one's own position: Service 65

If the entire qualifications catalog is not usable for the ESS, the root node of the section available in the ESS should be defined (IMG path: **Personnel Management · Personnel Development · ESS · Define Root Qualification Group**). This requirement must be addressed during the conception of the qualifications catalog because there must be a distinction between the ESS catalog and the Non-ESS catalog.

Warning! When maintaining the root node, the behavior of the user interface can be unpredictable. This "bad behavior" causes unrecognizable empty spaces in the field, because no qualifications catalog is displayed in the ESS. If this problem occurs, one should empty the field by placing an exclamation point ("!" this is an abbreviation for "empty a field" in the entire system) in the first position and pressing the **Enter** key. Then, one can ensure that the field is truly empty and -- if desired -- enter a new root node.

In the MDT, one can incorporate different function codes from the area of skill management. In order to integrate the menu in Figure 8.30 into the customer-specific MDT scenario, you must copy the following function codes from the default scenario in Customizing (IMG path: **Personnel Management · Manager's Desktop · Enhancement of Function Codes · Define Structure of Function Codes**):

▶ PA_PD_QR (as superior node)

▶ ORG_QUALI_OVERVIEW (qualifications overview)

▶ ORG_QUALI_MAINTAINED (maintained qualifications)

▶ PERS_PROFILE (maintain qualifications profile)

▶ POS_PROFILE (maintain requirements profile)

▶ PERS_PROFILE_MATCHUP (profile matchup)

In addition, the incorporation of more reports can make sense, for example, the list of expired qualifications (see Section 8.2.3). According to Figure 8.32, a new function code must be created for this (IMG path: **Personnel Management · Manager's Desktop · Enhancement of Function Codes · Define Function Codes**) and then organized in the customer-specific scenario under the node PA_PD_QR.

Figure 8.32 New Function Code for Expired Qualifications

8.3.2 Project Occupation with Internal and External Employees

An important use of skill management is the search for employees for actual tasks, such as filling the skill requirements for a project. To pair employees with needed tasks, maintaining the employees' qualifications profiles on the basis of the qualifications catalog makes a lot of sense. The definition of requirements profiles for jobs and positions is not necessary for this kind of application (and also for the following process example in Section 8.3.3).

In order to consider not just a company's own employees but also external employees, the qualifications for the relevant external employees must also be maintained. Therefore, typically, only the specific skills are maintained for which you would engage the external employees. If you primarily work with particular partners (e.g., consulting companies), it may also be advisable to store not only the qualifications for the individual external employees, but also a profile for the company as a whole. If needed, it is then the responsibility of the company in question to introduce a suitable employee. Figure 8.33 shows the profile of a company, whereby the qualifications considered are limited to the area that is necessary for national and international HR projects. Other skills that exist in the company are not relevant and therefore, are not compiled. For both external per-

sons and companies, the profile maintenance occurs via the menu path **Personnel Management · Personnel Development · Profile · Change**. The creation of companies and external persons is possible via the menu path **Training and Event Management · Settings · Current Settings · Attendee · Create**.

	Qualification Group	T..	ObjectID	Name	ID	Proficny	Start date	End Date
	Application software skills	Q	30000364	Knowledge of ABAP/IV	9	Excellent	09/29/2003	12/31/9999
	Enterprise software	Q	50013007	Overall Knowledge of SAP HR ...	8	Very high	09/29/2003	12/31/9999
	Human Resources	Q	30000401	HR Management skills	4	Adequate	09/29/2003	12/31/9999
	Human Resources	Q	50025414	HR: knowledge personnel dev...	7	High	09/29/2003	09/28/2004
	Human Resources	Q	50025413	HR: knowledge recruitment	8	Very high	09/29/2003	09/28/2004
	Language skills	Q	50025463	Basic Italien	1	Basic knowledge	09/29/2003	12/31/9999
	Language skills	Q	30000430	Business French language skil...	3	Fluent	09/29/2003	12/31/9999
	Language skills	Q	50025428	Business German language s...	3	Fluent	09/29/2003	12/31/9999
	SAP Payroll	Q	50016777	Certificate, U.S. Payroll	1	Yes	09/29/2003	12/31/9999
	SAP Planning & Administration	Q	50016756	Certificate, Config of Master Da...	1	Yes	09/29/2003	12/31/9999
	SAP Planning & Administration	Q	50016769	Certificate, Programming in SA...	1	Yes	09/29/2003	12/31/9999
	SAP Planning & Administration	Q	50016770	Certificate, Recruitment	1	Yes	09/29/2003	12/31/9999
	SAP Planning & Administration	Q	50016763	Certificate, SAP Human Resou...	1	Yes	09/29/2003	12/31/9999

Figure 8.33 Profile of a Company

Figure 8.34 shows the process of creating an overview of a project occupation. To simplify this depiction, we avoided including the object type "company" in the process model. However, the basic procedure remains the same.

After the profiles are maintained as a prerequisite and the requirements of the project are known, one can begin the search via the menu path **Personnel Management · Personnel Development · Information System · Reports · Search · For Qualifications**.

In this search, the required qualifications are first selected and appraised; then, some of the qualifications are designated as essential (analogous to Figure 8.21). Next, the limitation to the object type P occurs, since at first only internal employees should be considered. Then, the capacity need in the project period is specified (see Figure 8.35). Therefore, absences such as vacation or illness are considered for internal employees.

If no suitable staff is found in this selection, you can make the selection less restrictive, for example, by omitting essential qualifications or considering external persons or companies (see Figure 8.36).
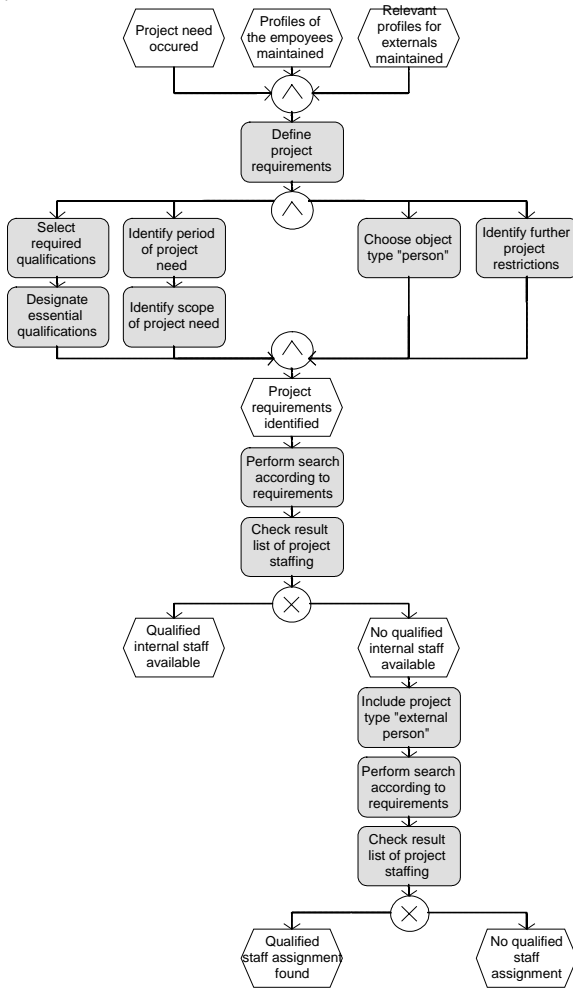
Figure 8.34 Process: Project Occupation

Figure 8.35 Checking Availability According to Capacity Need
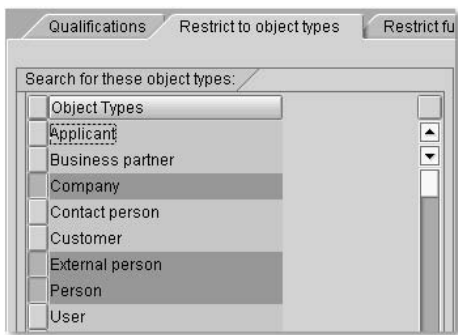
Figure 8.36 Search for Various Object Types

Figure 8.37 Result List with External Person and Company

Consequently, you now receive a list like the one shown in Figure 8.37. Because the external person fulfills the requirements, you must ask this person first as you are familiar with their personnel qualifications. The qualifications that are assigned to the company, however, may not occur in this combination in an individual employee. Because the system cannot check the availability of external persons or companies, this must occur independently of the system before one can be certain of the project staffing. Overall, the system support is a big help. As with external partners, the appraisal of the qualifications should adhere to the same standard as used for internal employees. It therefore makes sense to appraise skills only if they can be validated by one's own experience.

8.3.3   Risk Management and Strategy Change
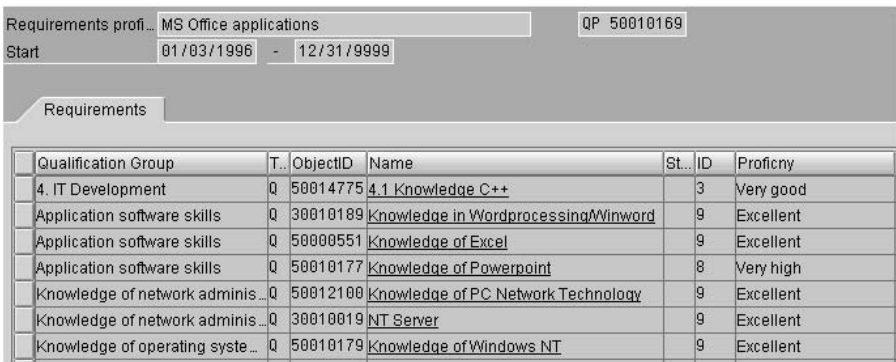
To monitor risks in the skill area, using the person-related evaluation of profiles or the usual profile matchup will not suffice. Instead, you must compare, independent of the following factors, the overall quality of the human capital with the essential and critical requirements of the future:

▶ Individual persons

▶ Individual jobs and positions

▶ Project requirements

▶ Present-day situation in the area of qualifications as well as in the area of requirements

To make this comparison, you can create strategically-important areas or "qualification bundles," which don't describe any special positions or projects. For a plant construction company, these two qualification bundles could be:

▶ Key qualifications in the area of product development

▶ Strategically-important knowledge of the company's most important markets

A similar procedure is required if a strategy change is planned. If a company changes its IT strategy completely to MS Office products, it must also clarify how much expertise in this area already exists. For this comparison also, you can create a *qualification bundle*. This qualification bundle can be mapped in the form of requirements profiles in the system. The profiles are either formed by assignment of qualifications to a *qualifications profile* (object type QP) or to a *task* (object type T). In both cases, the concern is ultimately the strategic requirements for a strategically important task. Which object type that you select for the mapping is secondary. Figure 8.38 shows the object "requirements profile."

Requirements profi... MS Office applications				QP 50010169		
Start 01/03/1996 - 12/31/9999						

Requirements

Qualification Group	T..	ObjectID	Name	St..	ID	Proficny
4. IT Development	Q	50014775	4.1 Knowledge C++		3	Very good
Application software skills	Q	30010189	Knowledge in Wordprocessing/Winword		9	Excellent
Application software skills	Q	50000551	Knowledge of Excel		9	Excellent
Application software skills	Q	50010177	Knowledge of Powerpoint		8	Very high
Knowledge of network adminis...	Q	50012100	Knowledge of PC Network Technology		9	Excellent
Knowledge of network adminis...	Q	30010019	NT Server		9	Excellent
Knowledge of operating syste...	Q	50010179	Knowledge of Windows NT		9	Excellent

Figure 8.38 Strategic Requirements Profile: Change of IT Strategy

Therefore, the first part of the process described in Figure 8.39 is already worked through: the strategic requirements are recognized and compiled in profiles on the system and documented. Then, two tasks must be performed in parallel:

▶ Through the matchup with the existing skills, the present-day situation can be appraised.

▶ Through the consideration of potentials and dislikes, the possibilities for future development can be estimated.

We will discuss working with potentials and dislikes in more detail in the next chapter. Here, the check of the present-day state as an example will suffice.
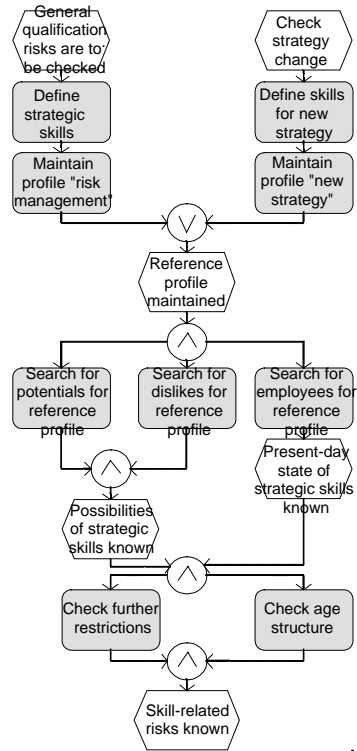
Figure 8.39 Process: Recognizing Risks in the Qualifications Area

The familiar search for persons using their qualifications is best suited for the matchup. Thus, the strategic requirements profile, which was just compiled, is selected. The result—after adjusting the layout on the output screen—is a list like the one shown in Figure 8.40. It's easy to see how many employees cover each of the strategic requirements. You will note that the requirements in the area of development (Visual Basic and .NET) are not covered. On the same screen, you

could quickly determine—by considering the object type AP ("applicant") in the selection—whether to close the gap discovered with applicants from the current pool.

Figure 8.40 Result: Search for Strategic Requirements Profile

This is the core of risk monitoring. Nevertheless, additional restrictions would then have to be checked, such as the geographic distribution. The most important point here is the age structure of the sufficiently qualified employees. If the emphasis is on employees who are nearing retirement, a distribution of the knowledge to the lower end of the age structure is very important. If one omits high-gloss representations and graphics, risk management in the area of skills can be performed very well in dialog with the system. With relatively little effort, you have at your disposal an early-warning system and can take countermeasures in a timely fashion or adjust the strategy to meet the possibilities of the human capital.

8.3.4 "Small Solution" for Environmental Audit

As in the two previous process examples, here, the solution should not be one that entails the entire effort needed for the maintenance of all requirements and qualifications profiles. Instead, it should only reflect those specific requirements and qualifications needed for that particular solution. The goal here is to describe a particular section of the skill management in the HR system Frequent examples

for such requirements are *certification s* and *audits*. With an environmental audit, for example, only those workplaces—for which adherence to environmental regulations is relevant—are checked. In addition, the full spectrum of qualifications is also not required. Rather, you can limit yourself to only those requirements that are relevant to the demands of environmental protection.

These requirements are often specified precisely in certification regulations. The documentation of these requirements in the system should produce the following proof for the certifier:

▶ The relevant workplaces are identified and documented.

▶ The requirements of the employees are documented.

▶ The fulfillment of these requirements is constantly monitored.

▶ Qualifications that require regular updating are also monitored correspondingly and the employees are retrained in a timely fashion.

The following can be mapped without a problem with the familiar functionalities of mySAP HR:

▶ The relevant qualifications are stored in the qualifications catalog—preferably in an individual qualification group.

▶ For qualifications for which regular retrainings are required, the validity duration is maintained.

▶ If training and event management is in use, the possible refresher courses are stored there and linked with the qualifications they represent.

▶ Requirements are assigned to the relevant positions.

▶ The employees' qualifications are maintained.

▶ The qualifications are compared regularly with the requirements (profile matchup of SAP personnel development), especially before each new occupation of a relevant position.

▶ The expiration of qualifications is monitored proactively (see Section 8.2.3).

Figure 8.41 shows a procedure model that summarizes the skill management for special audits.
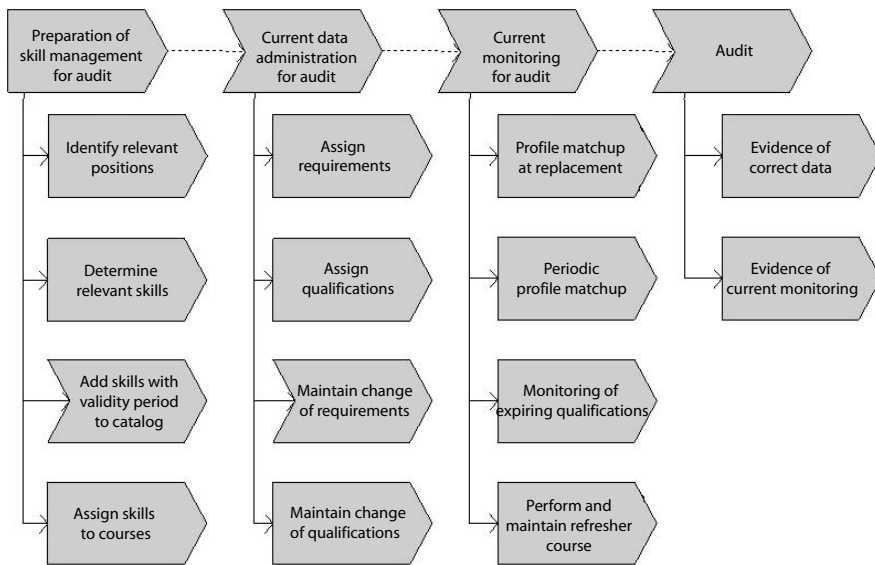
Figure 8.41 Skill Management for a Special Audit

The automatic execution of a profile matchup on a position change is also supported by the SAP Business Workflow. The workflow model "position change" (1200145, PdvTransfer) shows the result of the matchup of the affected employee. We recommend that you make a copy of this workflow model that also forwards the result to the responsible manager or to personnel development. In addition, the workflow supports the monitoring of expired qualifications in the standard edition. In this case, the workflow model *expired qualification* (1000089, PDExpiredQua) informs the responsible personnel officer.

8.4 Critical Success Factors

Project success in skill management depends first and foremost on process design, and less on the technical aspects. The critical success factors are as follows:

▶ The goals of skill management must be clarified at the beginning.

▶ You can determine the area to be considered from the goals. If, for example, the concern is only the development of managers, you don't need to build an all-inclusive skill catalog; only a segment of the employees and positions need to be considered. Miscalculating this point may be the main cause for project plans exceeding time and budget as well as for the failure of projects in skill management. Therefore, a realistic limitation of the area under consideration is recommended in the first step.

- ▶ For the tracing of the goals of skill management, sufficient capacities for maintenance and advising must be provided. These capacities can often be compensated for because uncoordinated activities are replaced in this environment by the integrated solution. For this to occur, however, two prerequisites must be fulfilled:

  - ▶ The redundant, uncoordinated activities must also be stopped. Often, line managers insist on hiding or not sharing their data. Then, the reason for keeping their data secret must be discovered. If the concern is only formalities or the hiding of authority knowledge, then help must come via the top management and the HR director. If there is actual functionality missing with the central solution, the decentral units must be more tightly incorporated in the conceptual phase of the project.

  - ▶ The capacities becoming available must be known and also booked on the "credit side" of the skill management project. This is often not the case because the capacities become available in places (e.g., department secretaries) other than where they will be needed in the future (e.g., central HR department).

- ▶ The process should, if possible, be implemented in the decentral variant (see process example in Section 8.3.1).

- ▶ In the implementation project, the definition of the qualifications catalog should be paramount. Decentral process participants must be incorporated sufficiently. The knowledge that employees and managers have regarding the requirements of daily business must be used.

- ▶ The other extreme must also be avoided: a pure focus on the present-day situation neglects strategic requirements. Since these present-day needs are a significant element of skill management, however, the central PD must incorporate these requirements.

- ▶ For the mapping of the qualifications catalog, attention to detail must be paid in the definition of the structure and the scales as well as in the naming of qualifications and groups. Otherwise, the structure and the alphabetical sorting in the appraisals can always cause problems.

- ▶ Explanations in the system and recommendations provided by the central PD must guarantee the comparability of the data maintained. Here, with systems used internationally, translation must also be heeded. Depending on how widespread a uniform company language is (e.g., English), it can prove to be feasible, in some circumstances, to maintain the catalog only in the company language. Therefore, meaning shifts in translation can be prevented.

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