HR510 Personnel Development
HR510

Release 640   04/06/2006

SAP

HR510

Personnel Development

THE BEST-RUN BUSINESSES RUN SAP

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- SAP R/3 Enterprise
- 2004/Q4
- 50067771

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Course Prerequisites

Required:

- **SAPHR** *(Overview of the mySAP Human Resources Solution)*
- **HR120** *(Basics of Personnel Cost Planning)*

Recommended:

- **HR505** *(Organizational Management)*

Target Audience

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Target group:

- **Project team**

Duration:

- **3 Days**

Notes to the user

- The training materials are **not teach-yourself programs.** They **complement the course instructor's explanations.** On the sheets, there is space for you to write down additional information.

Course Overview

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Contents:

- **Course goals and objectives**
- **Course contents**
- **Main business scenario**

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Course Goals and Objectives (1)

This course will enable you to:

- **Understand how personnel development processes can be mapped and handled in the SAP System**

At the end of this course, you will be able to:

- **Set up and maintain the qualifications catalog**
- **Create and evaluate profiles for a range of objects (for example, persons and positions)**

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Course Goals and Objectives (2)

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- **Work through and evaluate career and succession planning scenarios**
- **Create development plans, and work through individual development planning scenarios**
- **Set up objectives and appraisals, and also plan, hold, and evaluate appraisals.**
- **Customize the functions of Personnel Development to meet customer requirements**

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Course Content

Preface

Unit 1	**Course Overview**
Unit 2	**Overview of Personnel Development**
Unit 3	**Setting Up the Qualifications Catalog**
Unit 4	**Creating and Evaluating Profiles**
Unit 5	**System Settings for Qualifications and Requirements**
Unit 6	**Career and Succession Planning**
Unit 7	**Development Plans**
Unit 8	**Objectives and Appraisals**

Appendix

Exercises

Solutions

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Main Business Scenario (1)

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- **Personnel development plays an important role in your company and is performed in accordance with the company's overall objectives.**
- **You have been a personnel development officer for some years now. Your job involves drawing up personnel development concepts in conjunction with the various company departments, and planning the professional development of individual employees.**

Main Business Scenario (2)

- **You liaise with your employees and their supervisors to determine if there is any need for training, and you plan the appropriate training measures.**

- **You regularly perform succession planning for higher management positions to ensure that these are adequately staffed in the future.**

- **You are also responsible for drawing up and providing support for the annual performance appraisal sheets.**

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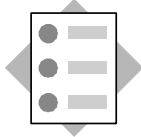
- **A year ago, your company's old software systems were replaced by a brand new SAP R/3 System. Various HR components were implemented, including Personnel Development, Organizational Management, and Training and Event Management.**

  These components were integrated with each other to provide optimum functionality for personnel development planning activities.

- **You use this R/3 System for your day-to-day work.**

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Contents:

- **Objectives and tasks of personnel development**
- **The *Personnel Development* component in the SAP System**

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Overview of Personnel Development: Unit Objectives

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At the end of this unit, you will be able to:

- **Define the objectives and tasks involved in personnel development**

- **Identify the SAP components that are used to map personnel development processes**

- **Explain how Personnel Development is integrated with other components**

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Personnel Development: Objectives

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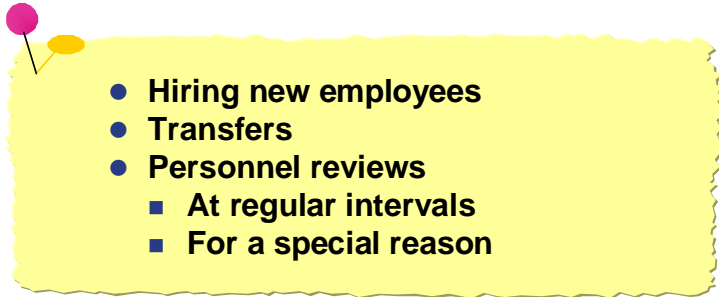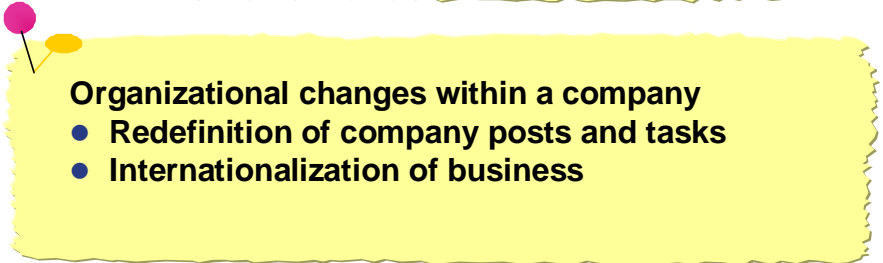
- **To qualify employees so that they meet current and future job requirements**

- **To ensure that your organization has all the qualifications it needs, both now and in the future**

- **To increase employees' motivation and productivity**

- **To create a good working environment**

- **To reduce rate of employee turnover**

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- Personnel development involves planning and implementing training measures to promote the professional development of individual employees. On the one hand, personnel development is based on the qualifications and skills that an organization requires. On the other hand, the needs and aptitude of individual employees are also taken into account.
- Personnel development sets out to ensure that an organization has all the qualifications and skills it needs in all fields. This is achieved by drawing up qualification potentials.

Personnel Development: Events

- Hiring new employees
- Transfers
- Personnel reviews
  - At regular intervals
  - For a special reason

Organizational changes within a company
- Redefinition of company posts and tasks
- Internationalization of business

Market influences
- More aggressive competition
- Introduction of new products and technologies

Basic Information Required

All required qualifications?

Enterprise

Organization and structure?

Which posts in the company?

Posts

Which qualifications are required?

Existing qualifications?

Preferences and interests?

Potential?

Employee

Objective setting and appraisals?

Development plans?

Enterprise

Training programs?

- Before you can implement the appropriate personnel development measures, you will need to collect information on your company and how it functions.

Tasks Involved in Personnel Development

Target analysis

Actual analysis

Positions in your company:
- Current requirements
- Future requirements

Employees:
- Skills, knowledge
- Potentials
- Preferences

Comparison:
Determine personnel development need
(target/actual comparison)

Personnel development measures

Analyze success of training
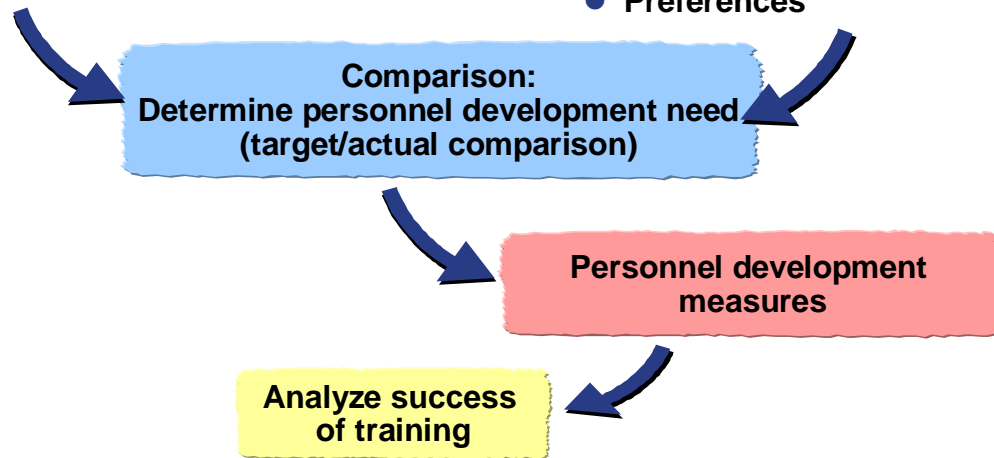
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- Targets and objectives must be defined for personnel development. These objectives should address current and future requirements. These objectives are then compared against existing qualifications, the potential for development, and also the preferences and aspirations of company employees to determine the need for personnel development. The need for personnel development is determined from this comparison.
- Suitable personnel development measures, which meet the needs determined, are defined (for example, attending training courses and seminars, job rotation, and so on).
- A range of methods can be used to evaluate whether the objectives have been achieved successfully. These include questionnaires and surveys, personnel appraisals, tests, and analyses of company statistics such as employee turnover rate.

Personnel Development Measures

- Job rotation
- On-the-job training (learning by doing)
- Individual development plans
- Courses Seminars Workshops
- Transfers
- Trainee programs
- Objective setting and appraisals
- Succession planning

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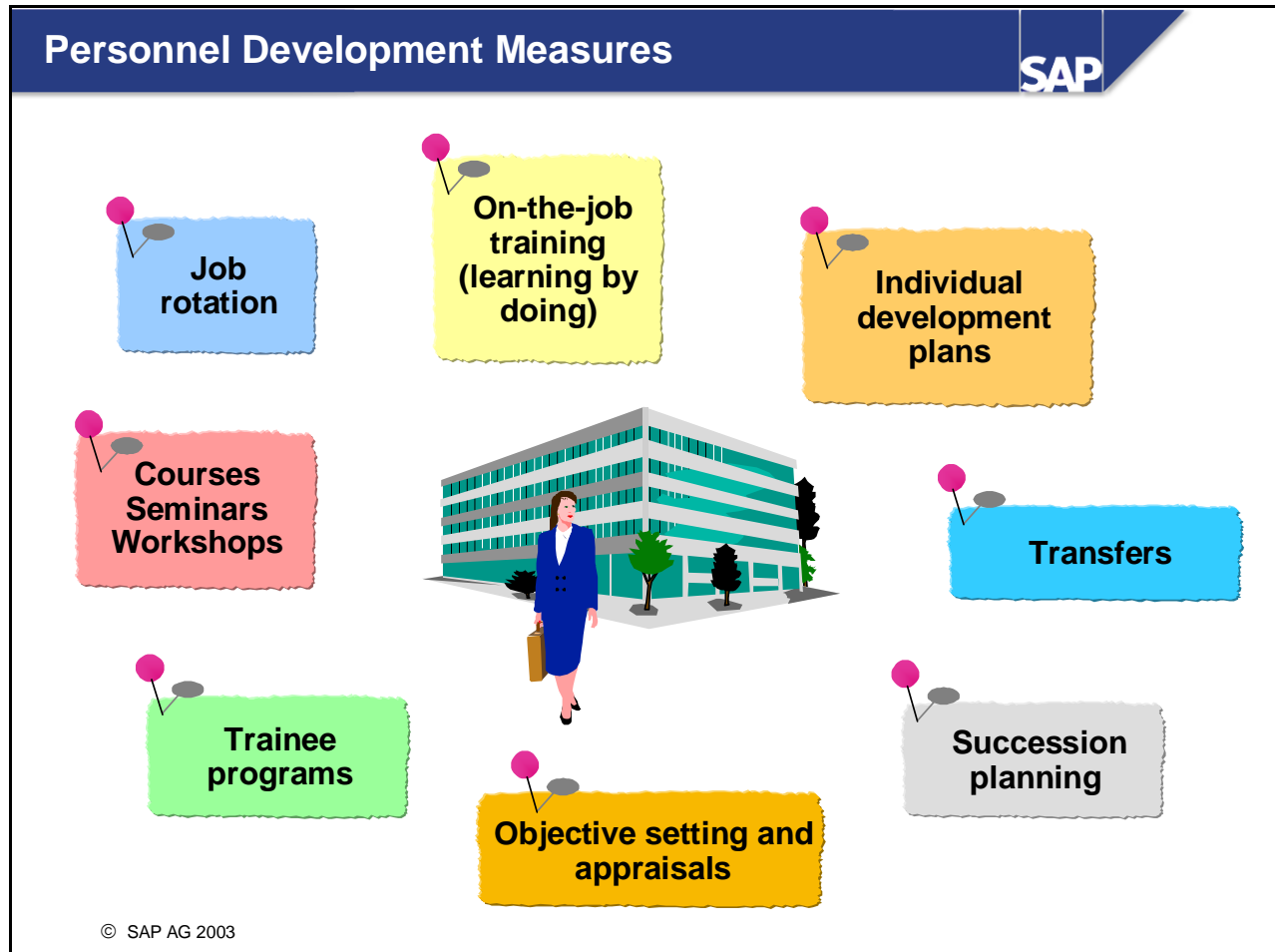
- A range of training and development measures can be implemented, depending on the type of qualification required.
- These development measures might be geared toward an employee being transferred to a specific post (using career and succession planning scenarios). However, they might also be more general measures geared toward retaining or enhancing existing employee skills and abilities, or ensuring that employees keep up with technological developments.

Components of Personnel Development

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Qualifications/ Requirements

Development Plans

Personnel Development

Objective Setting and Appraisals

Career and Succession Planning
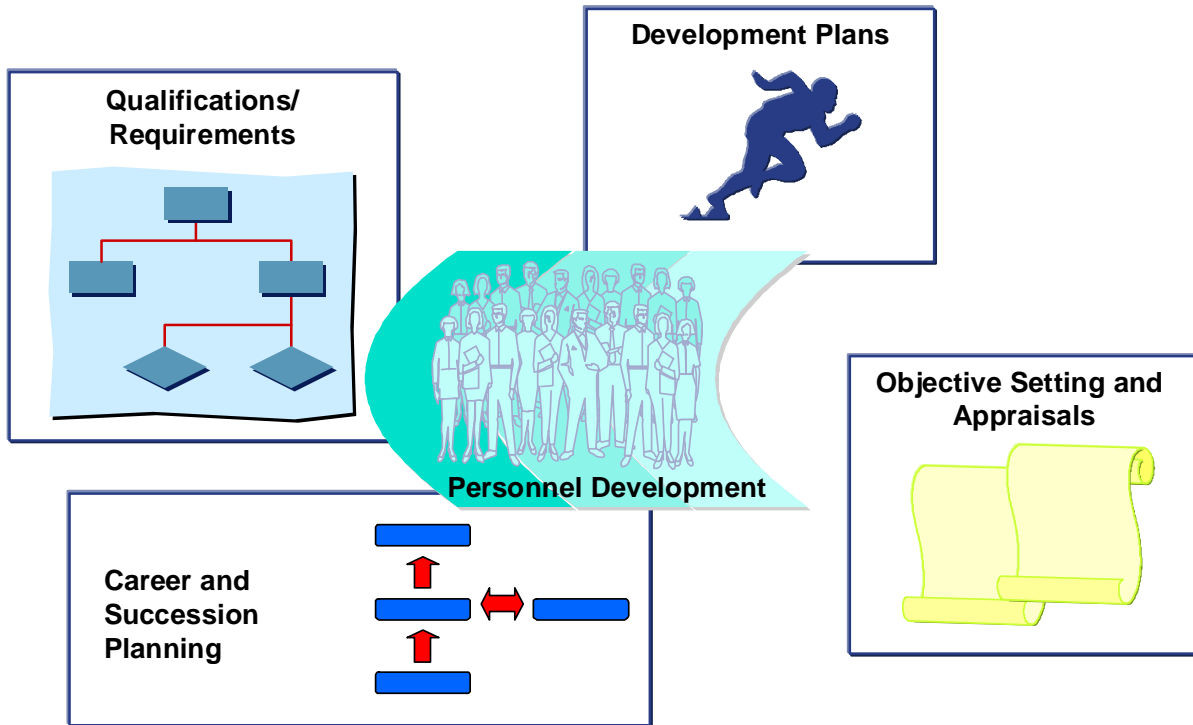
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- The *Qualifications and Requirements, Career and Succession Planning*, *Development Plans* and *Appraisal Systems* components are used to map personnel development processes in the SAP System.
- The functions *Appraisal Systems* component can also be used to map appraisal systems in the *Personnel Administration* and *Training Event Management* components.

Qualifications and Requirements

Qualifications/Requirements
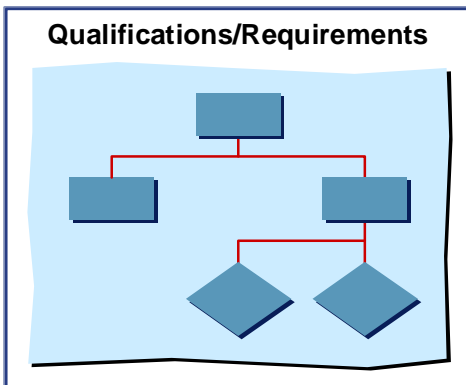
- **Qualifications catalog containing all of the qualifications (skills, knowledge, licenses, and so on) required in a company**
- **Functions for performing suitability analyses (for example, determining the extent to which persons are suitable for specific posts)**
- **Functions for determining qualification deficits and any need for further training**
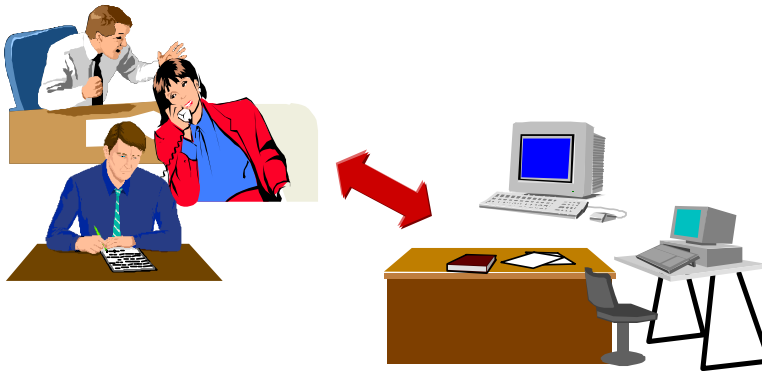
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- The qualifications that are of interest to a company are stored and managed in a *qualifications catalog*.
- Requirements can be defined for jobs and positions, for example, and compared against the qualifications of employees, applicants, etc. Suitability analyses such as these form the basis for determining any need for further training.

Career and Succession Planning

**Career Planning/
Succession Planning**

- **Planning an employee's professional career path**
- **Finding suitable candidates to fill vacant posts**

  In both cases, taking a range of factors into account (suitability, for example, or employee preferences)
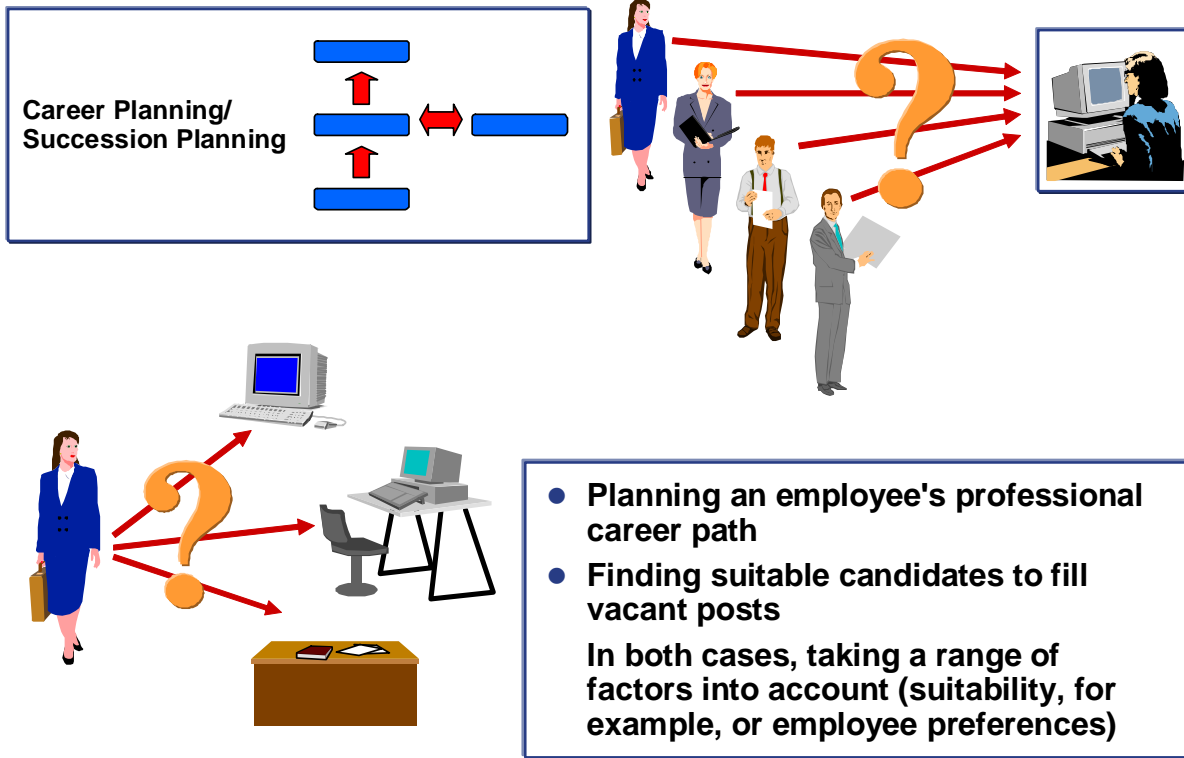
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■ You can use the *Career and Succession Planning* component to prepare, work through and analyze career and succession planning scenarios. Career Planning involves identifying possible career goals for employees, and planning their professional development. Succession Planning is used to find suitable candidates for staffing positions.

Development Plans

- **Trainee programs**
- **Training plans**

Functions for mapping generally applicable and individual development plans

- **General development plans are used as templates for training measures that occur frequently or that are similar**

- **Individual development plans are used for planning (further) training, and for updating the training history of individual employees**

Items in individual development plan

English course	**Completed**
Berlin sales office	**Completed**
Sales assistant	**Current**

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- You can use the *Development Plans* component to map both generally applicable and individual development plans. You can then use these development plans to plan and manage both short-term and long-term development (training) measures.

Objective Setting and Appraisals

- **Creating and managing appraisals**
- **Functions for planning, holding and evaluating appraisals**
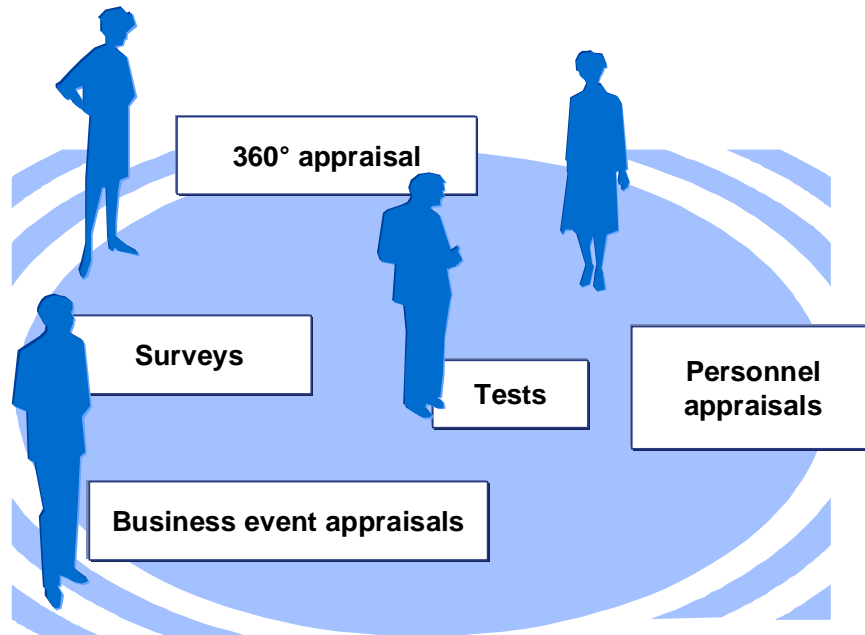
360° appraisal

Surveys

Tests

Personnel appraisals

Business event appraisals

- The *Obective Setting and Appraisals* component enables you to create appraisal systems, as well as plan, hold, and evaluate appraisals. Consequently, this component is useful not just in *Personnel Development*, but also in other components (*Training and Event Management*, for example, or *Personnel Administration*).

Integration With Other Components (1)

Training and Event Management

Organizational Management

Compensation Management

Personnel Development

Personnel Administration

Shift Planning

Logistics

Recruitment

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■ Integration with *Organizational Management* enables you to access objects within the organizational structure. If you want to use the *Personnel Development* component effectively, you should also implement the *Organizational Management* component.

■ Integration with *Training and Event Management* means that the system can generate training proposals, and that you can make direct bookings onto business events, and create prebookings for business event types. As of release 4.5B, the Personnel Development appraisal system functionality is also available in the *Training and Event Management* component.

■ Integration with *Personnel Administration* means that you can use HR master data for personnel development planning. If this is the case, qualifications and appraisals are managed in the *Personnel Development* component. There are special integration switches for integrating qualifications and appraisals.

■ If *Personnel Development* is integrated with *Recruitment,* then applicant qualifications are managed in *Personnel Development* only. This means that you can perform standardized appraisals for applicants and employees alike.

Integration With Other Components (2)

- It is possible to make the results of personnel appraisals available to the *Compensation Management* component.
- Integration with *Shift Planning* means that you can take qualifications into account when you schedule shifts. You can specify that the employees working on a specific shift should have specific qualifications, for example.
- In *Logistics* (Service Management, for example, Production Planning, and so on) you can store work center requirements, or requirements for orders, for example. This will mean that suitable employees can be found during the shift planning process by matching up requirements with qualifications.
- Other integration options:
  - SEM (Strategic Enterprise Management)
  - BW (Business Warehouse)
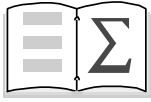
- **The *Qualifications and Requirements, Career and Succession Planning, Development Plans,* as well as *Objective Settings* and *Appraisals* areas are used to support personnel development processes in the SAP System.**
- **You can identify where Personnel Development can be integrated with other components**

Working with the Qualifications Catalog

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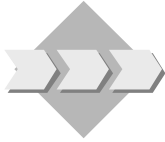
Contents:

- **Qualifications catalog**
  - **Qualifications and requirements**
  - **Structure of the qualifications catalog**
  - **Quality scales**
  - **Assigning alternative qualifications**
  - **Depreciation meter values and validities**
- **User-specific settings**

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Working with the Qualifications Catalog: Unit Objectives
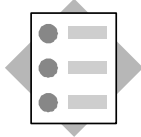
At the conclusion of this unit, you will be able to

- **Define qualifications and requirements**
- **Describe how the qualifications catalog is structured**
- **Assign alternative qualifications**
- **Define qualifications that expire gradually or on a specific date by specifying depreciation meter values or validities**
- **Make user-specific settings**

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Working with the Qualifications Catalog: Business Scenario

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- **All the qualifications that are relevant to your company are stored in the company's qualifications catalog. The structure of this catalog is devised in a detailed conceptual planning phase before it is actually set up in the system.**
  You must have a qualifications catalog if you want to maintain qualifications profiles for employees, or requirements profiles for jobs or positions.

- **It is your responsibility to maintain the catalog and keep it up to date.**

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Qualifications

Person, applicant, user…

The term "qualifications" refers to skills, abilities or knowledge that a person, applicant, user (and so on) possesses.

Requirements

Job, position, work center...

The term "requirements" refers to the skills, abilities or knowledge that are required for a job, position, task (and so on).

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Qualifications Catalog: Overview
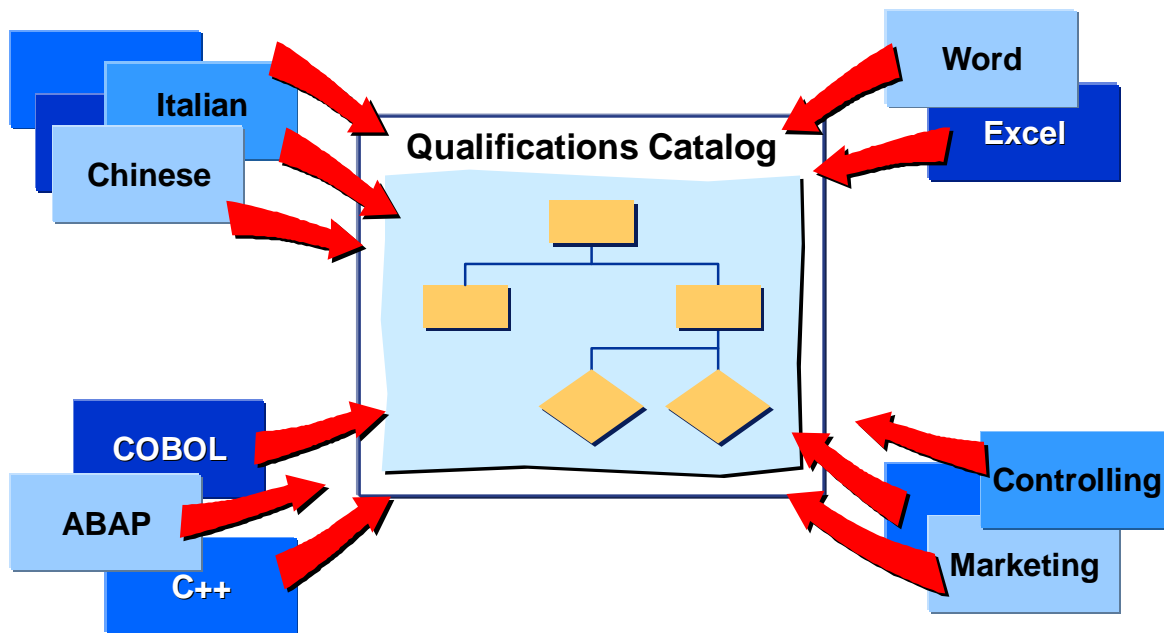
■ All the knowledge and skills that are of interest to a company are referred to as *qualifications.*
Qualifications are managed in the qualifications catalog.
■ You edit the qualifications catalog in Customizing for *Personnel Development* (under: *Master Data ->
Edit Qualifications Catalog*). You can also make changes in a system that has already gone live by
choosing the *Current settings* menu option.

Working with the Qualifications Catalog

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Catalog	01.01.1900 - 31.12.9999

- 📑 □ ....
- □ **Licenses/Certificates** ← **Qualification group**
  - □ **First aid course** ← **Qualification**
  - □ ....
- □ **Social Skills**
  - □ **Ability to assert oneself**
  - □ **Communication skills**
  - □ ....
- □ **Language skills**
  - □ **Italian**
    - □ **Business Italian**
    - □ **Technical Italian**
  - □ **Spanish**

Possible nesting options

Qualification group
    Qualification group
    Qualification
Qualification
    Qualification
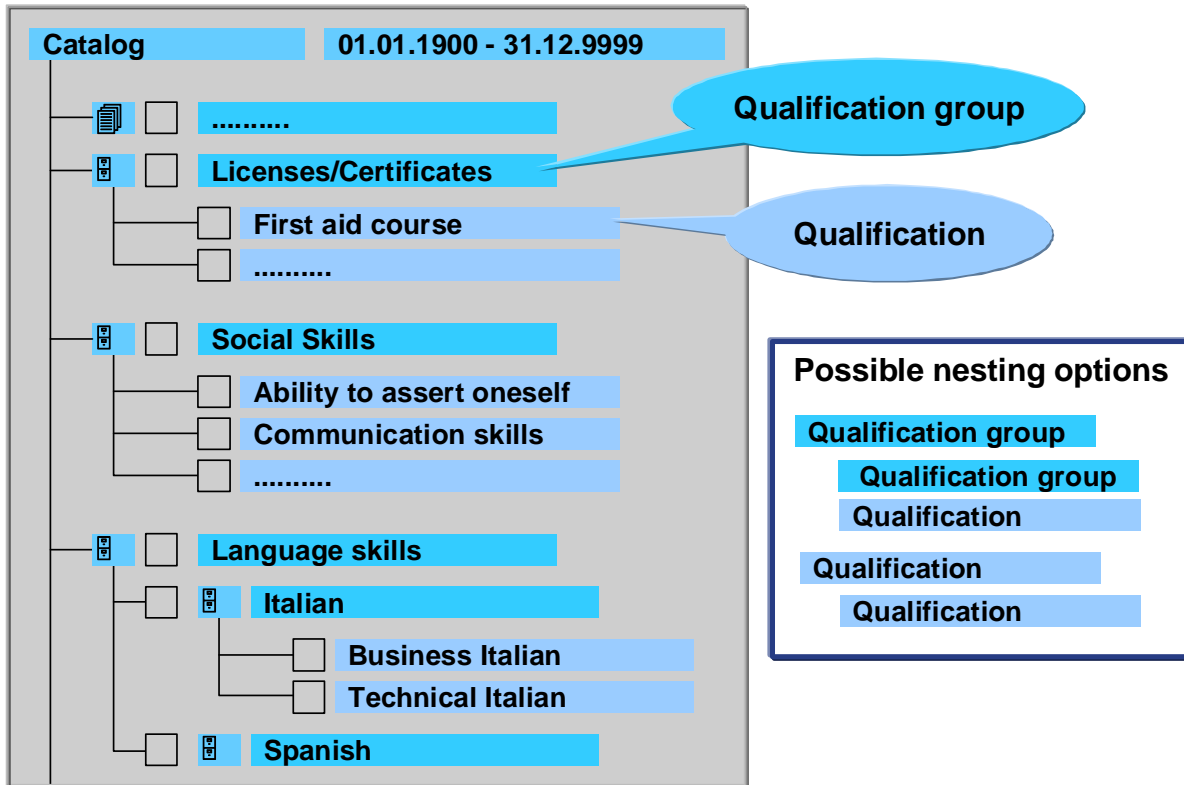
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- In the qualifications catalog, qualifications that are similar and belong together are grouped together into qualification groups. These qualification groups are used to structure the qualifications catalog.
- Qualification groups (object type *QK*) can contain qualifications, and also further qualification groups. Qualifications (object type *Q*) can also contain further qualifications.
- *Example:* The qualification group *Language Skills* contains the qualification groups *Italian* and *Spanish*. The qualification group *Spanish* contains the qualifications *Business Spanish* and *Technical Spanish*.
- It is not possible to assign qualification groups to persons. If you want to create a qualification group, you must first define at least one proficiency scale.
- You can display a where-used list for every qualification group and qualification. This where-used list displays all of the objects to which the original object has a relationship. The relationship itself is also displayed. You should always generate a where-used list before you delete an object.
- A translation function is also available - this means that you can use the qualifications catalog in different languages.
- You can set up your user-settings to display and maintain the object abbreviations of all of the objects in the qualifications catalog (qualification groups and qualifications). (You can switch on and off display of the object abbreviation by choosing *View -> Abbreviation on/off*). In addition, you must set the Customizing switch QUALI SHORT to 'X' (under *Functions -> Set Up Control Parameters*).

Assigning Quality Scales

Catalog	01/01/1900 - 12/31/9999

Licenses/Certificates
- First aid course
- ....

Social Skills
- Ability to get on with others
- ....
- Independence/initiative

Yes/No scale
> Yes

Points scale (1-5)
- Low
- Below average
- *Average*
- Good
- Excellent

Proficiency description for qualifications

Average proficiency for **Ability to get on with others**

Gets on with colleagues and customers

Average proficiency for **Independence and Initiative**

Recognizes need for action and carries out the necessary activities

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- Qualifications are "measured" (rated) by means of proficiency scales. Very often, it makes sense to use different scales for different qualifications.
- To rate the proficiency of a qualification, you create a quality scale. It is entirely up to you how many ratings there are on this scale, or what they are called. In the case of quality scales, you must define and name every individual proficiency.
- *Example:*
  A scale for measuring proficiency at languages might include the proficiencies *Basic knowledge/satisfactory/fluent/native speaker*. On the other hand, to show that someone has a license, all you require is a Yes/No scale.
- Quality scales are assigned to qualification groups (not qualifications). A quality scale must be assigned to each qualification group. This scale is then assigned automatically to all the qualifications belonging to this group.
- If qualification groups with different quality scales are arranged hierarchically, the qualifications of the various groups are always assigned the scale of the directly superior qualification group.
- The proficiencies of the scales can be given individual descriptions for every qualification/qualification group in the qualifications catalog. These proficiency descriptions are then available when you edit qualifications profiles and requirements profiles.

Assigning Alternative Qualifications

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Catalog   01/01/1900 - 12/31/9999

....   **Points scale (1-5)**

Programming Languages

    ABAP
    COBOL
    ....   **Language scale**

Language Skills

    Italian
      Business Italian
      Technical Italian

    Spanish

ABAP ⟷ **COBOL**

80% alternative

Business Italian ⟷ **Technical Italian**

100% alternative

Prerequisite:
- **The proficiencies of the qualifications must be entered using the same scale**

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- You can assign one or more alternative qualifications to a qualification.
- You can define a percentage value specifying the extent to which one qualification can replace another.
- Alternative qualifications are considered to be comparable alternatives to existing (or required) qualifications during suitability analyses in Career and Succession Planning. The replacement percentage is taken into account here also.
- The relationship between qualification and alternative qualification is bi-directional (if A is an alternative to B, then B is also an alternative to A).
- A qualification can only be defined as an alternative to another if both qualifications have the same proficiency scale. (If qualifications have different scales, they are probably so dissimilar that they could not be considered as alternatives anyway.) Qualifications with different scales cannot be compared with each other.
- You can make a user-specific setting specifying whether or not alternative qualifications should be included in evaluations.

Depreciation Meter

Holder of position

fulfills:

ABAP (proficiency 10)   HR (proficiency 10)

1 year

ABAP (proficiency 10)   HR (proficiency 5)

Position

requires:

ABAP

Depreciation meter value:
ABAP: 1 year
HR: 1 year
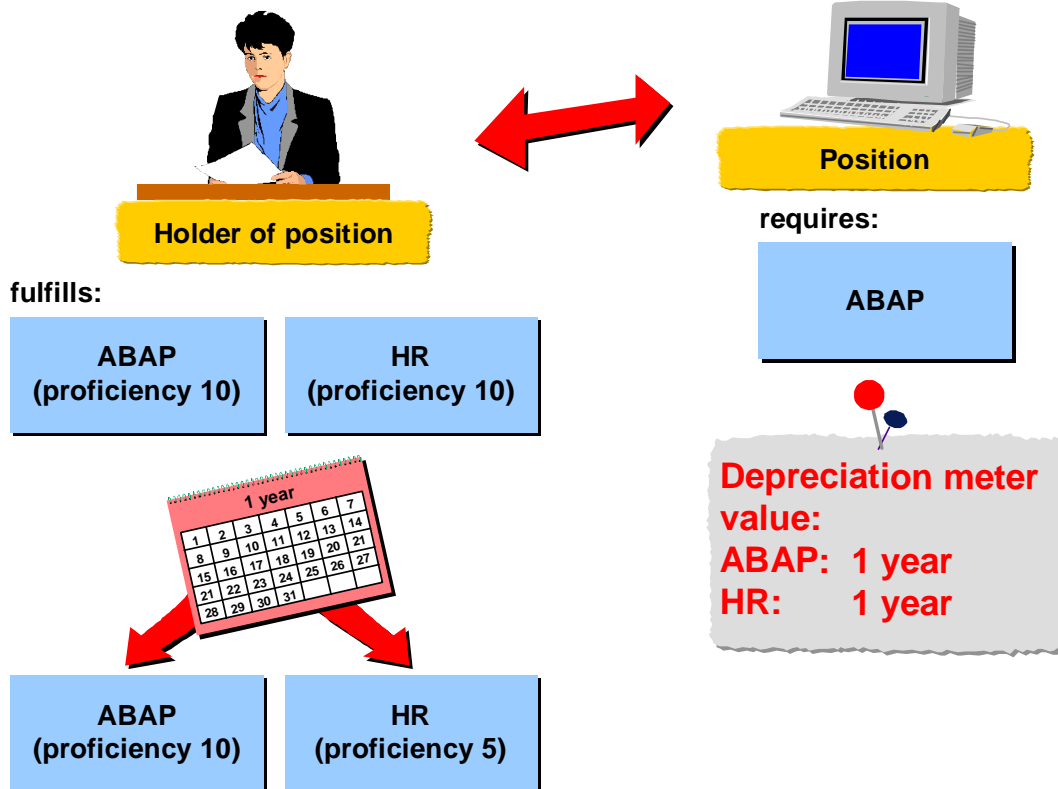
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- You can assign a depreciation meter value to qualifications. This allows you to simulate in the system that certain qualifications can be forgotten as time passes.
- If you specify a depreciation meter value for a qualification, the proficiency of this qualification decreases exponentially.
  The depreciation meter value is the length of time that it takes for the proficiency of a qualification to be halved.
- The proficiencies of qualifications for which a depreciation meter value has been defined are updated constantly (i.e. recalculated at runtime). The basis for this calculation is the date on which the qualification (original proficiency) was assigned to the person.
- If a qualification with a depreciation meter value is assigned to a person, the proficiency is adjusted automatically if the person does not make use of the qualification on a regular basis. If, however, the qualification is required by a position, it can safely be assumed that the holder of this position will make use of the qualification. In this case, the proficiency of the qualification remains constant.
- You can make a user-specific setting specifying that the depreciation meter should not be included in evaluations.

Validities

License for transporting hazardous materials

Validity: 5 years

Holder of position

has:

License for transporting hazardous materials → 5 years → ~~License for transporting hazardous materials~~
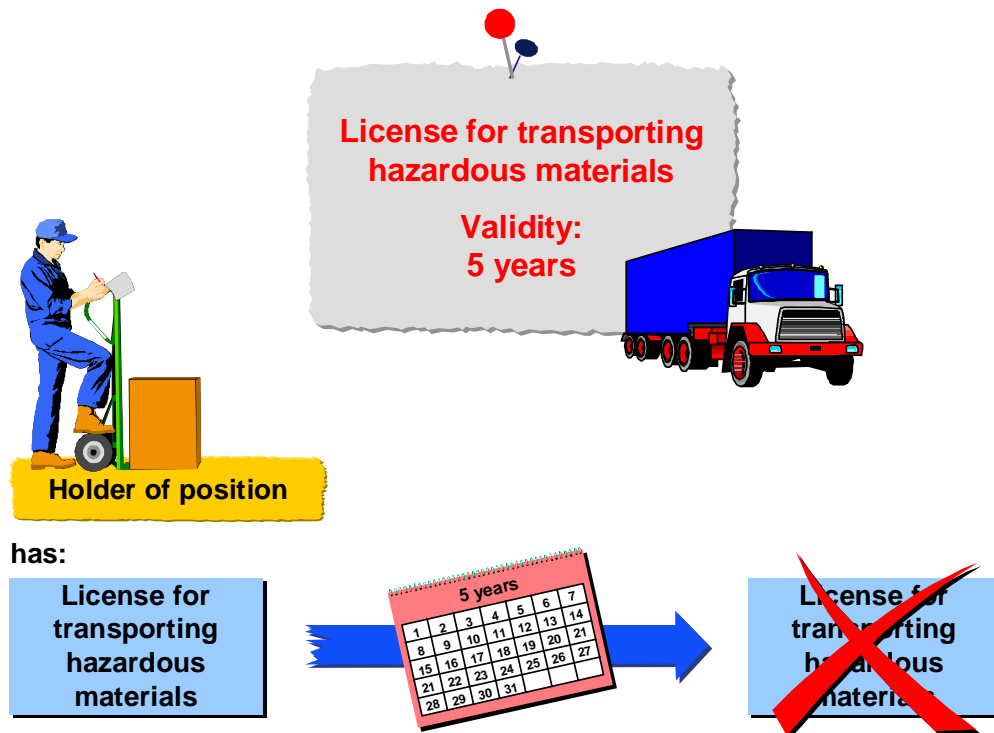
- You can assign a validity period to qualifications. This allows you to record that certain qualifications (such as licenses) expire and have to be renewed at regular intervals.
- Qualifications with a validity only appear in a person's qualification subprofile for the period of time specified. In other words, the qualification is deleted from the subprofile when the validity period expires.
- You can run the *Expired Qualifications* report for a specific organizational unit and evaluation period. This report generates a list of the employees in this organizational unit whose qualifications have expired/will expire in the period specified. This information is based on the validity defined for the qualifications in question in the qualifications catalog.
- It is also possible to use a workflow to monitor qualifications with limited validity. The standard system contains a standard workflow that can be adapted to specific customer requirements. The relevant person (the responsible course instructor, the employee's supervisor, and so on) is then informed that the qualifications in question are about to expire.

Qualifications and Requirements

Qualifications Catalog

Qualifications

Person, applicant, user…

Requirements

Job, position, work center...

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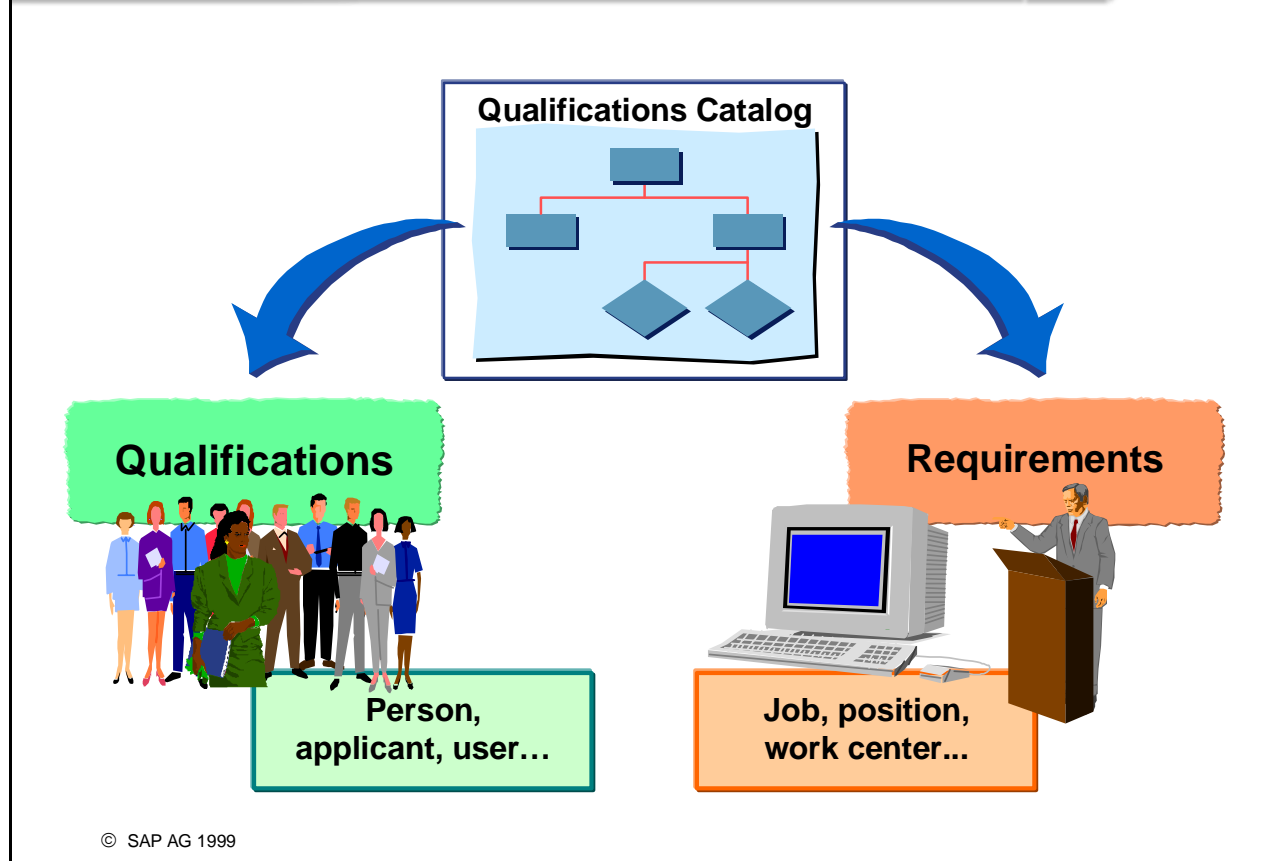
- You can assign the qualifications stored in the qualifications catalog to various object types (persons, positions...).
- If these are assigned to employees, applicants (and so on), they are referred to as *qualifications* (that is, knowledge or skills that a person possesses).
- If, however, they are assigned to jobs, positions (and so on), they are referred to as *requirements* (that is, knowledge or skills required for the job/position in question).
- It is important that requirements and qualifications can be compared with each other - this is a prerequisite for determining suitability. That is why the same object type (*Q*) is used for mapping both qualifications and requirements.

User-Specific Settings (1)

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General settings

Plan version [   ]

Evaluation period [   ] to [   ]

Qualifications/requirements

- [ ] Include alternative qualifications
- [ ] Include essential requirements
- [ ] Disregard depreciation meter value

Structure access

Org. unit [   ]

Career planning

- [ ] Display vacant positions only

Appraisals

Appraisal model [   ]

Appraiser [   ]

Appraisees [   ]

[✔ Temporary] [Fixed] [Reset] [✖]
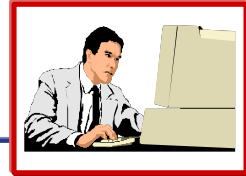
You can override standard settings and specify default values by defining user-specific settings. You can define permanent or temporary user settings for Personnel Development.

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- You can make a number of user-specific settings. You can use these user-specific settings to override standard settings or to propose default values for specific fields.
- In *Personnel Development*, you can define user-specific settings
  - Permanently (in this case, they apply to all future terminal sessions of the user in question)
  - Temporarily (in this case, they apply only to the current terminal session)

User-Specific Settings (2)

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User settings

- **Override standard settings (for example, use a specific plan version instead of the integration plan version)**
- **Defaults values (for example, a specific organizational unit)**

Fixed

Used for all future terminal sessions

Temporary

Used for the current terminal session

- **Overrides the fixed (permanent) user settings**
- **Revert to fixed user settings**

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- You can change all settings (both permanent and temporary) in the application itself. In each case, the last values defined are proposed. The next time the user logs on, the permanent settings will then apply again. In other words, you can override fixed (permanent) user settings temporarily (that is, for the current terminal session). You can also undo these temporary changes during the current terminal session, and revert to the original fixed settings.
- When you define permanent user-specific settings, you are in effect defining user parameters.
- In addition to these user-specific settings, the following user parameters are also available for *Personnel Development*:
  - You can use the parameter *HRPDV_OTYPE* to specify a default standard object type for *Personnel Development* (does not apply to *Appraisal Systems*). This parameter overrides the standard setting, which is usually the object type *User* (exception: the standard default object type in Succession Planning is *S* for *position*).
  - You can use the parameter *HRPDV_SEARCH_OTYPES* to define default object types when searching for objects for qualifications and requirements.
  - You can use the parameter *POK* to switch on the display of the ID (of all displayed objects) and abbreviation (of qualifications objects) generally in Personnel Development.

Working with the Qualifications Catalog: Unit Summary (1)

- **The qualifications catalog contains all the qualifications that are of interest to a company.**

- **You use qualification groups to structure the qualifications catalog.**

- **You create quality scales to record the proficiencies of qualifications and requirements. You assign these scales to qualification groups - the scale then applies to all the qualifications in the group in question.**

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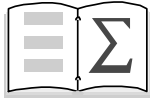
- **You can use depreciation meter values and validities to show that qualifications expire gradually or on a specific date.**

- **You can override standard Personnel Development settings by defining user-specific settings.**

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Working with the Qualifications Catalog Exercises

Unit: Working with the Qualifications Catalog

Topic: Quality Scales, Qualification Groups and Qualifications

- Practice setting up the qualifications catalog by adding new qualification groups and qualifications to an existing qualifications catalog.

- Define additional information for the qualification groups and qualifications you create.

New positions have been created in your Marketing department. The new positions have requirements that have not yet been defined in the qualifications catalog. To rectify this, you add the necessary information to the existing catalog.

Notes:

You work during the whole course in the active plan variant. This plan version, which is set automatically, contains data about your company.

Replace the place holder ## with your group number

1 Adding Objects to the Qualifications Catalog

1-1 Creating qualification groups and qualifications

Create the following new qualification groups and qualifications in the qualifications catalog:

- A new qualification group called *Graphic design*. Create a new qualification called *Graphical layout* for this group.

- A new qualification group called *Graphics programs.* Create new qualifications called *Corel Draw*, *Paintshop*, and *Photoshop* for this group.

- A new qualification group called *Internet skills.* Create a new qualification *Knowledge of HTML,* and assign it to the qualification group *Internet skills.*

Note:

Before you put the new qualifications groups and qualifications listed above in the qualification catalog, you should firstly create a single qualification group *Catalog Group ###* and secondly set a point of access for this group##.

Assign scales of your choice to your qualification groups.

Note:
Pay particular attention to the validity periods of the qualification groups and qualifications you create. The start date should be 01/01/1900, or a date on which the qualification can feasibly exist if the qualification is "modern"(knowledge of HTML, for example). The end date should be 12/31/9999.

1-2   Assigning depreciation meter values

Some skills can be forgotten quickly or become outdated if they are not practiced regularly. These skills are assigned a depreciation meter value.
Assign a depreciation meter value of your choice to one or more qualifications. You can also do this when you are creating a qualification.

1-3   Assigning alternative qualifications

Specify that the qualifications *Corel Draw*, *Paintshop* and *Photoshop* should be regarded as alternatives to each other. Accept the default value of 100%.

1-4   Proficiency descriptions

You have assigned quality scales of your choice when creating the qualification groups. Each specification can be explicated using a description.

Create proficiency descriptions for qualifications *Corel Draw*, *Paintshop* and *Photoshop.*

Note:
You can also enter proficiency descriptions when you are creating qualifications and qualification groups.

1-5   Where-used list

Find out if the qualification *SAPHR* is linked to any other objects. To do this, generate a where-used list for this qualification in the qualifications catalog.

Note:
You can also execute the usage note for qualification groups.

Structure of the Qualification Catalog: Solutions

> **Unit: Working with the Qualifications Catalog**
>
> **Topic: Quality Scales, Qualification Groups and Qualifications**

1 Adding Objects to the Qualifications Catalog

1-1 Creating qualification groups and qualifications

Choose:

Human Resources → Personnel Management → Personnel Development → Settings → Current Settings

Now choose the activity **Edit Qualifications Catalog** (by double-clicking the line in question). The system displays the qualifications catalog.

Note:
Before you add the new qualifications groups and qualifications to the qualification catalog, you should first create a single qualification group *Catalog Group ###* and set a point of access for this group##.

1-1-1 Creating the qualification group *Graphic design*:

Position your cursor on the top line *Catalog Group###* and click the **Create** icon (or choose **Entry→ Create**). The *Create Qualification group* screen appears. Enter the name of the qualification group (*Graphic design*, for example) on the *Qualification group* tab page. Use the validity period proposed by the system (01/01/1900 – 12/31/9999).

You now have to assign a scale to the qualification group. To select a scale, click the down-arrow to the right of the *Scale* field. A list of all the scales that exist is displayed. Click one of the scales, save your entries, and then choose **Enter**.

1-1-2   Creating the qualification *Graphical layout*:

The qualification *Graphical layout* is going to be assigned to the qualification group *Graphic design*. For this reason, position your cursor on the qualification group *Graphic design,* and click the **Create** icon (or choose **Entry -> Create**). A dialog box appears. In this dialog box, position your cursor on the line *Qualification* and then click *Transfer*. The *Create Qualification* dialog box appears. On the *Qualification* tab page, enter the name of the qualification (*Graphical layout,* for example), and save your entries. Then choose **Enter**.

1-1-3   Creating the qualification group *Graphics programs*:

Position your cursor on the qualification group on the top line *Catalog Group###,* and click the **Create** icon. A dialog box appears. In this dialog box, position your cursor on the line *Qualification group*, and then click the **Transfer** icon.
The *Create Qualification group* screen appears. Enter the name of the qualification group (*Graphics programs*, for example) on the *Qualification group* tab page. Use the validity period proposed by the system (01/01/1900 – 12/31/9999).

You now have to assign a scale to the qualification group. To select a scale, click the down-arrow to the right of the *Scale* field. A list of all the scales that exist is displayed. Click one of the scales, save your entries, and then choose **Enter**.

1-1-4 Creating the qualifications *Corel Draw*, *Paintshop* and *Photoshop*:

The qualification *Corel Draw* (*Paintshop/Photoshop*) is going to be assigned to the qualification group *Graphics programs*. For this reason, position your cursor on the qualification group *Graphic programs,* and click the ***Create*** icon (or choose ***Entry -> Create***). A dialog box appears. In this dialog box, position your cursor on the line *Qualification*, and then click the ***Transfer*** icon. The *Create Qualification* dialog box appears. Enter the name of the qualification (*Corel Draw,* for example) on the *Qualification* tab page. The validity period of the qualification should be *01.01.1900 – 31.12.9999.* Now save your entries. To create another qualification at this point, click the ***Create next qualification*** icon. The *Create Qualification* dialog box appears again. Proceed in the same way as before to create the qualifications *Paintshop* and *Photoshop* in the qualification group *Graphics programs*.

1-1-5 Creating the qualification group *Internet Skills* and the qualification *Knowledge of HTML*:

To create the qualification group *Internet skills*, follow the same procedure as for the qualification group *Graphic design* above. Create the qualification *Knowledge of HTML* in the same way as you created the other qualifications above (for example *Graphical layout*).

1-2   Assigning depreciation meter values

You have been asked to assign a depreciation meter value to some qualifications.

In the qualifications catalog, position your cursor on a qualification (*Paintshop*, for example). Now double-click the qualification (or choose ***Entry -> Change***). The *Change Qualification* dialog box appears. Click the *Additional data* tab page.

Note:
You can toggle between the depreciation meter and validities by clicking the *Depreciation meter (validity)* field. Please make sure in this case that the depreciation meter is active.

Enter a depreciation meter value in years and months.

Example:
Years: 2
Months: 6

You can also define the overall duration in months. This is automatically calculated into years and months.

Save your entries.

Proceed in the same way for the other qualifications for which you want to define depreciation meter values.

1-3   Assigning alternative qualifications

Corel Draw, Paintshop and Photoshop are all to be regarded as alternative qualifications to each other. The respective replacement percentage should be 100%.

In the qualifications catalog, position your cursor on one of the qualifications (*Corel Draw*, for example). Now double-click the qualification (or choose ***Entry -> Change***). The *Change Qualification* dialog box appears.

Choose the *Additional data* tab page (by clicking the icon in the top right of the dialog box). Click the ***Insert line*** icon. Select the qualifications that are to act as alternative qualifications (*Paintshop*, *Photoshop*) and then click the ***Continue*** icon. The default replacement percentage is the value you defined for this in Customizing. Accept this default value of 100 percent.
Save your entries, and then choose ***Continue***.

Now, *Paintshop* and *Photoshop* are defined as alternative qualifications for the qualification *Corel Draw*. Consequently, *Corel Draw* is also an alternative of *Paintshop* and *Photoshop*. All that remains to be done is to define *Paintshop* and *Photoshop* as alternatives for each other.

In the qualifications catalog, position your cursor on one of the two qualifications (*Photoshop*, for example). Now double-click the qualification (or choose **Entry -> Change**). The *Change Qualification* dialog box appears. Click the **Additional data** tab page. Click the **Insert line** icon. Select the qualification *Paintshop* and then click the **Continue** icon. In the *Replacement percentage* field of the new alternative qualification (*Paintshop*), enter a percentage value of your choice. Save your entries, and then choose **Continue**.

1-4   Proficiency descriptions

To create proficiency descriptions for qualifications *Corel Draw*, *Paintshop and Photoshop*, position your cursor on these qualifications. Now double-click the qualification (or choose **Entry -> Change**). The *Change Qualification* dialog box appears.

Click the *Proficiencies* tab page. Please make sure that the *Default* field has not been flagged. If it has, the proficiency descriptions of the superordinate qualification or qualification group will be passed down automatically.

Select the proficiency for which you wish to enter a description. In the *Description* field for this proficiency, enter a suitable text. Save your data, and then select the next proficiency for which you wish to enter a descriptive text. Proceed as described above.

Once you have entered and saved all the proficiency descriptions, choose **Continue**.

1-5 Where-used list

To check whether the qualification *SAPHR* is linked to any other objects, position your cursor on the qualification *Business English*, and click the **Where-used list** icon (or choose **Entry → Where-used list**).

The objects with relationships to the qualification in question are displayed (along with the relationship itself, and the relationship period).

Note:

You can also execute the where-used list for qualification groups.

Creating and Evaluating Profiles

SAP

Contents:

- **The general structure of profiles**
- **Subprofiles for qualifications/requirements**
- **Evaluations and profile matchups**
- **Planning for an organizational unit**

SAP

At the conclusion of this unit, you will be able to

- **Describe how profiles are structured and set up**
- **Create and change subprofiles for various object types (persons, positions)**
- **Run profile matchups, and determine the need for further training**
- **Find objects for specific qualifications/requirements**
- **Run other evaluations**
- **Work through a personnel development scenario for an organizational unit**

Creating and Evaluating Profiles: Business Scenario (1)

- **Your company wants to advertise more. In addition to the usual, more traditional media, the company also wants to strengthen its presence and advertise its product range on the Internet.**
  For this reason, it has been decided that the Marketing Department should be expanded.
  Once you have created requirements profiles for the new posts in your company, you start to look for suitable candidates to fill these posts.

Creating and Evaluating Profiles: Business Scenario (2)
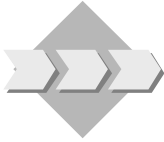
- **Once the new employees' probationary period is over, the Marketing Manager conducts a personnel review with these employees. On the basis of this review, you create profiles for the new employees. These profiles give details of the employees' qualifications, as well as their preferences and aspirations.**

- **You are also responsible for running some other evaluations at regular intervals. These evaluations show you if any employees have qualifications that are about to expire - this means that you can implement appropriate training measures in time to rectify this situation.**

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Profiles

Profiles are used to store special information on objects. Each profile has a header with standard information on the object, and a number of subprofiles.

Name
Date of birth
Position

Qualifications?

Potential?

Preferences?

Dislikes?

....

Name
Holder
Org. unit

Requirements?
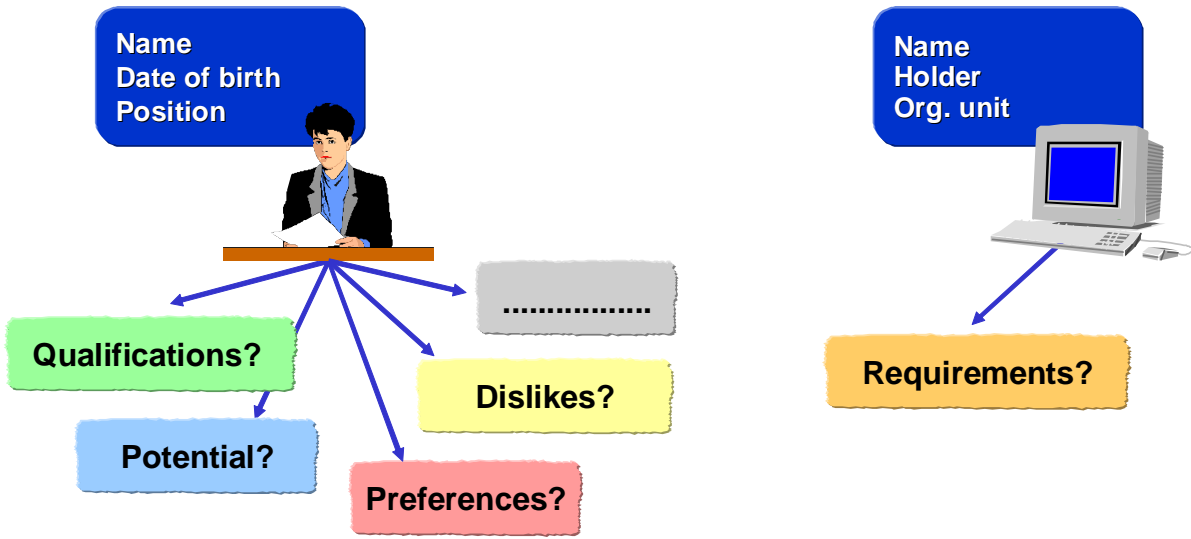
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- Profiles are used to store special information on objects.
- Each profile comprises a header, and a number of subprofiles. The header contains standard information on the object in question. For persons, this information might include the person's name, date of birth and the position the person holds. The subprofiles contain more specific information on a particular aspect. For example, a person's *Qualifications* subprofile contains details of the person's skills and knowledge.
- You can create profiles for different object types. Each object type can have up to 20 different subprofiles.

The *Qualifications* Subprofile

SAP

Qualifications Catalog
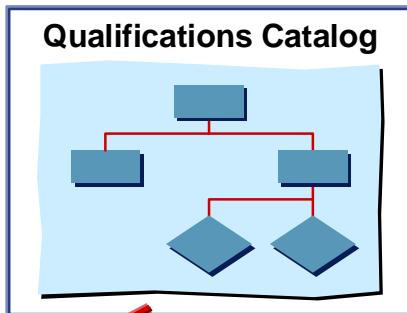
The *Qualifications* subprofile is used to store information on a planning object's (i.e. person's, applicant's, user's...) skills and knowledge.

	Qualification group	Name	Proficiency	Start	End	Note
	Social skills	Team spirit	Average	01/01/1998	12/31/9999	
	Language skills	Business Spanish	Basic knowledge	01/01/1996	12/31/9999	
	Language skills	Business Portuguese	Good	....	....	

Tabs: **Qualifications** | Potentials | Preferences | ....

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- The *Qualifications* subprofile is used to store information on an employee's/applicant's/user's skills and knowledge. You can assign an unlimited number of qualifications from the qualifications catalog to the *Qualifications* subprofile.
- You can also specify how good or bad the planning object in question (person, applicant, etc.) is at the qualification (that is, to what level of proficiency is the qualification fulfilled). The scale of the qualification group to which the qualification belongs determines which proficiencies can be assigned. The qualifications are sorted by qualification group.
- You specify a validity period for every qualification that is assigned to the profile. You can also enter texts (notes) for every qualification in the profile. Furthermore, you can display information for every qualification telling you who last changed the qualification in question, and when.
- If a qualification has a depreciation meter value, the proficiency is adjusted accordingly as time progresses. You can also make user-specific settings to specify that depreciation meter values should be disregarded.
- Qualifications with a limited validity are stored in the subprofile for the duration of the validity period in question. The basis for calculating this is the start date of the relationship period.
- In the standard system, objects of the following object types can have a *Qualifications* subprofile: person, external person, applicant, user, company, contact person. You can, however, customize the system so that it is possible to assign this subprofile to other object types.

The *Potentials* Subprofile

SAP

Work center
Task
Position
Qualification
Job

The *Potentials* subprofile is used to store prognostic information on a person's suitability and professional development.

	Qualifications	**Potentials**	Preferences	....	....

	Type	Name	Start	End	Note
	Job	Sales employee	01/01/2000	12/31/9999	📝
	Qualification	Business Chinese	01/01/2000	12/31/9999	📝
	Position	AL Marketing	01/01/2000	12/31/9999	📝

📝 General

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- The *Potentials* subprofile is used to store information regarding a person's future suitability and professional development. These forecasts might apply to a person's ability to obtain qualifications, perform tasks, or to the person's future suitability for specific jobs, positions, and so on.
- *Example:*
  A personnel administrator becomes qualified in human resource management. It is probable that she will obtain further qualifications that are required for the position of HR Department Manager. Because of this, potential for the position *HR Department Manager* is included in her subprofile.
- You can enter notes for every object included in this subprofile (and also for the entire subprofile).
- In the standard system, the *Potentials* subprofile can be assigned to persons, external persons, applicants and users. However, it is also possible to set up the system so that the subprofile can be assigned to further object types.

The *Preferences* and *Dislikes* Subprofiles

SAP

| Work center |
| Task |
| Position |
| Qualification |
| Job |

The *Preferences* and *Dislikes* subprofiles are used to store personal aspirations and preferences with regard to a person's professional development.

| Qualifications | Potentials | **Preferences** | Dislikes | .... |

	Type	Name	Start	End	Note
	Job	Department Manager	01.01.2000	31.12.9999	
	Qualification	Organizational skills	01.01.2000	31.12.9999	
	....	....	....	....	

General

- The *Preferences* subprofile is used to store information on the professional goals that planning objects (employees, for example) have set themselves. These might include obtaining qualifications, performing specific tasks, or holding specific positions (jobs, work centers…).
- *Example:*
  An assistant in the Sales Department would like to learn Portuguese, and eventually be promoted to the position of Sales Officer. You assign the qualification *Portuguese* and the job *Sales Officer* to his *Preferences* subprofile.
- The *Dislikes* subprofile is used to specify the jobs, positions, qualifications, etc., that a person wishes to exclude from their future professional development.
- *Example:*
  An employee has certain ties to the area in which she lives, and therefore does not want to work as part of the field sales team. You assign the job *Field salesperson* to her *Dislikes* subprofile.
- You can enter notes for every object included in this subprofile (and also for the entire subprofile). The same applies to dislikes.
- In the standard system, the *Preferences* and *Dislikes* subprofiles can be assigned to persons, external persons, applicants and users. However, it is also possible to set up the system so that these subprofiles can be assigned to further object types.
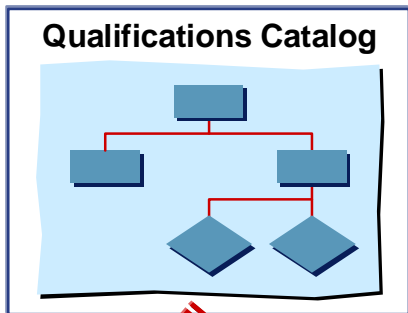
The *Requirements* Subprofile

Qualifications Catalog

The *Requirements* subprofile is used to store information on the knowledge and skills that are required for a job, position, etc.

Requirements

	Name	St..	Proficiency	St..	Start	End	Note
	Controlling		**Excellent**	✓	**01/01/1998**	**12/31/9999**	
	COBOL		**Very good**		**01/01/1998**	**12/31/9999**	
	Team spirit		**Very good**		**01/01/1998**	**12/31/9999**	

- The *Requirements* subprofile is used to specify the knowledge and skills (and the level of proficiency at these skills) required for a specific job, position, etc.
- The qualifications catalog is used to create a *Requirements* subprofile.
- Requirements can remain unevaluated (i.e. without a specific proficiency), or you can assign them a proficiency. The scale of the qualification group to which the qualification in question belongs determines which proficiencies can be assigned.
- You can also specify whether a requirement is compulsory (essential requirement), or desirable (optional requirement). This factor can be taken into account in profile matchups, for example, or during career and succession planning.
- You must specify a validity period for each requirement.
- You can enter notes for every requirement in the subprofile.

Inheritance of Requirements

SAP

Task (T)

Inheritance of requirements

Job (C)

Work center (A)

Position (S)

Requirements

Job (C)

Position (S)
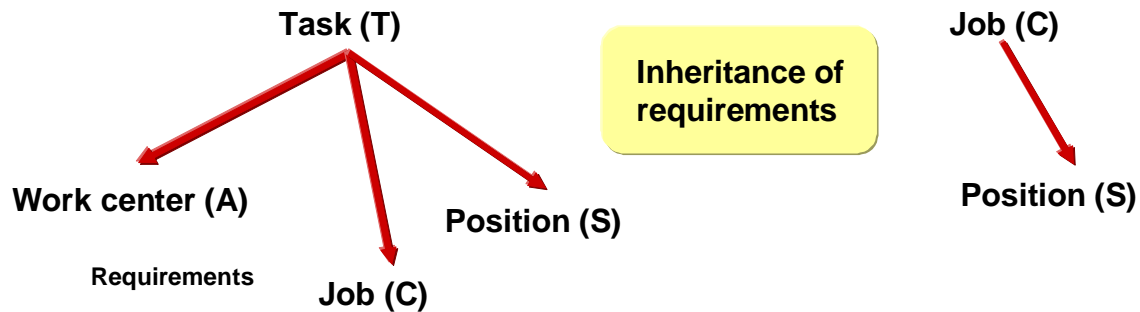
Requirements **Subprofile**

Inherited

	Name	St..	Proficiency
	Controlling		Excellent
	COBOL		Very good
	Team spirit		Very good

Example:
If a task is related to a job, then all the requirements assigned to the task are automatically passed on to the job (inherited). These requirements are given the status *Inherited* and cannot be deleted from the job profile.

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- Requirements can be passed on (inherited). This means that if objects are related to each other, the requirements of one object are automatically passed on to the other object. Inheritance is only uni-directional.
- In the standard system, the following inheritance rules apply: a task passes on requirements to a job, a position or a work center. Jobs pass on requirements to positions.
- Inherited requirements cannot be deleted from the subprofile. However, they can be assigned a different proficiency or even a different status. This is achieved by recreating the requirement in question for the object in the subprofile.
- In the *Requirements* subprofile, you can click on the *Status* field to go from the inherited requirement to the profile of the original object (i.e. the object that passed on the requirement).
- *Example:*
  The job *Department Manager* describes the position *HR Department Manager.* All the requirements specified for the job (assertiveness, and communication skills, for example) are passed on to the position. In the subprofile of the position, these requirements will appear with the status *Inherited.* It is possible to go from the requirement *Communication skills* in the subprofile of the position directly to the requirements profile of the job *Department Manager.* The position can also have other requirements besides the ones it has inherited (knowledge of occupational psychology, for example).

Looking Ahead: Other Subprofiles

SAP
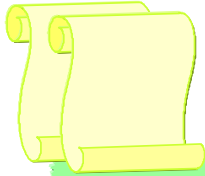
Objective Setting and Appraisals

- *Objective setting and appraisals (open)*
- *Objective setting and appraisals (received)*
- *Objective setting and appraisals (created)*

Development Plans

- *Individual Development* subprofile
- *Development Plan History* subprofile

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■ Further subprofiles are available for use by the *Objective Setting and Appraisal* and *Development Plans* components. We will discuss these subprofiles later when we learn about the components in question.

Qualifications and Requirements: Reports

SAP

Other
- List of Alternative Qualifications
- Prebookings per Attendee

Profiles

Profile matchup

Reports

Profile
- Objects Without Qualifications/ Requirements
- Objects with Unevaluated Qualifications/Requirements

Search
- Based on a qualification

Org. unit
- Profile Matchup: Position/Holder
- Profiles
- Expired Qualifications
- Qualifications Overview

Catalog
- Qualifications

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- There are many ways in which you can evaluate and analyze the information contained in subprofiles.
- In the remainder of this unit, we will focus primarily on the reporting options available for qualifications and requirements. We will look at the reporting options available for the subprofiles relevant for appraisals and development plans in later units.

Profile Evaluation: Entering Data

SAP

Profiles can be displayed in graphic form in a list. This list can contain the subprofiles of an unlimited number of objects (even objects of different object types).

Objects

Person	

Type	Name	Object ID
Person	Sergio Garcia	00009427
Person	Fiona Astor	00023379
….	….	….

......

Possible subprofiles

Type	Name
Person	Qualifications
Person	Potentials
….	….

......

Select object type and enter object name

Objects entered above are displayed here

The subprofiles from which you can can choose are listed here. You can select the object type you require.

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■ This graphic profile evaluation list gives you an overview of the profiles of persons, positions, and so on.
■ You can specify which subprofiles you want to display for each object type.

Profile Evaluation: Graphic List

SAP

```
01/12/2000                    Profile        01  Current plan

Pers. no.    00001000         Name      Fiona Astor        ◄──── Header data
.......       .........        .......    .........

Qualifications                                                   ┐
  ┌────────────────────────────────────────────────────────┐    │
  │ Social skills          Points scale                     │    │
  │   Assertiveness          Good          [green bar]       │◄── Standardiz-
  │   Team spirit            Very good     [light green bar] │     ation of
  │ Language Skills        Language scale                   │     scales
  │   Italian                Basic knowledge [light grn bar]│    │
  └────────────────────────────────────────────────────────┘    │
                        · · · · · ·                               │

Potentials                                              ◄──────── Subprofiles
  ┌────────────────────────────────────────────────────────┐
  │ Job                                                      │
  │ Department Manager                02/01/1998 - 12/31/9999│
  └────────────────────────────────────────────────────────┘

Preferences                                             ◄────────┘
  ┌────────────────────────────────────────────────────────┐
  │                  None found!                             │
  └────────────────────────────────────────────────────────┘
```

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- This list displays general information for each object, and also information specific to the subprofiles you chose.
- *Example:*
  You specify that you want to display the *Qualifications* and *Potentials* subprofiles for the object type *Person*. This means that the system will display qualifications and potentials (but no preferences or dislikes) for all of the employees you specified.
- A standardized scale representation is used to make it easier for you to compare different qualifications/requirements.
- You can save this list to file and/or print it out.

Persons, applicants, users...

Qualifications

Job, position, work center...
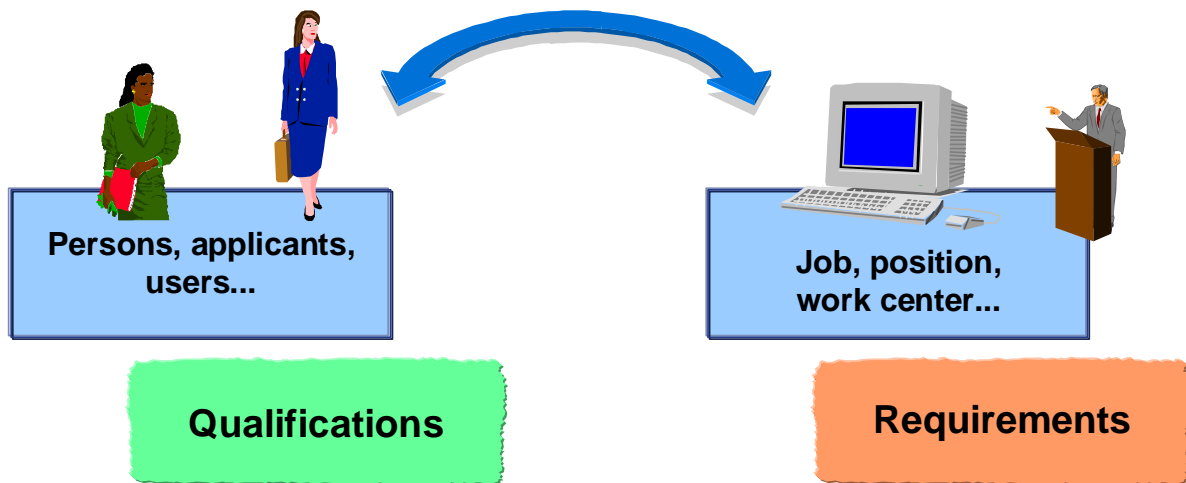
Requirements

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- Profile matchups enable you to compare qualifications and requirements.
- *Example:*
  An employee's qualifications are compared with the requirements of the position which he holds.
- Profile matchups can also be used to determine an object's suitability (for example, how suitable a person is for a position), and to establish if any qualification deficits exist.

Qualifications profiles
- Person
- Applicant
- User
- ...

Requirements profiles
- Job
- Position
- Task
- Work center
- ...
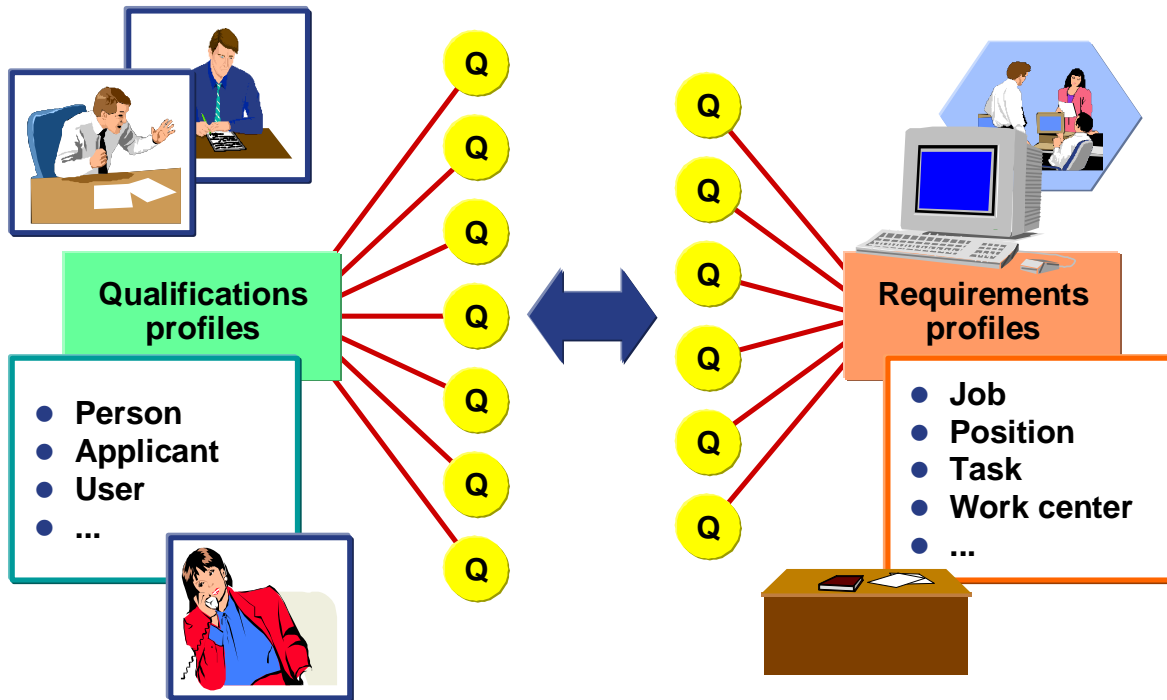
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- A profile matchup (between a position and an employee, for example) involves comparing each requirement of the position (including the proficiency required) with the corresponding qualification of the employee (including its proficiency).
- When you compare a qualification with a requirement, one of the following scenarios can result:
  - The qualification fulfills the requirement exactly.
  - The qualification does not fulfill the requirement (that is, the proficiency of the qualification is lower than is required, or does not exist at all).
  - Overqualification (that is, the proficiency of the qualification is higher than is required).

Key date: 12.01.2000	Profile matchup	Plan version 01

Position	Marketing Assistant	Person	Lilian Berg

Application software	Points scale	
Powerpoint	Excellent	
	Very good	
Word	Excellent	
	Good	

Social skills	Points scale	
Communic. skills	Very good	
	Very good	

Other qualifications held by	Lilian Berg

Social skills	Points scale	
Willing to assume reponsibility	Average	

Language Skills	Points scale	
French	Excellent	

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- You can display the profile matchup in the SAP List Viewer or as a graphic list (see slide).
- The proficiencies of requirements and qualifications are compared against each other.
- Requirements and qualifications are sorted by qualification group in the list. The scale and corresponding proficiencies of each qualification group are also displayed.
- A standardized representation of the scale is used to make it easier to compare the qualifications with requirements visually.
- If requirements are essential requirements, they are flagged accordingly.
- If alternative qualifications are included in the matchup, these might also appear in the list. If so, they are flagged accordingly.
- All qualifications that are not specified in the requirements profile, but which a person has anyway, are output at the end of the list.
- You can save this list to file and/or print it out.

Qualification Deficits

Limit the profile matchup to qualification deficits
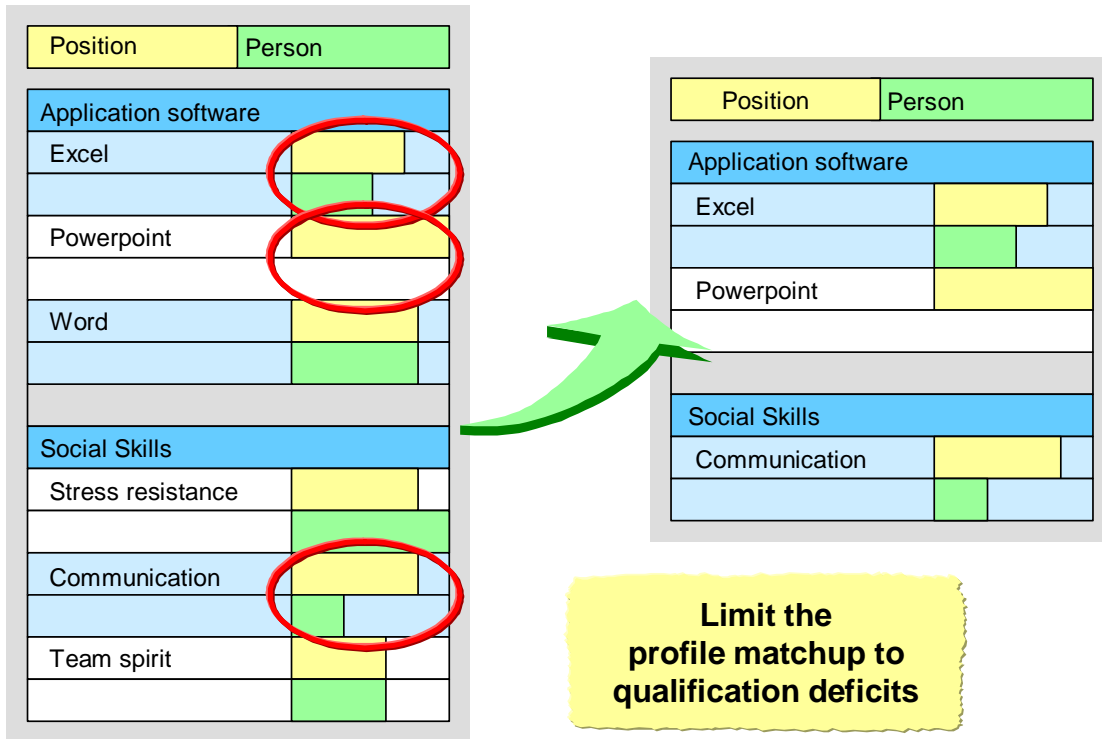
- If you select the *Qualification deficits only* option, this will mean that the results of the profile matchup will be restricted to entries where qualifications are lacking (that is, the proficiency of the qualification is lower than is required, or the qualification does not exist at all).

Profile Matchup: Graphic Display

SAP

Call graphic from SAP List Viewer with 🔳

- Team spirit
- Stress management
- Powerpoint
- Excel
- Word
- French
- Communication skills
- Willingness to assume reponsibility

scale: 100 90 80 70 60 50 40 30 20 10

——— **Marketing Assistant**   ——— **Lilian Berg**
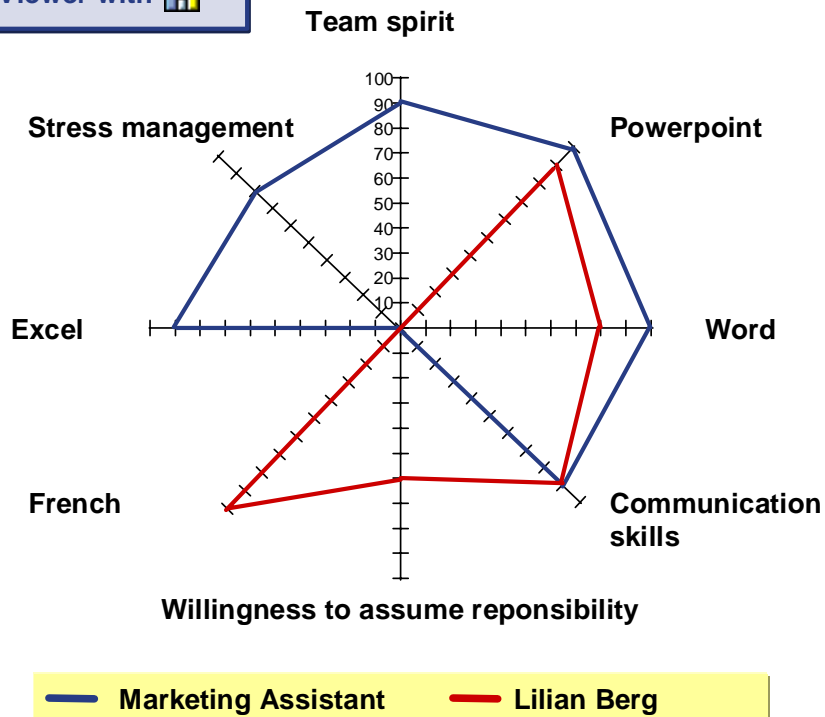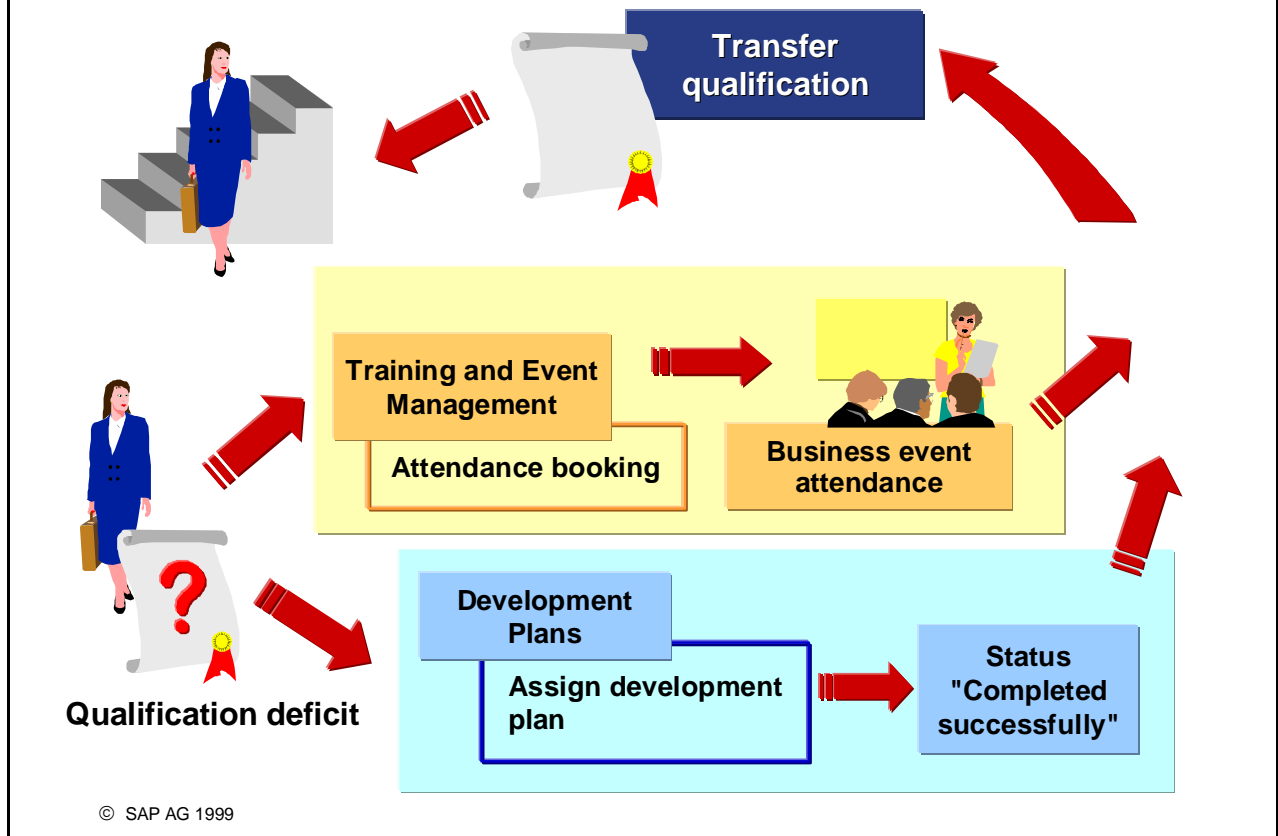
- In addition to the list formats already mentioned (graphic list or SAP List Viewer), you can also display the profile matchup with SAP Presentation Graphics.
- This provides many additional display options for profile matchups.
- You can call SAP Presentation Graphics from either list display.
- You can access configuration options for the graphic with the right mouse button.

Training Proposals

Requirements

Japanese:
Average

Qualifications

Japanese:
Basic knowledge

Japanese

Business event type

- Prebook for business event type
- Book on business event

Development plan

- Assign a development plan and select items

Training proposals to impart qualification (or proficiency) required

- **Business event type**
- **Development Plans**

Impart Japanese skills (proficiency better than "basic knowledge")

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■ If *Personnel Development* is integrated with *Training and Event Management*, you can use the *Generate training proposals* function. In this case, the system will propose training courses (business events) that can provide any qualifications that are missing. You can book employees onto courses directly, or alternatively prebook them for business event types.

■ In the same way, if you use the *Development Plans* component, you can also have the system propose development plans that can provide the qualifications required. You can assign a development plan directly, and then copy items from this general development plan to a person's individual development plan.

■ The system proposes only business events and development plans that result in the same or a higher level of proficiency at the qualification (compared to current proficiency in the *Qualifications* subprofile of the person in question).

■ *Example:*
A mechanical engineer is to work in Japan for a longer period of time. However, her profile matchup against the new position in Japan shows that she does not have sufficient language skills. Since *Personnel Development* is integrated with *Training and Event Management,* the system proposes Japanese courses which will give the engineer the skills she needs for her new position. She is booked directly onto one of these courses.

Obtaining Qualifications

Transfer qualification

Training and Event Management

Attendance booking

Business event attendance

Qualification deficit

Development Plans

Assign development plan

Status "Completed successfully"

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- If a person attends a training course (business event), this might mean that the person will have an additional qualification at the end of the course. In the follow-up activities to the business event, this qualification and its proficiency are transferred to the attendee. The default proficiency can be changed for individual attendees.
- In the standard system, if an employee completes a development plan successfully, the qualifications assigned to the development plan (and the corresponding proficiencies) can be copied to the person's qualifications profile. In Customizing, you can specify whether the qualifications should be copied automatically in the background, or if this operation should be confirmed by users first.

Finding Objects for Qualifications (1)

SAP

Qualifications required

"Essential requirement" flag

	Name	Ess.	O..	Proficiency	Proficiency
	Ability to handle stress	☐	≥	**Above average**	
	Communications skills	☐	≥	**Above average**	
	Sales skills	☑	=	**Very good**	
	Business French	☐	[]	**Very good**	**Native speaker**

Specifying qualifications
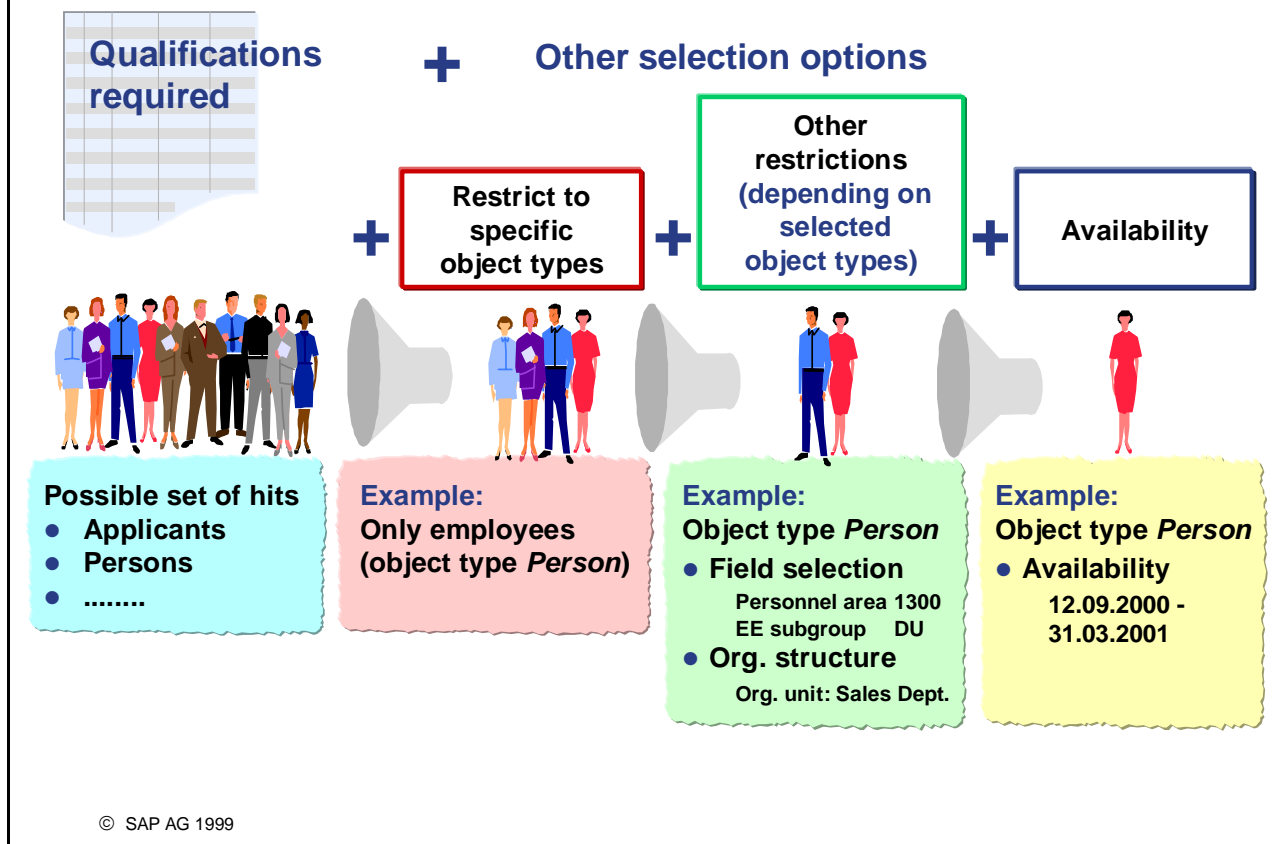
- **Select specific qualifications**
- **Specify profiles**

**Entries regarding proficiencies required**

- You can use the *Find Objects for Qualifications* report to search for persons (applicants, etc.) who have specific qualifications. You can also specify that a specific proficiency is required for each individual qualification. You can restrict your selection further by entering further selection criteria.
- *Examples:*
  - Finding persons with specific qualifications
  - Selecting suitably qualified applicants
  - Searching within an organizational unit to find suitable people to work on a project team
  - Identifying employees who exceed/fall short of the qualification criteria specified
- When you specify the qualifications for which you are trying to find objects, you can select qualifications individually from the qualifications catalog and/or you can take the qualifications/requirements profiles of objects of your choice and adapt them to your needs.
- When you specify the proficiencies you are looking for, you can enter individual values or value ranges, and you can also specify that certain conditions must be met.
- Furthermore, by setting the *Essential requirement* flag for a qualification, you can specify whether the object you are looking for has to have the qualification in question. If you set the *Essential requirement* flag for a qualification, then only objects with at least this qualification will be selected.

Finding Objects for Qualifications (2)

Qualifications required

+ Other selection options

+ Restrict to specific object types

+ Other restrictions (depending on selected object types)

+ Availability

Possible set of hits
- Applicants
- Persons
- ....

Example:
Only employees (object type *Person*)

Example:
Object type *Person*
- Field selection
  Personnel area 1300
  EE subgroup   DU
- Org. structure
  Org. unit: Sales Dept.

Example:
Object type *Person*
- Availability
  12.09.2000 -
  31.03.2001

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- You can limit your search to objects of specific object types. For example, you might wish to restrict your search to employees (object type *P*), or to applicants (object type *AP*).
- Depending on the object types you specify, you can then go on to limit your search even further. For example, you might limit your search to objects of the object type *Person*, and then specify that the persons must belong to a particular organizational units and restrict the selection even further to specific personnel areas, employee subgroups, and so on (infotype data). The ad hoc query is the basis for defining these selection criteria by selecting fields.
- In addition, you can use the criteria *availability* when searching for persons with qualifications (object type P). This is checked via the interface with Time Management. The resulting hit list of persons is restricted to persons that are available for a certain number of days in the planning period.
- The list generated by the report contains the objects that BOTH have the qualifications and proficiencies specified AND also fulfill the other selection criteria.
- Planning objects with alternative qualifications will also be listed if you have specified this in the user-specific settings.
- *Note:*
  Customers can extend the selection options for the report using a Business Add-In (refer to the slide *Business Add-Ins in Personnel Development* in the *Appendix* for details).

Overview: Reporting Options for Organizational Unit

SAP
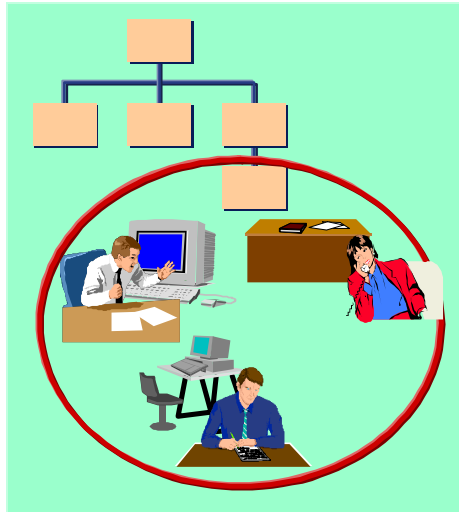
Profile Matchup: Position/Holder

Profiles

Qualifications Overview

Expired Qualifications

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- You use the report *Profiles in an Organizational Unit* to display the subprofiles of all planning objects (positions, holders of positions, jobs that describe the positions, and so on) within a specific organizational unit. You can also limit your selection to specific subprofiles.
- The report *Profile Matchup: Position/Holder for Organizational Unit* compares the requirements of all the positions in one or more organizational units with the qualifications of the people who hold these positions. You can restrict your selection to situations involving qualification deficits. If *Personnel Development* is integrated with *Training and Event Management*, or if you also use the *Development Plans* component, you can also display suitable training proposals.

Organizational Unit: Qualifications Overview

SAP
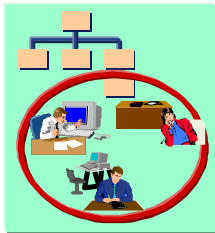
Qualifications currently held by employees in org. unit

Average proficiency at this qualification within the org. unit

| Organizational unit	Qualification group	Qualification		Average	Name
Marketing Dept	....	....	....	....	....
	Social skills	Communic. skills	7	Good	Cahill Dubois ....
		Team spirit	5	Average	Astor Dubois ....

Current qualifications sorted by qualification group

Number of employee with the qualification in question

Employees who hold the qualification ➔ Call up profile

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■ You use the report *Qualifications Overview* to generate a list of all the qualifications that exist in an organizational unit, and to calculate the average proficiency for each of these qualifications. The holders of each qualification are also displayed in this list. You can go directly from the holder of a qualification displayed in the list to that person's profile. You might use this evaluation if, for example:

- You want an overview of the qualifications that currently exist within an organizational unit
- You want to calculate the average proficiency for a qualification within an organizational unit so that you have a reference value when you appraise employees
- You want to estimate the potential performance of organizational units

Organizational Unit: Expired Qualifications

SAP
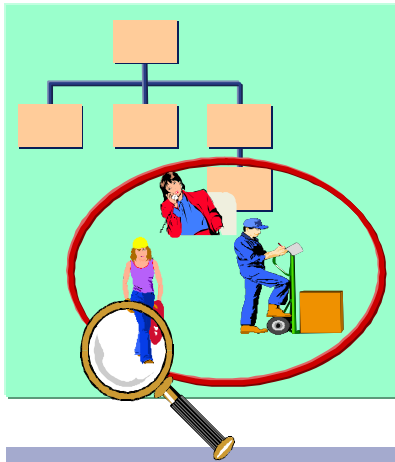
Specify the evaluation period
Example: 01.01.2000 - 31.03.2000

List of all employees in the org. unit who have qualifications that expire within the evaluation period

Qualification	Start date	End date
First-aid experience	14.01.1998	13.01.2000
License to transport dangerous goods	27.03.1995	26.03.2000

Editing options
- **Training proposals**
- **Qualification view**

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- You use the report *Expired Qualifications* to generate a list of all the planning objects in an organizational unit that have qualifications that have expired/will expire during the evaluation period (sometimes called reporting period). The list tells you which planning objects are affected and gives details of the qualifications and their validity periods.
- If *Personnel Development* is integrated with *Training and Event Management*, or if you also use the *Development Plans* component, you can generate training proposals that are suitable for refreshing/renewing the qualifications in question.
- You can choose between a planning object view and a qualification view:
  - In the planning object view, each planning object is listed along with the qualifications it has that are about to expire
  - In the qualification view, each qualification about to expire is listed along with the planning objects that this affects
- You can go directly from each planning object to the transaction for displaying its profile and to the transaction for career planning.
- The standard system comes with a standard workflow that can be used to monitor the validity periods of the qualifications assigned to planning objects. This workflow is based on the validity defined in Customizing for the qualification in question. You can use this workflow to inform an appropriate person (the responsible course instructor, the employee's supervisor, and so on) that the qualifications in question are about to expire. This means that the person in question can introduce measures that will renew/extend the qualifications in question.

Other Reporting Options

Profiles

Objects with Unevaluated Qualifications/Requirements

Select object type
- **List of all objects of the object type selected that have unevaluated qualifications/ requirements**
- **Possible to go to profile maintenance directly**

Objects With No Qualifications/ Requirements Profile

Select object type
- **List of all objects of the object type selected that have no qualifications/requirements profile**
- **Possible to go to profile maintenance directly**

Other

List of Alternative Qualifications

The list that is generated contains information on the
- **Qualification**
- **Assigned alternative qualification**
- **Replacement percentage**
- **Validity period**

- The report *Objects With Unevaluated Qualifications/Requirements* generates a list if all the objects of a specific object type that have qualifications or requirements with the status *Unevaluated*.
- The report *Objects Without a Qualifications/Requirements Profile* generates a list of all the objects of a specific object type to which no qualifications or requirements have been assigned.
- You can go directly from an object in either list (a person, for example) into profile maintenance.
- The report *List of Alternative Qualifications* generates a list of all qualifications for which alternative qualifications have been defined. The replacement percentages are also displayed in the list.
- The report *Prebookings per Attendee* can be found under the miscellaneous reports. This report generates a list of prebookings for business event types. It can be run for several objects of the same object type at the same time (e.g. for several employees). You can only run this report if you have also implemented the *Training and Event Management* component.

Planning for an Organizational Unit

Graphic display of the objects belonging to an org. unit

O
S
P
C
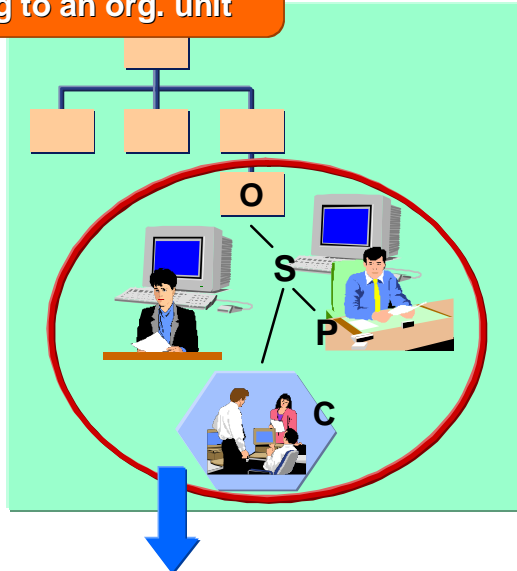
You can execute all relevant Personnel Development functions directly from the graphic display.

Entire Personnel Development functionality

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- By using the *Planning for an Organizational Unit* function, you can restrict your personnel development scenario to one organizational unit.
- The following objects appear in the graphic display:
  - Organizational unit
  - Job
  - Position
  - Person
  - User
- You can enter a specific organizational unit for which you want to plan when you are performing the planning function in question. Once you have entered the organizational unit, it is written automatically to your temporary user-specific settings.
- You can also specify a default organizational unit in the permanent and temporary user-specific settings. In this case, the organizational unit specified here is defaulted automatically when you choose the *Planning for an Organizational Unit* function.

Planning for an Organizational Unit: Procedure

SAP
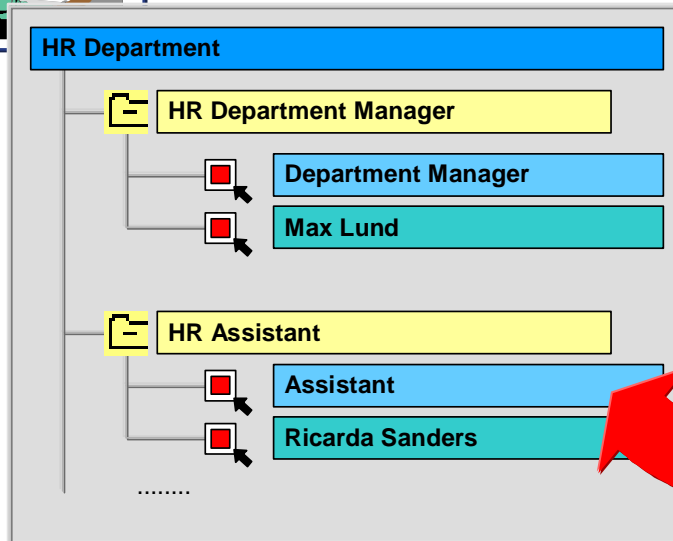
Graphic display
- **Org. unit**
- **Position**
- **Job**
- **Person**
- **User**

HR Department

HR Department Manager

- Department Manager
- Max Lund

HR Assistant

- Assistant
- Ricarda Sanders

....

Select the objects you require, then execute the function

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- You can perform all the Change, Display and reporting functions of Personnel Development directly from the graphic display. You simply select the objects you require, and execute the function.
- *Example:*
  You want to analyze specific HR department employees to see how suitable they are for the position of HR Department Manager. You need to perform a profile matchup for these employees and the position. To do this, you select the employees and the position in the graphic display, and then choose the *Profile matchup* function.

Creating and Evaluating Profiles: Unit Summary
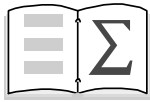
- **Profiles are used to store special information on objects. Profiles have a header and a number of subprofiles. Subprofiles can contain information on qualifications, requirements, preferences, and so on.**

- **There are many ways of using and evaluating this information on qualifications and requirements (for profile matchups, for example, or for finding objects for specific qualifications).**

- **When you are planning for one organizational unit, you can execute Personnel Development functions directly from the graphic display of the organizational unit in question.**

Creating and Evaluating Profiles Exercises

Unit: Creating and Evaluating Profiles

Topic: Subprofiles

- Set up subprofiles for positions and employees.
- Perform profile matchups

Requirements profiles are defined for the Marketing Department positions. Qualifications, preferences and potentials are stored in the system for the employees hired to fill these positions. You are also responsible for running other evaluations (reports).

Note:

Replace the place holder ## with your group number

1   Creating Subprofiles

1-1   Creating a *Requirements* subprofile for a position

The *Assistant* position (the first assistant position in your organizational structure) is described by the job *Assistant*. Requirements have already been defined for this job. These requirements are inherited by the position automatically.

Store the following additional requirements for the *Assistant* position.

- Graphical layout
- Knowledge of HTML
- Corel Draw
- Photoshop
- English

Assign proficiencies of your choice to these requirements.

Flag some of these requirements as essential requirements.
The validity of these requirements should apply from the start date of the position (that is, the first day of the current month) through to 12/31/9999.

1-2 **Creating *Qualifications*, *Potentials*, *Preferences* and *Dislikes* subprofiles for employees**

The ##-*Manager* position (the second Manager position in your Marketing organizational structure) is occupied by Mr. Simon Miller (personnel number 510995##).

Assign Mr Simon Miller the following qualifications in the ***Qualifications* subprofile**:

- Team work   Above average
- Communication skills   Average
- Organizational skills   Average
- Conceptual thinking   High
- Marketing skills   Very high
- Economics skills   Very high
- English   Native speaker
- First aid course   Yes

Note:

The first aid course has a validity of 2 years. The start date of the validity should be a date from last year.

If the proficiencies named above do not exist, choose a similar proficiency.

Assign Mr Simon Miller the **potential** for the position *Marketing Department Manager*.

Mr Simon Miller has also expressed a **preference** for the following:

- Sales Officer (job)
- Marketing Department Manager (position)

2   Evaluating Profiles

2-1   Display the subprofiles that you created for the positions ##-*Assistant* and ##-*Manager,* as well as those for the employee Mr. Simon Miller (personnel number 510995##). Please only evaluate Mr Miller's *Qualifications* and *Potentials* subprofiles. His other subprofiles should not appear in the list.

3   Performing Profile Matchups

3-1   Profile Matchup: Position/Holder

Compare Simon Miller's (personnel number 510995##) qualifications with the requirements of the position he holds (##-*Manager*). Which requirements are met precisely (that is, the proficiencies of both qualification and requirement are the same)? Does Mr Miller have any qualification deficits? Is Mr Miller overqualified in some areas?

Post Mr. Miller to the business event *communications course.*

Note:
If there is not a suitable business event date, then choose the *prebook* function.

4   Find Objects for Qualifications

4-1   Your company is looking for employees to work in a project team which will decide where a new sales office should be located.

The requirements profile of the job *Sales Officer* is taken as the basis for this search.

If necessary, delete some of the requirements from the list of required qualifications.

Restrict your search to employees (object type *P*). Furthermore, you only wish to include employees who belong to personnel area *CABB* and employee subgroup *X0* (salaried employees).

5 Expired Qualifications

5-1 In your company, checks are run regularly to see if any qualifications are about to expire so that the appropriate training measures can be implemented in a timely manner.

Check to see if any employees in the Marketing Department ##-Marketing have qualifications that are going to expire this year.

Also display training proposals for employees where this is the case. If there are date proposals, you can post the employees affected to such a business event.

6 Qualifications overview

6-1 Display a qualifications overview for your Marketing Department ##-Marketing.

7 Optional Exercises: Planning for an organizational unit

7-1 Performing profile matchups from the structural display of an organizational unit

Run the following matchup from the structural display for the Marketing Department ##-Marketing:
Compare the qualifications profile of the manager (for example, Simon Miller, personnel number 510995##) and the Marketing employee with the requirements of the *Department Manager* position.

Note:
If you want to execute evaluations for another organizational unit, choose the menu *View other organizational unit* and select a different organizational key there.

7-2 Finding objects for qualifications (from the structural display of an organizational unit)

Find objects for qualifications (starting out from the structural display of your Marketing Department).

You want to find employees who meet the requirements defined for the position *Department Manager*.

Note:
Remove the *Essential requirement* flag for some of the requirements of this position.

Creating and Evaluating Profiles Solutions

> **Unit: Creating and Evaluating Profiles**
>
> **Topic: Subprofiles**

1 Creating Subprofiles

1-1 Creating a *Requirements* subprofile for a position

1-1-1 Creating additional requirements for the position *Marketing Assistant*

In the *Personnel Development* menu, choose:

Profile → Change

The *Person: Change Profile* screen. In the upper left screen (***Search area***) under *Find by,* find the object type *Position* and click the icon beside position to display the underlying texts. The search tools available for searching for objects of this type are displayed.

Choose the *Structure search,* for example. The organizational structure now appears in the lower part of the screen (**selection area**). Expand the organizational structure up to your Marketing department ##-Marketing and its positions (→ Organizational HR Group Training → Training International → Marketing) and choose the first position Assistant of your Marketing department by double-clicking.
In the right screen area (**work area**), enter the key date as the first day of the current month (that is, the start date of the position's validity period). Click the ***Execute*** icon (or choose ***Profile → Execute***). The *Position: Change Profile* window appears. The system displays the requirements of the position *Marketing Assistant* that have been inherited from the job *Assistant*.

To define new requirements in the profile, click the ***Create*** icon on the bottom left (or choose ***Requirements*** -> ***Create***). Select (using one of several different search options) the qualifications you require from the qualifications catalog, and then click the ***Continue*** icon.

To assign a proficiency to a requirement, position your cursor on the *Proficiency* field, and click the down-arrow to the right of this field. The system displays the proficiencies of the scale defined for the qualification group to which the qualification belongs.

To view proficiencies descriptions, click the *Descriptions* pushbutton.

Note:

Proficiencies are not maintained for all qualifications in the system.

Select the proficiency you require by positioning your cursor on this proficiency, and then clicking the *Continue* icon (or simply by double-clicking the proficiency in question).

To define a requirement as an essential requirement, select the *Ess.* (= Essential requirement) field.

Save your entries.

1-2   Creating *Qualifications*, *Potentials*, *Preferences* and *Dislikes* subprofiles for employees

1-2-1 Accessing profile maintenance for persons

Choose:

Human Resources → Personnel Management → Personnel Development → Profile → Change

The *Person: Change Profile* screen. In the *search area* under *Find by*, select the object type *Person*. A dialog box appears where you can search for the person by entering a search string. (As in the first search, you can first click the icon beside *Person* and use any of the search tools available to search for objects of this object type).

Enter the person's surname (*Miller*, for example), press *Enter* and in *the selection area* select the person you are looking for from the list (*Simon Miller*).

Double-click the person you are looking for and the pertinent data is displayed for editing in the *work area*.

1-2-2 Creating a *Qualifications* subprofile

You are on the *Person*: *Change Profile* screen. Make sure that the *Qualifications* tab page is active (that is, at the front). If it is not, click on it. You can now maintain the *Qualifications* subprofile.

To insert qualifications in this subprofile, click the *Create* icon (or choose *Qualifications* -> *Create*). Select the qualifications you require from the qualifications catalog (using one of several search options) , and then click the *Continue* icon. To assign a proficiency to a qualification, position your cursor on the Proficiency field, and click the down-arrow to the right of this field. The system displays the proficiencies of the scale defined for the qualification group to which the qualification belongs.

To view proficiencies descriptions, click the *Descriptions* pushbutton.

Select the proficiency you require by positioning your cursor on this proficiency, and then clicking the *Continue* icon (or simply by double-clicking the proficiency in question).

Enter a relationship start date of your choice in the *Start date* field.

Exception:
Specify a start date from last year for the qualification *First aid course*. The end date is set automatically by the system (for example, if this qualification has a validity of 2 years, the end date will be set as 2 years after the start date). The proficiency is proposed, since a Yes/No scale is used for this qualification.

Save your entries

1-2-3   Creating a *Potentials* subprofile

To define a potential for Mr Simon Miller, go into profile maintenance (proceed as described in 1-2-1), and click the *Potentials* tab page. Then click the *Create* icon (or choose **Potentials -> Create**). Select the object type *Position* by positioning your cursor on the object type *Position,* and then clicking the **Transfer** icon. Use the search help to select the position *Marketing Department Manager*. Specify the first day of the current month as the start date. Save your entries

1-2-4   Creating a *Preferences* subprofile

To define preferences, go into profile maintenance (proceed as described in 1-2-1), and click the *Preferences* tab page. Then click the *Create* icon (or choose **Preferences -> Create**). Select the object type you require (*Job*/*Position*/*Qualification*) by positioning your cursor on the corresponding line, and then clicking the **Transfer** icon. Enter the object concerned (for example, *Sales Officer* job), using input help. Accept the data proposed as the start date.

Save your entries

2   Evaluating Profiles

2-1   In the *Personnel Development* menu, choose:

Information System → Reports → Profiles

The *Profile Evaluation* screen appears.
If the object type *Person* has not already been initialized, choose this using input help. Enter the employee's surname (*Miller*) in the *Name* field, and then choose **Enter**. Select the person you want (Simon Miller, personnel number 510995##) from the list of employees with the surname Miller, and confirm your selection by choosing *Enter.* Alternatively, you can use the search help function. You can alternatively enter the personnel number directly.

To include positions in the list also, click the field containing the object type, and select the object type *Position*.

Since the abbreviations for positions are not easy to remember, it is probably better to use the search help function: Click the scroll button of the entry field and use the

structure search as the input help to find your Marketing department ##-Marketing. Choose the positions ##-*Manager* and ##-*Assistant* from the positions executed.

In the *Possible subprofiles* area at the bottom of the *Profile Evaluation* screen, deselect all the subprofiles that you do not want to evaluate for the persons (for example, the subprofiles *Preferences*, *Dislikes*).

Now click the ***Execute*** icon (or choose ***Profiles -> Execute***).

The profiles (or selected subprofiles) of the employees and positions in question are displayed.

3   Performing Profile Matchups

3-1   Profile Matchup: Position/Holder

3-1-1   Running a profile matchup

If you are in a person's profile, you can run a profile matchup to compare this person's profile with the requirements profile of the position he/she holds. You can also run this profile matchup for the requirements profile of the position.

In the *Personnel Development* menu, choose:

Profile → Display or *Profile → (Change)*

In the *Search area*, select the object type *Person*, select the search help *Search term*, and enter the employee's name.

The requested employee is displayed in the selection area. Double-click the employee's name and the pertinent data is displayed for editing in the *work area*.

Click the *(Matchup with) current position* icon at the top of this screen.

You can display the profile matchup in a graphical list.

3-1-2   Restricting the matchup to qualification deficits only

In the results list of the profile matchup (see 3-1-1), click the *Editing options* pushbutton (or choose *View → Editing options*).

In the *Profile Matchup* dialog box that appears, also select the option *Qualification deficits only* and then click the *Transfer* icon. The system thereby still only displays any qualification deficits that the person has with regard to the position in question.

3-1-3   Displaying business events, bookings and prebookings

On the screen where the profile matchup is displayed, click the *Editing options* pushbutton again.

In the *Profile Matchup* dialog box which appears, select the option *Generate training proposals* (and, if you wish, the option *Qualification deficits only*) and then click the *Transfer* icon.

If any qualification deficits exist, the system displays any training courses (business events) and development plans that will correct this situation.

To make a booking or prebooking, position the cursor on the required business event type, and choose *Edit → Further training*, or click the icon that appears to the left of the business event type. The *Book Attendance* screen appears: *Data Screen* appears.

- To make a **booking** for a business event, select the date you require from the business events on offer, and then click the *Book* pushbutton

on the bottom left. You have made the booking. If you receive an error message (for example, that the participant you want to book onto a business event does not meet the prerequisites), choose the *Prebook* function.

- To make a **prebooking** for a business event type, choose *Attendance* → *Prebook* or click the *Prebook* pushbutton. On the *Prebook Attendance: Data* screen that appears, click the *Prebook* (disc symbol) button. You have made the prebooking. Now choose *Exit*.

4   Find Objects for Qualifications

4-1   In the *Personnel Development* menu, choose:

Information System → Reports → Search → For Qualifications

The *Find Objects for Qualifications* screen appears. In the upper left screen (***Search area***) under *Find by,* find the object type *Job* and double-click it. The dialog box for the search using *search term* appears.
Enter the *sales officer* The requested job now appears in the lower part of the screen ***(selection area).*** Double-click the job. The system displays the requirements defined for this job in the *work area.* In the standard system, the operator *At least* (Operator >=) is applied to the proficiencies of the qualifications in the profile selected. However, you can change this operator.

To delete the qualifications from the list of qualifications required, select the qualifications in question, and then click the *Delete qualification* icon (which you will find at the bottom of the *Qualifications required* group box).

Then position your cursor in the *Proficiency* field for one of the qualifications, click the down-arrow to the right of this field, and select the proficiency *Average* by double-clicking it. Select the operator *At least* (that is, greater than or equal to ">=").

Click the *Restrict to object types* tab page. Deselect all object types except for the object type *Person.*

Now click the *Restrict further* tab page.
Leave the defaulted object type as *Person*. Select the down-arrow of the input field to the right of the field for the object type. If a search help option has already been set, you can select another appropriate search help by selecting the Other search help button at the bottom of the popup.
In the *Organizational Assignment* tab page that appears, click the *Free search* icon on the top right.
Enter the value *X0* for the employee subgroup, and the value *CABB* for the personnel area.
Click the *Start Search* button, The number of persons to be selected using the search criteria specified is displayed.
Choose the functions ***All mark*** and ***Enter***. Thereby, the persons found are listed in the *Restrict further* tab page.

Then, to find objects for the qualifications specified, click the **Execute** icon (or choose **Search -> Execute**).

Note:

If a results list is not displayed, go back, and use the search function again.

5 Expired Qualifications

5-1 In the *Personnel Development* menu, choose: **Information System** → **Reports** → **Organizational Unit** → **Expired Qualifications**.

In the *Search term* field, enter the abbreviation for your Marketing Department ##-Marketing, or use the search help function for the *Organizational unit* field.

Enter the evaluation period start date as January 1 of the current year, and the end date as December 31. 9999.

Under **Editing options,** select *Generate training proposals*.

Choose **Execute**, or **Program** → **Execute**.

The system displays a list of employees who have qualifications that expire this year.

To book an employee in one of these business events, position your cursor on the event in question, and choose **Edit** → **Book training.**

Select a business event from the events on offer, and click the **Book** pushbutton. If no dates are proposed, you can use the **Prebook** function.

6 Qualifications overview

6-1 In the *Personnel Development* menu, choose: ***Information System*** → ***Reports*** → ***Organizational Unit*** → ***Qualifications Overview***.

In the *Search term* field, enter the abbreviation for the Marketing Department, or use the search help function for the *Organizational unit* field.

Leave the key date as it is (today's date).

Click the ***Execute*** icon, or choose ***Program*** → ***Execute***.

The qualifications that exist in the organizational unit in question are displayed and sorted by qualification group. The employees who hold the qualifications in question are also listed.

7 Optional Exercises: Planning for an Organizational Unit

7-1 Performing profile matchups from the structural display of an organizational unit

To make temporary user-specific settings for planning for organizational units, proceed as described in 7-1-1 **or** 7-1-2.

7-1-1 Entering the organizational unit manually

On the initial screen, choose ***Human Resources*** → ***Personnel Management*** → ***Personnel Development*** → ***Planning for Organizational Unit***.

Then select the organizational unit *##-Marketing (*using the structure search function, for example).

The Marketing Department *##Marketing* will be saved to your temporary user-specific settings.

7-1-2 Making user-specific settings

On the initial screen, choose ***Human Resources*** → ***Personnel Management*** → ***Personnel Development*** → ***Settings*** → ***User-Specific***.

In the *Structure access* section of the screen that appears, enter your Marketing Department (using the structure search function, for example) in the *Organizational unit* field, and then choose ***Enter***.

To apply these settings to the current terminal session only, click the ***Set temporarily*** pushbutton.

Then choose ***Personnel Development*** → ***Planning for Organizational Unit***.

7-1-3 Performing profile matchups from the structural display of an organizational unit

You are on the *Planning for Organizational Unit* screen and your organizational unit *Marketing department ##-Marketing* and its positions are displayed.

Position your cursor on the Marketing Department, and click the ***Expand all*** icon (or choose ***Edit → Expand all***).

Select the holders of the *Marketing employee* and *Marketing Manager* positions displayed by flagging the checkbox to the left of the employees' names. Select the position *Department Manager* in the same way.

Then choose ***Navigation → Reporting → Profile matchup*** or click the ***Profile matchup*** pushbutton. The system displays the profile matchups.

7-2 Finding objects for qualifications (from the structural display of an organizational unit)

Choose ***Personnel Development → Planning for Organizational Unit.***

You are on the *Planning for Organizational Unit* screen and your organizational unit *Marketing department ##-Marketing* and its positions are displayed. Select the position *Department Manager*, and then click the ***Find objects for qualifications*** pushbutton (or choose ***Navigation → Reporting → Find objects for qualifications***).

On the *Find Objects for Qualifications* screen, you will see the requirements of the position displayed as "qualifications required." The default operator *Greater than or equal to* has already been applied to the proficiencies of the qualifications.

Choose ***Execute,*** or in the menu ***Search → Execute***.

System Settings for Qualifications and Requirements

Contents:

- **IMG Customizing**
- **Overview of system settings for Personnel Development**
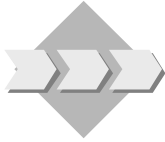- **System settings for qualifications and requirements**

System Settings for Qualifications and Requirements: Unit Objectives

SAP
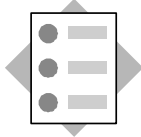
At the end of this unit, you will be able to:

- **Describe the concept behind IMG Customizing**
- **Make system settings for qualifications and requirements**

System Settings for Qualifications and Requirements: Business Scenario

SAP

- **Last year, the systems support team customized the standard system to meet the requirements of your company. You played a consultative role in this process. The system settings were made after you and your colleagues drew up a detailed concept for the structure and setup of the qualifications catalog.**

  You have decided to use the profiles set up in the SAP standard system. The Personnel Development and Personnel Administration components are integrated for qualifications.

The Implementation Guide (IMG)

SAP

Documentation is available for every activity in the IMG . You can execute all activities directly from the IMG structure. Functions are available to help you manage and document your implementation project.

IMG

- Global Settings
- Countries
- Currencies
- Calendars

SAP Documentation	Activities	Project Management	Project Documentation
● Concept ● Recommendations ● Prerequisites ● Activity	● Go into Customizing transactions	● Status management ● Scheduling ● Resources	● Structured appropriately
● HTML/ SAPscript for outputting text		● Connection to MS Project	● MS Word used as editor

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- You use the IMG to help you make system settings. The IMG helps you make system settings for all applications in the R/3 System.
- The IMG is divided up into different application areas. With an application area, the individual activities appear in the sequence in which they should be processed.
- Technically, the IMG is a hierarchical structure. You can perform the following functions directly from this structure:
    - *Access SAP documentation:*
      Here, you will find the information you need to make the system settings you require.
    - *Call up Customizing transaction:*
      Here, you actually make the appropriate system settings.
    - *Go to project management:*
      You can go into project management for every Customizing step. This allows you to enter a status, deadlines, and resources. You can also specify how much progress has been made.
    - *Go to project documentation:*
   You can produce project documentation for each Customizing step.

IMG: Personnel Development

SAP

Personnel Development

    Basic Settings

    Integration

    Master Data

    Functions

    Tools

    Employee Self-Service

    Development plans

    Objective Setting and Appraisals
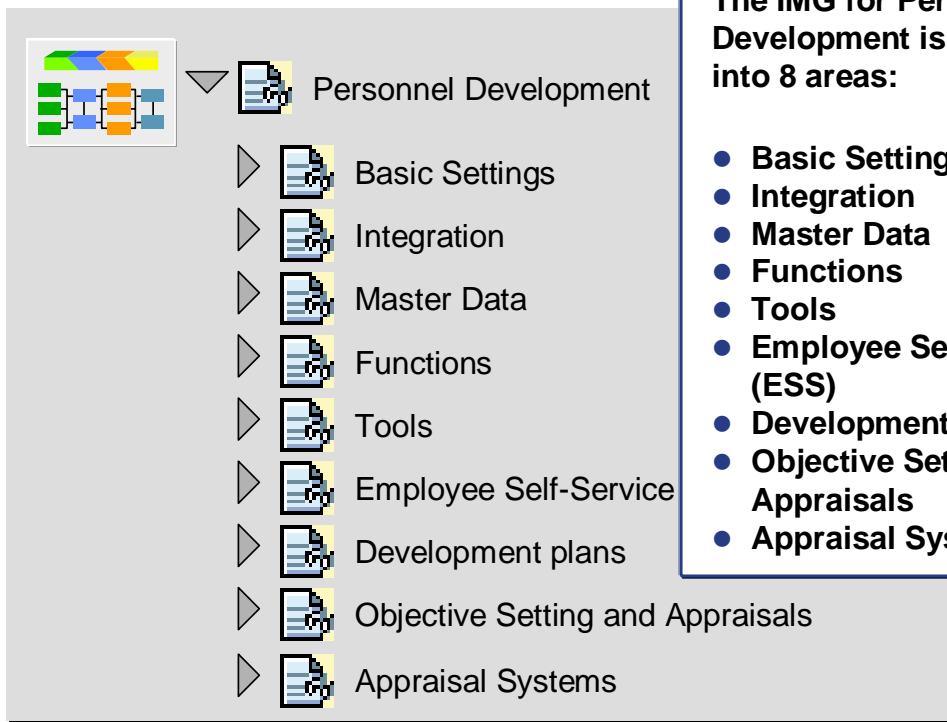
    Appraisal Systems

The IMG for Personnel Development is divided into 8 areas:

- **Basic Settings**
- **Integration**
- **Master Data**
- **Functions**
- **Tools**
- **Employee Self-Service (ESS)**
- **Development plans**
- **Objective Setting and Appraisals**
- **Appraisal Systems**

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- You will find the settings you have to make for Personnel Development under the IMG topic called 'Personnel Development.'
- Some of the system settings we will look at apply to all components of Personnel Development, and not just to the *Qualifications and Requirements* component (the settings you make in the activities entitled *Edit Organizational Plan* and *Define Profile View*, for example).
- For this reason, please do not regard the way in which the various Customizing activities have been distributed among the various units as being absolutely authoritative. Instead, try to see the various components in Personnel Development as being tightly intertwined.

Basic Settings

Personnel Development
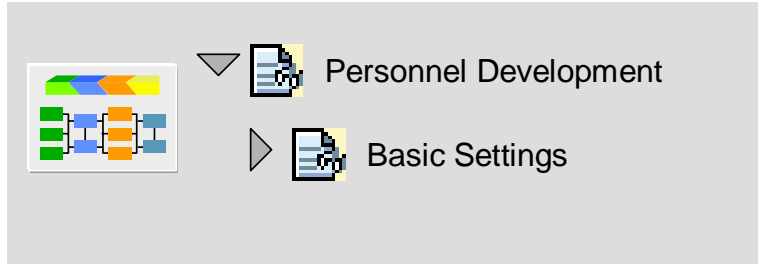
Basic Settings

The IMG topic "Basic Settings" contains general settings for Human Resources (maintaining number ranges, infotypes, relationships, and so on).

■ These settings are explained in detail in course HR505 (Organizational Management).

Edit Organizational Plan

▽ Personnel Development

▷ Master Data

▷ Edit Organizational Plan
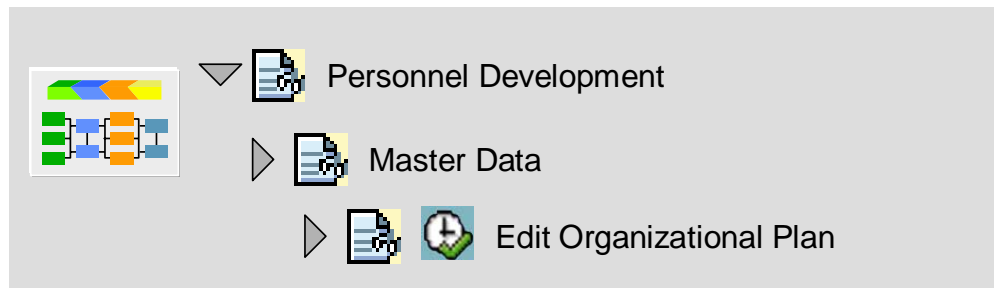
Depiction of a company's structure
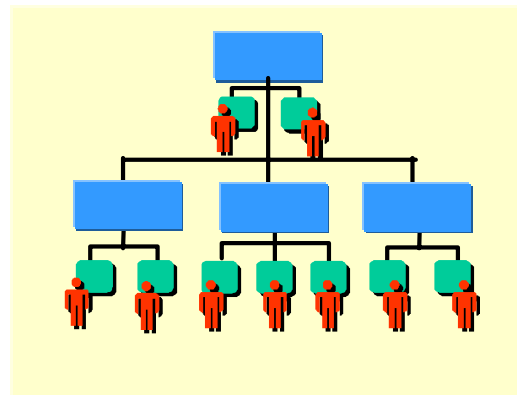
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- The organizational plan shows how your company's structure is depicted in the SAP System.
- If you want to use Personnel Development, but do not want to implement all of Organizational Management, you can depict the structures required for Personnel Development here.
- *Note:*
  The organizational plan is explained in detail in course HR505 (Organizational Management).

Customizing Checklist for Qualifications and Requirements

SAP

Integration

☑ **Integration with Personnel Administration/Recruitment**

☑ **Transfer Qualifications from Personnel Administration**

☑ **Transfer Qualifications from Recruitment**

Master Data

☑ **Edit Scales**

☑ **Edit Qualifications Catalog**

Functions

☑ **Define Profile View**

Tools

☑ **Copy Requirements Profiles to Position Holder(s)**

☑ **Qualifications Profile: Mass Data Maintenance**

■ The Customizing checklist in the slide above shows the various Customizing activities that affect the *Qualifications and Requirements* component. We have already discussed how you edit the development plan catalog, so we do not need to go into any further detail about this here.

Integration with Qualifications

Personnel Administration

Personnel Development

Infotype 0024
Qualifications

Q — Qualification
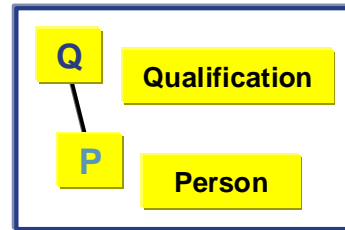
P — Person

Integration switch for Personnel Administration/ Recruitment

	Group	Sem. abbr.	Value abbr.	Description
	PLOGI	**QUALI**	**1 A032Q**	Integration switch for qualifications

- In Personnel Administration, you have the option either of using infotype 0024 or of using Personnel Development subprofiles to create qualifications.
- If you wish to manage qualifications in Personnel Development, you must activate the integration switch between the *Personnel Administration* and *Personnel Development* components. You do this in the Personnel Development section of the IMG.
- If this integration switch is activated, and you use transaction *PA30* (*Maintain HR Master Data*) to call up infotype 0024, you will go to the profile of the person in question. From here, you can then work through the tasks you wish to carry out.
- *Important:*
  Integration will only take effect if an active plan version has been specified for switch *PLOGI PLOGI*.
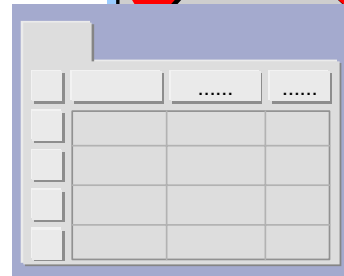
Transfer qualifications from:

Personnel Administration
- RHQINTE0
- RHALTD00

Recruitment
- RHQINTE1
- RHALTD00
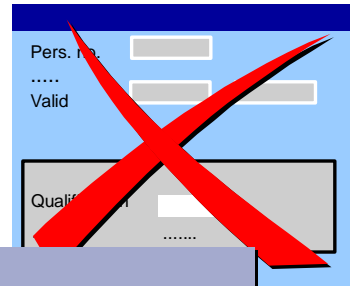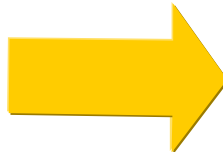
© SAP AG 1999

- If you have already created qualifications in Personnel Administration, and then you activate integration, you can use reports *RHQINTE0* and *RHALTD00* to transfer these qualifications to Personnel Development.
- Report *RHQINTE0* generates a batch input session with the appropriate qualifications and relationships in question. This batch input session is imported into the system by report *RHALTD00* (this is the actual point at which the data is transferred). The infotype 0024 records of the persons affected are deleted.
- *Note:*
  The qualifications are transferred with their original object ID. If, however, a qualification with the same object ID already exists in Personnel Development, it is presumed that these qualifications are the same.
- Qualifications are transferred to Personnel Development from Recruitment in the same way as from Personnel Administration. The reports used for this transfer are *RHQINTE1* and *RHALTD00*.

Edit Scales

Edit Scales

ID	Scale
1	Language scale
2	Yes/No scale
3	5-point scale

Proficiencies

ID	Specification
1	Low
2	Below average
3	Average
4	Good
5	Excellent

Average proficiency for Ability to get on with others

Gets on with colleagues and customers

Average proficiency for Independence and initiative

Knows when to act, and performs the necessary activities

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- You create and change proficiency scales in Customizing. You specify a unique ID and a name for each scale. You must also specify proficiencies for each scale.
- You must use *quality scales* to enter proficiencies for qualifications. Every proficiency has to have a unique ID and name. Each scale can contain up to 9999 proficiencies, and each of these can have a user-defined proficiency text.
- To ensure that depreciation meter values and suitability percentages are calculated correctly, you must define proficiencies in ascending order (that is, the proficiency with the highest value in the ID field must be the highest (best) proficiency of a qualification). The lowest proficiency must have the value 1; all subsequent proficiencies must be numbered consecutively.
- You can enter a descriptive text for all proficiencies of every qualification and qualification group in the qualifications catalog.
- *Note:*
  In the *Qualifications and Requirements* component, you cannot use the proficiency *0* for rating qualifications or requirements.

Define Profile View

Header definition

	O..	No.	Name	Report	Screen	D..
	P	1	Person	SAPLRHPP	2010	02
	P	2	Person	SAPLRHPP	2010	00

Definition of subprofiles

	Name	Report	Screen	Icon
1	Qualifications	SAPLRHPP	2101	...
2	Potentials	SAPLRHPP	2200	....

Views

	Name
CP	Compensation Mgt
PD	Personnel Development

Header assignment — Which header for which object type in which view?

Subprofile assignment — Which subprofiles for which object type in a view?

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- In this step of the IMG, you define the profile views that should be available for various object types in different components.
- Every profile has a header containing general information on the object (in the case of persons, for example, this might be information such as personnel number, personnel area, and so on), and also a number of subprofiles (*Qualifications*, *Potentials*, and so on, in the case of persons).
- By defining different views for the various components, you can specify what information should be displayed for a given object type.
- The procedure for defining a new profile view comprises several steps:
  • First, you define the headers that can be used for each of the object types, and specify which subprofiles are to be generally available. These settings apply to all profile views, so you only have to enter them once.
  • Next, you specify which profile views are to be created for the various components (Personnel Development, Compensation Management, for example), and you assign a report that controls the menu options.
  • Finally, you specify which object types, headers and subprofiles should be displayed in each of these views.
- The standard system comes with a comprehensive range of entries. This means that you do not normally need to define brand new profile views - you can simply change the standard entries as required.

Copy Requirements Profiles to Position Holder(s)

Requirements of position

Qualifications of position holder

S   S   S

P   P   P

The requirements defined for the positions in an organizational unit can be copied to the holders of these positions.
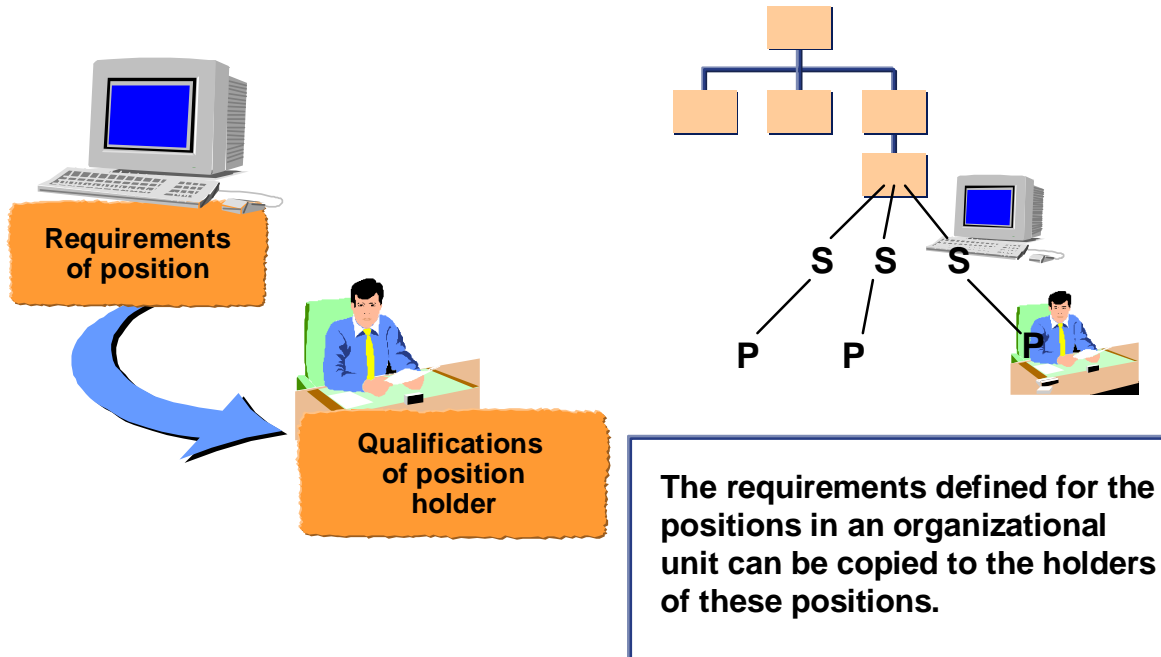
© SAP AG 1999

- In this step, you can copy the requirements of the positions in an organizational unit to the holders of these positions.
- You should only use this function in the initial stages of setting up your system.
- The function is based on the presumption that a person who holds a certain position is also qualified to hold that position (that is, meets the requirements of the position).
- *Note:*
  When you perform this function, the proficiencies of any existing qualifications in persons' profiles are overwritten.

Qualifications Profile: Mass Data Maintenance

SAP

You can use the **mass data maintenance** transaction to assign qualifications (including specific proficiencies and specific relationship periods) to several objects of different object types.

- Select objects of different object types
- Select qualifications from the qualifications catalog and assign proficiencies (where applicable)

Applicants
Persons
......

English: Good
French: Average
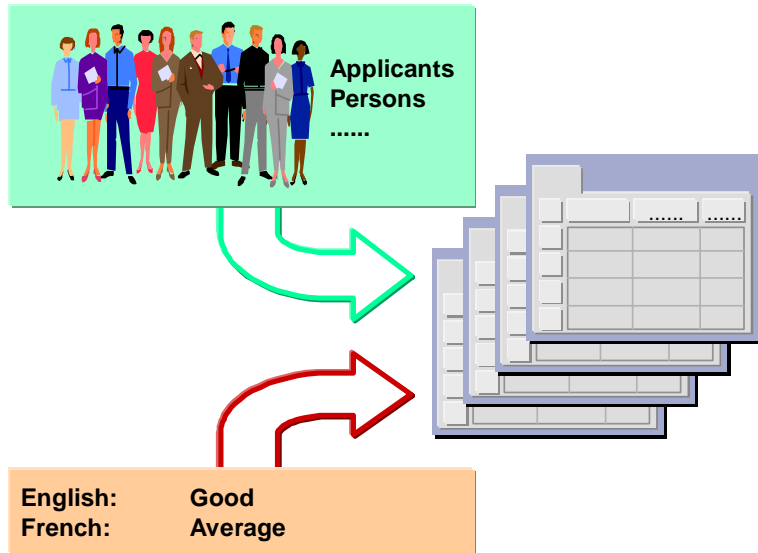
© SAP AG 1999

- You can use the *Mass Data Maintenance* function to create entries in the *Qualifications* subprofiles for several planning objects of different object types simultaneously.
- You can specify a proficiency and relationship period for every qualification.

System Settings for Qualifications and Requirements: Unit Summary
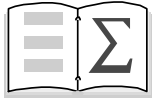
- **The SAP Implementation Guide (IMG) is structured to help you set up your R/3 System to suit your company's needs.**

- **You can use the IMG to make specific settings for Personnel Development. Some of these Customizing settings (maintaining the qualifications catalog, for example) can also be made by choosing the menu option *Current settings*.**

- **In this unit, you have familiarized yourself with the system settings relevant to qualifications and requirements.**

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System Settings for Qualifications and Requirements **Exercises**

Unit: System Settings for Qualifications and Requirements

You familiarize yourself with the system settings for the *Qualifications and Requirements* component.

You helped customize the standard system last year.

Note:

Replace the place holder ## with your group number.

1 Copying the Requirements of Positions to the Holders of the Same Positions

In test mode, copy the requirements of your positions in the organizational unit *Marketing ##* to the holders of the same positions.

2 Qualifications Profile: Mass Data Maintenance

In some departments at your company (the Human Resources department, for example) skills management functionality will be implemented at a later stage.

Store qualifications of your choice that everyone should possess for employees belonging to the organizational unit ##Purchasing. Do **not enter any proficiencies** yet. Proficiencies will be assigned to the qualifications later, when you maintain individual profiles.

Check your qualification assignments.

3 Optional Exercise:
Integration with Personnel Administration

The integration switch (for qualifications) is activated between the Personnel Administration and Personnel Development components. Where are qualifications maintained in this case? What role does infotype 0024 play if integration is activated, and what role does it play if integration is not activated?

System Settings for Qualifications and Requirements Solutions

> **Unit: System Settings for Qualifications and Requirements**

1 Copying the Requirements of Positions to the Holders of the Same Positions

To access Customizing, choose *Tools* → *Customizing* → *IMG* → *Edit Project.*

The *Customizing: Execute Project* screen appears. If there is no *Personnel Development* project IMG, click the **SAP Reference IMG** pushbutton, or choose **Goto** → **SAP Reference IMG**.

If there is a special project IMG for HR510 Personnel Development*,* click the **Add to worklist** pushbutton. In the *Add Projects/Views to Worklist* dialog box that appears, select the project in question, and click the **Copy** icon. Select the project, which is now in your Customizing Worklist, and then click the **Display project** pushbutton. The system displays the project IMG.

In the IMG structure (*SAP Reference IMG* or *Project IMG*), choose **Personnel Management** → **Personnel Development** → **Tools** → **Copy Requirements Profiles to Position Holder(s)**.

Click the **Execute** icon to the left of this activity. The *Copy Requirements Profiles to Position Holder(s)* screen appears.

This screen should contain the following values (if it does not enter them now):

Plan version: *01*

Object type: *O*

Object ID: Object ID of your Marketing department ##-Marketing

Evaluation path: *SBES* (Staff assignments per organization)

Make sure that the **Test run** option is flagged.

Click the *Execute* icon (or choose *Program* →*Execute*).

The test run displays a list of the qualifications (and the corresponding proficiencies) that would be copied to the position holders.

2 Qualifications Profile: Mass Data Maintenance

In the IMG structure, choose **Personnel Management** → **Personnel Development** → **Tools** → **Qualifications Profile: Mass Data Maintenance**.

Click the *Execute* icon to the left of this activity. The *Qualifications Profile*: *Mass Data Maintenance screen appears.*

Leave the defaulted object type as *Person*.
To select the employees in the Purchasing department ##-Purchasing, proceed as follows:

Click the down-arrow of the input field to the right of the field for the object type. If a search help option has already been set, you can select another, more appropriate search help: Structure search.

Position your cursor on the organizational unit HR Group Training and expand by going to: Training International →   Purchasing- your organizational unit →   ##-Purchasing Expand the structure until the individual holder assignments are displayed. Select the Purchasing department ##-Purchasing employees to whom you wish to assign the qualifications, and choose *Enter*.

To assign qualifications to these employees, click the *Create* icon in the *Qualifications* box.

In the *Choose Qualifications* dialog box that then appears, there are different search options for the qualifications catalog. Select several qualifications of your choice. Then choose *Enter*.

The qualifications do not contain any proficiencies that are unevaluated (that is, without a specific level or grade).
Check over the start date and end date of the qualification assignments, and then choose *Profiles* → *Save* or the function Save.

To check over the qualifications you have assigned, choose *Goto* → *Qualifications profile reporting*.

The system displays the qualifications of the employees in question.

3   Integration with Personnel Administration

If you only use the *Personnel Administration* component, you can store qualifications for persons and applicants in the Master Data infotype 0024 instead of in the subprofiles of Personnel Development. This, however, does not correspond to the standard SAP delivery.

If *Personnel Development* is integrated with *Personnel Administration*, all qualifications are managed in *Personnel Development*. "Integrated" means that the *PLOGI QUALI* switch has been set to *1 A032 Q*. In this case, infotype 0024 is not used at all. If, however, integration is activated and data has already been stored in infotype 0024, you can run reports to transfer this data to *Personnel Development*.

Career and Succession Planning

SAP

Contents:

- **Overview of career and succession planning**
- **Setting up careers**
- **Planning criteria**
- **Career plan and ranking list**
- **Suitability percentage and suitability ranges**
- **Evaluating career plans**
- **Succession plan and ranking list**
- **Detail selection in Succession Planning**
- **Evaluating succession plans**
- **Simulating succession scenarios**
- **System settings for Career and Succession Planning**

Career and Succession Planning: Unit Objectives
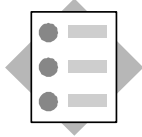
At the end of this unit, you will be able to:

- **Describe how careers are set up**
- **Work through career planning scenarios**
- **Describe how suitability is measured (suitability percentage, suitability range)**
- **Evaluate career plans**
- **Work through succession planning scenarios**
- **Evaluate succession plans**
- **Simulate and evaluate succession scenarios**
- **Make system settings for Career and Succession Planning**

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SAP
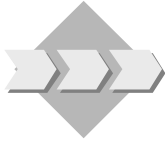
- **You work through individual career planning scenarios or the managers in your company to motivate them and prepare them for their long-term career goals. You take the personal preferences of these people into account. You also give consideration to the performance appraisals held by these people's supervisors. These appraisals might also contain an estimate of the employees' potential.**

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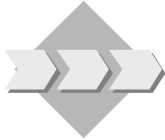
- **If your career planning scenario establishes that an employee is aiming to hold a specific position in the medium or long term, you draw up an individual promotion plan for this employee.**

- **Once the new marketing manager has completed her probationary period successfully, you work through a career planning scenario for her.**

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Career and Succession Planning: Business Scenario (3)
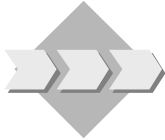
- **In conjunction with the relevant departments, you create succession plans for management posts to ensure that these posts will always be filled. Potential successors are trained and qualified in preparation for the posts in question.**

- **In the same way, execute succession planning for the position *Marketing Department Manager.***

SAP

- **When the Marketing Manager announces that she is leaving the company at the end of the year, look at the succession plan, analyze it, and put the top candidates through a selection procedure.**

- **Last year, you made the necessary system settings for Career and Succession Planning. This activity involved mapping the general career development options in so-called careers, defining suitability ranges, defining how overqualification should be handled, and so on.**

Career and Succession Planning
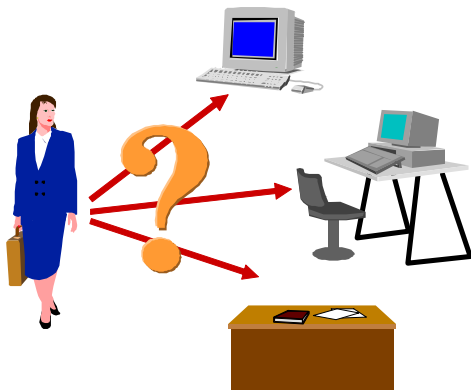
Career Planning:
- **Planning an employee's professional career**

Succession Planning:
- **Looking for suitable candidates to fill vacant posts**
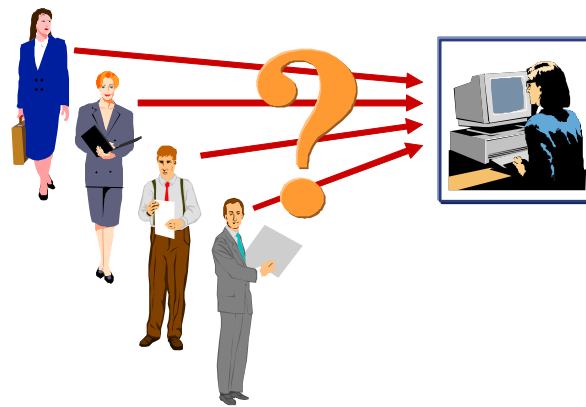
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- Career and Succession Planning has two goals. First, to encourage the professional development of employees in a company, and second, to ensure that there is always sufficient headcount.
- Career Planning involves identifying possible career goals for employees, and planning their professional development.
- Succession Planning involves looking for suitable candidates to fill open posts.

Careers

Department Manager

Administrator ◄►► HR Administrator

Assistant

Job
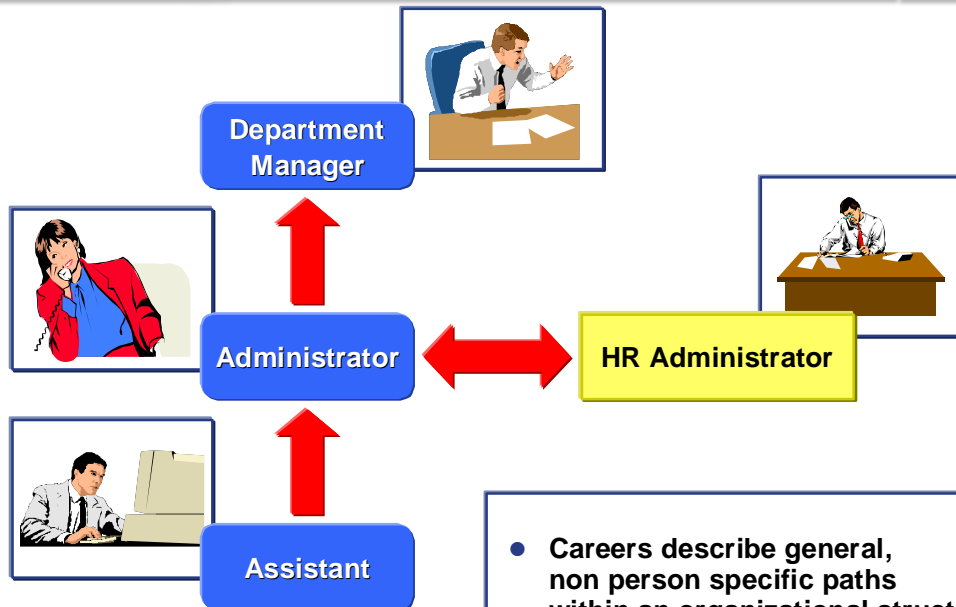
Position

- Careers describe general, non person specific paths within an organizational structure.
- Careers can contain jobs and positions.
- Careers can be used as a planning criterion in Career and Succession Planning.

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- Careers are non-person-specific paths within an organizational structure. These can be used to show the main personnel development paths within a company.
- You can use careers as planning criteria in Career and Succession Planning. You can also use them for "marketing" purposes (by showing potential employees the career opportunities that are open to them if they prove suitable and work well).
- Careers can contain jobs and positions in any combination. You can depict vertical and horizontal movements within a career.
- The career items within a career are arranged in such a way that those lowest down in the hierarchy appear at the bottom of the career, and those higher up in the hierarchy appear at the top. Career items from the same hierarchy level appear beside each other.

Edit Careers

Career	
50001625	Management career
50000546	Developer career
50001418	....
...	....
...	....

- **Each career has a name and an object ID.**
- **You can create as many careers as you wish.**
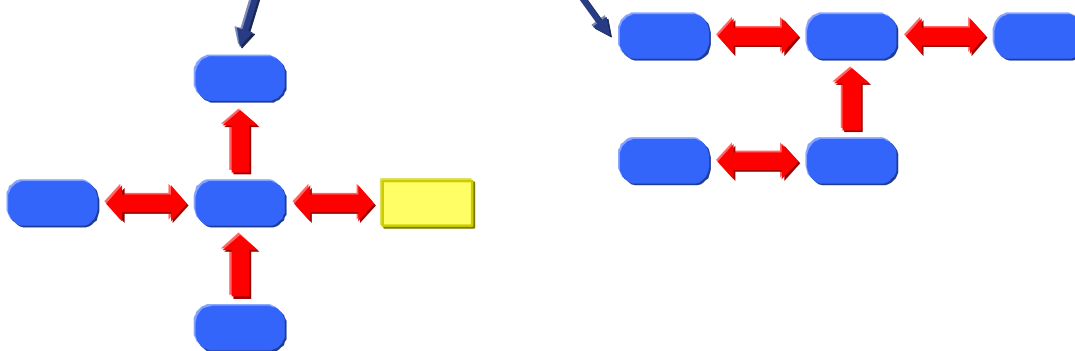
- You display and edit careers in SAP Network Graphics.
- Careers have an object type of their own (*LB*).
- There is no limit to the number of careers you create. Each career is given its own name and object ID.
- You can save a list of all your careers as a file and/or print it out.
- You edit career in Customizing for *Personnel Development* (path: *Master Data -> Edit Careers*). You can also make changes in a system that has already gone live by choosing the *Current settings* menu option.

Criteria for Career and Succession Planning

Qualifications

Preferences

Designations

**Career Planning/
Succession Planning**

Potentials

Dislikes
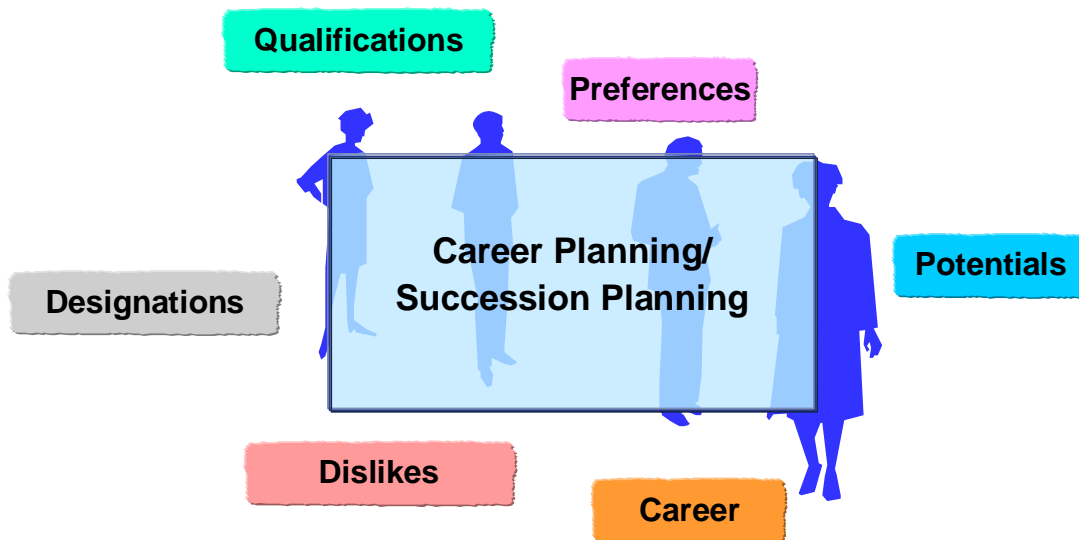
Career

You can use a range of planning criteria for both Career Planning and Succession Planning. You can use each criterion on its own, or in conjunction with one or more other criteria.

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- You can use the following planning criteria for Career and Succession Planning:
  - Qualifications
  - Potentials
  - Preferences
  - Dislikes
  - Designations
  - Career
  - Additional career

Career Planning (1)

Planning for employees:

- **Further professional development?**
- **Measures to impart qualifications?**
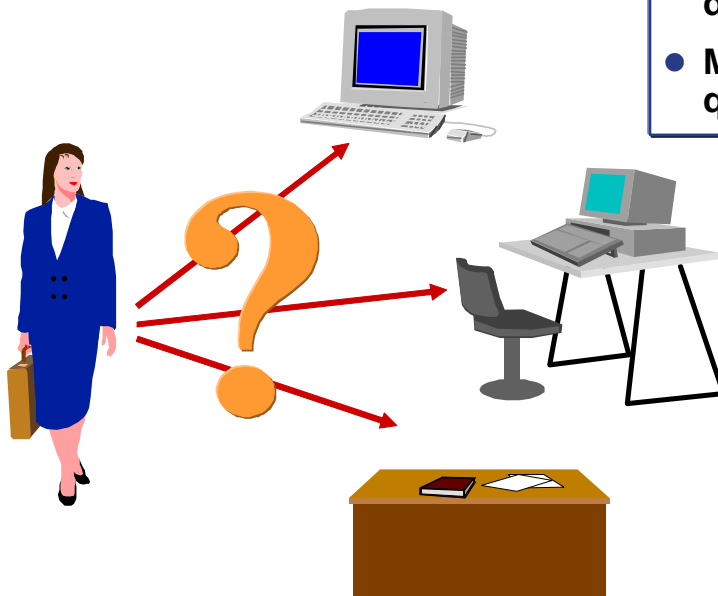
- A career planning scenario is based on an employee's personality and abilities, and specifies the sequence of positions this employee should hold as part of his or her professional development. It also lists the measures that are required to qualify the employee for specific positions.
- Career planning sets out to encourage the professional development of employees. Career planning can also help reduce a high employee turnover rate by showing employees the career opportunities that are open to them. Career planning is also used to ensure that qualified successors are always available for positions.
- The *Career Planning* component can also be used to search for activities that suit a person's (applicant's, etc.) profile.

Career Planning (2)

Person

Contact

User

Object types

Applicants

Customer

External person

Company

Restrict planning to vacant positions

User parameters

Career Planning

Evaluation period:
Specify a key date
for career planning

Qualifications

Preferences

Potentials

Designations

Planning criteria

Dislikes

Career

Additional career
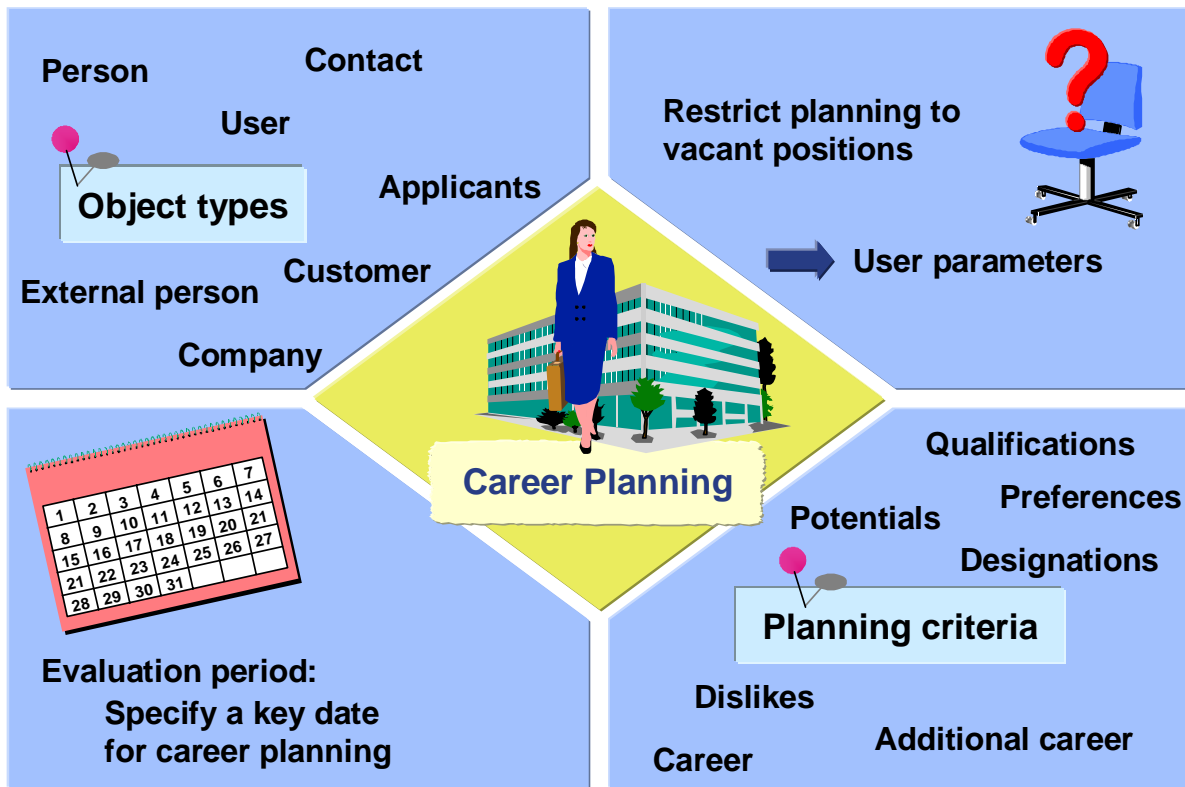
© SAP AG 1999

- You can work through career planning scenarios for a range of object types (e.g. for persons, applicants, users, etc.).
- You can use a range of planning criteria for career planning. You can use each criterion on its own, or in conjunction with one or more other criteria.
- You can restrict career planning scenarios to vacant positions. You do this by making the appropriate user-specific settings.
- Career planning is performed for a key date. The default key date is today's date, but you can overwrite this date if required.

Planning Criteria: Include Qualifications

Qualifications profile

Displays all career plan objects that require qualifications held by the person in question
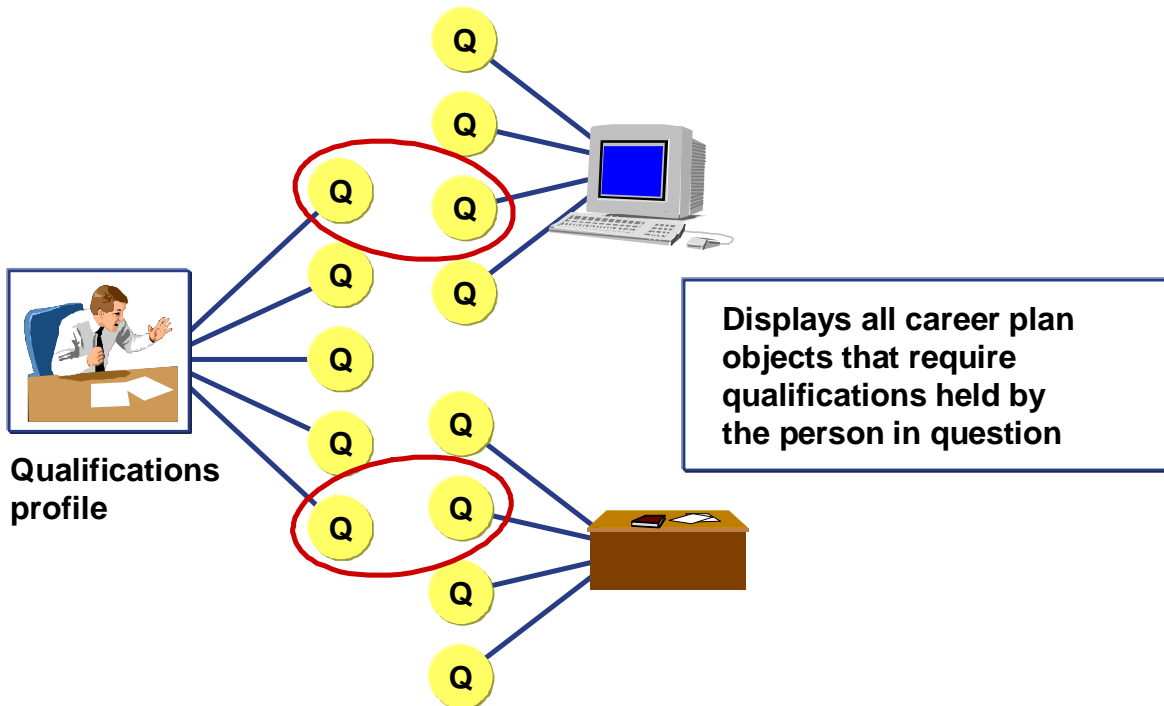
© SAP AG 1999

- If you use the planning criterion *Include qualifications*, then all objects that require at least one of the qualifications possessed by person will appear in the career plan under this criterion.
- *Example:*
  An employee has the qualifications *Marketing experience* and *Italian*. When you work through a career planning scenario for this person, and you use the *Include qualifications* criterion, all positions (jobs, etc.) that require marketing experience, or Italian, or both, will appear in the career plan under this criterion.
- If you also specify that you want to take essential requirements into account (you specify this in your user settings), then only positions (jobs, etc.) where all essential requirements are fulfilled by the person's qualifications appear in the career plan under this criterion. You specify in your user settings whether or not essential requirements are to be taken into account.

Planning Criteria: Include Preferences, Potentials; Exclude Dislikes

SAP

Preferences
- Position
- Job
- ...

Dislikes
- Position
- Job
- ...

Potentials
- Position
- Job
- ...
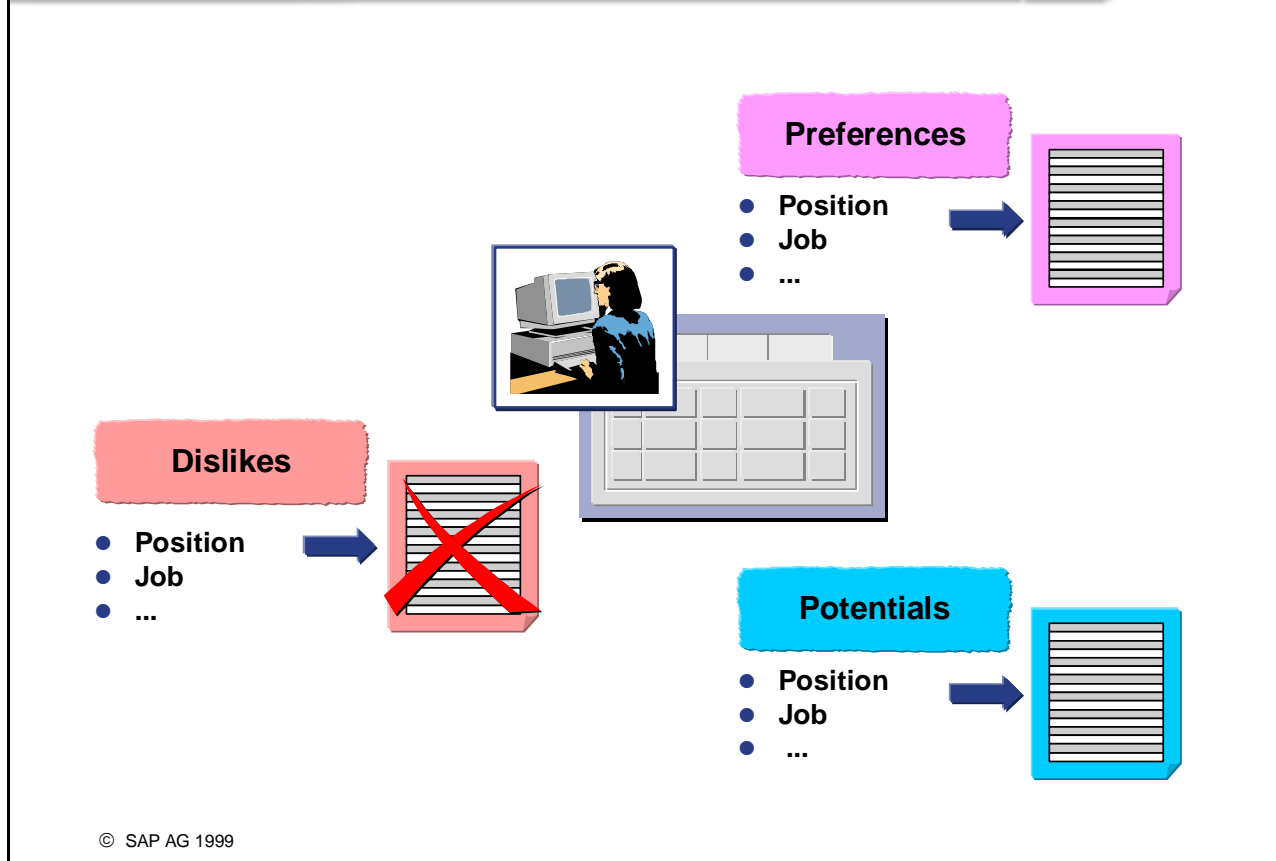
© SAP AG 1999

- If you use the planning criterion *Include preferences,* then all objects (except qualifications) contained in the person's *Preferences* subprofile will appear in the career plan. Dependencies between jobs and positions are taken into account here. Preferences with regard to qualifications are not included in Career Planning.

- If you use the planning criterion *Exclude dislikes*, then all objects contained in the person's *Dislikes* subprofile are deleted from the career plan display. Because only objects that appear because they were selected using another criterion are deleted, it really only makes sense to use the *Exclude dislikes* criterion in conjunction with another planning criterion. Dislikes are not displayed separately - they are merely deleted.

- *Example:*
  An employee's career plan should normally contain the job *Field sales officer* because the person is qualified for this, and the criterion *Include qualifications* was used. However, this job appears in the employee's *Dislikes* subprofile. For this reason, it is not included in the selection, and is not displayed in the career plan.

- If you use the *Include potentials* criterion, all objects (except qualifications) contained in the person's *Potentials* subprofile appear in the hitlist. Dependencies between jobs and positions are taken into account here.

Planning Criteria: Include Designations, Career, Additional Career
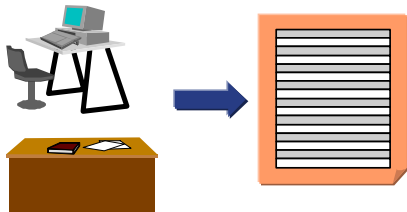
Designations

Include career

Items of all careers that contain the person's position

Additional career

Items in the career specified
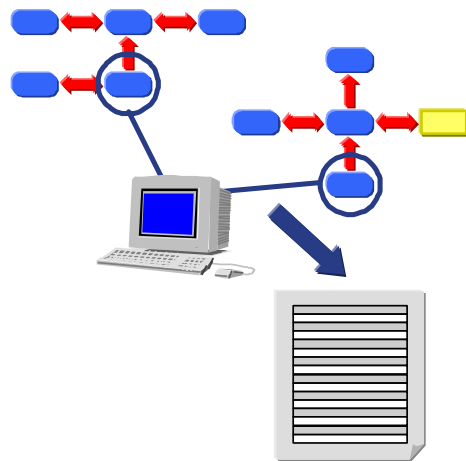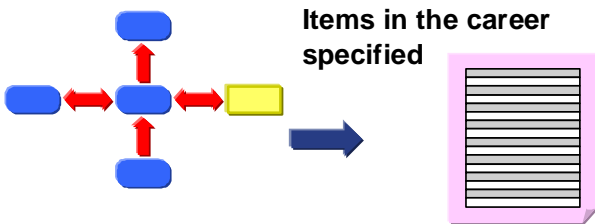
© SAP AG 1999

- Designations might already exist for a person (user, etc.) as a result of previous career and succession planning scenarios. You can take these designations into account in your current planning scenario. If you use the *Include designations* criterion, all positions for which the person is designated will be displayed.
- If you use the *Include career* criterion, the items (jobs or positions) of all the careers that contain the person's current position (or the corresponding job) are displayed. The items are displayed hierarchically in relation to the person's current position.
- If you use the *Additional career* criterion, the items of the careers you have specified are displayed.
- You can use the *Additional career* criterion independently of the *Include career* criterion.

Career Plan (Outcome of Career Planning)

SAP

Pers. no.   01000   Name   Tim Miller
....

- Has qualifications for
    - Department Manager
    - Marketing Manager
    - ......
- Has potential for
    - Marketing Manager
- Is designated for
- Has expressed preference for
- Careers
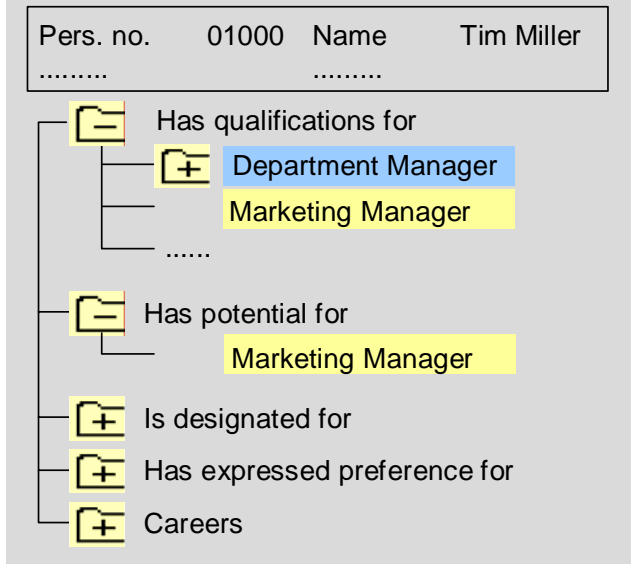
- **All the objects that fulfill a criterion are displayed for the criterion in question.**
- **Because each criterion is evaluated separately, some objects may appear more than once (under different criteria).**
- **The vacancy period of vacant positions is displayed.**

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■ The result of Career Planning is a career plan containing suitable objects, sorted by planning criterion.

Displaying a Ranking List

Ranking list

Career plan	Ranking list Key date: 01/17/2000		
Suitab.	Post	...	...
⬤⬤🟢	Marketing Manager		
⬤🟡⬤	Product Manager		
⬤🟡⬤	Department Manager		
🔴⬤⬤	......		
🔴⬤⬤	......		
🔴⬤⬤	......		

- Sorted by suitability
- Suitability percentage or suitability range
- Planning criteria displayed

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- Objects that appear in the ranking list are sorted by suitability.
- You can choose whether you want the suitability percentage or the suitability range displayed.
- You are shown the planning criteria that were used for selecting each object.
- You can save the career plan/ranking list to file and/or print it out.

Suitability Percentage

Individual requirement/ qualification comparison

The proficiency required is compared against the proficiency that actually exists.

Qualifications profile

Requirements profile

Profile matchup

Result of matchup

- Overqualification
- Exact matchup
- Underqualification

Suitability percentage

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- To find out how suitable a person is for a specific position, you compare the requirements profile of the position with the person's qualification profile. The result of this matchup can be represented as a suitability percentage.
- The suitability percentage is calculated by comparing the proficiency specified for each requirement with the proficiency of the corresponding qualification. If these are different, this is taken into account when the suitability percentage is calculated.
- If the suitability percentage is 100%, this means that requirements were fulfilled precisely (that is, the person is 100% suitable). If the suitability percentage is less than 100%, the person is less suitable.
- *Note:*
  If the person is overqualified, the suitability percentage can be greater than 100%.
- Never regard the suitability percentage as an absolute value, but use it as a criterion for sorting ranking lists. After all, the suitability percentage is calculated solely on the basis of system data, and cannot take all external factors into account. You should always gather extensive additional information before making judgement on a person's suitability. Only use the suitability percentage as a rough initial guide.

SAP

Other factors that affect the
suitability percentage

Customizing setting

- **Handling of
  overqualification
  (negative, neutral,
  positive)**

User settings

- **Include alternative
  qualifications**

- **Disregard depreciation
  meter value**

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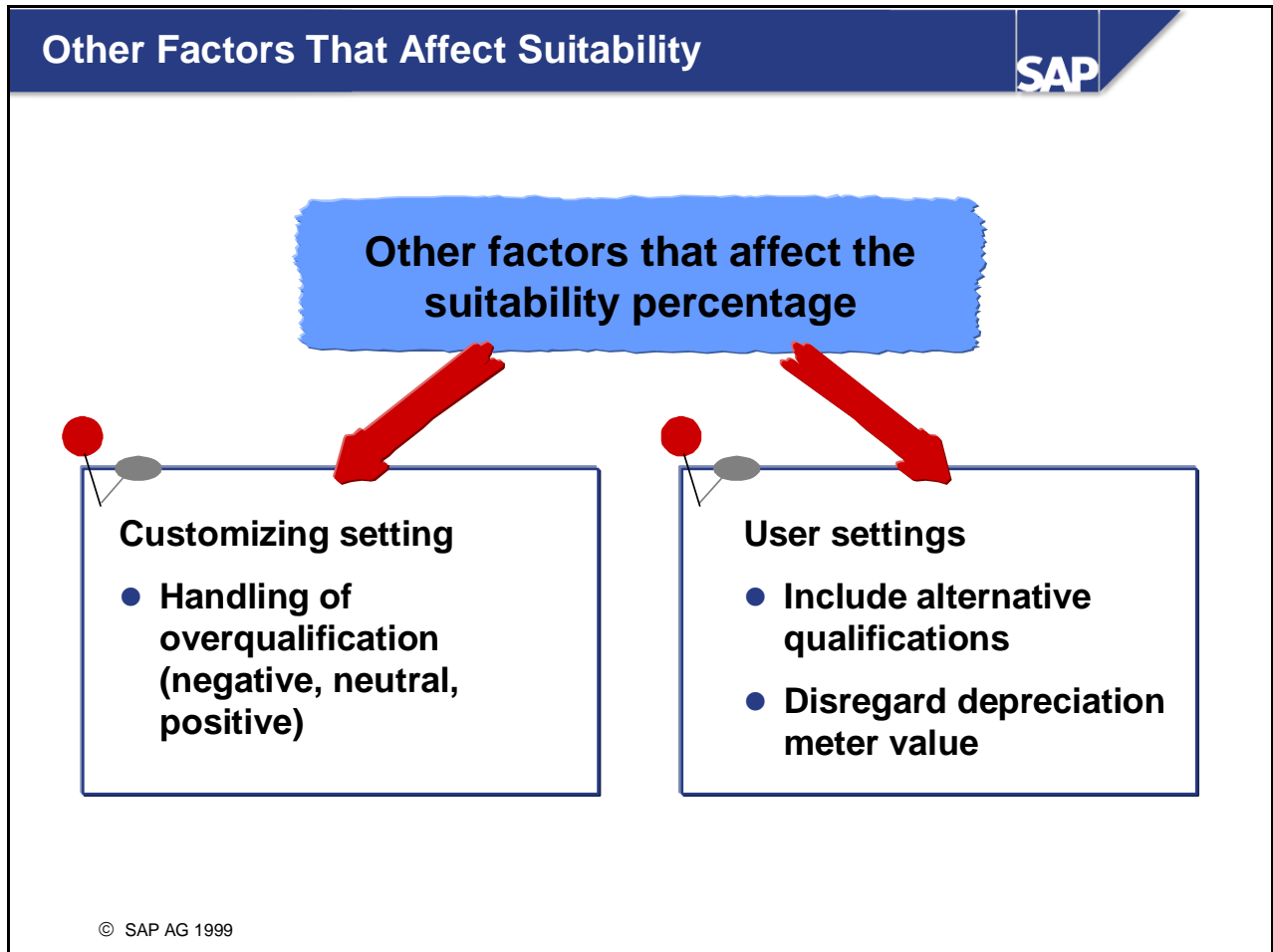
■ The following factors affect the way in which the suitability percentage is calculated:

- *Include alternative qualifications:*
  If alternative qualifications are included, these are weighted (on the basis of the replacement percentage) before the suitability percentage is calculated.
  Note:
  If a person has both the qualification specified and a permissible alternative qualification, the qualification that gives the highest suitability percentage is taken.
- *Disregard depreciation meter values:*
  Depending on whether or not depreciation meter values are taken into account, the proficiencies of qualifications with a depreciation meter value can vary considerably. Consequently, the suitability percentage can vary considerably.
- In Customizing, you specify how overqualification should be handled (negative, neutral, positive). This will affect the suitability percentage.

Suitability Ranges
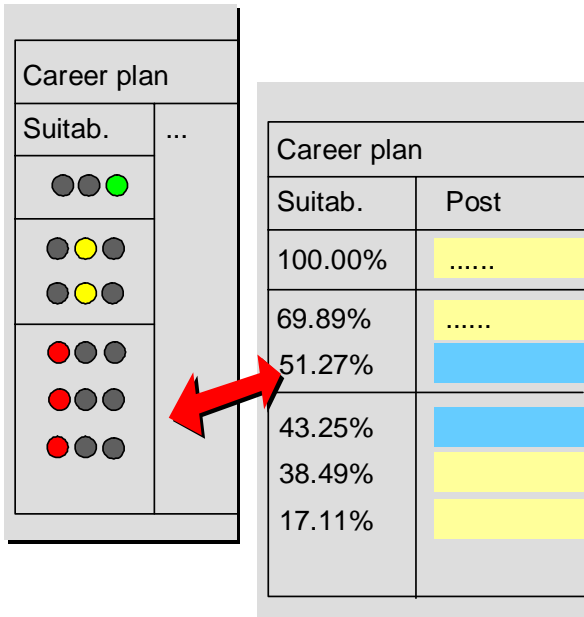
In the ranking list of the career plan, suitability can be expressed as a percentage value, or using a suitability range.

Career plan	
Suitab.	Post
100.00%	......
69.89%	......
51.27%	
43.25%	
38.49%	
17.11%	

- To stop people from interpreting the suitability percentage too literally, you can define suitability ranges in Customizing. These suitability ranges allow you to express a person's suitability in terms which are easy-to-understand.
- When you define suitability ranges, you subdivide a percentage scale into intervals (ranges). A suitability range is defined for each of these intervals, and an appropriate icon is assigned.
- You can choose whether you want to express suitability as a percentage, or as a suitability range. If you opt for suitability ranges, all the objects in the same suitability range will appear with the same icon.

Evaluating Career Plans: Profiles

Display profile of planning object

Display profile for object in career plan

Career plan

Profile matchup

Display qualification deficits

Training proposals
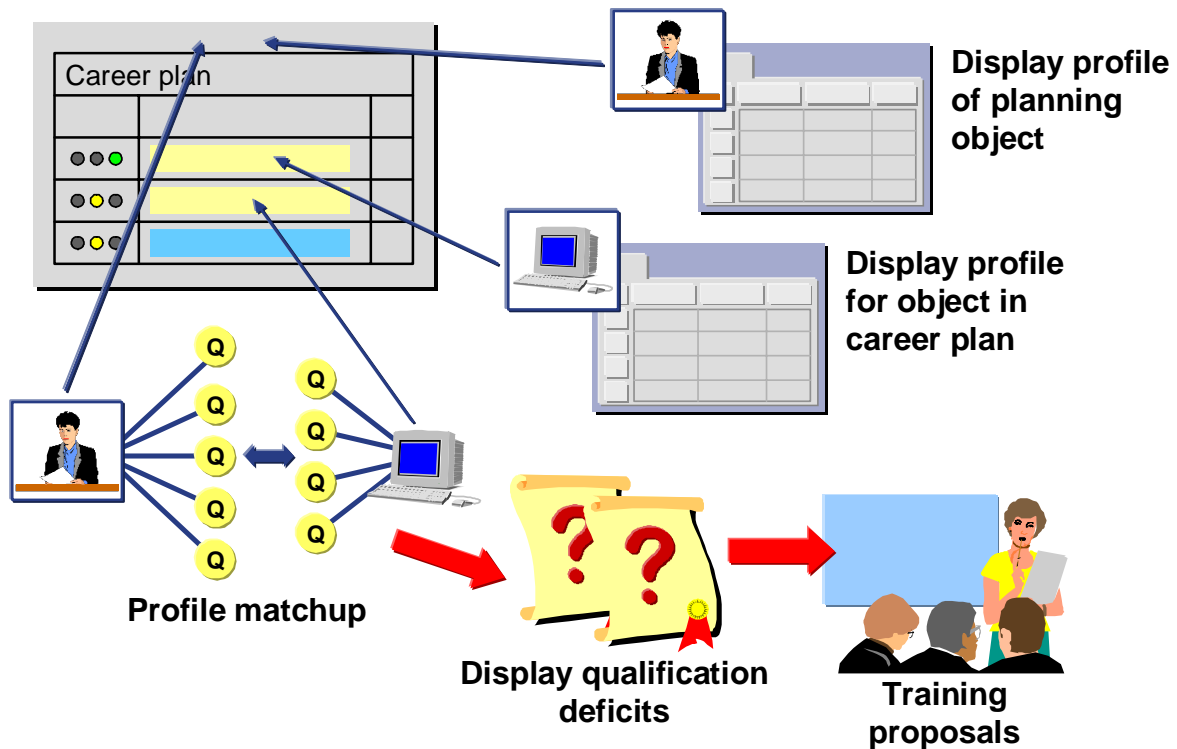
- You can use reports to process the career plan and ranking list further.
- You can display the profile of the planning object (person, user, etc.) and the profiles of the objects from the career plan (jobs, positions, etc.).
- You can match up the person's qualifications with the requirements of the objects from the career plan. You can also use further reports (displaying qualification deficits only, and if you also implement *Training and Event Management* generating training proposals). This gives you an overview of the qualifications and training measures required if a person is to occupy one of the positions in future.

Career plan

Preference

Designation

Potential
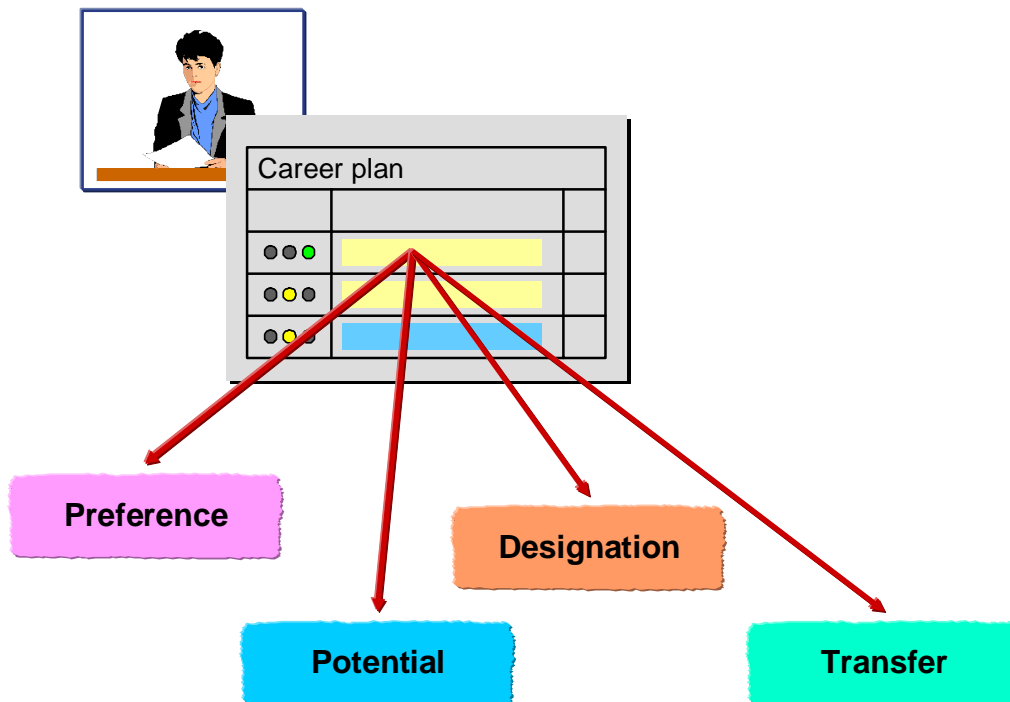
Transfer

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- You can define preferences or potentials for objects from a person's career plan (positions, jobs, etc.).
- You can also designate the person for a position displayed in the career plan, or transfer the person directly to this position.

Searching for Suitable Jobs and Positions

Example:
You conduct a search for
suitable activities for an applicant.
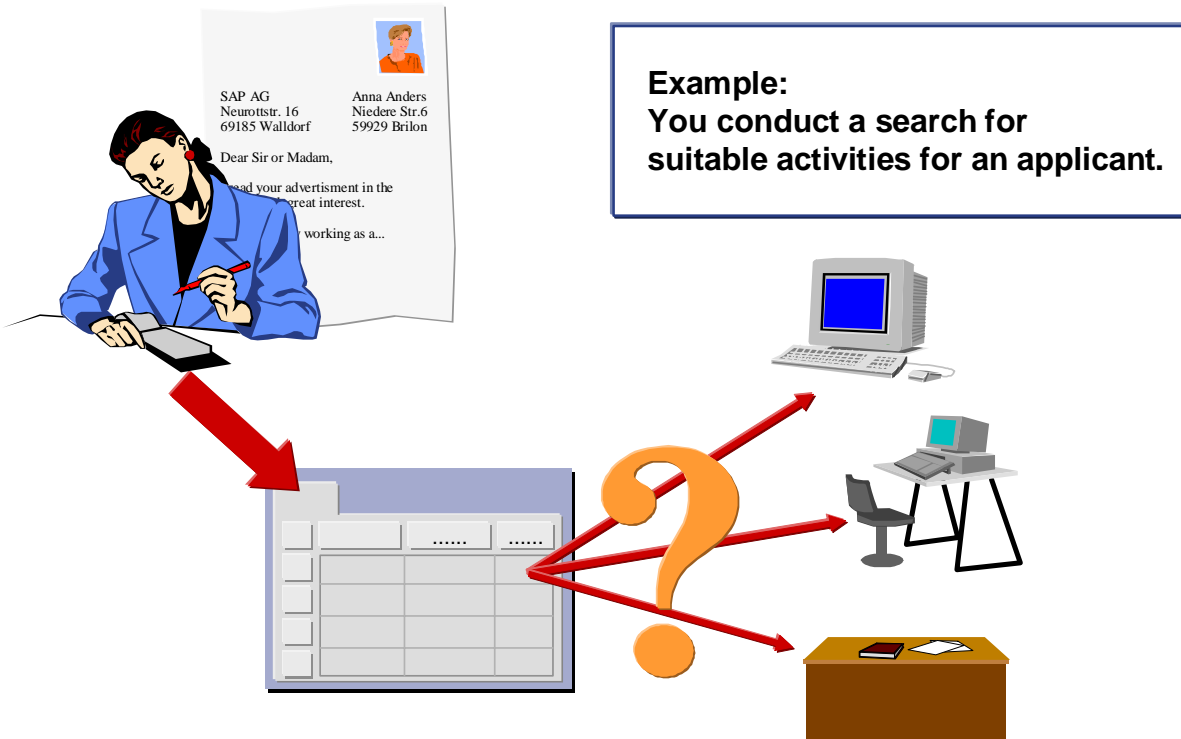
© SAP AG 1999

■ You can use career planning functionality to look for suitable activities for an employee, applicant, etc. You use the person's profile as a basis for conducting this search.

Succession Planning (1)

Planning for posts:

Selecting and preparing potential successors
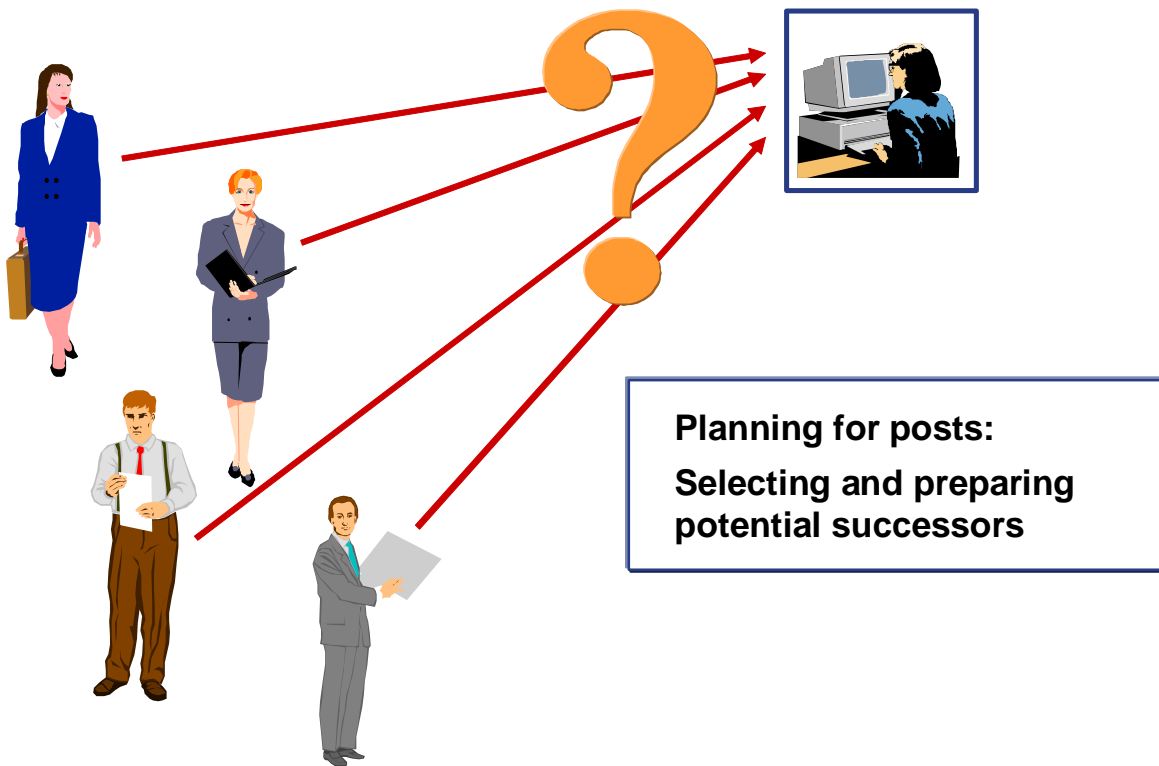
© SAP AG 1999

- Succession planning scenarios are a means of ensuring that a continuous supply of qualified personnel is available for posts in the company.
- Succession planning scenarios are based on posts that are have to be filled, either now or in the future. Succession planning involves selecting potential successors for these posts, and preparing them for the posts. This means that suitable persons can be identified immediately should one of the posts become vacant.
- Succession Planning functionality can be used to find suitable persons (applicants, etc.) for jobs, positions, etc.

SAP

Position
Job
Task

Object types

Requirements profile

Work center
....

Evaluation period:
Specify a key date for succession planning

Succession Planning

Detail selection

Ad hoc query

Qualifications
Preferences
Potentials
Designations

Planning criteria

Dislikes
Additional career
Career

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- You can work through succession planning scenarios for a range of object types (position, job, task, and so on).
- You can use a range of planning criteria for succession planning. You can use each criterion on its own, or in conjunction with one or more other criteria.
- You can use detail selection to restrict the number of potential successors. The ad hoc query is used for detail selection.
- Succession planning is performed for a key date. The default key date is today's date, but you can overwrite this date if required.

Planning Criteria: Succession Planning

Qualifications

Preferences

Designations

Succession Planning

Potentials

Dislikes
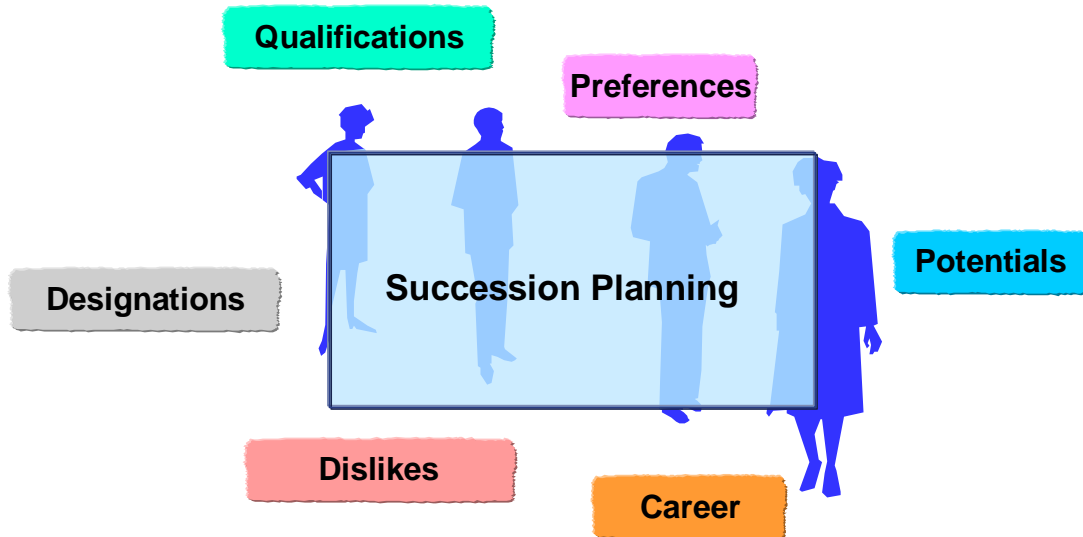
Career

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■ In Succession Planning, you can use the same planning criteria as for Career Planning.

Succession Plan (Outcome of Succession Planning)

Department Manager

Succession plan key date: 04/01/2000 → **Ranking list**

- Is a qualification of
  - Dr. Walter Sanders
  - Lilian Berg
  - Sandrine Johnson
- Is a potential of
  - Bert Bode
- Is a designation of
- Is a preference of
- Careers
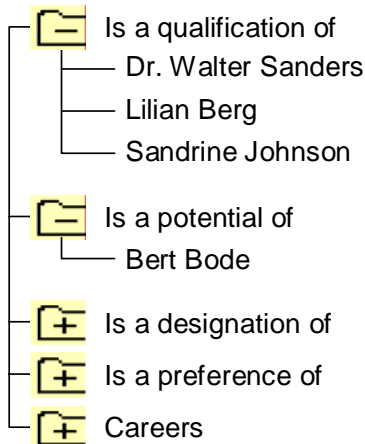
Succession plan	Ranking list	
Suitab.	Person, applicant...	...
⚫⚫🟢	Lilian Berg	
⚫⚫🟢	Sandrine Johnson	
⚫🟡⚫	Dr. Walter Sanders	
🔴⚫⚫	Bert Bode	

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- You can select suitable planning criteria for a succession planning scenario. These criteria are evaluated in conjunction with each other.
- The result of a succession planning scenario is a succession plan containing all suitable objects, sorted by planning criterion.
- Since these planning criteria are evaluated independently of each other, some objects may appear more than once (that is, under different selection criteria).
- Objects in the ranking list are sorted by suitability.
- You can choose between expressing suitability using percentages or using suitability ranges.
- You are shown the planning criteria that were used for selecting each object.
- You can save the succession plan/ranking list to file and/or print it out.
- You can also work through a succession planning scenario from the structural display of an organizational unit. In this case, you select the position in the organizational unit, and choose the *Succession planning* function. When you search for persons, these searches are not restricted to the organizational unit, but are conducted company wide.

Detail Selection in Succession Planning

- **By using detail selection, you can further restrict the list of objects (persons, applicants,...) selected on the basis of object type.**
- **You make detail selection specifications separately for each object type.**

Succession plan   Ranking list

Suitab.	Person, applicant...	...
⚫⚫🟢	P ... Lilian Berg	
⚫⚫🟢	AP... Sandrine Johnson	
⚫🟡⚫	P ... Dr. Walter Sanders	
🔴⚫⚫	AP...	

Selection criteria for applicants

Selection criteria for persons

Succession plan   Ra...

Suitab.	Person, applicant...	...
⚫⚫🟢	P ... Lilian Berg	
⚫🟡⚫	P ... Dr. Walter Sanders	

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- You can specify detailed selection criteria to restrict the succession plan and ranking list further. You can use detail selection to delete or retain objects of a specific object type in the hitlist. The object types *Person* and *Applicant* are special in that you can also restrict the hitlist further by specifying additional selection criteria.
- You make detail selection specifications separately for each object type.
- The system then outputs a list of persons and applicants who also fulfill the additional criteria.
- You can repeat detail selection as often as you want.
- The selection criteria available are defined in Customizing for each object type (person, applicant). For persons, you can use all data fields in Personnel Administration as selection criteria. For applicants, you can use all data fields in Recruitment as selection criteria.

Evaluating Succession Plans

Display profile
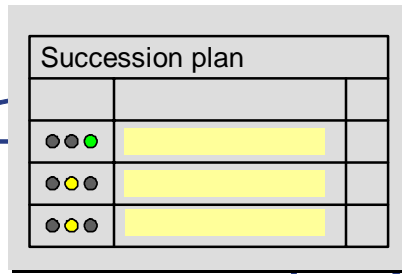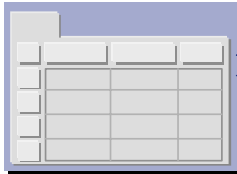
Succession plan

Preference

Potential

Designation

Transfer
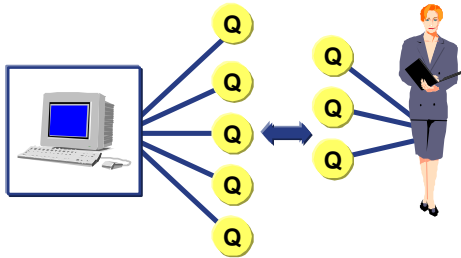
Profile matchup

Qualification deficits

Training proposals

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- You can use reports to process the succession plan and ranking list further.
- You can display the profile of the planning object (position) and the profiles of the objects from the succession plan (persons, applicants, etc.).
- You can match up the requirements of the planning object with the qualifications of the persons listed in the succession plan. You can also use further evaluations (displaying qualification deficits only, and, if you also implement *Training and Event Management,* generating training proposals). This gives you an overview of the qualifications and training measures required for potential successors.
- You can define that the persons (applicants, etc.) listed in the succession plan have expressed a preference for, have potential for and/or have been designated for the planning object.
- You can also transfer a candidate directly to the position in question from the succession plan or ranking list.

Searching for Suitable Persons

Example:
You conduct a search for employees and applicants who are suitable for a specific new position.

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- You can use succession planning functionality to look for persons (applicants, etc.) who are suitable for a specific object (position, task, etc.).

Simulating Succession Scenarios

Vacancy: Department Manager

Successor is transferred. New vacancy: Administrator

Find successor for this position ...

Successor is transferred. New vacancy: Assistant
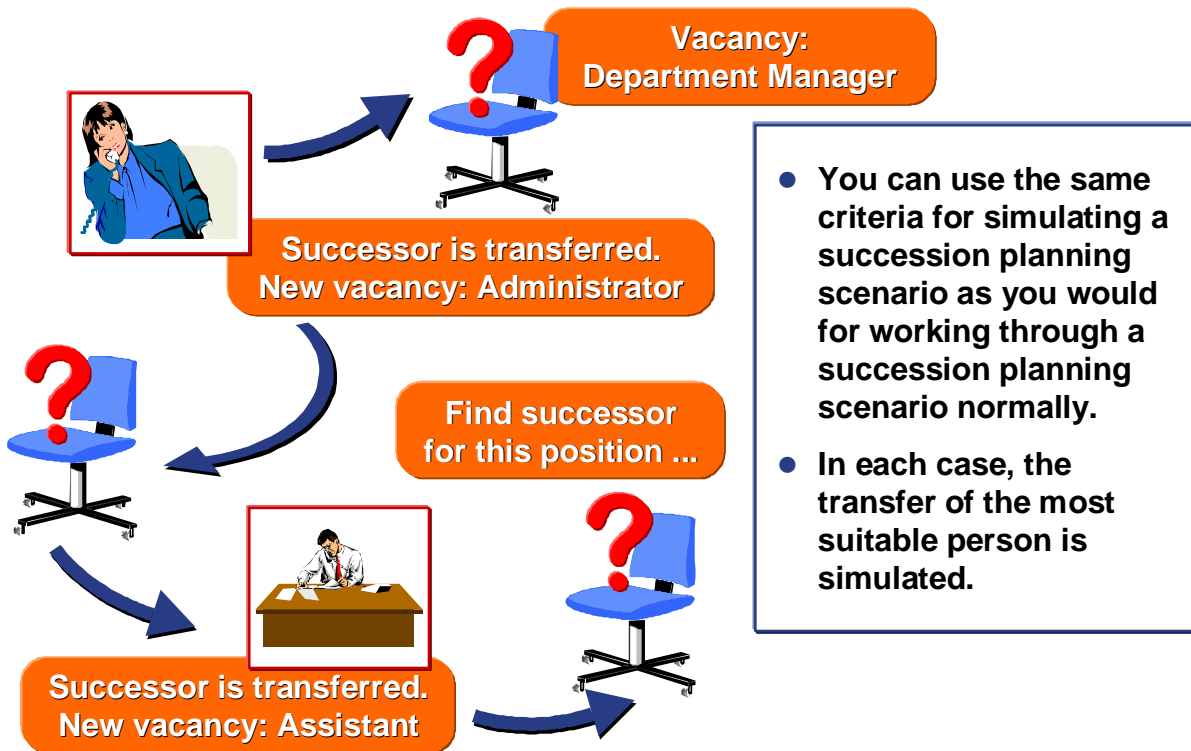
- You can use the same criteria for simulating a succession planning scenario as you would for working through a succession planning scenario normally.
- In each case, the transfer of the most suitable person is simulated.

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- By simulating a succession scenario, you can analyze and appraise the knock-on effects of an employee transfer. Vacancies arising as a result of an employee being transferred are determined over several levels, and can be simulated on the basis of user-defined criteria.
- If you simulate a transfer, the system looks for successors for the position that becomes vacant as a result. If the successor for this position is an employee, and this employee is transferred, this creates a further vacancy for which the system performs a succession planning scenario.
  The simulation stops if a successor does not hold a position, or if the successor's current position does not have to be restaffed.
- In each case, the system automatically selects the most suitable successor.
- When the simulation is completed, the system displays a list of all positions that have to be restaffed, and proposes suitable persons for these positions. You are also shown each person's suitability, and the planning criteria that they fulfill.
- You can conduct simulations for all the object types available. Subsequently, however, only positions are evaluated (with the exception of the object specified).

Evaluating Simulated Succession Scenarios

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- You can use evaluations to process the simulation of a succession planning scenario further.
- You can display the profile of all the objects that appear in the list.
- You can also perform a profile matchup between the posts to be filled as a result of the simulation, and the persons assigned to these posts. You can also use further evaluations (displaying qualification deficits only, and if you also implement *Training and Event Management* generating training proposals).
- You can also work through a career planning scenario for the persons listed in the succession planning simulation. This enables you to check whether a person might actually be more suitable for a position other than the one assigned during the simulation.
- You can also go to Succession Planning for the positions displayed.
- You can also assign a person directly (that is, from the simulation list) to the position assigned to them during the simulation.

Reporting: Succession Overview for Organizational Unit

SAP

List	Edit	Goto	Settings	System	Help

Succession Overview

Succession Overview

Organizational unit	O00001001 HR Dept. (D)
Key date	18.09.2000

Object name	No. cand. found	Suitability %	Suitability range
Human Resources Manager (D)	30	93,57	●●●
Human Resources Administrator (D)	22	96,00	●●●
Personnel Admin. Specialist	1	83,57	●●●
Personnel Admin. Secretary (D)	17	52,00	●●●
Dept. Manager Social & Legal	5	70,48	●●●
Personnel Dept. Secretary (D)	8		
Payroll Administrator (D)	-		
Payroll Assistant (D)	5		
Payroll Secretary (D)	3		

- Select the relevant criteria
- Overview of the succession situation for the positions of an organizational unit
- Candidates are displayed for each criterion and position

Suitability of best suited candidate is displayed in each case

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- The *Succession Overview for Organizational Unit* evaluation displays an overview of the succession situation for all of the positions in an organizational unit.
- Potential successors are determined for every position (on the basis of the planning criteria specified).
- The number of potential successors found is displayed for each planning criteria selected, and for all criteria as a whole. You can then go directly from here to a list of the potential successors found.
- The suitability of the best potential successor is always displayed in the succession overview. From here, too, you can go to a list of all potential successors. This list tells you how suitable each candidate is for the position in question.
- The *Vacant Positions* report generates a list of all positions that have been flagged as vacant. This report is run for an organizational structure, or part of an organizational structure. You will find this report under *Reports -> Other*.

Career and Succession Planning: Customizing Checklist

SAP

Master Data

✓ **Edit Careers**

Functions

✓ **Set Up Control Parameters**

✓ **Define Suitability Ranges**

✓ **Define Criteria for Detail Selection**

✓ **Activate/Deactivate 'Vacancy' Infotype**

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■ The Customizing checklist in the slide above shows the various Customizing activities that affect the *Career and Succession Planning* component. We have already discussed how you edit careers, so we do not need to go into any further detail about this.

Set Up Control Parameters

SAP

	Group	Sem. abbr.	Value abbr.	Description
	QUALI	MAXEN	20	Maximum no. of entries in the hitlist
	QUALI	OVERQ	1	Handling of overqualification
	QUALI	QPROZ	100	Replacement percent for alternative qualifications

MAXEN — Maximum number of entries that may appear in the ranking lists of Career and Succession Planning

OVERQ — Specifies how overqualification should be handled in career and succession planning scenarios

QPROZ — Defines the default replacement percentage that is proposed when you create alternative qualifications

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- Handling of overqualification:
  - Value -1 means that overqualification is evaluated positively (in other words, the actual proficiency of a qualification is used to calculate the suitability percentage).
  - Value 0 means that overqualification is ignored and the proficiency specified in the requirements profile is used to calculate the suitability percentage.
  - The value +1 means that overqualifications enter the negative in the calculation of the suitability percentage.

Define Suitability Ranges

User-definable suitability ranges in Customizing

👍 Very suitable	100% - 70%
👍 Possibly suitable	70% - 40%
👎 Less suitable	40% - 0%
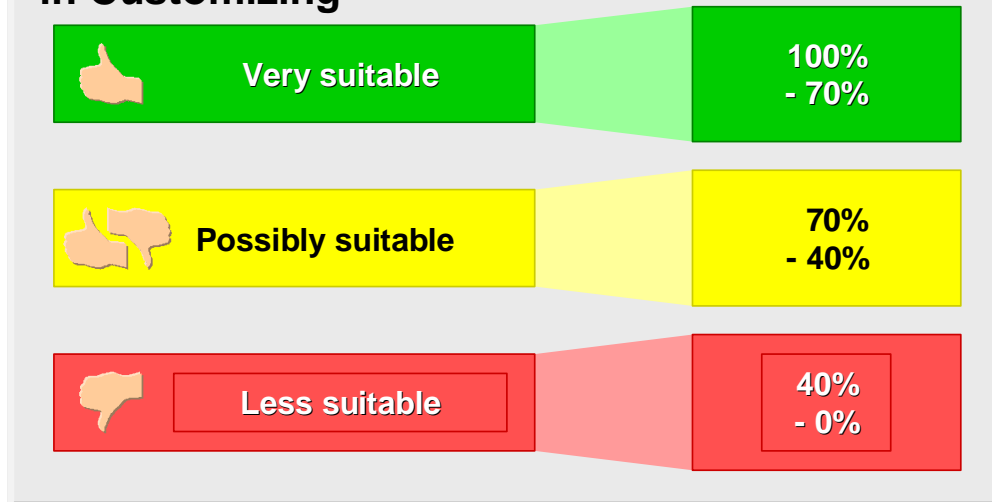
- You can define suitability ranges in Customizing (as an alternative option to suitability percentages). These suitability ranges allow you to express a person's suitability in terms which are easy to understand.
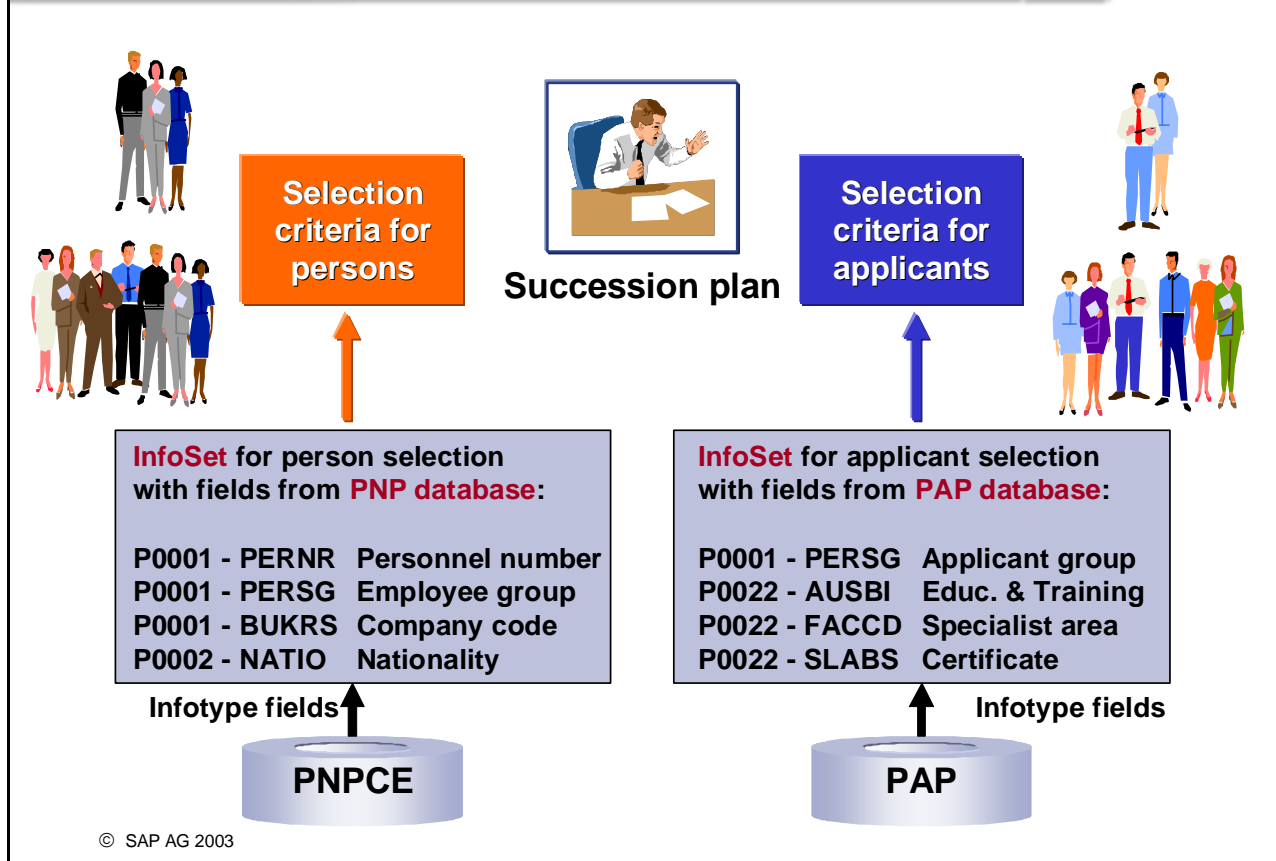- When you define suitability ranges, you subdivide a percentage scale into intervals (ranges). The lowest range must start at 0%, and the highest range must go up to 100%.
- A suitability range is defined for each of these intervals, and an appropriate icon is assigned.
- *Note:*
  If overqualification is evaluated positively, the suitability percentage might be greater than 100%. If this is the case, objects are displayed in the highest suitability range. Alternatively, you can create a separate suitability range for suitability percentages greater than 100%.
- *Example:*
  The percentage scale is divided up into 3 suitability ranges: Very suitable (100 - 70%), Possibly suitable (70 - 40%) and Less suitable (40 - 0%). An appropriate traffic-light icon (green, yellow, and red, respectively) is assigned to each of these suitability ranges.
  This means that if suitability ranges are used in a career planning ranking list, all objects that are more than 70% suitable will appear with a green traffic-light icon.

Define Criteria for Detail Selection

SAP

Selection criteria for persons	Succession plan	Selection criteria for applicants

InfoSet for person selection with fields from **PNP database**:

P0001 - PERNR   Personnel number
P0001 - PERSG   Employee group
P0001 - BUKRS   Company code
P0002 - NATIO   Nationality

Infotype fields

PNPCE

InfoSet for applicant selection with fields from **PAP database**:

P0001 - PERSG   Applicant group
P0022 - AUSBI   Educ. & Training
P0022 - FACCD   Specialist area
P0022 - SLABS   Certificate

Infotype fields

PAP

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- Under *Functions -> Define Criteria for Detail Selection,* you define additional selection criteria for selecting persons and applicants. These criteria are used for detail selection in Succession Planning.
- All of the HR Master Data infotype fields (from the PNP database) can be used as selection criteria for the detail selection of persons, and all of the Recruitment infotype fields (from the PAP database) can be used for applicants.
- The data fields to be used for selection are provided in the form of SAP QUERY InfoSets.
- You can also define your own InfoSets. If you want to use your own InfoSets, you must set up one InfoSet for person selection and one for applicant selection in this Customizing step for the scenario PDVFINE.
- In the standard system, the following predefined InfoSets are available: /SAPQUERY/HR_PD_FINE_P for person selection and /SAPQUERY/HR_PD_FINE_AP for applicant selection. If you want to use the predefined InfoSets in the standard system, no settings are required here.
- *Note:*
 The InfoSets are NOT client-specific.

Activate/Deactivate 'Vacancy' Infotype

SAP

	Group	Sem. abbr.	Value abbr.	Description
	PPVAC	PPVAC	1	Switch for defining a vacancy

You use this switch to specify whether a position is considered as being vacant if it has a Vacancy infotype record, or if every unstaffed position should automatically be considered as being vacant.

0 : Every unoccupied position is vacant
1 : Vacancy infotype used to determine if position is vacant

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- In this step, you specify whether a position is considered as being vacant if it has a *Vacancy* infotype record (1007), or whether all unstaffed positions should be considered as being vacant.
- In SAP terminology, the term *vacancy* refers to an unoccupied position that can be restaffed.
- This information is required mainly for recruitment purposes. If you want to be integrated with Recruitment, the *Vacancy* infotype must be activated (that is, the switch must have the value 1).
- This information is also used in career and succession planning scenarios. It tells you when a position is to be restaffed. It also enables you to restrict your career planning scenario to vacant positions.
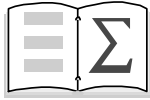
Career and Succession Planning: Unit Summary (1)

- **A range of planning criteria (which can be used in conjunction with each other) are used for working through career planning scenarios.**

- **Careers represent one of these criteria. Careers are displayed in SAP Network Graphics.**

- **The result of a career planning scenario is a career plan listing suitable objects that fulfill the criteria specified.**

Career and Succession Planning: Unit Summary (2)

SAP
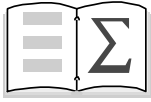
- **The objects in the career plan ranking list are sorted by suitability.**

- **You can use a range of reports to further process the career plan (ranking list), establish a need for training, for example, or create designations, and so on.**

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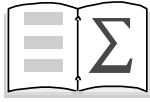# Career and Succession Planning: Unit Summary (3)

SAP

- **A range of planning criteria (which can be used in conjunction with each other) are used for working through succession planning scenarios.**

- **The result of a succession planning scenario is a succession plan listing suitable persons, applicants, etc., who fulfill the criteria specified.**

- **The objects in the succession plan ranking list are sorted by suitability.**

- **You can simulate a succession planning scenario in order to evaluate the knock-on effects of transferring an employee.**

Career and Succession Planning: Unit Summary (4)

SAP
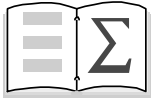
- **You have found out about the system settings that affect Career and Succession Planning (including how to map careers in an organization, how to define suitability ranges, and how to handle overqualification.**

Career Planning Exercises

Unit: Career and Succession Planning

Topic: Creating Careers

Topic: Working Through and Evaluating Career Planning Scenarios

Topic: Working Through, Evaluating and Simulating Succession Planning Scenarios

- You find out how to map careers in the system.

- You learn how to work through and evaluate career planning scenarios.

- You practice working through and evaluating succession planning scenarios.

- You simulate succession planning so that you can analyze the knock-on effects of an employee transfer.

At your company, you plan to define additional careers where it is easier for employees to switch departments.

You work through a career planning scenario for the manager, Mr. Simon Miller.

You work through succession planning scenarios for the management positions.

Note:

Replace the place holder ## with your group number.

1   Creating Careers

Create the following career in the system:
Marketing and Sales Career Group ##:

Career step 1:	Assistant	
Career step 2:	Marketing employee	
Career step 3:	Manager	Sales employee
Career step 4:	Department Manager	

Note: Use the relevant jobs as objects.

2 Working Through and Evaluating a Career Planning Scenario

You work through a career planning scenario for Mr. Simon Miller (personnel number 510995##), and use all the planning criteria available (with the exception of the *Additional career* criterion).

To which positions is Mr. Miller well suited (suitability range symbol: green traffic-light icon)?

Perform a profile matchup for one of these positions. Restrict the profile matchup to qualification deficits, and have the system generate training proposals.

From the ranking list, specify that Mr. Miller has potential for a job (of your choice). Then, also from the ranking list, display Mr. Miller's new profile.

Designate Mr Miller for a position for which he requires few additional qualifications. Display this prebooking from the ranking list.

3   Working Through and Evaluating a Succession Planning Scenario

Work through a succession planning scenario for the position *Marketing Department Manager* in your department ##-Marketing, using the criteria *Designations, Potentials* and *Qualifications,* and any further criteria of your choice.

What are the requirements of the position?

From the succession plan, perform a profile matchup for one of the employees listed, who has potential for this position. What training does this employee need for the position of *Department Manager*? Does the system propose any business events to qualify the employee for this position?

Are there any employees who are *very suitable* for this position (suitability range symbol: green traffic-light icon)?

Restrict your list of potential successors to employees of company code *CABD* and employee subgroup *Z0*.

Create a planned transfer for one of the candidates whom you think is suitable. What has changed in the succession planning scenario?

4   Optional Exercise: Overqualification

What are the various options for handling overqualification? Where and how do you define the way in which overqualification is handled?

5   Optional Exercise: Detail selection

Which selection criteria can you define in Customizing?

Career Planning Solutions

Unit: Career and Succession Planning

Topic: Creating Careers

Topic: Working Through and Evaluating Career Planning Scenarios

Topic: Working Through, Evaluating and Simulating Succession Planning Scenarios

1 Creating Careers

On the initial screen, choose:

Human Resources -> Personnel Management -> Personnel Development -> Settings -> Current Settings -> Edit Careers

Use the default values that appear for the current plan (value 01) and the key date (today's date). Then click the *Execute* icon (or choose *Program -> Execute*).

To create a new career, choose *Career -> Create* or click the *Create* icon. Give the new career the name *Marketing and sales career group###* and then choose *Create*.

Now position your cursor on this new career and choose *Career -> Change* or click the *Change* icon. This starts SAP Network Graphics.

To insert jobs or positions in the career, click on the node area on a corresponding object (*Job)* in the *Node area* section. The cursor changes accordingly (becomes a rectangle suspended from a vertical line). Click anywhere in the display area, and select the job in question (*Assistant*) using the possible entries function. The system then inserts this job into the career.

To insert a further job or position, proceed as follows:

Once you have selected the object (job or position) to insert in the node area, place your cursor in the display area as follows:

- To insert a higher-level career item (that is, job or position), position the cursor above an existing career item.

- To insert a lower-level career item, position the cursor beneath an existing career item.

- To insert a career item at the same level, position the cursor beside an existing career item.

If, for example, you want to insert the job *Marketing employee* above the job *Assistant* (which already exists in the career), select the object *Job,* and position the cursor above the job *Assistant* in the display area. Now click your mouse button.

Use the possible entries function to select the job you want to insert (for example, *Marketing employee*).

Follow the same procedure for the other career items you want to insert.

Finally, *Save* your entries and return to SAP Easy Access Menu.

2 Working Through and Evaluating a Career Planning Scenario

2-1 Working through a career planning scenario

On the initial screen, choose:

Human Resources → *Personnel Management* → *Personnel Development* → *Planning* → *Career*

The *Career Planning* screen appears. Select the object type *Person,* and enter Mr. Simon Miller (possibly using the *Last name – First name* search function).
To select all planning criteria, choose **Edit -> Select all**, or click the **Select all** icon (at the top, second on the left). Note the reporting period: Make sure that the value for the key date in the *Evaluation period* group is today's date.
To work through the career planning scenario, choose **Planning -> Execute** or click the **Execute** icon. The system displays the career plan.

Expand the structure by clicking on the + signs.
To expand all subitems, position your cursor on the individual points of the career plan, and click the **Expand subtree** icon (or choose **Edit -> Expand subtree**).

To go to the ranking list, choose **Goto** → **Ranking list**, or click the **Ranking list** icon (first icon on the left).

2-2 Evaluating a career planning scenario

2-2-1 Performing a profile matchup (from the ranking list)

Position your cursor on a position in the ranking list, and choose **Goto -> Profile matchup**. The system displays the corresponding profile matchup.

To restrict the evaluation to qualification deficits only, choose **Settings -> Editing options**, or click the **Editing options** icon.

Flag the option **Qualification deficits only**. Flag that the option **Generate training proposals**.

Click **Transfer** (**Enter**).

The system displays any qualification deficits and proposes any suitable training courses that exist. Return to the ranking list.

2-2-2 Defining a potential (from the ranking list)

In the ranking list, position your cursor on a **position** of your choice (for example, employee marketing). Now choose *Planning -> Create -> Potential*.

Accept the default values displayed in the *Period* dialog box (today's date until 12/31/9999).

Choose *Enter*.

You have defined a potential for this job.

2-2-3 Displaying the changed profile (from the ranking list)

In the ranking list, position your cursor in the box where Simon Miller's organizational data is displayed. Now choose *Goto -> Profile*.

The system displays Mr. Simon Miller's profile.

Choose the *Potentials* tab page. The system displays the new potential you defined.

2-2-4 Creating a designation (from the ranking list)

In the ranking list, position your cursor on a **position** of your choice. Now choose *Planning -> Create -> Designation*.

Accept the default values displayed in the *Period* dialog box (today's date until 12/31/9999).

Choose *Enter*.

The prebooking can be displayed in the ranking list.

3 Working Through and Evaluating a Succession Planning Scenario

3-1 Working through a succession planning scenario

On the initial screen, choose:

Human Resources → Personnel Management → Personnel Development → Planning → Succession

The *Succession Planning* screen appears. Select the object type *Position* and enter the position *Department Manager* of your organizational unit ##-Marketing (using the search function).

Flag the relevant planning criteria (*Designations*, *Potentials*, *Qualifications* and any further criteria of your choice). If you want to use all planning criteria, choose **Edit -> Select all**, or click the **Select all** icon (at the top, third on the left).

Use the default value proposed for the evaluation period (key date = today's date).

To work through the succession planning scenario, choose **Planning -> Perform Planning**, or click the **Perform Planning** icon (at the top on the left). The system displays the succession plan.

To find out if the objects in question are applicants, employees, etc., choose **View -> Key on**. The system then displays the object type and object ID of the objects in the succession plan.

3-2 Displaying the requirements of a position in the succession plan

In the succession plan, position your cursor on the position *Department Manager*. To display the profile of this position, choose **Goto -> Profile**, or click the **Profile** pushbutton (at the top, 2nd pushbutton on the left). The system displays the profile of the position.

3-3 Performing profile matchups in the succession plan

In the succession plan, select one of the persons listed under the criterion *Qualifications* (by positioning your cursor on the person in question), and choose **Goto -> Profile matchup**. The system displays the profile matchup.

To restrict the evaluation to qualification deficits only, choose **View → Editing options**, or click the **Editing options** icon. Flag the option **Qualification deficits only**. Check that the option **Generate training proposals** is also flagged. Click **Transfer** (**Enter**). The system displays any qualification deficits and proposes any suitable training courses that exist.

3-4 Determining suitability from the ranking list

To go to the ranking list, choose *Goto → Ranking list*, or click the *Ranking list* icon (first icon on the left). Use the *View → Suitability % on/off* option to toggle between displaying the suitability percentages and suitability ranges.

3-5 Detail Selection in Succession Planning

From either the ranking list or the succession plan, choose *Planning → Detail selection*, or click the *Detail selection* pushbutton.

In the *Detail Selection for Person* dialog box, click on *Field selection* (top right). Choose *Company code* and *Employee subgroup* in the fields of the Organizational Assignment infotype. In the appropriate *Value* input fields, enter company code *CABD*, and employee subgroup *Z0*. Then click the *Determine hit list* icon, and confirm by pressing *Enter*.

3-6 Creating a planned transfer

In the succession plan or ranking list, position your cursor on a person, and choose *Planning → Planned transferral*.

Enter the period for the planned transfer (today's date until 12/31/9999) or use the default values proposed, and save your entries.

Exit the ranking list.

Now, the planned holder of the position is also displayed in the succession plan.

4 Optional Exercise: Overqualification

Overqualification can be handled positively, neutrally, or negatively. If overqualification is handled positively, this means that the actual proficiency of the qualification is used to calculate the suitability percentage. If overqualification is handled neutrally, this means that the overqualification is ignored, and that the requirement is merely considered to be met exactly. If overqualification is handled negatively, this means that the surplus difference between the actual proficiency and the proficiency required is handled as if it were an underqualification.

You set up the parameters (QUALI OVERQ) for handling overqualification in Customizing:

+ *1*:   Negative
  0:   Neutral
- *1*:   Positive

5 Optional Exercise: Detail selection

Detail selection is done by assigning InfoSets (one each for the object types *P* and *AP*) of SAP Query. All of the data fields defined as selection criteria in the assigned InfoSets are used for selection.

All the infotype fields in *HR Master Data* can be used for detail selection in InfoSets for employees. All the infotype fields in *Recruitment* can be used as detail selection in InfoSets for applicants.

Development Plans

Contents:

- **Development plans**
- **The development plan catalog**
- **Individual development plans**
- **Evaluating development plans**
- **Customizing settings for development plans**

At the end of this unit, you will be able to:

- **Describe how development plans are structured**

- **Create general development plans**

- **Work through individual development planning scenarios**

- **Evaluate development plans**

- **Make the necessary Customizing settings for development plans**

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Development Plans: Business Scenario

- **Programs for training and further education are offered regularly at your company.**

- **As personnel development officer, you are responsible for coordinating these programs.**

Development Plans: Introduction

Development plans are used to map personnel development measures

Trainee programs

Job rotation

- **Training courses**
- **Seminars**
- **Workshops**
- **......**

On-the-job training (learning by doing)

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- You can use the *Development Plans* component to map both generally applicable and individual development plans. You can then use these development plans to plan and manage both short-term and long-term development (training) measures. For example, you can use development plans to map the following personnel development measures:

  - Trainee programs and the like

  - Training courses, seminars, workshops, and so on

  - On-the-job training, job rotation, and so on

- A development plan comprises a sequence of development measures (which can also run parallel to each other). Examples of development measures include:

  - Attendance of a training course

  - Staffing of a position

  - Practical experience in a specific organizational unit

  - Time spent abroad

General and Individual Development Plans

General development plans

- Group together training and further education measures
- Not specific to certain persons, can be used as templates

Individual development plans

- Used for planning development for specific employees
- Contain entire development history of the employees

- *General development plans:*
  - A general development plan is a collection of training measures that impart specific qualifications for a specific purpose.
  - You can use general development plans as generally applicable, non-specific (i.e. they do not apply to specific persons) copy templates for creating complex or similar training and further education measures that are implemented frequently in an organization. You can then copy this information to the individual development plans of specific persons, and change them to suit the requirements of the persons in question. For example, you might create entire trainee programs in this way, and then copy these to the individual development plans of the persons who are to participate in these trainee programs.
- *Individual development plans*:
  - You use an individual development plan to plan and manage the training and development of a specific employee. The individual development plan is tailored to the needs of the employee in question by adding the necessary items or development plans. For example, you can include individual measures, entire training programs, or even a catalog of development measures for planning the career of a potential manager. You can tailor general development plans to suit the needs of individual persons.

Development Plan Catalog

Catalog	01/03/2000	01 Current plan

- Trainee programs
  - Trainee consultant
  - Trainee sales executive

Development plan group

- Apprenticeship programs
  - Apprenticeship as purchaser
  - Apprenticeship as IT specialist
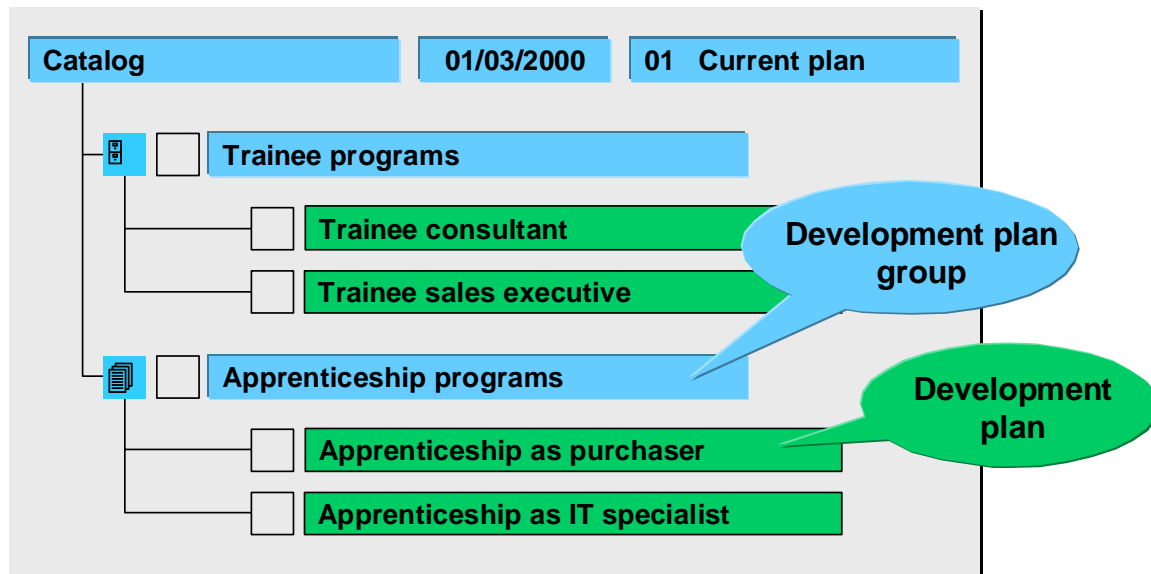
Development plan

- You can create and manage general development plans in the *development plan catalog*. You can then use these general development plans as copy templates for creating individual development plans.
- The development plan catalog can contain both development plan groups and development plans:
  - *Development plan groups* (object type *BL*) are used to structure the development plan catalog. A development plan group can contain development plans, and also further development plan groups.
  - A *development plan* (object type *B*) contains a sequence of items - such as attendance of a business event (for example, a communications course), staffing of a position (for example, sales assistant), practical experience in an organizational unit (for example, the sales department), and so on.
  - You can enter descriptive texts for development plan groups and development plans.
- A translation function is also available - this means that you can use the development plan catalog in different languages.
- You edit the development plan catalog in Customizing for *Personnel Development* (path: *Development Plans -> Edit Development Plan Catalog*). You can also make changes in a system that has already gone live by choosing the *Current settings* menu option.

Trainee program for sales executives

Business event type
Introductory event
1
Years   Months   Days 2

Business event type
General English
2
Years   Months   Days 21

Business event type
Communications course
Years   Months   Days 3

Organizational unit
Berlin sales office
3
Min. 1
Years   Months 3   Days

Organizational unit
London sales office
Years   Months 3   Days

Job
Sales assistant
4
Years   Months 6   Days

Items

- **Different object types**
- **Duration**
- **Sequence**
- **Optional or compulsory**
- **Notes**

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- You display and edit development plans in SAP Network Graphics.
- Development plans contain a sequence of development plan *items*. In the standard system, you can insert objects of the following object types as items in development plans: business event type, job, position, organizational unit, work center, location, appraisal model.
- You arrange the various items in a development plan into a specific sequence. Please note that it is also possible for items to run in parallel to each other.
- You can specify a duration for every item in a development plan (years/months/days). You can also specify that certain items are compulsory. Furthermore, you can specify that a certain number of items are compulsory in a given step (for example, 2 out of 4 items in a step must be completed). The notes function enables you to enter descriptive texts for items.
- *Note:*
  If you include a business event type in a development plan, and a duration has been specified for this business event type in the *Training and Event Management* component, this duration will also be used for the corresponding item in the development plan.

Imparting Qualifications

Catalog	01/03/2000	01 Current plan

- Trainee programs
  - ....
  - **Trainee sales executive**
- ....

Qualifications imparted by the development plan

Qualifications

Name	Proficiency	Start	...
Sales skills	Average	01/01/1999	....
Business English	Good	01/01/1999	....
....	....	....	....

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- You can specify which qualifications should be imparted upon completion of a general development plan.
- You can have the system propose qualifications to help you here. In this case, the system proposes all of the qualifications or requirements (including proficiencies) that are related to the individual items in the development plan. For example, if the requirement *English* (proficiency *Good*) has been defined for a position, and if this position is an item in a development plan, the English (proficiency 'Good') will be proposed by the system as the qualification to be imparted upon completion of the development plan. You can change the list of qualifications proposed by the system - in other words, you can delete qualifications, or add more qualifications. You can also change the proficiencies proposed for the qualifications.
- When people complete the development plan, the qualifications defined for a general development plan can be written to the qualifications profiles of the people in question.
- Depending on the qualifications they impart, development plans can also be included as training proposals (in profile matchups, for example).

Individual Development Plans

SAP

Individual development plan

- **Contains all planned, current and completed items for a person**
- **Contains information on the validity period and status of the items**
- **Can contain notes on specific development items**

Select specific items		Use general development plans and adapt them

Items in individual development plan

● English course	Completed	01/03/2000	01/10/2000
● Berlin sales office	Completed	01/03/2000	04/30/2000
● Sales assistant	Current	05/01/2000	12/31/2000
● Communic.course	Planned	07/15/2000	07/17/2000
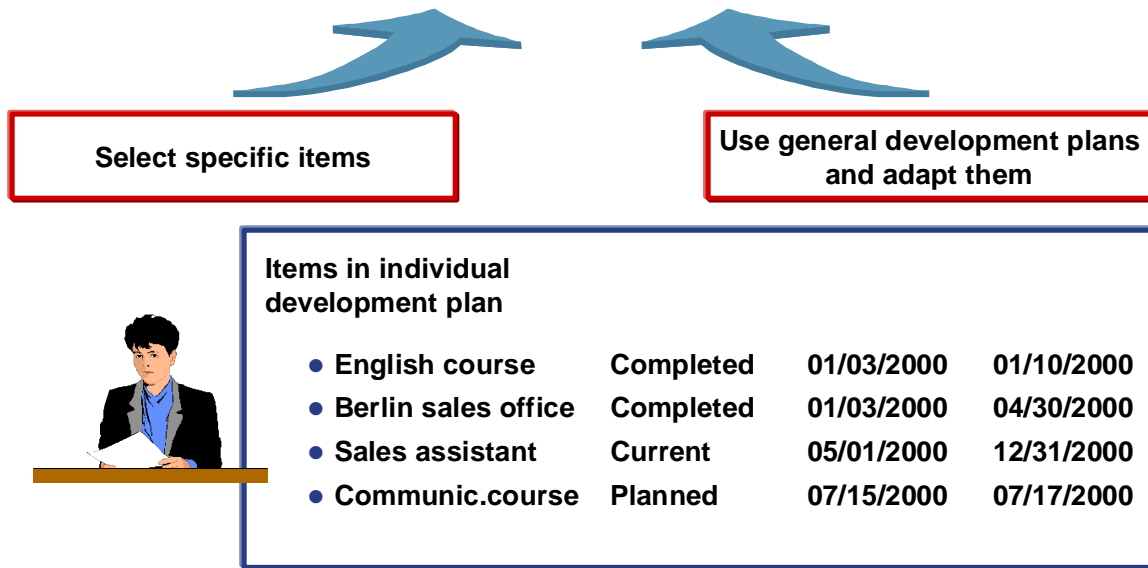
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- You use an individual development plan to plan and manage the training and development of a specific employee. You create an individual development plan for one person. This plan is then constantly updated. An individual development plan contains all planned, current and completed items pertaining to a person. You can also include general development plans (or parts of them) in an individual development plan.
- In an individual development plan, every item and general development plan is assigned a validity period and a "state", or status (for example, *Planned*, *Current*, *Completed*). This state is used to regulate the progress of the measure in question. This means that it is possible to document an employee's personnel development history to date in an individual development plan. Please note that a status is not assigned to the individual development plan itself (as a whole).

The *Individual Development* Subprofile

Notes
- Remarks/comments on individual items and development plans

Indiv. development

	Item type	Name	State	Valid from	Valid to	Note
	Business event...	Business English 1	Completed	01/03/2000	01/31/2000	
	Job	Sales assistant	Current	02/01/2000	07/31/2000	
	....	....	....	....	....	

Inserting items
- Insert specific items of your choice
- Insert items using a general development plan as a template

State management
- Manual update
- Further processing steps triggered by specific states
- State changes triggered by specific events

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- You use the *Individual Development* subprofile to plan and manage an employee's individual personnel development.
- You can add new items to an individual development plan, or you can edit existing items. You can also include a general development plan (or parts of it) in an individual development plan.
- Every item in an individual development plan is assigned a validity period and a "state", or status (for example, *Planned*, *Current*, *Completed*). This state is used to regulate the progress of the measure in question. You can assign and update these statuses manually when you work through individual planning scenarios. It is, however, possible to partially automate state management - you can specify that certain events should automatically trigger a change in the state of an item.
- You specify in Customizing which statuses can be assigned to the items and development plans in an individual development plan.
- You can enter notes for every item and general development plan in an individual development plan.
- *Integration:*
  If you use the *Training and Event Management* functionality to book a person onto a business event, this information will be written automatically to the individual development plan (that is, a corresponding item will be added).

Individual Development Planning (Using Template)

Graphical display of general development selected

Individual development plan:
- Copy all items
- Copy mandatory items
- Select specific items

1	Business event type / Introductory event / Years Months Days 2
2	Business event type / General English / Years Months Days 21
3	Organizational unit / Berlin sales office / Years Months 3 Days
4	Job / Sales assistant / Years Months 6 Days

Min. 1

Pers. no. _____   Name _____

....

Sales executive trainee program

Planned

Item type	Name	State	Valid from	....
Business event...	Introductory...	Completed	01/03/2000	
Job	Sales assistant	Current	02/01/2000	
....	....	....	....	

....

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- When you create an individual development plan for an employee, you can copy from a general development plan. You can then tailor this general individual plan to the employee's requirements by deleting items or adding new items. The items you select are then copied to the individual development plan.
- The general plan is displayed in graphical form. By choosing *Transfer mandatory items*, you can copy all mandatory items to the individual plan. By choosing *Transfer all*, you can copy all items from the general development plan to the individual development plan. You can copy individual items in the general plan to the individual plan by double-clicking them. Items you have already selected are highlighted accordingly in the graphical display of the general plan.
- You can also define a status, validity period and notes for every general development plan in an individual development plan. This enables you to document in the individual plan that the general plan (an apprenticeship, for example) has been completed.
- If a person completes a general development plan successfully, the qualifications assigned to the development plan can be written to the person's qualifications profile. If the person already holds a qualification, only the proficiency of the qualification is updated (that is, providing the new proficiency is higher/better than the existing one).

The *Development Plan History* Subprofile

SAP

Used for managing the general development plans
in which a person is/was involved. Contains:

- **State**
- **Validity period**
- **Note**

	Name	State	Valid from	Valid to	Note
	Sales exec. trainee program	Completed	01/03/1998	12/31/1999	
	Management trainee program	Planned	02/01/2000	07/31/2000	
	....	....	....	....	

Dev. plan history

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- You use the *Development Plan History* subprofile to manage the general development plans in which a person is/has been involved.
- You might, for example, use the *Development Plan History* subprofile to:
  - Get an overview of the development plans in which a person is currently participating/has participated
  - Delete development plans from the person's history
  - Tailor a development plan to a person's needs, and change the state of a development plan
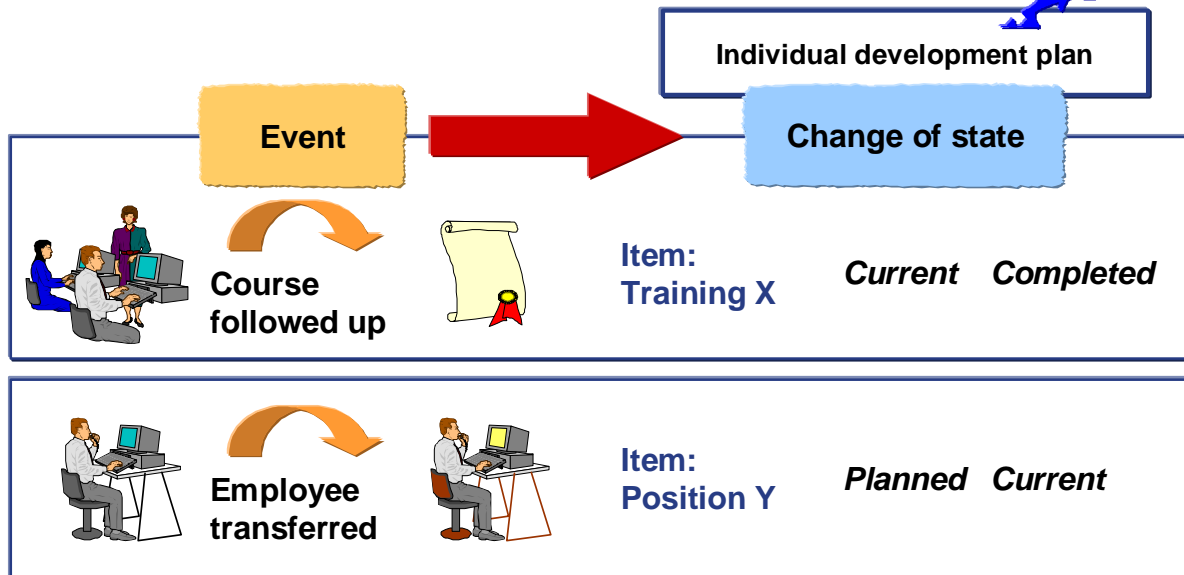
Triggering Further Processing Steps

Certain development measures can trigger further processing steps (this depends on the state of the measures)

Individual development plan

Change of state → Event

Item: Training X — *Current* — Booking

Item: Position Y — *Current* — Transfer
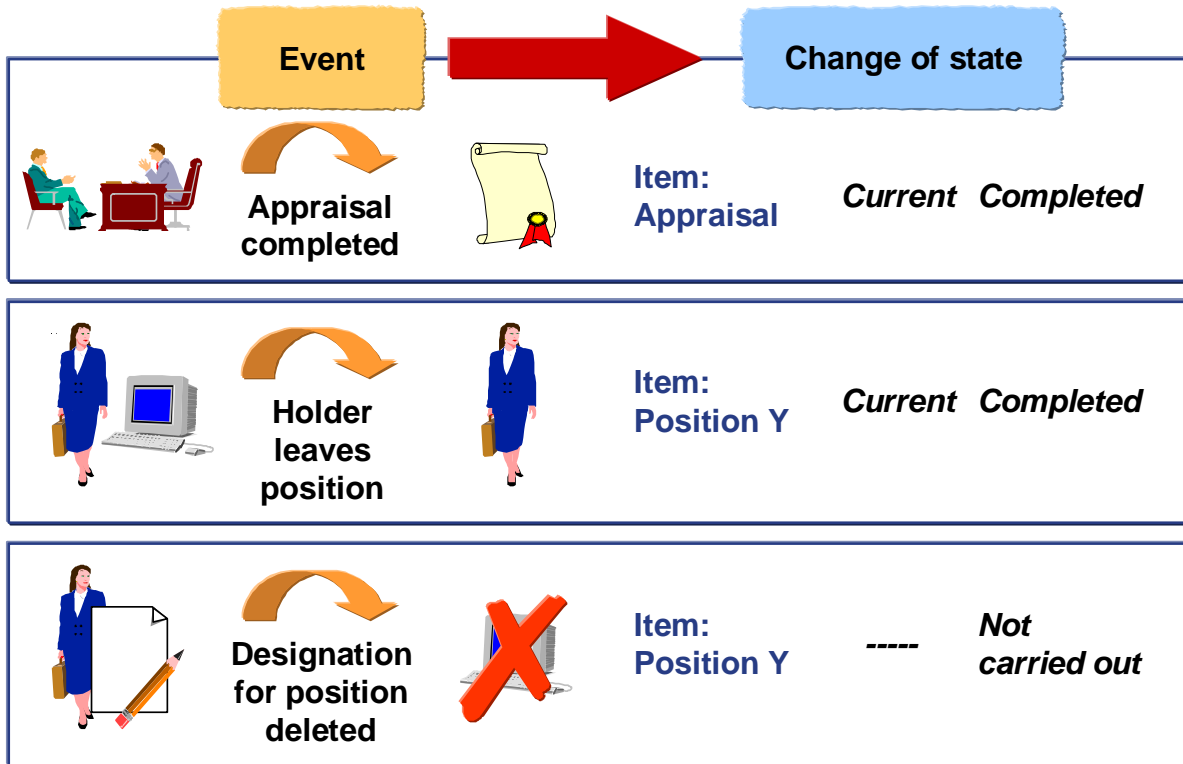
....
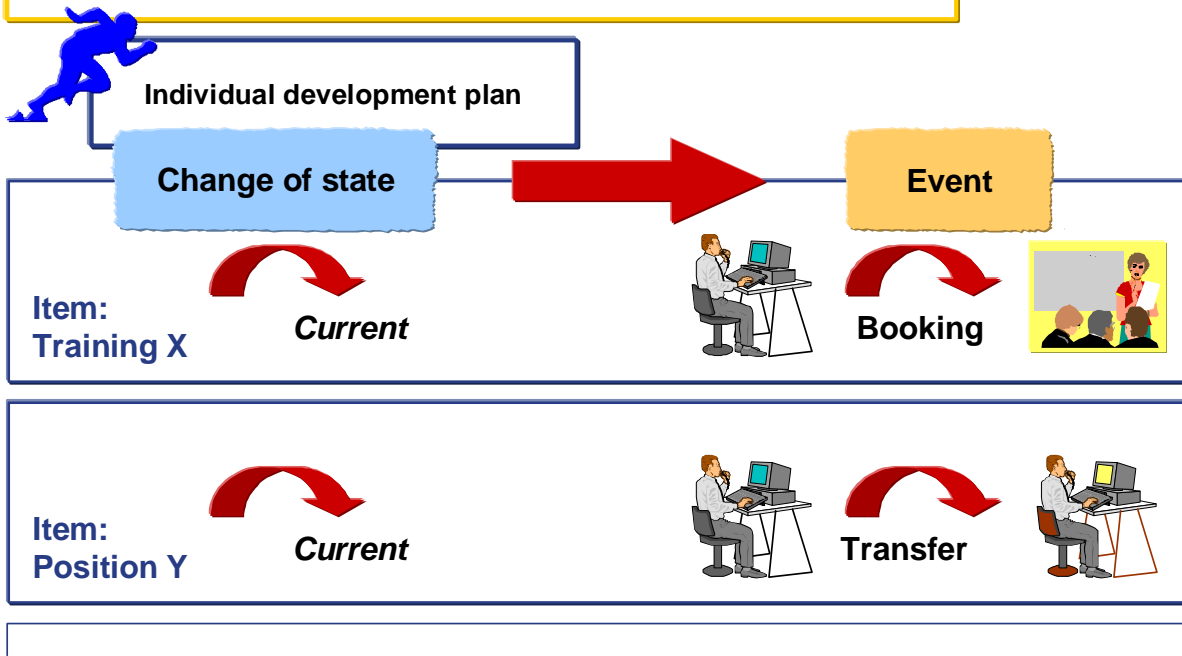
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- If a specific state is assigned to a development plan or to an item in a development plan, it is possible to trigger certain further processing steps automatically.
- The standard system contains the following function modules for further processing:
    - If an item involves attending a business event, and its state is changed to *Current*, the person is booked onto the business event in question.
    - If an item involves staffing a particular position, and its state is changed to *Current*, the person is transferred to the position in question.
    - If the state *Completed successfully* is assigned to a development plan (within an individual development plan), the qualifications imparted by the development plan are written to the person's qualifications profile.
    - If the state *Current* is assigned to an appraisal, the system goes directly to the functionality for holding the appraisal.
- You can also make settings in Customizing to specify whether users have to confirm execution of a further processing module, or whether it should be executed entirely in the background.

Automatic State Management (1)

Certain triggering events can change the states of items in development plans

Individual development plan

Event → Change of state

Course followed up

Item: Training X — *Current Completed*

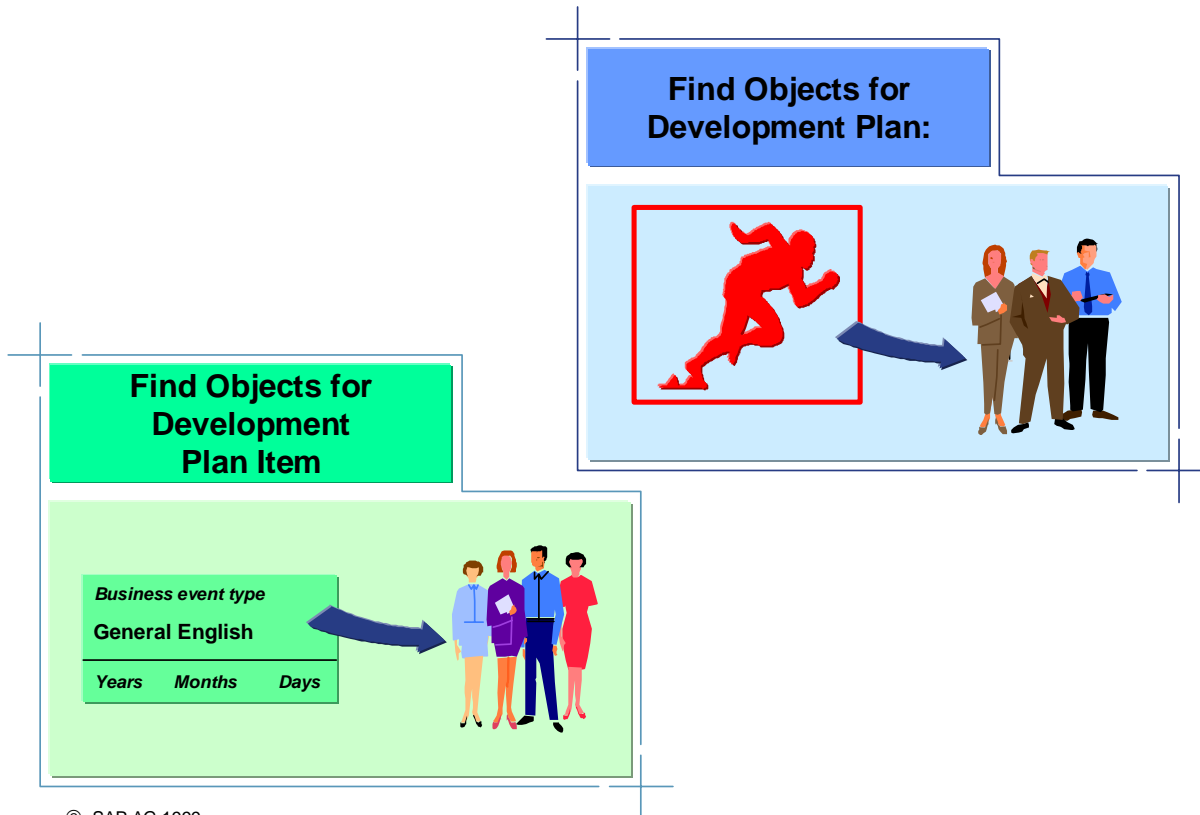Employee transferred

Item: Position Y — *Planned Current*

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■ You can update the states (*Planned*, *Current*, and so on) of items in individual development plans manually. It is, however, possible to partially automate state management for items - you can specify that certain events should automatically trigger a change in the state of specific items.

■ *Examples:*
A person is to staff a specific position as part of his/her individual development plan. To start with, the state of this item is *Planned*. When the person is transferred to the position, the event *Position is restaffed* comes into force. This event causes the state of the item in the person's individual plan to change from *Planned* to *Current*.

Automatic State Management (2)

Event → **Change of state**

Event		Change of state		
Appraisal completed		Item: Appraisal	*Current*	*Completed*
Holder leaves position		Item: Position Y	*Current*	*Completed*
Designation for position deleted		Item: Position Y	-----	*Not carried out*

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- *Note:*
  The events are not bound by the validity period (that is, the duration defined for an item in an individual development plan). The events are triggered when a specific action occurs (for example, a person is transferred to a position) - this changes the state of the item in question - even if the event occurs before the end of the validity period defined for the item.
- The 5 events shown in the slide above are contained in the standard system.

Development Plans: Reporting Options

Find Objects for Development Plan:

Find Objects for Development Plan Item

Business event type

General English

Years   Months   Days
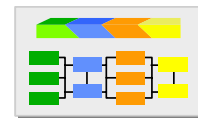
© SAP AG 1999

- The *Find Objects for Development Plan* search function generates a list of all persons involved in a development plan. This list is broken down by development state - in other words, it is sorted according to the status (for example, *Planned*, *Completed successfully*) attained in the development plan. You might use this functionality, for example, to find out how many people have completed a specific development plan successfully and how many unsuccessfully, to see who is currently participating in a development plan, how many people are scheduled to participate in a development plan, and so on.
- The *Find Objects for Development Plan Item* search function generates a list of all persons involved in a development plan item. This list is also sorted by development state.

Customizing Checklist: Development Plans

SAP

Development Plans

☑ **Edit Development Plan Catalog**

☑ **Define Development Plan States**

☑ **Define Permitted Further Processing**

☑ **Further Processing of Plan States**

☑ **Automatic State Management**

☑ **Set Up Control Parameters**

- You make system settings for the *Development Plans* component in Customizing for *Personnel Development* (under the option *Development Plans*).
- The Customizing checklist in the slide above lists the various Customizing activities that affect the *Development Plans* component. We have already discussed how you edit the development plan catalog, so we do not need to go into any further detail about this.
- The IMG activity *Define Profile View* is also relevant to the *Development Plans* component - in this activity, you specify whether or not the *Individual Development* and *Development Plan History* subprofiles should be used and, if so, for which object types.

Defining Development Plan States

	State	State of development
	1	Planned
	2	Current
	3	Completed
	4	Completed unsuccessfully
	5	Completed successfully
	6	Not carried out

Development plan

Business event type

General English

Years   Months   Days

Development plan item

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- In the step entitled *Define Development Plan States*, you specify which states can be assigned to items and development plans.
- The state represents the current progress made in a development measure. You have to assign and update the states of items and development plans manually.
- *Note:*
  You cannot assign a state to an entire individual development plan itself - you assign states to the individual items and development plans contained within the individual development plan.
- The standard system contains the states shown in the slide above. You can add more of your own, and/or change the standard entries.
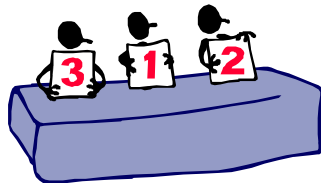
Further Processing of Plan States

Further Processing of Plan States

O..	State	Further processing module
B	5	RHPQ_T77BX_ADD_QUALIS_OF_DPLAN
D	2	RHPQ_T77BX_PARTICIPATION_INS
S	2	RHPQ_T77BX_SET_PERS_TO_POS
BS	2	RHPQ_T77BX_START_APPRAISAL

Object type   State/status

An item of a specific **object type**,
or a development plan (object type B)
is assigned a specific **status** (state).

The further processing step is
triggered, and executed by the
further processing module
specified.

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- In the step entitled *Further Processing of Plan States*, you define the further processing steps that can be triggered when a specific state is assigned to an item or a development plan.
- In the *Object type* field, you enter the object type of the item or development plan in question. In the *State* field, you enter the ID of the state that the item or development must have for the further processing step to be triggered. In the *Further processing module* field, you enter the name of the function module that executes the further processing step.
- *Example:*
  If the state *Completed successfully* (ID 5) is assigned to a development plan (object type B), the qualifications imparted by the development plan are written to the person's qualifications profile. The qualification profile is updated by the further processing module specified (*RHPQ_T77BX_ADD_QUALIS_OF_DPLAN*).
- The standard system contains the entries shown in the slide above. However, you can also define further processing steps of your own. To help you do this, the standard system comes with a function module called *RHPQ_T77BX_INTERFACE_SAMPLE*. This module contains information on the interfaces, and can be used as a template to copy from.

Automatic State Management

SAP

Development Plans: State Keys

	State key	Active	O..	Ta..	Text
	APPR_HISTO	✓	2	3	Archive/complete appraisal
	EVENT_FIN	✓	2	3	Follow up business event
	S_DEL	✓		6	Staffing assi... ...s deleted
	S_NEW	✓	1	2	Position will be re...
	S_OLD	✓	2	3	Holder leaves pos...

Event that automatically triggers the change in state of the item

New (target) state of the item

Original state of the item in the individual development plan

Event

Course followed up

Change of state

Item: Training X

Current Completed

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- In the step entitled *Automatic State Management*, you specify the events that trigger an automatic change in the state of an item. In this way, you can partially automate state management for items in individual development plans.
- In the *State key* field, you enter the event that is to trigger a change in the state of an item. In the *Original state* field, you enter the state that the item must have when the event occurs. In the *Target state* field, you enter the new state to be assigned to the item when the event occurs. The *Active* flag determines whether automatic state management is to be activated for the event in question.
- If one of these predefined events occurs, the following factors are checked:
  - Are the objects in question (in our example, person and position) linked to each other through an individual development plan?
  - Has the *Active* flag been set for the event?
  - Is the status of the item the same as the status defined in the *Original status* field?

  If the answer to all these questions is yes, the status of the item in the individual development plan is changed as specified.
- *Note:*
  If you do not wish to use certain events, do not delete them - deactivate them instead.

Set Up Control Parameters

SAP

Should the user have to confirm execution of the further processing module, or should it be executed directly in the background?

	Group	Sem. abbr.	Value abbr.	Further processing module
	DPLAN	CONFS	X	Indiv. planning: Confirm further processing

Should business events that were not defined in the individual development plan be displayed in the individual development plan?

	Group	Sem. abbr.	Value abbr.	Further processing module
	DPLAN	SIMU	1	Participants in the development plans

Which state should a business event visit have that is automatically recorded in the development plan?

	Group	Sem. abbr.	Value abbr.	Further processing module
	DPLAN	TSTAT	3	Indiv. planning: state after course attended

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- In the activity entitled *Set Up Control Parameters*, you can specify whether users have to confirm execution of a further processing module, or whether it should be executed entirely in the background. If you enter the value *X* for entry *CONFS* of group *DPLAN*, this will mean that users will have to confirm the further processing step.
- In addition, in this step you can specify what state is automatically assigned for course attendance and written to the individual development plan of attendees. This is done via the switch *TSTAT* of the D*PLAN* group when integration is active between the application components *Development Plans* and *Training and Event Management*.
- You do so by entering the numerical ID of the state in this switch. In the standard system, the default entry is 3 *completed* for *state after course attendance*.

Development Plans: Unit Summary

SAP
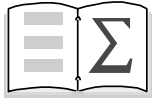
You are now able to:

- **Describe how development plans are structured**
- **Create general development plans**
- **Work through individual development planning scenarios**
- **Evaluate development plans**
- **Make the necessary Customizing settings for development plans**

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Development Plans Exercises

Unit: Development plans

Topic: General and Individual Development Plans

- Practice creating general development plans.
- Work through individual development planning scenarios

The training and development of employees play an important roll in your company. A trainee program was devised for newly appointed employees in the Marketing and Sales area. You now have to map this trainee program in the system.

Note: Replace the place holder ## with your group number.

1 Setting Up a General Development Plan

You want to map the *Sales/marketing group ##* trainee program in the system.

1-1 Create a development plan called *Sales/marketing trainee program group ##* beneath the development plan group *Training programs Training International.* Enter 01.01 as the validity start date, and use the validity end date proposed by the system.

1-2 Create the business event type *Introductory event* as the first step in the plan.

1-3 Specify that the second step in the plan should involve a three-month placement in each of the following organizational units: *##-Marketing, Sales department 1*, and *Sales department 2*. Also specify that at least 2 of the items in this step must be completed.

1-4 The third step in the plan should include the business event types *Communications Course* and *Presentation in the Customer Conversation*. Stipulate that the business event type *Communications course* is a mandatory item.

1-5 Have the system propose the qualifications imparted by the development plan. Accept at least one of the qualifications proposed.

2 Creating an Individual Development Plan

The employee, Ricarda Sanders, participates in the trainee program.

2-1 Assign the general development plan *Sales/marketing trainee program* to Ricarda Sanders' individual development plan from the beginning of the following month.

2-2 Ms Sanders' individual development plan should contain the following items from the general development plan:

- The organizational unit *##-Marketing*
- The organizational unit *Sales department 1*
- The organizational unit *Sales department 2*

Assign the state *Planned* to the general development plan in which Ms. Sanders is participating.
Also assign the state *Planned* to all of the items.

2-3 The individual training for Ms. Sanders should still include the staffing of a position of your choice from your organization department ##-Marketing. This item should start directly after the items in the general development plan have been completed, and should also be assigned the state *Planned*. Ms Sanders should hold the position for 6 months.

Save the individual development plan.

3 Updating the Individual Development Plan

3-1 Ricarda Sanders is now due to start the items *##-Marketing* and *Communications course*. Change the state of the items to *Current*.

Book Ms Sanders onto an available *communications training* business event.

Save the development plan.

4 Updating the Qualifications Profile

4-1 Ms Sanders has now successfully completed all of the items in her development plan. In the *Development Plan History* subprofile, change the state of the development plan in her individual development plan to *Completed successfully*.

Display Ms Sander's qualifications profile, and check to see if it contains the new qualifications.

5 Evaluating Development Plans

5-1 Display a list of all employees who have participated in the development plan item *Communication course*.

Development Plans Solutions

> **Unit: Development plans**
>
> **Topic: General and Individual Development Plans**

1 Setting Up a General Development Plan

1-1 To create a new development plan, choose:

Human Resources → Personnel Management → Personnel Development → Settings → Current Settings → Edit Development Plan Catalog

Alternatively, you can proceed using the IMG:

Choose: *Tools -> Customizing -> IMG -> Edit Project*.

The *Customizing: Execute Project* screen appears. If there is no *HR510 Personnel Development* project IMG, click the *Display SAP Reference IMG* pushbutton, or choose *Goto -> Display SAP Reference IMG*.

If your Customizing Worklist already contains a *HR510* Personnel Development project, select it, and then click the *Display project* pushbutton. The system displays the project IMG.

In the IMG structure, choose *Personnel Management → Personnel Development → Development Plans → Edit Development Plan Catalog*

To create a new development plan beneath the development plan group *Trainee Programs Training International* place your cursor on this development plan group, and either click the *Create* icon, or choose *Entry -> Create*.

In the *Create* popup that appears, place your cursor on the option *Development plan*, and then choose *Enter (Transfer)*.

Enter the name of the new development plan (*Trainee program for marketing/sales group###*).
Enter 01.01 of the current year as the validity start date, and use the validity end date proposed by the system.

Save your entries

1-2 You are in the *Change Development Plan* dialog box.

Click the **Change items** icon (the icon to the right of the *Save* icon).

The *Edit Development Plan Items* screen appears.

The first step in the development plan involves attendance of a business event of the type *Introductory event*.

In the Node Area, click once on the object *Business event type*. Your cursor will change shape (it is now a rectangle hanging from a vertical line).

Click anywhere in the Display Area, and use the possible entries function to select the business event type in question.

1-3 To create items for a new step, proceed as follows:

In the Node Area, click once on the object you wish to insert (*Organizational unit*). The shape of the cursor changes again (see exercise 1-2).

In the Display Area, click anywhere beneath the first step, and use the possible entries function to select the organizational unit in question.

To assign a further organizational unit as an item to this second step, click the object *Organizational unit* in the Node Area again, and in the Display Area, position it beside the existing items for the second step (*Marketing*, for example). Use the possible entries function again to select the organizational unit you want to insert (for example, *Sales department 1*).

Proceed in the same way to insert the third item (*Sales department 2*) in the second step.

Note:
It is always possible to insert an "earlier" step with items.
In this case, simply place your cursor above the items of an existing step in order to insert an item of the earlier step. The steps will be re-numbered in this case.

To specify a duration for an item, click the item once, and choose *Edit* → *Change*. (Alternatively, you can simply double-click the item in question.)
In the *Maintain Item* popup, enter the value 3 in the *Months* fields, and choose *Transfer* (*Enter*). Follow the same procedure for the other items.

To specify that at least 2 of the items in this step must be completed, place your cursor on the 2 (for step 2), and choose *Edit* → *Change*. (Alternatively, you can simply double-click the 2.)
The *Change Number of Mandatory Items* popup appears. In the *Number of mandatory items* field, enter the value 2, and then choose *Transfer*.

1-4 To create items for the third step in the development plan, follow the same procedure as in 1-3, but this time select the appropriate business event type in the Node Area.

To specify that an item is a mandatory item, click the item once, and choose *Edit* → *Change*. (Alternatively, you can simply double-click the item in question.)
In the *Maintain Item* popup, select the option *Mandatory item*, and then choose *Transfer* (*Enter*).

Save your entries, and choose *Development plan* → *Exit*. This takes you back to the *Change Development Plan Catalog* screen.

1-5 To have the system propose qualifications for the development plan *Trainee program for marketing/sales group###* on the basis of the items included in this development plan, place your cursor on this development plan, and choose *Entry - > Change*. (Alternatively, you can simply double-click the development plan.)

Choose the *Qualifications* tab page, and then click the *Propose qualifications* pushbutton. The system proposes the qualifications/requirements (and their corresponding proficiencies) linked to the items in the plan. The values of the proficiencies can be changed.

To delete a qualification, select it, and then click the *Delete qualification* icon.

To add a qualification, choose *Add Qualification*.

Save your entries, and confirm by choosing *Enter.*

2   Creating an Individual Development Plan

2-1   Choose:

*Human Resources → Personnel Management → Personnel Development →
Planning → Individual Development*.

The *Individual Development* screen appears.
Leave the object type as *Person*, and in the input field to the right of it, enter the
employee surname *Sanders*.

Enter the development plan *Sales/marketing trainee program group##* as the model
development plan.

Enter the first day of the following month as the planning start date.

Now choose *Individual planning → Change*, or click the *Change* icon.

2-2   The *Individual Development Planning* screen appears.
The items of the general development plan are displayed on the left-hand side of
this screen.

To copy an item from the general development plan to the individual development
plan, place your cursor on the item in question, and choose *Edit → Change*
(alternatively, simply double-click the item in question).
Select the items *##-Marketing, Sales department 1*, and *Communications course*
from the general development plan.

To assign the state *Planned* to all of the individual items, simply assign the state
Planned to the entire sales/marketing trainee program. A popup appears asking you
if you want to adjust the states of the individual items. Confirm this popup by
clicking *Yes*.

Save your entries, and then choose *Goto → Profile*.

2-3   You are in the *Individual Development* subprofile.
To add more items to the individual development plan, choose *Individual
development → Create* (or simply click the *Create* icon at the bottom).

In the popup that appears, select the object type *Position* by double-clicking it.
Then use the search help to select the position of your choice from your
organizational unit ##-Marketing.. Specify the validity period (6 months) by
entering the appropriate validity start and end dates, and also assign the state
Planned. **Save** your entries.

3 Updating the Individual Development Plan

3-1 You are still in Ms Sanders' *Individual Development* subprofile.
In the *State* field, change the state of the item *##-Marketing* to *Current*.
When you change the state of the item *Communications training* to *Current*, a popup appears asking you if you want to book the attendance. Confirm this popup by clicking *Yes*.

Select a business event in the window that appears, and click the *Book* pushbutton. Click the green arrow to go back to the *Individual Development* subprofile.

*Save* your entries.

4 Updating the Qualifications Profile

4-1 You are still in Ms Sanders' profile.
Select the *Development Plan History* subprofile. Select the development plan *Sales/marketing trainee program*, and choose ***Edit -> Choose*** or click the ***Choose*** icon.

Change the state of the trainee program to *Completed successfully*. Click *Yes* in the popup asking you if you want to add the qualifications imparted by the development plan.

Also click *Yes* in the popup asking you if you want to adjust the states of the individual items.

Save your entries.

Choose ***Goto -> Profile***.

Choose the *Qualifications* tab page.
As you can see, the qualifications imparted by the development plan have been written to the qualifications profile.

5 Evaluating Development Plans

5-1 You are on the *SAP Easy Access* screen. Choose:

Human Resources → ***Personnel Management*** → ***Personnel Development*** → ***Information System*** → ***Reports*** → ***Search*** → ***For Development Plan Item***

Select the object type *Business event type*, and enter the business event type *Communications training* in the input field to the right of it. Use the evaluation period proposed by the system.

Now choose ***Search*** → ***Execute***, or click the ***Execute*** icon.

In the *Find Objects for Development Plan Item* view, the assigned employees are listed per state for you.

Objective Setting and Appraisals

SAP

Contents:

- **Appraisal Process**
- **Evaluation options**
- **Customizing Appraisals**
- **Integration Options**
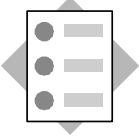
Objective Setting and Appraisals: Unit Objectives

SAP

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

- **Describe the structure of appraisals and the appraisal process**

- **Set up Objective Setting and Appraisals**

- **Perform appraisal process**

- **Evaluate Objective Setting and Appraisals**

- **Describe integration options**

Objective Setting and Appraisals: Business Scenario

SAP
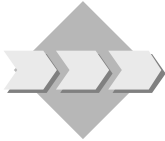
- At your company, annual personnel reviews are held at the end of each year. In each case, an employee's performance is appraised by his or her supervisor.

- In your role as personnel development officer, you are responsible for creating an electronic version of the appraisal sheet (which has only been available in hardcopy form up to now). You also make the appropriate system settings for this.

- In train-the-trainer courses, you show a selected group of people how to work through appraisals. These people are then responsible for passing on this knowledge to others in the company.

Part A: Appraisal Systems

SAP

Contents:

- **Appraisal systems as of 4.5**
- **Appraisal process**
- **Analyzing and evaluating appraisals**
- **Integration options**
- **Customizing appraisal systems**

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- The following information in the first part (part A) relates to the functionality of the appraisal systems that has existed since Release 4.5.
- The second part of the unit (part B) deals with the functionality of Objective Setting and Appraisals that has been available since Release 3.7 Extension 1.10.
- The old functionality of the appraisal systems can also be used with Release 4.7, just as before.
- **It is not, however, possible to use both the appraisal systems and the new Objective Setting and Appraisals.**

SAP

- *One* flexible, internationally applicable appraisal tool for all HR components

- **Definition of different appraisal procedures**

- **Analytical appraisal procedures**

- **Simple Customizing**

- **Evaluation options**

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- *Appraisal Systems* enables you to create appraisal systems, as well as plan, hold, and evaluate appraisals. An appraisal system is a self-contained process that enables you to make formal and standardized appraisals in a business context using one or more templates (appraisal models). This is turn ensures that the appraisals you make are as objective as possible.
- *Appraisal Systems* are used in *Personnel Development, Training and Event Management* and *Personnel Administration*.
- Only analytical appraisal procedures are supported (no comparative ranking procedures).
- Customizing involves only a few activities. At various points in Customizing, customers can use function modules of their own, and in this way tailor the component to their own specific needs.
- It allows you to carry out many evaluations.

Introduction: Objective Setting and Appraisals (2)

- 360° appraisal
- Personnel appraisal
- Training appraisals
- Surveys
- Management by Objectives

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- *Objective Setting and Appraisals* can be useful as a Personnel Development instrument - for example, it enables you to rate employees in a formalized, standardized way on the basis of predefined criteria.
- Personnel appraisals provide information on employees' characters and performance, and can form a reliable basis for planning and making decisions - both for individual employees and for employees as a whole.
- You can also use personnel appraisals to monitor the success of any human resource measures that have been implemented.
- In other words, personnel appraisals can be used to analyze both the past, present, and future.

Information Required for Appraisals

SAP

Who appraises whom?

How to calculate appraisal results?

One appraisal or several subappraisals?

Which appraisal criteria?

Anonymous appraisal?

Period appraised

- The following information is required for appraisals:
  - The appraiser(s) and the appraisee(s) (who appraises whom? Example: supervisor appraises employee)
  - Is the appraisal to be conducted by one or more appraisers? If several appraisers are involved - should only one overall appraisal be generated, or should several independent subappraisals be generated and then merged together into an overall appraisal in a later step?
  - Should the appraisers remain anonymous?
  - Which period is to be appraised? (Example: the previous year for performance appraisals)
  - Which criteria (for example, quality of work, ability to cope with stress, and so on) are to be used for the appraisal? Should these criteria be grouped together into groups? Which scales should be used to rate these criteria (in other words, which proficiencies should be made available for appraising the individual criteria)? Should certain criteria or groups of criteria be weighted more than others? Should the criteria be sorted in a certain way?
  - How should the appraisal results be determined? Should individual criteria (groups) affect the result more than others? If several subappraisals were held, how should the overall appraisal be determined from these subappraisals?

Appraisal Models - The Basis for Appraisals
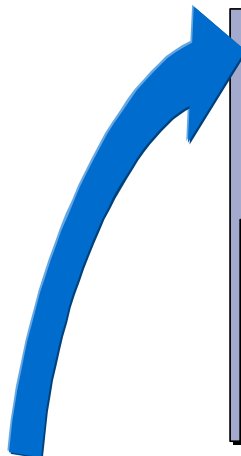
Individual appraisal	Performance appraisal for J. Smith 1999		In process
Supervisor (appraiser)	Helena Camino		
Employees (appraisees)	Johanna Smith		
Period appraised	01.01.1999 to 31.12.1999	Created on	05.01.2000

	Name	Weight	Valuation	Rating text	=weight.	Note
	Individual performance appraisal		4	Good	0,000	
	Performance	2,00	4	Good	8,000	
	Quality of work	1,00	4	Good	4,000	
	Quantity of work	1,00	3	Average	3,000	

Appraisal model

- **Appraisal procedure (analytical)**
- **Form of appraisal (who appraises whom?)**
- **Appraisal type (individual/multisource, anonymous)**
- **Criteria / criteria groups / qualifications**

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- Each appraisal system can contain one or more appraisal models (in the case of personnel appraisals, for example, there might be separate appraisal models for hourly-paid workers and salaried employees).
- An appraisal model is a template for an actual appraisal. In other words, it corresponds to a blank copy of an appraisal sheet.
- During the preparatory phase, the persons responsible have to define the basic conditions that are to apply to the appraisal systems.
  These basic conditions include:
  - Appraisal procedure/method (always analytical)
  - Form of appraisal (who appraises whom? which object type combinations are possible?)
  - Appraisal type (individual or multisource appraisals, anonymous appraisals)
  - The appraisal elements to be rated (criteria groups, criteria, qualifications)
- Appraisal models, criteria groups and criteria are all managed in the appraisals catalog. This can also be called using the *Current Settings* in the SAP EASY ACCESS Menu.

Customizing Checklist: Appraisal Systems

SAP

Integration

- ✓ **Integration with Personnel Administration**

- ✓ **Transfer Appraisals from Personnel Administration**

Appraisal Systems

- ✓ **Edit Form of Appraisal**

- ✓ **Edit Scales**

- ✓ **Define Permissible Functions**

- ✓ **Edit Appraisals Catalog**

- ✓ **Assign Appraisal Model to Personnel (Sub)Area/Employee (Sub)Group**

- In this part of the course, we will now look at the system settings that are relevant to creating appraisal models. Please note that the appraisal types also discussed here are predefined by SAP (in other words, they cannot be customized).
- You make system settings for the *Appraisal Systems* component in Customizing for *Personnel Development* (under the option *Appraisal Systems*).

- **Note:**
  - The old functionality of the appraisal systems can also be used with Release 4.7, just as before.
  - It is not, however, possible to use both the appraisal systems and the new Objective Setting and Appraisals.
  - If the new Objective Setting and Appraisals is set up, then the system settings mentioned above are irrelevant.

Form of Appraisal

SAP

Who appraises whom?

Form of Appraisal

- **Role of appraiser and appraisee**
- **Allowed object type combinations for appraiser and appraisee**

→ **Assign to appraisal model**

Appraisals appraisal

Appraisal	Form of Appraisal	Appraiser	Appraisee
1	Performance appraisal	Supervisor	Employee

A..	A..	Evaluation..	....
P	P		
P	US		
US	P		
US	US		

Allowed combinations

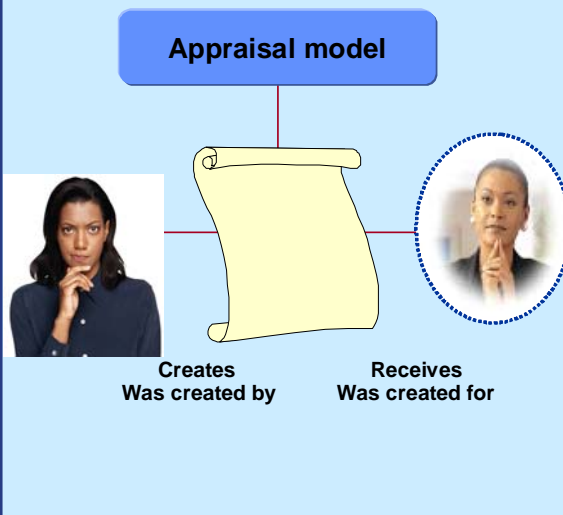|	Appraiser:	Appraisee:
Role:	Supervisor	Employee
Object type combinations:	Person Person the user the user	Person the user Person the user

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■ A form of appraisal contains information on:

- Who is the appraiser and who or what is the appraisee (for example, supervisor and employee, or attendee and business event)
- Which object types are allowed as appraiser and which as appraisee (for example, only the object type *Person* is allowed in both cases)
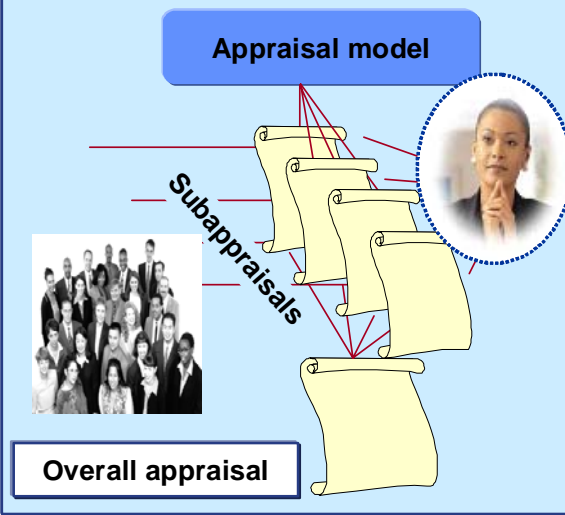- Evaluation paths for generating "to-do" lists for object groups (optional)

Appraisal Type

- Individual appraisal
- Anonymous individual appraisal
- Multisource appraisal
- Anonymous multisource appraisal

Individual appraisal

Appraisal model

Creates
Was created by

Receives
Was created for

Multisource appraisal

Appraisal model

Subappraisals

Overall appraisal

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- Individual appraisal: Appraisal type where one or more appraisers appraise one or more persons or objects at once. In this case, only **one** appraisal is created.
- Multisource appraisal: Appraisal type involving several appraisers, where each appraiser appraises one or more persons or objects. Each appraiser creates a separate subappraisal. An overall appraisal is then created on the basis of these subappraisals. The various subappraisals might have different weightings - the weighting determines the extent to which the subappraisal affects the overall appraisal.
- If the appraisal is an *anonymous individual appraisal*, no information is stored on the appraiser(s).
- If the appraisal is an *anonymous multisource appraisal*, only the total number of appraisers is stored (but no further information on the appraiser(s)).

Note:
- These four appraisal types are predefined by SAP in the standard delivery, and cannot be changed.

Scales for Appraisals

Quality scales

- **Fixed ratings (proficiencies)**
- **User-defined names and descriptions for proficiencies**
- **Examples:**
  - **Language scale with the ratings (proficiencies) *Basic knowledge*, *Average*, and *Fluent***
  - **Yes/No scale with the proficiency *Yes***
  - **5-point scale with a user-defined name for each proficiency**

Quantity scales

- **Scale defined by minimum/maximum, interval range, and unit**
- **Used for covering large value ranges**
- **Examples:**
  - **Scale with the unit *Points*, a value range from 0 to 1,000,000 and an interval range of 10**

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- Two different types of scale can be used in the *Objective Setting and Appraisals* component:

  - Quality scales:

    If the scale is a quality scale, you must define and name every individual proficiency. Each scale can contain up to 9999 proficiencies, and each of these can have a user-defined proficiency description. Quality scales can be used for both *Qualifications and Requirements* and *Appraisal Systems*. Unlike the *Qualifications and Requirements*, it is possible for quality scales to have a proficiency of *0* in the *Appraisal Systems*. The proficiency *0* should always be used to mean "does not exist." You can store descriptive texts for the individual proficiencies of a quality scale. These proficiency texts can be passed on to the appraisal elements (appraisal model, criteria groups and criteria) or overwritten, as required.

  - Quantity scales:

    If a scale is a quantity scale, you define the minimum and maximum proficiencies, the interval range and the unit to be used for rating the proficiencies.
    When you define quantity scales, you can use values with up to 12 places before the decimal point and 3 places after the decimal point.
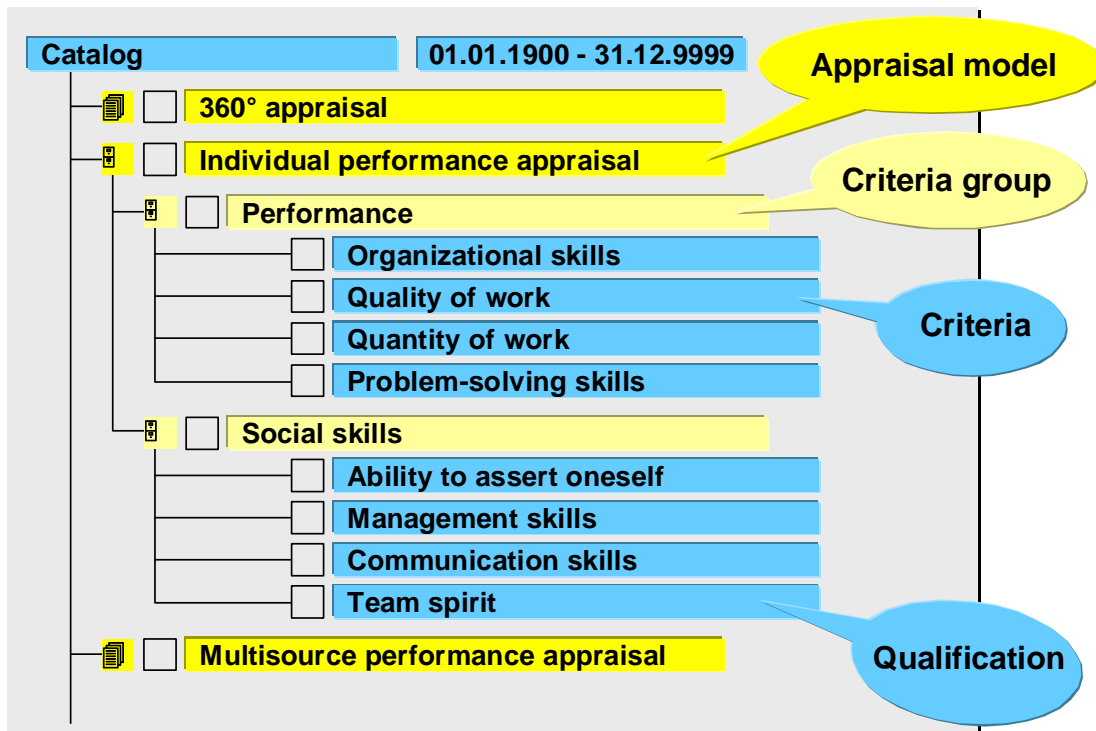   You can also specify a proficiency of *0*.
    Quantity scales can only be used for the *appraisal systems*, not for *qualifications or requirements*.

Define Permissible Functions

SAP

Function modules for results calculation and follow-up

	Use	Name of function module	Short text
	Result - appraisal model	RHPA_CALC_VALUE_ADD	Total
	Result - appraisal model	RHPA_CALC_VALUE_AVERAGE	Average
	Result - appraisal model	RHPA_CALC_VALUE_PERCENTAGE	Percent
	Result - criteria group	RHPA_CALC_VALUE_ADD	Total
	...	...	...
	Result - qualification	RHPA_CALC_VALUE_ADD	Total
	...	...	...
	Further processing of subapp.	RHPA_APP_PROCESS_PART_LAST	Use result of last subapp. as over.
	Further processing of overall app.	RHPA_APP_PROCESS_FINAL_COMPENS	Adjust remuneration
	...	...	...

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- In this step, you specify what function modules are available for appraisal systems for

  - results calculation (for appraisal model, criteria group, criterion and qualifications)
  - further processing subprofiles
  - further processing completed individual and overall appraisals

- In addition to the function modules delivered in the standard system, you can integrate your own function modules. Function modules are assigned a specific use so that only relevant modules are offered for the various Customizing activities.
- You must specify a name for each function module. This name can be translated into different languages.

Appraisals Catalog

Catalog	01.01.1900 - 31.12.9999

Appraisal model

☐ 360° appraisal

☐ Individual performance appraisal

   ☐ Performance

Criteria group

      ☐ Organizational skills

      ☐ Quality of work

      ☐ Quantity of work

Criteria

      ☐ Problem-solving skills

   ☐ Social skills

      ☐ Ability to assert oneself

      ☐ Management skills

      ☐ Communication skills

      ☐ Team spirit

☐ Multisource performance appraisal

Qualification

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- Appraisal elements are managed in the appraisals catalog. The appraisals catalog contains all of the appraisal models that can be used as templates for creating actual appraisals.
- An appraisal model contains a number of criteria, criteria groups or qualifications, and is used as a template for creating an actual appraisal.
- Criteria groups, criteria and qualifications can used more than once (for example, they might be used in different appraisal models). If this is the case, any changes you make to their attributes will affect all occurrences of the object in question.
- By generating a where-used list, you can find out how often - and where - an appraisal element is used.
- A translation function is also available - this means that you can use the appraisals catalog in different languages.
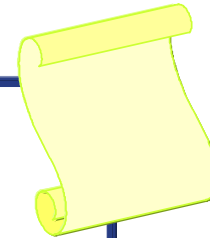
Appraisal Elements

SAP

Object types allowed in an appraisal model:

- **BG - Criteria group**
- **BK - Criterion**
- **Q - Qualification**

Possible nesting options for appraisal elements:

Appraisal model
- **Criterion**
- **Qualification**
- **Criteria group**
- **Criteria group**
  - **Criterion**
  - **Qualification**
    - **Criterion**
- **Qualification**
  - **Criterion**

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- *Criteria* are the individual factors that are to be rated in an appraisal. A criterion can be assigned to an appraisal model, criteria group or qualification, but not to another criterion.
- *Criteria groups* are used to structure appraisal models. They must be assigned directly to the appraisal model, and cannot be nested. It is possible to rate criteria groups. The use of criteria groups is optional.
- You can also use the object type *Qualification* in an appraisal model (in addition to the object types *Criteria group* and *Criterion*).
- You can use *qualifications* as appraisal elements in an appraisal model (instead of criteria groups or criteria). You can use all of the qualifications defined in the qualifications catalog.
- **Note:**
  You still have to edit and manage all qualifications in the qualifications catalog. Qualifications can therefore only be included in an appraisal model using the function *Existing Appraisal Element*. You cannot create qualifications in the appraisals catalog.
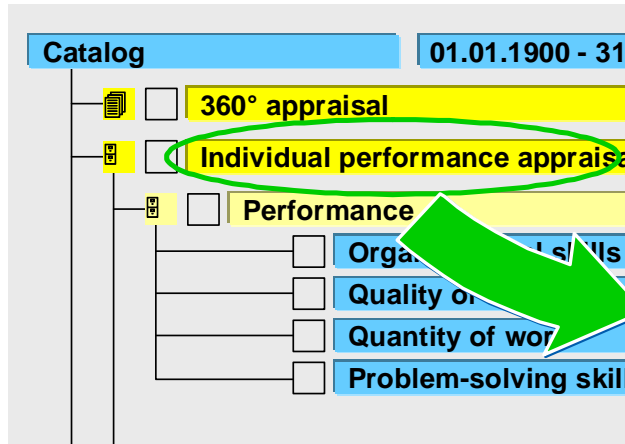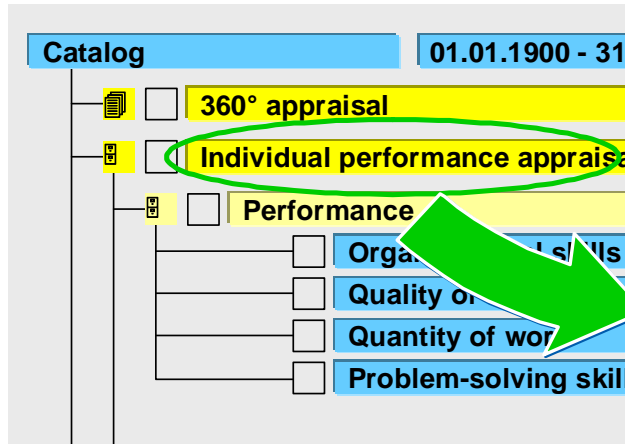

Appraisal model

- *Appraisal model*
  Name, description and validity period
  Form of appraisal

  A   Appraisal type

- *Additional data*
  Type of numbering

- *Processing*

  Follow up of the results

  Processing partial results

  Editing stored appraisals

  Authorization only to create an appraisal

- *Result*
  Rating scale
  Input control
  Calculation procedure for result
  Notes - yes/no Proficiencies
  Proficiency descriptions

Catalog   01.01.1900 - 31

360° appraisal

Individual performance appraisa

Performance

Orga... l skills

Quality o...

Quantity of wor...

Problem-solving skill...

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- The following information is stored in an *appraisal model*:

  - The name and validity period of the appraisal model (and, if required, a description of the appraisal model)
  - The form of appraisal (who appraises whom?) and the appraisal type (individual or multisource appraisal? anonymous appraisal?)
  - The way in which the appraisal elements are numbered when an actual appraisal is generated
  - Processing: You can store *specifications* for how appraisal results should be followed up (should they be passed on to Compensation Management, for example, or should the appraisee's qualifications profile be updated?).
    Further processing of subappraisals (for example, should the overall appraisal be determined by calculating the average of the subappraisals) is only applicable for the appraisal types *Multisource appraisal* and *Anonymous multisource appraisal*.
    You can select function modules for follow-up processing of appraisal results or for processing subappraisals and overall appraisals. These funciton modules were set up for this purpose in Customizing for Personnel Development under *Appraisal Systems -> Define Permissible Functions*.
  - Whether only one appraisal may be created in an appraisal period for a combination of appraiser, appraisee, and appraisal model.
  - Under *Further processing,* you can specify whether archived (completed, approved, or rejected) appraisals of an appraisal model may be deleted or edited.

In this way, you can override the SAP default setting that prevents deletion or status resetting per appraisal model.
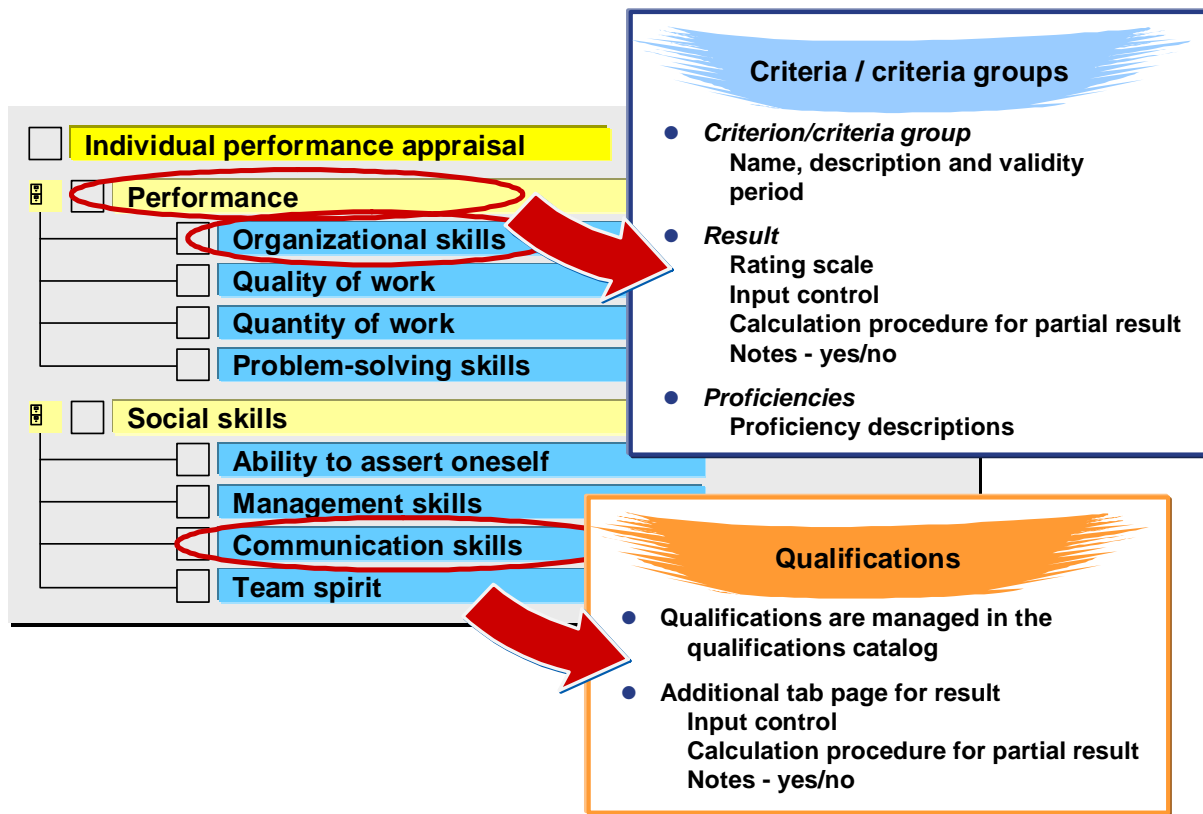
Appraisal Model (2)

Catalog 01.01.1900 - 31

360° appraisal

Individual performance appraisa

Performance

Orga... l s...lls
Quality o...
Quantity of wor...
Problem-solving skill...

Appraisal model

- *Appraisal model*
  Name, description and validity period
  Form of appraisal A   Appraisal type
- *Additional data*
  Type of numbering *r*
- *Processing*
  Follow up of the results
  Processing partial results
  Editing stored appraisals
  Authorization only to create an appraisal
- *Result*
  Rating scale
  Input control
  Calculation procedure for result
  Notes - yes/no Proficiencies
  Proficiency descriptions

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- In addition, the following information is stored per *appraisal model*:

  - Scale for the results (quality scale or quantity scale)
  - Input control for the result of the appraisal (optional input, required input, no input)
  - The calculation procedure for determining the result (manual, totals, average, percentage, other):
    The option *Other* includes any customer-specific function module used to calculate the result.
    Here, the function modules are chosen that were set up for results calculation in Customizing for
    Personnel Development under *Appraisal Systems -> Define Permissible Functions*.
  - Whether or not you can enter notes
  - Individual proficiency texts if the descriptions stored for proficiencies of the quality scale are not to be
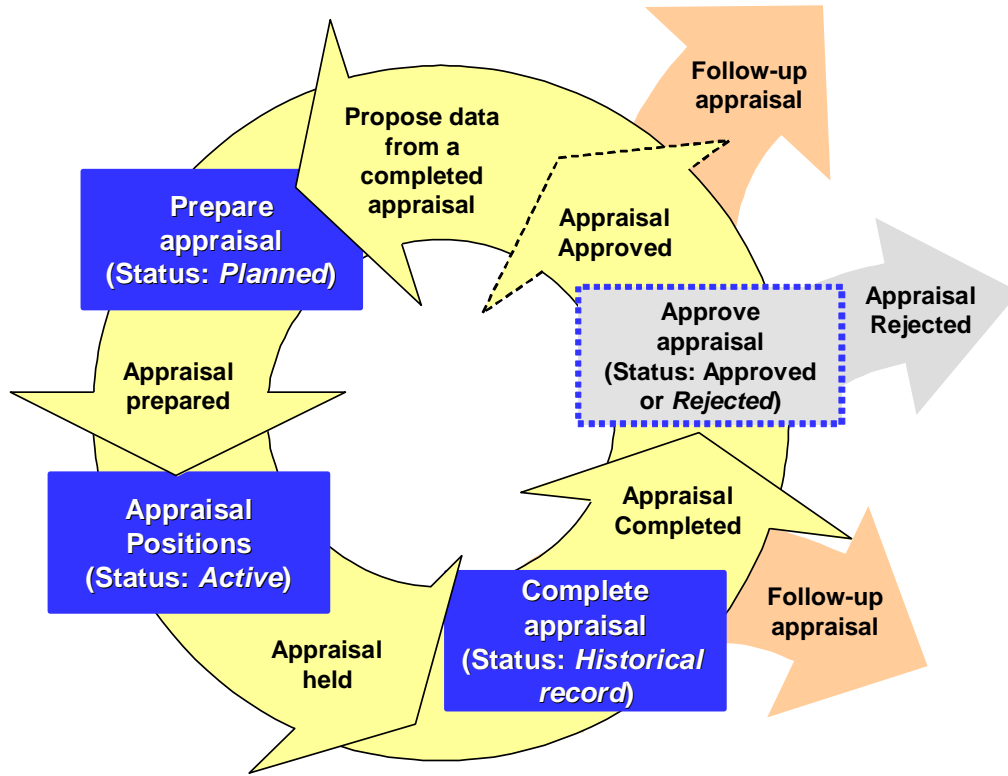   passed on (transferred).

Appraisal Model (3)

Individual performance appraisal

Performance
- Organizational skills
- Quality of work
- Quantity of work
- Problem-solving skills

Social skills
- Ability to assert oneself
- Management skills
- Communication skills
- Team spirit

Criteria / criteria groups

- *Criterion/criteria group*
  Name, description and validity period

- *Result*
  Rating scale
  Input control
  Calculation procedure for partial result
  Notes - yes/no

- *Proficiencies*
  Proficiency descriptions

Qualifications

- Qualifications are managed in the qualifications catalog

- Additional tab page for result
  Input control
  Calculation procedure for partial result
  Notes - yes/no

- The following information is specified for *criteria groups* and *criteria*:
  - The name, validity period (and, if applicable, a description)
  - The scale, input control details, and calculation procedure for determining the result
  - Whether or not you can enter notes
  - Individual proficiency texts if the scale descriptions stored are not to be passed on (transferred).
- You can only use the options *Manual* and *Other* as calculation methods for criteria. However, for criteria groups you can use the same options as for the appraisal model (*Manual*, *Total*, *Average*, *Percentage*, and *Other*) since you can calculate the overall result on the basis of the results of the corresponding criteria/qualifications.
- You create and manage qualifications in the qualification catalog. You can also access qualifications on the *Result* tab page in the appraisals catalog. On this tab page, you can make specifications regarding input control and the calculation method for the result. Remember, though, that a result scale has already been assigned to the qualifications (inherited from the qualification group) - you cannot change this scale in the appraisals catalog.
- On the *Proficiencies* tab page, you can specify further details for the proficiencies of the scales used (quality scales only) for the appraisal elements *appraisal model*, *criteria* and *criteria groups*. These texts will help the appraisers when they come to hold the appraisal. In the case of qualifications, you must create the proficiency texts in the qualifications catalog.
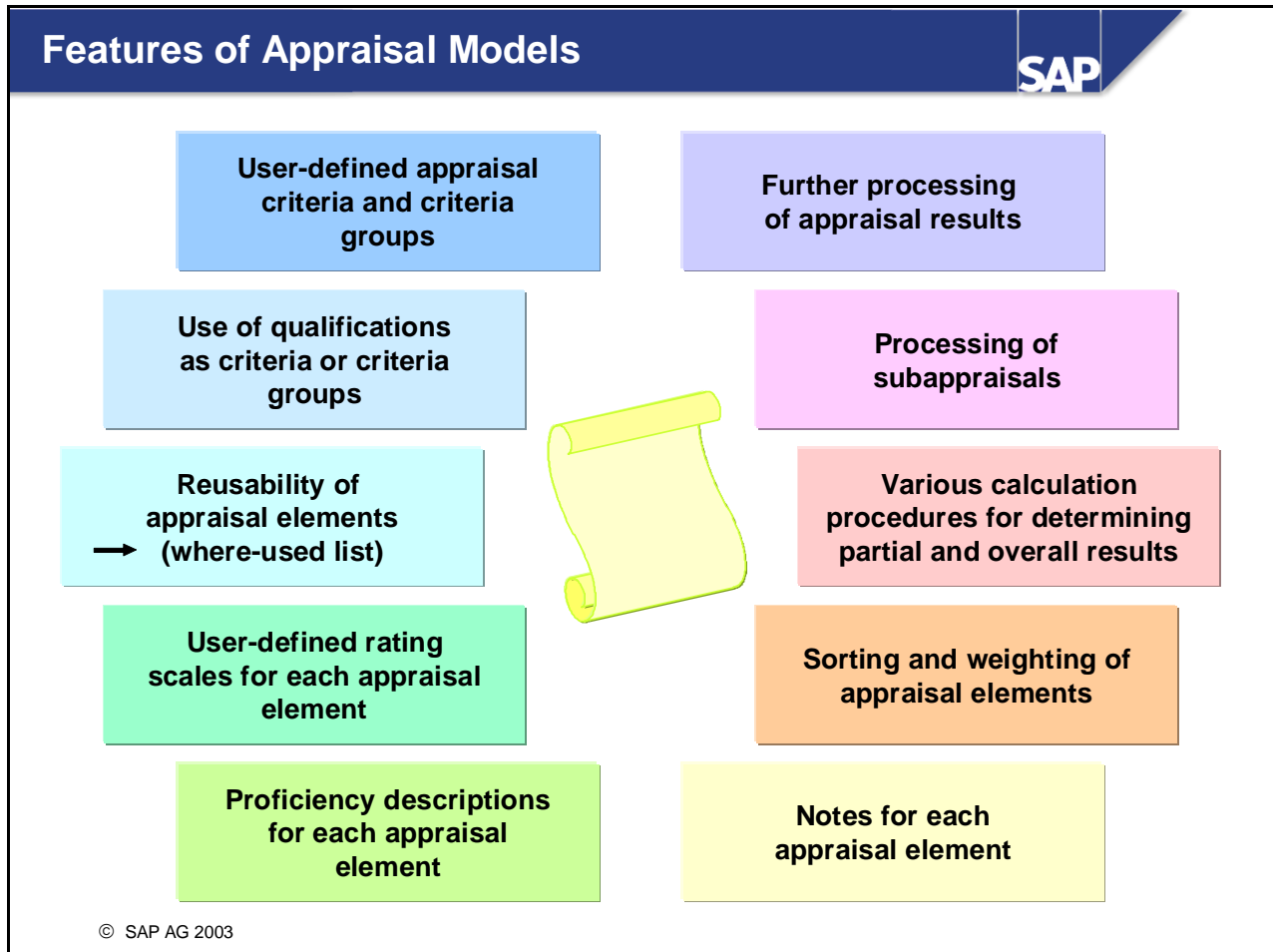
Features of Appraisal Models

SAP

User-defined appraisal criteria and criteria groups	Further processing of appraisal results
Use of qualifications as criteria or criteria groups	Processing of subappraisals
Reusability of appraisal elements ➜ (where-used list)	Various calculation procedures for determining partial and overall results
User-defined rating scales for each appraisal element	Sorting and weighting of appraisal elements
Proficiency descriptions for each appraisal element	Notes for each appraisal element

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- Criteria groups, criteria and qualifications can used more than once (for example, they might be used in different appraisal models.
  If this is the case, any changes you make to their attributes will affect all occurrences of the object in question.
  To insert existing appraisal elements in an appraisal model, choose *Entry ? Enter?* Existing appraisal element. By generating a where-used list, you can find out how often - and where - an appraisal element is used.
- You can also specify how the appraisal elements within an appraisal model should be weighted and sorted.
  If you do not specify this information explicitly, the appraisal elements at each level will be sorted alphabetically, and the standard weighting of 1.00 will be used.
- If you create an appraisal model, you can generate a preview of the appraisal this gives rise to in the appraisals catalog.

Appraisal Process

Propose data from a completed appraisal

Prepare appraisal (Status: *Planned*)

Appraisal prepared

Appraisal Positions (Status: *Active*)

Appraisal held

Complete appraisal (Status: *Historical record*)

Appraisal Completed

Approve appraisal (Status: Approved or *Rejected*)

Appraisal Approved

Appraisal Rejected

Follow-up appraisal

Follow-up appraisal

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■ The appraisal process is divided into various stages. Status management is used to map these stages.

- *1. Preparation*
  The first stage in the process involves preparing the appraisal. In this stage, you define planning data (such as the period to be appraised and the objects involved).
  You can copy planning data from an appraisal that has already been completed. When you complete preparation of the appraisal, you move on to the second stage.
- *2. Holding*
  This is where the actual appraisal is performed. You specify the date on which the actual appraisal was created (held). You can enter notes for every appraisal element.
      When you have finished holding the appraisal, you move on to the third stage.
- *3. Complete*
      On completion of the appraisal, it is archived and may not be changed again. There are control parameters in Customizing to specify whether changes may be made to archived appraisals.
- *4. Approval Process*
  Finally, an approval process can take place, supported by a workflow.
- *5. Follow-up*
      You can carry out follow-up actions for a completed/approved appraisal (pass on the appraisal results to Compensation Management, for example).

Preparing an Appraisal

Initial Screen:

- *"Create Appraisal"* menu option
- *Appraisals where appraisee* subprofile
- *Appraisals where appraiser* subprofile

Example
- Performance appraisal
- Performance appraisal Mr Klein
- 01.01.2004 - 31.12.2004
- Appraiser: Appraisee:
  Helena Groß   Markus Klein

Make preparations

- **Select appraisal model**
- **Specify period to be appraised**
- **Select appraiser and appraisee**

Complete preparations

- **Save your preparations**
- **Complete your preparations**
- **Hold the appraisal**

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- During the preparatory stage, you have to enter a range of information that is required for holding the appraisal.
  The appraisal is prepared by a person specially commissioned to do so - this person does not necessarily have to be one of the appraisers.
- You can access this stage of the appraisal process via the corresponding menu option, or from either the *Appraisals where appraisee* or *Appraisals where appraiser* subprofiles.
- You specify the following information in the preparatory stage:
  the appraisal model, the appraiser(s), the appraisee(s) and, if applicable, the period during which the appraisal must be created (held).
- In the case of non-anonymous appraisal types, you can flag the *Anonymous appraiser* option to specify that no information on the appraiser(s) should appear when the appraisal is displayed. Unlike anonymous appraisal types, information is actually stored on the appraisers in this case. This information is simply not displayed in the appraisal, but it can be used for reporting purposes.
- There are three ways of completing the preparatory stage:
  - Save your preparations: you can still change this data later The preparation can later be changed.
  - Completion of the preparation (changes no longer possible)- Direct execution of the appraisal (only for individual appraisal).
- You can copy data from an appraisal that has already been completed.

Generating a "To-Do" List

SAP

Appraisals appraisal
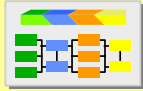
Appraisal	Form of appraisal	Appraiser	Appraisee
1	Business Event Appraisals	Attendee	Business event

Allowed combinations

A..	A..	Evaluation..	Evaluation..	....
P	E	B025	A025	

Generate a "to-do" list: prepare appraisals centrally

Individual appraisal	Business Event Appraisals	
Period appraised	01.05.2004	to	31.05.2004

◎ Attendee (appraiser)   ⦿ Business event (appraisee)

Business event	50013554	Business English 1

Attendee

Name	Type	A	
Roberta Centerola	Person	☐	
Johanna Smith	Person	☐	
Pierre Dubois	Person	☐	

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- You can also prepare appraisals centrally. You can generate a "to-do" list containing objects for which appraisals have to be prepared.
  You can determine whether an object to be appraised should be specified and appraisers found for this object, or whether an appraiser should be specified and the corresponding objects to be appraised should be found.
- If you wish to generate a "to-do" list, you must ensure that suitable evaluation paths have been assigned to the appraisal model in the form of appraisal.
- You can only use the "to-do" list functionality for appraisal models with the form of appraisal *Individual appraisal*. In each case, only one appraiser and one appraisee should be involved in the appraisal.
- *Examples:*
  - Preparation of business event appraisals
  - Preparation of performance appraisals for the employees in an organizational unit

Holding Appraisals

	Name	Weight	Valuation	Rating text	=weight.	Note
	Individual performance appraisal		4	Good	0,000	
	Performance	2,00	4	Good	8,000	
	Quality of work	1,00	4	Good	4,000	
	Focus on customers	1,00				
	......	......	......			

Individual appraisal: Performance appraisal — In process
Supervisor (appraiser): Helena Groß
Employees (appraisees): Markus Klein
Period appraised: 01.01.2004 to 31.12.2004 Created on 05.01.2005

Proficiencies of the scale used

If quality scale, proficiency descriptions can be displayed

....
Average

Makes good suggestions, and is actively involved in increasing customer satisfaction

....

Scale: 5-point scale

Maximum
Low
Below average
Average
Good
Very good

Description

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- Once you have specified information for the appraisal, you go on to collect information on the persons to be appraised, and then you actually hold the appraisal.

- You can hold an appraisal
  - Directly from the preparation screen
  - From the subprofiles
  - By processing/evaluating appraisals.

- The system proposes today's date as the appraisal date.
- The individual appraisal elements can be rated in accordance with the appraisal model specifications. If appraisal elements are rated using a quality scale, it is possible to display the proficiency descriptions for this scale.
  The weighting, rating entered, and the weighted result of this rating are displayed for each appraisal element.
- If you have made the appropriate specifications in the appraisal model, you can also enter notes for the individual appraisal elements.
- You can save the appraisal, and continue to edit it at a later time.

- If you do not wish to hold an appraisal online in the system, you can print out an appraisal sheet, and enter the appraisal results here first. You might do this for an annual performance review, for example. If you wish to do this, though, you must have completed preparation of the appraisal in the system.

- ■ Various options are available for printing out the appraisal sheet:
  - • You can use checkboxes instead of text lines for rating appraisal elements using a scale with 9 or less proficiencies
  - • You can enter notes for each appraisal element (if this is allowed in the corresponding appraisal model)
  - • You can also print out a legend with the descriptions of each appraisal element, the proficiencies of the scales used, or the corresponding proficiency descriptions
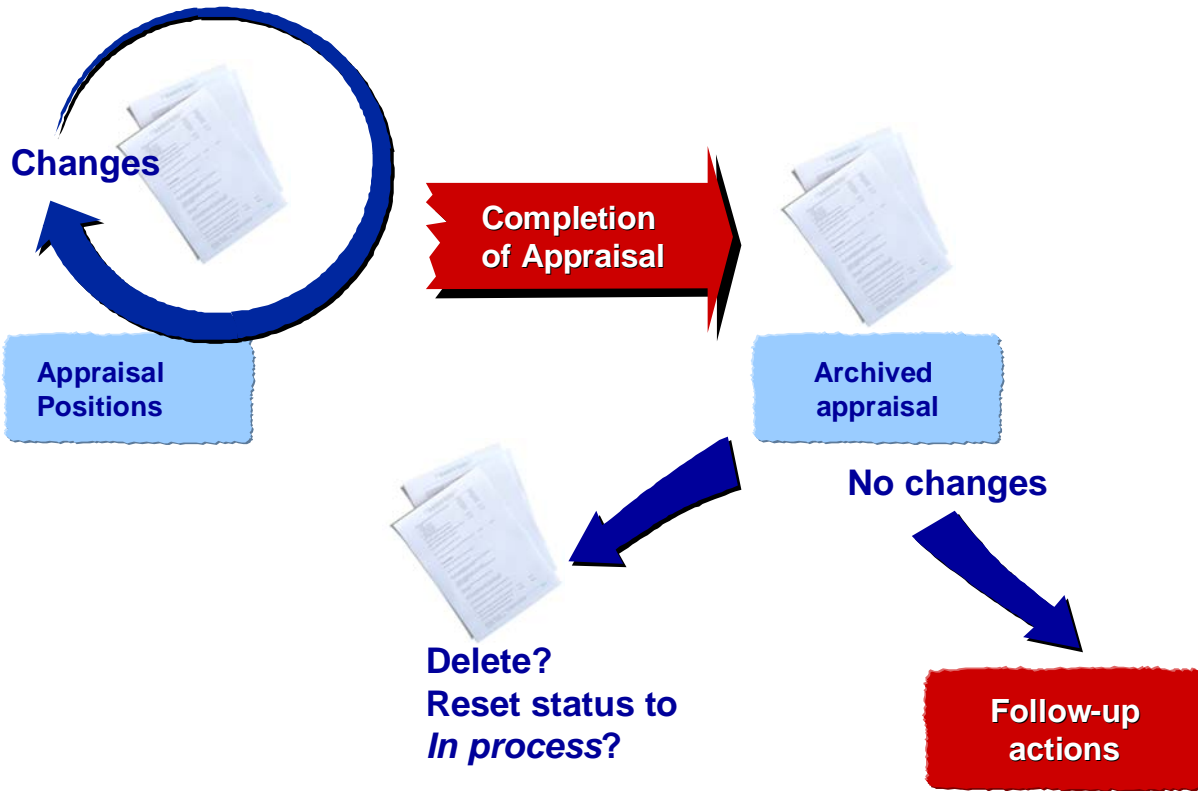
Subprofiles for Appraisals

Person is appraisee

Person is appraiser

			Appraisals where appraisee			Appraisals where appraiser		
Name	Final result	Rating text	Note	Status	Created on	Start
Performance appraisal 2003	3	Average		Completed		
Performance appraisal 2004	4	Good		In process		

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- You can display the appraisals in which a person has been involved (either in the role of appraiser or appraisee) from that person's profile.
- The *Appraisals where appraisee* subprofile contains appraisals where the person was appraised. The *Appraisals where appraiser* subprofile contains the appraisals where the person acted in the role of appraiser.
- You can also use these subprofiles to create and edit appraisals.

Completing Appraisals

Changes

Completion of Appraisal

Appraisal Positions

Archived appraisal

No changes

Delete? Reset status to *In process*?

Follow-up actions

- Once you have held an appraisal, you now have to complete it.
  When you complete an appraisal, it is historically recorded and cannot be changed.
- Exception: You can make a setting per appraisal model to specify that the status of completed appraisals can be changed back to *In process*. This means that you can make changes to the appraisal again. You can also specify whether it is possible to delete completed appraisals.
- Once an appraisal has been completed, you can carry out follow-on actions (such as passing on appraisal results to Compensation Management, or updating a person's qualifications profile on the basis of the appraisal results).

Excursion: Multisource Appraisals

Appraisal type
- **Multisource appraisal**
- **Anonymous multisource appraisal**

Supervisor

Employee

Assignment

Employee

Subappraisals

Overall appraisal

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Appraisal model

Specifications for generating overall appraisal

Generate overall appraisal automatically from subappraisals

- Overall result using average
- Calculate overall result on basis of last subappraisal
- Customer-specific function module

No specifications for generating overall appraisal

Generate overall appraisal manually

- In multisource appraisals, several appraisers each appraise one or more persons or objects. Each appraiser creates a separate subappraisal. An overall appraisal is then created on the basis of these subappraisals. Example of multisource appraisals include 360° appraisals, or an anonymous appraisal of a supervisor by the employees in the supervisor's department.
- You can use the appraisal type *Multisource appraisal* and *Anonymous multisource appraisal* for multisource appraisals. These appraisal types can then be assigned to appropriate appraisal models. If the appraisal is an *anonymous multisource appraisal*, only the total number of appraisers is stored (but no further information on the appraiser(s)).
- The appraisal model specifies how the overall appraisal should be derived from the subappraisals. The standard system provides the following methods for this:
  • Calculate overall result on basis of average
  • Calculate overall result on basis of last subappraisal
  • Entering the overall result manually

- When you prepare a multisource appraisal, you can specify a period within which each appraiser should hold his/her subappraisal. You can also specify an individual weighting factor for each appraiser - this will determine how this appraiser's appraisal affects the results of the overall appraisal.
  In the standard system, this weighting is only taken into account in the *Average* calculation method.
- Multisource appraisals and their subappraisals are held in the same way as individual appraisals.
- When the last subappraisal is completed, the calculation method specified in the appraisal model is used to generate the overall appraisal.

- If you have not specified how the overall appraisal should be determined, one of the appraisers will have to generate the overall appraisal manually.
  This is, however, only possible when the lasz subappraisal has been completed.
- This is historically recorded by completing the overall appraisal.

Workflow Support for Appraisals

Workflows are used for the approval of appraisals

Change appraisal, and complete appraisal

Start workflow

Receives appraisal

Declines

Accepts

Receives reaction of appraisee

Receives reaction of appraisee

Further processing

Appraiser   **Appraiser**   **Appraiser**   **Line manager**
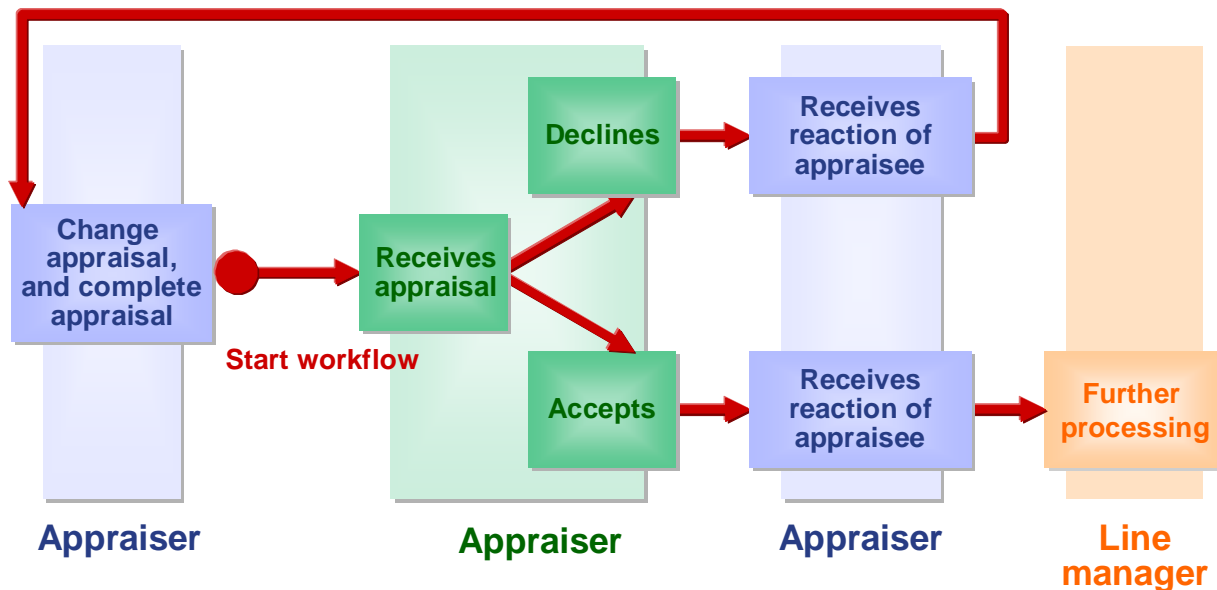
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- A standard workflow is available for approving appraisals.
  Approval of appraisals is only possible with this workflow.
- Once an appraiser has held and completed an appraisal, the appraisal can be passed on to the appraisee for approval. The appraisee can view the appraisal, and decide whether he/she wishes to approve or reject the appraisal.
  If the appraisee rejects the appraisal, the appraisal is automatically put back in the status *In process* so that the appraiser can review it.
  After approving the appraisal, different further processing steps can be performed.
- **Note:**
  The setting regarding whether or not the status of completed and rejected appraisals can be changed back to *In process* (which means that you can make changes to these appraisals again) is made for the appraisal model.
  You can also specify there whether it is possible to delete approved or rejected appraisals.

Following Up Appraisals

SAP

Follow-up actions

Archived Appraisal

✔ • **Plan next holding of appraisal**
✔ • **Further processing of appraisal results**
   • **Pass on to Compensation Management**
   • **Update qualifications profile**

➡ **Function modules for further processing**

✔ RHPA_APP_PROCESS_FINAL_COMPENS	**Adjust remuneration**
✔ RHPA_APP_PROCESS_FINAL_QUALI	**Update qualifications profile**

- When an appraisal (individual or multisource) has been completed (with or without an approval step), you can carry out follow-on actions:
  - If you hold appraisals at regular intervals, you can use the completed appraisal to plan the next session of appraisals
  - The appraisal results can be processed further automatically

- The standard system comes with the following further processing steps for appraisal results:
  - When an appraisal is completed, the appraisal results can be passed on automatically to Compensation Management
  - An update of the qualifications profile of the appraisee can occur when completing an appraisal.

- Function modules are used to work through these further processing steps.
- You specify whether or not further processing should take place for an appraisal (and, if so, which form of further processing) in the corresponding appraisal model.
  You can enter the function modules to be used for further processing in the *Follow-up* section of the *Processing* tab page.

- **Note:**
  If you wish to use the *Adjust remuneration* further processing option, you must have defined a matrix guideline in Compensation Management Customizing.

■ You can also create function modules of your own for following up appraisals.
The function module *RHPA_APP_PROCESS_FINAL* is delivered for this reason. You can use this
function module as a copy template.

Selection Screen for Appraisals

SAP

Appraisal model _____ ▼⇨

More selection criteria ▼⇨

Period appraised _____ to _____

Period created _____ to _____

Objects involved

  Appraiser

    | Person | | CAMINO | ▼⇨

              ◉ AND

  Appraisee   ◯ OR

    _____   _____ ▼⇨

☐ Without appraisal   ☐ Display existing

Appraisal status

  ☐ In preparation   ☐ In process

  ☐ Completed   ☐ Approved   ☐ Rejected

☐ Individual and overall appraisals   ☑ Subappraisals

Combinable selection criteria

Example

- All appraisals prepared for an appraiser
- All 2004 appraisals that have not yet been completed

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- Various reporting options are available for appraisals. These enable you to find, display, and evaluate all of the appraisals that were created.
  When you want to change an appraisal, you access it via the same selection screen.
- You can choose and combine a range of selection criteria (for example, appraisal model, period to be appraised, status of appraisals, and so on) to help you select appraisals.
- If you combine different selection criteria (appraisal model and period to be appraised, for example), the criteria are connected by an AND operator.
  If you select several options of the same selection criterion (if, for example, you select the appraisal statuses *In preparation*, *In process*, and so on), these are connected with an OR operator.
- The *More selection criteria* option enables you to select appraisal elements from the appraisals catalog, and to enter further details regarding the proficiencies that you require. This means that you can search for persons who have attained a certain minimum rating for the appraisal elements selected. If you combine information on several appraisal elements, this information is connected by means of an AND operator.
- Using the *With no appraisal* function, the evaluation of objects that still do not contain an appraisal is restricted. The *With no appraisal* function requires the appraiser and/or appraisee to be specified. The status *With no appraisal* always applies to a specific data selection period. If you flag both the *With no appraisal* and *Display existing* options, then the list that is generated will contain all objects with and without an appraisal that also fulfill the other selection criteria. The *Display existing* option can only ever be used in conjunction with the *With no appraisal* option.

Evaluating and Changing Appraisals: Results List

SAP

List   Edit   Goto   View   Settings   System   Help

Evaluate Appraisals

Ranking lis

Evaluate Appraisals

Appraisal model	Performance appraisal
Period appraised	01.01.2004 - 31.12.2004
Appraiser	Paul Smith
AND	
Appraisee	All
Appraisal status	All Individual and overall appraisals

Appraiser	Appraisee	Status	Appraisal	Start	End
Tom Smith	Frank Farmer	In process	Perform.	01.01.2004	31.12.2004
Tom Smith	Lisa Fischer	In process	Perform.	01.01.2004	31.12.2004
Tom Smith	Rosa Lee	In process	Perform.	01.01.2004	31.12.2004
Tom Smith	Anja Müller	In process	Perform.	01.01.2004	31.12.2004
Tom Smith	Ricarda Sanders	In process	Perform.	01.01.2004	31.12.2004
Tom Smith	Hanna Ulrich	In process	Perform.	01.01.2004	31.12.2004

Evaluate appraisals:
- **Qualifications**
- **Compare**
- **Determine average**
- **Ranking list**
- **...**

Change appraisals:
- **Change**
- **Delete**
- **...**

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- The system generates a results list on the basis of the selection criteria you specify. You can perform a range of reporting options from this list.
  For example, you can compare appraisals with each other, or you can calculate the average of appraisals.
- If you are in Edit mode, you can also go in and edit the appraisals. This means that you can hold appraisals that have already been prepared or change appraisals.
- New appraisals can be created using a completed appraisal as the template. The information from the template is thereby accepted as the default values for the preparation of the new appraisal.
- You can determine the average result of several appraisals, even if they were held by different appraisers, or involved different appraisees.
  However, it normally only makes sense to calculate the average of appraisals that are based on the same appraisal model.

Ranking Appraisals

SAP

List   Edit   Goto   View   Settings   System   Help

Appraisals: Ranking list

Ranking list

Call graphic display

Appraisee	Appraiser	Appraisal	Rating	Rating text	Start	End
Lisa Fischer	Tom Smith	Perform.	5	Very good	01.01.2004	31.12.2004
Rosa Lee	Tom Smith	Perform.	5	Very good	01.01.2004	31.12.2004
Anja Müller	Tom Smith	Perform.	4	Very good	01.01.2004	31.12.2004
Ricarda Sanders	Tom Smith	Perform.	4	Good	01.01.2004	31.12.2004
Hanna Ulrich	Tom Smith	Perform.	3	Average	01.01.2004	31.12.2004
Fred Noone	Tom Smith	Perform.	3	Average	01.01.2004	31.12.2004

Listing of appraisals according to their rating

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- This function lets you determine a ranking list for several appraisals. Objects in the ranking list are sorted by rating. You can use this function, for example, to identify top performers among the employees in an organizational unit.
  It only makes sense to compare appraisals that are based on the same appraisal model.

- You call this function by choosing *Appraisal -> Edit* or *Information System -> Reports -> Appraisals.* Then, select the appraisals you want to compare in the results list and choose *Ranking List*.

- From the results lists of the *Edit Appraisals* and *Evaluate Appraisals* reports, as well as from the ranking list, you can display the appraisal results graphically.

- SAP Presentation Graphics is called for this purpose, which offers a large number of presentation options for the results.

- You can access the graphic with the right mouse button using the context menu.

Comparing Appraisals

SAP

	Comparison
Comparison	With reference appraisal
Currently displayed	Appraisee

Comparison 2003 → 2004

Example:
Compare an employee's performance appraisals for two years

Appraisal	
Performance appraisal Klein 2004	01.01.2004 - 31.12.2004
Performance appraisal Klein 2003	01.01.2003 - 31.12.2003

Overall performance appraisal		
Markus Klein	4	Good
Markus Klein	3	Average
Performance		
Markus Klein	5	Very good
Markus Klein	3	Average
Willingness to learn		
Markus Klein	4	Good
Markus Klein	4	Good
Problem-solving skills		
....	....	

Appraisal model
Criteria group
Criterion

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- You can compare appraisals with each other.
- You can only compare appraisals that are either based on the same appraisal model, or appraisals where at least the first appraisal element (as per appraisal model) is the same.
  Even then, the appraisals you compare should share as many criteria groups and criteria as possible (and the sequence in which these appear should be as similar as possible).
- The comparison is run at the level of the individual appraisal elements.
- An appraisal comparison is always started by specifying a reference appraisal. This reference appraisal is the appraisal against which the comparison is made.
  The rating of every appraisal element in the reference appraisal is displayed at the start of the line containing the corresponding appraisal elements of the other appraisals in the comparison. Instead of specifying a particular reference appraisal, it is also possible to use the average of the appraisals involved in the comparison as a reference.
- You can run the comparison for appraisers or for appraisees.
- Examples of the use of appraisal comparisons:
  - Compare the appraisals of an employee over a number
    of years to find out if there is a trend in this employee's
    performance
  - Compare the appraisals of an appraiser to find out if there are any trends in the way this person appraises
  - Compare the appraisals of several appraisers

Personnel Development in the Manager's Desktop

SAP

Performance appraisals
- **Create appraisals**
- **Evaluate Appraisals**

Personnel Development
- **Employee profile**
- **requirements profile**
- **Perform profile matchup**
- **Qualifications overview**

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- The *SAP Manager's Desktop* meets the day-to-day requirements of managers and supervisors, and helps them perform their administrative, organizational and planning activities efficiently. The Manager's Desktop is a useful tool in a business world where human resource management tasks are increasingly being shifted to the individual departments.
- In the *Employee* section of the Manager's Desktop, you will find the most important functions of Personnel Development:
  - *Evaluate appraisals*
    Enables the evaluation of employees' appraisals.
  - *Create appraisal*
    Enables the preparations and execution of appraisals for employees.
  - *Employee profile and requirements profile*
    Enables the processing of all subprofiles for employees and for job-related objects. Practically all Personnel Development functionality can be accessed from these profiles.
  - *Profile matchup*
    This function enables you to compare employee profiles and job-related profiles for the purpose of determining qualification deficits.
  - *Qualifications overview (for organizational unit)*
  - *Succession overview (for organizational unit)*

Excursion: Training and Event Management Integration

Follow-up a training course
For example, for all attendees of a seminar

"To-Do" List
Denise Smith
Simone Giovanni
Helga Martin
Kai Zimmermann
Ina Glenn

Preparation of appraisals for all attendees

Denise Smith
-…
-…
-…

Denise Smith
-… Good
-… Good
-… Very good

Holding of individual appraisals
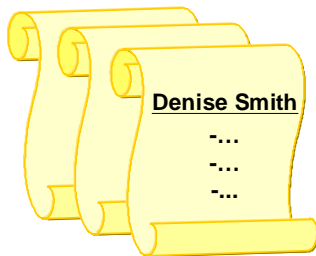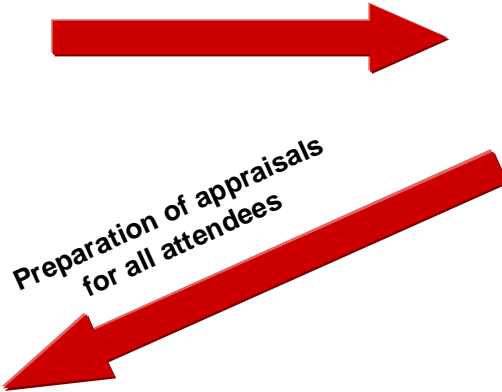
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- The appraisal system of *Personnel Development* is used in the *Training and Events Management* component
- You can hold any kind of appraisal, such as business event appraisals, attendee appraisals, instructor appraisals, and so on.
- A "to-do" list can be generated automatically for every business event. This list contains all of the objects that are to be appraised, or that are to act as appraisers themselves.
  The appraisals for these objects can be prepared from the "to-do" list. If necessary, the appraisals can also be anonymous.
- Note:
  As of Release 4.7, Extension 1.10, it is possible to use the new functionality in Objective Setting and Appraisals for Training and Event Management.
  You determine whether you want to work with the appraisals systems that have been available since Release 4.5 or with the new Objective Setting and Appraisals that have only been available since Extension 4.7, Extension 1.10. This can be controlled using the parameter HAP00 REPLA.

Customizing Checklist: Appraisal Systems

SAP

Integration

☑ **Integration with Personnel Administration**

☑ **Transfer Appraisals from Personnel Administration**

Appraisal Systems

☑ Edit Form of Appraisal

☑ Edit Scales

☑ Define Permissible Functions

☑ Edit Appraisals Catalog

☑ **Assign Appraisal Model to Personnel (Sub)Area/Employee (Sub)Group**

- You make system settings for the *Appraisal Systems* in Customizing for *Personnel Development* (under the option *Appraisal Systems*).
- You make the settings that are required for integrating the *Appraisal Systems* and *Personnel Administration* components in Customizing for *Personnel Development* (under the option *Integration*).
- The Customizing checklist in the slide above lists the various Customizing activities that affect the *Appraisal Systems* component. Some of these steps have already been dealt with in this unit, so we will not discuss these in any further detail here.
- The Customizing activity *Define Profile View* (which is not listed in the slide above) is also relevant to *Appraisal Systems* - in this activity, you specify whether or not the *Appraisals where appraisee* and *Appraisals where appraiser* subprofiles should be used and, if so, for which object types.

Integration with Personnel Administration

SAP

Integration

➡ **Integration with Personnel Administration/Recruitment**

	Group	Sem. abbr.	Value abbr.	Description
	PLOGI	APPRA	1	Integration switch for appraisals

Transfer Appraisals from Personnel Administration

Pers. no.
.....
Valid

Appraisal
....

Appraisal attributes
....

RPIT25APP

Appraisals

Name ....

Perform.. 2003

Perform.. 2004
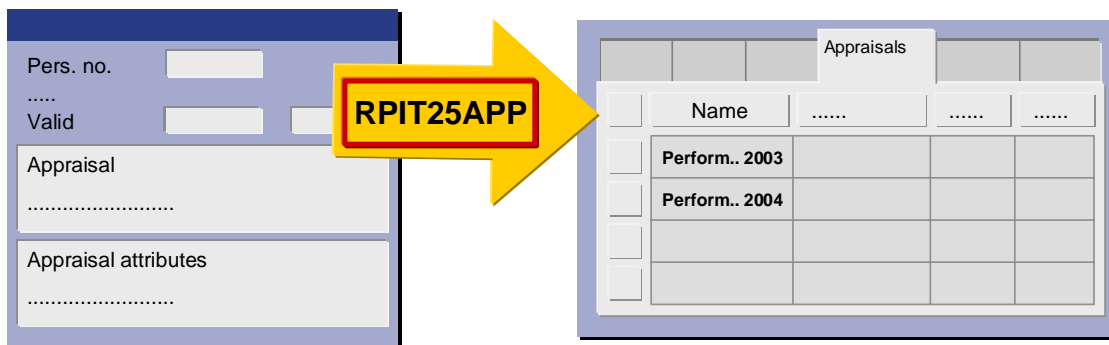
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- If the Personnel Development and Personnel Administration components are integrated, then the Personnel Development appraisal system can be used instead of the *Appraisals* infotype (0025).
- This appraisal integration is controlled by the entry *APPRA* (semantic abbreviation) in group *PLOGI*. This switch must have the value 1 if integration is to be active that corresponds to the SAP standard delivery run.
  If it has the value 0, then the two components are not integrated.
- If there are no IT0025 records, and if you want the two components Personnel Development and Personnel Administration to be integrated, then you can enter the value 1 for the *PLOGI APPRA* switch.
- If there are already IT0025 records for appraisals, and you want to activate integration, you can use report *RPIT25APP* to transfer appraisal data from infotype 0025 to the appraisal system in Personnel Development. This report automatically activates the integration switch *PLOGI APPRA* (that is, it sets it to 1).
- *Important:*
  The report does not perform a one-to-one conversion. Data on the employees' organizational assignments and any notes stored in infotype 0025 are lost.
- *Note:*
  Run the report once only. If you run the report more than once, the data records will also be created more than once!

Appraisal Model Assignment to Personnel Subareas and Employee Subgroups

Personnel subarea grouping for appraisals

Hourly wage earners
Hourly wage earners and so on
Salaried EE
Commercial trainees
and so on

Personnel subarea grouping for appraisals
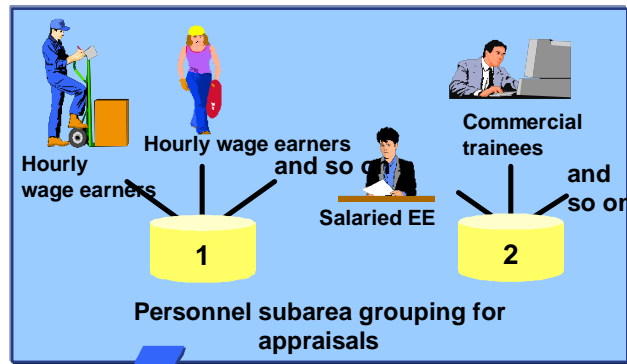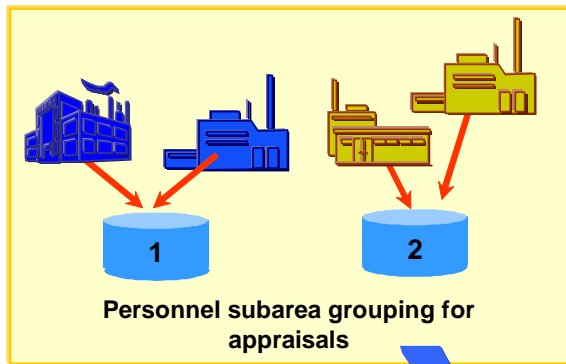
	PSG	ESG	Object ID
	1	1	50345673

Means that the appraisal model with the object ID 50345673 is only allowed for employee subgroups that are assigned to grouping 1 for appraisals, and for personnel subareas that are assigned to grouping 1 for appraisals.

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- In this IMG activity, you can assign appraisal models to specific personnel (sub)area groupings and employee (sub)group groupings. This will enable you to restrict your selection of appraisal models for employees on the basis of the employees' organizational assignment within the company.
- *Example:*
  Different appraisal models are to be used for salaried employees and hourly paid workers. For this reason, these two employee subgroups are assigned to different employee subgroup groupings for appraisals. These subgroup groupings are, in turn, assigned to permissible appraisal models.
- *Note:*
  If you wish to stipulate that only specific appraisal models can be used, you must always assign these appraisal models to a grouping combination of personnel subareas and employee subgroups.
- *Note:*
  If you do not wish to restrict the appraisal models in this way, do not enter anything.

Part B: Objective Setting and Appraisals

SAP

Contents:

- **Objective Setting and Appraisals as of 4.6, Ext. 1.10**
- **Appraisal Process**
- **Analyzing and Evaluating Appraisals**
- **Integration Options**
- **Customizing Objective Setting and Appraisals**

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- The second part of the unit (part B) deals with the functionality of Objective Setting and Appraisals that has been available since Release 3.7 Extension 1.10.
- The old functionality of the appraisal systems can also be used with Release 4.7.
- **It is not, however, possible to use both the appraisal systems and the new Objective Setting and Appraisals.**

(C) SAP AG   HR510   8-43

- *One* flexible, internationally applicable appraisal tool for all HR components

- Definition of different appraisal processes including objectives and reviews of these objectives

- Analytical appraisal procedures

- Various Customizing settings

- Evaluation options

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- The *Obective Setting and Appraisals* component enables you to create appraisals, as well as plan, hold, and evaluate appraisals. An appraisal system is a self-contained process that enables you to make formal and standardized appraisals in a business context using one or more templates (appraisal forms). This is turn ensures that the appraisals you make are as objective as possible.
- The Objective Setting and *Appraisals* component is used in *Personnel Development, Training and Event Management* and *Personnel Administration*.
- Only analytical appraisal procedures are supported (no comparative ranking procedures).
- At various points in Customizing, customers can use function modules of their own, and in this way tailor the component to their own specific needs.
- It allows you to carry out many evaluations.

SAP

360° appraisal

Personnel appraisal

Training appraisals

Surveys

Objective Setting and Appraisals

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■ The *Objective Setting and Appraisals* component can be useful as a personnel development instrument - for example, it enables you to rate employees in a formalized, standardized way on the basis of predefined criteria. Personnel appraisals provide information on employees' characters and performance, and can form a reliable basis for planning and making decisions - both for individual employees and for employees as a whole. You can also use personnel appraisals to monitor the success of any human resource measures that have been implemented. In other words, personnel appraisals can be used to analyze both the past, present, and future.

Information Required for Appraisals

Who appraises whom?

How to calculate appraisal results?

One appraisal or several subappraisals?

Which appraisal criteria?

Anonymous appraisal?

Period appraised

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- The following information is required for appraisals:
  - The appraiser(s) and the appraisee(s) (who appraises whom? Example: supervisor appraises employee)
  - Is the appraisal to be conducted by one or more appraisers? If several appraisers are involved - should only one overall appraisal be generated, or should several independent subappraisals be generated and then merged together into an overall appraisal in a later step?
  - Should the appraisers remain anonymous?
  - Which period is to be appraised? (Example: the previous year for performance appraisals)
  - Which criteria (for example, quality of work, ability to cope with stress, and so on) are to be used for the appraisal? Should these criteria be grouped together into groups? Which scales should be used to rate these criteria (in other words, which proficiencies should be made available for appraising the individual criteria)? Should certain criteria or groups of criteria be weighted more than others?
  - How should the appraisal results be determined? Should individual criteria (groups) affect the result more than others? If several subappraisals were held, how should the overall appraisal be determined from these subappraisals?

Appraisal Form as Basis for Objective Setting and Appraisals

Personnel appraisal	Performance appraisal
Appraisal status	In preparation
Supervisor (appraiser)	Helena Camino
Employees (appraisees)	Johanna Smith
Validity period	01.01.2004 to 31.12.2004

Appraisal Form

- **Appraisal procedure (analytical)**
- **Form of appraisal (who appraises whom?)**
- **Appraisal type (individual/multisource, anonymous)**
- **Criteria / criteria groups / qualifications**

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- One or more appraisal forms can be defined for appraisals (for example, appraisal forms for salaried and hourly-paid workers for personnel appraisals)
- An appraisal model is a template for an actual appraisal. In other words, it corresponds to a blank copy of an appraisal sheet.
- During the preparatory phase, the persons responsible have to define the basic conditions that are to apply to the appraisals.
  These basic conditions include:
  - Appraisal procedure/method (always analytical)
  - Form of appraisal (who appraises whom? which object type combinations are possible?)
  - Appraisal type (individual or multisource appraisals, anonymous appraisals)
  - The appraisal elements to be rated (criteria groups, criteria, qualifications)
- Appraisal forms, criteria groups and criteria are controlled in the appraisals catalog, This can also be called using *Current Settings* in the SAP EASY ACCESS menu.

Personnel Management by Objective Setting and Appraisals

- **Cooperative**
- **Future-oriented**
- **Motivated**

Manager

Area supervisor

Team member
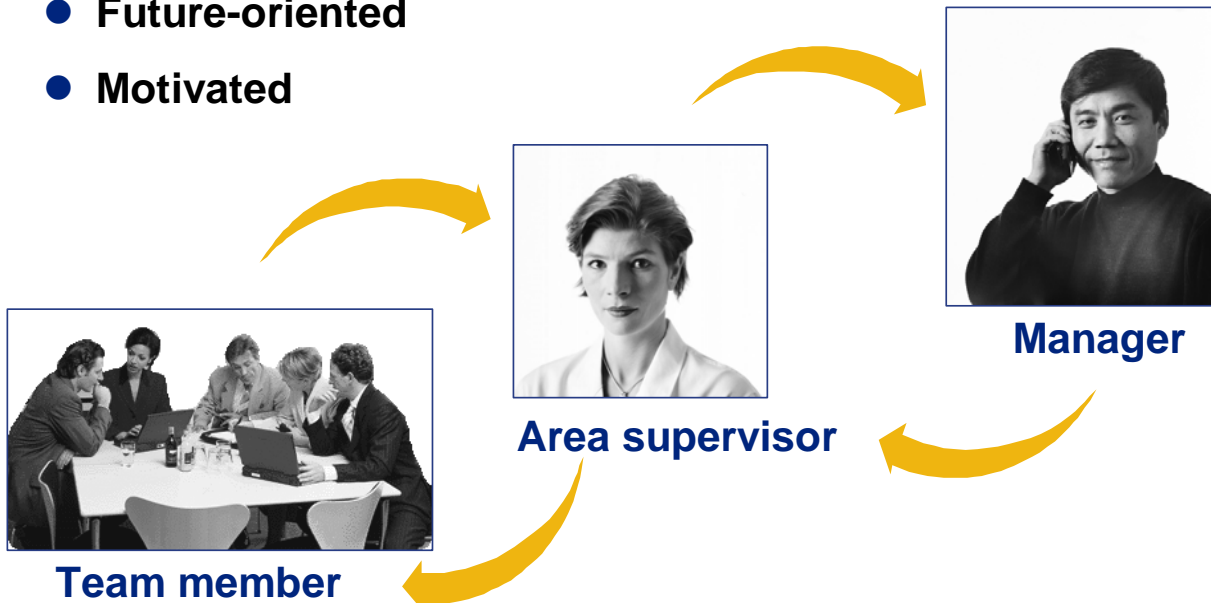
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- The *Objective Setting and Appraisals* component is a modern Personnel Management method. Compensation is based on the extent to which the employee's performance meets the objectives set. This method of management often leads to increased motiviation and improved performance on the part of the employees.
- The *Objective Setting and Appraisals* component offers a tool you can use to monitor the operative objectives of your employees. What's more, with it you can distribute company goals at employee level by introducing detailed objectives and initiatives, by holding performance feedback reviews (appraisals) and carrying out compensation adjustments.

- Ideally, objectives must be formulated as follows (SMART Objectives):
  - Specific
    The objectives to be attained should be specified as clearly as possible.
  - Measurable
    The objectives defined can be quantitative and, as such, measurable.
  - Executable
    Achieving the objectives is the employee's responsibility and can be influenced by him or her.
  - Realistic
    The objectives defined have a realistic chance of being achieved.
  - Time-phased
    There is a clear time frame for the objectives to be met.

Objective-related assessment (MBO) instead of ...

Objective setting

Actions to improve chances of achieving objectives set
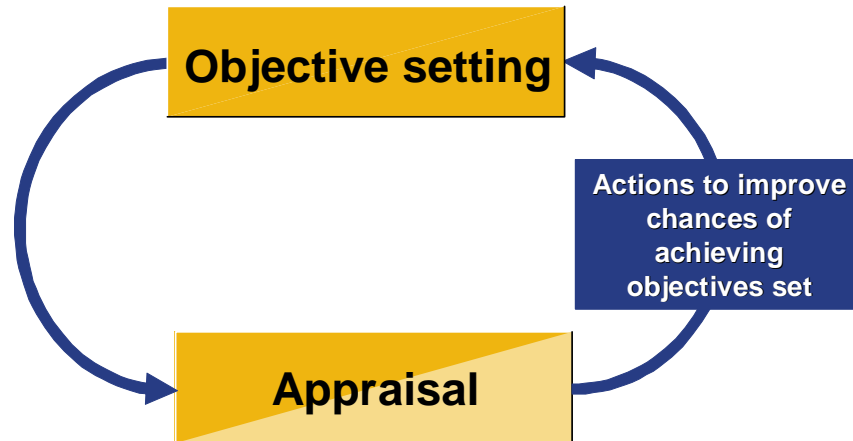
Appraisal

...performance-based assessment: **Appraisal**

| Performance appraisal | Appraisal discussion | 360° Feedback |
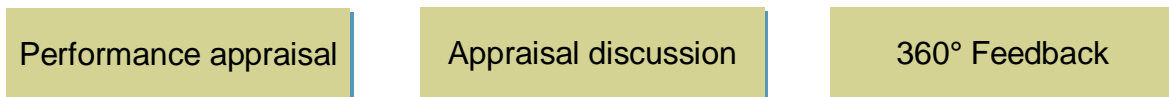
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- The appraisal process includes the following:
  - Manager and employee agree upon objectives, employee reviews, and close the performance appraisal.
  - Support of strategic goals from the Balanced Scorecard in SEM and transfer of appraisal data to mySAP HR
- Company, departmental, and area goals are included.
- Individual objectives are included.
- The performance management process may be supplemented by employee reviews.
- There are appraisal templates to support appraisal types such as part appraisals, 360° feedback and final appraisals.
- Compensation adjustments can be used to include the results of this process in compensation.

- As SAP R/3 functionality, the *Objective Setting and Appraisals* component is positioned under Performance Management of the Employee Lifecycle Management.

Objective Setting and Appraisals: Development Points

SAP

Flexibility

- **Changeable, re-usable appraisal forms**
- **Objectives**
- **Fast entry for forms**
- **Status processing and Workflow support**
- **Numerous BAdis for customer implementations**

Integration

- **Personnel Development**
- **Training and Event Management**
- **Compensation Management**
- **Strategic Enterprise Management (SEM)**
- **Business Warehouse (BW)**

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- As SAP R/3 functionality, the *Objective Setting and Appraisals* component is positioned under Performance Management of the Employee Lifecycle Management.
- The development points relate to both the Release 4.7, Extension 1.10 and also Extension 2.00.
- The integration with **Personnel Development** enables requirements profiles to be taken from positions or qualifications from the qualifications catalog directly in the employee's individual objective setting. The qualification profiles of the employees who have been appraised can be updated after the appraisal processes have been completed.
- The integration with **Training and Events Management** enables appraisal processes for business event and attendee appraisals.
- Due to the integration with **Compensation Management,** proposals for a compensation adjustment are accepted as soon as the appraisal process has been completed.
- By integrating with **Strategic Enterprise Management** (SEM), the departmental objectives taken from the company objectives can be displayed in the Balanced Scorecard and the relevant strategic objectives transferred directly to the employee's objective setting.
- By integrating with the **Business Information Warehouse** (BW), it is possible for comprehensive and complex evaluations, for instance, average calculations and comparisons of the appraisals.

Continuous Feedback Process

SAP

Planning

Formulate objectives
- **For enhancing skills and qualifications**
- **Personnel development needs and the corresponding actions**

Review in Personnel Review

Give Feedback
- **Support and coaching by the manager**
- **Checking objectives**
- **Entering objectives**
- **Deleting out-of-date objectives**
- **Comparing performance with objectives**

Appraisal

Appraise performance with regard to objectives, skills and qualifications

- **Summarizing overall performance**
- **Deriving measures**

March, April, May, June, July, Aug., Sep., Oct., Nov., Dec., Jan., Feb.
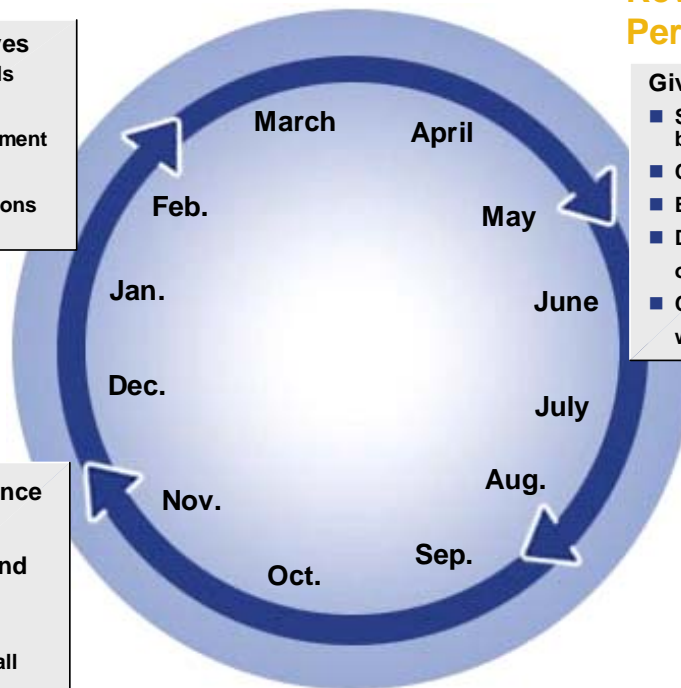
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- The *Objective Setting and Appraisals* component supports all phases in the continual performance feedback process.
- The manager holds a performance feedback session once a year with each individual employee. The manager and employee agree on concrete objectives and results that must have been achieved by a certain time. These objectives can be of a quantitative or qualitative nature. These objectives are recorded on paper and are kept in the personal files of the employee.
- The employee's performance is measured against the objectives set and can be used as a basis for determining compensation components (for example, special payments). Therefore, all employees know what is expected of them and how they can improve their salary. Employee reviews can be held again during the course of the year to ensure that the objectives always remain at the forefront. The objectives are then compared with the results achieved. The differences between the two are recorded, and, if necessary, the objectives are adjusted (for example, adjusting or re-formulating existing objectives).
- At the end of the cycle, the objectives are evaluated and the corresponding bonus payments or salary adjustments are made. The objectives are determined for the following period at the same time. Here, the circle is completed.

SAP

Header data

- **Attendee**
- **Data**
- **Employee data**

Functions

- **Status changes**
- **Log function**
- **Display Scorecard**
- **Display Qualifications**
- **Print**

Objective setting

- **Enhanced text and links**
- **User-definable text/pre-defined objectives**
- **Weighting**
- **Enter / remove objectives**

Subappraisals

- **Manager / employee**
- **Colleagues**
- **Value scales, notes**

Final Appraisal

- **Manager**
- **Value scales, notes**

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- An appraisal process is represented in the appraisal catalog based on an appraisal category and an appraisal form created for this category.
- The appraisal form acts as a model in the application process for creating appraisal documents.
- The layout of the appraisal form is dependent on the data in the form header.
  The SAP R/3 system can therefore visualize the appraisal form if you have entered the necessary data.
- Proceed as follows:
  - Enter header data as required.
  - Choose *Complete Preparation* (or the next process step).

Appraisal Types

- Individual appraisal
- Anonymous individual appraisal
- Multisource appraisal
- Anonymous multisource appraisal

Individual appraisal

Appraisal Form

Created Was created by   Receives
Was created for

Multisource appraisal

Appraisal Form

Subappraisals

Overall appraisal
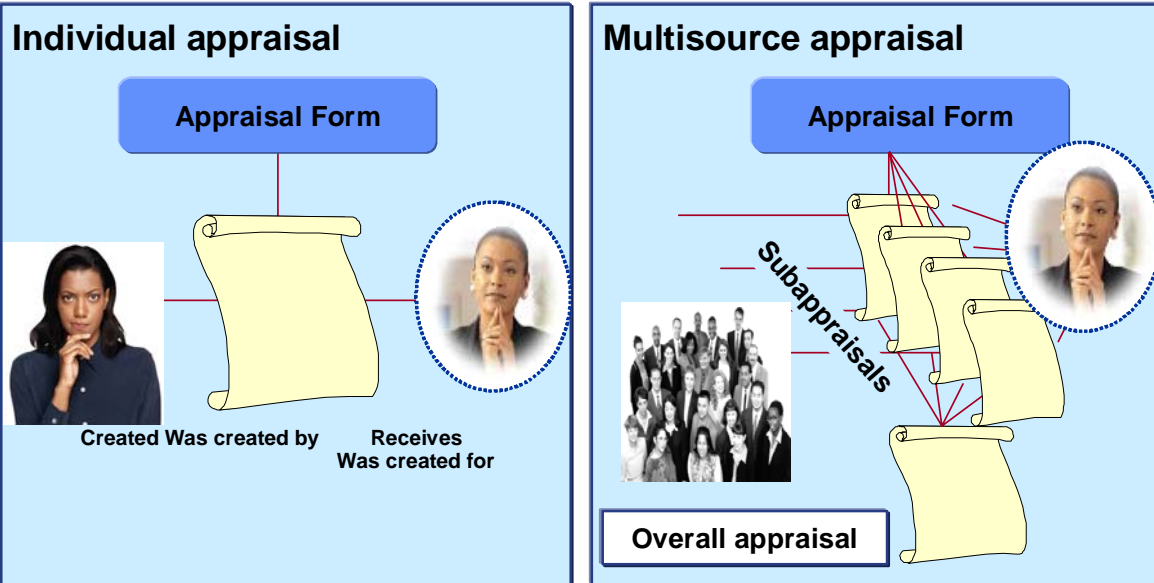
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- Individual appraisal: Appraisal type where each appraiser appraises one or more persons or objects. In this case, only **one** appraisal is created.
- Individual appraisals are suitable for the following appraisal processes:
  - Annual employee appraisal
  - Business Event Appraisals
- Multisource appraisal: Appraisal type involving several appraisers, where each appraiser appraises one or more persons or objects. Each appraiser creates a separate subappraisal. An overall appraisal is then created on the basis of these subappraisals.
  The various subappraisals might have different weightings - the weighting determines the extent to which the subappraisal affects the overall appraisal.
- The group appraisal can be used to create a 360 degree feedback appraisal. One person is thereby appraised by several colleagues and the completed appraisal is accepted by the manager.
- If the appraisal is an *anonymous individual appraisal*, no information is stored on the appraiser(s).
- If the appraisal is an *anonymous multisource appraisal*, only the total number of appraisers is stored (but no further information on the appraiser(s)).
- Note:
  A subappraisal is an appraisal process whereby several participants appraise one object (either a person or business event). It is also possible for a subappraiser to evaluate himself.
  Individual appraisals are suitable for the following appraisal processes:

- To enable the employee to appraise his or her own performance and this then be compared with the manager's subappraisal as part of an objective setting process. The final appraisal involves a manager and employee discussion.
- To produce a 360 degree feedback process without a final appraisal. For instance, several colleagues appraise your manager.

Appraisal Process and Status Processing

SAP

Create document	
↓ In preparation	Prepare proposals Maintain header data
Plan objectives	
↓ In planning	Record agreed objectives and targets
Review / employee review	
↓ In checking	Change appraisal regarding business-related requirements
Perform	
↓ In process	Record partial and complete appraisals
Complete	
Completed	→ Consequent processes

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- Further statuses can be added to the status specified above:
  - Approved
  - Rejected
  - Finally approved
  - Finally rejected
- Further processing can be triggered using the workflow and can underlie an approval process, whereby, for instance, the employee (or another role) accepts his or her own appraisal.
  In this scenario, approval would provoke the update of the qualification profiles, as well as the adjustment of the compensation components (integrated with the Compensation Management component).

Status Processing and Workflow Support (Extension 2.00)

Create document

In preparation

> Prepare appraisals
>
> Maintain header data

Plan objectives

In planning

> Record agreed
> objectives and targets

Review / employee review

In checking

> Change appraisal regarding
>
> business-related requirements

Perform

In process

> Record partial and complete appraisals:
>
> workflow-supported

Complete

Completed → **Follow-up processes**

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- Other statuses:
  - Approved
  - Rejected
  - Finally approved
  - Finally rejected
- Further processing can be triggered using the workflow and can underlie an approval process, whereby, for instance, the employee (or another role) accepts his or her own appraisal. Approval in this scenario would cause the development of qualifications and adjustment of compensation components.
- Customer-specific status descriptions are possible with Extension 2.00 using a BAdI.

Objective Setting and Appraisals Subprofiles

- You can display the appraisals in which a person has been involved (either in the role of appraiser or appraisee) from that person's profile.
- The *Objective Setting and Appraisals (received)* subprofile contains appraisals where the person was appraised. The *Objective Setting and Appraisals (created)* subprofile contains the appraisals where the person acted in the role of appraiser.
- You can also use these subprofiles to create and edit appraisals.
- If the appraisal process is performed with the *Objective Setting and Appraisals* component, three subappraisals are available in total:
  - Objective setting and appraisals (user-defined)
  - Objective setting and appraisal (received)
  - Objective setting and appraisal (created)

Customizing Checklist

SAP

Objective Setting and Appraisals

☑ **Edit basic settings**

☑ **Edit forms**

☑ **Integration between HR and SEM system**

- In this part of the course, we will now look at the system settings that are relevant to creating appraisal forms.
- You make system settings for the *Objective Setting and Appraisals* component in Customizing for *Personnel Development* (under the option *Objective Setting and Appraisals*).

Which appraisal system is being used?

	Group	Sem. abbr.	Value abbr.	Description
	HAP00	REPLA	A	Generally replace (old) appraisal system

RFC connection to the SEM system?

	Group	Sem. abbr.	Value abb	Description
	HAP00	RFCSE		RFC destination to the SEM system?

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■ Determine the following in the basic settings:
  • Appraisal system with which you want to work.
  • The RFC connection to the SEM system with which you want to work.

■ You can determine using the HAP00 REPLA switch whether you want to continue working with the older Appraisal Systems or you want to replace this with *Objective Setting and Appraisals* that has been available since Release 4.7, extension 1.10.

■ If you decide for the replacement, you have the following options:

  • You can replace the subcomponent *Appraisal Systems* with the subcomponent *Objective Setting and Appraisals* (value A). In this case, the components *Personnel Development* and *Training and Events Management* use *Objective Setting and Appraisals*. This means that the SAP R/3 system offers a user this functionality for processing appraisals (for instance, personnel appraisals).

  • You can only use the subcomponent *Objective Setting and Appraisals* within the *Personnel Development* component (value X).
  • You can only use the subcomponent *Objective Setting and Appraisals* within the *Training and Events Management* component (value T).
  • If you choose the blank entry, you use the old functionality of the appraisal systems.

■ RFC connection to the SEM system?

If you want to use the functions of *Objective Setting and Appraisals* integrated with *SAP Strategic Enterprise Management* (SAP SEM), (for example, read the performance overview of an employee, or display a Balanced Scorecard), you must store a relevant RFC connection to your SEM system.
The parameter value that you store here must correspond to the name of your RFC connection (that you must have first created using network management in System Administration).

Note: Alternatively, the control parameters given above in the system table T77S0 can be adjusted.

SAP

- **A central access to all Customizing settings using transaction PHAP_CATALOG_PA**

- **Overview of existing appraisal forms**

- **Creating forms for optional appraisal processes**

  using example forms
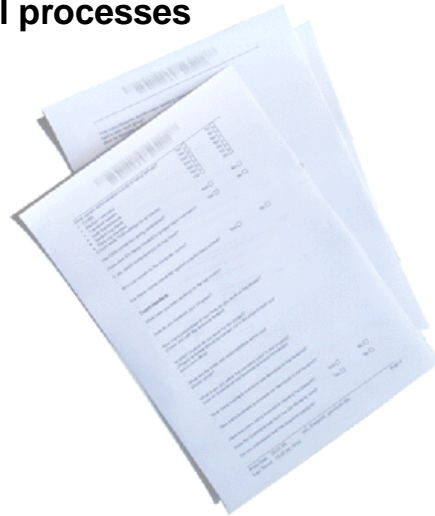
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- The **transaction PHAP_CATALOG_PA** is the central entry point for all Customizing settings of the appraisal forms.
  The transactions OOHAP_BASIC and OOHAP_VALUE_TYPE are integrated in this transaction.

- Alternatively, the catalog of the appraisal forms can be accessed using the Personnel Development menu using Settings, Current Settings or directly in the IMG under Personnel Development, Objective Setting and Appraisals.

- You can create and archive forms relevant for your company in the catalog for appraisal forms.

- Example forms that are delivered by SAP make creating company-specific forms easier in the SAP R/3 system.

Functional Scope of the Appraisal Catalog (1)

SAP

- **Many appraisal elements**
- **Status management**
- **Optional scales and value descriptions**
- **Pre-defined examples for appraisal forms**
- **Copy function for appraisal forms**
- **Consistency check**
- **Reusability of the appraisal elements**
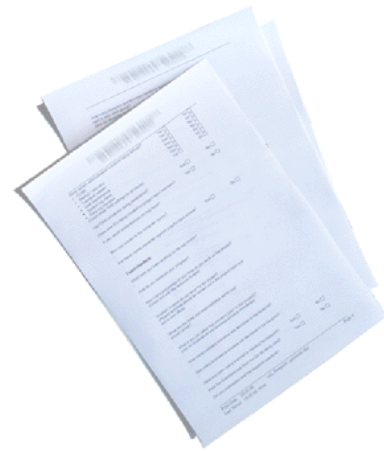
© SAP AG 2003
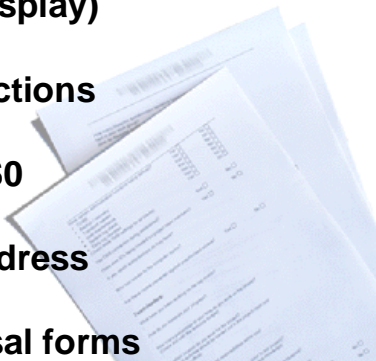
■ You can find additional technical information about the appraisals catalog in the note FAQ 497777

Functional Scope of the Appraisal Catalog (2)

SAP

- **Reusability of the appraisal elements**

- **Where-used list**

- **Translation function**

- **Differentiated weighting of the appraisal elements**

- **Flexible numbering**

- **Includes foreign objects**

- **Fast configuration of appraisal forms using a Wizard**

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■ You can find additional technical information about the appraisals catalog in the note FAQ 497777

Excursion: Expert Transactions

SAP

- **PHAP_PREPARE_PA:**   Create or prepare several appraisal

- **PPHAP_CREATE_PA:**   Create appraisal documents individually

- **PPHAP_CHANGE_PA:**   Change appraisal documents

- **PPHAP_SEARCH_PA:**   Reporting (only display)

- **PPHAP_ ADMIN_PA:**   Administrator functions

- **OOHAP_SETTINGS_PA:** Maintenance T77S0

- **PPHAP_START_BSP:**   Create internet address

- **PPHAP_CATALOG_PA:** Catalog of appraisal forms

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- The transactions named above are for experts and some of them are not available in the SAP standard menu.
- There are special transactions that are available for mass maintenance.
- The **transaction PHAP_CATALOG_PA** is the central entry point for all Customizing settings of the appraisal forms.
- Additional information can be found in the composite SAP note 497777 and in the SAP R/3 Library under Transactions.

Edit Forms: Appraisal Elements

- Category groups
- Categories

- Appraisal forms
- Criteria groups
- Criteria

- Foreign element,
  for example, qualifications

- Optional appraisal processes can be entered in the appraisal catalog.
- A hierarchy is created using the appraisal elements to control diverse appraisal forms.
- When working in the appraisal catalog, the following hierarchical dependencies of the individual appraisal elements must be noted: At least one category group and one category must be created, since the appraisal forms can only be created under a category.
- An appraisal form can be used as a model for appraisal documents in the application, as soon as the appraisal status has been set to released.

Data Modelling

- **New object types:**
  - VA Appraisal form
  - VB Criteria group
  - VC Criteria
- **New links, for example.**
  - A 605 is an element of
  - A 606 is a referencing element of
  - A 607 is a definitive element of
  - A 608 is an appraisal form for
- **New infotypes, for example, for describing the appraisal form in detail**
  - IT 5020 Category assignment
  - IT 5021 Layout Definition
  - IT 5022 Columns/rows definition
  - IT 5023 Columns access
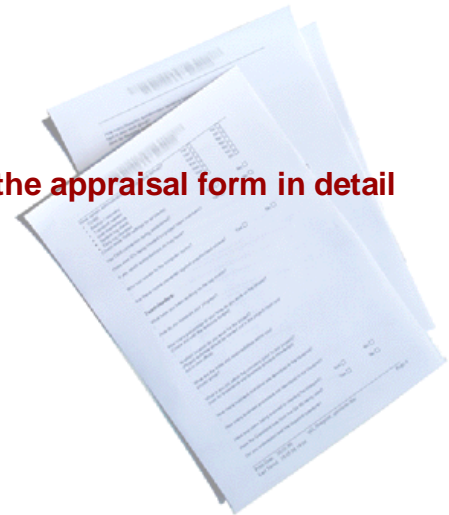
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- **Note:**
  An appraisal is not an object anymore in the sense of the functionality of the appraisal systems that has been available since Release 4.5.

Terminology in the Catalog for Appraisal Forms
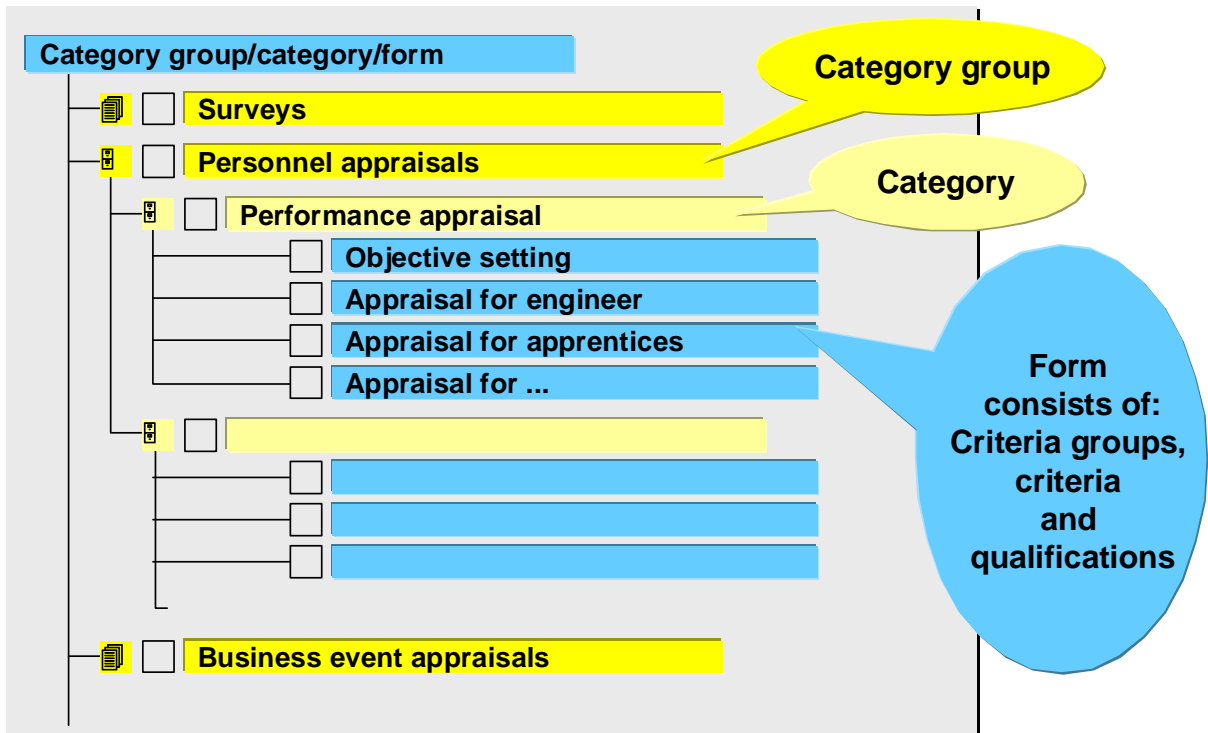
- The catalog structure is built hierarchically and consists of all elements that exist in the structure (structure elements). You assemble the structure successively.
- If you are displaying or editing the catalog for appraisal forms for the first time, the SAP R/3 system displays the following structure elements:
  - Header line of the catalog structure
  - Category group
- The SAP R/3 system prompts you to then create a category and then a form with a dialog box.
- **The category group and category elements provide the outline for the catalog structure.**
- The following appraisal elements are embedded in the entire catalog structure:
  - Appraisal Form
  - Criteria group
  - Criterion
  - Foreign element (for example, qualification)
- You create your forms using the appraisal elements. You deposit these under a relevant category. You can create different categories for different appraisal processes (for example, objective setting, 360 degree appraisals, standard appraisals, certificates of employment, and so on).

- The individual appraisal form (object type VA) consists of the following object types:
  - Criteria groups (object type VB)
  - Criteria (object type VC)

■ Appraisal scales (called value descriptions) are assigned to the forms in the attributes.

■ Specialist, detailed help information is available (symbol 1) relating to the significance and Customizing options of the appraisal forms.

Category Groups

- **Structuring of the appraisal forms, for example, personnel appraisals, business event appraisals, or employee surveys.**

- **Definition of permissible object types, for instance, persons (object type P) or R/3 user (object type US)**

- **Definition of the characteristics belonging to the status flow**
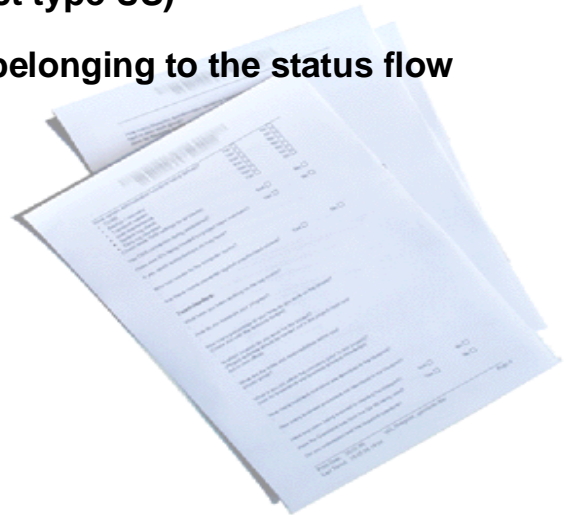
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- The category groups structure the appraisal catalog.
  The category groups are generally only created by System Administration.
- At the level of category group, the permissible object types are determined that are available in the forms.
- These object types can not be deleted at the level category so as to avoid data inconsistencies. Additional permissible object types can, however, be added at the category level.
- The characteristics belonging to the status are as follows:
  - Status/substatus for the appraisal process
  - The person authorized to perform a status change by assigning the roles
  - Selectable workflow results
- To display the characteristics of a category group, choose *Display* in the context menu of the category group.

Categories

For example, assignment of value lists

Objects involved	Columns	Roles	Value lists	Enhancements

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- Categories structure the appraisal forms in the appraisals catalog. One or more appraisal forms can be represented within one category.
- The following example categories are delivered in the SAP standard system: Standard appraisal, objective setting, 360 degree appraisal, work report, and check list.
- Different attributes for processing are proposed on the tab pages when creating a category.
    - **Objects involved:**
    Definition of the descriptions in the appraisal form, for instance, the text that appears in the header area as the identifier for the appraiser. If no text is stored, the *appraiser* description appears.
    Definition of the permissible appraisal types.
    - **Columns**
    Definition of the available columns of an appraisal form. SAP delivered different standards for this reason:
    Using transaction OOHAP_BASIC, customer-specific columns can be defined.
    - **Roles**
    Definition of the permissible roles of an appraisal form.
    Using transaction OOHAP_BASIC, customer-specific columns can be defined.
        Note: There is no link between the roles of Objective Setting anf Appraisals and the role concept delivered by SAP.
    - **Value lists**
    Assignment of the available value lists for the appraisal forms of this category.

- **Enhancements:**
  Storing the BAdIs that should be made available for the appraisal forms in this category.
  These BAdIs can not be deleted at the forms level. However, BAdIs can not be added.
- Status flow:
  Determining which statuses are available in this category, which objects involved may perform a status change, and which workflow events can be included.

- After creating an appraisal form, the settings referred to above can no longer be deleted at the category level , because this would lead to data inconsistencies. Settings can, however, be added.

Appraisal Form

Form attributes

			Column access	Value descriptions		
Column	**Col. owner**	**Owner plan**				
Objective setting	Appraiser	Change				
Weighting	Appraiser	Change				

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- Appraisal forms form the basis of appraisal documents. All prerequisites are displayed in the appraisal form that are characteristic of the appraisal process.
- **Main steps and rules for creating forms:**
  - You must at least create one category under the category group (a form is always subordinate to a category)
  - You can create a category using the examples provided by SAP.
  - In the next step, you create one or more forms (as templates for the appraisal documents about to be created)
  - You can create forms using the examples provided by SAP and adjust them to suit your needs.
  - When creating a form, you edit the form attributes (for example, columns, roles, and so on.) You must also assign criteria to your form (if necessary, criteria groups and foreign elements too).
- To be able to use a form productively in the appraisal process, you must set the form's status to *released.*
- Before releasing the form, you should have displayed the preview of the form and made consistency checks.
- You can archive forms that you no longer want, since these can not be deleted.

Note

A detailed description of the functions that you can use in the catalog for appraisal forms can be found in the IMG for *Objective Setting and Appraisals.*

SAP

- ● **Using example forms**
- ● **Using Wizard**
- ● **By uploading**
- ● **By creating them manually**
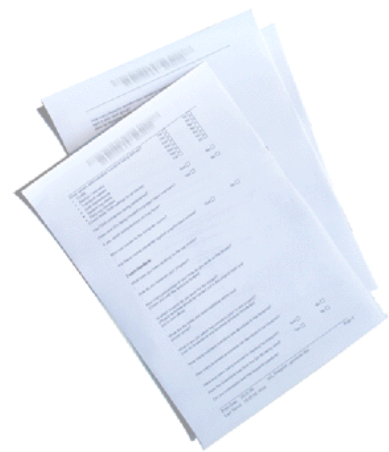
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- ■ Example forms contain default criteria groups and also criteria, in which you can record user-definable objectives.
  In the SAP Standard, the performance review and objective setting review are delivered as example forms.
- ■ Fast configuration of appraisal forms using the Wizard is possible.
- ■ By uploading from other R/3 systems, forms can be used that are already used in those other R/3 systems.
- ■ By creating the form manually, a new form is created.
- ■ Basically, each form can contain the following elements:
  - The form itself (for example, the header data)
  - Criteria groups
  - Criteria
- ■ The characteristics/attributes of the appraisal forms, the criteria groups, and the criteria are determined by processing the following tab pages:
  - Description
  - Layout
  - Columns
  - Column access
  - Value description
  - Roles
  - Processing

• Status flow

● **HR Standard authorizations**

● **HR Structural authorizations**

● **New authorization object P_HAP_DOC**

● **Additional authorizations at the level of appraisal forms**

   (role-based)
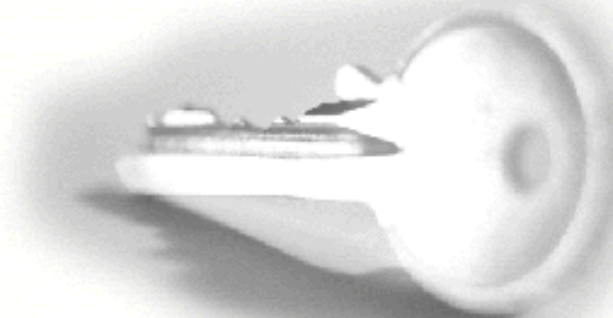
© SAP AG 2003

- *The new authorization object P_HAP_DOC uses the SAP R/3 system for the authorization check of appraisals to restrict access to appraisal forms.*
- *Authorization checks can occur in the following fields:*
  - *Activity*
  - This field determines which general access rights a user has to appraisals (for example, displaying, changing, and so on.)
  - *Plan version*
  - This field determines to which plan version(s) a user has access.
  - *Category group*
  - This field determines to which category group(s) a user has access.
  - *Category*
  - This field determines to which category or categories a user has access.
  - *Form*
  - This field determines to which form(s) a user has access.
  - *Authorization profile*
  - This field determines to which target object(s) a user has access.
  - Using this field, you can determine whether a user has authorization to make changes to (for example, for all employees within his or her department) or display appraisals (for example, for all other employees).

Note:

Using the parameter HAP00 AUTHO, an extended authorization check can be activated in T77S0 (value X).

The authorization check in the standard system allows defined authorizations (for example, changing appraisals) for a user to be universally valid.

This means, if , for instance, a manager realizes a substitution function for an organizational unit. By activating the extended authorization check, you can control that a manager, for example, is allowed to change appraisals for employees in the organizational unit that is within his area of responsibility, and only display appraisals for employees in the organizational unit in which he is assuming a substitutional function.

- The development points relate to both the Release 4.7, Extension 1.10 and also Extension 2.00.
- The integration with **Personnel Development** enables requirements profiles to be taken from positions or qualifications from the qualifications catalog directly in the employee's individual objective setting. The qualification profiles of the employees who have been appraised can be updated after the appraisal processes have been completed.
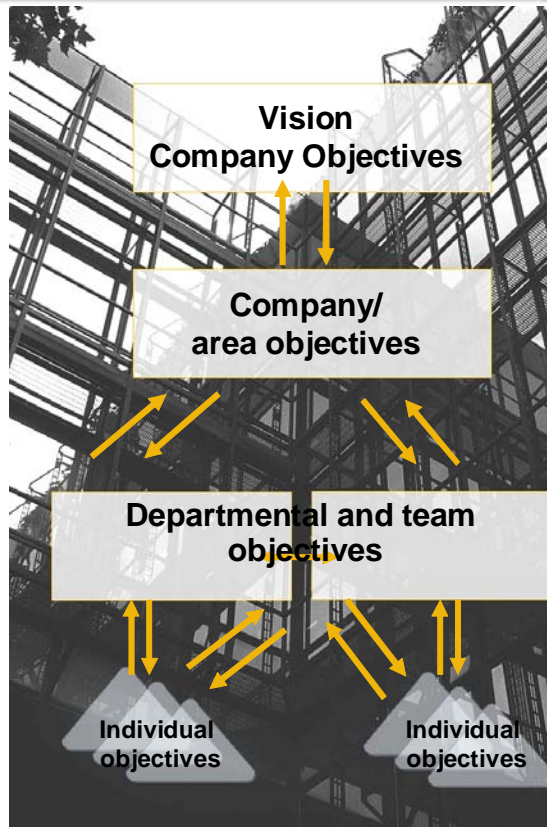- The integration with **Training and Events Management** enables appraisal processes for business event and attendee appraisals.
- Due to the integration with **Compensation Management,** proposals for a compensation adjustment are accepted as soon as the appraisal process has been completed.
- By integrating with **Strategic Enterprise Management** (SEM), the departmental objectives taken from the company objectives can be displayed in the Balanced Scorecard and the relevant strategic objectives transferred directly to the employee's objective setting.
- By integrating with the **Business Information Warehouse** (BW), it is possible for comprehensive and complex evaluations, for instance, average calculations and comparisons of the appraisals.

Integration with Training and Event Management

Follow-up a training course. For example, for all attendees of a seminar

"To-Do" List

Denise Smith
Simone Giovanni
Helga Martin
Kai Zimmermann
Ina Glenn

Preparation of appraisals for all attendees

Denise Smith
-…
-…
-...

Holding of individual appraisals

Denise Smith
-… Good
-… Good
-… Very good

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■ You can hold any kind of appraisal, such as business event appraisals, attendee appraisals, instructor appraisals, and so on.

■ A "to-do" list can be generated automatically for every business event. This list contains all of the objects that are to be appraised, or that are to act as appraisers themselves. The appraisals for these objects can be prepared from the "to-do" list. If necessary, the appraisals can also be anonymous.

■ In the system table T77S0, you determine for Training and Events Management whether you want to work with the appraisals systems that have been available since Release 4.5 or with the new Objective Setting and Appraisals that have only been available since Extension 3, Extension 1.10.

Integration with Compensation Management

Tina Smith

- ... Good
- ... Good
- ... Very good

● When the appraisal is completed, the appraisal results can be passed on to Compensation Management.

- Due to the integration with Compensation Management, proposals for a compensation adjustment are accepted as soon as the appraisal process has been completed.
- These proposals can be differentiated for the overall appraisal, for groupings of certain objectives or for individual objectives.

Integration SEM: Objective Setting and Appraisals

SAP

SAP SEM
Strategic Objectives
Company and organizational objectives
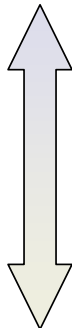
mySAP HR
Operative objectives (MBO)
Relevant for remuneration at the employee level

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Vision Company Objectives — Executive Board

Company/ area objectives — Higher management

Departmental and team objectives — Department manager and team manager

Individual objectives   **Individual objectives** — Employee

- This slide illustrates the objective setting procedure in the context of the performance feedback process.
- Ideally, objectives should be agreed in the planning sessions that are held at every organizational level.
- This process is both a top-down and bottom-up one. This means that on the one hand, company objectives are determined and transferred to the overall organization, and on the other hand, these objectives are linked at each organizational level by planning sessions that must take place at every organizational level.
- The communication between managers and employees is important as it allows managers to set objectives fairly and realistically.
- Managers and employees should have both long and short term objectives in mind for the whole year.
- The agreement should contain several short term objectives and also some objectives that have long term results.
- Short term objectives are based on a departments current results. Employees must acquire new qualifications and skills or improve existing ones to achieve these short term objectives.
- Long term objectives are based on such skills and qualifications that can be developed over a longer period of time. These long term objectives could, for instance, relate to skills and qualifications that an employee needs to lead a complex project over two years. In this case, the employee has more time to acquire the necessary qualifications.
- This means that a development plan is agreed upon that takes into account both the short and long term development of the employee.

Integration SEM: Strategic Objectives in Appraisals

SAP SEM

Assign scorecard of the organizational unit

Balanced Scorecard
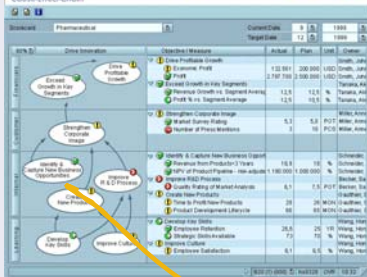
Transfer strategic objectives of the organizational unit in the HR template

mySAP HR

Objective setting

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- The value from the SAP SEM Performance Matrix can be transferred to the individual appraisals in mySAP HR through the integration of SAP SEM and mySAP HR. This function is available as of SAP HR 4.5B and SAP SEM 3.0.
- The descriptions from the Performance Matrix are displayed on the appraisal sheets and represent the individual objectives in more detail.
- Strategic Objectives can also be taken into account as individual objectives, whereby these are accepted in the appraisal documents of the individual employees.
- **You an find technical detailed information in the following notes:**
  - **33336547 Integration of HR and SEM (with ALE Scenario)**
  - **314287 Integration of appraisal and SEM performance matrix**
  - These notes are available to our customers on the Service Market place under the alias/HR Employee Life Cicle Management Performance Management in our Media Center.

SAP
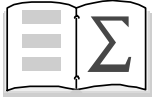
You are now able to:

- **Describe the structure of appraisals and the appraisal process**

- **Set up appraisals**

- **Perform appraisals**

- **Evaluate Appraisals**

- **Describe integration options**

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Objective Setting and Appraisals Exercises

Unit: Objective Setting and Appraisals

Topic: Appraisal Process

At the conclusion of these exercises, you will be able to:

- Maintain the Communication infotype (IT0105)

- Store default values using the user-specific settings

- Execute an employee appraisal

- Evaluate Appraisals

Objective setting and appraisals are executed in your company.

Notes: Replace ## with your group number

Choose the current or next year as the appraisal period.

1   Maintain the infotype Communication (IT 0105) with the subtype 0001 (system user name) in the personnel master data for the employee Charlotte Hansen. Enter the R/3 user there, with which you have logged on to the current training system.

2   Store the following data in the user-specific settings in the Appraisals area:
     Appraiser *Person*

     Appraised *Person*

3   Charlotte Hansen (personnel number 510991##) prepares the appraisal of Fiona Astor (personnel number 510992##) using the appraisal form *Worldclass Management Objectives,* determines the objectives and, if necessary, revises these objectives.

Note:
A form named by the instructor can be used instead of the appraisal form named above.

4   Charlotte Hansen (personnel number 510991##) carries out the employee appraisal for Fiona Astor (personnel number 510992##).

5   Charlotte Hansen (personnel number 510991##) concludes the employee appraisal for Fiona Astor (personnel number 510992##).

6   Check the appraisal just created in the subprofiles of Personnel Development

7   Evaluate all appraisals, which were already represented in the system with the appraisal form *Worldclass Management Objectives.*

Exercises

Unit: Objective Setting and Appraisals

Topic: Appraisal Form

At the conclusion of these exercises, you will be able to:

- Create an appraisal form in the appraisal catalog.

Forms are set up in your company for the appraisal processes in the appraisal catalog.

Note: Replace ## with your group number

1   In your project IMG, check whether the new objective setting functionality has been set up for Personnel Development.

2   Access the appraisal catalog by going to *Current Settings* (or the expert transaction PHAP_CATALOG_PA).

Check which object types are allowed in the category group *Personnel Appraisals.*

3   Create a new appraisal form in the category *Performance Management*, using the example *Objective Setting Example* as a basis. Translate the name of the new form.

Rename the form as *HR510_Group##.* If necessary, change the text given on the *Description* tab page.

Select a language of your choice in the dialog box *Select Langauge for Translation.*

4   Change the form *HR510_Group##,* by removing the link Balance Scorecard

5   Delete one of the crieteria in the criteria group *Aim.*

Alternatively, you can just delete the link between the element/criterion and the criteria group *Aims,* whereby you can continue to use the element/criterion.

6   Add a new criteria group and a new criteria.
         Then enter a qualification of your choice as the appraisal criteria.

         Using the search function, select a qualification of your choice from the
         qualifications catalog.

7   Check the tab page *Processing* for the form *HR510_Group##*.

         Change the processing if necessary, by choosing the option *Adapt
         Qualification* in the *Following Up* block.

8   Check the tab page *Status Flow* for the form *HR510_Group##*.

Note:

To use a newly created form for an appraisal process, you must release it beforehand.
After releasing it, this form can, however, not be changed anymore.
The release can not be reset.

Objective Setting and Appraisals Solutions

1   Maintain the infotype Communication (IT 0105) with the subtype 0001 (system user name) in the personnel master data for the employee Charlotte Hansen. Enter the R/3 user there, with which you have logged on to the current training system.

Choose **Personnel Management -> Administration -> HR Master Data -> Maintain.**

Enter the personnel number 510991## and choose the infotype *Communication (IT 0105)* in the *Direct Selection Area.*

Choose the function *Create*. In the dialog window *Subtypes for the Communication Infotype*, accept the *subtype 0001* (system user name) by double-clicking.

In the *Create Communication* view, maintain the R/3 user in the *ID/Number* field with which you logged on to the training system.

Save the infotype *Communication (IT0105)* and return to the *SAP Easy Access Menu.*

2   Store the following data in the *user-specific settings* in the *Appraisals* area: The following data: Appraiser *Person*

            Appraised *Person*

Choose **Personnel Development** → **Settings** → **User-Specific**.

Maintain the option *Person* in the *Appraisals* area for *Appraiser* and *Appraisee*. Choose the function *Fixed*.

You then automatically return to the *SAP Easy Access Menu.*

3   Charlotte Hansen (personnel number 510991##) prepares the appraisal of Fiona Astor (personnel number 510992##) using the appraisal form *PC4YOU,* determines the objectives and, if necessary, revises these objectives.

Note:
A form named by the instructor can be used instead of the appraisal form named above.

Choose **Personnel Development** → **Appraisal** → **Create .**

Choose the entry *Worldclass Management Objectives* in the appraisal form view by double-clicking.

In the *New Worldclass Management Objectives* view, enter the personnel number of Fiona Astor (510992##) in the header of the field *Employee (Appraiser).* The information of the manager (appraiser) has already been maintained. If necessary, change the period proposed by choosing the next year.

Choose the function *Determine Aims.*

Maintain the aims, targets, and weightings of your choice and choose the function *Review* if necessary. You can change the aims determined several times by doing so.

Choose the function *Start Appraisal Process* to store the appraisal results for Fiona Astor in the system.

4   Charlotte Hansen (personnel number 510991##) carries out the employee appraisal for Fiona Astor (personnel number 510992##).

You have chosen the *Start Appraisal Process* function.

Now enter results of your choice in the *Final Appraisal*

column. Using input help, you can choose freely from the possible entries of assigned

scales.

Save the appraisal results that you have just entered.

5   Complete the employee appraisal for Fiona Astor (personnel number 510992##).

Choose the function *Complete*.
If necessary, you can see an overview of the appraisal steps completed so far using the function

Action Log.

Do **not** return to the *SAP Easy Access Menu.*

6   Check the appraisal just created in the subprofiles of Personnel Development.

Choose *Display Qualifications*.

You then arrive in the *Person* view*: Display Profile* screen appears.

Choose the Objective setting and appraisals (received) subprofile for Fiona Astor and display the appraisal results in detail.

Return to the *SAP Easy Access Menu.*

7   Evaluate all appraisals, which were already represented in the system with the appraisal form *Worldclass Management Objectives.*

Choose **Personnel Development** $\rightarrow$ *Infosystem* $\rightarrow$ *Reports* $\rightarrow$ *Appraisals* .

You then arrive in the *Appraisals* view*:* Choose the appraisal form *Worldclass Management Objectives* using the input help and set an indicator in the selection options for all statuses.

Choose the *Execute* function. You receive different appraisals as

selection results. The individual appraisals can be marked and analyzed in detail using the

Display function.

Return to the *SAP Easy Access Menu.*

Solutions

Unit: Objective Setting and Appraisals

Topic: Appraisal Form

1   In your project IMG, check whether the new objective setting functionality has been set up for Personnel Development.

Choose Project IMG -> Personnel Management -> Personnel Development -> Objective Setting and Appraisals -> Edit Basic Settings.

The HAP00 REPLA switch must be set to the value X (*only replace for personnel appraisals)* or the value A (*generally replace for the old appraisal system).*

Note:
Alternatively, you can set this switch directly using the table maintenance in T77S0.

2   Access the appraisal catalog by going to *Current Settings* (or the expert transaction PHAP_CATALOG_PA).

Choose SAP EASY ACCESS MENU -> Personnel Management -> Personnel Development -> Settings -> Current Settings -> Process Appraisals Catalog.

Check which object types are allowed in the category group *Personnel Appraisals.*

Double-click on the category group *Personnel Appraisals* in the left area of the Appraisals catalog. On the right hand side, check on the *Objects Involved* tab page, whether the Person object type is a permissible appraisal type.

3   Create a new appraisal form in the category *Performance Management*, using the example *Objective Setting Example* as a basis. Translate the name of the new form.

Position your cursor on the *Performance Management* category and choose the option *Via Objective Setting Example* in the *Create Form* dialog box using the context menu (right mouse click).

Then choose *Execute*.

Rename the form as *HR510_Group##*. Double-click in the left area on the form name and rename the form in the right area of the screen. If necessary, change the text given in the *Description* tab page.

Save your data.

Confirm the *Translate* dialog box with the option *Yes* to translate the form

name. Select a language of your choice in the dialog box *Select Langauge for Translation*.

Choose the function *Continue* and translate the name of the form on the *Name and Description* tab page.

Save your data.

4   Change the form *HR510_Group##,* by removing the link Balance Scorecard

Position the cursor in the left area on the form H*R510_Group##* and double-click.
In the right area, remove the entry Balance Scorecard on the *Layout* tab page in the Links block.

Save your data.

5   Delete one of the criteria in the criteria group *Objectives.*

Position your cursor in the left area of the appraisal catalog on a criterion from the criteria group *Objectives* and choose the function *Delete Current Criteria* from the context menu (right mouse click). Choose *Continue* in the *Type of Element Deletion* dialog box. You thereby delete the object.
Alternatively, you can just delete the link between the element/criterion and the criteria group *Objectives,* whereby you can continue to use the element/criterion.

Save your data.

6   Add a new criteria group and a new criterion.
Then enter a qualification of your choice as the appraisal criteria.

Position your cursor on the form and choose the function *Insert New* using the context menu (right mouse click).
Choose the option *Nodes Criteria Group* in the *Type of Insertion* dialog box and confirm with *Continue*. In the right area, name the new criteria groups.

Save your data.

Proceed in the same way to insert a new criteria. Simply choose the *Node Criteria* option instead in the *Type of Insertion* dialog box.

Proceed in the same way to insert an existing qualification of your choice as the new criteria. Simply choose the *Node Qualification* option instead in the *Type of Insertion* dialog box. Using the search function, select a qualification of your choice from the qualifications catalog.

Save your data.

7   Check the tab page *Processing* for the form *HR510_Group##.*
In the left area, double-click on the form name and choose the *Processings* tab page in the right area.

Change the processing if necessary, by choosing the option *Adapt Qualification* in the *Following Up* block.

8   Check the tab page *Status Flow* for the form *HR510_Group##.*
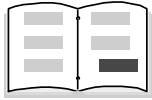
Choose the *Status Flow* tab page in the right area and check which parts of the *appraisal process* are supported.

Note:
To use a newly created form for an appraisal process, you must release it beforehand.
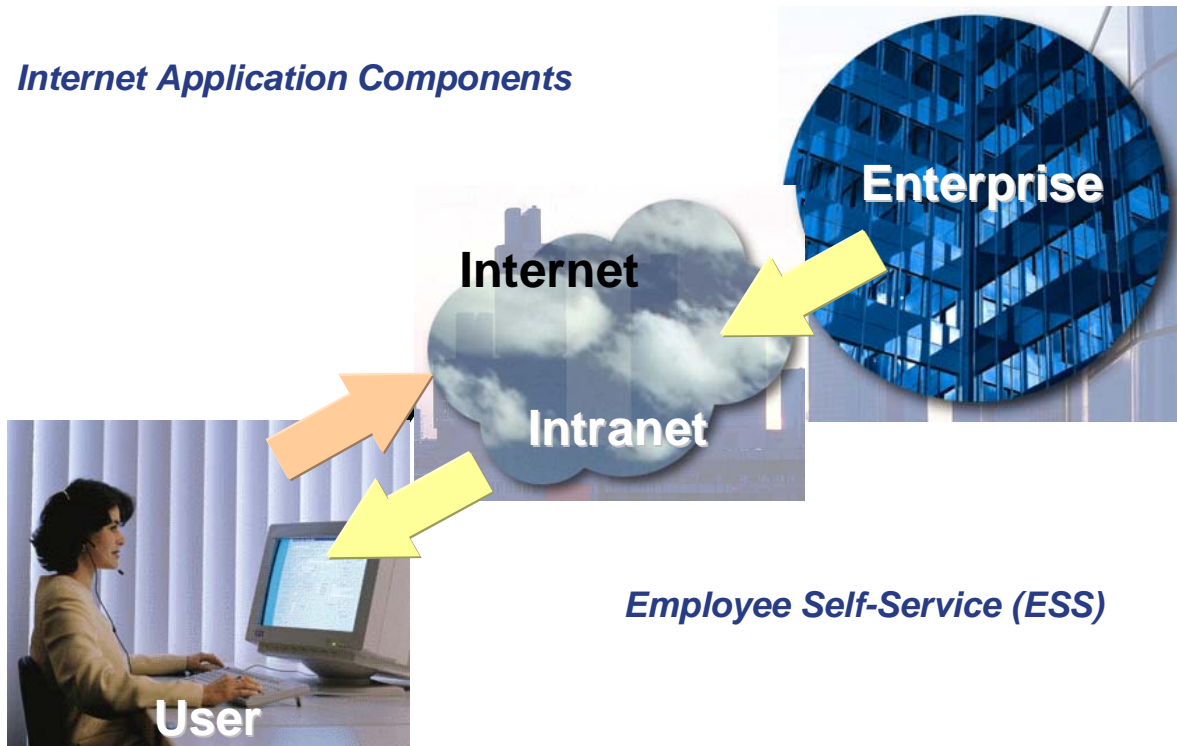After releasing it, this form can, however, not be changed anymore.
The release can not be reset.

Appendix

- **This section contains additional material to be used for reference purposes.**

- **This material is not part of the standard course.**

- **Therefore, it may not be covered during the course presentation.**

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Web Applications in Personnel Development

Internet Application Components

Enterprise

Internet

Intranet

Employee Self-Service (ESS)

User

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- *Personnel Development* has a number of Web applications that enable employees to display and edit their qualifications and appraisal data. For example, employees can view and update their own qualifications data, managers can hold employee appraisals in the Self-Service and so on.
- Users can access these services as *Employee Self-Services* on the corporate intranet or as *Internet Application Components* on the intranet and Internet. The services are presented in an easy-to-use, intuitive form.
- *Note:*
  We only talk of *Employee Self-Services* when referring to the Internet Application Components that are assigned to the role *Employee* (SAP_ESSUSER).
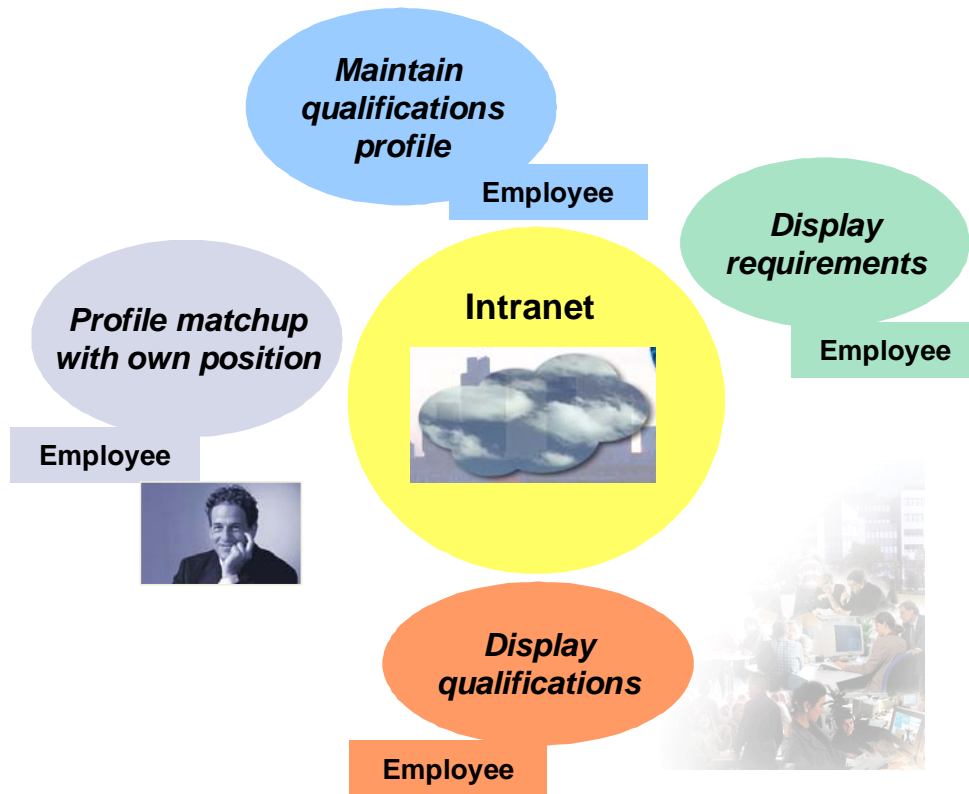
ESS Maintain Qualifications Profiles

SAP

Quit   ?

Qualifications Profile for Ricarda Sanders

Qualifications Catalog

| ⯆ Expand | ⯅ Collapse | 🖾 Detail |

- 🔲 Qualifications
  - 📁 General management skills
  - 📂 Knowledge of data processing
    - ✅ Knowledge of ABAP
    - ✅ Excel
    - Knowledge of JAVA
    - ✅ Word
  - 📂 Competencies
    - ✅ Communication skills
    - ✅ Team spirit
  - 📁 Licenses/Certificates
  - 📁 Language Skills

➡ **Transfer**

Details

Qualification	Knowledge of ABAP
Validity period	01.01.1900 - 31.12.9999
Very good	
Good	

My Profile

| 🖫 Save | 🗑 Delete | 🖉 Localize | 🖾 Detail |

Knowledge of ABAP	Very good
General English	Very good
Excel	Satisfactory
Management skills	Very good
Communication skills	Very good
Mobility	Poor
Team spirit	Good
Business English	Good
Word	Poor

Size of profile   9   Entries

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- This Employee Self-Service (ESS) enables employees to edit their own qualifications profiles. Employees can select the qualifications they hold from the qualifications catalog, and store them with the respective proficiencies in their own individual qualifications profile. In this way, employees can keep their profiles up to date.
- Companies can use this ESS to record what qualifications profiles exist in the company and keep these profiles up to date. The service reduces the administrative workload of personnel officers and supervisors, and gives employees more responsibility for their own data within the organization.

- The service name of this ESS is PZ31. You can find all the relevant data under this service name in the SAP System. The names of the corresponding transactions are PZ31 and PZ32.

- Prerequisites:
  - You have implemented the *Personnel Development* component. You have created the appropriate scales and maintained the qualifications catalog in Customizing.
  - You have created a mini master data record for each employee. You have created infotype 105 records for employees, where a user is assigned to the employee. This prerequisite applies to all other Employee Self-Services as well.

ESS Display Qualifications

Display Qualifications

Display qualifications

Display your own qualifications and their proficiencies

| Key date | 26.09.2000 |
| Person | Ricarda Sanders |

Qualification group	Qualification name	Proficiency	Start date	End date
Gen. management skills	Management skills	Very good	08.01.1994	31.12.9999
Gen. management skills	Mobility	Poor	13.05.1986	31.12.9999
Data processing	Knowledge of ABAP	Very good	08.01.1994	31.12.9999
Data processing	Excel	Satisfactory	08.01.1994	31.12.9999
Data processing	Word	Poor	08.01.1994	31.12.9999
Competencies	Communication skills	Very good	08.01.1994	31.12.9999
Competencies	Team spirit	Good	08.01.1994	31.12.9999
Language skills	General English	Very good	08.01.1994	31.12.9999
Language skills	Business English	Good	08.01.1994	31.12.9999

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- This Employee Self-Service (ESS) enables employees to view their own qualifications. The display also includes the proficiency and validity of each qualification. In this way, the employee can easily identify possible future training needs.

- The service name of this ESS is MY_QUALIS. You can find all the relevant data under this service name in the SAP System. The name of the corresponding transaction is PP_MY_QUALIFICATIONS.

ESS Display Requirements

Display Requirements

Quit ?

Display requirements

| Key date | 26.09.2000 |
| Position | Application Programmer |

Display the requirements of your own position and the required proficiency levels

Qualification group	Qualification name	Reqd proficiency	Start date	End date
Data processing	Knowledge of ABAP	Very good	08.01.1994	31.12.9999
Data processing	Excel	Good	13.05.1986	31.12.9999
Data processing	Knowledge of JAVA	Good	08.01.1994	31.12.9999
Data processing	Word	Good	08.01.1994	31.12.9999
Competencies	Communication skills	Good	08.01.1994	31.12.9999
Competencies	Team spirit	Very good	08.01.1994	31.12.9999
Licenses/Certificates	Certified consultant	Good	08.01.1994	31.12.9999
Language skills	General English	Very good	08.01.1994	31.12.9999
Language skills	Business English	Very good	08.01.1994	31.12.9999

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- This Employee Self-Service (ESS) enables employees to view the requirements of their own positions. The display also includes the required proficiency of each requirement. In this way, the employee can easily identify possible future training needs to meet the requirements of the position.

- The service name of this ESS is MY_REQUIREMENT. You can find all the relevant data under this service name in the SAP System. The name of the corresponding transaction is PP_MY_REQUIREMENTS.

ESS Profile Matchup with Your Own Position

SAP

Quit   ?   **SAP**

Profile Matchup with Your Own Position

Display profile matchup

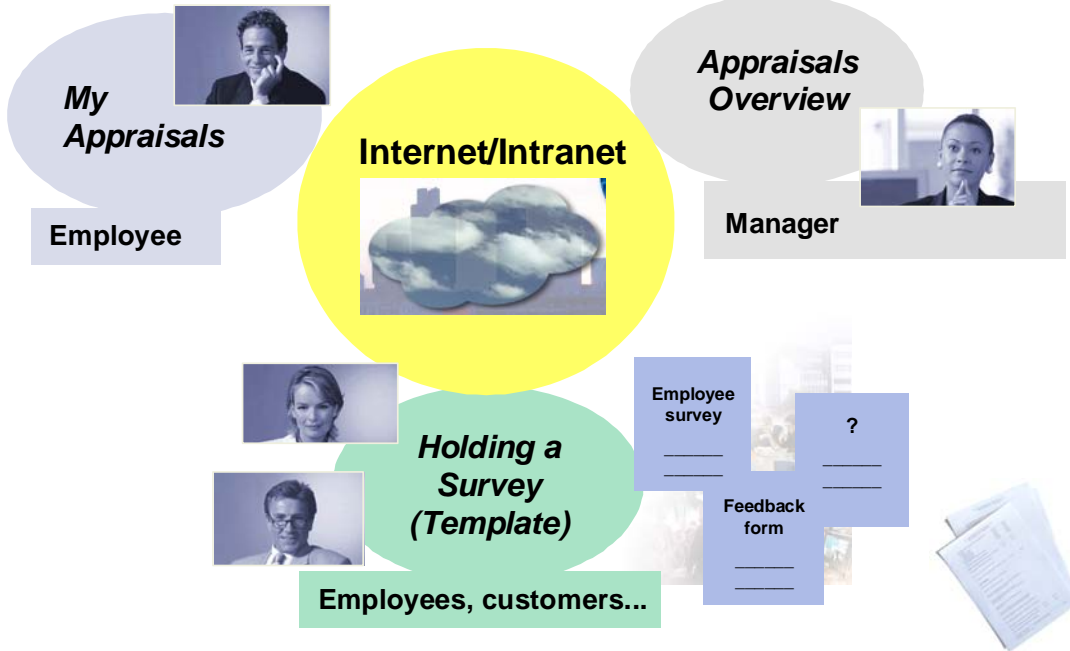|	
Key date	01.01.1900 - 31.12.9999
Position	Application Programmer
Person	Ricarda Sanders
Other setting	Alternative qualifications were not included

> **Display the requirements of your own position together with the *difference* between the required and existing proficiencies**

Qualification group	Qualification	Required prof.	Existing prof.	Diff.	Training
Data processing	Knowledge of ABAP	Very good	Very good	0	-
Data processing	Excel	Good	Satisfactory	1-	▣
Data processing	Knowledge of JAVA	Good		5-	-
Data processing	Word	Good	Poor	2-	▣
Competencies	Communication skills	Good	Very good	1	▣
Competencies	Team spirit	Very good	Good	1-	▣
Licenses/Certificates	Certified consultant			5-	-
Language skills	General English			0	▣
Language skills	Business English			1-	▣

> **Where relevant, branch to display of proposals for further training (such as training courses) and from there directly to registration.**

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- This Employee Self-Service (ESS) enables employees to match their qualifications with the requirements of their own position. The employee's qualifications are compared with the requirements of the position he or she holds. In the event of qualification deficits, the employee can register directly for a suitable training measure (training course or development plan) where available.

- The service name of this ESS is MY_PROFILEMATC. You can find all the relevant data under this service name in the R/3 System. The name of the corresponding transaction is PP_MY_PROFILEMATCHUP.

- Security: Every user is only authorized to view his/her own appraisals. Users are automatically authorized to display their own appraisals if they have the corresponding user for the SAP System.

Overview: Web Applications for Appraisals

ESS My Appraisals

Quit   ?

My Appraisals

Personnel no.	1809		Name	Frank Farmer
EE group	1	Active	Pers. area	1000	Hamburg
EE subgroup	U4	Salaried EE	Cost center	4300	Sales D

Appraisals where appraisee

Status of appraisal	Appraiser	Appraisal	Period appraised	To
Completed	Tom Smith	Performance app.	01.01.1998	31.12.1998
Completed	Tom Smith	Performance app.	01.01.1999	31.12.1999
Completed	Anja Müller	Attendee app.	09.10.2000	12.10.2000

Double-click to branch to the display of the individual appraisals

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- This Employee Self-Service (ESS) enables employees to view appraisals where they have been appraised, for example, their own performance appraisals.

- The service name of this ESS is MY_APPRAISALS. You can find all the relevant data under this service name in the SAP System. The name of the corresponding transaction is PP_MY_APP.

Quit   ?

SAP

Appraisals Overview

Personnel no.	10200			**Tom Smith**
EE group	1	Active	**Pers. area**	1000 Hamburg
EE subgroup	U4	Salaried EE	**Cost center**	4300 Sales D

Appraisals to be edited   Appr. where appraiser   Appr. where appraisee

Display appraisals with the status Completed where the manager was the appraiser.

Appraisee	Appraisal	Start	to
Frank Farmer	**Performance appraisal**	**01.01.1998**	**31.12.1998**
Maria Rauenberger	**Performance appraisal**		
Melissa Taylor	**Performance appraisal**		
Frank Farmer	**Performance appraisal**		
Ricarda Sanders	**Performance appraisal**		
Melissa Taylor	**Performance appraisal**		
John Smith	**Performance appraisal**		

Display appraisals where the manager was appraisee.

Display appraisals with the status in process which the manager still has to complete.

Creation and deletion of appraisals

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- This Internet Application Component was specially developed for the role *Personnel Development Manager Generic* (SAP_HR_PD_MANAGER). With it managers or employees with personnel responsibility can display appraisals they have created, as well as create and edit appraisals directly from their *mySAP.com Workplace*.

- The initial screen of the service is clearly structured and contains 3 tab pages (*Appraisals to be edited, Appraisals where appraiser, and Appraisals where appraisee)* so that the manager can access the required function directly.

- On the *Appraisals to be edited* tab page (see slide), appraisals can be created and deleted by clicking the relevant icons. When creating an appraisal, the manager can display a drop-down list box of appraisal models (individual appraisals) and select one.

- The service name of this Web application is MY_APPRAISALM. You can find all the relevant data under this service name in the SAP System. The name of the corresponding transaction is PP_MY_APP_MGT.

- There are no special security measures to consider when implementing this Internet Application Component. Users require authorization to display their own appraisals, and to display and change the appraisals of employees for whom they are responsible.

Performing Appraisals

SAP

Performance Appraisal   **SAP**

Manager	**Tom Smith**
Employee	**Ricarda Sanders**
Period appraised	**01.01.1999** to **31.12.1999** **Created on** **26.05.2000**

[**Save**]   [**Complete**]   [**Back**]

Evaluation

Performance appraisal

> **Option to enter free comment.**

Commitment   **Excellent** ▲

Far exceeds department average

Productivity   **Very good** ▲
- **Poor**
- **Adequate**
- **Average**
- **Good**
- **Very good**

> **You can select either list boxes or radio buttons (as shown on next slide) for the evaluation.**

Endurance

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■ You can define the layout of the form you access when you create an appraisal as required (using the Web application *Appraisals Overview,* see previous slide): you can enter evaluations as free text comments or choose from the list-box or radio button options.

■ You specify the layout of the appraisal forms for the individual appraisal models in Customizing for *Personnel Development* under *Appraisal Systems -> Edit Appraisals Catalog*. You will find the required setting for each appraisal model on the *Additional Data* tab page under *Layout Specifications*.

■ There are two options for completing the evaluation:
- If you choose *Save,* the appraisal is given the status *In process* and is then listed on the initial screen of the Web application on the tab page *Appraisals to be edited*.
- If you choose *Complete,* the appraisal is given the status *Completed* and is listed on the tab page *Appraisals where appraiser* (see also previous slide).

Internet Application Component: Holding a Survey

SAP

Anonymous surveys

Quit   ?

CAB Co.

Topic of survey	**Satisfaction with our customer service**
Period appraised	**01.01.1999** to **31.12.1999** Created on **15.09.2000**

Save	Complete	Back

Evaluation

Evaluate our customer service:

1. **How do you usually contact us ? By** | Telephone ▲ |

1 = Unsatisfactory, 2 = Satisfactory, 3 = Very satisfactory, 4 = Outstanding **1 2 3 4**

2. **How do you rate the way you are dealt with ?**   ○○○◉ Out-standing

My contact person has always been extremely courteous.

3. **How do you rate our repair service?**   ○○◉○ Very satisfact-ory

4. **How do you rate our opening times?**   **Radio buttons** → ○○○○ ory
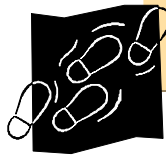
© SAP AG 1999

- This Web application is provided as a copy template, and enables you to hold individual appraisals directly from your *mySAP.com Workplace*, or via a link (to your homepage, for example).
- The service can be used universally, for example, you might use it for
  - Surveys
  - Customer feedback
  - Other evaluations

- The service name of this Web application is MY_APP_CREATE. You can find all the relevant data under this service name in the R/3 System. The name of the corresponding transaction is PP_MY_APP_CREATE.

- There are no special security measures to consider when implementing this Internet Application Component. Users require authorization to display and change appraisals.
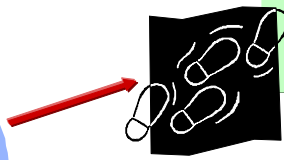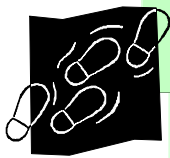
Copying the Internet Application Component Holding a Survey: Overview

SAP

A. Customizing steps

1. Check whether a suitable scale and appraisal form exist
2. Create an appraisal model
3. Define a form layout for the survey
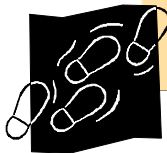4. Specify whether the survey should be anonymous

B. Publishing steps

1. Copy the standard service
2. Publish the copied service
3. Test the copied service (optional)
4. Set link from URL address to your homepage

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Copying the Internet Application Component Holding a Survey: Customizing

A. Customizing steps

1. **Check whether a suitable scale and appraisal form exist**
2. **Create an appraisal model**
3. **Define a form layout for the survey**
4. **Specify whether the survey should be anonymous**

Appraisal systems

- ☑ **Edit Form of Appraisal**
- ☑ **Edit Scales**
- ☑ **Define Permissible Functions**
- ☑ **Edit Appraisals Catalog**

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- If you want to copy and use the service *Holding a Survey*, you must check and/or make a number of Customizing settings.
- In step 1, you must check the settings for forms of appraisal and scales. These were covered in the unit on *Appraisal Systems*.
- In steps 2 - 4, you make the required settings in the appraisals catalog, where you must generate an appraisal model for surveys. You make specifications regarding survey layout and survey anonymity for the appraisal model.
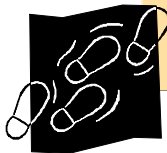
B. Publishing steps

1. **Copy the standard service**
2. Publish the copied service
3. Test the copied service (optional)
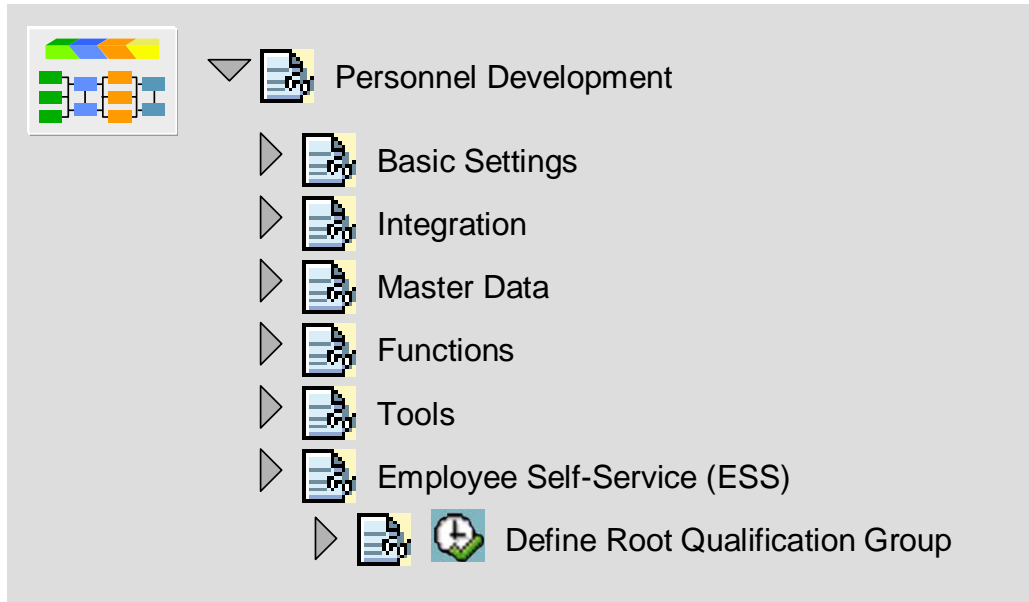4. Set link from URL address to your homepage

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- The publishing steps cover the actual copying of the service, further processing of the copied service, and how to publish it on your own homepage.
- You copy the standard service MY_APP_CREATE in the Object Navigator (transaction SE80). You can copy it both locally and to your customer name space. Ensure that you copy ALL of the templates.
- You must configure the following parameters:
  - PLANVERSION (plan version)
  - EVALUATED_OBJECT_TYPE (object type of object appraised)
  - EVALUATED_OBJECT_ID (ID of object appraised)
  - EVALUATED_SHEET (ID of appraisal model used)
  - EVALUATED_VALID_FROM (start date of period appraised)
  - EVALUATED_VALID_TO (end date of period appraised)
- In addition, you can set up a standard user login with the following parameters:
  - ~CLIENT; ~LOGIN (User); ~PASSWORD; ~LANGUAGE

B. Publishing steps

1. Copy the standard service
2. **Publish the copied service**
3. **Test the copied service (optional)**
4. **Set link from URL address to your homepage**

http://www.CaliberACabCo.DE

Employee Survey

?

Feedback Form
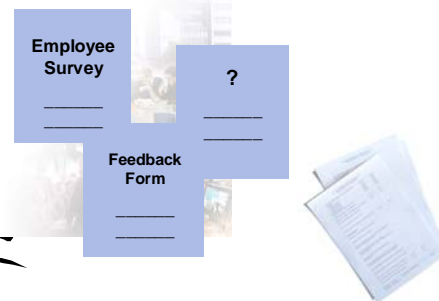
© SAP AG 1999

- We recommend that you copy the complete service. To do so, choose *Publish -> Complete Service.*
- Step 3 *Testing the Service* is optional. To test the service, you can start the service directly from the Object Navigator by choosing *Internet Service -> Execute.*
- In the last step, you must create a link from the service's URL address to your homepage or to the document to which you want to give appraisers access.

ESS Customizing Settings

SAP

- Personnel Development
  - ▷ Basic Settings
  - ▷ Integration
  - ▷ Master Data
  - ▷ Functions
  - ▷ Tools
  - ▷ Employee Self-Service (ESS)
   - ▷ Define Root Qualification Group

- You can set up a root qualification group for Employee Self-Service in the Customizing activity *Define Root Qualification Group.*

- This Customizing setting lets you restrict the display of qualification groups in the Employee Self-Service *Maintain Qualification Profile* to one qualification group and its underlying objects (possibly including other qualification groups and qualifications).
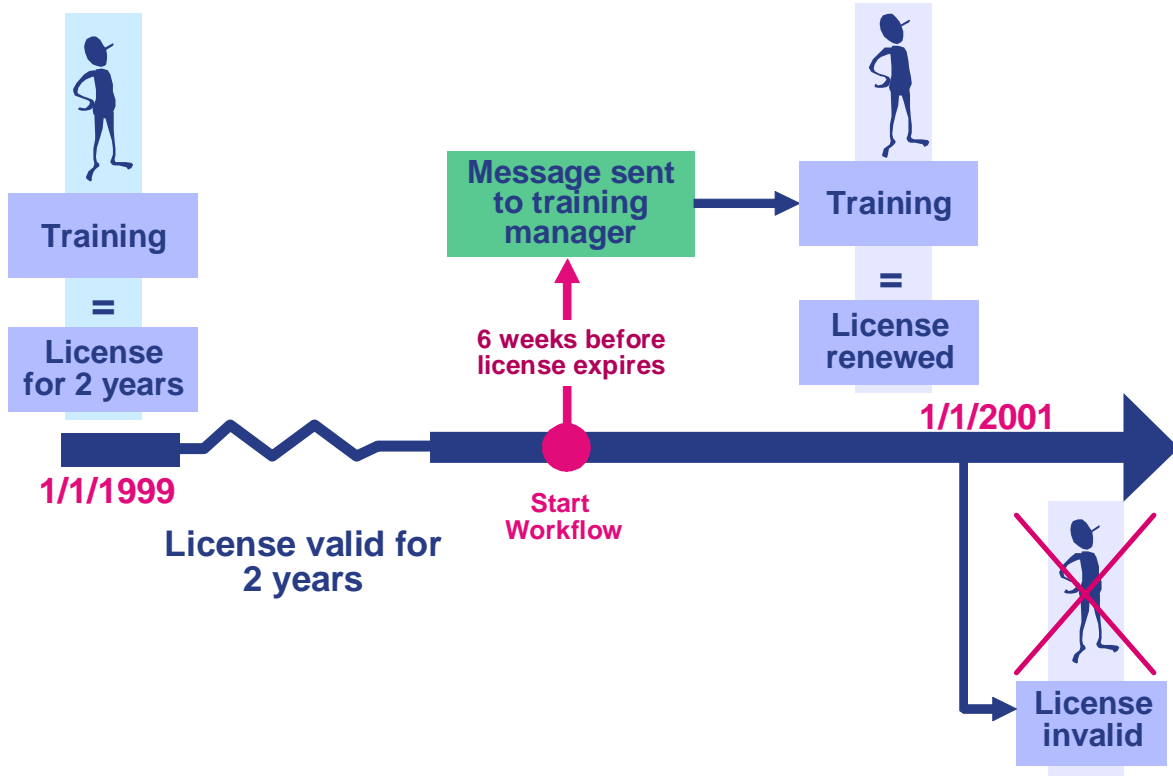
Monitoring Qualifications

- The standard system comes with a standard workflow that can be used to monitor the validity periods of the qualifications assigned to planning objects. This workflow is based on the validity defined in Customizing for the qualification in question. You can use this workflow to inform an appropriate person (the responsible course instructor, the employee's supervisor, and so on) that the qualifications in question are about to expire. This means that the person in question can introduce measures that will renew/extend the qualifications in question.
- The process flow here is as follows:
  - When a qualification with a validity is assigned to an employee, the workflow is started automatically when the qualification is created.
  - The validity end date is calculated on the basis of the start date of the assignment and the duration of the validity. The workflow is placed into a queue.
  - At a predefined point in time before the validity end date, the person responsible (the personnel administrator, for example) is informed that the qualification is about to expire.
  - The workflow ends when the work item is completed.
- *Note:*
  If the qualification is renewed or extended before the work item is executed, the original workflow is completed automatically, and a new workflow is started.

SAP

- **Workflow *Changed Subprofile***

Changed subprofile

Start workflow

Display of changed subprofile or profile matchup

Employee
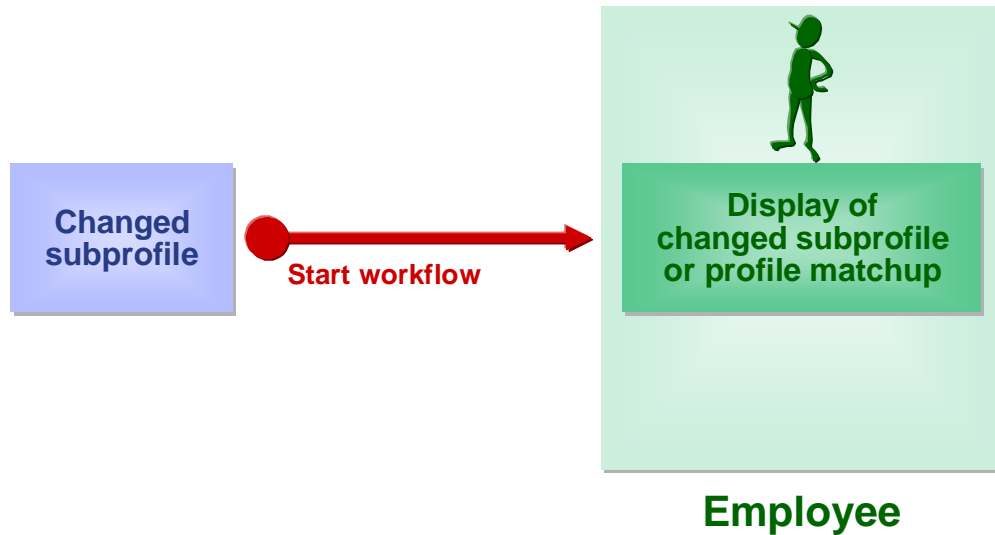
© SAP AG 1999

- This workflow does the following: When changes are made to a subprofile, the owner of the profile, that is, the person for whom the profile was created, is informed. The changed *subprofile* is submitted to the person concerned for viewing.
- This applies to all subprofiles in *Personnel Development* except the subprofiles for appraisals (*appraisals where appraiser, appraisals where appraisee*) and to the individual development plans.
- In the case of the subprofile *Requirements,* the system determines who the holder of the job/position is and informs him or her. In this case, the holder is sent the current *profile matchup* between existing qualifications and requirements.
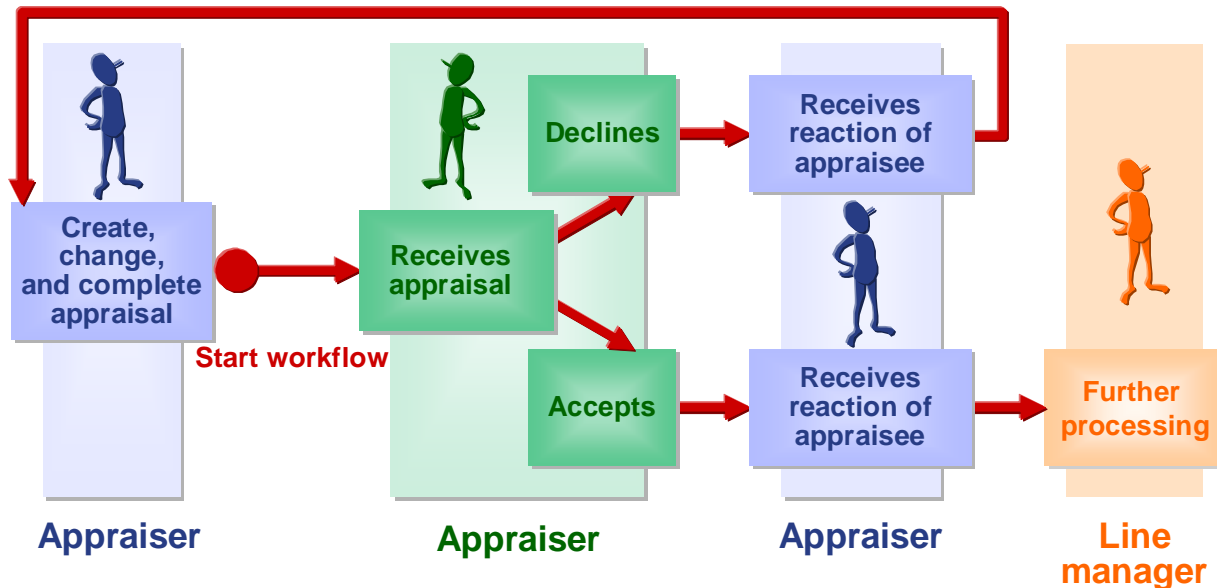
Workflow: Profile Matchup for Transfer to Another Position

- **New workflow *Profile Matchup for Transfer to Another Position***

New/changed position → Start workflow → Display profile matchup
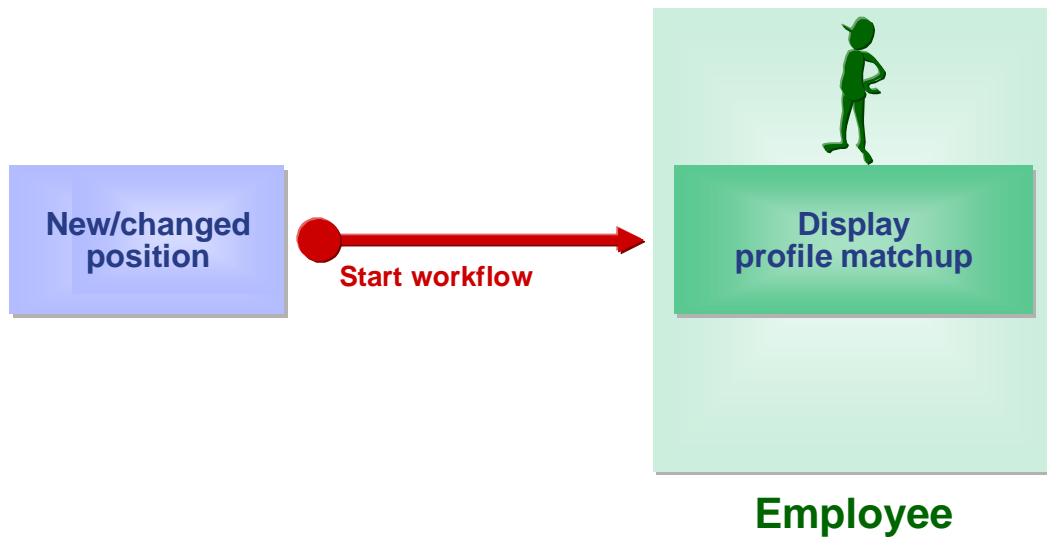
Employee

© SAP AG 1999

- This workflow informs an employee of the requirements of the new position to which he/she has been transferred.
- Once a person is transferred to a new position, a profile matchup between existing and required qualifications informs the employee about the requirements of the new position. The profile matchup makes training proposals where available in the event that the new requirements are not met.

Approving Appraisals

Workflows are used for the approval of appraisals

Appraiser

Appraiser

Appraiser

Line manager

Create, change, and complete appraisal

Start workflow

Receives appraisal

Declines

Accepts

Receives reaction of appraisee

Receives reaction of appraisee

Further processing

Appendix

- A standard workflow is available for approving appraisals. Approval of appraisals is only possible with this workflow.
- Once an appraiser has held and completed an appraisal, the appraisal can be passed on to the appraisee for approval. The appraisee can view the appraisal, and decide whether he/she wishes to approve or reject the appraisal. If the appraisee rejects the appraisal, the appraisal is automatically put back in the status *In process* so that the appraiser can review it. Once the appraisal has been approved, various follow-up actions can be carried out (refer to next slide for details).
- *Note:*
  The setting regarding whether or not the status of completed and rejected appraisals can be changed back to *In process* (which means that you can make changes to these appraisals again) is made for the appraisal model. Here, you can also specify whether it is possible to delete approved or rejected appraisals (refer to the slide Appraisal Models 1).