

19th May 2021

SBN INNOVATE

SAP SuccessFactors 

SAP Analytics Cloud

People Analytics Vision and Strategy

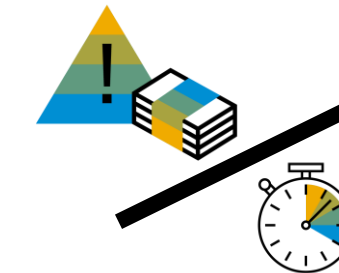
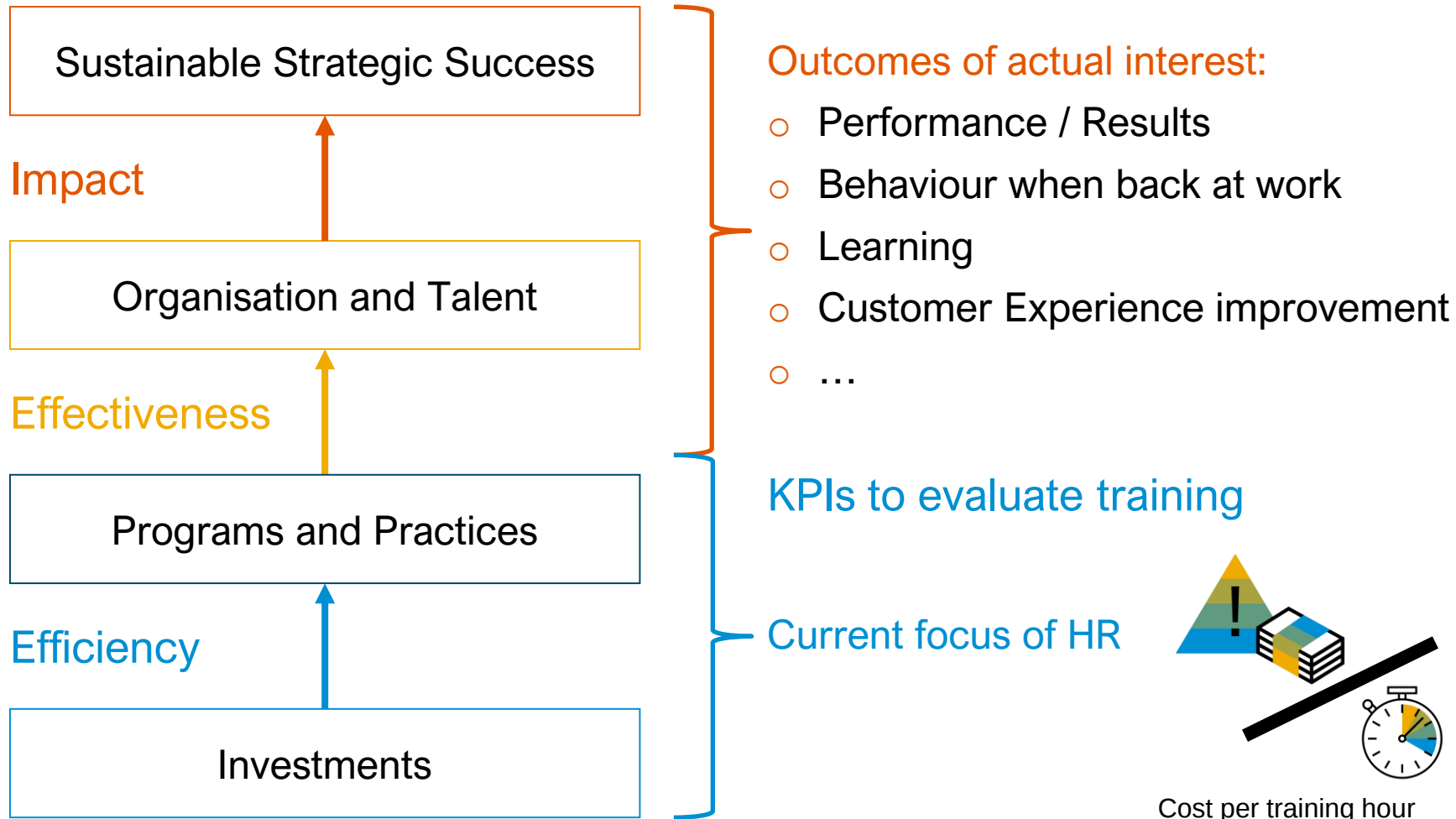
Kim Fischer, People Analytics Architect

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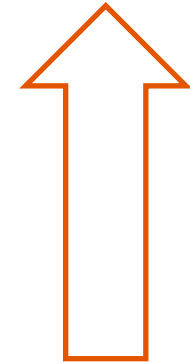
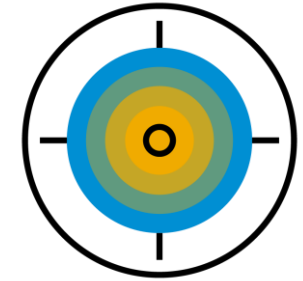
THE BEST RUN 

Learning effectiveness and impact reporting

REQUIRED FOR KIRKPATRICK LEVEL 4



Cost per training hour



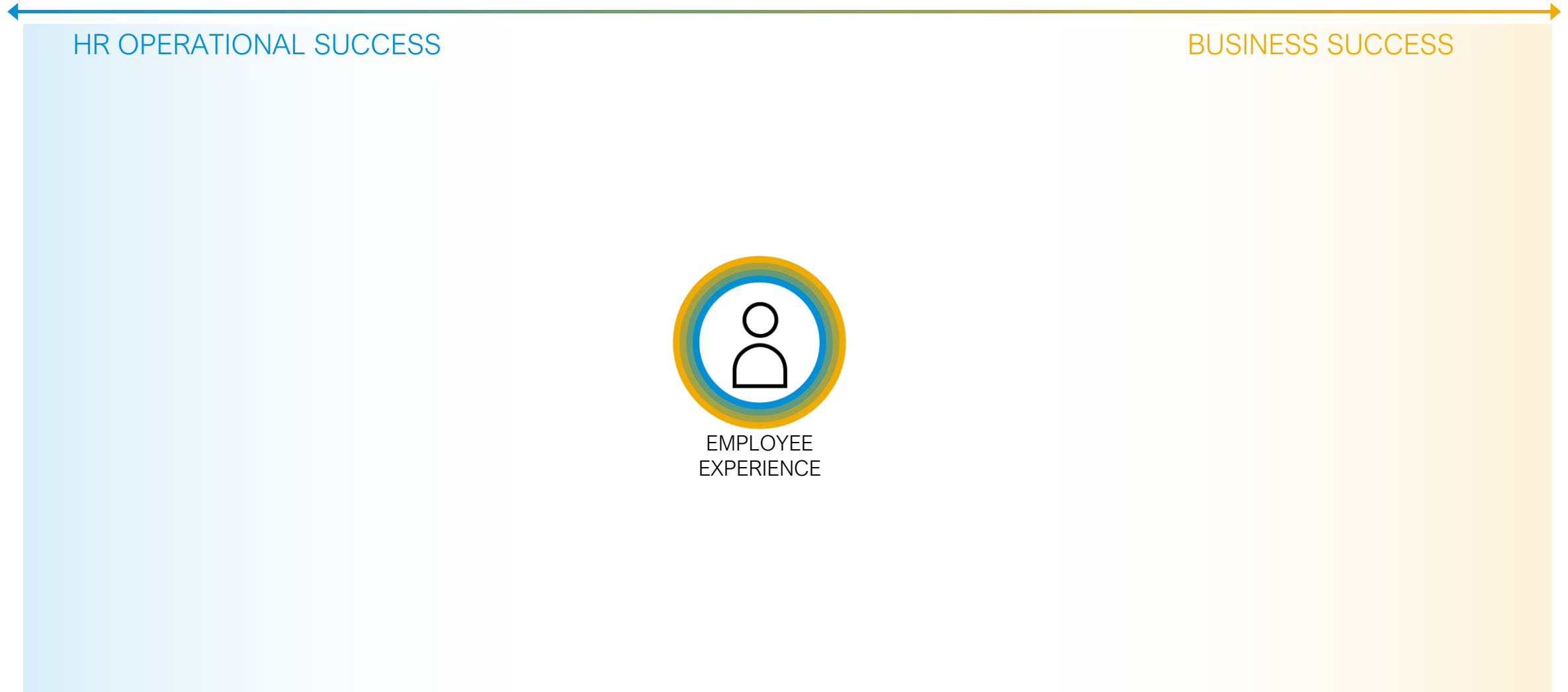
Happy Sheets to measure the trainee satisfaction of a training intervention

Source: Cascio & Boudreau (2010)

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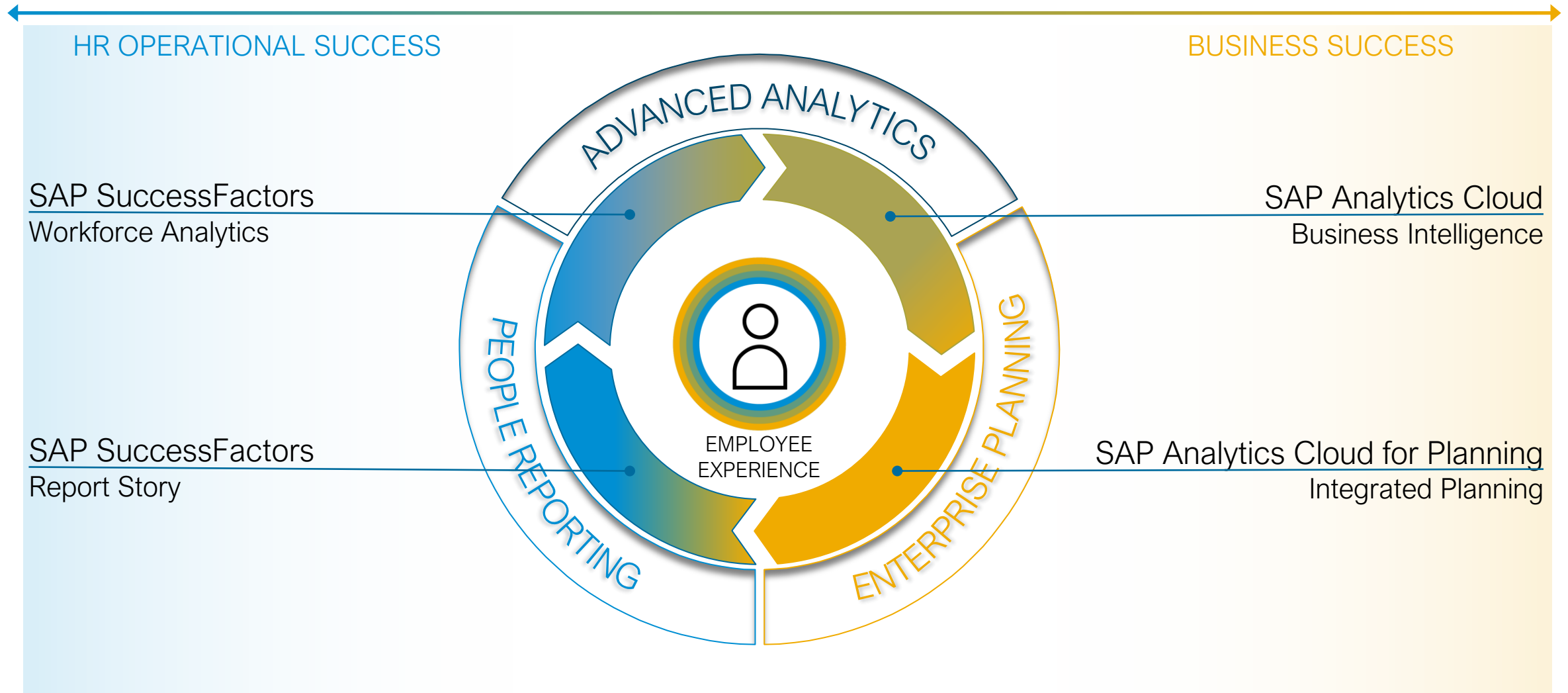
The HXM mandate in an Intelligent Enterprise

EXPERIENCE FIRST



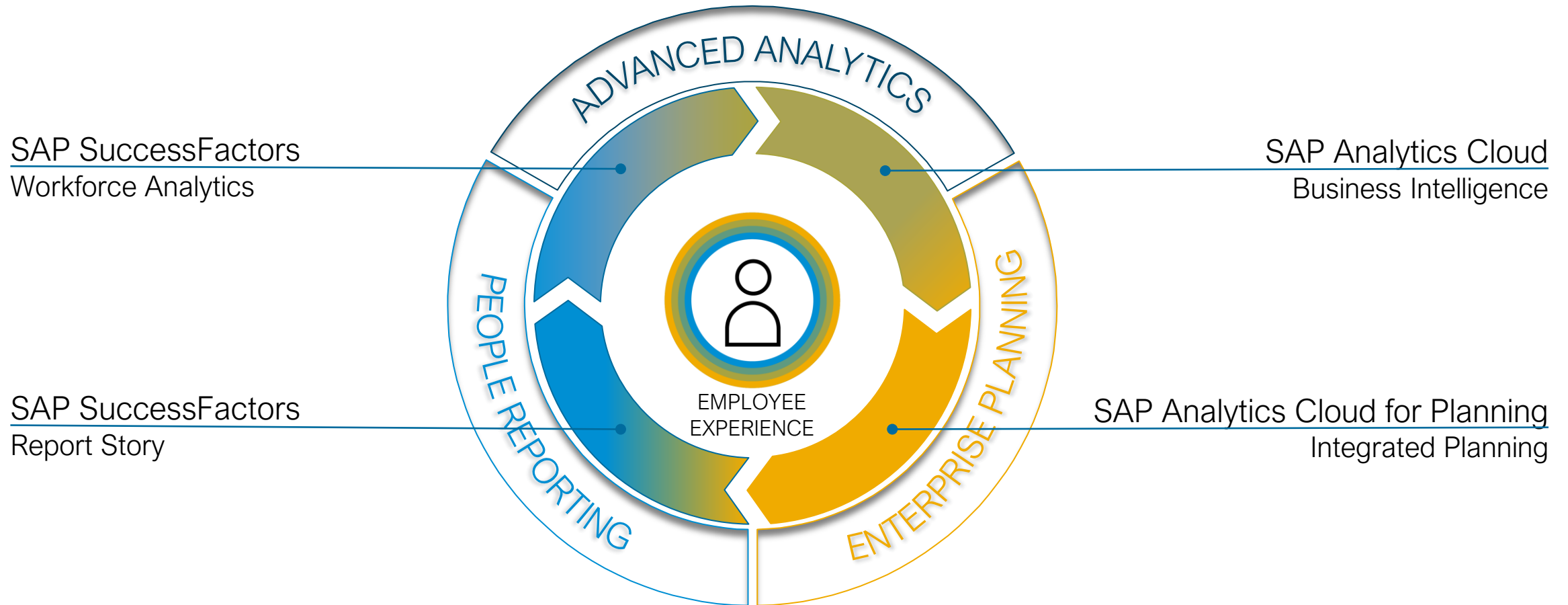
People Analytics supports the HXM mandate

APPLICATIONS BY CATEGORY



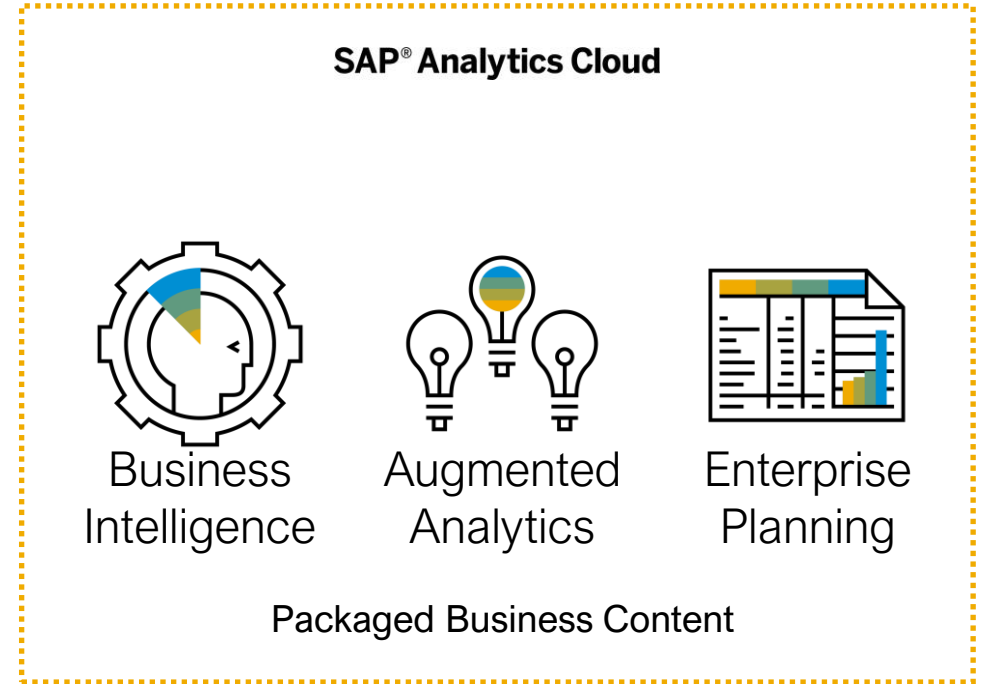
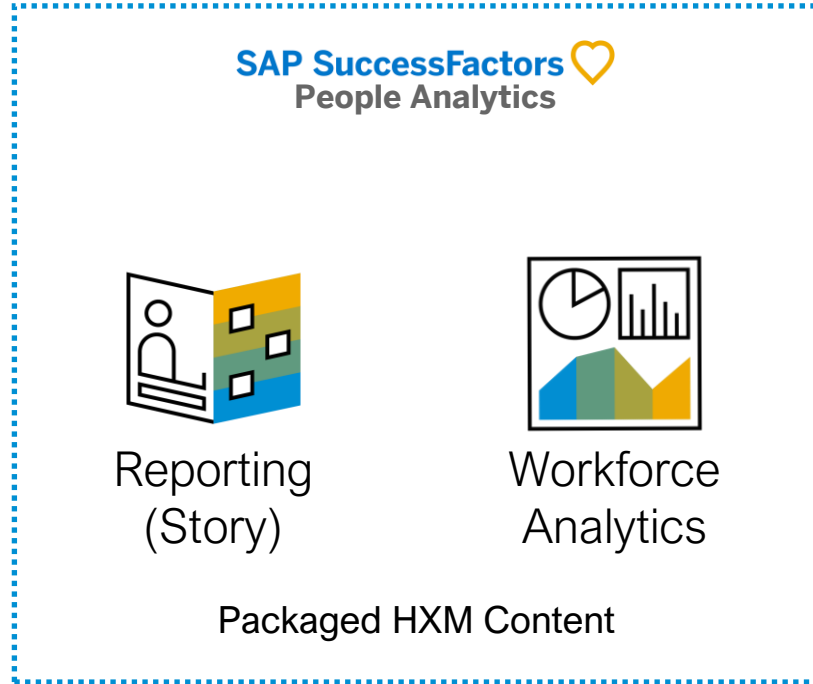
People Analytics supports the HXM mandate in an Intelligent Enterprise

APPLICATIONS BY CATEGORY



People Analytics supports the HXM mandate in an Intelligent Enterprise

PRODUCT PORTFOLIO HARMONISING USER EXPERIENCE ACROSS THE BEST SAP TECHNOLOGY



SAP SuccessFactors-Managed People Analytics
Reporting & analytics applications with managed permissions, integration and data transformations

Customer-Managed Enterprise Analytics
Advanced analytics and planning across SAP SuccessFactors and other sources (Finance, Spend, etc.)

LEARNING

EXAMPLE

“Please provide me with evidence that our high potential engineer development training is having a meaningful business impact?”

One challenge is often several challenges

REQUIRING MORE THAN ONE SOLUTION AND MORE DATA SOURCES



SAP SuccessFactors Report Story

How many engineers do I have?
How many are high-potentials?
Who are they?
How many have training courses in their goal or development plans?
How many have completed training or are registered to attend training?

SAP SuccessFactors Workforce Analytics

What are the trends in learning uptake rates of HiPo engineers?
Does this rate differ across all groups compared to High Potentials?
Is this getting better or worse?
How might this look projected into the future?
Is there a correlation between training taken and number of performance review goals?

SAP Analytics Cloud Business Intelligence

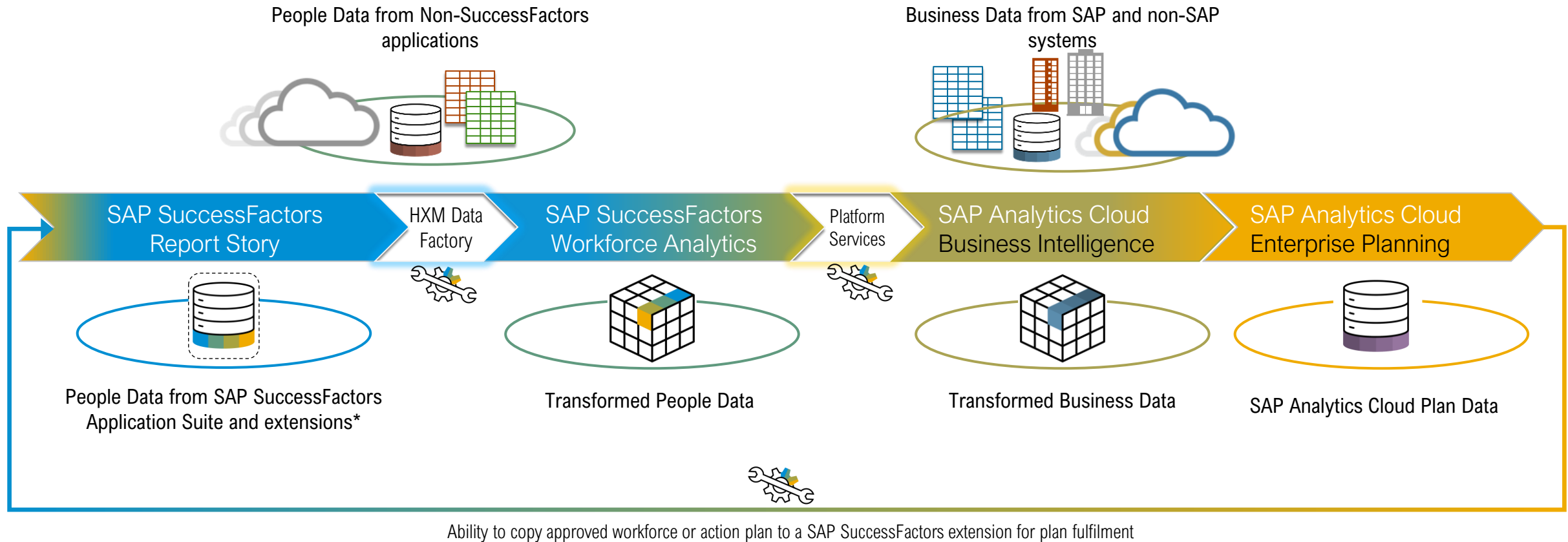
How does our training spend on HiPo engineer's impact their Productivity by uptake of the training offered?
How does absence levels in engineers impact profit margins?
How do low skill proficiency levels impact project delivery timetables?
How is Health and Safety impacted by learning interventions?

SAP Analytics Cloud Enterprise Planning

What is our future demand for engineer skills and learning?
How will engineer trends I have identified influence the supply of engineer skills?
What is our supply/demand gap in numbers?
What are the costs of filling the skills gap?
Where do we need to develop engineers through upskilling?

People Analytics supports the HXM mandate in an Intelligent Enterprise

DATA FLOW WITH TRANSFORMATION AND INTEGRATION CAPABILITY



*Direct API's and connectors exist from SAP SuccessFactors live data to SAP Analytics Cloud

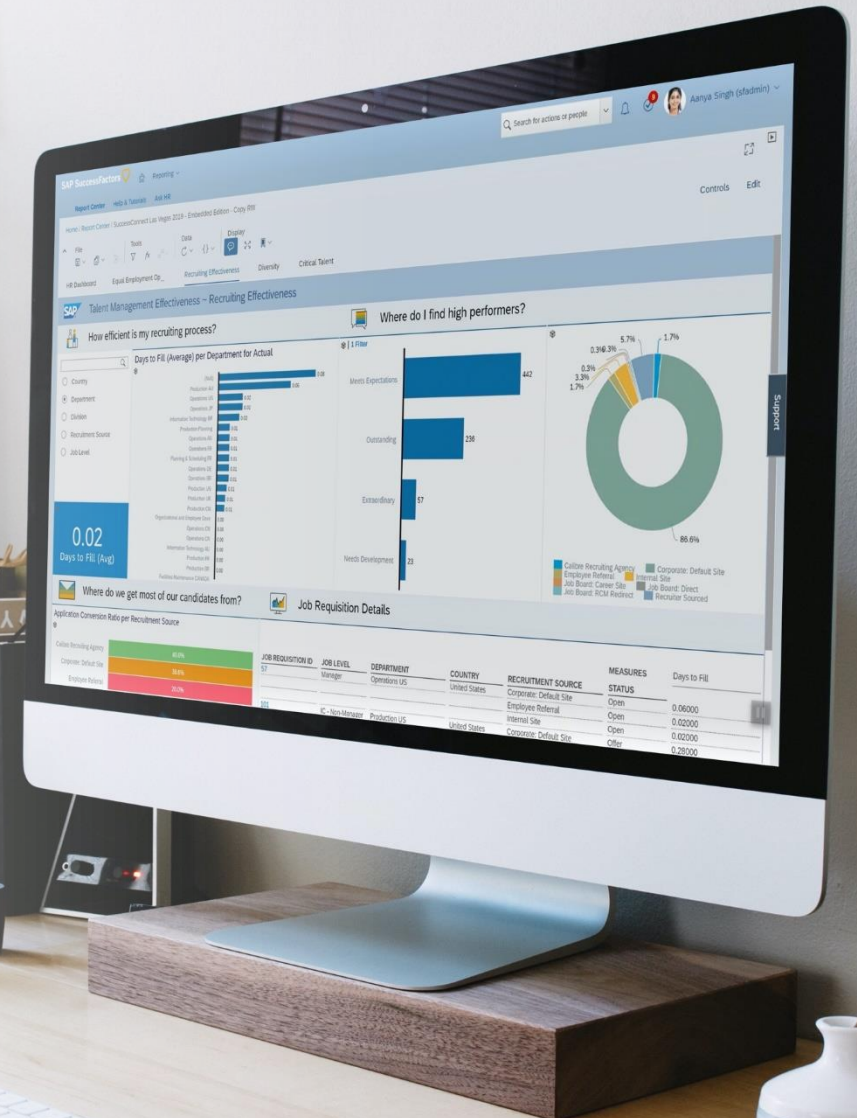
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SuccessFactors Report Center

REPORT STORY

- Rich visualizations
- Simple story creation
- Live data from SAP SuccessFactors HXM (includes extensions) only
- Intelligent joins across modules
- Secure, role-based permission access
- Interactive insights
- People-centric data privacy and protection
- Unified data and permission models

TELL COMPELLING STORIES USING A **SINGLE SOLUTION** WITH DATA FROM ACROSS THE **ENTIRE SAP SUCCESSFACTORS SUITE**



Reporting on learning activities in People Analytics Story

STARTING Q2 2021

Planned for Q2 2021 [Disclaimer](#)

Reporting on learning activities

Learning

SAP SuccessFactors Learning | SAP SuccessFactors | Efficiency | Effectiveness | Confidence | Experience

Overview

- Ability to create custom reports in SAP SuccessFactors People Analytics based on learning data
- Intuitive report creation tools

Benefits

- Create and distribute reports and dashboards based on learning data
- Combine learning with other relative data from across SAP SuccessFactors Human Experience Management Suite
- Allow administrators to directly target the data they need, when they need it, without having to use giant list reports

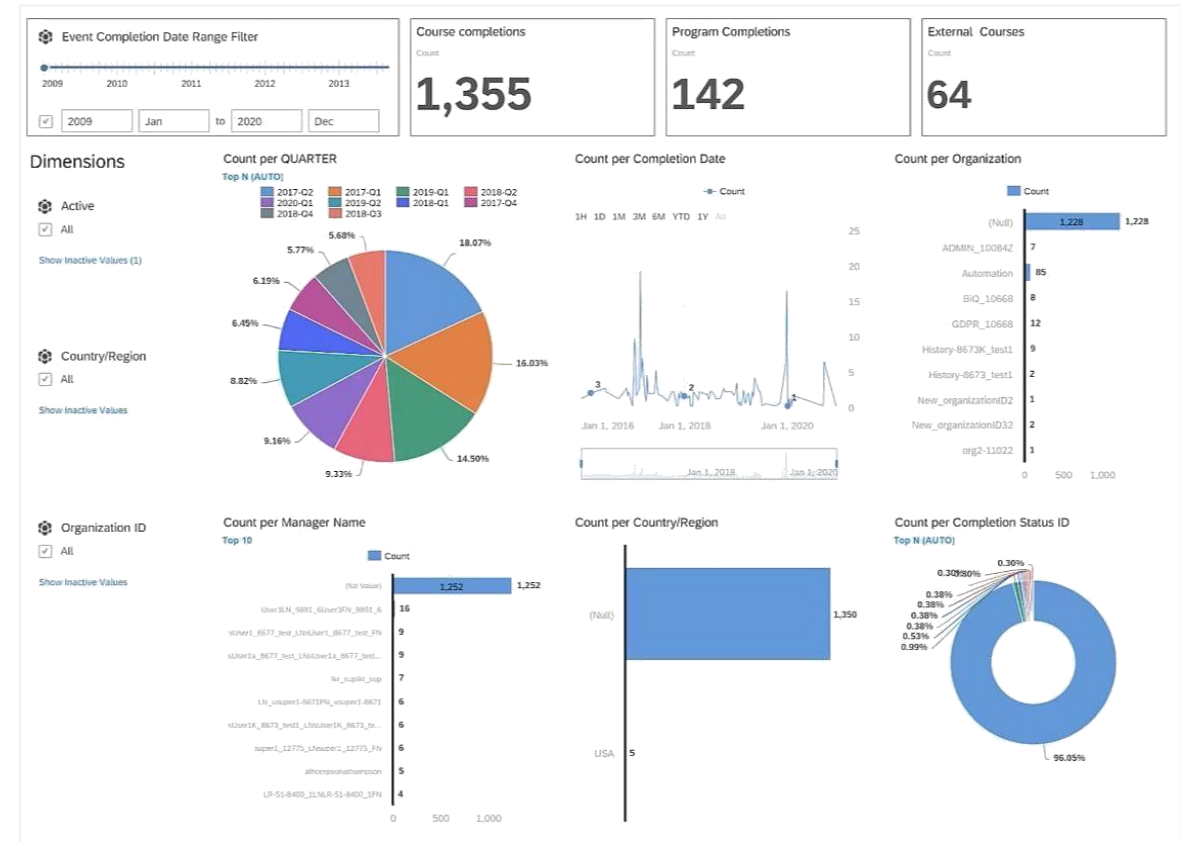
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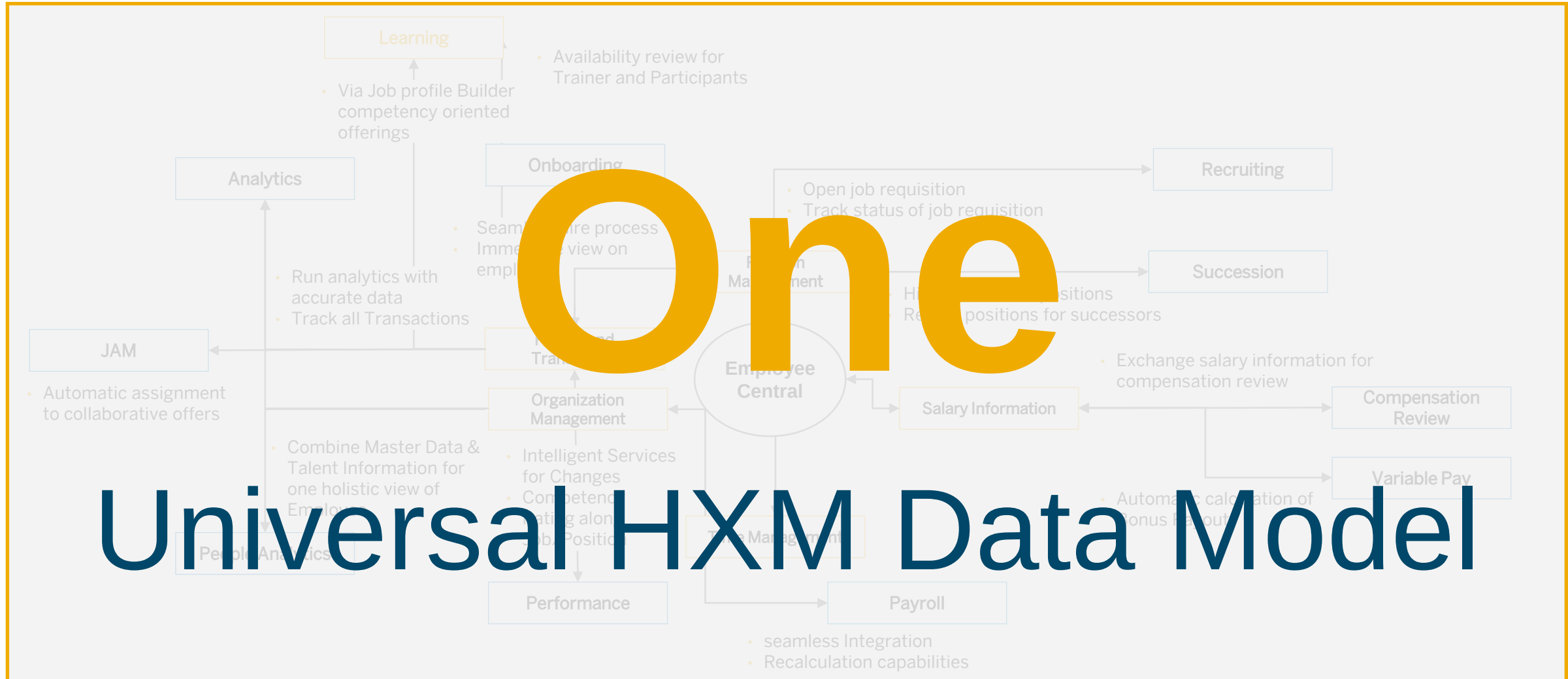
All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of their dates, and they should not be relied upon in making purchasing decisions.

For all recent and planned innovations, potential data protection and privacy features include simplified deletion of personal data, reporting of personal data to an identified data subject, restricted access to personal data, masking of personal data, read access logging to special categories of personal data, change logging of personal data, and consent management mechanisms.



SAP SuccessFactors universal data model

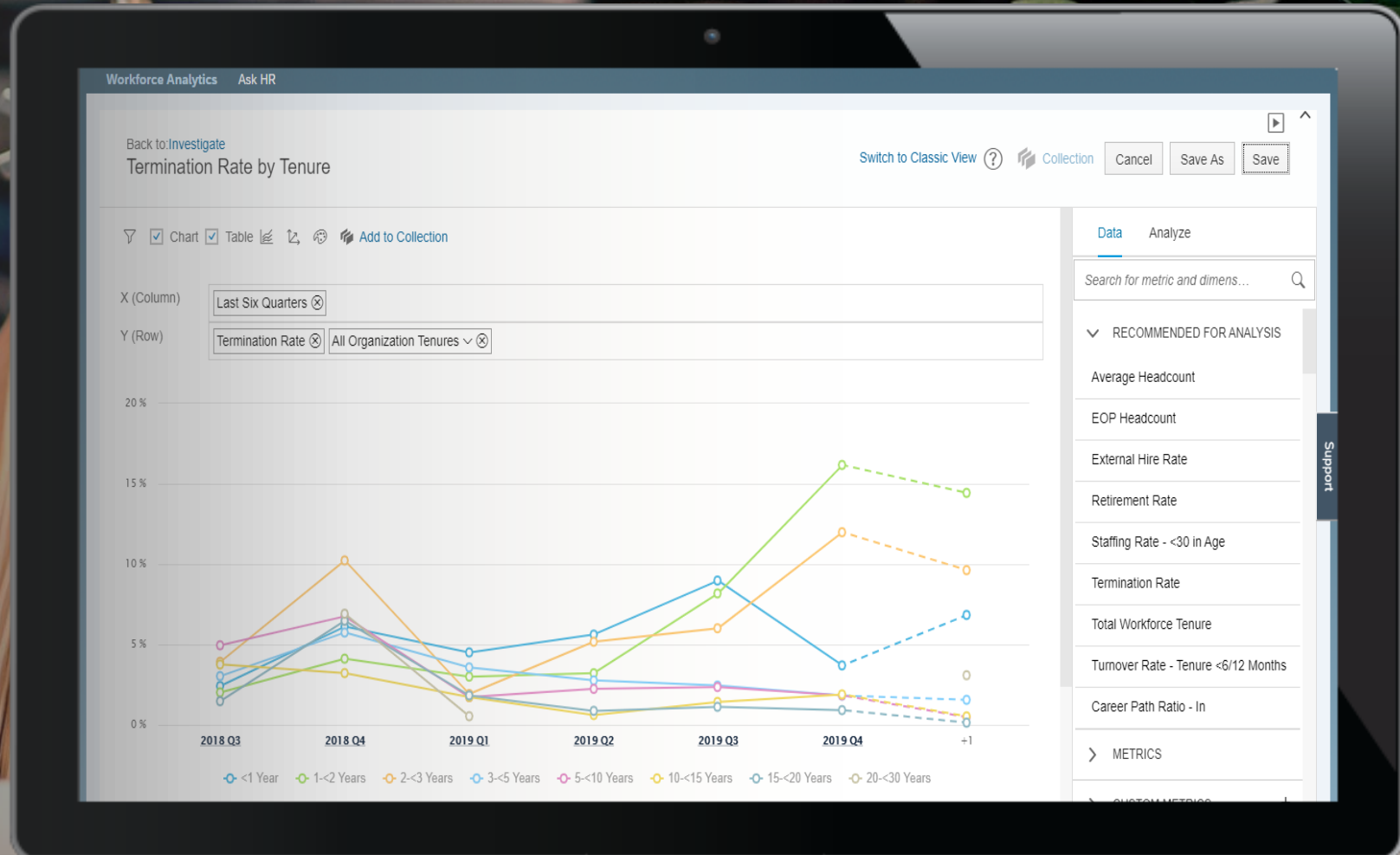
SINGLE SOURCE OF TRUTH AND KEY TO UNIFIED PEOPLE TRANSACTIONAL REPORTING



Workforce Analytics

ADVANCED PEOPLE ANALYTICS APPLICATION

- Designed for HR needing a pre-defined advanced people analytics solution
- 37+ years of domain leadership
- World-class frameworks and methodology
- 2,000+ pre-defined metrics and metric standard definitions
- Role-based, secure & embedded in SAP SuccessFactors
- Fast time to value
- Scalable and flexible
- People data from non-SuccessFactors data sources



People reporting, analytics and planning is not easy

WHAT DO YOU WANT?

“I want flexibility to be able to pick exactly what data I need – but our IT department mostly don’t have the time, resources, focus and often the HR skills to be able to give me what I want when I need it. When planning, I also need to be able to pick and mix relevant people and business metrics”



SAP SuccessFactors People Analytics

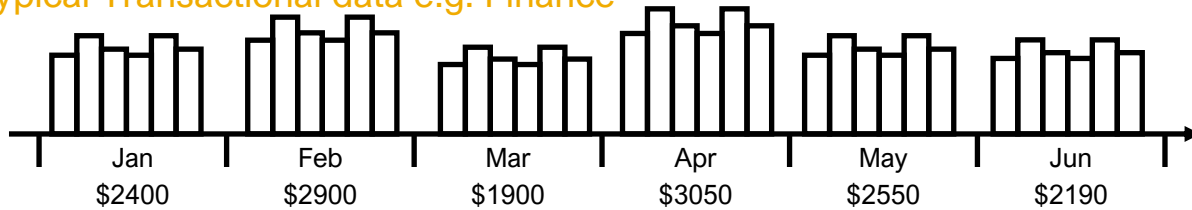
PRODUCT PORTFOLIO SUPPORTING THE HXM MANDATE



Date-effective HR data is different from other transaction data

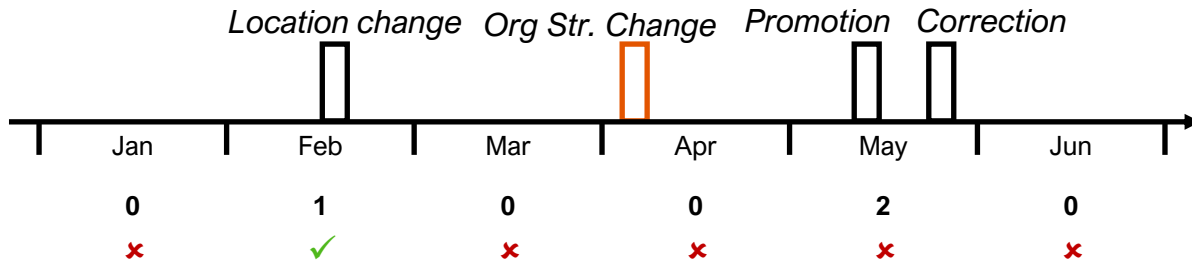
REQUIRING A PEOPLE DATA WAREHOUSE TO HANDLE COMPLEX TIME DIMENSIONS

Typical Transactional data e.g. Finance



Each transaction has a date. To calculate total in June, just sum up all transactions in that month.

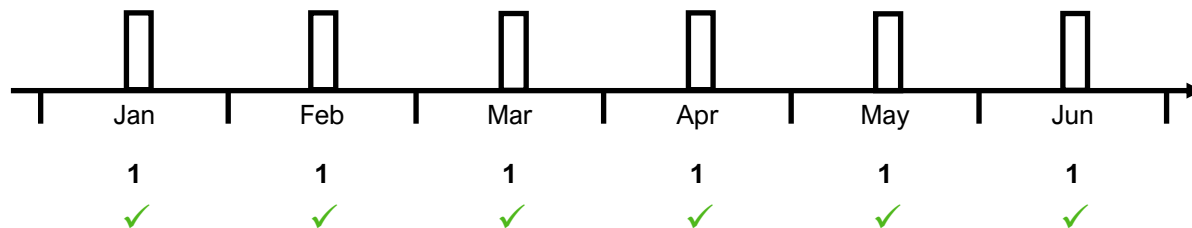
HXM Transactional data (date-effective, example with single employee)



Core HR systems only keep a transaction when there is a data change (often more than one on a single day) and not necessarily when a dimension changes. So you cannot simply sum HR transactions per month to calculate "headcount by month".

← **Incorrect headcount**

HXM Metrics data (Metric: End of Period Headcount, example with single employee)



SAP SuccessFactors Workforce Analytics transforms the transactional HR data (and historic data) into measures and dimensions. This allows you to accurately report HR metrics across time and other dimensions, including averages and trends.

← **Correct headcount**

Workforce Analytics Data Transformation

TIME SPLICING EXAMPLE



Data in Core HRIS Query

Date	Employee	Event	Location
May 1, 2020	John	Hire	London
June 5, 2020	John	Transfer	Derby

Metrics in Operational Report

Location	Metric	May	June
London	Hires	1	
	Move-In		
	Move-out		
Derby	Hires		1
	Move-In		
	Move-out		



Time spliced transformation



Data in Workforce Analytics cube (after time-splicing)

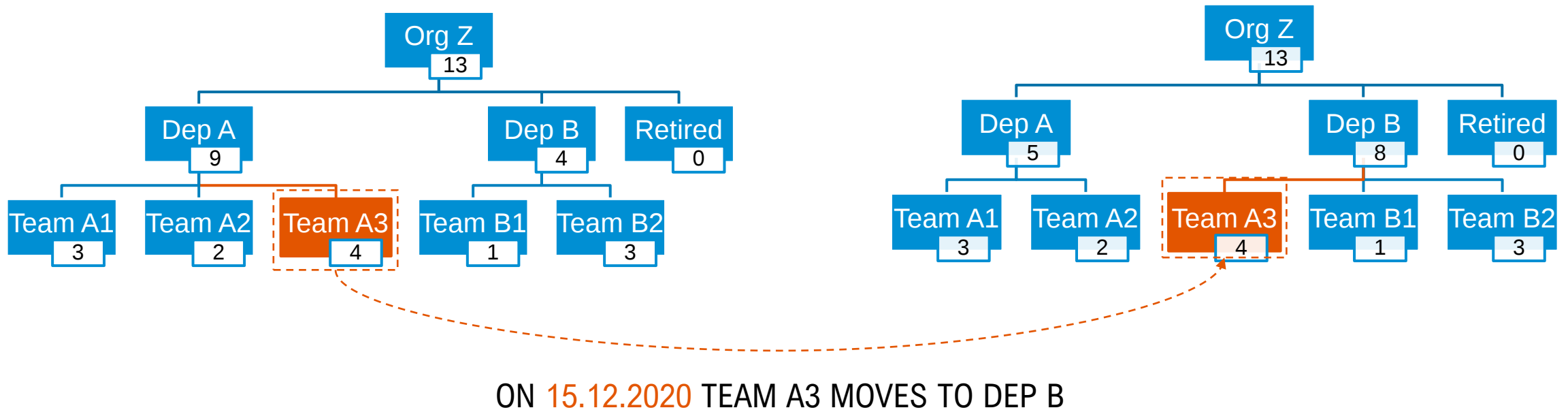
Date	Employee	Event	Location	Metric
May 1, 2020	John	Hire	London	Hire
June 5, 2020	John	Transfer	London	Move-out
June 5, 2020	John	Transfer	Derby	Move-in

Metrics in Workforce Analytics Report

Location	Metric	May	June
London	Hires	1	
	Move-In		
	Move-out		1
Derby	Hires		
	Move-In		1
	Move-out		

Slowly Changing Dimensions Example

ORGANISATION UNIT MOVES IN THE HIERARCHY



Assumption: for this example: No other headcount movements

Slowly Changing Dimensions Example

AFTER ORGANISATION UNIT MOVE WITHIN HIERARCHY

WFA Headcount by Organisation Unit

Run on 7th December 2020

Headcount (EOP)		Sep '20	Oct '20	Nov '20
Org Z		13	13	13
Dep A		9	9	9
	Team A1	3	3	3
	Team A2	2	2	2
	Team A3	4	4	4
Dep B		4	4	4
	Team B1	1	1	1
	Team B2	3	3	3

Standard
Tree

WFA Headcount by Organisation Unit

Run on 7th January 2021

Headcount (EOP)		Sep '20	Oct '20	Nov '20	Dec '20
Org Z		13	13	13	13
Dep A		9	9	9	5
	Team A1	3	3	3	3
	Team A2	2	2	2	2
	Team A3	4	4	4	
Dep B		4	4	4	8
	Team A3				4
	Team B1	1	1	1	1
	Team B2	3	3	3	3

Team A3 appears in two different places based on the move

In order to forecast headcount for planning, the flex tree may also be required along with employee movements and history

Flex
Tree
For SCD

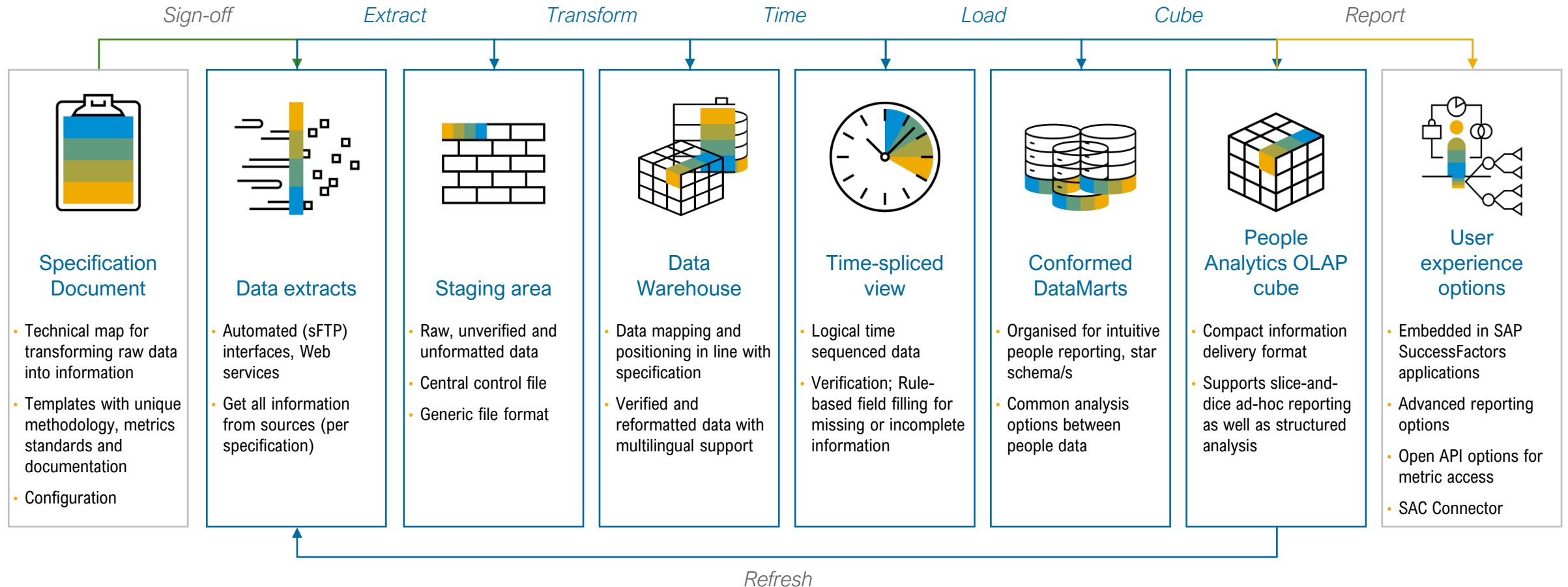
Headcount (EOP)		Sep '20	Oct '20	Nov '20	Dec '20
Org Z		13	13	13	13
Dep A		5	5	5	5
	Team A1	3	3	3	3
	Team A2	2	2	2	2
Dep B		8	8	8	8
	Team A3	4	4	4	4
	Team B1	1	1	1	1
	Team B2	3	3	3	3

Dep A will **not** show values for Team A3, as if it had **never** belonged to Dep A

Dep B will show values for Team A3 as if it had **always** belonged to Dep B

SAP SuccessFactors Workforce Analytics

DATA FACTORY FOR COMPLEX PEOPLE DATA TRANSFORMATION



Why Workforce Analytics is the best data source FOR WORKFORCE PLANNING (OPERATIONAL & STRATEGIC)

Capability

Why is this needed

Average FTE metric

(per month and planning dimension)

When calculating “cost per FTE” you need to divide costs for a period with average FTE for the period – not just a point-in time FTE/headcount metric.

Time series

(example: headcount by month)

To forecast headcount (for example with predictive time-series forecasting) you need to know how your headcount trend has been in recent historical months.

Movements-in and Movements-out

(promotions, demotions, transfers, ...)

To properly plan your external hiring needs, you must understand the historic flow of talent in your organization. Often senior/expert roles are filled mainly with internal hires (“movements-in”). And starter-roles have a large “outflow” of talent to other roles (“movements-out”). Your plan need to account for these dynamics to accurately construct a hiring plan.

Org structure

(e.g. BU → Division → Department)
& as slowly changing dimensions

Using organizational structure you can set targets top-down (at a higher-level of the org) while building the plan bottom-up (from lower levels up).

You can also set permissions to different parts of the organization using the org structure, including drill-to-detail

With WFA

Without WFA



Average FTE and average headcount metric



Point-in-time snapshots only



Time series fully supported



Point-in-time snapshots only



Movements-in and movements-out are fully supported



Only movements-in are supported. Movements-out are not supported.



Org structure & SCD supported.



Org structure & SCD not supported.

Workforce Planning

MULTIPLE PROCESS ACTIVITIES
UNDER ONE UMBRELLA

Scheduling

Structural
Planning

Competitive
Workforce
Planning

Recruitment
Planning

L&D
Planning

Skills,
Strengths &
Capability
Planning

Staffing
Planning

One-off
Initiative
Planning

Succession
Planning

Operational
Workforce
Planning

Co-location /
remote
working
Planning

Headcount &
Budgeting

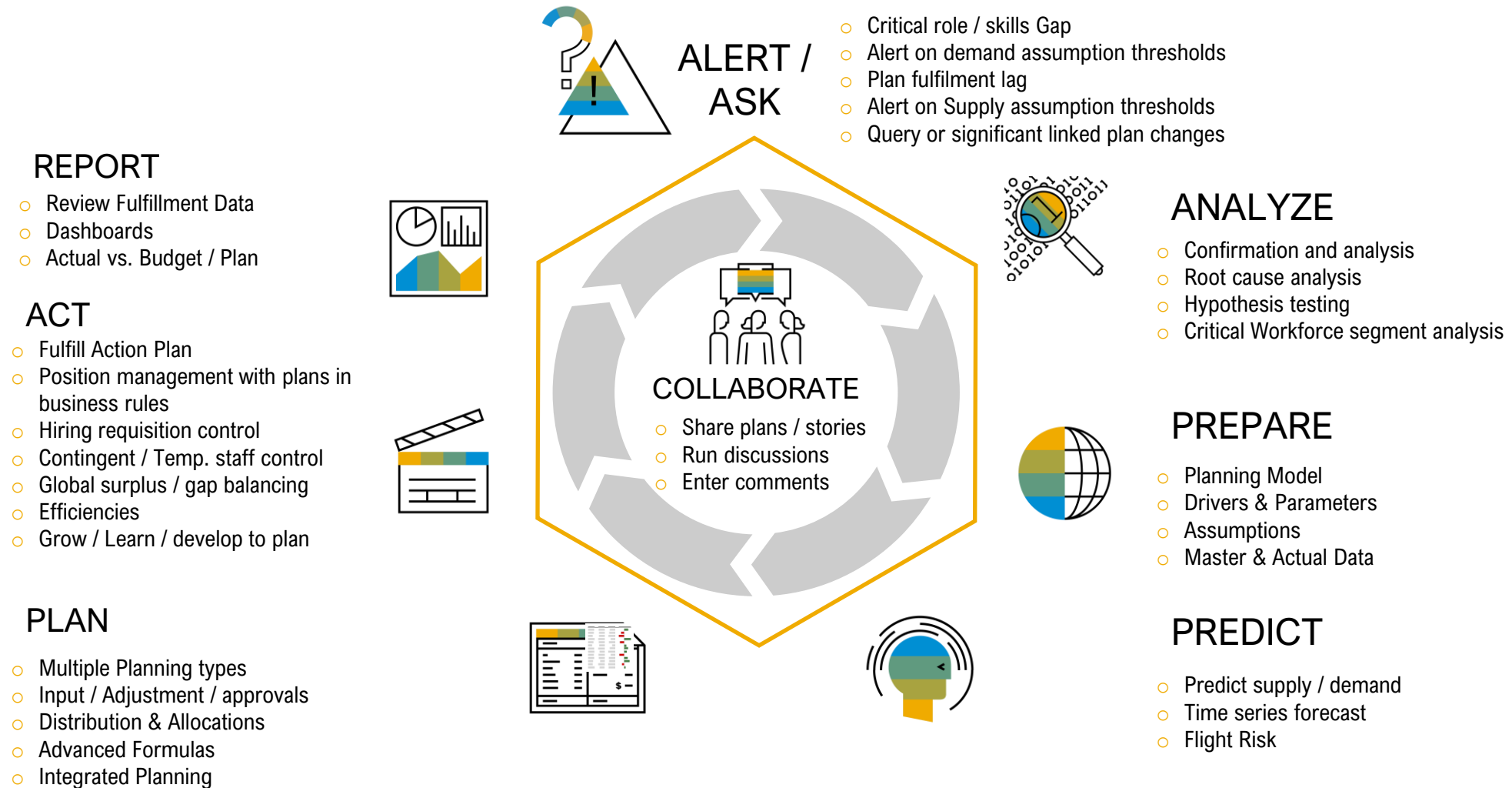
Competency
Assessment

Strategic
Workforce
Planning



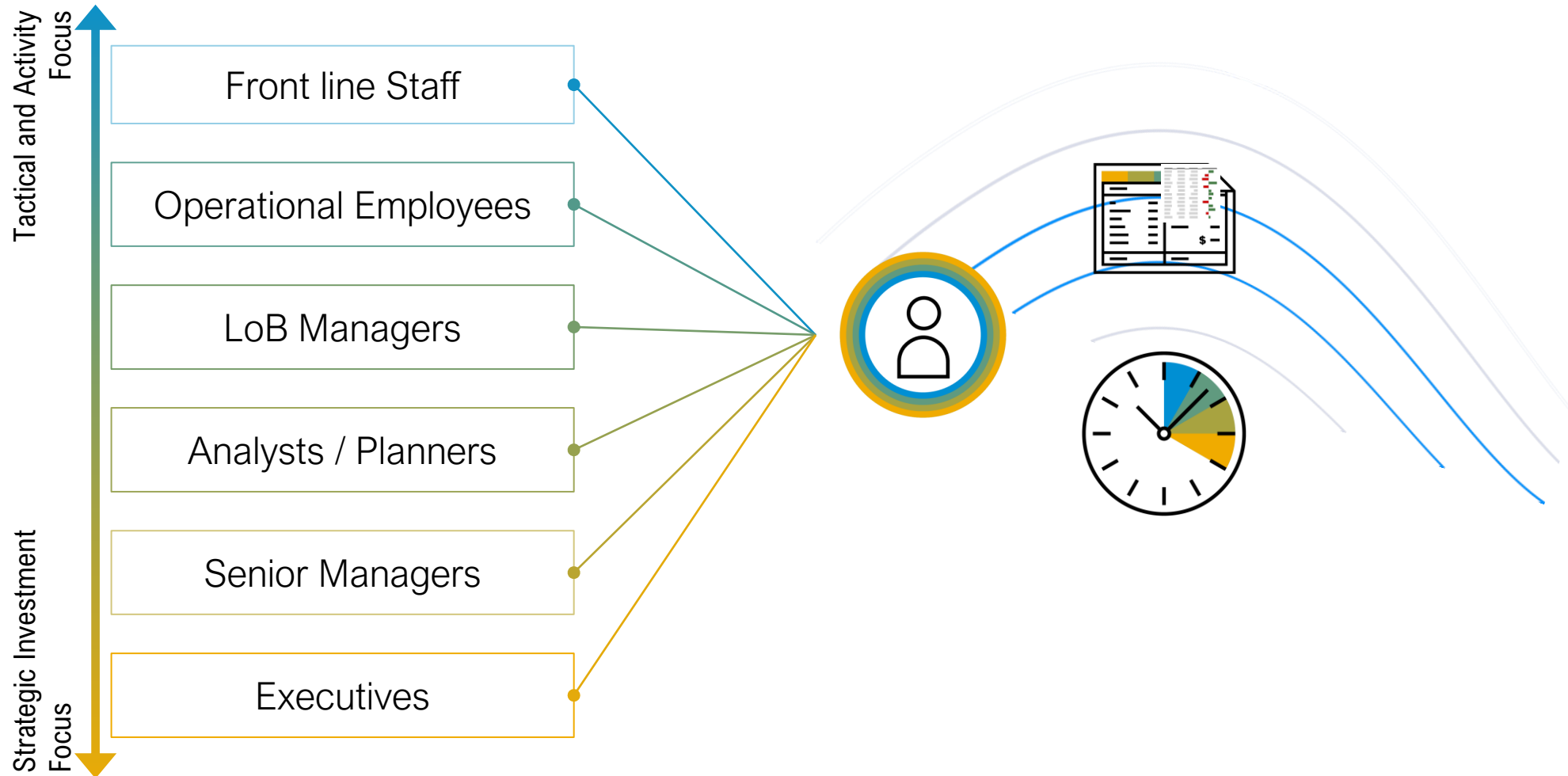
Workforce planning is a set of collaborative processes

WITH PLANNING DECISIONS BASED ON BUSINESS DRIVERS / LEVERS AND INTELLIGENCE



Planning a workforce over time

REQUIRES A DIVERSITY OF DATA, DECISIONS AND DECISION MAKERS



Different types of workforce planning

FOCUS ON DIFFERENT SETS OF QUESTIONS



Source: Gartner March 2020

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Questions