

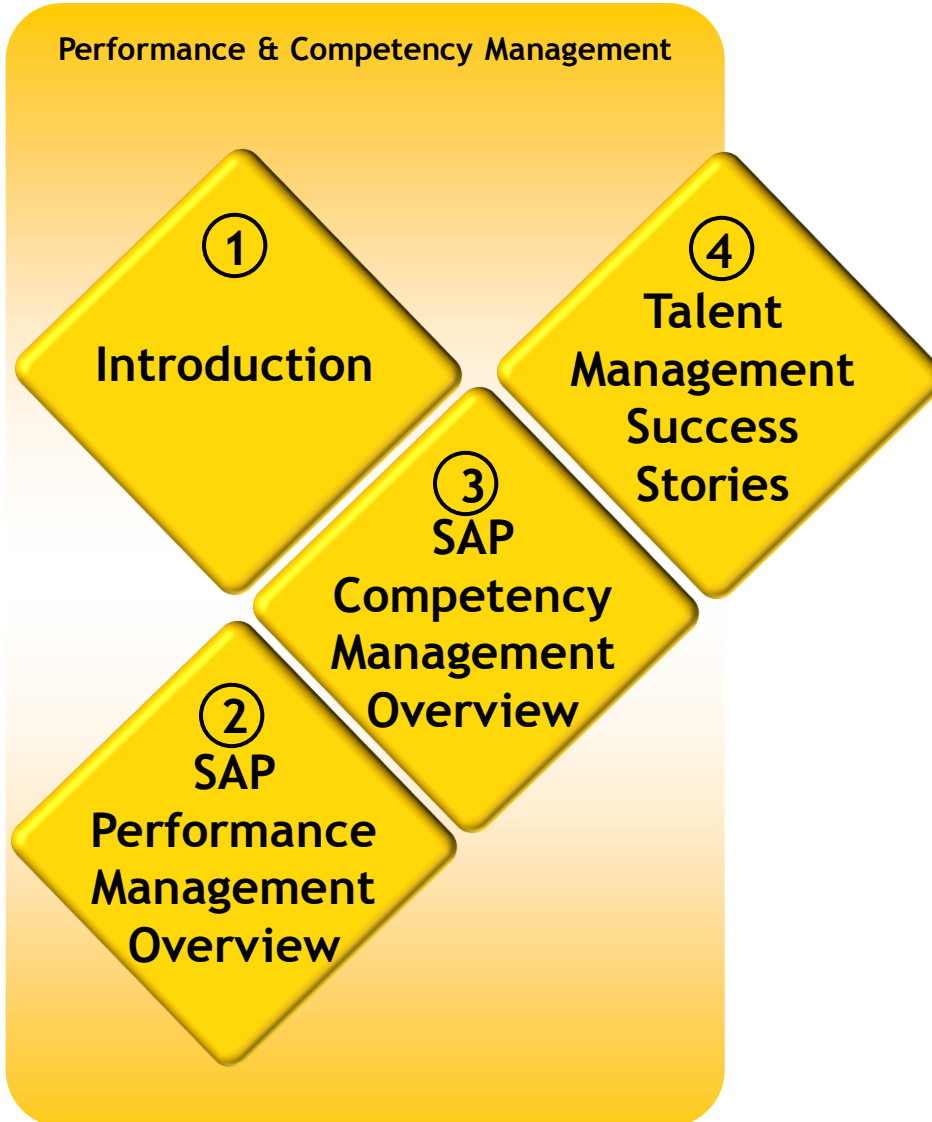


SAP HCM - Performance & Competency Management Solution

Efficient & Cost Saving Tool

August 27, 2011





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Introduction



- Expert Finder
- Manager Self-Service
- Employee Self-Service
- Employee Interaction Center
- Collaboration Tools

- Recruiting and Talent Management
- Performance Management
- Compensation Management
- Learning
- Training & Events Management
- Skills/Qualification Management
- Shift Planning



Relationship Management

Lifecycle Management
HCM

Talent Management

- Organizational Management
- Personnel Administration
- Payroll
- Claims , Loans
- Time Management
- Reporting
- Global Employee Management



Workforce Planning

- Workforce Cost & Headcount Planning & Simulation
- Employee Succession Planning
- Balanced Scorecard



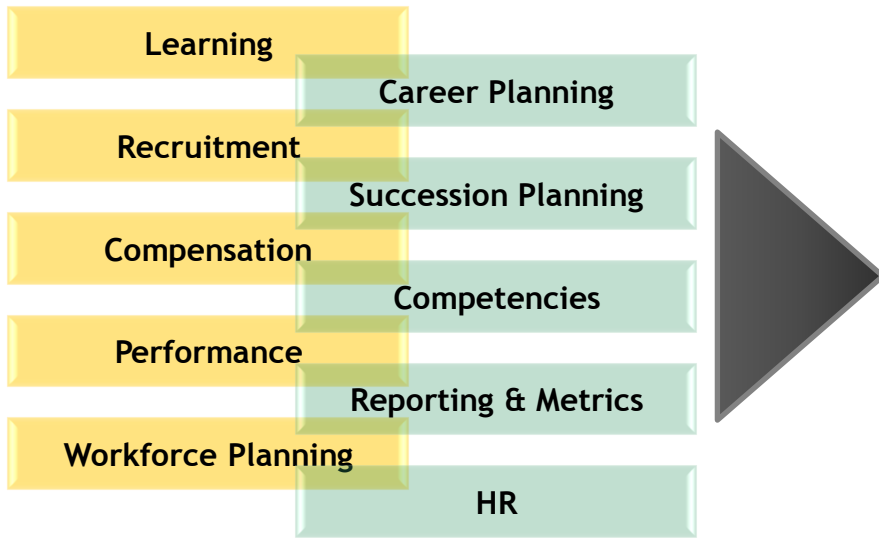
Workforce Analytics

- Pre-defined Key Performance Indicators
- Business Warehouse
- Management dashboards



Talent Management: What is included and what's the ultimate goal?

Functional Silos



Integrated Processes



Traditional Approach:

- Point solutions, redundant silos
- Process flow limitations
- Not aligned with business goals
- Lack of comprehensive talent view

Integrated Approach:

- Fully integrated solutions
 - Grow up as you like
- Performance - strategy alignment
- Flexibility and control throughout
- Comprehensive view of talent and goals

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SAP Performance Management Overview



**Alignment of Team
and Individual Goal
to Organization
Goals**

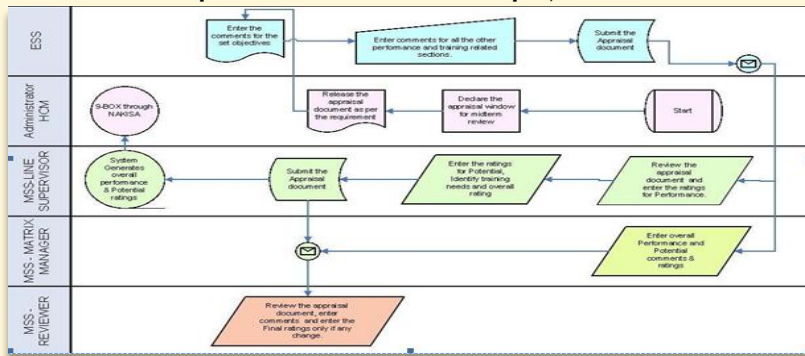
**Development
Planning**

**Reviews and
Appraisals**

**Reward/Pay for
Performance**



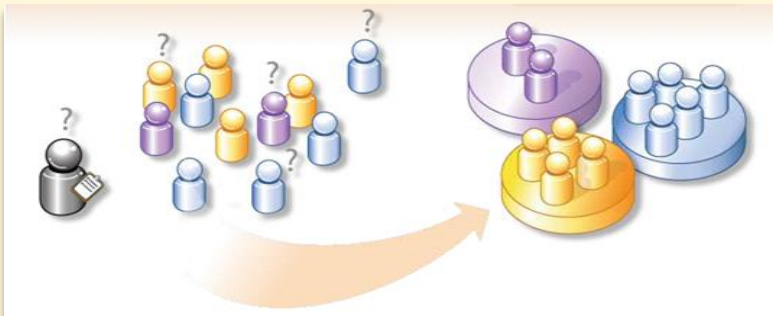
- Automation of entire process of Objective setting & evaluation
- Saves time for Talent Team
- Track & Manage workflow from HR Desk (no need for persistent follow ups)



- Web Based & Easy to Use (increased participation of employees & managers)
- Saves Time (Appraisal status reports for monitoring)
- Improve Quality and Completion rates

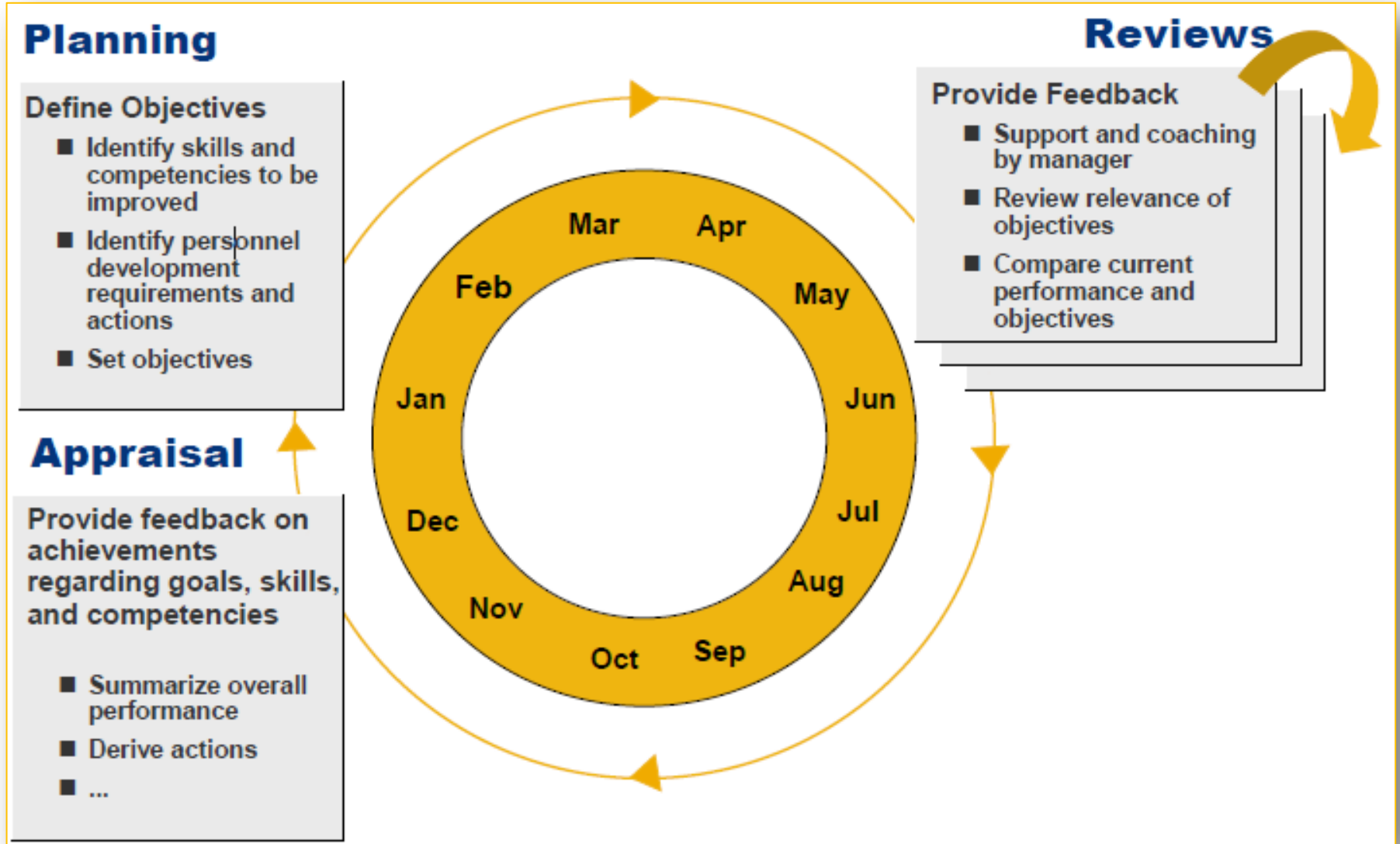


- Identifying Potential - System does it for HR users !
- Succession Planning - Managers can visualize the changes before decision making

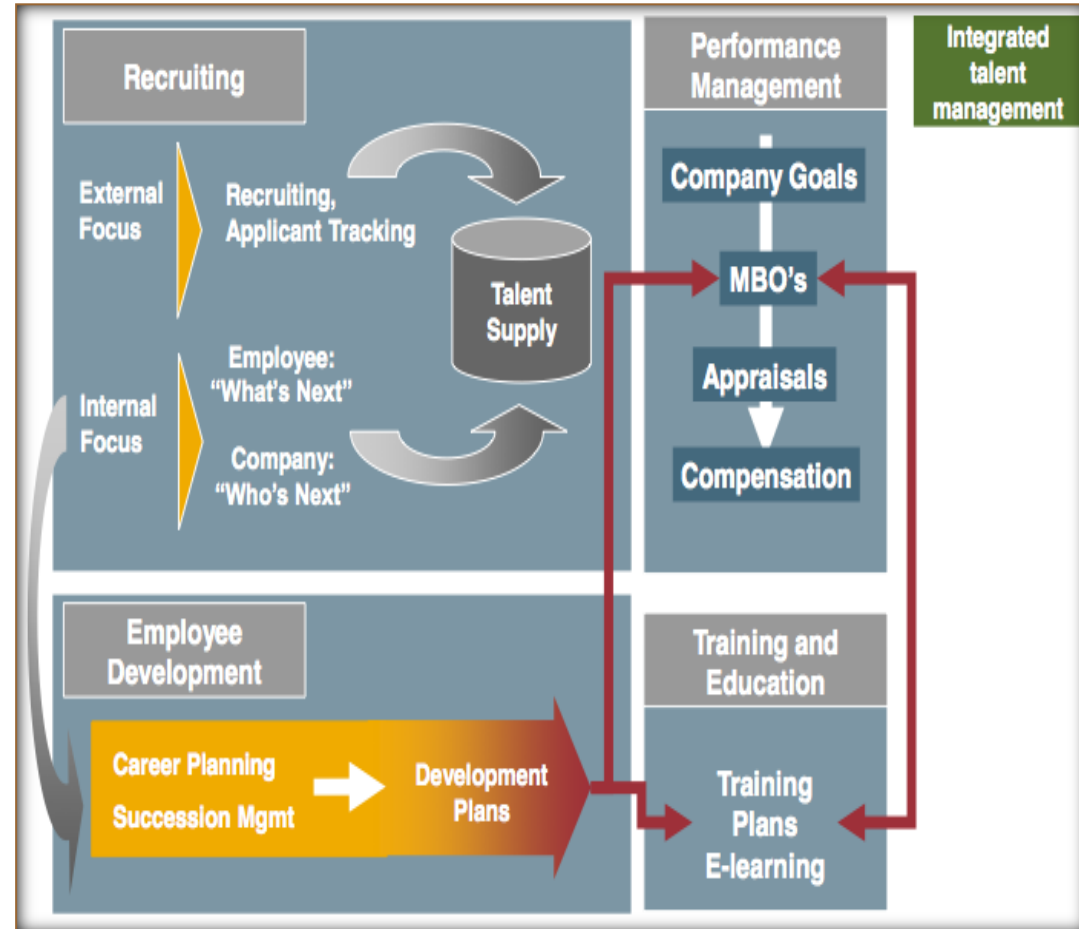


- Integration with BI
- Dashboard & Statistical Analysis





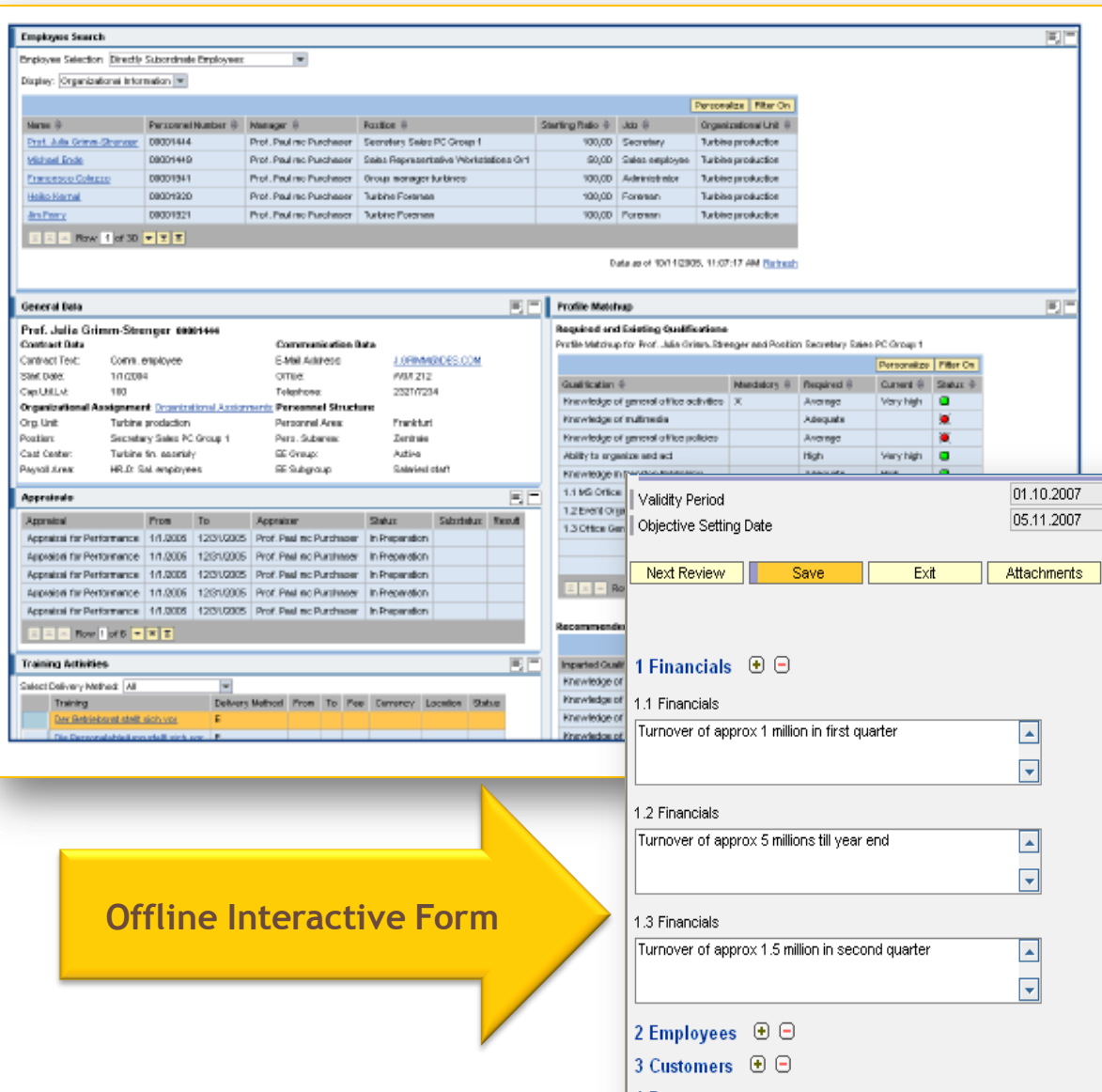
- Visibility into hidden talent
- Planning performance for accountability, role clarity and effectiveness
- Single methodical platform to plan, measure and optimize Processes



Providing an integrated business platform for managing talent across the entire business foundation - in various organization for their global operations



Key Features



Employee Search

Name	Personnel Number	Manager	Position	Starting Ratio	Job	Organizational Unit
Prof. Julia Grimm-Strenger	08001444	Prof. Paul nec Purchaser	Secretary Sales PC Group 1	100,00	Secretary	Turbine production
Michael Ende	08001449	Prof. Paul nec Purchaser	Sales Representative Workstations On1	50,00	Sales employee	Turbine production
Thomas G. G. G.	08001941	Prof. Paul nec Purchaser	Group manager turbines	100,00	Administrator	Turbine production
Holger H. H.	08001920	Prof. Paul nec Purchaser	Turbine Foreman	100,00	Foreman	Turbine production
Ben Perry	08001921	Prof. Paul nec Purchaser	Turbine Foreman	100,00	Foreman	Turbine production

General Data

Contract Data

Organizational Assignment

Appraisal

Appraisal	From	To	Appraiser	Status	Substatus	Result
Appraisal for Performance	1/1.2005	12/31/2005	Prof. Paul nec Purchaser	In Preparation		
Appraisal for Performance	1/1.2005	12/31/2005	Prof. Paul nec Purchaser	In Preparation		
Appraisal for Performance	1/1.2005	12/31/2005	Prof. Paul nec Purchaser	In Preparation		
Appraisal for Performance	1/1.2005	12/31/2005	Prof. Paul nec Purchaser	In Preparation		
Appraisal for Performance	1/1.2005	12/31/2005	Prof. Paul nec Purchaser	In Preparation		

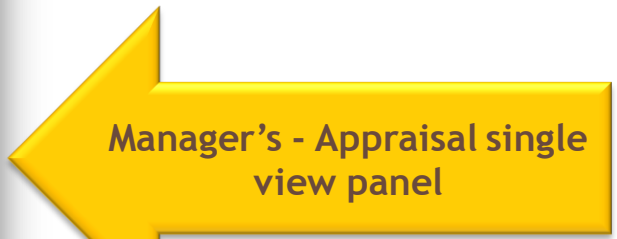
Appraisal Form Details

Validity Period: 01.10.2007 To 30.09.2008


Objective Setting Date: 05.11.2007

Buttons: Next Review, Save, Exit, Attachments, Display Individual Development Plan, Display Qualifications, Print

Deadline	Status Q1	Status Q2
	4. Partially Exceeded	No Value
01.12.2007	4. Partially Exceeded	No Value
30.09.2008	No Value	No Value
31.03.2008	No Value	No Value
	No Value	No Value
	3. Achieved	No Value



Manager's - Appraisal single view panel



Offline Interactive Form

Rebecca Philipps: Performance Document

Performance Management 2008 : Rebecca Philipps Personalize Help

Philipps
Rebecca

PLANNING | REVIEW | APPRAISAL

01/22/2008
Next Action Perform Appraisal (Manager) **Due Date** 01/22/2008

Save Cancel Sign Off Planning Spell and Legal Check
Action Log Related Links

General Data

Overall Appraisal

Individual Goals **100%**

- Improve Project Management 50%
- Improve Mediation 20%
- Improve Business English 15%
- Learn About Presentation Skills 15%

Competencies and Development

Team Goals

Company Goals

Obsolete Team Goals

Document Overview

Improve Project Management

Appraisal by Manager (Gold, Michael)

Rating: (77%)

Comment:

Additional Appraisal (Smith, Anne)

Rating:

Comment:

Appraisal by Employee (Philipps, Rebecca)

Rating:

Comment:

Description: Expand

KPI Measurement: Expand

- build and establish a performing team
- provide formal deliverables (C-Pro, Q-Gates)
- identify obstacles early

Aligned with: Increase Productivity , Improve Project Management

Notes

Attachments

Save Cancel Sign Off Planning Spell and Legal Check
Action Log Related Links

Display X-Matrix - SAP NetWeaver Portal - Microsoft Internet Explorer provided by Larsen & Toubro Infotech Limited

http://pocitmsqaep.crisp.com:50000/irj/portal

File Edit View Favorites Tools Help

SAP Display X-Matrix - SAP NetWeaver Portal

Reporting Options for Appraisals

- New reporting options:
 - Find objects with no appraisal
 - Find objects with no appraisal, and all existing appraisals
 - Find appraisals whose status is Approved and Rejected

Evaluate appraisals

Appraisal model: All
 Period appraised: 01.01.1900 - 24.06.1999
 Appraisers: All
 AND
 Appraisees: Lothar Loewe, Anne Albert, Mathias Schonecker, Gerd Stumm

Appraisal: With out appraisal All appraisals, Individual and overall appraisals

Appraisers: Appraisers, Status, Appraisal, Type of Appraisal, start date, End date

Appraisal status: In preparation, In process, Completed, Approved, Rejected

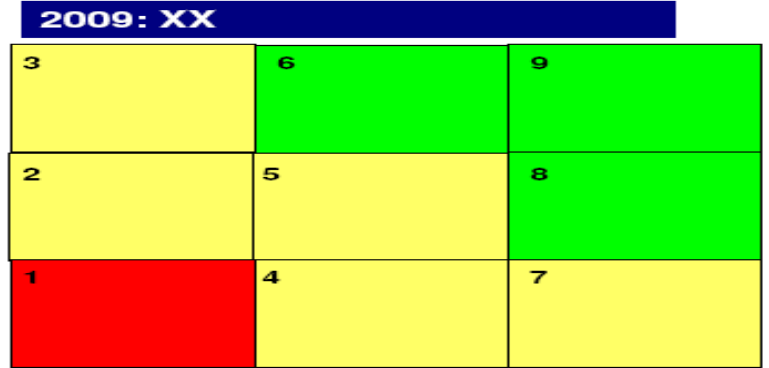
Appraisal model: Appraisal model
 Further selection criteria
 Period appraised: 01.01.1900 to 24.06.1999
 Creation period: To
 Objects involved: Appraiser: [Name], Appraisee: [Name] AND/OR [Name]
 With out appraisal Display existing
 In preparation In process Completed Approved Rejected
 Indiv. And multisource appraisals Subappraisals

Appraisers	Appraisers	Status	Appraisal	Type of Appraisal	start date	End date
Display Appraisals		LTD			02.00.000.000	SBU
Performance Diarv		LTD				

Example - Performance Measurement Models implemented

9 box model

Promotability Potential



*Promoted – moved down
 +Positive Performance Shift
 -Negative Performance Shift
 ?Tentative Rating

Action Items

The following evaluations require your attention. Please select an evaluation for viewing or editing.

Activity	Due Date
Objective setting due February 24, 2009	02/24/2009

Options

The following options are available for the form. Please be sure to hit save before exiting your application. The form will automatically save periodically.

All

Review Completed

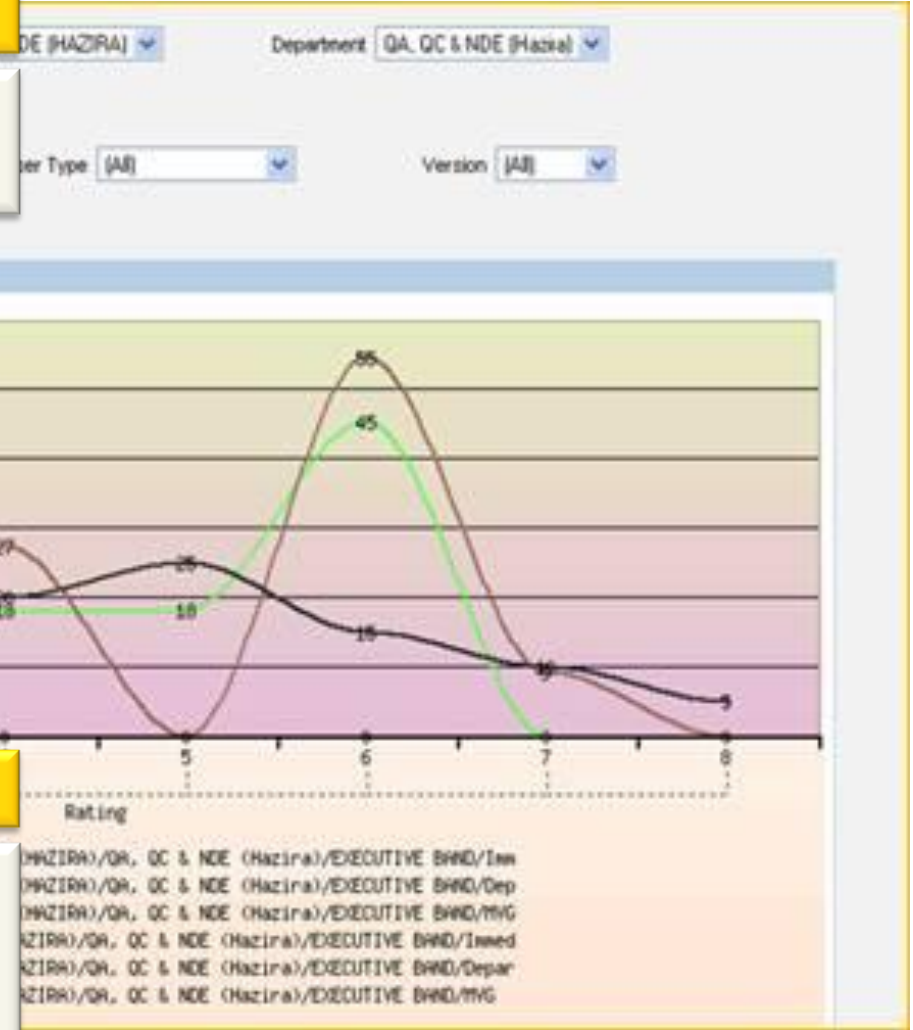
	Evaluation	Employee Name	Completion Status		Period		Talent Profile	
			Status	Progress	Start Date	End Date		
<input type="checkbox"/>	2009 BMS Performance Plan	Martha Crutchfield	Step 1: Establish Expectations	<div style="width: 20%;"></div>	01/01/2009	12/31/2009		
<input type="checkbox"/>	2009 BMS Performance Plan	Julia Frankford	Step 1: Establish Expectations	<div style="width: 20%;"></div>	01/01/2009	12/31/2009		
<input type="checkbox"/>	2009 BMS Performance Plan	Greg Hanson	Step 3: Year-End Performance Review	<div style="width: 80%;"></div>	01/01/2009	12/31/2009		
<input type="checkbox"/>	2009 BMS Performance Plan	Janet Huffington	Step 1: Establish Expectations	<div style="width: 20%;"></div>	01/01/2009	12/31/2009		

Management By Objective



Innovation

- Enhanced standard SAP HCM solution with Bell curve analysis



Business Benefits

- Improves decision making with graphical what-if analysis
- Minimize the change impact for users
- Reduce processing time with real time data access

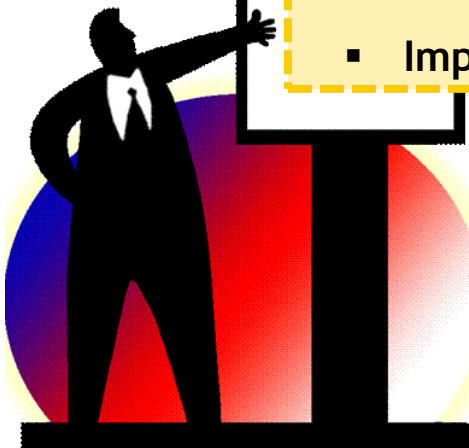


Business Benefits



BUSINESS BENEFITS

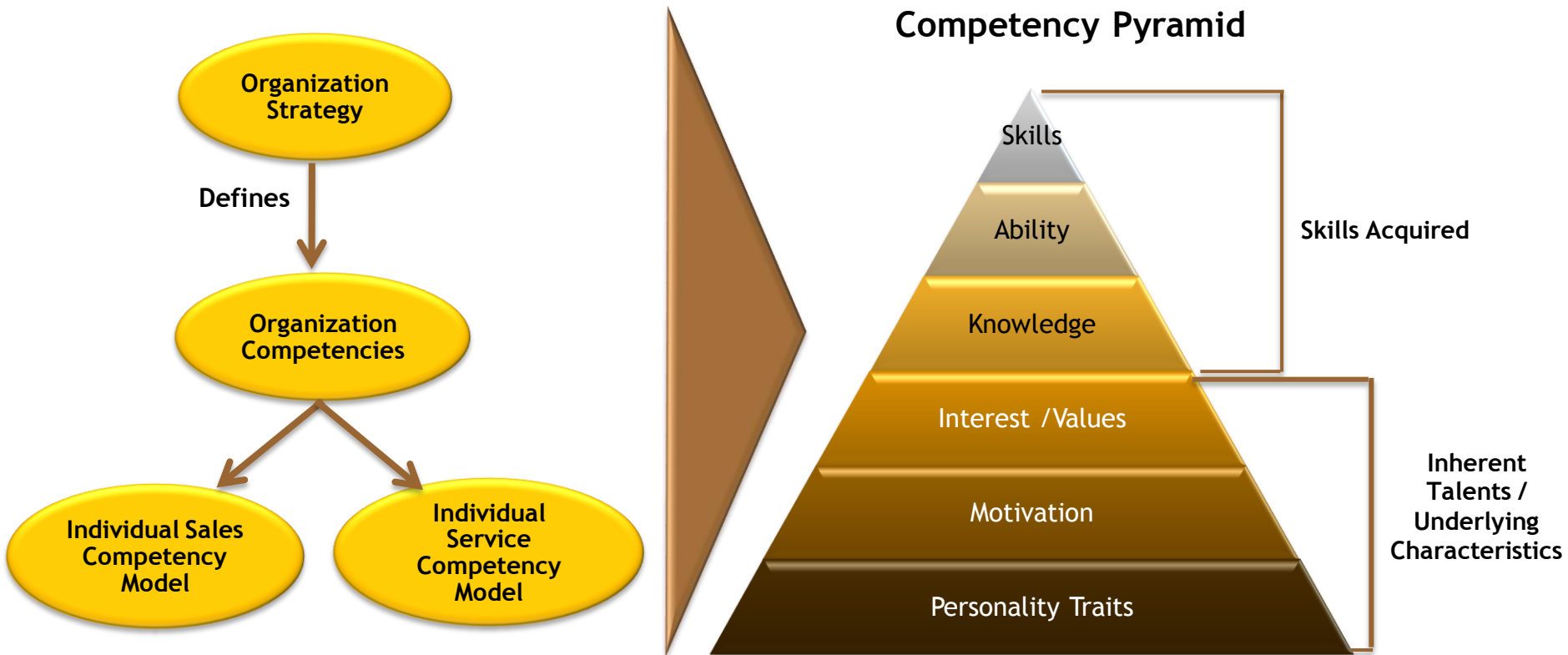
- Improve retention of key talent
- Consistently achieve corporate goals
- Process Transparency for all stake holders
- Increase workforce productivity
- Improve execution of enterprise strategy
- Support employee development
- Increase employee satisfaction and engagement
- Performance-based pay
- Develop deeper talent bench strength
- Implement quickly



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**SAP
Competency
Management
Overview**

“Competency is a knowledge, skill or personal quality necessary to complete one or more activities related to organization objectives”



Recruitment and Selection

Defines where we search for recruits and behaviors we screen for

Succession Planning

Assess high potentials based on current competency proficiency versus proficiency required of the next position

Career Pathing

Defines expected behaviors for each role so development plans can be established

Competency Management

Compensation and Reward

Defines the incremental skill proficiency that we will pay for

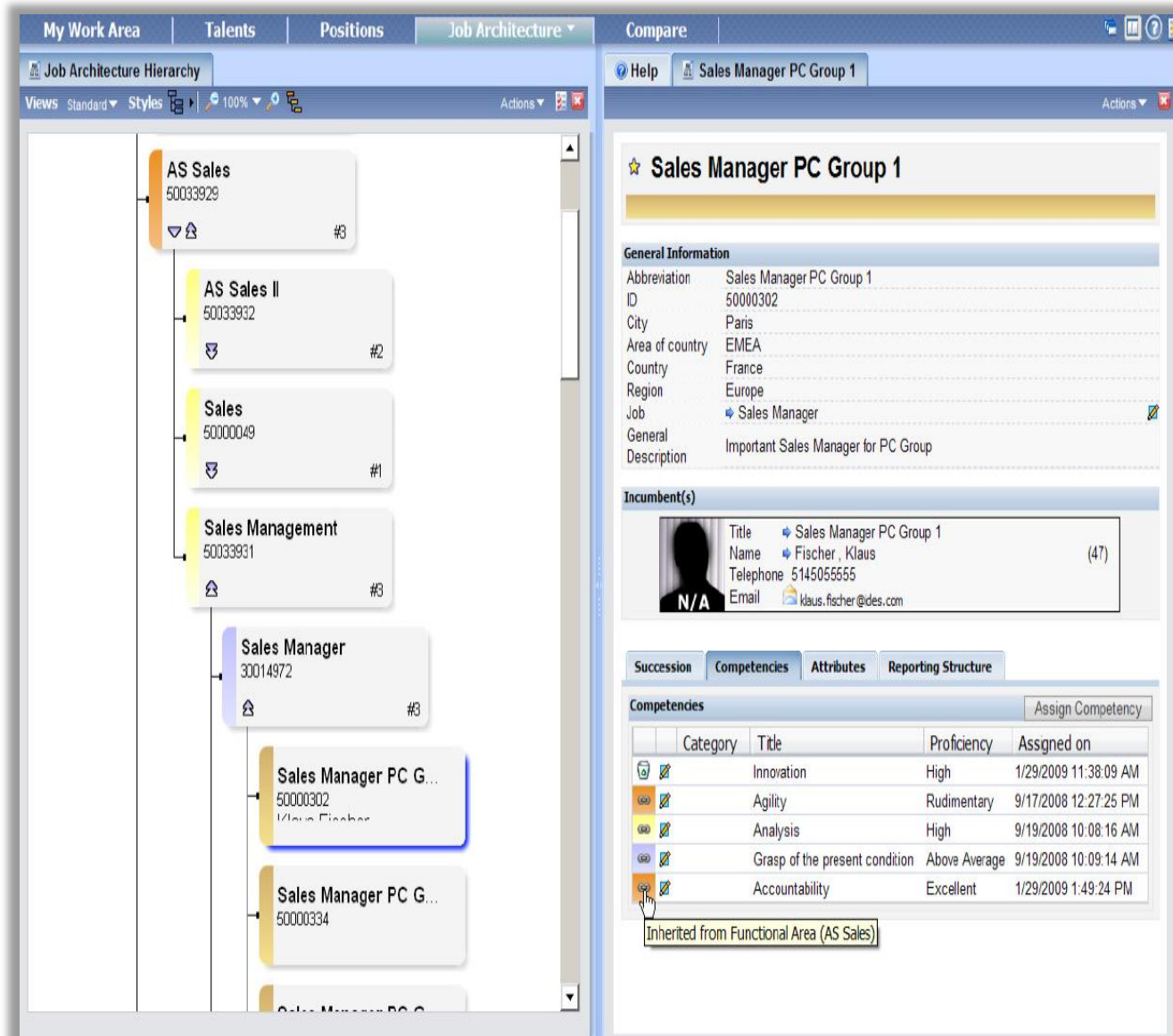
Performance Management

Defines behaviors employees are expected to demonstrate

Training and Development

Identifies performance gaps and means to address

- Inheritance of competencies from parent to all child objects
- Identification and maintenance of key jobs and key positions
- Career path and career level of positions or jobs
- Org restructuring can be effectively managed



The screenshot displays the SAP Job Architecture and Competency Management interface. The left pane shows a Job Architecture Hierarchy with the following structure:

- AS Sales (50033929) #3
 - AS Sales II (50033932) #2
 - Sales (50000049) #1
 - Sales Management (50033931) #3
 - Sales Manager (30014972) #3
 - Sales Manager PC Group 1 (50000302) Klaus Fischer
 - Sales Manager PC Group 2 (50000334)
 - Sales Manager PC Group 3

The right pane shows the details for Sales Manager PC Group 1:

General Information

- Abbreviation: Sales Manager PC Group 1
- ID: 50000302
- City: Paris
- Area of country: EMEA
- Country: France
- Region: Europe
- Job: Sales Manager
- General Description: Important Sales Manager for PC Group

Incumbent(s)

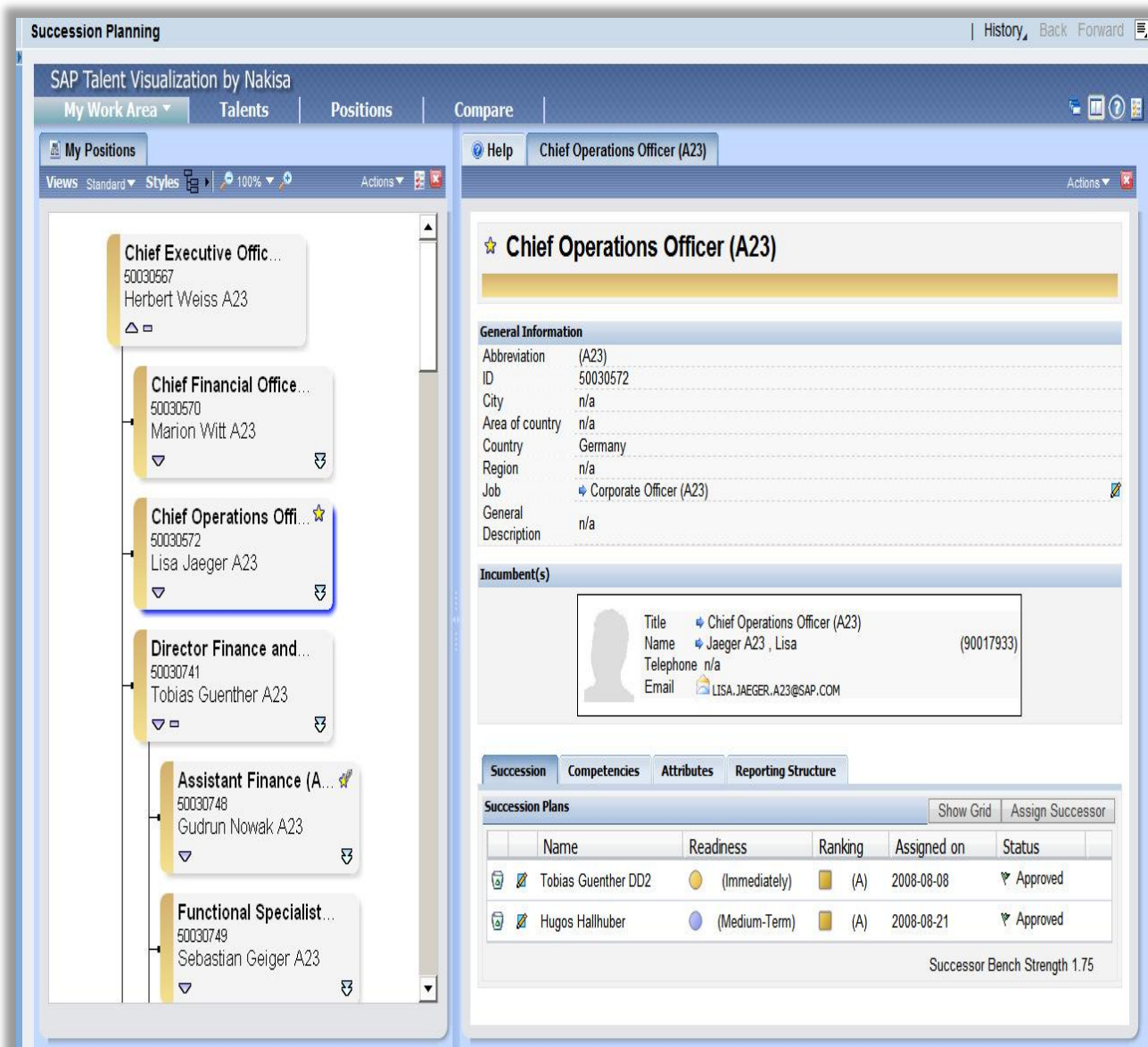
- Name: Fischer, Klaus (47)
- Telephone: 5145055555
- Email: klaus.fischer@des.com

Competencies

Category	Title	Proficiency	Assigned on
Innovation	Innovation	High	1/29/2009 11:38:09 AM
Agility	Agility	Rudimentary	9/17/2008 12:27:25 PM
Analysis	Analysis	High	9/19/2008 10:08:16 AM
Grasp of the present condition	Grasp of the present condition	Above Average	9/19/2008 10:09:14 AM
Accountability	Accountability	Excellent	1/29/2009 1:49:24 PM

A tooltip for the Accountability competency indicates: "Inherited from Functional Area (AS Sales)".

- Tracking of key positions at all levels
- Safeguarding successor bench strength
- Identification of potential successors and evaluate their readiness and rank
- Initiation of development Measures
- Effective decision making by Leveraging Talent Visualization



The screenshot displays the SAP Succession Planning interface. On the left, a 'My Positions' tree shows a hierarchy of roles: Chief Executive Officer (50030567, Herbert Weiss A23), Chief Financial Officer (50030570, Marion Witt A23), Chief Operations Officer (50030572, Lisa Jaeger A23), Director Finance and... (50030741, Tobias Guenther A23), Assistant Finance (A... (50030748, Gudrun Nowak A23), and Functional Specialist... (50030749, Sebastian Geiger A23). The 'Chief Operations Officer (A23)' position is selected and highlighted.

The right pane shows the detailed view for 'Chief Operations Officer (A23)'. It includes a 'General Information' section with the following data:

Abbreviation	(A23)
ID	50030572
City	n/a
Area of country	n/a
Country	Germany
Region	n/a
Job	Corporate Officer (A23)
General Description	n/a

Below this is the 'Incumbent(s)' section, showing a profile for Lisa Jaeger A23 with the following details:

Title	Chief Operations Officer (A23)
Name	Jaeger A23, Lisa (90017933)
Telephone	n/a
Email	LISA.JAEGER.A23@SAP.COM

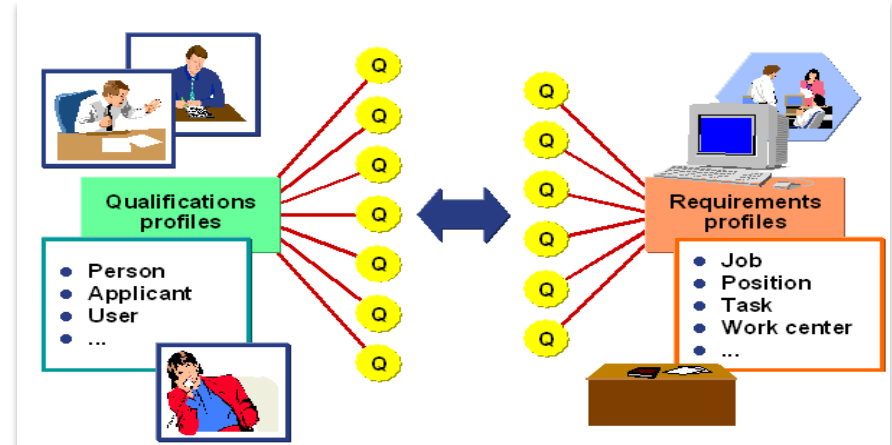
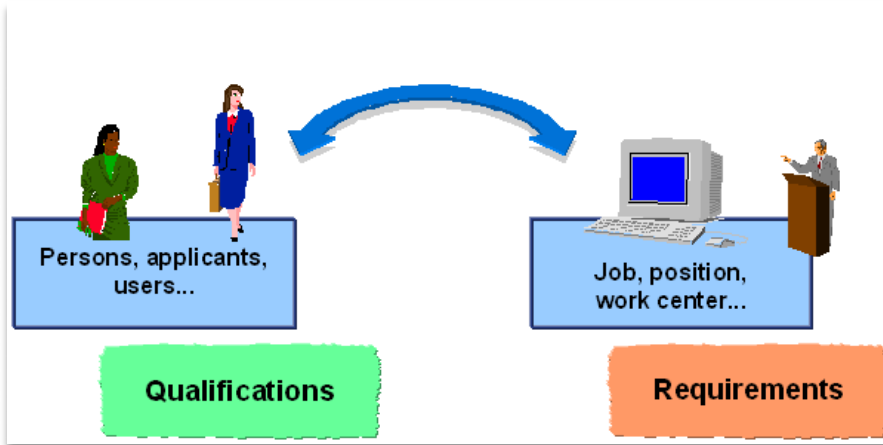
At the bottom, the 'Succession Plans' section is visible, showing a table of planned successors:

Name	Readiness	Ranking	Assigned on	Status
Tobias Guenther DD2	(Immediately)	(A)	2008-08-08	Approved
Hugos Hallhuber	(Medium-Term)	(A)	2008-08-21	Approved

The Successor Bench Strength is noted as 1.75.



Key Features



- [SAP Overview](#)

Course Catalog

- [Change Management](#)
- [General Courses](#)
- [Health & Safety](#)
- [IT Courses](#)
- [International Security Risks](#)
- [Leadership](#)
- [Languages](#)
- [Management Courses](#)
- [MySAP Human Capital Management](#)
- [Test Group](#)
- [Web Based Training Courses](#)

My Learner Account

- [Training Activities](#)
- [Course Prebookings](#)
- [Favorites](#)
- [Qualifications Profile](#)
- [Profile Matchup](#)
- [Settings](#)

Profile Matchup

The system performs a matchup between your qualifications profile and requirements profiles relevant for you. Qualifications that are mandatory requirements for a job are displayed **highlighted**.

Position <i>Engineer (%)</i>			
Qualification	Required	Current	Action Required
French - Beginners	Moderate	Missing	⚠
Willingness to Learn	Average	Missing	⚠
Boiler Tuning	Good	Missing	⚠
Boiler Maintenance	Good	Good	🟢
Boiler Installation	Good	Good	🟢
Teamworking	Average	Missing	🔴
Customer Handling	Good	Missing	🔴
Engineering Degree	Yes	Yes	🟢
Boiler Engineering licence 1st class	Yes	Missing	🔴

[To Overview of Icons Used.](#)

[Refresh](#) [Print](#)



Business Benefits

Customer Benefits Achieved

Sanlam Financial Services Group	<ul style="list-style-type: none"> ■ Training costs reduced by 90% through e-learning ■ Talent retention through better quality training
Auckland Regional Council	<ul style="list-style-type: none"> ■ Greater employee productivity ■ Improved employee motivation
Confiserie Leonidas S.A.	<ul style="list-style-type: none"> ■ Optimum use of talent pool and new recruits ■ Increased productivity
Statoil	<ul style="list-style-type: none"> ■ Increased employee satisfaction and productivity ■ Support global processes
LyondellBasell	<ul style="list-style-type: none"> ■ Greater talent retention through improved employee development ■ More efficient knowledge transfer

SAP customers improved employee performance by 44% compared with non-SAP customers, who improved by 33%.

Aberdeen Research Brief: Best-in-Class Organizations Use Integrated HCM 2007

Comparing Organizations with Suite Versus Standalone HR Systems

Business Benefit	Suite Versus Standalone Performance Management
Ability to link compensation to performance	210% higher
Ability to build a culture of high performance	161% higher
Ability to rapidly respond to business change	155% higher
Ability to develop employees to meet business needs	159% higher
Ability to develop a strong leadership pipeline	66% higher

Source: Bersin & Associates, 2008

“

While organizations may see some benefits from standalone HR applications, the end results pale in comparison with the potential benefits of an integrated solution.

Bersin & Associates
Research Bulletin
August 2008

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Talent Management Success Stories

A High Tech Manufacturing Major in Semiconductor Electronics operating in more than 30 countries with 24000+ employees

Client details

- Revenue: \$ 5.4 billion
- Employee Size: 24,000
- HQ: Austin, Texas
- Global Presence: 30 countries

Key Project Highlights

- HR Business Processes
 - HR master data
 - Compensation planning (ECM)
 - Performance management
 - Learning management
 - ESS/ MSS
- Comprehensive level of Integration with more than 360 custom interfaces
- 1M records spanning 63 SAP HR Infotypes
- Analytics with >1000 custom reports

Goals Accomplished

- Low total cost of ownership
 - 50% reduction in HR IT support costs
 - 87% reduction in number of interfaces
 - 74% reduction in HR IT application systems
 - 90% reduction in the number of reports (from 1,000+ to 92)
- Single Global HR Platform (SAP replaced 38 HR IT systems)
- Significant reduction (almost 70%) in maintenance cost of HR IT systems post HCM implementation

Recognition by SAP - Published Case



SAP HCM
In-Featured Case St



India's largest engineering and construction conglomerate with additional interests in IT, financial services, cement and electrical business.

Client details

- Revenue: \$ 11.7 billion
- Employee Size: 55,000 (30,000+ online participants)
- Global Presence: 288+ locations (EMEA, NA, APAC)
- Companies/Business Units: 60+

Project Details

SAP HCM, Portal, BI & XI Implementation project named CRISP:

Modules implemented under HCM:

- Organization Management
- Personnel Administration
- Training, Qualification Catalog, Appraisals
- Compensation Management
- Talent Management
- ESS & MSS
- E-Recruitment (www.careers.larsentoubro.com)
- Time Management

Issues with legacy HR Information System like:

- No Integrated system
- Static data - Not Updated
- Mismatch Between Systems
- Incorrect data

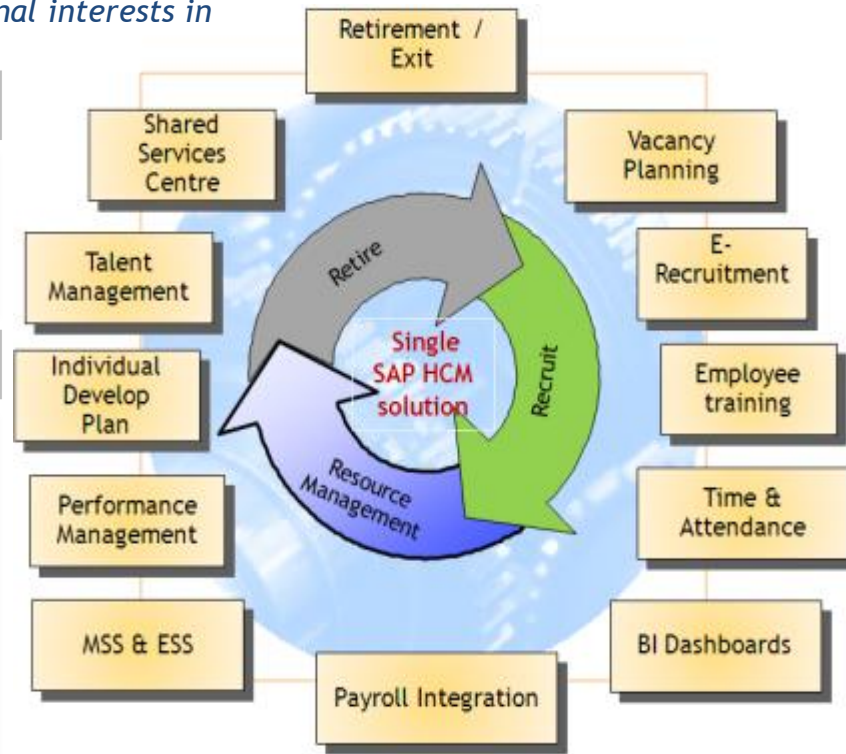
SAP-HR to provide automated, efficient and transparent HR processes and accurate information for

- Taking strategic business decisions
- Responding effectively to emerging HR challenges
- Enabling informed decisions by managers
- Empowering employees
- Enabling HR to focus on value added roles

Business Objectives

Value Delivered

- Enables observation of employee performance over a period. Employee can update Appraisal periodically
- System across L&T for linking performance appraisals with thrust areas.
- On-line reports: e.g. Separation analysis;
- Saving in time & effort, and availability of real-time information, for L&T as a whole





Thank You



L&T Infotech

*Our Business Knowledge,
Your Winning Edge.*