The National University of Singapore’s (NUS) journey with Objective Settings Appraisal (OSA)

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In This Session ...

• Humble beginning -> Phased Approach
• Share some key challenges to meet specific requirements
• Useful add-ons (custom built) for appraisers – online facilities and reports.
• Migrating to EHP 4 OSA – with Flexible Performance Management.
• Testing strategy, approaches and tool-sets.
• Share lessons learnt in implementing OSA including best practices, tips, and pitfalls to watch out for.
What We’ll Cover ...

- Our Journey with OSA
- Project Preparation
- Example – how we implement some key requirements
- Gotchas!
- Add-on (custom built) online services
- Experience with EHP 4
- Testing Strategies, approaches and tool-sets
- Lessons learnt
- Wrap-up
SAP Talent Management – End-To-End

Attract and Acquire
- Identify Needs
- Attract Candidates
- Talent Search
- Talent Pipelining
- Applicant Tracking

Identify and Grow
- Establish Talent Profiles
- Assess / Calibrate
- Talent Review
- Build Talent Pools
- Assign Dev. & Succession plans

Educate and Develop
- Determine skill gaps
- Find training opportunities
- Enroll/complete course
- Track skills and certifications

Pay for Performance
- Establish Goals
- Appraise / Calibrate
- Rate Performance
- Reward
- Pay

Build The Foundation
- Qualifications
- Positions
- Reporting Structures
- Job/Job Families
- Talent Pools

Company Data
- Job/Job Families
- Talent Pools

Employee Data
- Personal Information
- Experience
- Qualifications
- Career Information

SAP Source
Our Journey with OSA

- We first (in year 2006 and 2007) utilized OSA for online declarations purposes such as for Conflict of Interest Annual Declaration and Annual Housing Benefits/Allowance Declaration.

- Simple Process:

  Employee Submits Declaration

  Review by Reviewing Officer

  Decision

  Reviewed

  Completed

  Revision Required
Our Journey with OSA

- Subsequently, we started to utilize OSA for appraisal purposes.
- We implemented in 3 major phases to meet the requirements of the 3 major categories of employees – Academic, Non-academic and Executive Professionals.
- Different appraisal templates and models, covering the 3 major categories of employees and requirements:
  - Online appraisal covering planning, review and appraisal.
  - Online appraisal covering only the appraisal phase. Plans and goals for selected sub-group within the category (junior positions).
  - Online appraisal allowing appraisees to provide summary of goals, accomplishments and new targets. Allow multi tier appraisers during appraisal phase and a feedback loop for appraisee to comment on the reviewing officer’s evaluation.
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Project Preparation.

- Review existing manual forms – standardize and reduce the number of variations.
- Review existing processes and look for opportunity to simplify it.
- Think of what can and will be measured:
  - Key pain-points and extent of it.
  - Whether the automation addresses the pain-points and whether these are sustainable.
- Infrastructure requirement:
  - If the offline adobe form feature is required, installation of Adobe Document Services (ADS) is necessary. Also, issue of licensing.
  - Hardware for storing attachment(s): capacity / sizing, high availability requirement etc.
In addition to securing top management support and buy in, get end users (not just business owner / users) involvement early.

Securing the necessary skill-set and resources:

- Adobe Offline Form
- Smartform
- BSP and/or Web Dynpro ABAP (EHP 4 or for new developments)
- Business Workflow
- BADI (OSA has approx. 57 BADIs)

Note: Refer to “Resources” section.

Define and manage the scope of the project.
When defining the scope, consider integration point:

- Learning Solution (LSO) – appraiser to assign mandatory course
- Enterprise Compensation Management (ECM):
  - whether it fits your requirements in terms of budget allocation/distribution, workflow, process flow requirement (appraisal must be completed prior to compensation), support for enhancements etc.

- Decision to utilize the latest Performance Management in EHP 4 or the BSP version.

- Do your homework - Read SDN Forum, SAP Notes, SAP PRESS book (SAP ERP HCM Performance Management, by Jeremy Masters and Christos Kotsakis), SAP Marketplace
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Some key technical challenges to meet requirements.

- Modeling of status flow within IMG is restricted to a fix flow. It is unable to cater for dynamic status flow determination depending on the content of the appraisal submitted.
- Copying sections of one template to another.
- To reflect dynamic content (e.g. salary and allowance(s) information) in the body of the appraisal document.
- Making the template more adaptable from minor changes year by year.
- Pop-up blocker issue.
- The online appraisal is stateless.
- Time-out.
- Delegation.
How we achieve it!

- Creative use of the many BADI’s delivered.
- Enhancement framework.
- Last resort – modifications.
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Gotcha 1.

- Despite detailed documentation on the BADI HRHAP00_DYN_EVENT (including coverage in SAP MBO Workshop), plus pre-delivered sample implementation provided by SAP, this BADI is not intended to work!

- Comments from the SAP Development Team:
  - “…it was originally planned to offer the Badi functionality. Unfortunately there are technical restrictions, that prevent the implementation in the standard transactions. There are also no plans to provide that functionality. It is simply not on the priority list for the new application….”

- Documented in SAP Note 959099
Gotcha 2.

- Print functionality within the Web and PHAP_SEARCH(_PA) :
- There are 2 flavors pre-delivered with SAP :
  - Adobe Print Form : Limitation 1
Gotcha 2 (continue..).

- Adobe Print Form : Limitation 2
  - Formatting configured for the ‘Description’ in phap_catalog_pa (e.g. for criteria group or criterion) is lost when presented in Adobe Print Form.
  - Comment from SAP Development Team :
    “… description should be continuous text, it is designed to be continuous text. You can make modification to function module HRHAP_DOC_BSP_CNV_DESCR_TO_STR …”
Gotcha 2 (continue..).

- **Smartform - Observations:**

  ...certain symbols copied from MS Word are not compatible with SAP resulting in different symbol being printed instead (e.g. ‘ replaced with #).

  Error when printing long text..

  **Summary**

  **Symptom**

  When you use notes in appraisal documents with Smart Forms, the following problems occur:

  1. Certain special characters (such as the euro symbol) cannot be displayed with Smart Forms.

  2. If the notes become very long, the print output may no longer work.

  **Solution**

  1. There is no solution to this problem for Smart Forms. However, the problem can be solved with Adobe forms in a Unicode system as of Release SAP_ABA 7.00.

  2. The problem is already described in the general Note 690836. If the text is longer than 176cm, an error message occurs in the SAPscript processor. To avoid the problem, you should use attachments as in Note 1169947.
Gotcha 3.

- Implementing Offline Adobe Form functionality:
  - Changes beyond cosmetic will require or incur licensing cost – talk to your SAP accounts manager.
  - The default value for criterion defined via BADI HRHAP00_VAL_DET is not executed when downloading appraisal document.
  - A part appraisal document can be downloaded several times. The system does not create/check correctly the lock entry for the document.
    - Solution: SAP Note 1306827
• When the BAdI HRHAP00_AUTHORITY is implemented, it can happen that in the list of documents the main appraisal document is displayed instead of the part appraisal document.
  ✓ Solution: SAP Note 1316585*

• In a back-end transaction for appraisals, the selected search term is not taken into account during the search for part appraisers. A hit list without restrictions is displayed instead.
  ✓ Solution: SAP Note 1346068*

• During a complex search with subappraisals, the results list in transaction PHAP_SEARCH is incomplete.
  ✓ Solution: SAP Note 1301175

• Value Determination BADI is not called when you change status via backend transaction such as PHAP_ADMIN(_PA)

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Access to appraisee’s (job holder) e-Portfolio.

Other Screens:
Inventions / Patents
Conferences / Publications
Licensed Technologies
Membership of Editorial Boards of Journals and Book Series
Modules Taught
Personal Information
Publications
Research / Awards / Prizes
Consultation Work ....
Online Report for Appraisers.

- Online facility / report for appraisers to monitor budget utilization
- Presents the personnel information, salary, past performances and recommendations and current recommendations for each appraisee in ALV format (Web Dynpro ABAP).

![Review Year: 2009 My Role As: RO Execute Help](image)

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<th>Fund Type</th>
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<th>Primary Dept</th>
<th>Appointment</th>
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<th>AMA as at Review Year</th>
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</tr>
</tbody>
</table>

Note:
- Unless otherwise specified, the staff particulars reflected is as at 31 July of the review year specified.
- Operating Budget refers to University funding for Expenditure on Manpower. For this purpose, this includes staff who are fully or partially funded by this budget.
Online Report for Appraisers (continue..).

- Provision to display/hide columns, filtering, add simple calculation, sorting – ability for users to personalize the list.

- Export to Excel.
Online facility to verify and perform batch submission

- Instead of submitting one by one, appraiser can verify and batch submit the appraisal documents within a single screen.
- Developed using Web Dynpro ABAP.
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The Previous & the New OSA in Web Dynpro ABAP

Document Header
- Participants
- Dates
- Employee Data

Functions
- Status Management
- Action Log
- Display links
  - Balanced Scorecard
  - Qualification Profile
  - Employee Previous Docum

Objective Setting
- Free Text / Predefined Objectives
- Weighting
- Add / Delete Objectives

Configured Process Phases indicate in which phase the appraisal process is currently in

Configured Tabs
Challenges: New Flexible Performance Management

- ERP 6.0 EHP 4 is not cumulative, it is a ‘delta’ add-on from EHP 3.
  - Therefore, the pre-requisite is EHP 3 and SAP NW 7.0 EHP 1
  - Equivalent to a ‘mini-upgrade’
- Upon moving to EHP 4, the transaction to generate appraisal document via transaction PHAP_PREPARE(_PA) Dumps.
  - Solution: SAP Note 1302710
- Custom BSP copied from the older HAP_DOCUMENT may fail.
  - Solution:

```javascript
// Comment out the 3 lines of code in document_buttons.htm page fragment.
```
The New Flexible Performance Management

- Eliminate the default template tab, if not necessary
- Lengthen the notes field
- Indentation
- Monotonous font text
Moving on to the **Flexible Performance Management (EHP 4)**

- **ERP 6.0 EHP 4**, turn on the Business Function, CA, Appraisals, Evaluations and Surveys 01 (CA_HAP_CI_1)

- **Other Pre-requisites**:
  - SAP NW Portal 7.0.
  - Business Package for ESS 1.41, MSS 1.41.
  - The iViews for Flexible Performance Management is not actively assigned to the Portal role. You have to assign it.

- **Reference**:

- For enhanced LSO Integration: need to activate Business Function HCM Learning Solution 02 (HCM_LSO_CI_2).
  - SAP NW – Adobe Document Services 7.01.
  - SAP NW – Internet Graphics Service 7.01.
  - Adobe ® Flash ® Player 9 is required on client side.

- **Additional configuration** : Tab and Process Configuration
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Testing Strategies, approaches and tool-sets

- IT Lead:
  - Prepare Functional Specifications
  - Verify Unit Test
  - Prepare System/Integration Test Plan
  - Perform System/Integration Test

- Programmer:
  - Prepare Technical Specifications
  - Unit Test

- Independently:
  - Perform Load Test
  - Penetration Test *(XXS Scripting - SAP Note 822881, 887168, 891232, 944279)*

- End Users:
  - User Acceptance Test
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Best Practices

• Adobe Offline Form – distribution or dissemination of the softcopy form (which contains confidential and sensitive information) should be protected!

♦ Suggestions:
  ▶ Winzip >= 9.0 which supports encryption method 256-Bit AES
  ▶ Freeware, such as Eraser to physically remove the Adobe Offline Form once it is uploaded

(download from [http://www.heidi.ie/node/6](http://www.heidi.ie/node/6))

• Keep terminology, look and feel consistent especially when different teams are involved in the implementation of the various appraisal template, e.g. in order to meet the requirements of the different categories of employees.
Best Practices (continue..).

- Limit the ‘enhancements’ or ‘modifications’ you make to the BSP, always consider the migration to the new Web Dynpro ABAP (delivered with EHP 4) : you may be required to re-do them!

- Consider Homepage Framework (Cross Application Component) in organizing your Portal content – Configurable via IMG

- Have a sandbox machine to explore the ‘migration’ to the new EHP 4 Web Dynpro ABAP Performance Management. Typically, once the business function switch is turned on, it is not reversible.
Lessons Learnt

• Activate the BSPs and custom Web Dynpro ABAP applications via transaction SICF in the QA and Production system. This may require your BASIS to help.

• Do not clutter the form. Spend sufficient effort in designing a clean look and feel and uncluttered form.

• Provide context relevant help (ideally, not more than 1 page) within each eService or worklist. Almost nobody reads detailed user guide. Hint: Utilize BADI HRHAP00_LINK to point to the Help URL.

• Always provide a worklist to access ‘completed’ work item performed by the user (this can be appraisee, part appraisers etc).

• Provide mouse-over tool tip to explain some key terms – this can be accomplished via configuration of the ‘web layout’ description within transaction PHAP_CATALOG_PA.
Lessons Learnt: Others

- Delegation function – know the “culture” of your users
- Browser support: Do not forget Mac users

<table>
<thead>
<tr>
<th>OS</th>
<th>IE7</th>
<th>IE8</th>
<th>Firefox 3.0</th>
<th>Firefox 3.5</th>
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| XP         | NW 7.0: SP15 | NW 7.0: SP20  
NW 7.0 EhP1: SP5 | NW 7.0: SP19  
NW 7.0 EhP1: SP5 | NW 7.0: SP21  
NW 7.0 EhP1: SP6 |
| Vista      | NW 7.0: SP15 | NW 7.0: SP20  
NW 7.0 EhP1: SP5 | NW 7.0: SP19  
NW 7.0 EhP1: SP5 | NW 7.0: SP21  
NW 7.0 EhP1: SP6 |
| Mas OS 10.X| No      | No                  | NW 7.0: SP19            
NW 7.0 EhP1: SP5 | NW 7.0: SP21  
NW 7.0 EhP1: SP6 |

- Source
  - [https://service.sap.com/pam](https://service.sap.com/pam) *
  - [https://websmp202.sap-ag.de/~sapidb/011000358700000294692004E](https://websmp202.sap-ag.de/~sapidb/011000358700000294692004E) *
  - [http://service.sap.com/~sapidb/011000358700001936242005E#9](http://service.sap.com/~sapidb/011000358700001936242005E#9) (Page 9-12)

* Requires login credentials to the SAP Service Marketplace
Lessons Learnt: Others (continue)

- Think about appraisers accessing remotely via VPN:
  - Alternative: Offline Adobe Form
- Make effort to do “research” beforehand
  - Many valuable resources are available at SDN, SAP Notes, SAP Marketplace, ITtoolbox, Insider Learning Network (launched 21st Apr 2010) etc.
- Importance of technical training – BSP, Web Dynpro ABAP, Workflow, ABAP OO
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Resources

- https://websmp104.sap-ag.de/erp-hcm*
  - List of Business Add-Ins (BADIs) : Objective Settings and Appraisals
  - Authorization in Performance Management
  - Cascading Goal-EHP4
  - And many other Performance Management presentations (EHP4) including the screen shots of new UI, new configuration steps etc.

* Requires login credentials to the SAP Service Marketplace
Resources (continue)

- SDN Blogs by Maurice Hagen*
  - Objective Setting & Appraisals: Document datamodel
  - Objective Setting & Appraisals: The Web Environment
  - Objective Setting & Appraisals: Value Determinations

* Requires login credentials to the SAP Service Marketplace
7 Key Points to Take Home

- Simplify the scope and processes (including appraisal forms) before embarking on a project.
- Consider the integration points and plan the infrastructure requirements early in the project.
- Prepare a team possessing both strong functional and technical skillsets. Plan your resources!
- Utilize the extensive BADIs to enhance your applications.
- Consider custom-built eServices like online reports/facilities which provide the necessary information to assist appraisers in decision making and (mass) batch submission of appraisal documents.
- Consider and evaluate carefully any custom modifications as it may impact your future upgrade. Do only when it is absolutely necessary.
- Be pro-active: SDN ... ITtoolbox… SAP Notes .. SAP Marketplace … SAP PRESS - be resourceful and make time for it.
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