



SAP Lessons Learned

SAP Experts Share Experiences to Directly Impact Your Next Initiative

HUMAN CAPITAL MANAGEMENT

A series of overlapping circles in shades of orange, green, yellow, blue, and light green are positioned behind the author names.

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“SAP Lessons Learned—Human Capital Management” Book Excerpt

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By:

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BOOK EXCERPT Table of Contents

- Introduction: Brutally Honest
- Chapter 1: Lessons Learned about Bandwidth
- Appendix A: Contributors' Background
- About the Editor
- Getting the book and other books from Happy About

Contents

NOTE: This is the Table of Contents (TOC) from the book for your reference. The eBook TOC (below) differs in page count from the tradebook TOC.

Introduction	Brutally Honest	1
Chapter 1	Lessons Learned about Bandwidth By Scott Burton	3
	Introduction	3
	Bandwidth	4
	Resource Training	6
	Managing Turnover	8
	Creating True Business Value	11
	Key Learnings	12
Chapter 2	The Fixed Priced Model By Raaz Karimi	15
	Fixed Price	15
	T&M (Time and Material)	17
	Resources	18
	Training	19
	Communication	20
Chapter 3	The Four Quadrants of a SAP Learning Project By Tracey Grooms	23
	Consultant Fit	25
	"Learning Life Cycle" in the Organization	26
	Continuity of Content	27
	Metrics	27
Chapter 4	Overcoming Post-Go Live Resistance to Change By Steven Chihos	29
	Summary	36

Chapter 5	Lessons Learned from E-Recruiting By Saaz Karimi	39
	1. Testing: The Importance of Testing Extensively	40
	2. Customization: Heavy Customization Vs. Out of the Box	41
	3. Enhancement Framework	42
	4. End-User Training and Change Management as Part of the Implementation Cycle	42
	5. Lessons Learned as Part of the Implementation Cycle	43
	6. The use of ALE when implementing E-Recruitment	44
Chapter 6	Don't Reinvent the Wheel: Explore SAP Partner Solutions! By Sean Mallon	49
	The Value-Added Hand of an SAP Partner	50
	A Client's Gap and Inept Solution	52
	A Valuable Lesson	53
	The Roads Less Taken	53
	Conclusion	56
Chapter 7	The Intangibles By Jan Redmond	57
Chapter 8	Lessons Learned with SAP Benefits Administration By Maxine Wood	65
	Point One—Adjustment Reason Start Date Versus Plan Start Date in the Back Office and through ESS	65
	Point Two—When to Create the Open Offer as an Adjustment Reason.	69
Chapter 9	SAP End-User Productivity Case Study By LaShonda Rahming	73
Chapter 10	Time Management Lessons Learned By Michael Feast	85

Appendix A	Contributors' Background.....	93
Editor	About the Editor	99
Books	Other Happy About® Books.....	101

Brutally Honest

As you might guess from the name of the book, our Lessons Learned book is a look at functionality, project management, change management and even third party software solutions from very experienced consultants. We will tell you exactly what we'd tell a good friend if she/he called us and asked what we really thought. We do believe, that in a world of advertorials and user generated review websites, consumers deserve a hard-nosed advocate that can deliver the unvarnished truth. We hope to help you avoid some of the pitfalls that we have experienced with SAP customers all over the world.

If you consult for or manage SAP projects of any kind, this book is for you. If you collaborate with co-workers to solve SAP problems or create systems, devices, or SAP products, this book is for you. If becoming a leader in your industry by improving your ability to ask the right questions and document the answers is important to you, this book is for you.

This book is a comprehensive guide that outlines lessons that have been learned from many experts in the SAP Human Capital Management field. We hope you can use this book to accomplish three goals:

1. Improve your knowledge of the SAP Human Capital Management solutions
2. Help you to improve your production support plan

3. Ensure that you and your end-users have a resource to be innovative and effective long after your SAP solution has been implemented

1

Lessons Learned about Bandwidth

By Scott Burton

Introduction

Supporting SAP HR operations can be challenging for IT and business professionals alike. Many factors contribute to the complexity of supporting SAP HR—some that are controllable and some that are not.

Human Resource business processes are always changing; they are far from being static. Keeping up with changing business requirements is a continuous challenge. Some of these changes can be planned in advance, but in many cases HR is given little advance notice for even major changes like re-organizations and acquisitions.

Additionally HR is very much a cyclical business. Annual events like payroll year-end processing, benefits open enrollment, and performance management cycles bring with them increased support workload for an operations staff already functioning at full capacity. Add to this changing regulatory and compliance dictates, and you begin to see the hectic nature of supporting SAP HR.

There is yet another side to the complexity of supporting SAP HR. The system itself is continuously changing and constantly being enhanced. Bug fixes are provided through OSS notes and enhancement packs are released periodically to deliver new functionality for standard processes. Further issues that complicate HR support operations include unrealistic expectations from the users, and their ever-changing requirements.

So where does it all start? Most companies face an uphill battle from the beginning. In most cases SAP HR is implemented by external consultants with some internal resources assigned to the project to "learn SAP" during the project phase. In the majority of cases this knowledge transfer typically never takes place. Documentation slides to the end of the project and most often times is never completed. Additionally, most implementation projects go live with outstanding open issues that often linger for months and sometimes years.

Most HR IT support organizations are measured by responsiveness, accuracy, system stability, and the business value of their work. To score well, these organizations must deal with many challenges. Key challenges typically experienced by organizations supporting SAP HR include bandwidth, resource training, managing turnover, and ultimately creating true business value. In this chapter we'll explore these top four challenges faced by organizations supporting SAP HR and ways to overcome them.

Bandwidth

Bandwidth is one of the most common challenges in supporting SAP HR. Bandwidth is usually measured in terms of the number of available resources. However, there is much more to it than that. Bandwidth is having enough resources at the right time with the right skills to keep pace with business requirements.

Consider payroll support as an example. At least one person is needed for this function because payroll requires specialized skills. Under normal circumstances, this person can provide the required 'bandwidth' needed to support payroll operations. However, normal is not always the case. Perhaps it's year-end or unanswered payroll issues that have stacked up. If there are eighty hours of payroll issues to

resolve and only three days to resolve those issues, having the right resource is not enough. In this case, more resources are needed at this specific time. Again, bandwidth is having enough resources at the right time with the right skills.

Most bandwidth challenges stem from budget constraints, extended absences like vacation, FMLA, and sick time, as well a mounting issue backlog and the arrival of multiple critical business requirements arriving at the same time. Bandwidth challenges tend to show themselves even more during critical HR operations cycles like Payroll Year-end, Benefits Open Enrollment, and Performance and Compensation review periods. One thing for certain is these events will occur at some point in time during the month, the quarter, or the year.

Bandwidth limitations can have a serious impact to the organization, particularly when issues take a long time to resolve, or worse do not get resolved. Too often is the case that issues have been open for extended periods and often for more than six months. As new critical issues arise, existing issues are eventually reprioritized downward or put on hold. Lost in the mix is that these reprioritized issues still remain very important to some part of the organization but continue to be unresolved. This is when satisfaction levels begin to erode.

Another issue is quality. As bandwidth constraints lead to time constraints, certain aspects of issue resolution are side-stepped or not performed thoroughly. Unit testing and documentation are prime examples. Sometimes these time constraints lead to rushed work which produces errors. In other cases workarounds are used to save time, only to add additional cost later because the root cause of the problem is never resolved and the problem resurfaces. An example is struggling to get payroll issues resolved prior to the weekly deadlines. The shortcut may be to lock employees out of the payroll system, which has the ripple effect of later forcing off-cycle checks which then incurs additional processing and additional printing fees of \$250 for each check. All this and more results in a weakened business partner relationship between HR and IT departments.

So how are the issues surrounding bandwidth combated? The first thing to do is take a proactive approach to planning projects, maintenance, and support around the natural peaks and valleys of HR

operations. Secondly, cross-train team members to provide more flexibility in staff assignments. This will provide the ability of shifting resources during peak periods or when emergencies might arise.

Recognize trends and specific areas of SAP HR that seem to be the bottleneck and focus on those areas for cross-training. For example, if a team is consistently falling short in the area of Time Management, focus on the specific areas where the help is most needed. If the need happens to be work schedule creation, invest time in cross-training a resource in that area. This will help build up "talent reserves" in key areas to provide more coverage.

Map out peaks and valleys. These periods of alternating intense requirements and minimal activity should be factored in, reviewed, and anticipated on an annual basis. Plan accordingly. Implementing new functionality in Payroll that involves resources from the business for testing during the month of December is probably a bad idea.

Set realistic expectations around due dates. Allow more time for non-critical changes to provide a buffer for the unforeseen crises. It's also a good idea to have weekly meetings with the business to prioritize what's being worked on. This is an effective way to manage expectations and build working relationships.

Also consider using SAP HR consulting firms that specialize in production support. They can provide the variable bandwidth needed. The key for making this work is picking the right vendor. While there are many consulting companies to choose from, few are specialists in this area.

Resource Training

It is not realistic to expect one person to know everything. The rule of thumb is if anyone tells you they are an expert in every area of SAP HR, it is very possible they are exaggerating their abilities. So do not expect any one individual to know it all. This being the case, a best practice is to invest time in training resources. There are various ways to obtain training including standard SAP training courses, either at a physical location or online. There are self-study methods available via books and manuals, cross-training using internal team members, and custom training in your own system from an outside vendor.

Due diligence is required for selecting training sources. There are a lot of organizations that offer training but most of the training is high level and cannot be applied to a production support environment. Production support requires more than just SAP skills. Diagnostic and analytical skills are needed as well as an understanding of the underlying business processes. Effective production support requires not only the ability to work with the system, but also the ability to work with people.

Standard SAP training is comprehensive, but much of the material may not apply to your organization. For example, if you are not using standard posting to accounting in payroll, there is no need to be trained on this function. Your processes may change in the future, but when they do two years after the training, retaining will be required.

Conferences are not the best source of training, although they may sound appealing. SAP HR conferences are great for exploring other ways of doing things in the system, learning from the mistakes of others, and getting updates about the latest and greatest functionality. Conferences, however, don't get into the level of detail really needed, like learning how to configure garnishments. You may get some tips and tricks which is good information to have, but it is not enough information for analysts to effectively provide real-world production support. There is no concrete data that can be taught or understood in an informational session that is sixty minutes long minus fifteen minutes for questions.

Limited staff time and limited travel budgets always get in the way of having a comprehensive training program. This, however, doesn't negate the importance of training. It is hard to stay up to speed on the latest functionality when only viewing your current system every day. At the same time, it is difficult to gain efficiency with rarely used skill sets.

The best training you can get is in your own system. This allows you to focus on the functionality that your organization uses within SAP HR and also focus on the recurring maintenance activities. This is an area where a production support partner can make significant contributions. A qualified partner will have the resources and expertise to develop a custom training plan based on your organization's specific needs, current situations, or planned upcoming events. For example, rather than providing generic Payroll Schema training, your outside partner

can develop the course in a way that uses your schema rules during the training instead of using a generic schema that may not fit your scenario. This training is much more effective because the analysts apply the lessons to real issues.

Another great source of training is your own team. This includes creating a comprehensive cross training plan. Create reusable training materials so if you do have new resources on the team in the future, you don't have to rebuild the wheel. Shadowing and mentoring is another great way to get team members up to speed.

"On the project" training is another method we recommend. This involves getting your team members actively involved in projects that are deploying new functionality. The key term is "actively involved." This takes effort from all parties involved. If you have a third party implementing the new functionality, they must be a true partner and embrace their role in resources development. Additionally, management has to free up the resource from their day-to-day assignments in order to work on the project. An effective model is assigning internal resources as dedicated full time project team members and using your production support partner to backfill routine day-to-day production support activities. The goal is that after implementation, internal resources will have the skills needed to support the new functionality.

One final area of resource training often overlooked is end-user training. A large amount of production support issues arise from incorrect use of the system. It is best practice to provide regular end-user training, especially when there are either new users or key processes are involved.

Managing Turnover

There are a number of reasons people leave an SAP HR support organization, including stress, transition to consulting jobs, retirement, or job dissatisfaction. Whether it's leaving the company or an internal transfer, employee turnover can easily disrupt service levels when it comes to supporting SAP HR.

Unplanned turnover places a burden on existing resources that are required to pick up the slack until a replacement is found. Planned turnover may in some cases avoid this burden with proper foresight, but whether unplanned or planned, employee turnover impacts the ability of the organization to meet service level requirements.

In some cases the structure of your IT department may be a catalyst that accelerates turnover. Employees in break/fix roles may feel like they are stuck in dead-end jobs with little hope for advancement. One of the keys for reducing turnover is keeping your team challenged.

Consider the true story of a former colleague who took an in-house support position to get off the road from her consulting travel. Within six months this person resigned and went back to her independent consulting job. The consultant was not challenged in the support position and felt she was caught in the trap of putting out fires. The final straw was when the business wanted to implement e-Recruiting and denied her the opportunity to work on the project because they could not afford her to be away from the day-to-day support job. Her only option was to sit back and watch outside consultants do the "fun and challenging" work, or resign from the position.

The reality is IT turnover is a fact of life. The reality also is that it can cripple an IT organization responsible for supporting SAP HR. All too often organizations rely heavily on that one superhero who knows the system inside and out. When that person leaves, the organization has a problem; they have to start from scratch while delivery suffers.

In recent years some unusual trends have taken shape. Prior to the recession when there were a lot of new SAP HR implementations underway, an increased number of internal IT resources were leaving stable corporate jobs to venture out into the consulting world. As time progressed many "road warrior" senior consultants were out of work due to the recession and with hat in hand, they accepted "in house" jobs to stay employed. When the economy and job market for SAP HR picked back up, they began returning to the consulting world. This again leaves a huge gap in several organizations' HR IT departments.

This brings us to topic of SAP I.P., or Intellectual Property; this is the knowledge your analysts have of your business users, technical details of your SAP HR system, and an understanding of the SAP HR related

business processes. Unfortunately, most organizations do not have much of these areas clearly documented, which increases their vulnerability when turnover does occur. The more customized the SAP HR environment is, the more serious the vulnerability becomes.

Production support is an area where documentation is critically important. Documentation is not restricted to the initial system blueprint and configuration. True SAP I.P. evolves with the documentation of each issue and maintenance task. The problem is it's difficult to get analysts to document their own work; human nature just makes it that way. Yet, without documentation organizations and consultants will ultimately find themselves in deep trouble at the worst possible time. Good documentation doesn't only speed issue analysis and troubleshooting. It will also reduce issue resolution time and enable routine tasks to be offloaded to other resources, thus reducing the dependence on that "superhero" always being available.

Cross training is vital. It takes time to become an expert in any specific area of SAP HR. Knowledge sharing sessions, training, and good documentation are effective ways of building and spreading that expertise throughout your staff. This is yet another way of reducing turnover vulnerability. A good rule to follow is never have only one person with needed expertise; always think in terms of backup when it comes to production support.

Consider supplementing your internal team with an external support partner. When done correctly, several things can happen to reduce turnover vulnerability. First, variable resources from the support partner can be used to backfill some of the routine but time consuming production support tasks, which allows your internal resources time to work on projects. This serves to broaden internal staff experience while at the same time making their jobs more self-fulfilling.

Second, if you use resources from your support partner to implement new modules and add new functionality to the system, let your internal resources team with these experts and learn from them as they work side by side. This on-the-job training will ultimately make on-going production support easier for your in-house team.

A third way an external support partner can reduce turnover vulnerability is by documenting the knowledge transfer that takes place as they become operational in your support model. This knowledge repository then becomes a part of your formalized SAP Intellectual Property.

Creating True Business Value

Production support has two dimensions. One dimension involves issue resolution and keeping new system releases and updates current. This is commonly referred to as Break/Fix and Routine Maintenance and is primarily reactive in nature. It's pretty straightforward; something breaks in the system, meaning a business process is not able to be completed or erroneous results are being produced, or SAP has issued changes that need to be implemented in the system. This work is very important but these efforts get very little recognition from the business.

The second dimension deals with projects, major change requests, and process improvements. These efforts include implementing new functionality within SAP HR. They also deal with enhancing the current system to provide process automation and efficiency for the users. This work, more proactive in nature, is also very important and gets the highest recognition from the business.

Most organizations, however, spend most of their time dealing with break/fix issues and routine maintenance. While this is a necessary evil, most HR users want to see higher value results, usually in the form of adding new functionality and enhancements. The key to shifting the balance from reactive to proactive services is stabilizing your production support environment, which will reduce the occurrence of break/fix issues. This then frees up the resources with the most knowledge of your business, processes, and users to work on higher value process improvements.

Just think about it. Business users don't go off to major SAP HR conferences every year and come back saying "I can't wait for my IT department to fix something" or "I can't wait for them to generate next year's holiday calendars." They want the latest and greatest SAP HR functionality to make them more competitive in the HR space. They want to see ways of making their jobs easier.

Creating more business value begins with stabilizing the SAP HR system to reduce the number of problems and to reduce the amount of time spent on reactive support issues. From there, proactively work to build a true business partner relationship with HR. This involves getting involved in the formulation of HR IT strategy instead of waiting for new projects and functionality to be dictated. Offer fit/gap analysis for adding new modules or new functionality to modules that are already installed.

Conduct root-cause analysis of issues and recommend process improvements that impact the usability of the system. Provide insight on inefficient processes and look for ways to reinforce best practices. There is an upfront investment in time but it will pay off in the long run with reduced break/fix issues.

End-user training is a chance to kill two birds with one stone when it comes to increasing IT value to the business. It's a simple way to help business users to do their jobs more efficiently and to increase adoption of the system within the organization. End-user training also helps reduce issues that arise from not using the system correctly. Analyzing trends from break/fix root-cause analysis is a good place to identify training requirements. For example, the issues from incorrect Payroll Year-end Processing can linger for a long time. Analyzing what went wrong and why will pave the way for you to proactively train your users on the right way to do things, eliminating future problems.

Tracking the amount of time spent on break/fix and routine maintenance compared to time spend on projects will tell you a lot. Once you have a baseline set of data representing a three to six-month period, analyze what was actually done in both categories. This will tell you where attention should be focused to reduce break-fix issues as well as highlight any skill gaps you may have. You'll then be in a position where you can set goals, implement changes, and track progress.

Key Learnings

- The complexity of supporting SAP HR stems from the cyclical nature of human resource business processes and ever changing business, regulatory, and compliance requirements.

- Production support issues generally fall into four categories: Bandwidth, training, turnover, and value creation.
- Bandwidth refers to having enough resources at the right time with the right skills. Proper planning and setting realistic expectations are important. Using a variable resource model will help when dealing with peaks and valleys in support requirements.
- Training is an on-going process. Outside training is valuable but it is not a substitute for on-the-job training. Training should include both IT and end-users.
- Turnover can't be eliminated but it can be controlled. Keeping staff engaged with 'fun and challenging' work is a must. Leveraging external support partners is an effective way to eliminate turnover vulnerability.
- Increasing business value of IT means reducing time spent on break/fix issues and increasing time spent on enhancements and business process improvements.
- Ongoing prioritization around open work between IT and HR manages expectations and allows for better resource planning and budget forecasting.
- To add value, IT must have a business outlook. Support analysts must be given opportunities to learn both technical skills and business operations.
- Be proactive.

A Contributors' Background

Scott Burton **Whitaker-Taylor, Inc., Atlanta, GA**

Scott Burton is the Managing Director of Whitaker-Taylor, an SAP consulting firm specializing in extended team services for production support and integration projects. In this role he helps clients maximize their investments in SAP software by streamlining their application support and enhancing the usability of their system through business process improvement and implementation services, which provide new and enhanced software functionality.

Scott has more than a decade of SAP HR consulting and application support experience. Scott has managed applications support operations for more than fifteen different global, national, and regional companies spanning industries such as manufacturing, automotive, retail, business services, and energy and gas.

The breadth of his experience enables him to fulfill multiple roles ranging from implementation consultant to support analyst to account manager to executive sponsor. Scott has presented at several SAP conferences on both technical SAP topics and on the support challenges SAP clients face with centralized support

and with decentralized operations. In addition, Scott frequently conducts educational webinars and end-user training for Whitaker-Taylor clients and for the industry.

A native of White Plains, New York, Scott graduated from the University of Georgia with a B.S Degree in Management Information Systems. As an active member of his community, Scott has provided support for a number of charities through Whitaker-Taylor. Scott lives with his wife and two daughters in Atlanta, Georgia.

Steven Chihos

Steven J. Chihos, PMP, is an independent Organizational Change Leader with theBigRocks, LLC in Orlando, Florida. Over the course of his thirty-year career, Steven's roles have ranged from being a bit-twiddling techie to a people-focused facilitator, from being a loyal team member to acting as the ruthless project manager, from serving as an executive to mopping floors as the lowest guy on the org chart. For the past decade, he's guided individual leaders, teams, and organizations through the process of successfully implementing strategic change by diligently applying his methodology called "theBigRocks of Change." He also writes a popular blog for Change Agents at <http://theBigRocks.com>.

Michael Feast

Michael Feast has over 12 years experience with consulting assignments involving all phases of SAP implementations. He has significant experience in the functional configuration of SAP Personnel Administration, Time Management, Employee Self-Service (ESS), SAP Workflow, Payroll, Cross Application Time Sheet (CATS), and Organization Management. Through his experiences, Michael has been able to amass a varied set of skills that bridge the gap between technology and business function including business process reengineering, business, and technical analysis.

Michael has designed and implemented SAP Human Capital Management (HCM) transformation solutions for clients in various industries including Public Sector, Pharmaceuticals, Oil and Gas, Manufacturing

and Industrial. He has led diverse teams in designing business processes and implementing solutions in the various areas of SAP HCM including Time and Payroll.

Michael has a Masters of Science degree in Information Systems and Decision Sciences with a minor in Internal Auditing from Louisiana State University. He continues to assist companies in the successful implementation of their SAP HCM systems.

Tracey Groomes

Tracey Groomes graduated with a MBA (Masters of Business Administration) from Rutgers University and is the CEO of Brit Incorporated. Her role includes a practicing SAP Human Capital Consultant with a specification in functional technical Enterprise Learning. Brit Incorporated focuses on global manufacturing, service, and human resource entities in the Private and Public Sectors. Brit Incorporated is a United States-based company headquartered in Texas.

Tracey has over twenty years of operations experience and more than ten years of experience providing consulting services. Her expertise lies with her ability to direct and utilize systems to promote efficiency, documentation, and compliance in public and private administrative and operational environments.

Raaz Karimi

Raaz Karimi was born in 1966 in Bombay, India. Raaz moved to the United States after completing high school and studied at the University of Texas at Austin and got his degree in Management Information Systems.

Raaz's professional career began as a programmer at J.C Penney. After five years Raaz decided to become an independent consultant. With a focus in Human Capital Management, Raaz started working with SAP during the summer of 1997 with a focus on Human Capital Management module. Over the past 14 years Raaz has taken on various roles that range from programmer, development team lead, and consulting manager. Raaz feels fortunate to have had the opportunity to work within the private, public, and federal sectors, as well as on an onshore-offshore model.

When Raaz is not working for SAP clients he enjoys golf and tennis.

Saaz Karimi

Saaz was born in India and moved to the United States during High School. He moved to Dallas upon graduation to attend University of North Texas (Denton).

He postponed graduation from college due to health/medical issues. Events that occurred were life changing but also a process in learning to overcome the greatest challenge one can face.

He graduated college with a degree in business management with a focus on hospitality management. Upon graduation, he worked on on-site/offshore projects for a small multimedia company. He worked as a manager/go-between for the customer and offshore developers. His IT network led to meeting SAP consultants and sparked an interest to learn the software implementation side of SAP HR. He went back to college to pursue Information Technology courses as part of a Masters Program at University of Texas Dallas. He had a chance to start learning SAP HR from his brother who is an SAP technical consultant and project manager for 10+ years now, and that lead to an opportunity to work for SAP America.

He worked for SAP America as an SAP HCM functional consultant within the Org Management, Personnel Administration, and e Recruiting modules. He worked on full life cycle implementations of HR and one of the largest ever e-recruiting projects. While working for SAP America, he had the opportunity to work with several Platinum Level consultants and learned tools and methodologies that make for successful implementations. He is currently working as an independent SAP HCM consultant with a focus on new HR implementations, upgrades, and keeping current with the latest SAP releases.

Sean Mallon

Sean Mallon is the co-founder and managing partner of HodgePodge Solutions, a wholesale aggregator of *SAP Partner* and third party software and hardware. In addition, he works as an SAP HCM Consultant with a focus on designing and delivering the Personnel Administration, Benefits, and Enterprise Compensation Management modules

with integration to Payroll. His passion is following and studying trends in the information technology market with a dream of building the first "true" e-Procurement hub for ERP Partner products (i.e. certified and non-certified)—an on-line setting where a client can peruse and purchase software in bundles while saving money and receiving expert service from its vendors. For further information on this groundbreaking concept, please contact Sean at sean.mallon@hodgepodgehub.com.

Jan Redmond

Growing up in Kansas City, Missouri afforded Jan a very diverse background. Jan has been able to leverage an awesome education, which included Immanuel Lutheran School and William Jewell College. Jan's mother, Jacqueline, only achieved a tenth grade education (later got her GED), but she constantly endorsed getting a college degree at the very least. Jan gives major kudos to his mother for her support and love.

Jan has been grounded in athletics, specifically football, since the third grade. Jan doesn't know whether it was becoming a collegiate All American, playing in Europe, or recent induction to his alma mater's Football Hall of Fame that best defines his football memories/accolades. Jan has spent eleven years coaching little league or Pop Warner football in North Texas watching young men mature within the confines of football.

Jan's professional SAP experience involves an array of roles within major corporations. Jan's experience as a Facilities Management supervisor at Xerox and an Executive HCM Solutions Engineer at SAP has given him priceless exposure to industries and companies globally.

Jan's family defines him. The unwavering support of his wife, Pamela, for twenty-three-plus years has really provided his foundation. Pamela is an exceptional wife, friend, and soul mate. Her support and her passion for their family are paramount. Jan's true legacy is his children (his two sons Rinaldo and Avery).

Currently, Jan is the National SAP HCM Support lead at Capgemini. Jan pretty much evangelizes SAP HCM and Capgemini's SAP practice to organizations nationally. Jan has been at Capgemini for nearly two years.

Jan's chapter was inspired from his vast experiences around software sales for nearly twenty years. Jan's previous employment at Xerox, Ceridian, Oracle, SAP, and now Capgemini all have provided him exceptional insight into what have been some pitfalls and best practices while attempting to reach nirvana from diminutive and colossal software purchases.

Maxine Wood

Maxine Wood is a certified SAP HR Consultant who has specialized in Benefits for thirteen years.

She has a Bachelor's Degree (B.S. Business Administration/Marketing from the State University of New York-Oswego, 1994). She was hired by Deloitte Consulting in 1996 as an Educational Services Consultant. She translated functional SAP information into training documentation, which allowed her to understand how the entire system is integrated.

She became certified by SAP in 1998. She's been an Independent Consultant under her own company since 2001. Her expertise and interest is with the Benefits module and its integration with Personnel Administration and Payroll. She has worked with various sized organizations and performed numerous project activities. Among her favorites are configuration and writing functional specifications for custom development pertaining to Benefits.

She is categorized as a Business Analyst, Functional Consultant or Subject Matter Expert. She works hard and welcomes new challenges with each assignment.

She is currently working on a Public Sector engagement with Concurrent Employment.

About the Editor



LaShonda Rahming has provided consulting services for many of the world's most admired brands. She has been named as an emerging leader in the December issue of *Inc. Magazine* in 2010 and is a bestselling author. She is a speaker, a vocalist, and a consultant with more than thirteen years of experience. LaShonda's passion for innovative consulting has catapulted her to a national platform as a leader in collaboration. LaShonda left her role as Partner to pursue consultative innovation in 2008 and is now the Chief Collaboration Officer of ALL About Collaboration. Her experience building

high-achieving teams, implementing successful processes, and guiding implementations for top-tier companies has provided the backbone of ALL About Collaboration. Offering a rare blend of sales experience and Big ERP consulting experience, her creative and operational strengths have allowed LaShonda to achieve uncommon results for some of the country's largest and most complex organizations. An accomplished Partner, Director, Consultant, Project Manager and Business Process Strategist, her vision and expertise has driven many organizations to increased sales and streamlined approaches.

The collaboration model that LaShonda has come up with is truly relevant as she is taking social networking to another level and inviting others to use the ALL About Collaboration platform to get honest responses and a competitive advantage. Ms. Rahming is known for her dynamic team leadership and her ability to implement cutting edge solutions. Learn more about her platform for collaboration at <http://www.allaboutcollaboration.com>.

Getting “SAP Lessons Learned—Human Capital Management” (<http://happyabout.info/saplessonslearned.php>)

“SAP Lessons Learned—Human Capital Management” can be purchased as an eBook for \$14.95 or tradebook for \$19.95 at <http://happyabout.info/saplessonslearned.php> or at other online and physical book stores.

Please contact us for quantity discounts sales@happyabout.info or to be informed about upcoming titles bookupdate@happyabout.info or phone (408-257-3000).

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1. www.happyabout.com/scrappyabout/scrappy-general-management.php

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