


Innovating to Maximise Your Existing SAP HR & Payroll Investment

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Innovating to Maximise your HR Payroll Investment

Mastering SAP

Introduction and Agenda

- Enterprise wide software implementation projects are complex and require significant investment.
- One way to maximise the benefit of your existing SAP implementation is to use the tools and technologies you already have in your business to get more out of your existing SAP investment.
- Today we will take you through some cost effective and tangible ideas that you can use to identify continuous improvement initiatives in your business.
- Even if your use case is different these ideas can be used to identify similar projects that you can implement without a big bang transformation or budget to match.
- Today's Agenda:
 - About Glencore Coal Assets Australia
 - Idea Number 1: Automate a business process to reduce human effort.
 - Idea Number 2: Get more out of the information you already have quickly with Power BI.
 - Idea Number 3: Use existing SAP Licences for products that you may not know you have.
 - Idea Number 4: Extend existing developments to re-use data to improve other business processes.

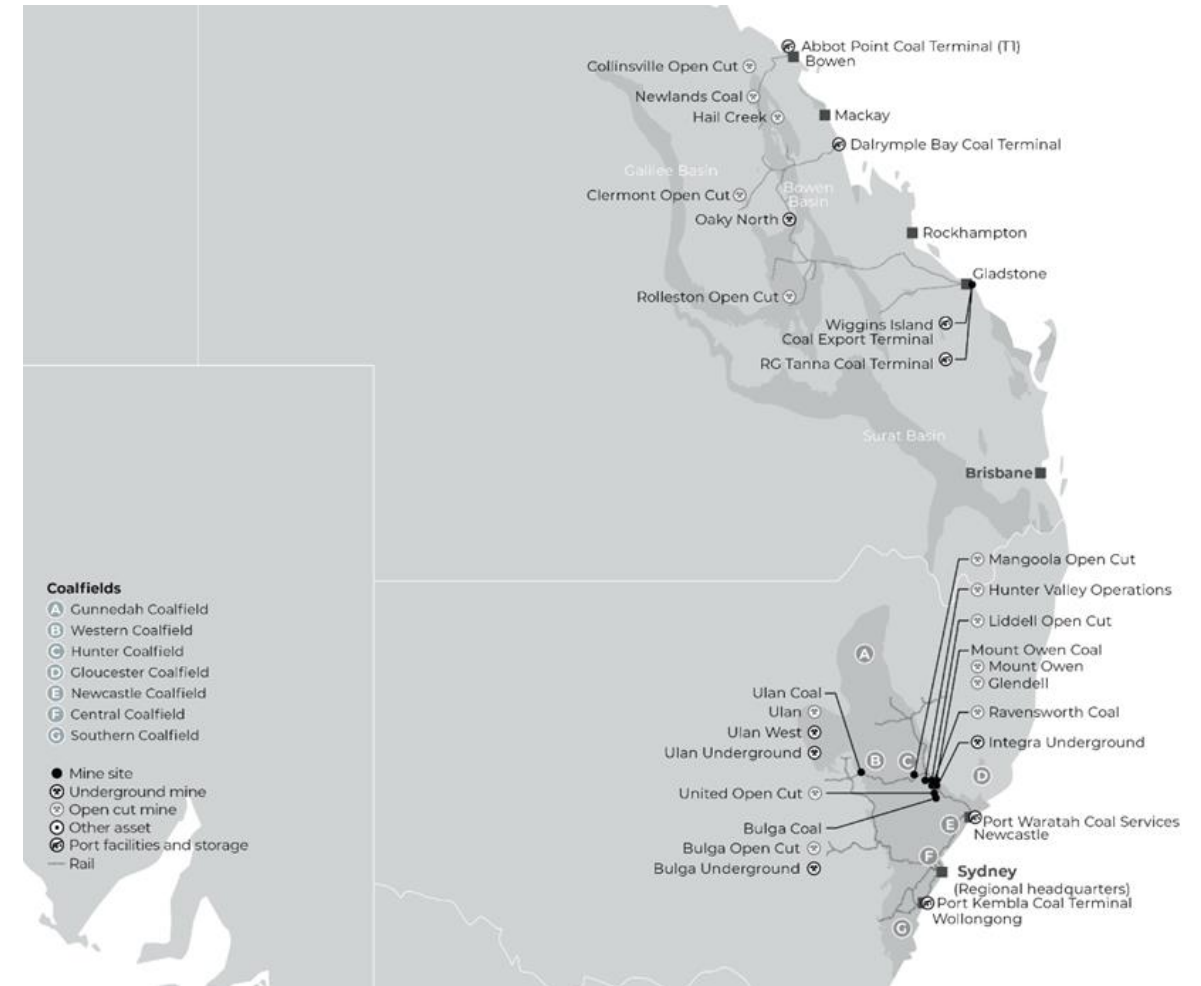
About Glencore Coal Assets Australia

Who we are and what we do.

Glencore Coal Assets Australia

Glencore Coal Assets Australia is a major producer of coal with operations across New South Wales and Queensland.

- Our purpose: Glencore's purpose is to responsibly source the commodities that advance everyday life.
- Our values are Safety, Integrity, Responsibility, Openness, Simplicity and Entrepreneurialism.
- 16 operational open cut and underground mines across 14 complexes
- Produced over 119 million tonnes of saleable thermal and coking coal (2019).
- ~10,000 people in operational and support roles across the two states (direct employment and contractor).
- Directly employed workforce employed on a number of different enterprise agreements. Variable payroll processing rules based on agreement and time based payments.





Automate a business process to reduce human effort

Idea Number 1

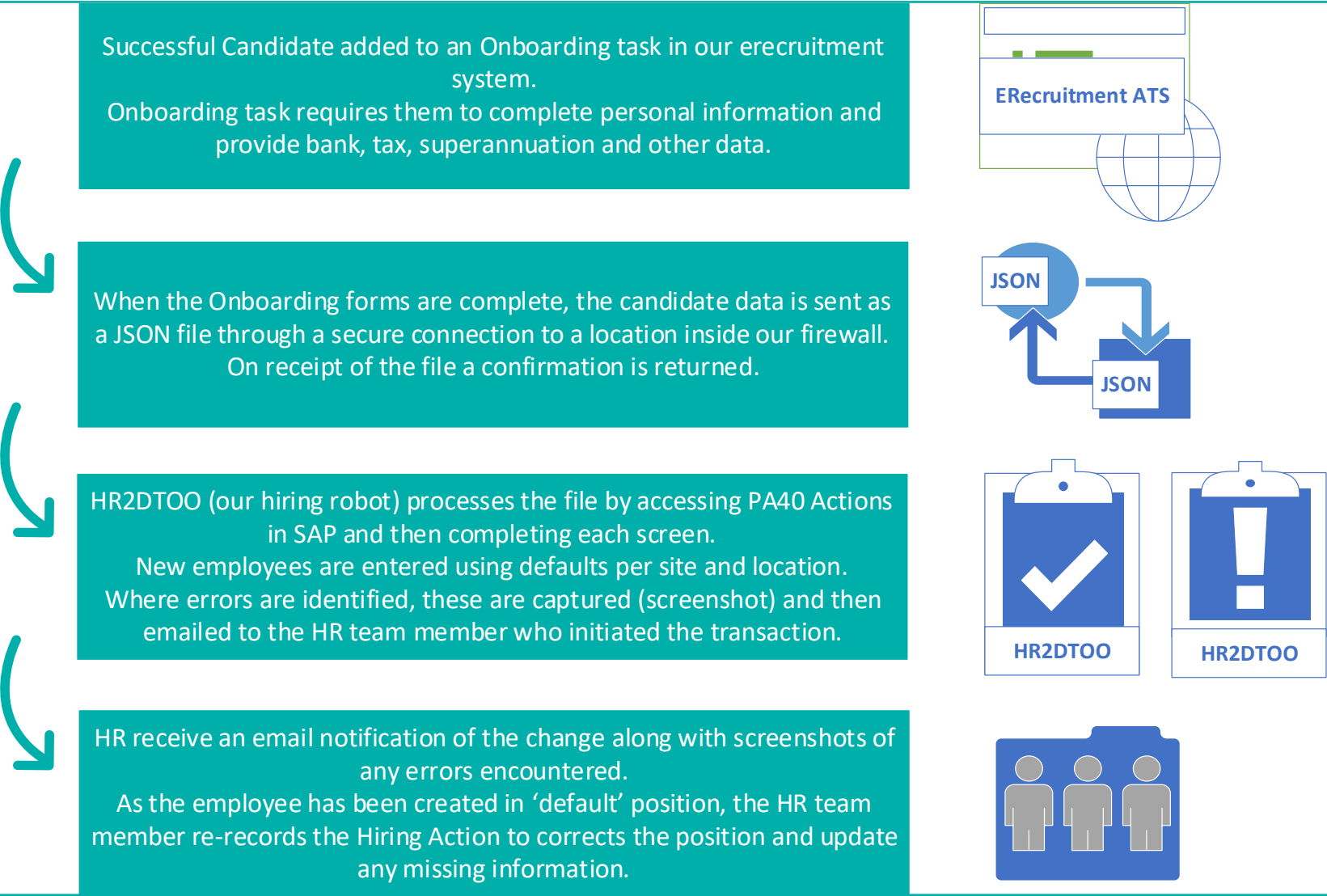
Problem Statement:

- Glencore used a cloud based recruitment applicant tracking system to manage our job advertisements.
- Successful applicants completed new starter documentation (often paper) and were then manually entered into our SAP ECC 6 on-premise HR and Payroll system.
- The process was labour intensive and at peak times such as Apprentice, Graduate, Vacation Student and Operator intake recruitment could be overwhelming.
- Whilst a planned HRIS implementation was on the radar, go live was 4 years away. The solution needed to be inexpensive and easy to implement.

The Solution:

- The SAP hiring process (PA40 - Actions) is a repetitive process which requires the same information to be completed on each occasion.
- The repetitive process and high volume made this an ideal candidate for automation.
- Process Automation implemented using an Automation Anywhere bot with associated 'bot runner' technologies provided by our existing SAP AMS provider.
- The implementation was completed rapidly (< 2 months) and replicated how a human would enter this data directly in SAP.
- We even gave the bot a name: HR2DToo.

How does it work?



Key takeaways and what to look for in an automation project.

Key takeaways:

- ✓ Automation proved to be reliable and stable. Particularly after the vendor introduced 'bot runner' capabilities to manage the process.
- ✓ Simple is best to ensure data flows correctly. Default values and 'pick lists' used to help accurate data creation. For example, position ID, personnel area, payroll all defaulted. Complex infotypes maintained manually.
- ✓ Automating the process standardised the process. New starters experienced a consistent and compliant process.
- ✓ Bot was able to handle reasonable volumes. Easily managed 60 new hires completed in its last 4 weeks of operation.
- ❑ Automation is not integration. A more complex challenge with more data would require a more advanced solution.
- ❑ Automation events process at about the speed of a human.

What makes a good automation project:

- The process you are automating needs to be stable and consistent.
- PA40 Hire Action used the same screens each time with no branching.
- Consider transaction volume. Automation works well for moderate volumes. High volumes and complexity require integration.
- Clearly define your scope and its benefits. In our case we deliberately set out to deliver a compliant, consistent process. We did not try to automate the complete process.
- Bots can not think so simple is best. Complex infotypes were still maintained manually.



Get more out of the information you already have
quickly with Power BI

Idea Number 2

Glencore Coal Assets Australia

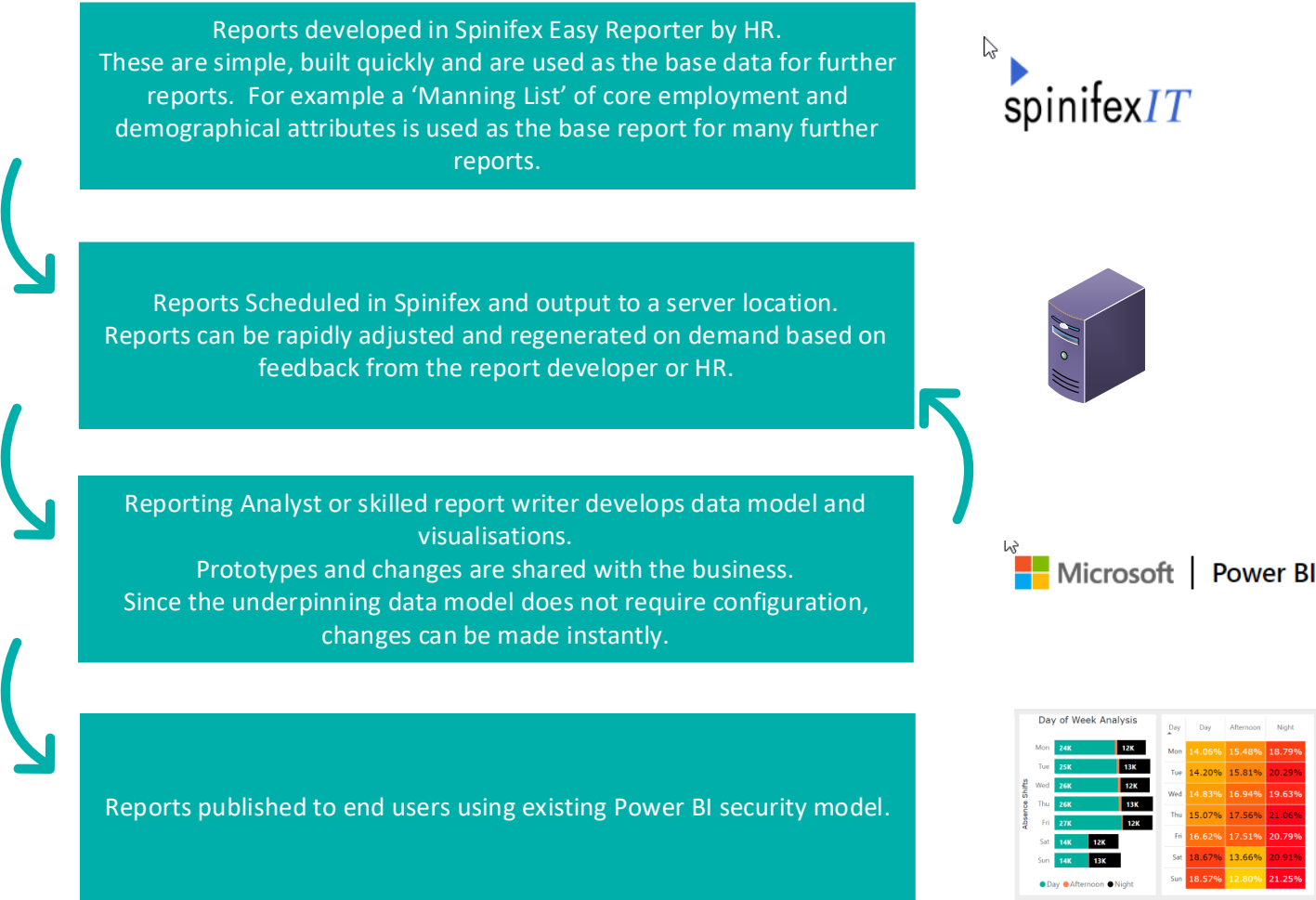
Problem Statement:

- Glencore HR had increased reporting requirements and a need for better analysis of existing data sets.
- Previously reports were built in an SAP reporting tool (Spinifex Easy Reporter) and exported to excel.
- The quality of the report and the visualisation depended on the excel skills of the user.
- Every time you want to update the report you need to re-run and download all of the base reports.
- Although a data warehouse existed, the business demand for new reports and visualisations was high and new reports require technical resources and time.
- Once built in the data warehouse changing a report or adding new data to an existing report requires a project. Its not a simple or process.

The Solution:

- The catalyst for this innovation was the coalescence of 3 factors:
- The introduction of a next generation analytics tool (Power BI).
- The successful delivery of Power BI analytics for processes where csv/ spreadsheet input was used.
- The successful implementation of a number of integrations from SAP that used Spinifex Easy Reporter to produce data files for other systems.
- The solution was to generate a series of data files in Spinifex Easy Reporter for use in Power BI reports. Using Spinifex's native capabilities, these are output to a secure server location. Power BI then stitches these reports together and provides analytics.
- To ensure the data is kept up to date, the reports are updated daily using Spinifex's report scheduling functionality.

How does it work?



Key takeaways and what to look for with similar reporting projects.

Key takeaways:

- ✓ Power BI is user friendly and provides presentation quality graphics and analytics.
- ✓ The approach we have chosen significantly reduces the need for specialist SAP resources to stand up reports. This means development is rapid and the report can be tested and trialled by users before being committed to an IT build line.
- ✓ Power BI and education to upskill users is readily available.
- ✓ The rapid deployment model is scalable and flexible.
- ❑ Rapid Deployment model is not a substitute for a traditional data warehousing approach and is not suitable for compliance reporting.

What makes a good rapid deployment reporting project:

- The insights and analytics that you are providing will be used to identify trends and insights at a 90% + level. 100% accuracy is not critical.
- The data is standardised and does not require significant transformation before being used.
- Spinifex has advanced mapping capabilities as does Power BI. However these require maintenance.
- New or Emerging datasets or current business priorities where reports may not already exist.
- For example is there an immediate business priority where HR reports could provide immediate value?
- The model allows for rapid changes without the additional data warehouse build. The report can be proven before the development work commences.
- Low cost deployment allows for no-regret development.



Use existing SAP Licences for products that you may not
know you have.

Idea Number 3

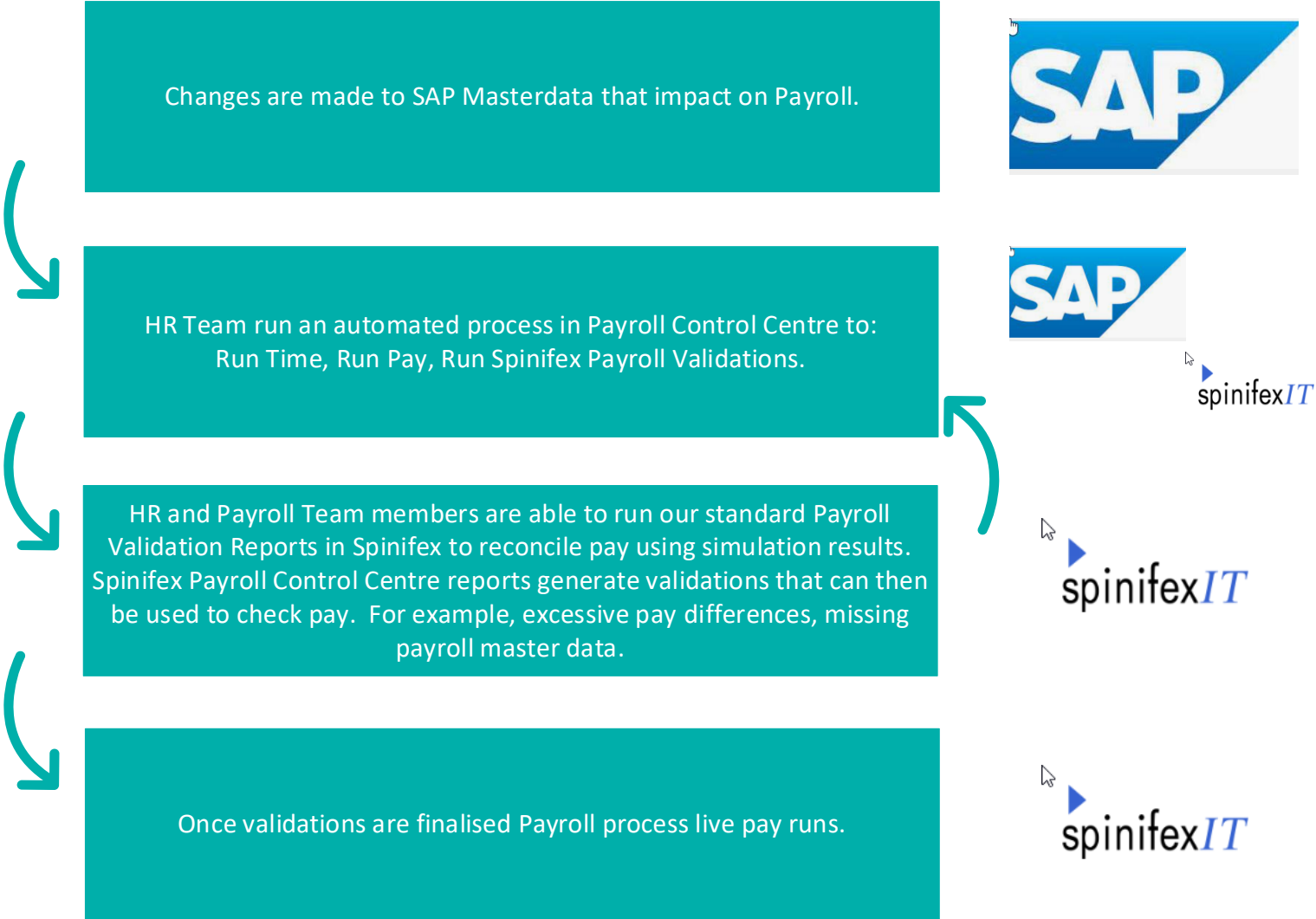
Problem Statement:

- Glencore Governance model requires site based HR teams to enter and check certain payroll and absence related information. These employees do not have access to payroll transactions so checking pay can be challenging.
- Industrial payrolls have many time or absence/ attendance related payment variations. Validating payment results requires time evaluation to be completed and payroll to be locked and run. This has to be done by Payroll and it prevents data entry by HR when this takes place.
- Payroll verification is highly dependent on the knowledge of the employee reviewing the payroll. Validation process dependent on following a checklist.

The Solution:

- Glencore's existing licences included SAP Payroll Control Centre.
- An introduction to SAP Payroll Control Centre via a presentation at Mastering HR provided an introduction to the solution.
- Payroll Control Centre allows for payroll results to be generated by running payroll in simulation mode. This allows pays to be validated and checked prior to payroll being closed and run.
- Spinifex IT, an existing supplier for reporting, provided an off the shelf application to enable us to generate payroll validation checks.

How does it work?



Key takeaways and what to look for with similar SAP Licence enablement projects.

Key takeaways:

- ✓ Payroll Control Centre process is easy to understand and the automation of process steps has huge potential (run time, run pay and then check pay with one click).
- ✓ Spinifex integration to Payroll Control Centre is easy to use and allows for quick changes once Payroll Control Centre is implemented.
- ❑ Payroll Control Centre is very different from how pay is traditionally run and has complexities.
- ❑ Limited availability of skilled resources at the time we commenced our roll out.
- ❑ Adoption from the business has not been universal and will recommence later this year.

What makes a good licence enablement project:

- Not all SAP functionality is used widely. Make sure that your support providers have the skills and experience to make it work.
- Carefully check that the functionality can mirror your existing process. For example, time evaluation could not be run in PCC when we first started work on this project. This is critical for our payroll process.
- Existing licences provide new functionality but need effort and time to configure and implement. Assess the scale of the effort that will be required to implement the project. The best way to do this is to talk to other SAP customers.



Extend existing developments to re-use data to improve other business processes.

Idea Number 4

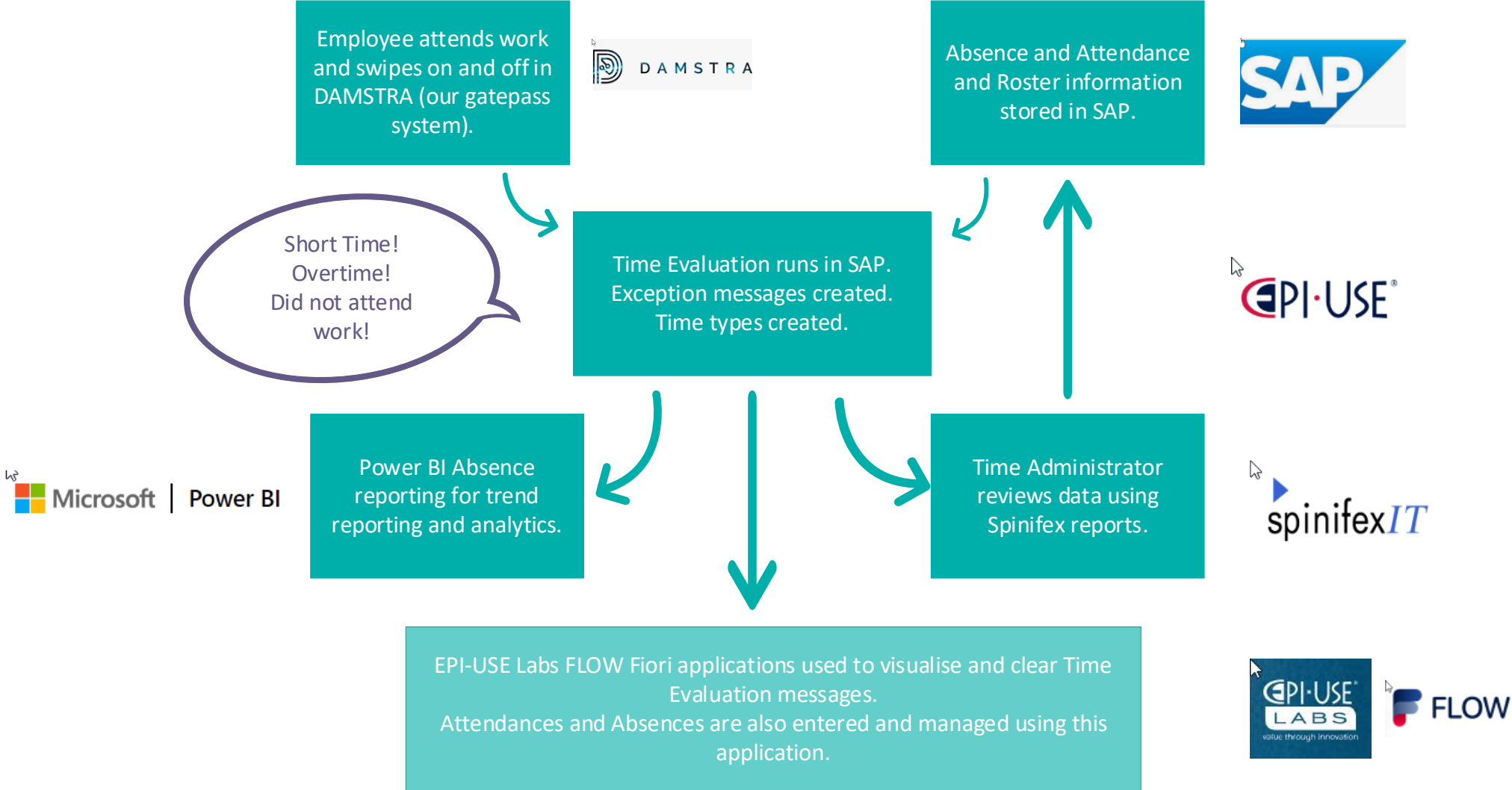
Problem Statement:

- Glencore's directly employed workers are engaged on a number of different enterprise agreements. These require different payments based on attendance or absence type and shift type (night, day, afternoon).
- Validating attendances and absences required someone to check gate pass data (clock on and clock off) against the employees planned work schedule.
- Clock times were not available in SAP so a range of reporting options were being used by HR to check this data. This included excel spreadsheets and manually checking both systems.
- There was no automated process to combine gate pass and time data to provide a simple solution for validating attendances.

The Solution:

- Glencore's time evaluation program and time configuration already had many attributes that could be used to improve this process. It required enhancements to make that information readily available to the HR team.
- Time evaluation has been enhanced to simplify the reporting of shift types and attendance types. For example, time types created for type of shift, ordinary hours of shift, annual leave, personal leave etc.
- Integration development completed to enable gate pass information to be stored against an employee in SAP.
- Reporting developed using a Spinifex report output and Excel to show attendance against roster. Other reports show 'failure to swipe'.
- Power BI reports also use this data to spot trends of absence to a high level of detail. This includes absences on first and last of a shift pattern, day of the week, shift type and public holidays.
- Time evaluation has since been further advanced with an existing vendor (EPI-USE). This project has introduced time evaluation of clock times against rosters, time messages. We are also introducing their Flow Time Management application to manage exceptions.

How does it work?



Key takeaways and what to look for when extending existing developments.

Key takeaways:

- ✓ Time management is a critical part of our business and is fundamental for payroll accuracy. Providing all of the information in one place has improved our process.
- ✓ Incremental improvements have allowed us to build up the value and quality of the data.
- ✓ Increased experience with time management has led to improvements in how we calculate payments.
- ✓ Data is now re-used in a number of different ways including Power BI analytics.
- ✓ Vendor delivered solution from EPI-USE Labs is well supported and regularly improved.

What makes a good extension project:

- Demand and building blocks: in our case most of the work had been done in our time management configuration. The extension was simply to use this configuration and to generate data that was comprehensible to general users.
- Focusing on one subject builds expertise with your support team. Incremental improvements become easier.
- Its important to consider the ongoing development and support effort required for in-house application development.
- Consider an existing solution from one of your SAP partners even if it requires some compromise to your end goal.

Conclusions and Questions

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