



Implementing Employee Central/Employee Central Payroll: Lessons Learned

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About hyperCision – Corporate Facts and Timeline

- Privately held, woman-owned corporation
- Founded in 2001
- Responsible for the 1st US implementation of the SAP Learning Solution in 2003
- Formal SAP Partnership formed in 2006
- SuccessFactors Partnership formed in 2012
- Delivered 1st partner-led validated SuccessFactors LMS implementation

About hyperCision – Our Purpose, Mission and Values

Our Purpose:

To earn the respect and trust of our clients by doing what we say we will do. We've built our business by putting our clients' interests before our own.

Our Mission:

To become our client's trusted HCM technology advisor.

We Highly Value:

- Doing the job right the first time, on time, on budget
- Delivering genuine business impact to our clients
- Achieving uncommon results with world-class software
- Helping each other, our partners and the community

About hyperCision – Our Approach

Our approach is simple: we hire the best people in the industry and give them the foundation, tools, and guidance to allow them to deliver strategic HCM transformation for our clients.



PEOPLE

- Platinum-level consultants
- Passionate about HCM
- Results-oriented
- Knowledge sharing
- Over 8 yrs avg. experience



PROCESSES

- Project mgmt and controls
- Repeatable execution
- Best practice-driven
- Use software accelerators



PRINCIPLES

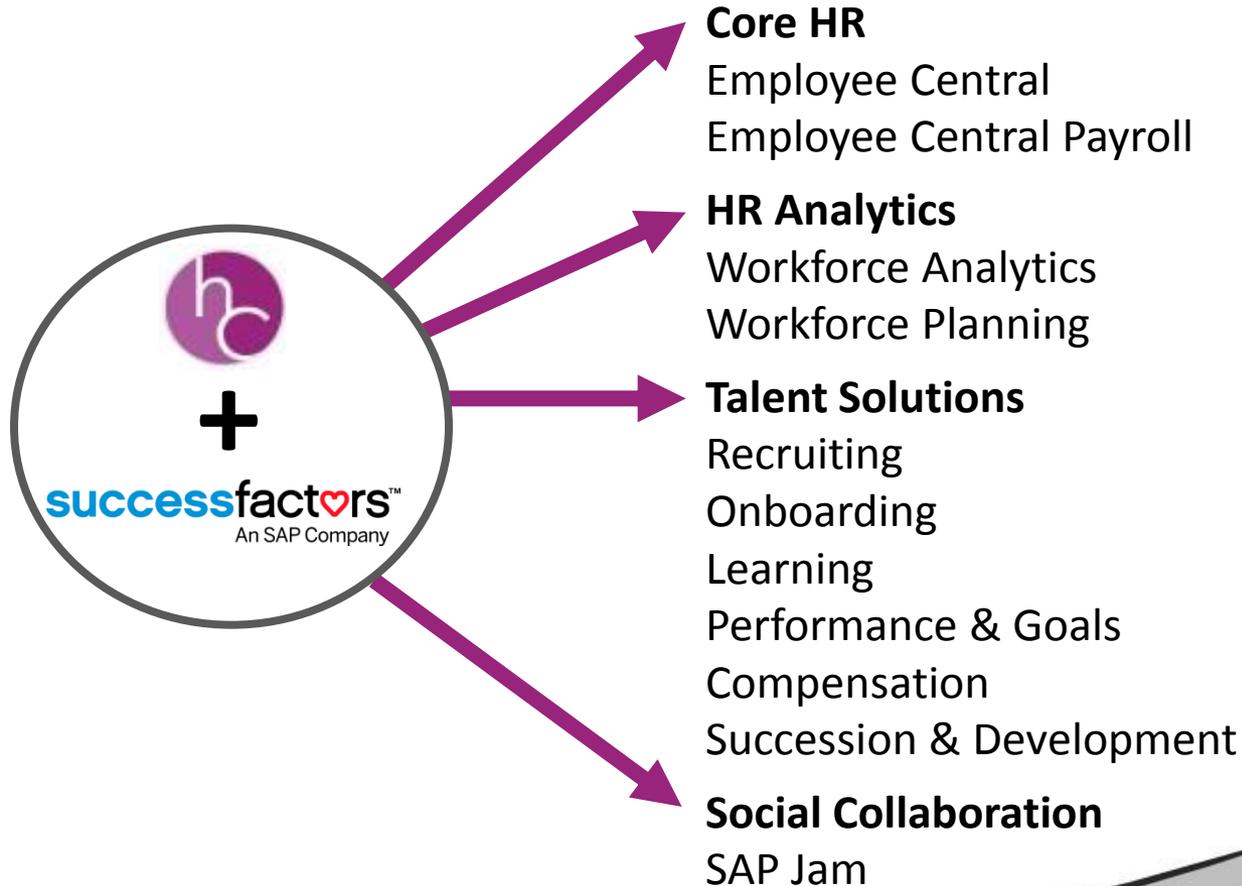
- Put our client's interests 1st
- Become trusted advisors
- 100% project transparency
- Really care about our clients



STRATEGIC HCM TRANSFORMATION

About hyperCision – Our SuccessFactors Expertise

Should your HCM technology roadmap include leveraging the cloud, we have expertise across the SuccessFactors landscape to bring success.



What We'll Cover

- **Introduction**
- **Lessons Learned 1 – What's Your Experience**
- **Lessons Learned 2 - Selection of Third Party Vendor**
- **Lessons Learned 3 - EC and ECP Landscape**
- **Lessons Learned 4 – Third Party Landscape**
- **Lessons Learned 5 - EC/ECP Playing Well Together?**
- **Lessons Learned 6 – iFlows, Middleware and Integrations**
- **Lessons Learned 7 – Support**

The Product Solutions

- **Employee Central (EC) – Cloud option getting established as an HCM/HRIS solution**
- **Employee Central Payroll (ECP or EC Payroll) – First “Go Lives” of the product at the end of 2013 offering SAP Payroll as a cloud solution**
- **Third Party applications that integrate with EC and ECP**

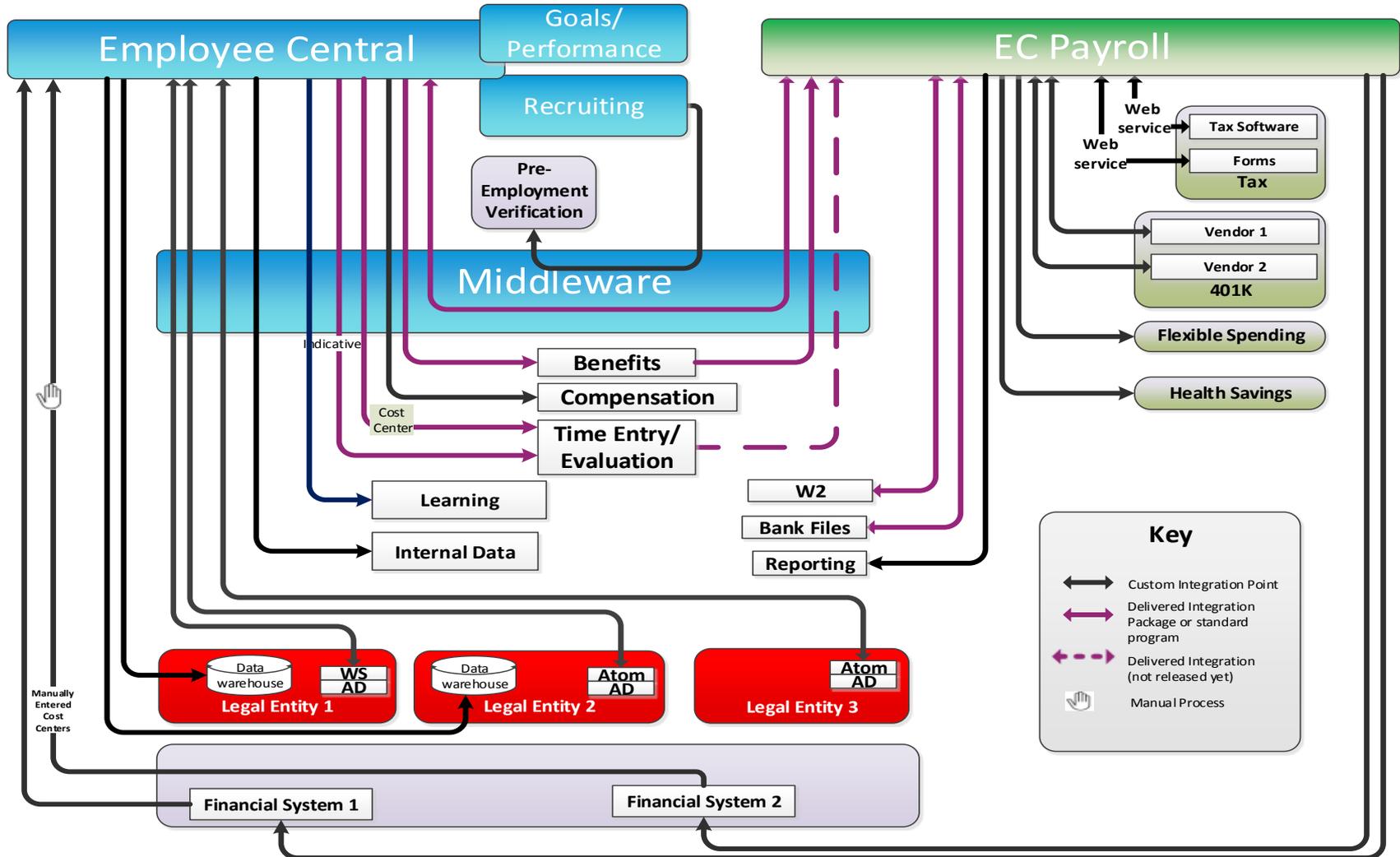
Integrated Solutions

- ◆ **Benefit Software Products**
- ◆ **Benefits Providers**
- ◆ **Time Entry/Time Evaluation Products**
- ◆ **Payroll Tax Solutions**
- ◆ **Employment Verification**
- ◆ **Compensation Tools**

And more....

The Spaghetti Bowl

Sample Integration Architecture



Why are Customer Choosing Early Adoption

- **Strengthened belief in Cloud Solutions**
 - **The Look and Feel of Cloud Applications**
 - **Good Deals to Customers**
 - **Need to move to more current Systems**
 - **Supporting new locations or newly added locations**
 - **Cost savings with less hardware and staff**
 - **Rapid responsiveness in the product offering**
 - **Retention of technology driven staff**
 - **Mobile Solutions**
- And many more reasons

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Lessons Learned 1 - Prior Experience SAP

- **If your organization has been an On Premise SAP Customer**
 - EC Payroll is still SAP Payroll – now as a single tenant cloud instance
 - S User ID's still need to be set up
 - BASIS work still takes place
 - Configuration is still done in the IMG
 - BADIs are still in use
 - SAP GUI still needs to be installed for Users needing Payroll direct access
- **If your organization has been a SuccessFactors Customer**
 - When is the last time you worked with a BADI?
 - Who is your BASIS resource? Your Configuration resource?
 - Do you have your S number handy?

SAP expertise is still required for EC Payroll

Lessons Learned 1 – Prior Experience SuccessFactors

- **If your organization has been a SuccessFactors Customer**
 - The Quarterly Release Schedule is not new
 - You have your list of items that you call Customer Support to handle
 - Customization is really Configuration
 - Test & Production instances are all that is needed.
- **If your organization has been a SAP HCM Customer**
 - Only Implementation Partners and SuccessFactors have Provisioning access – activates/controls settings and capabilities
 - Engineering requests for customization
 - Everyone moves to the same version at the same time (3 waves – regular, premium and validated learning)

Cloud Solutions support the entire population of users

Lesson Learned 1

- Understand that implementing Employee Central Payroll requires know how of managing an SAP environment. It might be in the cloud but still SAP
- Organizations are sometimes surprised to find out many of the same SAP skills and knowledge points are still required.
- Past SAP users when moving to EC and Employee Central Payroll will need to adjust to the advantages and constraints

Understand the technology and skillsets needed for the project and sustainment post Go Live. Work with your implementation partner, the product vendor and other customers to gain this knowledge.

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Lessons Learned – 2 Benefits

- **Review your current Configuration and Benefit offerings. Be sure you are aware of:**
 - **Decision tiers; for example, if the employee is making under \$50K one outcome occurs but if the employee is over \$50K a different outcome is realized**
 - **Specialized Flexible Spending Account, Unique or New to Market Benefit offerings that may not be considered standard options**
 - **Complex calculations; for example, pre- and/or post- tax calculations, dollar caps, premium pay backs or reductions is certain parameters are met**
 - **When selecting a cloud provider assure that they can either support these needs or that you can adopt a work around.**
 - **Keep in mind cloud solutions may often provide more homogenous offerings than your On Premise HCM.**

Lessons Learned – 2 Time Entry/Time Evaluation

- **Review your current configuration and Time Entry/Time Evaluation options. Be sure you are aware:**
 - **Time Entry/Time Evaluation can support your current payroll cycles and timing for payroll processing**
 - **Ability of the application to manage all the necessary time codes and any special handling needs**
 - **Does the need exist for the employee to record time against multiple cost centers**
 - **Are there multiple approvers of time for employees**

Lessons Learned – 2

Go into vendor selection and product implementation knowing the requirements. Start your project by gaining a sound understanding of current state processes to better assess third party vendor capabilities to help determine how they will meet your organization's needs. This will help eliminate surprises during the implementation.

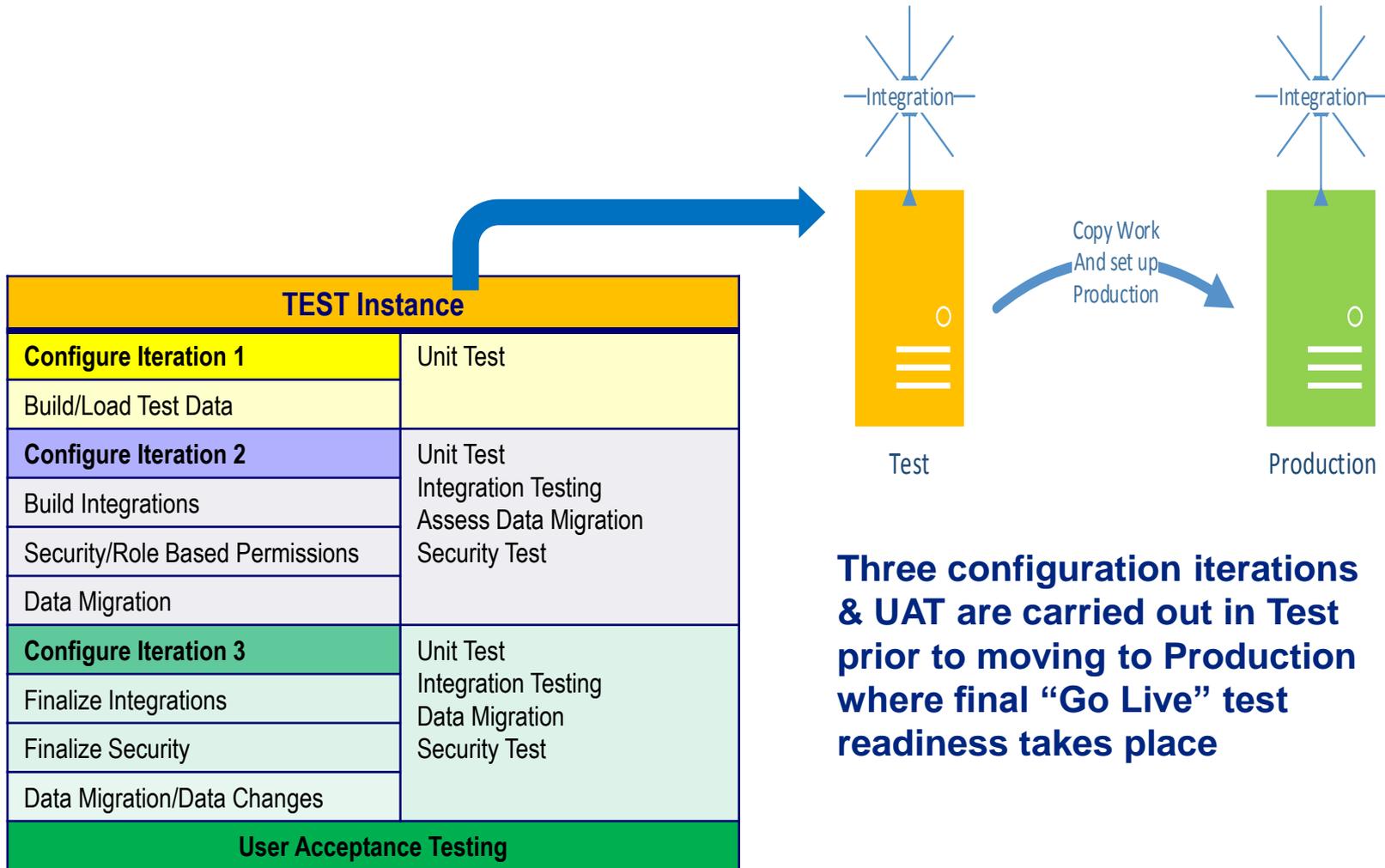
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Lessons Learned 3 – SuccessFactors Talent Landscape

- **Typical SuccessFactors Customer Landscape**
 - ◆ **Two (2) instances at the same Data Center**
 - ▶ **Test**
 - ▶ **Production**

SuccessFactors Standard Test/Production Landscape

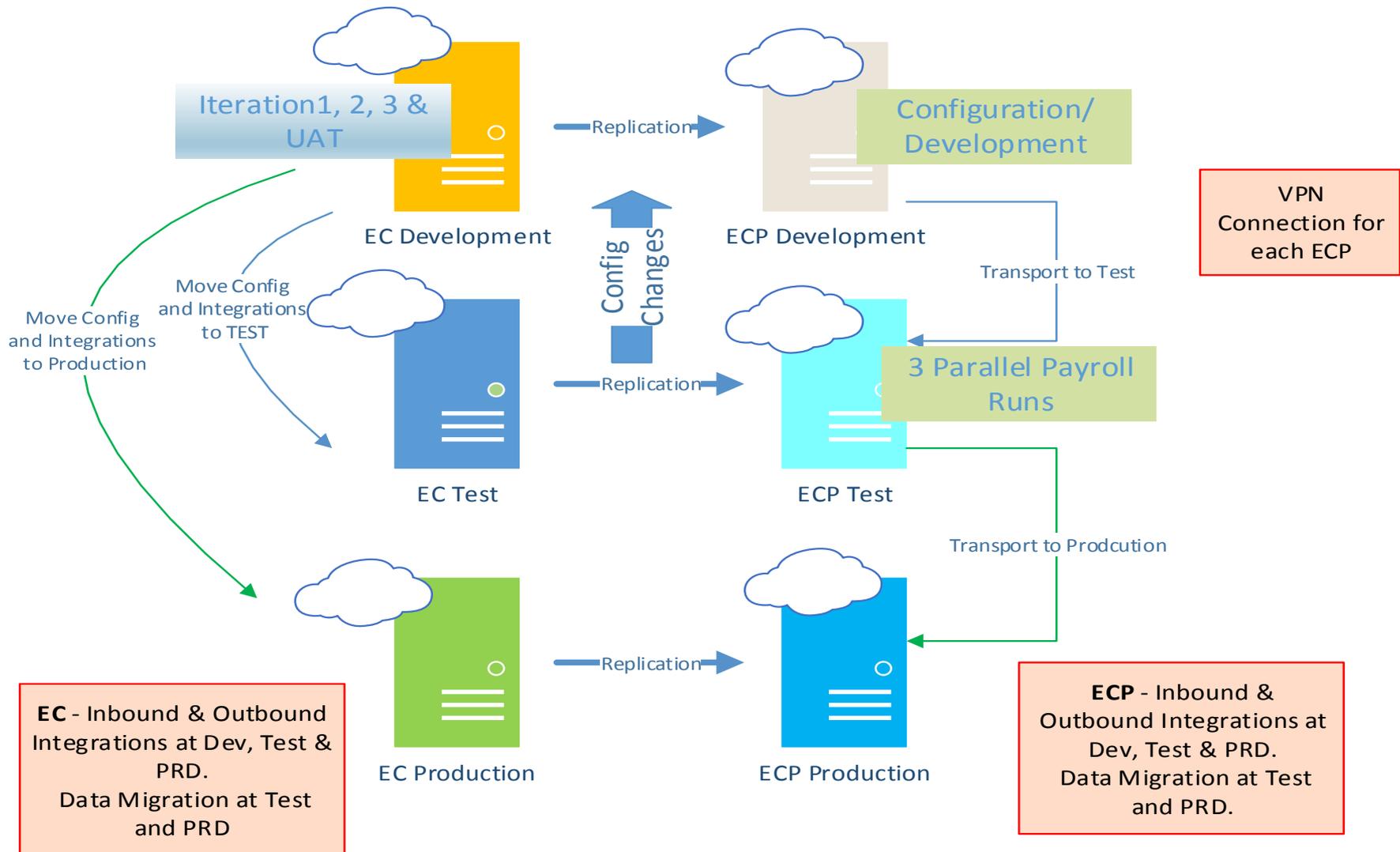


Three configuration iterations & UAT are carried out in Test prior to moving to Production where final “Go Live” test readiness takes place

Lessons Learned 3 – EC\ECP Landscape

- **Typical SuccessFactors Customer Landscape**
 - ◆ **EC (3) multi-tenant instances at the same Data Center (US customer in US)**
 - ▶ **Development**
 - ▶ **Test**
 - ▶ **Production**
- **New SAP Landscape**
 - ◆ **ECP has standard SAP instances – single tenant and right now in Germany**
 - ▶ **Development**
 - ▶ **Test**
 - ▶ **Production**

EC\ECP Landscape



Lessons Learned 3 – Other Impacts

- ◆ **Maintenance Schedules**
 - ▶ **Quarterly Releases of SuccessFactors (EC)**
 - ▶ **Enhancement Packs, Notes and Patches (ECP)**
- ◆ **Server Time differences**
 - ▶ **Germany ECP Server Time Different than EC Server Time**
- ◆ **ECP Payroll does not allow multiple clients**
 - ▶ **No additional clients for Integration Testing, Parallel Payroll Testing and Data Migration**
- ◆ **Client Readiness**
 - ▶ **Different procedures to move configuration up the client and instance structures**

Lessons Learned 3 – EC/ECP Landscape

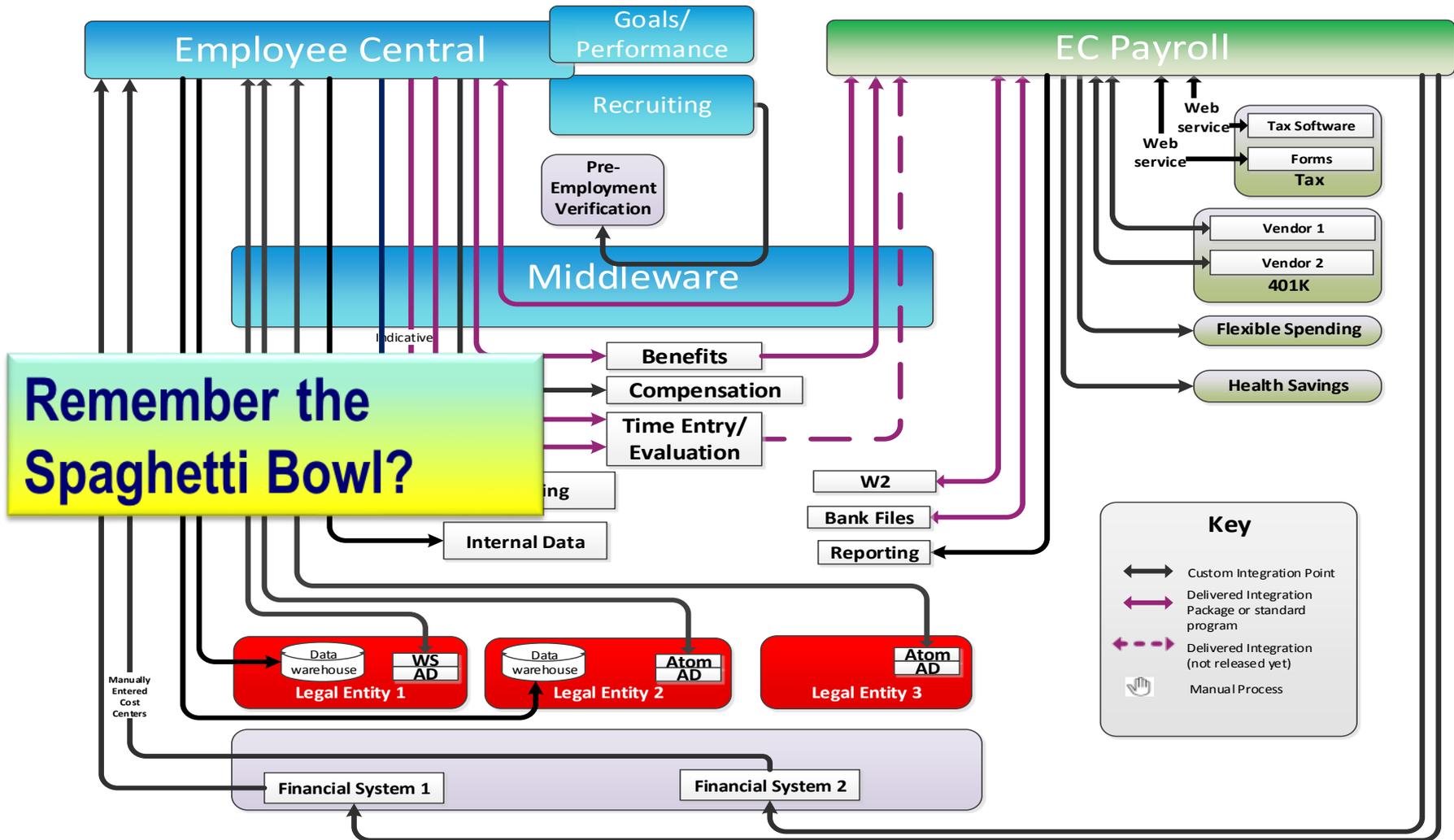
Understand the Landscape and External Impacts to avoid confusion, overlooked details, and project hiccups. Be aware of dependencies and work effort to assure sufficient time is planned.

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The Spaghetti Bowl

Sample Integration Architecture



Remember the Spaghetti Bowl?

Key

- ↔ Custom Integration Point
- ↔ Delivered Integration Package or standard program
- - - Delivered Integration (not released yet)
- 👤 Manual Process

Lessons Learned 4 – Impact from 3rd Party Vendors

- So everyone now has some insight into the EC/ECP Landscape, let's throw Integrations into the mix.
- Each one of your 3rd Party Vendors may have a different landscape. Some only have Production, some have Production/Test and some may have Production/Test/Development
- Each may have different requirements around data; such as, use of production and/or test data
- Each may have different refresh cycles
- Releases or upgrades may be planned

Lessons Learned 4 – Impact of 3rd Party Vendors

Detail 3rd Party constraints and dependencies in the project plan; noting impact on test schedules, training and cutover planning.

Depending on the complexities of 3rd party supported services and the volume of integrations the project may benefit from have a Project Manager for just 3rd Party work efforts.

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Lessons Learned 5 – Data fields, Dates & Infotypes

- ♦ **Third party systems have a heavy reliance on EC in terms of values and external values. Coordination among data fields is needed to ensure streamlined values across the board.**
- ♦ **Rework on some of the standard delivered EC values is frequently needed.**
- ♦ **It also might mean aligning standard 3rd Party values to be in sync with ECP**
- ♦ **All of the coordination originates in EC.**
- ♦ **Additional/redundant data fields are often necessary. This is because the standard delivered iFlows for ECP, benefit and time vendors all pull similar data and sometimes from different fields; for example, employee type, employment type, FLSA status, pay group, etc.**

Lessons Learned 5 – Data fields, Dates & Infotypes

- No EC/ECP discussion can avoid the topic of replication which in itself is a topic that could take hours to cover.
- Turning on replication - having EC data flow to ECP identifies all those areas where configuration, settings and functionality come together.
- Depending on the configuration and intended functionality of each of the modules - every day is a learning experience
- Just to highlight a few of the kind of findings:
 - **SAP ECP Security Roles and EC Role Based Permissions need to align. ECP documented Roles are not always what you see in your client. Assure your system is at the correct level of notes and patches.**

Lessons Learned 5 – EC and ECP Compatibility

- ◆ **Instead of Annual Salary on EC side, ECP looks for per period pay amount. Instead of entering Annual Salary, pay period amount will be entered**
- ◆ **Bank Records, not date constrained on EC so when running a parallel payroll retro transactions returned an error until adjusting the check dates from the parallel pay periods.**
- ◆ **Difference in Pick Lists have been identified between EC and ECP**
- ◆ **BADI's may need to be applied in ECP to process specific date records to support the HR/Payroll process.**

Lessons Learned 5 –

From the beginning of the project document in Excel or another tool the fields being used in EC, ECP and all third Party vendors. Include exact name and field identifiers to assure that there is a clean understanding of “where used” for each data element.

Working on replication:

- ♦ **Team members need to have excellent troubleshooting skills and must have resources from both EC and ECP**
- ♦ **Plan time for the effort and then plan for more time....**
- ♦ **Work closely with SuccessFactors and SAP Support Teams to resolve issues**
- ♦ **War Room approach is proving to be helpful**

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Lessons Learned 6 – Integrations, iFlows and Middleware

- This is a topic that warrants more time than a couple slides in an hour long presentation. So the short and skinny.....
 - ♦ iFlows and Standard Integrations are supported by SAP in coordination with the 3rd party vendor. Tested with each EC quarterly release.
 - ▶ **Support integration between**
 - *SuccessFactors and SAP ERP On Premise solutions*
 - *EC and third party vendors (bi-directional)*
 - *Third party vendors and ECP (bi-directional)*
 - ▶ **Confirm what constitutes customizing standard integrations to assure that they remain supported by SAP**

Lessons Learned 6 – Integrations, iFlows and Middleware

- To date, most of our integration work has been using the standard Boomi product that comes with the EC purchase
- Web Services is also been used to integrate with Active Directory and Data Warehouses
- Continuous increase in offerings as well as modifications to existing iFlows
- Reduced integration testing at quarterly releases

Take advantage of productized iFlows and Standard Provided Interfaces

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Lessons Learned 7 – EC and ECP Support

- **EC Payroll is still in early adopter mode. Implementations bring up real life situations that didn't surface as test cases in product development.**
- **Plan for support safety nets that will be needed during implementation**
- **Support Groups**
 - ▶ **Customer Service**
 - ▶ **Product Management**
 - ▶ **Product Development**
 - ▶ **Professional Services**
 - ▶ **PEPS Sessions**
 - ▶ **SuccessFactors Cloud Partner Services**

Lessons Learned 7 – EC and ECP Support

- ♦ **Some of the Support requires a contractual arrangement between the Implementation Partner and SuccessFactors**
- ♦ **Customer can work with Community and Customer Support early to develop the relationship.**
- ♦ **Document all suspected issues with details of records that can be tested and screen shots of findings.**
- ♦ **Be complete in your descriptions in Customer Service Cases and Calls. Follow up on tickets daily, sometimes multiple times a day or in accordance with your last support communication**
- ♦ **Identify where documentation does not match the work that needed to be completed and let the vendor know.**

Lessons Learned 7 – EC and ECP Support

**Leverage SuccessFactors/SAP services.
Document all issues thoroughly, make use of
support groups, and follow up promptly**

Summary

- **Adopting Cutting Edge Solutions brings its challenges and rewards. It is definitely a learning experience every day which allows the customer and implementation partner the opportunity to truly understand the product's inner workings. The process is creating working relationships that can strengthen the customers use of the tools and lend to a greater return on the investment.**

7 Key Points to Take Home

- Understanding the technology and the knowledge points that will be called upon to implement EC and EC Payroll will make for a smoother project and easier transition into sustainment
- Know your current state processes and unique details to make the best choice on 3rd party vendors to reduce service and integration issues in the project
- Understand the Landscape and Impacts to avoid confusion, overlooked details that can lead to project hiccups. Be aware of dependencies and work effort to assure sufficient time is planned.
- Having a Project Manager that just deals with the 3rd Party implementation tasks may be a worthwhile investment
- Detailed Data Mapping and Data Troubleshooting are a must

7 Key Points to Take Home

- **Take advantage of productized iFlows and Standard Provided Interfaces**
- **Know your Support options and develop a relationship early in the project**

Your Turn!



Questions?

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Please remember to complete your session evaluation

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