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# **Mastering HR Management with SAP**

 PRESS

# Contents

<b>Invitation</b>	<b>13</b>
<b>1 Goal of this Book</b>	<b>15</b>
1.1 Scope of the Content .....	15
1.2 Target Group .....	16
1.3 Working with this Book .....	17
<b>2 Overview of mySAP ERP HCM</b>	<b>19</b>
2.1 HR or HCM as a Part of the SAP Solutions Family .....	19
2.2 The Elements of mySAP ERP HCM and SAP R/3 HR .....	22
<b>3 mySAP HR in the Project</b>	<b>27</b>
3.1 Structure of a mySAP HR Project .....	27
3.1.1 Project Scope .....	27
3.1.2 Project Phases .....	29
3.2 Tools .....	33
3.2.1 The Solution Manager .....	33
3.2.2 Process Modeling .....	34
3.2.3 Implementation Guide .....	37
3.3 Critical Success Factors .....	37
<b>4 Personnel Administration</b>	<b>39</b>
4.1 Business Principles .....	39
4.1.1 Organizational Structures in the Personnel Area .....	39
4.1.2 HR Master Data and Work Processes .....	41
4.1.3 Legal Principles .....	43
4.1.4 A Basis for Other Personnel Management Processes .....	43
4.1.5 Companywide Integration of HR Data .....	46
4.2 The mySAP HR Concept .....	48
4.2.1 Personnel Numbers .....	49
4.2.2 The Infotype Concept .....	54

4.2.3	Data Maintenance in Infotypes .....	57
4.2.4	System Adjustments in Master-Data Maintenance .....	66
4.2.5	Structures in Personnel Administration .....	78
4.2.6	Organizational Management .....	86
<b>4.3</b>	<b>Selected Infotypes for Personnel Administration .....</b>	<b>86</b>
4.3.1	Actions (0000) .....	86
4.3.2	Organizational Assignment (0001) .....	86
4.3.3	Personal Data (0002) .....	91
4.3.4	Address (0006) .....	93
4.3.5	Basic Pay (0008) .....	94
4.3.6	Monitoring of Tasks (0019) .....	96
4.3.7	Cost Distribution (0027) .....	98
4.3.8	External Transfers (0011) .....	99
4.3.9	Education .....	100
4.3.10	Additional Personal Data (Infotype 0077) .....	102
4.3.11	Residence Status (Infotype 0094) .....	103
4.3.12	Infotypes for U.S. Employee Tax Information .....	104
<b>4.4</b>	<b>Procedures in Personnel Administration .....</b>	<b>104</b>
4.4.1	Personnel Actions .....	105
4.4.2	Dynamic Actions .....	116
4.4.3	Business Workflow in HR .....	121
<b>4.5</b>	<b>Process Examples .....</b>	<b>124</b>
4.5.1	Hiring an Employee .....	124
4.5.2	Decentralized Use of Personnel Data .....	127
4.5.3	Managing Expatriates .....	135
<b>4.6</b>	<b>Critical Success Factors .....</b>	<b>139</b>

## **5 Organizational Management in mySAP HR 141**

<b>5.1</b>	<b>Classification in the Overall System and in HR .....</b>	<b>141</b>
5.1.1	Importance for Personnel Administration .....	141
5.1.2	Importance for Personnel Planning and Development .....	142
5.1.3	Importance for the Decentralized Use of HR .....	142
5.1.4	Importance for R/3 in General .....	142
<b>5.2</b>	<b>Structure of Organizational Management .....</b>	<b>143</b>
5.2.1	Designing the Organizational Structure .....	148
5.2.2	Integration with Personnel Administration .....	151

## **6 Recruitment 153**

<b>6.1</b>	<b>Business Principles .....</b>	<b>153</b>
6.1.1	Goals of the Recruitment Process .....	153
6.1.2	Recruitment Media .....	153
6.1.3	Managing the Application Process .....	156
6.1.4	Applicant Selection .....	159
6.1.5	Recruitment Controlling .....	160
6.1.6	Internet Recruiting .....	161

<b>6.2</b>	<b>The mySAP HR Concept</b> .....	<b>162</b>
6.2.1	Integration in the Organizational Structure .....	162
6.2.2	Media and Instruments .....	164
6.2.3	Applicant Master Data .....	167
6.2.4	Status, Actions, Processes .....	174
6.2.5	Controlling the Work Flow and Correspondence .....	182
6.2.6	Controlling .....	189
6.2.7	Integration with the Internet .....	190
<b>6.3</b>	<b>Process Examples</b> .....	<b>191</b>
6.3.1	Advertisement .....	193
6.3.2	Receipt of Application .....	193
6.3.3	Single-Level Selection Process .....	195
6.3.4	Contract Creation .....	197
<b>6.4</b>	<b>Critical Success Factors</b> .....	<b>197</b>

## **7 E-Recruiting 199**

<b>7.1</b>	<b>Business Principles</b> .....	<b>199</b>
7.1.1	War for Talent .....	199
7.1.2	Sourcing and Retention .....	199
7.1.3	Controlling Recruitment Processes .....	200
7.1.4	Processes and Organization .....	201
7.1.5	Recruitment Service Providing .....	201
7.1.6	Technology .....	202
<b>7.2</b>	<b>The Process in mySAP ERP HCM</b> .....	<b>202</b>
7.2.1	Overview .....	202
7.2.2	Process and Roles .....	204
7.2.3	Requisitions .....	206
7.2.4	Process Templates .....	210
7.2.5	Questionnaires .....	212
7.2.6	Further Important Terms .....	218
<b>7.3</b>	<b>Looking at the Different Roles in E-Recruiting</b> .....	<b>219</b>
7.3.1	The External Candidate .....	220
7.3.2	The Internal Candidate .....	231
7.3.3	The Manager .....	232
7.3.4	The Recruiter .....	233
7.3.5	The Administrator .....	239
7.3.6	Succession Planner .....	239
<b>7.4</b>	<b>Customizing and Technology</b> .....	<b>240</b>
7.4.1	Technical Settings .....	240
7.4.2	Basic Settings .....	241
7.4.3	Talent Warehouse .....	241
7.4.4	Applicant Tracking .....	242
7.4.5	Activities .....	243
7.4.6	Questionnaires .....	245
7.4.7	Requisition Management .....	246
7.4.8	Further Technical Issues .....	246
<b>7.5</b>	<b>Critical Success Factors</b> .....	<b>247</b>

## **8 Time Management 249**

<b>8.1 Business Principles</b> .....	<b>249</b>
8.1.1 Objectives of Time Management .....	249
8.1.2 Forms of Time Recording .....	252
8.1.3 Legal Principles .....	253
8.1.4 Concepts of Flexible Working Hours Policy .....	253
<b>8.2 Design in the SAP System</b> .....	<b>255</b>
8.2.1 Structures in Time Management .....	256
8.2.2 Public-Holiday Calendar .....	257
8.2.3 Concepts Explanations for Time Management .....	258
8.2.4 Work Schedules .....	263
8.2.5 Time Data Entry .....	271
8.2.6 Connecting Time Clocks .....	298
8.2.7 Time Evaluation .....	303
8.2.8 Incentive Wage .....	311
8.2.9 Reporting in Time Management .....	317
8.2.10 Integration Aspects .....	319
<b>8.3 Time Manager's Workpace</b> .....	<b>320</b>
8.3.1 Application and Functionalities .....	320
8.3.2 Customizing for the TMW .....	325
8.3.3 Amended Delivery in R/3 Enterprise .....	335
<b>8.4 Calendar View in the TMW</b> .....	<b>335</b>
8.4.1 Calendar Types .....	336
8.4.2 Functional Span .....	336
8.4.3 Processing Time Data .....	337
8.4.4 Customizing .....	338
<b>8.5 The Mobile Solutions of Time Management</b> .....	<b>342</b>
8.5.1 Types of Web Applications and Mobile Applications .....	343
8.5.2 CATS Notebook .....	343
8.5.3 WAP Applications of Time Management .....	345
8.5.4 Conclusion .....	347
<b>8.6 Process Examples</b> .....	<b>347</b>
8.6.1 Flextime Model with Traffic Lights .....	347
8.6.2 Part-Time Model .....	351
8.6.3 Time-Autonomous Work Groups .....	353
8.6.4 Life-Working-Time Accounts .....	355
<b>8.7 Critical Success Factors in Time Management</b> .....	<b>359</b>

## **9 Payroll 361**

<b>9.1 Business Principles</b> .....	<b>361</b>
9.1.1 Basic Forms of Remuneration .....	361
9.1.2 Influencing Variables of Gross Payroll .....	362
9.1.3 Net Payroll .....	364

9.2	Payroll Conception in mySAP HR .....	364
9.2.1	Structures for Remuneration Calculation .....	365
9.2.2	Payroll Principles .....	366
9.2.3	Payroll Process .....	379
9.2.4	HR Process Workbench .....	400
9.2.5	The Payroll Calculation .....	403
9.3	Process Examples .....	419
9.3.1	Off-Cycle Workbench .....	419
9.3.2	Samples for Personnel Calculation Rules .....	424
9.4	Critical Success Factors .....	430

## **10 Benefits 431**

10.1	Business Principles .....	431
10.2	Implementation in SAP HR .....	432
10.2.1	Basic Conceptions .....	432
10.2.2	Benefit Plans .....	435
10.2.3	Master Data .....	439
10.2.4	Enrollment .....	442
10.2.5	Miscellaneous .....	446
10.2.6	U.S. Specific Benefits .....	452
10.3	Critical Success Factors .....	456

## **11 Personnel Controlling 457**

11.1	Business Principles .....	457
11.1.1	Categorization of Personnel Reports .....	457
11.1.2	Requirements for Setting Up Reporting .....	459
11.1.3	Timeline for Reporting Data .....	460
11.1.4	Counting Method .....	462
11.1.5	Special Case for Turnover Statistics .....	463
11.2	Implementation in mySAP HR .....	464
11.2.1	Structures in Personnel Controlling .....	464
11.2.2	Tools for Personnel Controlling .....	466
11.2.3	Standard Reports .....	470
11.2.4	SAP Query .....	477
11.2.5	Ad-Hoc Query .....	481
11.2.6	Enhancing the Query Options .....	486
11.2.7	Programming Customer-Specific Reports .....	489
11.2.8	HIS .....	490
11.2.9	Limits of HR Reporting .....	492
11.2.10	Business Information Warehouse .....	494
11.3	Process Example: Company-Specific Reporting Concept .....	496
11.4	Critical Success Factors .....	499

## **12 Quality Assurance 501**

12.1	Quality in Software Projects .....	501
12.2	Cross-Process Quality Aspects in HR .....	503
12.2.1	Structured Procedure .....	503
12.2.2	Documentation and Customizing .....	504
12.2.3	Clear Customizing .....	505
12.2.4	Test Concept .....	506
12.2.5	Authorization Concept .....	508
12.2.6	Decentralized Use of the System .....	510
12.2.7	Setting Up Your Quality-Management Project .....	511
12.2.8	Auditing Tools .....	513
12.3	Process-Specific Quality Aspects in HR .....	515
12.3.1	Quality Assurance in Organizational Management .....	515
12.3.2	Quality Assurance in Recruitment .....	516
12.3.3	Quality Assurance in Personnel Administration .....	517
12.3.4	Quality Assurance in Time Management .....	519
12.3.5	Quality Assurance in Remuneration Payroll .....	524
12.3.6	Quality Assurance in Personnel Controlling .....	525
12.4	Critical Success Factors .....	526

## **13 Role-Based Portal Solution 527**

13.1	Roles in mySAP HR .....	527
13.1.1	General Remarks .....	527
13.1.2	Selected Roles in mySAP HR .....	530
13.2	mySAP Employee Self Service .....	531
13.2.1	The Internet Transaction Server (ITS) .....	532
13.2.2	ESS Time Management .....	536
13.2.3	ESS Remuneration Statement .....	542
13.2.4	ESS Personnel Administration .....	543
13.3	mySAP Manager's Desktop .....	544
13.3.1	The User Interface .....	545
13.3.2	Adjustment Options .....	546
13.4	ESS and MSS in the Portal .....	554
13.4.1	Overview .....	554
13.4.2	The mySAP Enterprise Portal .....	555
13.4.3	Portal-Based ESS .....	558
13.4.4	Portal-Based MSS .....	564
13.4.5	Process Example .....	571
13.5	Critical Success Factors .....	576
13.5.1	Success Factors: mySAP HR Roles .....	576
13.5.2	Success Factors: ESS and MDT .....	577
13.5.3	Success Factors: mySAP Enterprise Portal, ESS and MSS in the Portal .....	579

<b>14</b>	<b>Integration with Personnel Planning</b>	<b>581</b>
14.1	General Remarks on Integration .....	581
14.2	Organizational Management .....	582
14.3	Training and Event Management .....	582
14.4	Personnel Development and Performance Management .....	582
14.5	Compensation Management/Cost Planning .....	582
14.6	Workforce Planning/Shift Planning .....	583
14.7	Cross-Component Aspects .....	583
<b>A</b>	<b>Cross-Process Customizing Tools</b>	<b>585</b>
<b>B</b>	<b>HR Infotypes</b>	<b>591</b>
<b>C</b>	<b>Explanations for Process Models</b>	<b>613</b>
<b>D</b>	<b>Recommended Reading</b>	<b>617</b>
<b>E</b>	<b>About the Authors</b>	<b>619</b>
	<b>Index</b>	<b>623</b>

# Invitation

Dear Reader,

You may expect a "Preface" here, but we'd rather extend an invitation.

More precisely, the authors issue three different invitations to each reader:

1. mySAP HCM is a huge topic, and every day there is something new to learn. The authors of this book are co-authoring a free e-mail newsletter about mySAP HCM, which keeps its readers up-to-date with six issues per year. To learn more about this newsletter and subscribe online, have a look at <http://www.admanus.de/english-newsletter>, or subscribe via e-mail by sending a message with "subscribe book" in the subject line to [newsletter@iprocon.com](mailto:newsletter@iprocon.com). *We invite you to keep in touch!*
2. Throughout the book, you will find many process models, mostly in the form of event-driven process chains. If you are interested in getting these process models in an electronic form, we offer you a free download via <http://www.iprocon.com/book-process> (Password *innovation*). They are available in the original form as an ARIS database and as a PowerPoint file. *We invite you to download!*
3. This book shows many ways to use the potential of the system to support processes in ways other than those for which they were originally designed. The enormous flexibility of mySAP HCM provides many more opportunities than could be described in one book. So, don't stick to the straightforward solutions, but rather think out of the box! If you really understand the underlying structure and functionality of the system, you will often find an efficient way to cope with your requirements. *We invite you to innovate!*

To learn more about the authors and other people involved, have a look at Appendix E, *About the Authors*.

We recommend you read Chapter 1, *Goal of this Book*, which will help you get the best value from this book. We wish you interesting reading and many ideas that help you succeed in your project or day-to-day job with mySAP HR.

## 7 E-Recruiting

*The E-Recruiting solution within mySAP ERP HCM is completely new and doesn't have much in common with the recruitment solution described in the previous chapter. The new design built on a new technological basis takes into account the new labor market where it takes a proactive approach to capture the best talents.*

### 7.1 Business Principles

Most of what is said in Section 6.1 is also true for E-Recruiting, as we are talking primarily about a different technical approach. However, the new technology allows some major changes to the business processes, which have to be discussed here.

#### 7.1.1 War for Talent

Even in countries with high unemployment it is more and more difficult for companies to attract specialized or high-potential candidates, as you can see in several European countries these days. Most organizations expect this problem to grow, given the aging population in many parts of the industrialized world and ever-increasing skill requirements for the top technical and managerial positions.

On the other hand, most organizations see a sharp increase of applications from candidates with only average or low skills. The challenge to the HR department will be to manage this workload efficiently while still finding the best candidates to ensure their companies' competitiveness.

#### 7.1.2 Sourcing and Retention

Considering that the highly talented tend to behave as self-confident business partners in the labor market today, the traditional recruitment process is just not enough. What you need is a comprehensive talent-relationship management.

Research shows that the majority of employees are neither 100% loyal to their employers nor actively looking for a new job. More than 50% are generally interested in a good opportunity but may not even read the help-wanted section of the newspaper. A company that attracts talent and builds relationships with talented people even before they are

urgently looking for a new job has a considerable advantage. That's the idea behind the concept of the talent pool. Employees who are screening the job market without an immediate wish to change their employers are invited to an uncommitted registration. They can look around and get acquainted with the company. When a promising opening arises, they are available without the need for much advertising. Moreover, the talent pool allows for a reasonable segmentation of candidates so that you can concentrate on your target groups.

Thus, you can apply well-known principals of customer-relationship management to your recruiting processes. It is more efficient and more effective to build and maintain long-term relationships than to search for short-term contacts every time you need them and then lose them again.

What is true for external candidates is also true for internal talent. After all, your best employees are potential candidates for your competitors, and it would be naïve to assume that they do not watch the job market. So, since they are watching anyway, why not make sure that the internal job market of your company is at the top of their list? Allow your employees what you allow external candidates. When change is due, it is better they choose a new job in your company than leave for the competition.

### **7.1.3 Controlling Recruitment Processes**

Measurement of the recruitment performance is becoming more and more important. There are well known key figures such as

► **Cost per hire**

All internal (e.g., time spent by recruiters) and external (e.g., cost of a job advert) costs that are spent to fill a position

► **Time to fill**

Time that passes from the opening of a position to the hiring of a new employee

► **Cost of staff turnover**

All costs caused by the leaving of an employee (including hiring and training costs as well as the costs caused by the vacancy, to name but the most important components)

With E-Recruiting, it is often more difficult to assign the costs to a specific hiring, because the costs for the talent pool must be shared by all hiring activities in some way. Moreover, there are often requirements for more detailed information. One way of dividing the time to fill a vacancy is as follows:

- ▶ The time from the moment the vacancy is known to the moment when a job advertisement is published (online or in print)
- ▶ The time between the publishing of the advertisement and the invitations to first interviews
- ▶ The time between the interviews and the hiring decision
- ▶ Other

With a specialized e-recruitment system, the expectations in this area are particularly high.

#### **7.1.4 Processes and Organization**

This new world of recruitment can be quite a challenge for the HR department. It differs from the traditional process in a number of ways.

- ▶ The candidates can contact the company in many different ways, and they want to decide how to go about it.
- ▶ Working with a talent pool requires completely new processes, because, after the initial registration, the initiative often must come from the employer.
- ▶ Besides the processes surrounding applications and job openings, something must be done for the retention of talent in the pool.
- ▶ Line managers expect to be involved more actively in the selection process and get quicker results so they can respond to changing market requirements
- ▶ "Cost per hire" is an important key figure, and budgets for HR are often limited.
- ▶ Recruitment, staff retention, succession planning, and career development are interacting strongly. They even can be seen as parts of the same complex process.

All this requires significant changes to the old organization and processes.

#### **7.1.5 Recruitment Service Providing**

In recent years, more and more companies have outsourced parts of their recruitment processes or built corporate service centers to act as service providers. The pressure to reduce costs, together with the increasing complexity of the processes, may be major reasons for this.

However, with this step, the processes often get even more complex because of increased coordination requirements. So, it is even more

important to have well defined and sensible processes and a clear organization with an appropriate IT-support.

### 7.1.6 Technology

Most organizations seriously working with E-Recruiting have to face technological challenges. These include the following.

- ▶ Candidates send in information in many different forms. Not only must paper-based applications be processed but also electronic documents in a variety of formats such as Microsoft Word, PDF, TIF, and JPG. One possibility is to have all applicants fill in an online form with the most important information.
- ▶ Data security is always an issue, and it has two sides:
  - ▶ Candidates who register and enter confidential data want to be sure that no unauthorized access of this data is possible.
  - ▶ It makes sense that the recruiting system interacts with the operative HR system. Because this interaction opens up a connection between the HR system and the outside world via the Internet, technology must guarantee that data of the operative HR system cannot be accessed from outside the organization.
- ▶ International recruitment is often a reason for changing from traditional recruitment processes to E-Recruiting. However, this means that the system has to
  - ▶ Comply with legislation of different countries regarding data security, accessibility, etc.
  - ▶ Be multilingual
  - ▶ Deal with different formats for addresses, names, etc.
  - ▶ Take into account the different education systems and grading systems

## 7.2 The Process in mySAP ERP HCM

### 7.2.1 Overview

Figure 7.1 shows the main functional areas of the solution. In the center of the whole process stands the **Talent pool**, where candidates can maintain their data. How much data they enter can be decided by the candidates within the restrictions that the employer sets in the Customizing.

**Registration** is the first step. At this point, it is generally not required that the candidate enters all the data. We can expect, rather, that many candidates will enter more and more data with time and only offer the full set of data when they find an attractive vacancy.

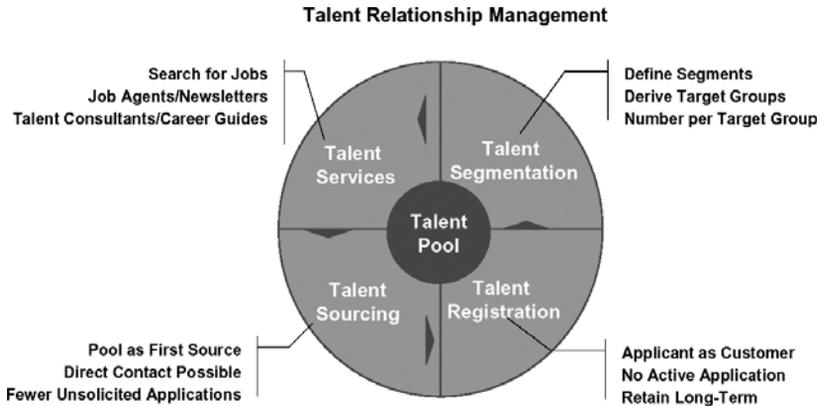


Figure 7.1 Functional Overview of mySAP E-Recruiting

The data maintained in the talent pool usually includes:

- ▶ Personal data
- ▶ Communication data (address, e-mail, phone, etc.)
- ▶ Employment preferences (such as functional area and salary expectations)
- ▶ Work experience
- ▶ Education
- ▶ Skills profile (qualifications)
- ▶ A range of attachments such as certificates and reference letters
- ▶ A cover letter

Although it is possible at this stage to see active applications for a particular vacancy, and although in most cases this is encouraged, the employer's main aim in registration is developing a long-term relationship.

How much effort is invested in this relationship and whether a candidate receives invitations to apply for specific jobs can be decided in the talent **segmentation** process. It allows the employer to assign candidates to a talent group (see Section 7.2.6) and to assess candidates in a detailed appraisal form (questionnaire) (see Section 7.2.5) that can be fully customized.

To retain candidates in the pool, several services can be offered to them (as shown in Figure 7.1). Whatever the value-added services may be, the most important points for the candidate are:

- ▶ Searching for interesting job postings
- ▶ Getting qualified job offers or invitations to apply from a recruiter, based on the candidate profile.

From the employer's point of view, the three functional areas described so far build the basis for the real purpose of the system: **talent sourcing**. With a broad pool of talent and substantial information about candidates at hand, many vacancies can be filled from this pool. So, the pool is the first place to look for new employees before any other expensive and time-consuming measures such as placing job advertisements or hiring head-hunters are necessary. To fulfill this purpose, requisition management (see Section 7.2.3) is a very important feature of the solution. Recruiters define the requisitions and related job postings that are requested by the managers who are looking for new employees. These requisitions hold the data about the job requirements that will be matched with the candidates' data.

Note that the whole system works for internal candidates as well as for external ones. With Version 6.0, succession planning is included as an explicit component represented by its own role, the Succession Planner. This shows an important development within mySAP HCM: Recruiting and personnel development get more and more integrated in the **Talent Management** solution. With this development, the software is ahead of many HR departments, where these two functions are still much too separated from each other. As a matter of fact, recruitment and personnel development are often alternative or even hybrid solutions to the same problem. So, they should be dealt with together as mySAP HCM suggests.

### **7.2.2 Process and Roles**

The application is based on several roles, which are described in detail in Section 7.3. A role is not merely a set of authorizations, as it is sometimes understood. In the context of E-Recruiting, a role represents a set of functions together with the corresponding user interface tailored to the requirements of the role. The most important roles and their interactions are represented in Figure 7.2. This figure shows the main process, starting with a candidate's interest in the company and the creation of a vacancy, up to the application. Of course, this process as shown is rather simplified

as it does not take into account the various outcomes each step could have. It merely concentrates on "the most interesting" outcomes that keep the process going.

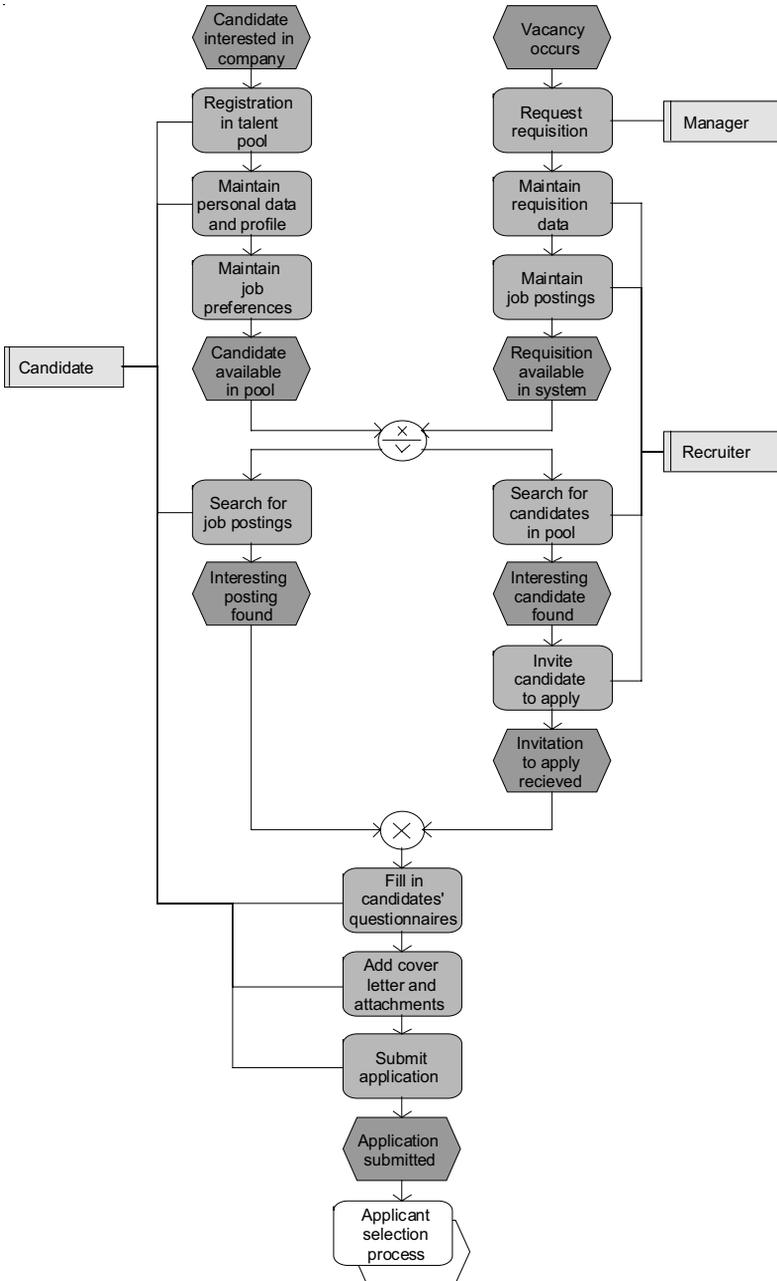


Figure 7.2 Process Overview: Candidate, Manager, and Recruiter

The first part of the process shows two independent branches:

- ▶ The candidate registers in the talent pool and maintains some data.
- ▶ A manager needs a new employee and requests a requisition, which is created by the recruiter along with one or more postings.

The second part of the process shows, how the candidate and the requisition—or rather a job posting contained in the requisition—can get together. There are two ways for this to happen:

- ▶ The candidate searches for interesting positions and finds a match.
- ▶ The recruiter searches for candidates matching his requisition and finds one. In this case, he would invite the candidate to apply for the position in question and provide all necessary data.

In both cases, the candidate will complete his or her data. Usually he or she will upload a cover letter and other attachments and may have to fill in one or several questionnaires. This done, he or she can submit the application.

Of course the process doesn't stop there, but will go the usual course of a selection process with correspondence, interviews, etc., and further roles are likely to be involved. The process flow is controlled by so called process templates (see Section 7.2.4) together with SAP Workflow.

In the following sections, we will discuss the most important concepts of the solution and then look at the different roles.

### **7.2.3 Requisitions**

Together with the candidates themselves, requisitions are the central objects of the whole solution. Requisitions provide the means to get vacancies communicated to the users of the talent warehouse as well as to all other persons involved.

Each requisition contains one or more job postings that are dealt with together and have similar requirements. Each job posting can be published via one or more publications (see Figure 7.3).

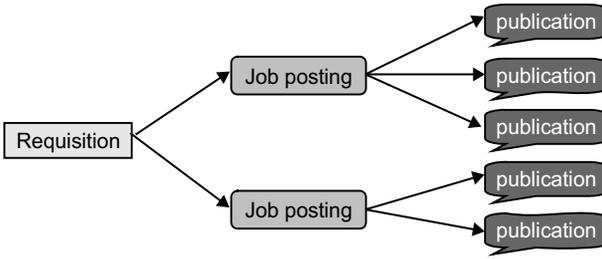


Figure 7.3 Structure of a Requisition

A requisition is maintained in nine steps, which do not all have to occur in every organization.

1. Maintain general job information, which contains administrative data about the requisition process and the basic job details such as description, function, and salary (see Figure 7.4).

**Requisition**

Personal Pages > Requisition Maintenance > Requisition

Requisition NB50010737 Status Draft

A requisition is a formal request to fill one or more jobs. Store the relevant data and release the requisition.

**Requisition** 1 General Job Information  2 Organizational Data 3 Support Team  4 Job Requirements 5 Education Requirements >>>

Organizational Data >

**General Job Information**  
Administrative data on the requisition and on the job details of the vacancy(vacancies)

**Basic Data**

Requisition Title: Requisition NB50010737  
 Alias:   
 Interest Group: -- Select --  
 Application Close: DD.MM.YYYY   
 Process Template:    
 Test:

**Job Details**

Job Title:   
 Industry: -- Select --  
 Hierarchy Level: -- Select --  
 Functional Area: -- Select --  
 Contract Type: -- Select --  
 Capacity Utilization Level: -- Select --  
 Start Date: DD.MM.YYYY   
 End Date: DD.MM.YYYY   
 Branch:

**Payment Information**

Salary Range: -- Select -- -- No Selection Possible --  
 Additional Information:

Figure 7.4 Creating a Requisition

2. Maintain organizational data.
3. Define the support team: This is the team working with the requisition in several roles (see Figure 7.5). You needn't define all possible roles for a requisition. The extent to which you define them depends on your process. Generally a recruiter and a requesting manager are involved at least. Other roles that could be involved include a decision maker to approve the postings, an administrator, or a data-entry assistant.

Name	Role
Bill Ingram	Decision-maker
Joan Gerloff	Administrator
Lynne Andrews	Requesting Person
Sven Ringling	Recruiter

Page 1 of 1

Assign Member Delete

**Figure 7.5** Defining the Support Team

4. Maintain job requirements relating to the employment experience of the future position holder.
5. Maintain education requirements.
6. Add attachments (such as a detailed job description in the form of a PDF file).
7. Set the status of the requisition; only if the requisition is released can the included postings can be published for the talent pool.
8. The data overview shows the recruiter, what data has been maintained so that he can easily identify any missing data.
9. In the last step, the job postings are included in the requisition.

Figure 7.4 shows the design of a step-by-step procedure typical for the E-Recruiting solution. A step that is often included in such procedures is the data overview, though this is not shown in the figure. Step nine leads to another step-by-step procedure as shown in Figure 7.6. While the requisition is an object for merely internal use (though the data assigned, such as salary and requirements, has important external effects), the job posting is meant for the outside world. This is clear particularly when you note the multilingual descriptions that can be seen on the lower tabs in Figure 7.6. After all, it is not the requisition but the job (posting), a candidate is looking for.

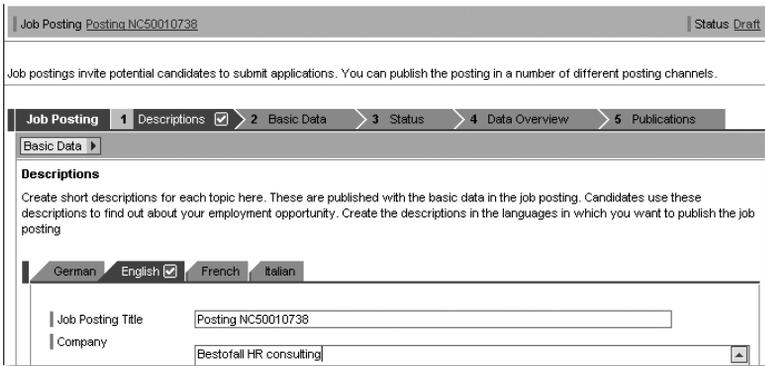


Figure 7.6 Creating a Job Posting

Most of the data a job posting needs is already maintained on the level of the requisition, so there are only five steps involved in creating the posting:

1. The general description
2. Some basic data of administrative character
3. The status, which has a similar meaning as the status of the requisition
4. The data overview mentioned above
5. The publications of the posting (see Figure 7.7).

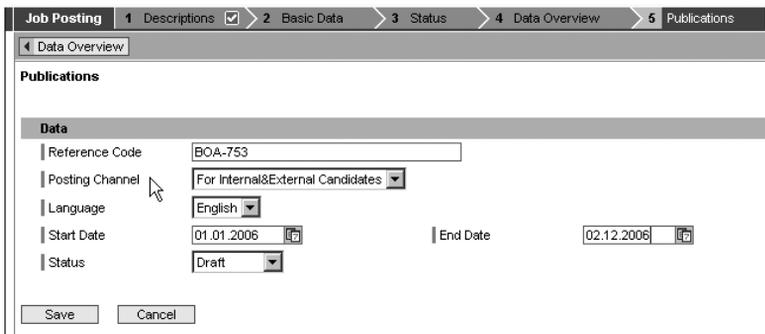


Figure 7.7 Maintaining a Publication

Readers who are familiar with the traditional solution described in Chapter 6, *Recruitment*, will be pleased to see that it is not necessary to create a new posting for each publication. Instead, it is possible to assign several publications to one posting. In this regard, the data structure of the E-Recruiting solution does represent the real world much better than the traditional solution. The publication gets most of its data from the posting

and the requisition, so that most important information is the posting channel and the time period through which the publication is continued. As with requisitions and postings, the publication has a status. The status shown in Figure 7.7 is "draft," which means, that it cannot be seen by candidates. A publication can only be "released," when both the posting and the requisition are released.

#### **7.2.4 Process Templates**

The tracking process of an application for a particular posting is defined by a so-called process template. It consists of an ordered set of process steps and activities and is assigned to a requisition. Through the template, the recruiter is guided through the process, but he is not forced to perform all steps or to perform them in a predefined order.

Although the process template does more or less take the role of actions, activities and the feature PACTV of the traditional recruitment solution, there are some significant differences.

- ▶ A process template is defined by the end-user (e.g., the recruiter) in the normal application, while the feature PACTV must be maintained in customizing.
- ▶ The concept of the process template is more flexible. It is much easier to establish different processes for different target groups.
- ▶ To achieve the same level of guidance, workflow must be included.

The concept of the process template has four levels:

1. The process template itself (e.g., "High potentials North America")
2. A set of process steps or sub-processes (e.g., "Application-Entry" or "Prescreening") is assigned to the template. They are called just "process" in the system.
3. A set of activities (e.g., "first interview" or "rejection after interview") is assigned to each process. Note, that the types of activities as well as the processes available are defined in customizing (see Section 7.4.5 for this and for the categories of activities). Only the assignment can be done by the recruiter.
4. Special content such as letters or questionnaires (see Section 7.2.5) can be assigned to each activity.

The recruiter can create a new process template via the path **Process Templates · Create Process Template**. At first, some header data as

shown in Figure 7.8 must be entered. The most important data is the status. The template can only be assigned to a requisition when it has the status "released." You should only release it, when it is definitely ready, as later changes can be difficult, when the template is already included in a requisition.

**Create Process Template**

Personal Pages > Process Templates > Create Process Template

You map recruitment processes using process templates. To do so, select the required processes and assign activities to them. You can correct process later.

**Basic Data**

Description:

Status:  [Status History](#)

Person Responsible:

Created On:

**Activities**

Process:

Figure 7.8 Header Data of a Process Template

Figure 7.9 shows a complete process template in which the processes "Application Entry," "Prequalification," "Selection," "Offer Phase" and "Rejection" are represented by the five tabs. Eight activities are assigned to the process "Offer Phase," and three of them have a letter form assigned.

**Basic Data**

Description:

Status:  [Status History](#)

Person Responsible:

Created On:

**Activities**

The assignment of activities can only be changed if the status of the process template is DRAFT.

Activity Category	Activity	Form/Questionnaire	Part of Application Wizard
<input type="checkbox"/> Simple Correspondence	Extend Offer	<a href="#">Extend Offer</a>	No
<input type="checkbox"/> Simple Correspondence	Rescind Offer	<a href="#">Letter to Candidate</a>	No
<input type="checkbox"/> Status Change	Offer Accepted (To Be Hired)		No
<input type="checkbox"/> Simple Activities	Agree Terms and Conditions of Employment		No
<input type="checkbox"/> Qualifying Event	Medical Check		No
<input type="checkbox"/> Simple Correspondence	Interim Notification	<a href="#">Interim Notification</a>	No
<input type="checkbox"/> Simple Activities	Reimburse Travel Expenses		No
<input type="checkbox"/> Data Transfer for New Employees	Data Transfer for New Employees		No

Page 1 of 1

Figure 7.9 Process Template with Five Processes

## 7.2.5 Questionnaires

Questionnaires are a very flexible tool that allows to get almost every information from or about a candidate in a well structured way. There are two types of questionnaires:

- ▶ General questionnaires, that can be used to get additional information from the candidate or to enter the impression that the manager or decision-maker got from the candidate in an interview.
- ▶ EEO questionnaires are designed for the specific purpose of obtaining data necessary to comply with the U.S. EEO (Equal Employment Opportunities) regulations. EEO questionnaires are based on the same concept as general questionnaires but contain a special type of questions.

Each questionnaire is composed of a set of questions from a pool of available questions. Both questions and questionnaires can be maintained by the end-user, usually the recruiter or an administrator. Each question can be assigned to several questionnaires.

As with process templates, the status field is important for questionnaires and questions. Both can only be used, when the status is "released." Keep the status set on "draft" as long as the question or questionnaire is not completed.

The questions for general questionnaires can be of five different types.

- ▶ Single selection: a field where an answer from a given choice of predefined answers can be selected.
- ▶ Input field: a field where a short text can be maintained freely.
- ▶ Multiple selections: more than one answer can be selected from a given choice of answers.
- ▶ Predefined scale: the answer can be chosen from a scale defined in customizing.
- ▶ Input area: an area to maintain a text; similar to the input field, but with more space.

Figure 7.10 shows one example for each of these types and Figure 7.11 shows them included in a questionnaire in the preview mode. This is exactly how a questionnaire would look to the candidate or anybody else asked to fill it in online.

<input type="checkbox"/>	Have you ever bought a product from our company?	Single Selection
<input type="checkbox"/>	Describe your experience in intercultural management	Input Field
<input type="checkbox"/>	Which of these countries have you ever worked in?	Multiple Selection
<input type="checkbox"/>	How would you rate your coffee brewing skills?	Predefined Scale
<input type="checkbox"/>	Describe you prblem solving approach!	Input Area

Figure 7.10 Questions of Five Different Types

Have you ever bought a product from our company?

Not Specified  
 Yes  
 No  
 Not sure

Describe your experience in intercultural management

Which of these countries have you ever worked in?

Canada  
 USA  
 Bolivia  
 United Kingdom  
 Germany  
 Sweden  
 Namibia  
 India

How would you rate your coffee brewing skills?

Not Specified  
 Very limited  
 Limited  
 Elementary  
 Adequate  
 Average  
 Above average  
 High  
 Very High  
 Excellent

Describe you prblem solving approach!

Figure 7.11 The Five Question Types in Preview

The maintenance of questions can be accessed by the recruiter via the activity **Question Maintenance** in the box **Administration**. Then he receives an overview, as shown in Figure 7.12, where he can display, change or create new questions. The questions are assigned to one of four tabs for structuring purposes:

- ▶ Other
- ▶ Candidate related
- ▶ Decision-maker related
- ▶ Job related

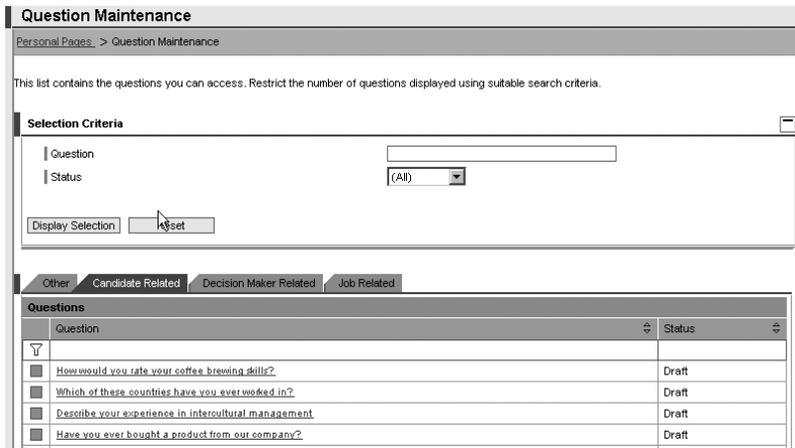


Figure 7.12 Question Maintenance—Overview

Figure 7.13 shows, how an input field question is created. Just maintain the text of the question as it shall presented on the questionnaire and choose **Input field** as the response type. When the question is ready for use in questionnaires, change the status to "released." As there are no predefined answers, the lower part of the screen containing the responses is empty.

In Figure 7.14, a question with a multiple selection is maintained. Here, you have to assign all the possible responses. These are taken from a catalogue of responses that can be maintained by the recruiter. Make sure that responses are re-used whenever possible. Especially common answers like "Yes" or "No," will occur very often in the catalogue, when you do not check whether a response you need is already available before you create a new one.

**Basic Data**

Question: Describe your experience in intercultural management

Group: Candidate Related

Status: Draft

Response Type: Input Field

---

**Responses**

Title

There are no responses available.

Page 0 of 0

Figure 7.13 Maintain a Question with an Input Field

**Basic Data**

Question: Which of these countries have you ever worked in?

Group: Candidate Related

Status: Draft

Response Type: Multiple Selection

---

**Responses**

Title		
<input type="checkbox"/> Canada		[This Response Down]
<input type="checkbox"/> USA	[This Response Up]	[This Response Down]
<input type="checkbox"/> Bolivia	[This Response Up]	[This Response Down]
<input type="checkbox"/> United Kingdom	[This Response Up]	[This Response Down]
<input type="checkbox"/> Germany	[This Response Up]	[This Response Down]
<input type="checkbox"/> Sweden	[This Response Up]	[This Response Down]
<input type="checkbox"/> Namibia	[This Response Up]	[This Response Down]
<input type="checkbox"/> India	[This Response Up]	[This Response Down]

Page 1 of 1

Delete

Response

Assign Response Find Responses

Figure 7.14 Maintain a Question with Multiple Selection

EEO questions are very similar to other questions. However, there are the additional fields **Reporting Area** and **Field** to make sure the data complies with the requirements of EEO reporting (see Figure 7.15). The options for these fields are maintained in customizing and come with a default setting from SAP.

**Basic Data**

Question: New Question for Questionnaires

Group: Other

Status: Draft

Response Type: Single Selection

Reporting Area: EEO 1 Report (USA)

Field: Gender

---

**Responses**

Title

Male

Female

Page 1 of 1

Figure 7.15 Maintain EEO Question

Once the necessary questions are available, the recruiter can start building questionnaires using the item **Questionnaire Maintenance** in the box **Administration**. Because it is possible to create new questions right out of the questionnaire-maintenance screen, you can proceed to this step right away. However, if there are several questions to be maintained, it is more convenient to stick to the sequence described here.

The first screen of the questionnaire maintenance looks exactly as for the question maintenance (see Figure 7.16) and has the same purpose.

Selection Criteria	
Title	*quest*
Status	(All)
<input type="button" value="Display Selection"/> <input type="button" value="Reset"/>	
Other   <b>Candidate Related</b>   Decision Maker Related   Job Related	
Questionnaires	
Title	Status
<input type="checkbox"/> Candidate questionnaire	Released
<input type="checkbox"/> Sample Questionnaire	Released
<input type="checkbox"/> Sample Test Questionnaire1 (2)	Released

**Figure 7.16** Questionnaire Maintenance—Overview

The maintenance of questionnaires involves three steps:

- ▶ Maintain a title
- ▶ Assign questions and define their sequence (see Figure 7.17)
- ▶ Rate responses. Besides the rating of the responses (that is giving marks to each possible answer), some responses can also be declared to be the “expected response.” A candidate who does not select an expected response is deemed unsuitable. For example, when a specific job requires that the candidate has worked in Sweden before, then your questionnaire could include the question “In which of these countries have you worked before?” with the answer “Sweden” an expected response within the multiple selection. Note, that the rating of the responses does not happen in question maintenance but always in the context of the questionnaire.

While maintaining the questionnaire, you can get a preview with the “attributes,” showing the whole questionnaire with the rating of each answer and the expected-response flags (see Figure 7.18).

**Basic Data**

Title:   
 Group:   
 Status:

**Instructions**

You assign questions to the questionnaire here. For rating purposes, assign marks to the responses and flag any expected responses that candidates must give to be considered suitable. Free text responses cannot be rated.

Assigned Questions / Rating of Responses

**Assigned Questions**

Question	Response Type	Reply Required		
<input type="checkbox"/> How would you rate your past job performance?	Single Selection	<input checked="" type="checkbox"/>		<input type="button" value="This Question Down"/>
<input type="checkbox"/> Are you eligible to work in the United States without restriction?	Predefined Scale	<input checked="" type="checkbox"/>	<input type="button" value="This Question Up"/>	<input type="button" value="This Question Down"/>
<input type="checkbox"/> What percentage are you willing to travel?	Single Selection	<input checked="" type="checkbox"/>	<input type="button" value="This Question Up"/>	<input type="button" value="This Question Down"/>
<input type="checkbox"/> How would you best describe your working style?	Single Selection	<input checked="" type="checkbox"/>	<input type="button" value="This Question Up"/>	

Page 1 of 1

Figure 7.17 Assign Questions to a Questionnaire

**Attributes of Questionnaire**

This page displays the technical attributes of the questionnaire. The questions are displayed with the response rating. You can also see whether a response is an expected response.

**Basic Screening ( Maximum Score : 161 )**

Please complete the following questions below.

	Marks	Expected Response
<b>How would you rate your past job performance? *</b>		
<input checked="" type="radio"/> Not Specified	0	
<input type="radio"/> Unsatisfactory	0	
<input type="radio"/> Poor	0	
<input type="radio"/> Average	10	
<input type="radio"/> Above average	40	
<input type="radio"/> Excellent	50	
<b>Are you eligible to work in the United States without restriction? *</b>		
<input checked="" type="radio"/> Not Specified	0	
<input type="radio"/> No	0	
<input type="radio"/> Yes	1	<input type="checkbox"/>
<b>What percentage are you willing to travel? *</b>		
<input checked="" type="radio"/> Not Specified	0	
<input type="radio"/> 0-25%	0	
<input type="radio"/> 26-50%	25	
<input type="radio"/> 51-75%	50	
<input type="radio"/> Up to 100%	50	
<b>How would you best describe your working style? *</b>		
<input checked="" type="radio"/> Not Specified	0	
<input type="radio"/> Very independent	25	
<input type="radio"/> Independent, but like to work in a team	50	
<input type="radio"/> Prefer to work in a team	0	

Figure 7.18 Preview of Questionnaire with Attributes

When the questionnaires are ready, they can be included in the process via the process template. An applicant can be asked to fill in a questionnaire, either as one step of the application wizard when applying for a job or via an e-mail sent by the recruiter. This e-mail contains a link to the questionnaire within the E-Recruiting platform and requires the candidate to log in before answering the questions online.

## **7.2.6 Further Important Terms**

### **Talent Pool**

The talent pool comprises all candidates registered in the platform, including internal candidates.

### **Talent Groups**

Via the respective item in the **Talent Relationship Management** box, the recruiter can assign candidates to talent groups as a measure of talent segmentation.

### **Object types**

There are five types of objects used in the e-recruitment solution:

- ▶ Candidates (NA)
- ▶ Requisition (NB)
- ▶ Posting (NC)
- ▶ Application (ND)
- ▶ Candidacy (NE)—a candidacy occurs only when a candidate is assigned to a job posting. When this has not (yet) happened, it is an application.

Technically, these objects are used much like object types of organizational management, and the data is stored in infotypes 5100 to 5199. However, this structure is hidden from the end-user. In Customizing, it is important to know the object types, as they are sometimes used to assign any items such as activities.

### **Statuses and Status Reasons**

As in the traditional recruitment solution, statuses are used in E-Recruiting as well. However, different statuses are available per object type. The statuses for an application or a candidacy are:

- ▶ Draft
- ▶ In process
- ▶ Withdrawn
- ▶ Rejected
- ▶ To be hired

The statuses for a posting are:

- ▶ Draft
- ▶ Released
- ▶ Closed (meaning "do not use anymore")
- ▶ To be deleted (but it can only be deleted when it is no longer used in active processes)

The same statuses can apply to requisitions, but for those there is a fifth status called "on hold."

A candidate can have only two statuses:

- ▶ Locked (meaning that this user is not considered for vacancies)
- ▶ Released (meaning that this candidate can work on the platform and can be found by the recruiter for openings)

This is an important difference to the traditional recruitment solution: The status of a candidate does not correspond to the status of his or her application. This difference results from the completely different concept of E-Recruiting. The candidate is considered to be interesting not simply because one or more applications are pending. The long-term relationship E-Recruiting is aiming at can begin long before the first application and can go on afterwards.

Status reasons can be maintained in Customizing and assigned when the status of an object is changed through an activity.

### **7.3 Looking at the Different Roles in E-Recruiting**

As noted earlier, the E-Recruiting solution is completely role-based. Each role is characterized by a set of functions. These are displayed on the start page, the so called **Personal Pages**, in several boxes representing a kind of functional areas (see Figure 7.21).

# Index

## A

ABAP 19  
Absence 274  
    counting 278  
    quota 277, 282  
    reason 290  
    statistics 318  
    type 274  
Acceptance 31  
Access control group 290  
Accounting 19, 78  
Accumulated time evaluation results 318  
Accumulation rule 312  
Action 86, 105  
    menu 114  
    reason 115  
Active plan version 143  
Activity 210, 243  
    allocation 582  
    type 244  
Additional actions 107  
Additional field 488  
Address 93  
Ad-hoc Query 481  
Ad-hoc report 458  
Administrator 82  
    assignment 90  
    group 91  
Adobe interactive form 569  
Advertisement 193  
AIDA principle 154  
ALE 78, 246, 300, 312  
Annual calendar 294  
Annual working time 255  
Applicant actions 177  
Applicant activity 180  
Applicant correspondence 185  
Applicant group 168  
Applicant master data 167  
Applicant ranges 169  
Applicant selection 582  
Applicant status 174  
Applicant structure 168  
Applicant subgroups 169

Applicant tracking 242  
Application 218, 231  
    management 237  
    process 156  
Appraisal form 203  
Approval 560  
    procedures 121  
ARIS 34  
Asset accounting 131  
Asset number 131  
Assignment of numbers 49  
Attachment 208, 225, 241  
Attendance 274, 275  
    quota 277, 285  
Auditing tools 513  
Authorization concept 508, 509  
Automatic Plan 435  
Automating Tests 521  
Availabilities 279  
Availability type 281

## B

Balance limits 310  
Balance overview 297  
Balanced Scorecard 26, 468  
Basic configuration 31  
Basic pay 94  
Benefit area 432  
Benefit form 446  
Benefit plan 431, 435  
Breaks 263  
BSC 468  
BSP 246, 247  
Budget Management 24  
Business blueprint 30  
Business Information Warehouse 26, 468, 494  
Business partner 241  
Business regulation 40  
Business Server Pages 246  
Business trip 275  
Business trips in ESS 562  
Business workflow 121  
BW 468, 494

## C

- Calculation rule 303, 307, 313
- Candidacy 218
- Candidate 218
  - profile 223
  - shortlist 236
- Canteen data 300
- Capacity 462
- Categorization of personnel reports 457
- CATS 319
- CATT process 506
- Certified process 300
- Change-management perspective 561
- Chief position 123
- Choice of working time 254
- Client 78
- COBRA 453, 454
- Collective agreement 40
- Collision check 271
- Communication 133
  - channel 299, 301
  - data 222
  - language 92
- Company code 78
- Company pension plan 506
- Company-internal data 133
- Company-wide integration 46
- Compensation Management 24, 582
- Competences 128
- Confirmation 301, 312
- Content Management 556
- Continuous change 33
- Contract creation 197
- Controlling in recruitment 189
- Core time 254, 264
- Co-requisite Plan 436
- Corporate design 569
- Correspondence 182, 245, 248
- Cost allocation 291
- Cost assignment 291
- Cost center 78, 98, 143, 365
- Cost centre reporting 569
- Cost distribution 98
- Cost Planning 24
- Cost Planning and Simulation 25
- Cost rule 436, 437
- Cost variant 436, 437

- Country modifier 256
- Country solutions 22
- Country version 79
- Cover letter 230
- Cross-application timesheet 319
- Customizing 585

## D

- Daily work schedule 263
  - class 265
  - selection rule 265
- Daily working time schedule class 310
- Data overview 226, 229
- Data privacy statement 220, 227
- Data quality 461
- Data selection period 470
- Data transfer 32
  - for new employees 244
- Deduction period 283
- Default plan 435
- Default value 70, 77
- Delimiting 61
- Department 147
- Dependent Coverage 438
- Desired job 227
- Differing payment 292
- DME 385
- Duplicate entries 47
- Dynamic actions 116
- Dynamic e-mail 91, 119
- Dynpro header 74
- DZL 308

## E

- Easy Access Menu 469, 477
- ECC *see* ERP Central Component
- EEO 245
  - questionnaire 212
- E-learning 26
- Employee directory 135
- Employee group 80, 87
- Employee list 473, 474
- Employee profile 566
- Employee Self Service (ESS) 28, 133, 298, 448, 530, 558
- Employee structure 80
- Employee subgroup 81, 87
- Employment status 105, 107

Enrollment 442, 443  
Enterprise Compensation Management 25  
Enterprise Core 19  
Enterprise Portal 556  
Enterprise structure 78, 86, 365  
Entrance premium 310  
Environment, Health & Safety 24  
Equal Employment Opportunities 212  
E-recruiting 199  
    administrator 239  
ERP Central Component 21  
Error handling 298  
Error message 296  
ESS *see* Employee Self Service (ESS)  
Evaluation 387  
Evaluation basis 287  
Evaluation classes 369  
Evaluation wage type 486  
Event management 319  
Evidence of Insurability 438  
Evolution 20  
Expenses 363  
Expert mode 145  
Extension Set 19  
External application 237  
External candidate 220  
External number assignment 50  
External object type 143  
External service 292  
External transfer 99  
Extrapolation 462

## F

Fast entry 111  
Favorites list 229  
Feature 434, 435  
Field configuration 241  
Final preparation 32  
Financial data 569  
Financials 19  
Flexible Employee Data 475  
Flexible Spending Account 455  
Flexible working hours policy 253  
Flextime 254, 264  
    account 285  
    for period 376  
Foreman time ticket 315

Form Editor 261, 297  
Full-time equivalent 463  
Function 303

## G

Go-live and support 32  
Group 434  
    incentive wage 312, 362  
    premiums 314  
Grouping 83, 256, 434  
Guaranteed holidays 257  
Guided procedure 558, 567, 570

## H

Headcount planning 570  
Header 65  
    data 74  
Headhunting 155  
Hierarchy framework 151  
Hiring 124  
HIS 469, 490  
Hit list 481  
Home work 255  
Hourly recording 305  
Hourly wage 362  
HR department information system 46  
HR master data 41  
HR reporting 457  
HR-Process-Check 511, 512

## I

IDES 31  
IDOC 300  
IMG 37, 589  
Implementation 31  
Implementation Guide *see* IMG  
In period 376  
Incentive wage 311, 361  
Indirect evaluation 372  
Individual incentive wage 312, 362  
Individual piecework 361  
InfoCube 468, 494  
Infogroup 114  
    modifier 114  
Information message 296  
InfoSet 479, 481  
    Query 481

- Infotype 54, 145
    - menu 66
  - Instruction 132
  - Integration 319, 581
    - plan version 143
  - Interactive planning 565
  - Interest group 222
  - Interface programming 75
  - Interfaces 28
  - Internal application 237
  - Internal candidate 231
  - Internal number assignments 50
  - International approach 22
  - Internet integration 190
  - Internet recruiting 155
  - Intranet 154
  - Inverse relationship 147
  - Invitation 244
- J**
- Job 88, 145
    - advertisement 154
    - exchanges 162
    - postings 206
    - search 227
    - search database 162
- K**
- Knowledge Warehouse 26
- L**
- LDB 467
  - Lead time 97
  - Learning Solution 26
  - Leave entitlement 282
  - Leave list 318
  - Leave quota 282
  - Leave request 122, 318, 560
  - Legal person 86
  - Legal regulation 40
  - Life working time 255
  - LIMIT 310
  - Logical database 467
  - Logistics 19
- M**
- Maintenance 301
  - Management by Objectives 25
  - Manager 232
  - Manager Self Service 469, 564
  - Manager's Desktop 28, 469, 530
  - Managing financials 565
  - Managing people 565
  - Manpower planning 583
  - Master cost center 98
  - Master data which is relevant for
    - payroll 376
  - Match percentage 228
  - Matchcode 59
  - Matchcode "W" 383
  - Matrix organization 40
  - MDT 469
  - Media 164
  - Message processing in the TMW 334
  - Modifier 83
  - MODT 309
  - Monthly entry 293
  - Monthly wage 362
  - Months end processing 307
  - MSS *see* Manager Self Service
  - Multi-day view of the TMW 323
  - Multilingual user interface 222
  - Multi-Person view of the TMW 323
  - My budget 565
  - My staff 565
  - mySAP ERP 20
  - mySAP Workplace 529
- N**
- Negative time recording 252, 281, 304
  - Net payroll 364
  - NetWeaver 21
  - New dimension products 20
  - Nightwork 310
  - Non-recurring payment 363
  - Notification of goods receipt 312
  - Number of staff 254
  - Number range 50
- O**
- Object ID 145
  - Object manager 58, 60, 149
  - Object selection 485
  - Object type 143, 218
  - Objects on loan 131
  - Obligatory field 71

One-day view of the TMW 323  
 Online application 161, 162  
 Organizational assignment 86  
 Organizational change 110  
 Organizational chart 40  
 Organizational key 89  
 Organizational level 465  
 Organizational management 27, 141, 582  
 Organizational structure 39, 40, 88, 148  
 Organizational unit 88, 144  
 Overtime 362  
     authorization 286  
     compensation 306  
     compensation type 276, 281, 286

**P**

PAP 468  
 Parameter transaction 333  
 Part-time 254  
 Pay scale structure 94  
 Payment 385  
 Payroll 22, 361  
     area 81, 87, 365  
     cluster 382  
     control record 379  
     Infotype 486  
     organization 81  
     result 382, 486  
     run 381  
     structure 81  
 PCH 468  
 Performance efficiency rate 312, 362  
 Performance-dependent remuneration components 363  
 Period selection 471  
 Period work schedule 267  
     evaluation class 310  
 Person selection period 470  
 Person time recording 298  
 Person time ticket 314  
 Personal data 91, 222  
 Personal pages 219, 240  
 Personal settings 220  
 Personnel action 105  
 Personnel area 78, 86  
 Personnel change report 458, 567  
 Personnel Controlling 457  
 Personnel Cost Planning 28, 582  
 Personnel Development 24  
 Personnel inventory report 458  
 Personnel leasing 155  
 Personnel number 49, 59  
 Personnel number assignment 50  
 Personnel structure 87, 365  
 Personnel subarea 86  
 Piece work average 315  
 Plan category 433  
 Plan infotype 440  
 Plan type 433  
 Plan version 143  
 Planned working times 264  
 Planning data 462  
 Plant data collection 301  
 Plausibility check 70, 77  
 PNP 468  
 PNPCE 468, 493  
 Position 88  
 Positive recording 304  
 Positive time recording 252  
 Posting 218, 385  
 Posting run  
     attribute 386  
     history 386  
 Preliminary program 385  
 Premium formula 312  
 Premium time ticket 314  
 Premium wage 362  
 Prerequisite Plan 436  
 Preselection 159  
 Primary costs 291  
 Primary key 482  
 Process 243  
 Process (e-recruiting) 210  
 Process examples 613  
 Process examples recruitment 191  
 Process modeling 34  
 Process structure 39  
 Process template 206, 210, 242  
 Process-focused perspective 561  
 Processing classes 369  
 Processing type 309  
 Procurement 564  
 Production planning and control 301  
 Profile comparison 172

- Profile in the TMW 326
- Profile release 226
- Project IMG 590
- Project management 27
- Project preparation 30
- Project risk 29
- Project scope 27
- Project standards 30
- Project system 301
- Project time recording 293
- Projected pay 583
- Prototype 31
- PTRVP 468
- Public holiday calendar 257, 263
- Public holiday class 265, 310
- Publication 206, 209

## Q

- Qualifications 224
  - catalogue 224
  - profile 163, 172, 582
- Qualifying event 244
- Quality Assurance 501
  - Fields 502
  - in Organizational Management 515
  - in Personnel Administration 517
  - in Personnel Controlling 525
  - in Recruitment 516
  - in Remuneration Payroll 524
  - in Time Management 519
- Quality scales 242
- Quantity-based time ticket 314
- Query 477, 479
  - Generator 488
- Questionnaire 212, 244, 245
- Quick Viewer 478
- Quota correction 283, 289
- Quota overview 319
- Quota planning 552, 571

## R

- R/3 19
- R/3 Enterprise 19
- Ranking 236
- Receipt of application 193
- Recruiter 233
- Recruitment controlling 160
- Recruitment instruments 165

- Recruitment media 153
- Recruitment service providing 201
- Reduced working hours 268, 274
- Reference code 230
- Reference personnel number 51, 74
- Reference time 460
- Reference user group 67
- Registration 203, 220
- Relationship 144
- Relationship type 144
- Remaining leave 278
- Remuneration 361
  - Payroll 506
- Report category 471
- Reporting area 215
- Reporting concept 496
- Reporting hierarchy 459, 460
- Reporting quota type 487
- Reporting set 481, 484
- Reporting time types 487
- Report-report interface 484
- Requirement profile 163
- Requisition 206, 218
- Requisition management 204, 246
- Resource planning 319
- Responses (in questionnaires) 216
- Result type 312
- Retroactive calculation 74, 81, 262, 316, 375, 382
- Revision 289
- Roadmap 29
- Role 204, 527
- Roles in e-recruiting 219
- Rollout 29
- RPABR100 486
- RPLICO10 475
- RPTIME00 303
- Run schedule headers 312

## S

- Sabbatical 255
- Salary by seniority 476
- Salary ranges 242
- SAP Benefits Administration 431
- SAP Query 477
- Scale type 243
- Scales 242
- Scenarios 143

- Schema 303, 304
- Screen control 71
- Search engine 228, 246
- Search help 59
- Search profile 242
- Search query 236
- Search template 234, 242
- Secondary costs 291
- Secondary processing times 313
- Selection process 160
- Selection screen 470
- SEM 468
- Service management 301
- Service time 253
- Set operations 484
- Shift planning 24, 28
- Shift time compensation 274
- Short names in the TMW 334
- Sickness 274
- Simple activity 244
- Simple correspondence 244
- Simulated infotypes 487
- Single level selection procedure 195
- Skills profile 224
- Smart forms 245, 247
- Solution map 21
- Special process 364
- Split indicators 374
- Staff 147
  - assignments 150
- Staffing guarantee 254
- Standard report 466, 470
- Standard selection screen 471
- Start pages 240
- Starting point 267
- Status 40, 218
  - administration 590
  - change 244
  - of the application 158
  - reasons 219
- Strategic Enterprise Management 26, 468
- Structural authorization 25
- Structure 40
- Subsequent processing 384
- Substitution 273
- Subsystem 299
- Subtype 55

- Succession planner 239
- Succession planning 204
- Supervisor 82
- Support team 208

## T

- Tab 66
- Talent group 203, 218, 234
- Talent management 204
- Talent pool 200, 202, 218, 234
- Talent relationship management 234
- Talent segmentation 203, 218, 234
- Talent sourcing 204
- Talent warehouse 241
- Task monitoring 96
- TCO 47
- Telephone directory 133
- Terminal 289
- TES 308
- Time account 259, 285
- Time administrator 295, 321
- Time balance 259
  - overview 319
- Time confirmation ticket 303
- Time constraint 55
  - class 271, 277
- Time data entry 271
- Time evaluation 259
  - message 262
  - result 487
- Time event 262, 289, 298
- Time leveling 296
- Time line 460
- Time management 378, 506
  - status 117
- Time Manager's Workplace 295, 321
- Time pair 262
- Time recording id card 290
- Time recording information 290
- Time statement 260, 296
- Time ticket 301, 312
  - type 314
- Time tickets kept in reserve to improve the piece-rate during slack periods 317
- Time transfer specifications 288
- Time transfer type 288
- Time type 258

Time wage 315  
  type 259, 308  
  type generation 308  
  type selection 306  
  type selection group 309  
  type selection rule 309  
Time-autonomous work groups 251,  
  254  
Time-based time ticket 315  
Times subject to bonuses 363  
TIP 306, 308  
TMW 321  
To-do list 260, 295  
Tolerances 264  
Total Costs of Ownership 47  
Tracking 96  
Training and Event Management 24  
Travel costs 378  
Travel Management 24, 28  
TREN 246  
Turnover statistics 463

## U

Unsolicited applicant 169  
User group 67, 113, 477  
User interface 246

## V

Vacancy 148, 206  
Vacation 274  
  planning 318  
Versions 265  
View maintenance 588  
Virus check 241

## W

Wage type 486  
  characteristics 368  
  concept 366  
  copier 367  
  customizing 367  
  evaluation 369  
  generation 265  
  naming conventions 367  
War for talent 199  
Web Application Server 19  
WebDynpro 557  
Weekly entry 293  
Who is Who 133  
Work contract 87  
Work group 314  
Work item 121  
Work schedule 268  
  rule 267  
Work time event 301, 312  
Workflow 121, 206, 564  
  task 123  
  template 124  
Working time in ESS 559  
Working time recording 299, 301  
Workplace 529  
WPBP 374, 486

## Y

Youth labor law 311

## Z

ZL 308  
ZML 308