



SAP ERP HCM

INTRODUCING HCM PROCESSES AND FORMS

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BOLSTER YOUR ORGANIZATION'S HR PROCESSES WITH A FLEXIBLE TECHNOLOGY FRAMEWORK: INTRODUCING HCM PROCESSES AND FORMS

Corporate human capital management (HCM) processes vary, often dramatically, from company to company. Consider your organization's hiring process, including all of its different stages, their sequence, and whom they involve within your company. In order for technology to be a strategic, time-saving player in managing HR, you need software that's flexible enough to adapt quickly to your company's specific processes from start to finish.

Beyond supporting speed and flexibility in HCM processes, HR applications also need to enable HR teams to prove their overall value to the organization. At a time when outsourcing and external service providers are an accepted reality, HR teams must be able to document and report on their performance – how many HR processes they've executed and in how much time – to CEOs and CFOs. To do this, HR organizations need technology that can record and trace all steps within their processes: documenting who on either the business or technical side triggered what action, and documenting improvements in response time and bottom-line results.

SAP® solutions in the HR arena have evolved according to these needs, from the integration of business roles to end-to-end process integration. With SAP Manager Self-Service in a previous release of SAP ERP came the first fully cross-role process framework through the personnel change request (PCR) function.

With the PCR function, a manager could trigger a change request for an employee, a higher manager could approve the request, and, in a final step, an HR administrator could process the transaction.

The PCR function does a masterful job of operational process execution and of handling data inside a process. Now, as customer needs are evolving beyond the classical area of operational process execution to the centralized delivery of services within a shared services center, customers need a very flexible framework that can adapt to their particular HCM processes. Through the PCR function, SAP software facilitates 12 to 15 specific HR processes. But it would be unwise to think that SAP software can “know” precisely the sequence of roles and the exact data fields that all companies need. This is where the HCM processes and forms framework, delivered in the current version of SAP ERP, comes into play.

What Is the HCM Processes and Forms Framework?

The HCM processes and forms framework offers an efficient way to manage cross-role processes involving HR master data. The highly flexible framework allows SAP customers to build and execute their own specific processes, no matter what data, process flow, and roles are involved.

The HCM processes and forms framework is based on three components, all of which are standard in the current version of SAP ERP:

- HR table customizing, which enables processes in this framework to be implemented without the need for developers to write any code
- SAP Interactive Forms software by Adobe, which integrates all business roles into processes through a user-friendly, forms-based interface
- SAP Business Workflow tool, a proven workflow engine that enables improved flexibility

No matter what the HCM process – whether it’s a one-step process in which an employee needs to update data or a more complicated process involving multiple roles – the HCM processes and forms framework allows it to be handled quickly and without any coding. HR practices are not restricted; anyone can start a process, and any role – not just a technical one – can be involved at any step along the way.

Because HCM practices change all the time, another goal of the HCM processes and forms framework is to create an implementation environment that reduces implementation costs and allows companies to quickly adapt processes to their policies and business needs, as well as an analytics framework in which to analyze process effectiveness. These highlights are discussed in more detail later on.

First, what does the HCM processes and forms framework look like?

Human capital management (HCM) processes and forms framework features support all business and IT roles in their daily HR tasks.

FEATURE	BENEFIT
New portal role: HR administrator has been added.	Persons in all roles, including the HR administrator, can work in the same portal environment.
Process Start and Execution from the portal: Employee, manager, HR administrator, and customer can start a process or handle process items.	Without any programming, roles are incorporated into the framework for any HR process; customer roles are also incorporated easily.
SAP® Interactive Forms software by Adobe: This software is used for all involved roles.	Forms provide a user-friendly, familiar interface that is consistent for both occasional and professional roles.
Display of involved roles/users: These are displayed in every process step.	Communication is easier. For example, in the third step of a process, a user can see who executed steps one and two.
Role-specific links: These are links to process documentation and policies.	Support is role-specific. Employee and manager can access information from a customer’s point of view, and HR administrator from a service provider’s point of view.
Role-specific attachment handling: All users can include as attachments during processing.	Relevant business documents are incorporated directly in the process, saving time.
Saving a draft: A user can partially fill out a form, save it, and finish it later.	Users can interrupt their work and fill out a form in several sessions.
Withdrawal of a process: All users can stop a request, as long as no data has changed in the back end.	Users do not need to contact an administrator to withdraw requests.
Automatic back-end support: This supports default values, entry helps, data validations, and so forth, in every process step.	Automation provides users with maximum support, without programming.
Save to back end in every step: It is possible through every role and at multiple times during a process.	HR master data is up to date, even for long-running processes.
Error-tolerant step and message customizing: Message displays can be customized to a role.	Occasional users are not confused by messages for professional users.
Automatic update of digital personnel files: Once a process is completed, the used forms and attachments are transferred to the digital personnel file.	No additional activities are needed for updating personnel files.
Templates for processes: These templates include hiring, transfer, birth of a child, termination, and another 8 to 10 processes, which are delivered with the enhancement package for the current version of the SAP ERP application.	Templates are an easy starting point within the framework.

Table: Functional Overview and Benefits of HCM Processes and Forms Framework

Stepping Through an Example: The Employee Transfer Process

Let's look at an example of an HR process that could benefit greatly from the HCM processes and forms framework. An employee is being transferred from one manager to another. Three roles are involved in the administrative side of this transfer: the current manager, the new manager, and the HR administrator.

Note:

This process is only one example of what you can build with the HCM processes and forms framework. There are no restrictions on the number of process steps or the specific roles that you can include in the process.

What would this process execution look like from an end-user perspective? What happens at every step along the way?

Step 1: The Current Manager Starts the Transfer Process

The current manager goes into the SAP ERP Human Capital Management (SAP ERP HCM) solution through the enterprise portal, clicks on *Start*, and sees a list of the processes he or she can start (see Figure 1). The manager clicks on the relevant process – *Transfer*, in our example – and then sees the relevant form for processing.

The manager enters the required data in the form, checks the data, and clicks the *Check and Send* button to move the form to the next phase of the process. Based on the *New Manager* name listed on the transfer form, the form is directed to the manager responsible for performing the second step.

Form Application

Top Area:

- Navigation Bar
- Links to Guidelines and Documentation
- Attachment Upload

Form Area:

- Title of Process/Form
- Header Information about Employee
- General Help Text
- Role-Specific Help Text
- Data Fields with Entry Help and Validation

Bottom Area:

- Navigation buttons for *Draft*, *Send*, and Other Actions

Figure 1: What the Current Manager Sees When Starting an Employee Transfer

Step 2: The New Manager Enters Pertinent Data

The new manager navigates to his or her in-box and selects the relevant work item. The form is displayed, and it now includes the data the current manager entered in step 1. The new manager enters additional data (the new position, for example), checks the information, and clicks *Check and Send* to move the form to the HR administrator. The entries from step 1 and 2 are stored in the form, and, on the basis of this data, the software determines which HR administrator is responsible for performing the third step.

Step 3: The HR Administrator Completes the Form and Updates Master Data

The appropriate HR administrator navigates to his or her in-box and selects the relevant work item. The form is displayed, together with the data from steps 1 and 2. The HR administrator enters the data (personnel area, for example), checks it, and clicks *Check and Send* to move the form forward in the process.

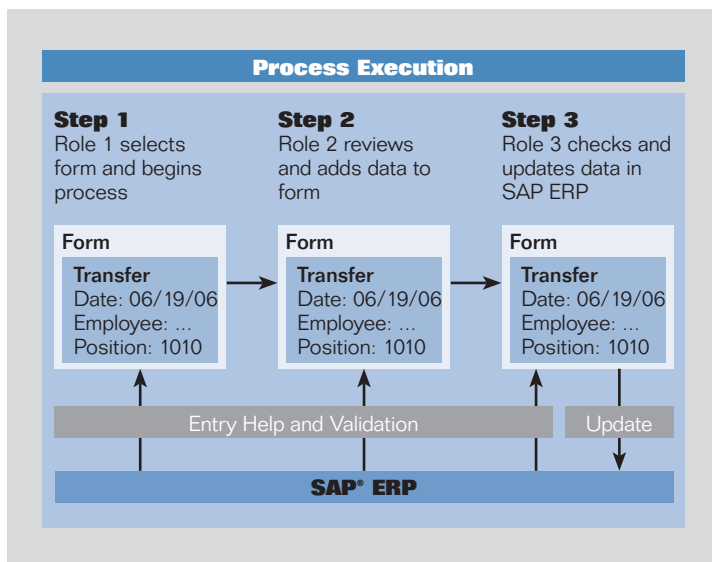


Figure 2: Overview of a Three-Step Employee Transfer Process Achieved with the HCM Processes and Forms Framework

In contrast to the previous two steps, clicking the *Check and Send* button in this step saves the data from the form to the application database. In other words, this third step updates the employee's HR master data according to the new information from the form (see Figure 2).

Quick and Easy Implementation Without Coding

With the HCM processes and forms framework, SAP gave very high priority to delivering an easy-to-use, flexible, process-design environment that is also simple to implement and can adapt quickly to changing processes. For example:

- Specific fields and processing logic can be defined by simple table customizing and do not require any coding (see Figure 3). If customers want to store additional logic, however, they can through the use of business add-ins available to them.
- The visual design of the form is done with Adobe Designer (included with the current version of SAP ERP), which means that anyone familiar with simple text-editing tools can define forms.
- Process flow is defined with the SAP Business Workflow tool and an additional library of tasks and workflow templates developed specifically for the HCM processes and forms framework. Using this library, even absolute beginners without any workflow experience can design a process flow.

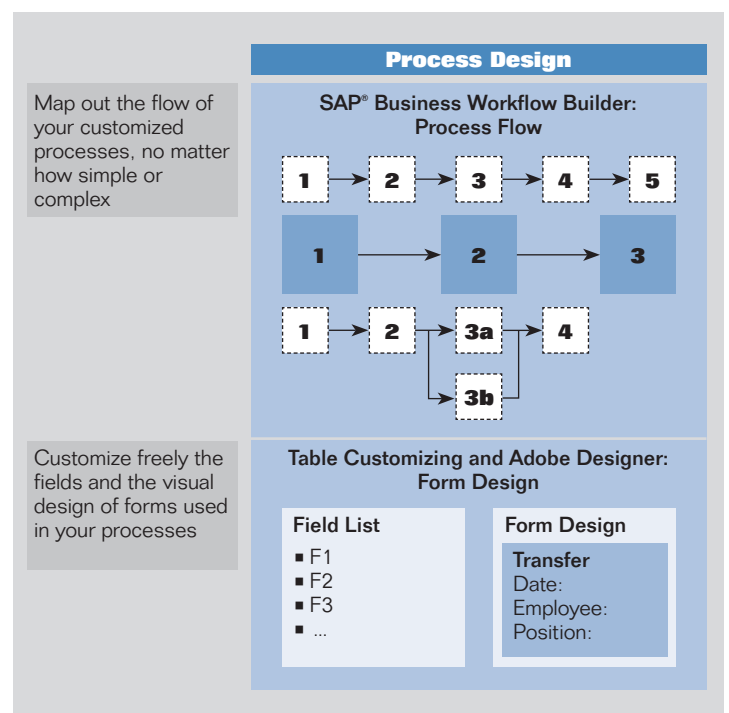


Figure 3: The Design Environment of HCM Processes and Forms Framework

Delivering Analytic Insight

The HCM processes and forms framework provides the groundbreaking ability to deliver analytic insight into HR operational performance. These analytics, which can link a company's investment in HCM to the department's performance outcomes, are invaluable in proving the impact an HR department has on the bottom line.

Within the HCM processes and forms framework, analytic functions are available through an analytics framework with preconfigured content from the SAP NetWeaver® Business Intelligence (SAP NetWeaver BI) component. When a process or service is executed – from the SAP Employee Self-Service or SAP Manager Self-Service applications, for example – multiple time stamps, information about executing roles, and executed process and service types are tracked and stored (see Figure 4). This data is the basis for preconfigured key performance indicators (KPIs), which allow HR teams to drill down into the execution results of HCM processes and analyze their performance and effectiveness, especially in the context of an HR shared services center (see sidebar).

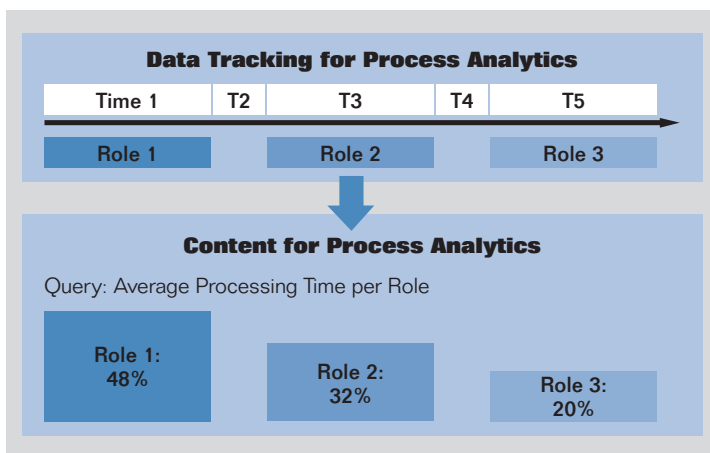


Figure 4: HCM Processes and Forms Framework Tracks and Stores Time Stamps and Role Information and Presents This Data Through Analytics

Examples of delivered SAP NetWeaver BI content are the following KPIs:

- Number of processes or services
- Processing time
- Completion time
- Waiting time

Queries are also delivered, and include the following:

- Process or service volume
- Average completion time
- Average processing time

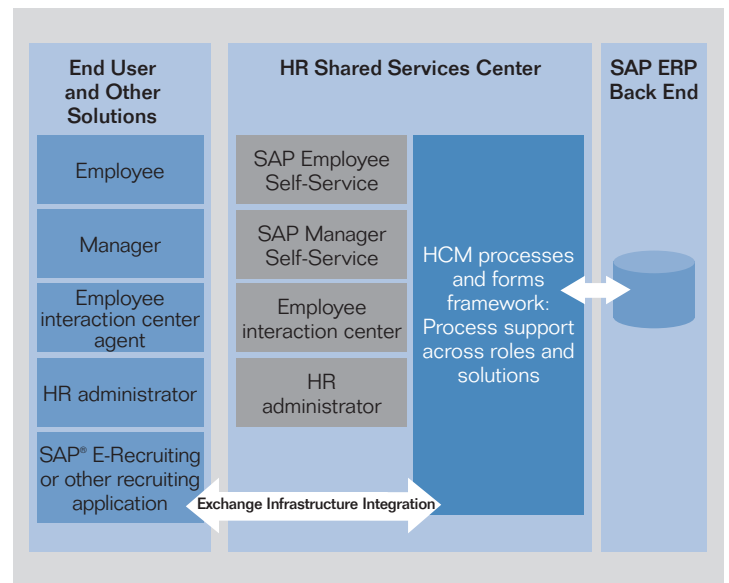


Figure 5: HCM Processes and Forms Framework as Part of a Shared Services Center

HCM Processes and Forms Framework: Integral to the HR Shared Services Center Concept

Because of the changing nature of human capital management (HCM), in which HR services spread across multiple locations and regions are proving quite costly, all relevant solutions within a shared services center must be accessible. By centralizing HR within one services center, companies find that they can reduce transaction costs by obtaining efficiencies of scale in delivering HR services throughout the organization.

To do this, companies can integrate all their relevant HCM solutions – the SAP® Employee Self-Service and SAP Manager Self-Service applications, the employee interaction center, the SAP E-Recruiting application, and the personnel administration function, as well as all the underlying HR master data – with the HCM processes and forms framework, as shown in Figure 5. The framework is a fundamental technical component of an effective shared services center.

Summary

The HCM processes and forms framework supports company-specific HR processes. With its code-free design and simple, cost-reducing implementation environment, the flexible framework enables users to make their HR-related workflow more efficient, resulting in huge time-savings for IT teams.

Together with SAP Manager Self-Service, SAP Employee Self-Service, the employee interaction center, and the new role of HR administrator, all available in the current version of SAP ERP, the HCM processes and forms framework allows companies to easily tailor technology to their HR processes. The framework comes complete with analytics to measure the performance and effectiveness of HR teams, so that HR can prove its strategic and bottom-line value to the organization.

For more information, please visit www.service.sap.com/erp-hcm
→ *SAP ERP HCM in Detail* → *Workforce Process Management* → *HCM Processes and Forms*.

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