Employee Central: Implementation Considerations for Phased Rollout
The recommendations in this document are based on the functionality available up to SAP SuccessFactors release mentioned above. Future functionality can impact the recommendations provided by this document. We strive to keep these recommendations up-to-date, however, in case you find that recent new functionality has not yet been considered in the latest version of this document, please reach out to your Customer Success Manager / Partner Delivery Manager or send an email to SAPSuccessFactorsIDPDoc@sap.com.

Implementation Design Principles (IDPs) for SuccessFactors solutions are delivered by SAP for helping customers and partners on how to choose the most appropriate strategy and solution architecture for SuccessFactors implementations. IDPs are compiled taking into consideration the experience of many implementation projects and addressing frequent business requirements as well as real-life implementation challenges. They are continuously reviewed and updated as product functionality evolves. In addition, the reader is advised to read and familiarize with essential and additional product-related documentation which includes Implementation Guides, SAP Notes, SAP Knowledge Base Articles, and additional assets as referenced in this document, see chapter 8.
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1. TERMINOLOGY

The following table explains some abbreviations used in this document.

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC</td>
<td>Employee Central</td>
</tr>
<tr>
<td>ERP</td>
<td>SAP Enterprise Resource Planning often referred in the document pertains to SAP HCM on premise system</td>
</tr>
<tr>
<td>MDF</td>
<td>Meta Data Framework</td>
</tr>
<tr>
<td>RBP</td>
<td>Role Based Permissions</td>
</tr>
<tr>
<td>UI</td>
<td>User Interface</td>
</tr>
<tr>
<td>SBS</td>
<td>Side by Side deployment model</td>
</tr>
</tbody>
</table>

2. ABSTRACT

Larger global corporations are spread out by geography and business/operating units and generally tend to have multiple / disparate HRIS systems grown out of legacy architecture and acquisitions over time. While the end goal is a single global core HR system there are two main strategies to get there – a big bang roll-out for the entire geography / population, at one time or a phased roll out, bringing in parts of the organization at a time

Although the phased roll out approach is beneficial in many ways, the approach comes with implementation and operational challenges primarily due to a transition state wherein part of the organization is live with Employee Central whilst the rest of the organization is still on the legacy system during the implementation. This document seeks to review and address challenges during the transition state of roll out and looks to provide the customer with a documented set of considerations to aid the decision-making process.

3. INTRODUCTION

An important consideration during the planning stage for an implementation of a core HR solution like Employee Central, especially for larger global scale organizations, is the selection of a roll out strategy of the application to the entire population covering all geographies. Rollout strategies generally fall into two categories, A Big Bang approach, wherein all countries / employee population go live and cut over to SuccessFactors Employee Central at the same time and alternately a Phased approach where parts of the organization, say by business unit, geography, or type of employees go live together.

4. BUSINESS REQUIREMENTS

This document introduces and compares the two strategies of rolling out Employee Central from a business and organizational perspective. While a Big Bang roll out approach is technically the preferred approach, larger customers tend to go with a phased approach to rolling out Employee Central due to challenges in harmonizing HR processes and transactions globally due to local, disparate and decentralized legacy systems. A reduced risk and rate of organizational change to be managed also contribute to going with a phased roll out approach.

The phased roll out approach, although an attractive and reasonable option, comes with technical and operational challenges primarily during the interim or transition stages when parts of the organization are on Employee Central while the rest of the organization continues to be on one or more legacy HRIS systems. Challenges arise due to incomplete organizational representation in Employee Central and employee movement across two different systems. Reporting for the entire organization across multiple systems is also challenging. The document discusses these challenges and considerations which need to be understood and
solutioned for, in the context of each customer situation, when a phased roll out option is planned and implemented.

5. SOLUTION OVERVIEW AND CONCEPTS

Options for rolling out Employee Central

Employee Central can be rolled out to organizations using Big Bang approach, where all employees across all geographies go live with Employee Central at one time or a Phased approach, where parts of the organization say by geography (country or region), business units or types of employees go live in each phase.

Comparing options – Big Bang versus Phased Roll out

The table below compares both roll out options across business and organizational drivers. These drivers are generally applicable to most customers and are relevant for all software implementations.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Big Bang approach</th>
<th>Phased approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition</td>
<td>The entire organization (all countries/regions/divisions etc.) go live on the functionality at the same time.</td>
<td>Countries or groups of countries (regions), business units, types of employees or different functionality go live in a phased manner</td>
</tr>
<tr>
<td>Benefits / Advantages</td>
<td>Entire organization is on a single system.</td>
<td>Functionality and implementation get refined with each phase of the release.</td>
</tr>
<tr>
<td></td>
<td>The entire organization reaps the benefits of the deployed system as this enforces process change</td>
<td>Simpler to implement as each phase looks at a smaller population, or functionality/features allowing for greater implementation success</td>
</tr>
<tr>
<td></td>
<td>This approach may help the company to get a quicker return on investment</td>
<td>Allows better adoptability and management of change.</td>
</tr>
<tr>
<td></td>
<td>Easier integration and reporting</td>
<td>It is possible to introduce modules while configuring future modules</td>
</tr>
<tr>
<td></td>
<td>No temporary interfaces required</td>
<td>Technical staff can focus on one part of the system or a selected group of users at one time</td>
</tr>
<tr>
<td></td>
<td>Lower cost of running the systems as legacy systems are retired simultaneously</td>
<td>Project team members may develop unique implementation skills that then can be positioned for in future rollouts</td>
</tr>
<tr>
<td></td>
<td>Faster implementation time for the complete population</td>
<td>Conducive to the dynamic / frequent release framework for cloud products as newer functionality can be implemented in subsequent phases</td>
</tr>
<tr>
<td>Drawbacks / Disadvantages</td>
<td>High upfront capital and human resource investment</td>
<td>Higher capital and operational cost due to an elongated timeframe and the need to operate both the new and the legacy systems over a period.</td>
</tr>
<tr>
<td>Requires training of the entire user population within the same timeframes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complex deployment and testing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Requires strict adherence to project implementation standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major organizational change / business transformation efforts need to be factored in</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision making is complex due to various factors needing to be considered, at the same time needs to be quick to avoid project delays</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Huge cost/risk due to all integrations needing to be built and tested for the initial roll out</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaner organizations tend to have business resource constraints to support large implementations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not as focused and urgent as Big Bang due to phases, leads to “project fatigue” as project continues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Each module relies on information from other modules, critical information could be missed if work streams are not synced up</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential rework of earlier phases due to decisions in future phases. Higher effort on regression testing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duration of the project can be much longer than Big Bang</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A fall back to the old system becomes more difficult with each phase</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary interface/bridge requirements between legacy system and new system or manual updates during the transition phases</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Risk Factors**

| Higher overall risk due to a higher planning, project management and co-ordination effort across various workstreams requiring a larger runway of implementation time to deliver and test. |
| For customers where the global processes/data model for employees is not harmonized, design period can be quite long to establish standardized processes and rationalized data model which can be used by all regions/countries. |
| Greater Change management and Organizational readiness effort - Higher risk due to design build and test of all integrations upfront for the roll out |
| Data migration effort for large organizations with multiple legacy systems in a big-bang approach can get very complex and presents a higher risk to the project |
| Lower Overall risk as this approach allows the organization to introduce changes in a phased manner as well as test / prove out the system for smaller groups before expanding the reach in phases, this allows the organization to adjust as needed during the transition. |
| Challenges due to splitting and migrating parts of an organization to Employee central in phases leads to challenges in cross system reporting hierarchies, international transfers across systems etc. |
| Lower risk in integration and data migration due to lower volumes per roll out |

**Cost and ROI**

| Higher upfront capital costs, lower overall costs due to a shorter focused duration. |
| Higher ROI since the entire organization benefits by moving to a single platform in one go. |
| Lower upfront costs but much higher overall and operational costs due to phased roll out. |
| Need to maintain multiple platforms and temporary integrations for at least the duration of the project. |
Customers are advised to review the generic business drivers listed above and balance these against their organizational factors to arrive at the roll out strategy best suited to them.

For a core HR solution like Employee Central, a Big Bang rollout approach is suitable for organizations that are smaller, with centralized governance. This strategy gets more complex for larger organizations which have global operations across many countries and disparate business processes across multiple legacy HR systems. For such organizations a phased rollout approach would be more suitable.

Some of the key organizational factors contributing to a decision on roll out strategy for a core HR solution like Employee Central can be summarized as follows:

- **Single location/geography versus multiple location/geography**: A big bang approach is easier to manage for single location/geography compared to multi location/country. In a multi-location situation, interdependencies between locations may require a phased rollout.
- **In some geographies, a large difference in processes among say Salaried versus White collar versus contingents** may make it beneficial to split these populations into their own roll out, thus allowing a better focus and reducing risk.
- **Level of acceptable risk**: Big Bang approach generally is associated with more risk because of the integrated nature of Employee Central within and with other SuccessFactors functionality, a failure in one part of the system may impact other integrated functionality. Big Bang approach calls for enhanced end to end process testing to reduce risk. Risk associated with organizational change for the entire organization at once versus the ability to phase in the changes in smaller increments needs to also be considered.
- **Project Cost**: Phased implementations typically take longer to fully complete, this generally means more time from external implementation resources and the internal project team and therefore increased costs. Turnover within project teams due to longer implementation times is also a risk. Temporary interfaces between the new system and legacy systems can also increase the cost of a phased approach. The additional time and cost must be balanced against some of the main arguments used against the big bang approach, such as the ability of the business to cope with a huge level of change happening all at once as well as the increased risk of failure.

From a product (technical) perspective, although both roll out approaches would work well, the general recommendation is always to go Big Bang with the entire employee population being migrated to Employee Central at once, to avoid transition scenarios with a Phased roll out, which may be complex, operationally challenging, cause rework/manual work arounds and hence more expensive to manage.

Although from an organizational perspective a Phased roll out may make more sense from a risk avoidance and quicker ROI perspective, from a product deployment perspective there are specific technical considerations to deal with transition stages in-between phases that need to be evaluated and addressed.

In the following sections we will review the options for deploying Employee Central when going in for a phased roll out, we will further address the technical and operational challenges during the transition phase which need to be reviewed and solutioned for.

### 6. DETAILED SOLUTION

**Deployment Options for a Phased roll out of Employee Central**

While the objective of having one global system running all HCM applications for all employees is the desired end state for most organizations. The reality is that most organizations are not able to undertake a massive HR system and process transformation in an acceptable or budgeted timeframe in a big bang roll out of all applications for all geographies. The most common path adopted by most organizations implementing SuccessFactors includes implementing one or more Talent / Learning modules globally as an initial step and then subsequently build upon talent functionality globally whilst planning their Core HR – Employee Central implementation. The SuccessFactors product suite allows this type of implementation path to gain quicker ROI.
for Talent / Learning functionality and does not make having the Core HR Application up and running as a pre-requisite to implementing Talent and Learning functionality.

Organizations operating at a global scale with operations in many countries are further challenged while implementing Employee Central across the entire geographical organization in one go due to decentralized legacy systems, decentralized operations and processes, which take additional time and effort to harmonize into common global processes. Hence organizations may choose to roll out EC in a phased manner by implementing groups of countries or regions at a time, whilst progressing towards the complete organization. For purposes of this document, we will address the most common scenario of one or more talent modules having already been implemented globally by the customer, who is now looking to bring on Employee Central using a phased roll out by geography approach. The end state architecture desired is a single global SuccessFactors system.

Employee Central can be deployed in one of two ways whilst transitioning thru phases till the end state is achieved. The two deployment approaches are distinguished primarily by how employee data is provided to Employee profile which drives existing global talent modules.

- **Side by Side EC deployment model**
  Employee profile is updated by a single source EC via HRIS sync. All employees are available in Employee Central - employee populations that are already live in EC and for others an employee mini master is interfaced into EC from legacy systems via custom integrations.

- **Multiple EP feed deployment model**
  EP is fed from multiple sources, employee populations that are live in EC are synced to EP via HRIS sync while populations that are yet to go live are interfaced directly from legacy systems via custom integrations to EP. Eventually as phases go live HRIS sync will increase while custom integrations will reduce.

Side by Side is positioned for organizations which will have a longer (or undefined) transition period (e.g. in years) versus the Multiple EP feed model is prescribed for shorter transitions with a defined roadmap where implementation phases follow each other sequentially till the entire organization is live on EC.

In the next section, we will review each of these options in detail.

### 6.1. Side by Side Deployment Model to Support a Phased roll out of EC

The term Side by Side normally refers to an architecture comprising SuccessFactors Employee Central as the System of record for some parts of the organization while acting as a receiver of basic employee data for the rest of the organization. This basic employee information could be coming in from an SAP ERP HCM system via standard delivered replication processes or via custom integrations from other legacy HRIS / ERP systems.

<table>
<thead>
<tr>
<th>Country or region A</th>
<th>Country or region B</th>
<th>Country or region C</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCM and Payroll systems</td>
<td>SAP HCM and Payroll</td>
<td>Legacy HRIS and Outsourced Payroll</td>
</tr>
</tbody>
</table>

In this approach, Employee Central is integrated with HRIS systems which are yet to go live, via a mini master employee data feed. This EC mini master info is limited to data fields for Employee profile and are view only in Employee Central. Technically the EC Mini master comprises of the 5 mandatory data import templates.
which establish an employee - Basic Import, Biographical Information, Employment Details, Personal Information & Job Information. Required Foundation objects to support loading of a mini master for all employees is also loaded into EC.

Employee Central now holds all employees in EC, as a system of record and transactions for countries that are live and as a display only mini master for countries that are yet to go live. EP records are created for all employees via the HRIS sync from EC. This approach, calls for temporary integrations with Employee Central from legacy HRIS systems, incorporating historical transaction capture in EC. Such integrations, especially if from more than one legacy system could become complex.

Hence this deployment approach is generally recommended for customers that are choosing to implement Employee Central over an extended period and hence the operational challenges due to a long transition period can be outweighed by bringing the mini master of all employees into EC and feeding EP from a single source.

Characteristics which describe the Side by Side Deployment approach when going in for a Phased roll out of EC include:

- Employees are mastered in Employee Central and in Non-EC core HR (SAP ERP or Legacy HRIS systems)
- SAP ERP and Legacy HRIS mastered employees have their HR mini master data being interfaced to Employee Central
- Basic EC configuration needed for all countries – EC countries are mastered in EC and Non-EC countries Mini master info is interfaced in and is display only
- All employees are synced to Employee Profile via HRIS sync for administration of Global Talent Management
- Foundation data and org structure required to support HR mini master in EC is migrated to and maintained in EC
- Single source of truth for Headcount and organizational reporting

5.1.1 Side-by-Side Deployment of EC – Transitioning Phases

1. **Initial landscape: Multiple Legacy HRIS systems by country/region**

<table>
<thead>
<tr>
<th>Country or region A</th>
<th>Country or region B</th>
<th>Country or region C</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEGACY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HCM and Payroll</td>
<td>SAP HCM and Payroll</td>
<td>Legacy HCM and Payroll</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Legacy HRIS and Outsourced Payroll</td>
</tr>
</tbody>
</table>

2. **Transition landscape: After Phase 1 & 2: EC implemented for Country or Region A+B**
3. **End state Landscape: After Phase 3: EC implemented for Countries or Regions A+B+C**

<table>
<thead>
<tr>
<th>Country or region A</th>
<th>Country or region B</th>
<th>Country or region C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EC Employee data</strong></td>
<td><strong>Employee Master data</strong></td>
<td><strong>Employee Master data</strong></td>
</tr>
<tr>
<td><strong>EC Foundation data</strong></td>
<td><strong>Foundation data</strong></td>
<td><strong>Foundation data</strong></td>
</tr>
<tr>
<td><strong>TALENT Employee Profile</strong></td>
<td>Employee Profile: Employee + Foundation data for Talent</td>
<td>Employee Profile: Employee + Foundation data for Talent</td>
</tr>
</tbody>
</table>

### 5.1.2 Side-by-Side Approach to Transition Foundation (organization) Data

- During the transition phases, complete foundation data is available for countries that are already live in EC while minimal foundation data required to support mini master data for countries that are yet mastered in their legacy is mastered and maintained in EC. Positions may be maintained in EC to support positional hierarchy.
- Complete reporting line relationships – Employee/Manager are both available in EC since mini master is integrated.
- Departmental hierarchy can be migrated to EC at first go live if converting from a single ERP source, converting departmental hierarchy from multiple source and keeping them in sync during transition may not be worth the effort when it suffices to provide the department value directly on the employee during transition.

### 5.1.3 Advantages of Side-by-Side Deployment for EC Phased Rollout
• Loading all employees and the org structure provides a complete org structure with all reporting line relationships within EC
• Global OM in EC enables headcount and organization related reporting for the entire workforce from within EC
• Talent Management is impacted one time and will begin to receive EP Data entirely from EC via HRIS sync
• Employee transfer scenarios and reporting hierarchies can be captured within EC
• Productized integrations are already delivered for data transfer between SAP ERP-EC though it will require setup effort.
• Reduced change management due to employees and managers existing and already accessing the system.

5.1.4 Considerations to Deploy EC Side-by-Side

Although the SBS approach comes with its advantages and is the recommended approach for going live in phases, a couple of areas need to be factored into the decision process

• Integration from a non-SAP ERP legacy system to EC for replicating mini master data to EC does not exist as a standard product and needs to be built by the customer / implementation partner. The complexity of this integration should be accounted for within the planning process. Complexity is driven by the number of data elements to be replicated and if employee records are built to be historical – time sliced by effective dating for the changes as opposed to replicating the top of stack record only, which will need a rebuild of the complete employee record in EC only at the time of go-live for the employee.
• The scope and design of this integration will be driven by the processes being supported in EC as well as the period of co-existence of the two systems – time for all countries / phases to go live and come onto Employee Central. A point to be noted here is that the legacy systems continue to be the System of record and transaction for these countries and only relevant master data needs to be periodically moved to EC to keep it in sync and provide support for talent processes and reporting in SF.

5.1.5 Reasons to Deploy Side-by-Side Employee Central

While from a product and integration perspective the Side by Side deployment of Employee Central is always preferred. Realistically considering the investment needed in temporary custom integrations which are also complex, the approach will work best for

• Organizations that have a long-time span to implement Employee Central for the entire organization causing the transition phase to be long
• Organizations implementing EC for parts of the organization and not the whole, while using SF for global talent management – In this case it might be easier to drive everyone to a single system to view & validate information.
• Organizations that have cross country reporting structures and a very mobile workforce with a large volume of transfers across countries / systems.

6.2. Multiple EP Feed Deployment Model to Support EC Phased rollout

The term Multiple EP feed deployment of Employee Central refers to a transition architecture which comprises of SuccessFactors Employee Central as the System of record for some parts of the organization while the rest of the employees / countries are migrated to EC only during their respective roll out phase. Any employee data needed for a global Employee profile for Talent Management will be provided via a direct integration to EP from either SAP ERP HCM via the Talent hybrid integration or via a custom integration from the legacy HRIS system to EP. In this deployment approach EP receives employee data from multiple sources.
In this approach Employee Central is deployed only for the countries that are going live in each phase. Hence Employee data is brought into Employee Central in a phase by phase manner. Employee data available in EC is fed to EP using HRIS sync. Existing integrations are leveraged for bringing employee data to the Employee profile for countries that are yet to go live on EC. As a result, Employee Profile is fed from multiple sources, bringing to the fore some operational challenges during the transition phase.

Hence this approach is generally only recommended when the transition phase is expected to be short lived and the customer has an established timeline and roadmap to reach the end state architecture in a timely manner and has understood the operational challenges which can be overcome with some manual / procedural adjustments until all countries are brought into Employee Central

Characteristics which describe the Multiple EP feed deployment approach when going in for a Phased roll out of EC include:

- Employees are mastered in Employee Central and Non-EC core HR (SAP ERP or Legacy HRIS systems)
- SAP ERP and Legacy HRIS mastered employees have their basic master data being interfaced to Employee Profile (and not Employee Central) via productized integrations or custom integrations
- Need for EC configuration restricted to EC countries
- Partial Org structure - Need for Org Structure and Foundation objects restricted to EC countries if they are maintained independently within each system/group of countries.
- Each legacy HRIS system must be migrated to EC completely in one phase of the roll out, and not in parts
- Employee profile is updated from two sources – EC via HRIS sync and custom interface for Non-EC systems

5.2.1 Landscape & Data Maintenance Transitions

1. Initial landscape: Multiple Legacy HRIS systems by country/region

2. Transition landscape: After Phase 1 & 2: EC implemented for Country or Region A+B
3. **End state Landscape: After Phase 3: EC implemented for Countries or Regions A+B+C**

### 5.2.2 Organizational Data Transition

- Organizational (Foundation) data to support full EC for each country/phase going live is migrated during go live for that country/phase
- Foundation data for other countries yet in legacy is not migrated to EC
- Reporting line relationships are incomplete if Employee or Manager belongs to a non-EC country
  - Impact
    - Incomplete reporting structure in EC
    - Broken workflow
    - Broken Org charts
  - Solution
    - Mini master needs to be interfaced/manually created for non-EC Managers/employees

**Advantages of pursuing a Multiple EP feed deployment model for EC in a phased rollout**

- Implementation - Conversion/data migration activities are restricted to countries going live and hence simplified
- No temporary interfaces from legacy HRIS to EC for mini master
- Project activities are restricted to countries which are in each phase of the roll out, hence easier to manage and avert risk
Considerations when choosing a Multiple EP feed deployment model for EC

Although the Multiple EP feed approach comes with its advantages of lower risk and easier to manage from a project perspective, the approach needs a lot more manual and process related adjustments during the transition phase which needs to be understood and solutioned.

- Organization and reporting line hierarchies are not completely captured in EC leading to cross system reporting line issues
- Transfers and global assignments across systems are operationally difficult to handle
- No build-in means to navigate between talent profiles belonging to the same person but fed from different systems for example to access talent history
- Employee profile fed from multiple sources hence difficult to manage. Also, will require updates to EP to accommodate different data models
- UX – functional capability is not uniform across the organization, parts which are live with EC and EP and parts which have HR in legacy and talent in SuccessFactors

When is Multiple EP feed deployment of EC the preferred approach?

While from a product and integration perspective the Side by Side deployment of Employee Central is always preferred. Realistically the Multiple EP feed deployment approach despite its operational challenges may be preferred in some situations

- Organizations that have a defined roadmap to implement Employee Central for the entire organization and are scheduled to implement EC sequentially leading to the desired end state within a defined period.
- Organizations that are stable and regional in nature and generally self-contained reporting structures. – Across system reporting situations are low.
- Organizations that do not have a mobile workforce and hence a low manually manageable volume of transfers across countries / systems during the transition period.
- Organizations are reluctant to move mini master (and keep it updated) for non-EC countries due to the need to build complex integrations from legacy systems other than SAP

6.3. Comparison of Deployment Options

The table below provides a comparison of the two deployment options across various parameters for positive or negative impact.

<table>
<thead>
<tr>
<th>Side by Side deployment</th>
<th>Impact</th>
<th>Multiple EP Feed deployment</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loading all employees and the org structure provides a complete org structure with all reporting line relationships within EC</td>
<td>+</td>
<td>Conversion/data migration activities are restricted to countries going live and hence simplified</td>
<td>+</td>
</tr>
<tr>
<td>Global OM in EC enables headcount and organization related reporting for the entire workforce</td>
<td>+</td>
<td>Simpler integration of non-SAP core systems since EP is a flat non-effected dated structure</td>
<td>+</td>
</tr>
<tr>
<td>Talent EP is updated from single source EC using HRIS sync - Employee transfer scenarios</td>
<td>+</td>
<td>Impact on identifier mapping and conversion needs to be addressed for each go live</td>
<td>!</td>
</tr>
<tr>
<td>Productized integrations are already delivered for data transfer between SAP ERP-EC</td>
<td>+</td>
<td>EP is updated from multiple sources: EC using HRIS sync &amp; custom integrations from legacy sources</td>
<td>-</td>
</tr>
<tr>
<td>Establishes initial user record &amp; associated identifiers within EC, EC- EP Integration and any impact to Talent processes happen only once</td>
<td>!</td>
<td>Organization &amp; reporting lines are only partially captured in EC driving operational complexity</td>
<td>-</td>
</tr>
<tr>
<td>More complicated custom integration of non-SAP core systems since SBS expects effective dated integration</td>
<td>-</td>
<td>Transfers across systems and global assignments difficulties drive operational complexity</td>
<td>-</td>
</tr>
<tr>
<td>More country specific configuration and foundation data like org structure information needed early in the project</td>
<td>-</td>
<td>No build-in means to navigate between talent profiles belonging to one person fed from different systems</td>
<td>-</td>
</tr>
<tr>
<td>------------------</td>
<td>-----</td>
<td>-------------------------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td>Preferred for long term transition state</td>
<td>Growing EC &amp; switching off EP integration will require rework of Talent configuration possibly at each phase go live, due to change of EP field values impacting RBP, reporting and the like. This will also be the case for LMS integration where employee and org feeds would need to be adjusted</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Preferred for short term transition state</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

5.4 Technical Considerations for a Phased Rollout

A phased roll out of Employee Central presents a few implementation and operational challenges driven primarily during the interim / transition phases when parts of the organization are live on Employee Central while the rest of the organization is still on legacy HRIS systems. The following sections review each of these challenges across the two deployment options where applicable.

5.4.1 Impact to Employee Profile

These considerations are for customers who are live on one or many talent modules before Employee Central in which case Employee Profile which provides the master data for Talent functionality is driven by integrations from ERP via the Talent hybrid integration or a custom integration into Employee Profile from a legacy HRIS system. Considerations would include

1. Changes to Employee Profile due to introduction of HRIS sync from Employee Central
2. Changes in Integration programs to sync master data to Employee profile

5.4.1.1 Employee Profile Changes from Employee Central

Talent Management before Employee Central receives a feed to Employee Profile from ERP using Talent hybrid integration. Implementation of Employee Central introduces the HRIS sync which synchronizes EP data from EC whenever a change in EC occurs. An analysis of the current EP Data structure and potential configuration and process changes needed to Talent processes needs to be planned for and implemented in conjunction with the first go live of Employee Central.

Considerations include,

- All Processes, Roles, Reports which are based on EP values will need to be reviewed, updated and tested upon migration to Employee Central and HRIS sync
  - Talent hybrid integration replicates either the Field Name or the external code
  - HRIS sync replicates a field as “Field Name (external code)”, For LMS, A possible option to deal with HRIS sync related mapping as in above, is to explore the creation of a custom extract directly out of EC using Integration center and map the fields as required in the target LMS system.
- A detailed analysis of current data fields in EP and their availability and mapping in EC
- Mapping of EP user IDs with EC identifiers needs to be carefully planned and executed.
- In case of multiple employment scenarios like Global assignment, concurrent employment, international transfers the Talent hybrid integration considers a single record per employee in Employee profile, while HRIS sync transmits all employments as individual employee profile records. Process adjustments may be needed for each of the Talent functionalities to account for the possibility of multiple EP records for an employee, which may require merging of EP records.
- Compensation Variable Pay functionality is currently not supported for partial employee populations
- Implementation of EC could also introduce Position Management which could impact RCM and Succession Planning as their use of Position management with and without EC could be different and hence some adjustments to configuration/business processes in these functionalities will need to be evaluated
Customers may be tempted to “switch off” HRIS sync during the co-existence phase and directly update Employee Profile from ERP or from legacy till the entire employee population is migrated to Employee Central. This approach is not recommended since, upon introduction of Employee Central, several EC processes like Employee Search, RBP, Company Info rely on the HRIS sync job. Hence employees mastered in Employee Central should be transmitted to Employee Profile via the HRIS sync job and not by any other alternate means.

5.4.1.2 Integration programs to Sync Master data to Employee profile

Upon implementation of Employee Central say using the Side-by-Side concept in which EC at a minimum receives mini master using ERP-EC integrations (for yet to go-live countries) as opposed to the Talent hybrid integration which directly updates Employee Profile. It is required to turn off Talent hybrid integration to prevent the situation of the same information getting updated from multiple sources.

This setting needs to be made if the integration from ERP to Employee Profile (Talent Hybrid integration) was used. Setting this switch tells the ERP system that Employee data is no longer replicated to Employee Profile but will from now on be replicated to Employee Central using the program ECPAO_EMPL_EXTRACTION. This program also determines the User ID in Employee central and stores this within the key mapping tables. It is suggested to read and understand the F1 Help documentation in ERP related to this field.

5.5 Managing Organizational and Reporting Structure during Transition

Impacts of the organizational structure (or Organizational Management -OM) are more relevant when the legacy system includes a heavier SAP HCM component which maintains organizations as a hierarchical structure with one org unit (department) reporting to another (O-O relationship) till the top of the structure. The org structure when translated to Employee Central refers to Foundation objects – Business Unit, Division, Departments and the Departmental tree built off the parent child relationships among departments.

The direction on how to handle foundation objects during transition for both the deployment options are documented under each option in section 5 above.

At a high level, the direction is that if migrating from a single system, it makes sense to go in for migrating and maintaining the org structure in Employee Central, while if migrating from more than one legacy systems it is challenging to consolidate the org structure in Employee Central as the new system of record and then have to send back the org structure to the source system (as this system has not been migrated to EC as yet) during the interim transition phase. In such cases the org structure is migrated at each phase and appended to the existing org structure in EC. There is no need to send back the org structure to the source legacy system as this is no longer in use (or no longer the system of record).

5.5.1 Managing Organization and Reporting hierarchies in a Multiple EP Feed deployment

The situation of partial org structures in Employee Central is encountered mainly in the Multiple EP Feed deployment because each country / region in the phase of the roll out is migrated as a whole – employee data + organizational data. Organization and foundation data are not migrated for countries which are still mastered in legacy HRIS. This introduces a situation where organization and reporting structures could be incomplete
in EC, for example – employee in EC and manager in legacy or vice versa. Broken incomplete org structure also leads to incomplete organization reporting and so on.

For workflows to work in EC, employee A needs to exist in EC (A”) as the manager of B and continue in legacy as A’ as the manager of C. A mini master of A in the form of A” needs to be uploaded into EC.

This situation is typically addressed as follows,

- By converting a mini master record for the non-EC manager during the transition phase. The mini master record is subsequently updated to a full record during the implementation phase for the manager’s country.
  - The manager’s record is converted with minimum required data which includes the 5 mandatory templates. Basic Import, Biographical Information, Employment Details, Personal Information & Job Information and possibly Job relationships.
  - Since the country related organizational configuration for non-EC countries is not available, the manager is converted with generic values representing rest of the world (ROW) for key organizational objects like Legal Entity with a value say LE-ROW, BU-ROW etc.,
  - These partial non-EC Manager records will be replaced with complete data upon the go live for the manager country.

Considering the expected low volume of non-EC managers, their records are created/updated manually or using upload templates.

These workarounds are operationally challenging to maintain, and additional consideration would need to be given for User ID management for SSO as well as data update contention on the managers record in EP since it would get updated from both EC via HRIS sync as well as the custom integration from the legacy HRIS system of record during transition. The following use cases explain the scenario –

**Scenario 1: Employee “A” who exists in EP is also “hired” into EC**

In this case, Employee A exists in EP (A’) and is brought in via a custom integration from the legacy HRIS system, Employee A is now “hired” into EC (A”)

As a result, the following will happen:

- In case the user ID for A’ and A” are the same, the system would error out.
- Hence, a different user ID is generated in EC.
- This results in two records A’ and A” in EP.

**Challenges:** SSO won’t work. Two user accounts to differentiate between A” for EC and A’ for Talent. The active Talent history is with A’.
Scenario 2: Employee “A” who exists in EP is also “imported” into EC

In this case, Employee A exists in EP and is brought in via a custom integration from the legacy HRIS system, Employee A is now “imported” into EC via data imports using the person info, job info, biographical info and employment details templates. Please note – Basic user info template will not be used since a user record for A is already established in the system.

As a result, the following will happen:

The legacy HRIS system continues to be the master record system for A’s country and unless A’s record is isolated on the interface to EP, EC and the Non-EC core HR are both writing into the very same EP record. Only one talent history for EP A.

Challenges:

Race conditions between EC and Non-EC for updating EP of A. A” needs to be kept up-to-date manually with any changes to A’ in the Non-EC core HR system.

SSO: Employee A needs to login via EC to access Talent history. However, others need to login directly into talent.

Incomplete reporting since manager A is not in EC causing break in workflows and orphan reporting structure.
- Create a base record for employee A in EC to support workflows and complete the reporting structure.

Managing Organization and Reporting hierarchies in a Side by Side deployment of EC

In the Side by Side deployment model for Employee Central, all employees are brought over to Employee Central along with the required minimum org structure / foundation objects to support the mini master for legacy HRIS employees. In this case the complete reporting structure is present in EC and this feeds Employee profile via HRIS sync. Thus, Employee profile receives its HR data from a single source EC. With respect to Talent, EP behaves as if EC is the system of record, hence multiple employments in EC will generate multiple records in EP.

Scenario: All employees exist in EC and EP in a Side by Side deployment
Challenges of broken reporting hierarchy causing broken workflows, SSO, user id issues observed in the Multiple EP feed deployment model are not expected in Side by Side deployment approach during transition.

### 6.4. Managing Employee Transfers across Systems during Transition

In an organization where, international movement of employees across countries is prevalent, then co-existence of two systems presents challenges during movement of employees across two systems when one is a live EC system and the other is a legacy HRIS system.

To plan for and design transition scenarios during co-existence of multiple systems, a deeper understanding of employee identifiers and how multiple employments (for example in multiple countries) for an employee are handled in Employee Central, in SuccessFactors Talent Management, in ERP HCM or in the legacy HRIS systems is needed.

It is strongly recommended to review and understand Identifier Management across systems and managing employments, which have been explained in detail in other IDPs – Employee Central: Handling Employee Identifiers in a Core hybrid setup and Employee Central: Managing employments in SuccessFactors

Scenario: Customer is live with Employee Central in phase 1 for a group of countries, Customer is on SAP ERP HCM or a legacy HRIS system for the remaining countries and will go live in phases. An employee who is currently mastered in SAP ERP HCM (or legacy HRIS) is being transferred from an ERP or legacy HRIS country to an employee central country or vice versa. SuccessFactors already runs Talent modules and hence EC to HRIS sync as well as a Talent hybrid integration provides Employee profile information for Talent management.

As EC is implemented, multiple employment scenarios like International transfers (or concurrent employment, global assignments) will generate multiple User IDs tied by a single Person ID External in Employee Central which maps to multiple EP records in Employee Profile. For International transfers, use of the “Rehire with New Employment” Event transaction is the recommended approach to handle international transfers (or cross legal entity movement) in Employee Central to support requirements of GDPR regulations for RBP security to be able to physically isolate two employments in each country, to support some payroll processes which need a record in each country.

#### Scenarios for Employee Movement during transition thru phases

Three scenarios for employee movement during transition phases in between country phases of going live are commonly encountered,

- **Employee Transfer (International transfer) from Non-EC (Legacy or ERP) to EC**
  - In this scenario, EC has been implemented in Phase 1 for a few countries, the remaining countries are grouped together and will go live in say Phases 2 and 3. An employee “A”, who is currently employed in a Phase 2/3 country mastered in ERP or legacy HRIS system and will be transferred to a Phase 1 country which is already live on EC.

- **Employee Transfer (International transfer) from EC to Non-EC (Legacy or ERP)**

Integration during transition:

Integration from Non-EC brings effected-dated mini-master into EC which is then HRIS synced to EP. New employments are created for international transfers. A unique global person identifier known to all systems is needed for this to work

SSO: One user login to SFSF always via EC; access to multiple employments supported

No race conditions as EP is updated from a single source EC which is updated from legacy systems
In this scenario, EC has been implemented in Phase 1 for a few countries, the remaining countries are grouped together and will go live in say Phases 2 and 3. An employee “A”, who is currently employed in an EC administered country will be transferred to a Phase 2/3 country mastered in ERP or legacy HRIS system.

- Global Assignments across systems
  - A Global Assignment transaction is defined as a temporary assignment of an employee to another country referred to as the Host country.

We will discuss each of these scenarios in further detail, for both the deployment scenarios outlined above, we will assume that SuccessFactors already runs Talent modules globally and hence EP is fed with employee data either thru a single HRIS sync feed (SBS deployment) or thru a HRIS sync + custom integrations from legacy HRIS systems (Multiple EP feed deployment).

**Employee transfer (International transfer) from Non-EC (Legacy HRIS or ERP) to EC**

In this scenario, Employee Central has been implemented in Phase 1 for a few countries, the remaining countries are grouped together and will go live in say Phases 2 and 3. An employee “A”, who is currently employed in a Phase 2/3 country mastered in ERP or legacy HRIS system will be transferred to a Phase 1 country which is already live on Employee Central.

Before the transfer, Employee A has an employee record in the Legacy HRIS system, which is interfaced to an Employee Profile record in SuccessFactors with User ID A1.

The process of an International transfer will terminate the employee in the legacy HRIS system and hire the employee in the new country mastered in Employee Central generating a new user ID A2 in Employee Central. On the next run of Legacy to EP integration the EP record for User ID 1 will be inactivated.

**Multiple EP Feed deployment**

**Before transfer: Employee A mastered in Legacy HRIS system**

In EC
- Person record of A in EC
  - User ID (inactive employment) A1 for Employee A
  - User ID (active employment) A2 for Employee A

In EP
- User ID (inactive employment) A1 for Employee A
- User ID (active employment) A2 for Employee A

In Legacy
- Employee record for A is terminated when employee is hired in EC

**After transfer: Employee A, now mastered in Employee Central**

1. Employee A is initially mastered in legacy HRIS system and is interfaced with EP to create an Employee profile (user id) A1
2. As part of the transfer process Employee A is first terminated in legacy system, which in-activates Employee profile (user id) A1
3. To transfer the employee to an EC country, the employee needs to be created in EC with the proper employment sequence and hence the initial employment record A1 is first created

Transfer Process: Legacy HRIS to Employee Central in Multiple EP Feed model
a. Employee is loaded in EC using templates for Job info, person info, biographic info, employment details with user id = A1 and person id external = A (Please note that the basic user info record with user id A1 already exists in the system)

b. Employment A1 is then terminated in EC, this will inactivate EP record A1 (user ID A1) for the employee

4. Employee A is then “rehired with new employment” A2 in an EC country, this creates a new employment A2 (user id A2) for the employee. HRIS sync will create an EP record with user id A2

5. At this point EC will have one, Person ID external A representing employee A with two employments (user id records) A1 which is inactive and A2 which is active.

6. EP will have two records, an inactive A1 and an active A2

Challenges when going for a Multiple feed deployment

- It is important to create employee A with user ID A1 in EC (although country of A1 is not implemented/live in EC) to establish employee A in EC/EP as a person with two employments A1 and A2 as the A2 record should not be created in isolation in EC since it will not be possible to tie these records together and represent a single employee if not done in the proper sequence.

- In this deployment model, basic configuration and foundation objects for non-EC countries is not yet established hence needing base elements to be created to load A1, alternately A1 record needs to be loaded with dummy values to represent the country not yet in EC

- User record A1 needs to be locked from further updates in EC using RBP or kept manually in sync with legacy to avoid race conditions of updating of EP

Side by Side deployment

Before transfer: Employee A mastered in Legacy HRIS system

After transfer: Employee A, now mastered in Employee Central

Transfer Process: Legacy HRIS to Employee Central in a Side by Side deployment model

1. Employee A is initially mastered in legacy HRIS system and is interfaced with EC to create a Person record with Person ID external A and user ID A1 representing employment A1 in legacy HRIS country

2. Employee A is synced to EP to create an Employee profile (user id) A1

3. As part of the transfer process Employee A is first terminated in legacy system, which causes termination of A on employment (User ID) A1 in EC, this in-activates Employee profile (user id) A1 upon syncing via HRIS sync
4. To transfer the employee to an EC administered country, employee A is rehired with new employment in EC which creates a new employment (User ID) A2.

5. At this point EC will have one, Person ID external record A representing employee A with two employments (user id records) A1 which is inactive and A2 which is active.

6. After HRIS sync, EP will have two records, an inactive A1 and an active A2.

Advantages of a Side by Side deployment of EC

- In this deployment model, basic configuration and foundation objects for non-EC countries is already established in EC.
- Employee A with employment A1 is already established in EC and feeding EP via HRIS sync. Country base configuration and foundation objects for all non-EC countries is present, hence new employment for A in non-EC country is created with user id A2, hence no need for creating A2 with dummy values or creating config/foundation objects.
- A Side by Side deployment has lesser technical/operational challenges compared to a Multiple EP feed deployment.

Employee transfer (International transfer) from EC to Non-EC (Legacy HRIS or ERP)

In this scenario, Employee Central has been implemented in Phase 1 for a few countries referred as Country A, the remaining countries are grouped together and will go live in say Phases 2 and 3. An employee who is currently based out of a Phase 1 country mastered in Employee Central referred as Country A and will be transferred to a Phase 2, country B mastered in ERP or legacy.

Multiple EP Feed deployment

Before transfer: Employee A mastered in Employee Central

<table>
<thead>
<tr>
<th>EC</th>
<th>EP</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>A1</td>
</tr>
</tbody>
</table>

After transfer: Employee A, now mastered in Legacy HRIS system

<table>
<thead>
<tr>
<th>EC</th>
<th>EP</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>A2</td>
</tr>
</tbody>
</table>

Transfer Process: Employee Central to Legacy HRIS in Multiple EP Feed model

1. Employee A is initially mastered in EC and has a Person ID external A and a User ID A1 representing employment A1 which is synced with EC to create a record for User ID A1
2. As part of the transfer process, employment A1 for Employee A is first terminated in EC, which inactivates Employee profile (user id) A1
3. To transfer the employee to a legacy HRIS country, the employee is hired in the legacy HRIS system
   a. Employee A is also rehired with new employment (User ID A2) in EC
b. A2 user ID is synced to EP and a new record with user ID A2 is created for employee A.

4. Employee A is now administered in legacy HRIS system and user ID A2 is kept in sync with the legacy HRIS system via the custom feed to update EP.

5. A2 user ID in EC should be locked from any further updates in EC using RBP.

Challenges with a Multiple EP feed deployment

- It is important to create employee A with user ID A2 in EC (although country of A2 is not implemented/live in EC) to establish employee A in EC/EP as a person with two employments A1 and A2.
- In this deployment model, basic configuration and foundation objects for non-EC countries is not yet established hence needing base elements to be created to load A2, alternately A2 record needs to be loaded with dummy values.
- User record A2 needs to be locked from further updates in EC using RBP or kept manually in synch with legacy to avoid race conditions of updating of EP.

Side by Side deployment

Before transfer: Employee A mastered in Employee Central

<table>
<thead>
<tr>
<th>Employee Central</th>
<th>Employee Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>A</td>
</tr>
</tbody>
</table>

| Legacy HRIS System |

In Legacy
No record of A in Legacy system

In EC
- Employee A, mastered in EC with person record A
- Employment in EC country represented by User ID A1

In EP
- User ID A1 synced from EC via HRIS sync

After transfer: Employee A, now mastered in Legacy HRIS system

<table>
<thead>
<tr>
<th>Employee Central</th>
<th>Employee Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>A</td>
</tr>
<tr>
<td>A2</td>
<td>A</td>
</tr>
</tbody>
</table>

| Legacy HRIS System |

In Legacy
- Employee A is hired in legacy country A

In EC
- Person record of A in EC
- User ID (in active employment) A1 for Employee A
- User ID (in active employment) A2 for Employee A

In EP
- User ID (in active employment) A1 for Employee A
- User ID (in active employment) A2 for Employee A

Transfer Process: Employee Central to Legacy HRIS in a Side by Side model

1. Employee A is initially mastered in EC and has a Person ID external A and a User ID A1 representing employment A1 which is synced with EC to create a record for user ID A1.
2. As part of the transfer process, employment A1 for Employee A is first terminated in EC, which inactivates Employee profile (user id) A1.
3. To transfer the employee to a legacy HRIS country, the employee is hired in the legacy HRIS system.
   a. Employee A is also rehired with new employment (User ID A2) in EC.
   b. A2 user ID is synced to EP and a new record with user ID A2 is created for employee A.
4. Employee A is now administered in legacy HRIS system and user ID A2 is kept in sync with the legacy HRIS system via the custom feed to update EP.
5. Employment A2 (user ID A2) in EC should be locked from any further updates in EC using RBP.
Advantages of a Side by Side Deployment

- In this deployment model, basic configuration and foundation objects for non-EC countries is already established in EC.
- Employee A with employment A1 is already established in EC and feeding EP via HRIS sync, hence no need for creating A1 with dummy values or creating config/foundation objects.
- A Side by Side deployment has lesser technical/operational challenges compared to a Multiple EP feed deployment

Challenges while handling international transfers during transition in a phased roll out of Employee Central

In a phased roll out of EC, challenges are encountered due to the differences in how employees are identified in EC, EP and the legacy HRIS system. Each country transfer in EC is treated as a new employment which is attached to the same person. This when synced to EP generates multiple records in EP for the same employee each representing the point in time information pertaining to the employment in that country.

Multiple EP Feed deployment

- Due to EP generating multiple records per employment, SSO is broken and employee would need to logon to each record separately since they are not connected
- It is not practical and inadvisable to merge or overwrite inactive EP records when the employee is transferred to non-EC country. This will lead to inconsistencies and cause the record to be updated from the legacy HRIS and EC via HRIS sync and lead to a race condition for updates
- For the Multiple EP feed deployment, it is difficult to load an employee in a country yet to go live, since foundation objects/base country configuration does not exist. In such cases it will be needed to load the base foundation elements necessary for that country or alternately load the employee with dummy/default foundation elements for the country.

Side by Side deployment

- In a Side by Side deployment, EP is updated always from a single source which means that every country occurrence of an employee is updated in EC and then fed over to EP.
- All employments are connected to the same person record in EC, this link allows SSO to work. Also, an employee can easily toggle between two talent records in separate countries.
- In a side by side deployment approach, basic country configuration and foundation objects needed to support EP are already available, hence it is easier to load base records for non-EC countries.

A possible solution in case of frequent international movement across systems is to load the foundation data for all countries in EC for a Multiple EP feed deployment (employees loaded at each go live). This approach would allow transfers to work closely with the Side by Side approach as discussed above. Alternately if such transfers are rare or infrequent an option would be to hold these employees outside of EC and bring them into EC upon go live of both countries of employment

Hence the Side by Side deployment scenario is more favorable in supporting cross system movement of employees. In a multiple EP feed deployment scenario, careful monitoring with manual adjustments, customer specific situations and operational / support challenges will need to be carefully considered and worked out in conjunction with expected volume of such transactions order to support these, which is one of the main reasons that the Multiple EP feed deployment is recommended for short term transition periods while Side by Side is suitable for longer term transition periods

Global Assignment transactions across EC and Non-EC (Legacy HRIS or ERP) systems
A Global Assignment transaction is defined as a temporary assignment of an employee to another country referred to as the Host country. An employee on a global assignment has a Home assignment (which can be marked dormant) and an active Host assignment (expatriate record). The Home assignment is activated, and the host assignment is inactive upon completion of the global assignment. During the assignment, the employee could be getting paid from both the home and host countries and may also be receiving benefits at both countries.

Depending on the volume of global assignments and customer specific situations, Global assignment transactions during the transition, can be executed in a similar way to international transfers when moving from a non-EC country (Home record) to an EC country (Host record) or from an EC Country (Home record) to a non-EC country (Host record). When executing such split GA transactions, it is important to create the Home record in EC via an upload process and then perform a GA transaction to create the Host record when moving from a non-EC country to an EC country.

Challenges of a Multiple EP feed deployment for International transfers also carryover to the Global assignment transaction. We will review the Global assignment transaction for a Multiple EP Feed deployment scenario perspective.

**Employee on Global Assignment from EC country to Legacy HRIS country for a Multiple EP feed model**

In this case the employee is mastered in EC and needs to go on an expatriate assignment to a non – EC country

**Before GA: Employee A mastered in Employee Central**

- Employee Central
- Employee Profile
- A1

**During GA: Employee A, mastered in Legacy HRIS system**

- Employee Central
- Employee Profile
- A1
- A2

**Legacy HRIS System**

- In Legacy
  - No record of A in Legacy

- In EC
  - Employee A, mastered in EC with person record A
  - Employment in EC country represented by User ID A1

- In EP
  - User ID A1 synced from EC

**Global Assignment Process: Employee Central to Legacy HRIS in Multiple EP Feed model**

1. Employee A is initially mastered in EC and has a Person ID external A and a User ID A1 representing employment A1 which is synced with EP to create a record for user ID A1
2. As part of the Global assignment process, A start GA assignment is initiated in EC, this generates a new employment (user id) A2. Employment (user id) A1 is designated as the Home record and
employment (user id) A2 is called the host record. The home record A1 goes into a dormant status in EC.

3. EP is synced via HRIS and gets two records A1 and A2 which are active.

4. Since the country of employment for A2 is mastered in the legacy HRIS system the host record A2 should be locked from any updates in EC with RBP.

5. The employee is then hired in the legacy HRIS system and this becomes the system of record for A2. After the hire the record should be transmitted to user ID A2 in EP via the custom integration to EP.

6. The custom integration from legacy continues to update EP till the end of the GA at which point the employee is terminated in the legacy HRIS system, thus inactivating the A2 record in EP.

7. An end GA transaction is completed in EC on employee A which then activates employment A1 from dormant status and inactivates employment A2.

Advantages of a Side by Side deployment approach over a Multiple EP feed approach

- A Side by Side deployment has lesser technical/operational challenges compared to a Multiple EP feed deployment since basic configuration and foundation objects for non-EC countries is already established in EC.
- The GA transaction can be executed within the EC system as a whole.

Employee on Global Assignment from Legacy HRIS country to an EC country in Multiple EP feed model

In this case the employee is mastered in legacy HRIS country and needs to go on an expatriate assignment to an EC administered country. Here it is important to first represent the employee's employment in the legacy country by loading his/her initial record with country and foundation parameters represented and then executing a GA transaction which creates a host record in an EC administered country.

Before GA: Employee A mastered in Legacy system

<table>
<thead>
<tr>
<th>Employee Central</th>
<th>Employee Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td></td>
</tr>
</tbody>
</table>

During GA: Employee A, mastered in Employee Central

<table>
<thead>
<tr>
<th>Employee Central</th>
<th>Employee Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1host</td>
<td></td>
</tr>
<tr>
<td>A2</td>
<td></td>
</tr>
</tbody>
</table>

In Legacy

- Employee record of A, active in Legacy
- No record of employee A
- User ID A1 interfaced from Legacy

In EC

- Inactive (terminated) in legacy country
- User ID (dormant home employment) A1 for Employee A
- User ID (active host employment) A2 for Employee A
- User ID (active home employment) A1 for Employee A
- User ID (active host employment) A2 for Employee A
Global Assignment Process: Legacy HRIS to Employee Central in Multiple EP Feed model

1. Employee A is initially mastered in legacy HRIS system and has a User ID A1 representing employment A1 in EP.
2. To execute a GA in an EC country, the employee is first terminated in legacy which then inactivates user id A1 in EP.
3. Before a GA can be executed, it is important to first establish the employee in EC.
   a. An employee record to represent employee A on employment A1 is created via the template load process by loading the person info, job info, employment info, biographic info using user id A1 (since the basic user info record for A1 already exists internally within the system). Basic FO objects to support the new legacy country which is not live in EC or dummy values will be needed.
4. As part of the Global assignment process, A start GA assignment is initiated in EC, this generates a new employment (user id) A2. Employment (user id) A1 is designated as the Home record and employment (user id) A2 is called the host record. The home record A1 goes into a dormant status in EC while the host record is active and being administered in EC as system of record.
5. EP is synced via HRIS and gets two records A1 and A2 which are active.
6. A1 is not updated via interface from legacy since the employee has been terminated in legacy.
7. Upon completion of the global assignment, an end GA transaction is completed in EC on employee A which then activates employment A1 from dormant status and inactivates employment A2.
8. At this point the employee needs to be rehired back in legacy HRIS system and this begins sending updates to user ID A1 in EP.
9. In EC both A1 and A2 should be kept locked from updates since the system of record in now the legacy HRIS system.

It is important to note that, the challenges of availability of base country configuration and foundation objects in EC, when operating a Multiple EP feed deployment of EC during cross system movement of employees, will impact Global Assignment as well.

Hence as a general recommendation during the transition period the Global assignment transaction should be administered in one system as opposed to starting a transaction in EC or ERP as the Home record and moving the employee to ERP or EC for the Host record. If possible, the Global assignment transaction should be administered within the current system for the employee. The employee should be migrated over completely when both home and host countries are implemented in Employee Central taking care to sequence the load of the Home record before the host record and using the delivered GA load templates.

6.5. Impact and Considerations to other SuccessFactors Solutions

The previous sections dealt with technical considerations and challenges of going live in a phased roll out of Employee Central using the two deployment approaches of a Multiple EP feed deployment and a Side by Side deployment of EC.

Besides the technical considerations and understanding and designing for the challenges during the transition period, A customer should also consider the Project Management and Operational factors which could impact the selection of roll out strategy. These are very customer specific and are influenced by every customer’s unique situation and hence are only briefly touched upon in this document. Customers are encouraged to review these for direction and extrapolate to their situation to gauge impacts and account for these in their implementation plans.

Impact on data migration

In a phased roll out approach, employees who have worked in multiple countries, or are on a global assignment need to be properly mapped to match the country/countries which are currently in EC or are going live in this phase. This becomes more important if the countries the employee has worked in are split as being live on EC or currently in legacy. Hence a carefully thought out strategy for converting employees who have worked in multiple countries needs to be designed, reviewed and tested. The Side by side approach with at least a mini master for the entire population getting loaded in EC with the first go live will help the conversion process for multi-country employees since the employee already established in EC from the first phase. Subsequently each country added to the scope will require careful mapping of employment for that country.
Other considerations from a project and implementation perspective which need to be factored, include the need for accounting for each conversion cycle per go live phase as a new exercise since extract programs /
processes would differ for each different source of legacy data by country. These would call for additional testing and mock conversion cycles per run. An established transformation, load and data validation process could help in industrializing the process over multiple go live phases. Over a period, the conversion process can become challenging due to multiple overlapping mock cycles with one release on cut-over and another beginning the process. Moreover, different data freeze periods for countries during cutover needs to be coordinated carefully. All these lead to additional stress on the team.

Impact on Integrations

Managing integrations during a phased roll out is quite challenging as there will be requirements to build temporary integrations specially for global integrations to accommodate for the fact that employee populations are in an interim state architecture. Integrations would need to be built from say SAP to a third-party global system initially and then later be built to drive from EC to the third-party system. Inbound integrations to SAP ERP – primarily from one or more recruiting systems will need to be phased in, to match with the employee population being migrated into EC. Effort and time estimates for temporary integrations during the transition phase need to be understood and accounted for.

Impact on Integration within the SF suite

Employee Profile and HRIS synch
Talent modules use the Employee profile as their employee master data file. In a phased roll out, the Employee profile will need to be populated from two sources. An integration from a non-EC source for countries yet to go live and an integration from EC using inbuilt HRIS Synch for employees who are already migrated to EC. The source and these integrations will need to be reviewed and tested at each phase.

LMS integration
LMS assignment profiles will need to be adjusted at each phase to take a feed from EC and from EP, multiple employments in EC would generate multiple student records in LMS

Compensation and Variable Pay
Implementing a Compensation solution on a partial employee population is challenging. It may be beneficial to hold off on the compensation implementation till EC is live in all countries.

Succession Planning
Succession Planning uses Position management within EC to drive successors. Hence Succession Planning will be EC Population dependent and the succession plan for the entire organization can only be built when all employees are in EC. If Succession Planning had already been implemented prior to EC, then the usage of positions in SP prior to EC has an impact on the rework required when EC is implemented for example if MDF positions were used in SP prior to EC then this introduces a limitation of not being able to use full purge mode while using data loads for positions

Recruiting and Onboarding
RCM and ONB if already implemented for the entire organization, will introduce multiple two-way integrations from each HRIS system to support RCM/ONB. If RCM and ONB is not implemented but intended for the longer term, it will be better to align RCM/ONB with EC such that RCM/ONB are implemented along with EC or after EC to avoid additional temporary integrations to non-EC legacy HRIS system.

While this document addresses implementation considerations for Employee Central, customers would need to consider any impacts to already implemented functionality. For a more detailed review of special scenarios to be considered around EC integration with Talent functionality please refer to an upcoming IDP Managing Employments in Employee Central and across the SF suite.

Impact on Reporting

Global reporting for the entire organization will not be possible from EC until all employees are brought into EC. Hence the existing reporting solution may need to be fed with data from multiple sources or alternate interim reporting solutions may need to be solutioned for. The Side by Side deployment approach for a phased
roll out helps with head count and organizational reporting due to the availability of the complete reporting structure and employee population within EC during the entire transition period.

**Impact on Security**

Role based permissions will need to be adjusted for every new phase as employee populations, new managers and new employees for existing managers are migrated. Additional roles, adjustment of permissions may also be needed.

**Instance considerations during co-existence**

Additional instances to support multiple phases simultaneously will need to be planned for. The process of migrating new configurations for upcoming phases whilst supporting phases that are already live will need to be designed, documented and understood by implementation teams and the business.

**Impact of Quarterly releases during implementation while on phased roll out**

Functionality and changes being introduced as part of quarterly release cycles need to be considered in planning and deploying a phase. Regression testing of releases need to account for implemented countries as well as new phases in implementation stages. While it is good to lock new functionality from being adopted, to after going live with all countries, functionality improvements, fixes to code as well as new features to existing functionality may be adopted as appropriate after adequate regression testing.

**Impact on Operational (Post EC Go Live) support**

Support across two technologies – part of the support is for legacy applications while the other part supports new applications for the same business process. Support of global processes, data files to be created for legacy systems and for new applications for different parts of the organization or core HR system outputs to a single target system from two HR systems.

These are some of the known areas of attention when considering a Phased deployment approach for large global corporations. There could be other customer specific challenges (Cost of which will need to be solutioned for in a phased approach.

In conclusion, although a Big Bang approach would require very careful and exhaustive planning and built in contingency, it is very advantageous to go Big Bang. If specific situations need the phased roll out approach, a Side by Side deployment is preferred over the Phased approach to going live due to the considerations listed above which will need to be carefully evaluated by every customer reviewing their situation in collaboration with their implementation partners.

7. **ASSUMPTIONS AND EXCLUSIONS**

For purposes of this document, it is assumed that one or more Talent modules have been implemented and Employee Central is being added into the project landscape. The other alternative is to implement Employee Central before other Talent modules which is the more straightforward and preferred approach and avoids many of the challenges documented in earlier sections.

8. **REFERENCES**

**Implementation Design Principles**

- Employee Central Core hybrid: Handling Employee Identifiers in a Core Hybrid Setup
- Employee Central: Managing Employments in SuccessFactors Suite
• Employee Central: Side-by-Side Deployment and Solution Architecture Considerations

Architectural Leading Practice (ALP)
• SAP SuccessFactors Deployment and Rollout Strategy