This sample chapter describes the role requisition templates play in a Recruiting configuration. It also covers the requisition workflow and the roles that are configured in Recruiting. Options for prepopulating data attributes onto the requisitions are discussed, including integration from Employee Central and SAP ERP HCM to Recruiting.

Amy Grubb, Kim Lessley
SAP SuccessFactors Recruiting and Onboarding
672 Pages, 2017, $89.95
ISBN 978-1-4932-1467-9
www.sap-press.com/4290
Contents

Preface .................................................................................................................................................. 23
Introduction to Talent Acquisition ........................................................................................................ 29

PART I SAP SuccessFactors Recruiting

1 Recruiting Overview .......................................................................................................................... 49

1.1 Initiating and Advertising the Opening ........................................................................................... 50
  1.1.1 Creating the Requisition ........................................................................................................... 52
  1.1.2 Advertising the Opening .......................................................................................................... 54

1.2 Finding and Dispositioning Candidates .......................................................................................... 58
  1.2.1 Finding Candidates via Candidate Search ................................................................................ 58
  1.2.2 Dispositioning Candidates ....................................................................................................... 61

1.3 Optimizing the Recruiting Experience ............................................................................................ 62
  1.3.1 Interview Central ....................................................................................................................... 62
  1.3.2 Interview Scheduling ............................................................................................................... 63
  1.3.3 Offer Approval and Offer Letters ............................................................................................. 63
  1.3.4 Employee Referral ................................................................................................................... 63

1.4 Candidate Features ......................................................................................................................... 64
  1.4.1 Targeted Content ....................................................................................................................... 65
  1.4.2 Job Searches ............................................................................................................................. 67
  1.4.3 Talent Community .................................................................................................................... 67
  1.4.4 Application Process .................................................................................................................. 68

1.5 Recruiter Features ......................................................................................................................... 69
  1.5.1 Analytics .................................................................................................................................. 69
  1.5.2 Talent Community Groups ....................................................................................................... 70
  1.5.3 Talent Community Marketing .................................................................................................. 70
  1.5.4 URL Builder ............................................................................................................................ 71
1.6 Administrator Features .......................................................... 71
  1.6.1 Career Site Builder ......................................................... 71
  1.6.2 Advanced Analytics ....................................................... 72
1.7 Summary .................................................................................. 73

2 Initiating and Advertising an Opening .................................... 75
  2.1 Requisition Template,_statuses, and Field-Level Permissions ... 76
    2.1.1 Job Requisition Data Model ........................................ 77
    2.1.2 Requisition Statuses ................................................. 78
    2.1.3 Field-Level Permissions ............................................. 80
  2.2 Requisition Workflow and Operators .................................... 81
    2.2.1 Workflows .............................................................. 81
    2.2.2 Recruiting Operators ................................................ 82
  2.3 Populating Data onto the Requisition .................................... 87
    2.3.1 Job Profiles via Job Profile Builder ................................ 87
    2.3.2 Competencies .......................................................... 91
    2.3.3 Job Code Entity ....................................................... 92
  2.4 Creating a Requisition from an Open Position ...................... 97
    2.4.1 Employee Central Position Management Integration ........ 97
    2.4.2 SAP ERP HCM Integration Add-On for Recruiting Management .......................... 102
  2.5 Prescreening Questions ....................................................... 104
    2.5.1 Maintaining and Assigning Questions .......................... 104
    2.5.2 Viewing Question Responses ...................................... 106
  2.6 Advertising the Opening ...................................................... 107
    2.6.1 Internal Candidates ................................................ 107
    2.6.2 External Posting Options ......................................... 109
  2.7 Summary ............................................................................. 112

3 Candidate Experience ............................................................ 115
  3.1 Internal Candidate Experience ........................................... 115
    3.1.1 Internal Candidate Job Search .................................. 116
    3.1.2 Maintaining the Internal Candidate Profile .................. 120
    3.1.3 Employee Referral Experience .................................. 121
  3.2 Talent Communities .......................................................... 122
  3.3 Candidate Business Card and Profile .................................. 125
    3.3.1 Business Card ....................................................... 125
    3.3.2 Candidate Profile .................................................. 126
  3.4 Responsive Design and Mobile Apply ................................ 130
    3.4.1 Responsive Design ................................................ 131
    3.4.2 Mobile Apply ....................................................... 131
  3.5 Job Search Options .......................................................... 133
    3.5.1 Job Search Widget .................................................. 134
    3.5.2 Search by Location ................................................ 134
    3.5.3 Featured Jobs/Strategy Pages ................................... 135
    3.5.4 Job Listing Pages .................................................. 136
    3.5.5 Job Description Page ............................................. 138
    3.5.6 Social Apply ........................................................ 139
  3.6 Language Translations ...................................................... 140
  3.7 Summary ............................................................................. 141

4 Finding and Dispositioning Candidates ................................... 143
  4.1 Candidate Profile ............................................................ 144
    4.1.1 Candidate Profile Data Elements ............................... 145
    4.1.2 Creating a Candidate Profile .................................. 147
    4.1.3 Data Privacy and the Candidate Profile .................... 152
    4.1.4 Candidate Profile Elements ................................... 153
  4.2 Application ................................................................. 159
    4.2.1 Application Template .............................................. 160
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.2 Basic Single-Stage Application</td>
<td>161</td>
</tr>
<tr>
<td>4.2.3 Multistage Application</td>
<td>162</td>
</tr>
<tr>
<td>4.2.4 Country-Specific Functionality and Overrides</td>
<td>163</td>
</tr>
<tr>
<td>4.2.5 Interaction between the Candidate Profile and Application</td>
<td>165</td>
</tr>
<tr>
<td>4.3 Using the Candidate Workbench</td>
<td>166</td>
</tr>
<tr>
<td>4.3.1 Portlets</td>
<td>166</td>
</tr>
<tr>
<td>4.3.2 Understanding the Columns in the Candidate Workbench</td>
<td>171</td>
</tr>
<tr>
<td>4.3.3 Sorting Candidates</td>
<td>174</td>
</tr>
<tr>
<td>4.3.4 Highlight Candidates</td>
<td>174</td>
</tr>
<tr>
<td>4.4 Evaluating Candidates through the Talent Pipeline</td>
<td>174</td>
</tr>
<tr>
<td>4.4.1 Overview</td>
<td>174</td>
</tr>
<tr>
<td>4.4.2 Emailing Candidates</td>
<td>176</td>
</tr>
<tr>
<td>4.4.3 Dispositioning Candidates</td>
<td>176</td>
</tr>
<tr>
<td>4.5 Scheduling Interviews</td>
<td>179</td>
</tr>
<tr>
<td>4.5.1 Basic Interview Scheduling</td>
<td>179</td>
</tr>
<tr>
<td>4.5.2 Interview Scheduling with Native Calendar</td>
<td>181</td>
</tr>
<tr>
<td>4.5.3 Interview Scheduling with Outlook Integration</td>
<td>182</td>
</tr>
<tr>
<td>4.6 Documenting Interview Feedback</td>
<td>184</td>
</tr>
<tr>
<td>4.6.1 Viewing Interview Information</td>
<td>184</td>
</tr>
<tr>
<td>4.6.2 Rating Interviewees</td>
<td>186</td>
</tr>
<tr>
<td>4.6.3 Viewing Consolidated Interview Feedback</td>
<td>186</td>
</tr>
<tr>
<td>4.6.4 Configuration Tips</td>
<td>188</td>
</tr>
<tr>
<td>4.7 Approving an Offer and Managing Offer Letters</td>
<td>188</td>
</tr>
<tr>
<td>4.7.1 Offer Approvals</td>
<td>188</td>
</tr>
<tr>
<td>4.7.2 Offer Letters</td>
<td>190</td>
</tr>
<tr>
<td>4.8 Conducting a Candidate Search</td>
<td>192</td>
</tr>
<tr>
<td>4.9 Summary</td>
<td>194</td>
</tr>
<tr>
<td>5 Additional Recruiting Management Features</td>
<td>195</td>
</tr>
<tr>
<td>5.1 Employee Referral</td>
<td>196</td>
</tr>
<tr>
<td>5.1.1 Referring Employee Experience</td>
<td>196</td>
</tr>
<tr>
<td>5.1.2 Recruiter Experience</td>
<td>200</td>
</tr>
<tr>
<td>5.2 Data Privacy and Data Retention Management</td>
<td>201</td>
</tr>
<tr>
<td>5.2.1 Data Privacy Consent Statements for Internal and External Candidates</td>
<td>202</td>
</tr>
<tr>
<td>5.2.2 Implementing Data Privacy Consent Statements</td>
<td>205</td>
</tr>
<tr>
<td>5.2.3 Data Retention Management</td>
<td>206</td>
</tr>
<tr>
<td>5.3 Working with Agencies via the Agency Portal</td>
<td>208</td>
</tr>
<tr>
<td>5.3.1 Managing Agency Access</td>
<td>209</td>
</tr>
<tr>
<td>5.3.2 Posting Jobs to the Agency Portal</td>
<td>212</td>
</tr>
<tr>
<td>5.4 Using Job Profile Builder with Recruiting</td>
<td>214</td>
</tr>
<tr>
<td>5.4.1 Job Profile Templates</td>
<td>215</td>
</tr>
<tr>
<td>5.4.2 Job Profile Content</td>
<td>216</td>
</tr>
<tr>
<td>5.4.3 Families and Roles</td>
<td>218</td>
</tr>
<tr>
<td>5.5 Competency Management in Recruiting</td>
<td>219</td>
</tr>
<tr>
<td>5.5.1 Competency Libraries and Mapping</td>
<td>219</td>
</tr>
<tr>
<td>5.5.2 Competencies within Recruiting</td>
<td>220</td>
</tr>
<tr>
<td>5.6 Summary</td>
<td>222</td>
</tr>
<tr>
<td>6 Reporting on Recruiting Data</td>
<td>223</td>
</tr>
<tr>
<td>6.1 Ad Hoc Reporting</td>
<td>225</td>
</tr>
<tr>
<td>6.1.1 Ad Hoc Reporting Domains for Recruiting</td>
<td>226</td>
</tr>
<tr>
<td>6.1.2 Manage Ad Hoc Reports</td>
<td>227</td>
</tr>
<tr>
<td>6.1.3 Create New Report</td>
<td>229</td>
</tr>
<tr>
<td>6.1.4 Execute Ad Hoc Reports</td>
<td>232</td>
</tr>
<tr>
<td>6.1.5 Standard Sample Recruiting Ad Hoc Reports</td>
<td>232</td>
</tr>
<tr>
<td>6.2 Reporting in Online Report Designer</td>
<td>234</td>
</tr>
<tr>
<td>6.2.1 Detailed Reporting</td>
<td>235</td>
</tr>
<tr>
<td>6.2.2 Report Designer</td>
<td>237</td>
</tr>
<tr>
<td>6.2.3 Report Distributor</td>
<td>240</td>
</tr>
<tr>
<td>6.3 Tile-Based Dashboards</td>
<td>241</td>
</tr>
<tr>
<td>6.3.1 Examples of Tiles on Reporting Data</td>
<td>242</td>
</tr>
<tr>
<td>6.3.2 Creating and Managing Dashboards</td>
<td>244</td>
</tr>
</tbody>
</table>
6.4 Business Intelligence and Reporting Tool .............................................. 246
6.5 Standard Reporting for OFCCP and VETS-100 ........................................ 247
   6.5.1 OFCCP/EEOC Reporting ............................................................... 248
   6.5.2 Veterans Reporting ................................................................. 249
6.6 Summary ........................................................................................................... 250

7 Recruiter Experience .................................................................................. 253
   7.1 Recruiting User Feature Review ......................................................... 254
      7.1.1 Personalized Display and Filter Options ....................................... 254
      7.1.2 Resume Viewer and Carousel ..................................................... 255
      7.1.3 Multiple Ways to Disposition Candidates ..................................... 256
      7.1.4 Candidate Search within the Job Requisition .............................. 257
      7.1.5 Interview Scheduling ............................................................... 257
   7.2 Recruiting Marketing Dashboard .......................................................... 258
      7.2.1 Home ....................................................................................... 259
      7.2.2 Visitors .................................................................................... 260
      7.2.3 Members ................................................................................ 265
      7.2.4 Applicants .............................................................................. 269
      7.2.5 Jobs ....................................................................................... 270
      7.2.6 Pages .................................................................................... 272
      7.2.7 Reports ................................................................................ 272
   7.3 Summary ............................................................................................... 275

8 Recruiting Management Admin Features .................................................. 277
   8.1 Manage Recruiting Settings ............................................................... 278
      8.1.1 Return Email Address Information ............................................ 278
      8.1.2 Candidate Profile Settings ......................................................... 279
      8.1.3 Applicant Profile Settings ......................................................... 279
      8.1.4 Job Requisition .................................................................. 281
   8.1.5 Interview Central ........................................................................ 284
   8.1.6 Offer Approval/Offer Letter .......................................................... 284
   8.1.7 Career Site .............................................................................. 285
   8.2 Email Templates .................................................................................... 286
   8.3 Offer Letter Templates ........................................................................ 288
   8.4 Edit Applicant Status Configuration .................................................. 289
   8.5 Question Libraries ............................................................................ 294
      8.5.1 Importing Question Libraries ................................................... 295
      8.5.2 Maintaining Questions in the User Interface .............................. 296
   8.6 Managing Duplicate Candidates ....................................................... 298
      8.6.1 Potential Duplicate Candidate List ............................................ 298
      8.6.2 Manually Merge Duplicate Candidates .................................... 299
      8.6.3 Master Candidates ................................................................ 300
   8.7 Reassigning Job Requisitions ............................................................. 300
   8.8 Agency Portal ..................................................................................... 301
      8.8.1 Overview of Agency Access .................................................... 302
      8.8.2 Working with the Agency Portal .............................................. 303
      8.8.3 Agency Experience ............................................................... 306
   8.9 Employee Referral Program ............................................................... 307
      8.9.1 Ownership Options ............................................................... 307
      8.9.2 Referral Program Information ................................................ 309
      8.9.3 General Options ................................................................. 309
   8.10 Managing Recruiting Groups .............................................................. 310
   8.11 Job Posting Headers and Footers ....................................................... 311
   8.12 Manage Custom Help Text ............................................................... 313
   8.13 Manage Documents ......................................................................... 314
   8.14 Miscellaneous Administrative Features .......................................... 315
      8.14.1 Implementation Features ....................................................... 316
      8.14.2 Other Miscellaneous Features ............................................... 319
   8.15 Summary .......................................................................................... 320
## 9 System Notifications and Email Options

### 9.1 System Email Notifications
- **Email Notification Templates** ................................................................. 322
- **Enabling System Notifications** ................................................................. 326
- **Modifying System Notifications** ................................................................. 327
- **Defining Form-Specific Email Notification** .................................................. 329

### 9.2 Recruiting Email Templates
- **Creating and Editing Recruiting Email Templates** ........................................ 330
- **Standard Tokens** .......................................................................................... 332
- **Custom Tokens** .......................................................................................... 339
- **Defining CC and BCC Options** ..................................................................... 340
- **Translating Recruiting Email Templates** ....................................................... 341
- **Sending Ad Hoc Email Notifications** ......................................................... 342

### 9.3 Implementing Email Triggers
.................................................................................................................. 344

### 9.4 Communicating to Recruiting Operators and Candidates via the Candidate Pipeline
- **Assigning Emails to an Applicant Status** ...................................................... 350
- **Using Next Step Text on a Status** ................................................................. 351

### 9.5 Offer Letters
.............................................................................................................. 352

### 9.6 Summary
.............................................................................................................. 353

## 10 Implementing Recruiting Management

### 10.1 Laying the Foundation: Project Planning
.................................................................................................................. 356

### 10.2 Roles and Responsibilities
- **Project Team** ............................................................................................... 357
- **Implementation Partner Roles** ................................................................. 359

### 10.3 Implementation Methodology and Time Line
- **Project Phases** .............................................................................................. 360
- **Project Timelines** .......................................................................................... 371

### 10.4 Recruiting Configuration Workbooks
- **Requisition** ................................................................................................. 371

## 11 Implementing Recruiting Marketing

### 11.1 Customized Recruiting Marketing Site Implementation Using SAP Technical Services
- **Tools and Applications Used in a Custom Implementation** ......................... 378
- **Implementation Methodology** ..................................................................... 380
- **Project Roles and Responsibilities** ............................................................... 389
- **SAP Technical versus Partner Roles** .......................................................... 391
- **Key Project Milestones and Timelines** ...................................................... 392

### 11.2 Career Site Builder Implementation
- **How Career Site Builder Is Implemented** .................................................. 393
- **Variations from Custom Recruiting Marketing Implementations** ................ 396
- **Features and Functions of Career Site Builder** .......................................... 396
- **Key Project Milestones and Timelines** ...................................................... 406

### 11.3 Summary
.............................................................................................................. 409

## 12 Recruiting Data Migration

### 12.1 Data Migration Considerations
- **Data Migration Limitations** ........................................................................ 411
- **Data Migration "Gotchas"** .......................................................................... 414

### 12.2 Migrating Recruiting Entities
- **Requisitions** ............................................................................................... 415
- **Applications** ................................................................................................ 416
- **Application Attachments** .......................................................................... 417
- **Candidate Profiles** ....................................................................................... 418
- **Candidate Attachments** .............................................................................. 420
- **Candidate Background Fields** .................................................................... 420
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.2.7 Candidate Tags</td>
<td>421</td>
</tr>
<tr>
<td>12.2.8 Employee Profile Data for Internal Candidates</td>
<td>421</td>
</tr>
<tr>
<td>12.3 Setting Up the Jobs in Provisioning</td>
<td>423</td>
</tr>
<tr>
<td>12.3.1 Jobs to Import Candidate Profile Data</td>
<td>423</td>
</tr>
<tr>
<td>12.3.2 Job to Import Requisitions</td>
<td>425</td>
</tr>
<tr>
<td>12.4 Data Migration Considerations and Best Practices</td>
<td>426</td>
</tr>
<tr>
<td>12.5 Summary</td>
<td>428</td>
</tr>
<tr>
<td>13 Language Translations</td>
<td>429</td>
</tr>
<tr>
<td>13.1 Language Packs and Recruiting Languages</td>
<td>430</td>
</tr>
<tr>
<td>13.1.1 Available Languages</td>
<td>430</td>
</tr>
<tr>
<td>13.1.2 Updating Language Preference</td>
<td>432</td>
</tr>
<tr>
<td>13.2 Language Translations in Recruiting</td>
<td>434</td>
</tr>
<tr>
<td>13.2.1 Setting Recruiting Languages</td>
<td>435</td>
</tr>
<tr>
<td>13.2.2 Choosing Which Language Packs to Implement</td>
<td>436</td>
</tr>
<tr>
<td>13.2.3 Choosing What Areas of the System to Translate</td>
<td>439</td>
</tr>
<tr>
<td>13.3 How Recruiting Elements Are Translated</td>
<td>441</td>
</tr>
<tr>
<td>13.4 Other Considerations</td>
<td>444</td>
</tr>
<tr>
<td>13.4.1 Requisition Language</td>
<td>444</td>
</tr>
<tr>
<td>13.4.2 Language Spoken by Recruiters</td>
<td>445</td>
</tr>
<tr>
<td>13.4.3 Reporting</td>
<td>445</td>
</tr>
<tr>
<td>13.4.4 Picklists and UTF-8</td>
<td>446</td>
</tr>
<tr>
<td>13.4.5 New Languages Post Go-Live</td>
<td>447</td>
</tr>
<tr>
<td>13.5 Summary</td>
<td>448</td>
</tr>
<tr>
<td>14 Integrating Recruiting with Employee Central and SAP ERP HCM</td>
<td>449</td>
</tr>
<tr>
<td>14.1 Employee Central Position Management and Recruiting Integration</td>
<td>451</td>
</tr>
<tr>
<td>14.1.1 Prerequisites and Initial Configuration</td>
<td>452</td>
</tr>
<tr>
<td>14.2 SAP ERP HCM and Recruiting Integration</td>
<td>464</td>
</tr>
<tr>
<td>14.2.1 Integration Overview</td>
<td>466</td>
</tr>
<tr>
<td>14.2.2 SAP Job Requisition Trigger Integration</td>
<td>468</td>
</tr>
<tr>
<td>14.2.3 New Hire Integration</td>
<td>473</td>
</tr>
<tr>
<td>14.2.4 Prerequisites to Configuring SAP ERP HCM</td>
<td>477</td>
</tr>
<tr>
<td>14.2.5 Basic Settings</td>
<td>478</td>
</tr>
<tr>
<td>14.2.6 Transferring Data from Recruiting to SAP ERP HCM</td>
<td>479</td>
</tr>
<tr>
<td>14.3 Summary</td>
<td>483</td>
</tr>
<tr>
<td>15 Integrating Recruiting with Third-Party Vendors</td>
<td>485</td>
</tr>
<tr>
<td>15.1 LinkedIn for Candidate Profile/Application Completion</td>
<td>486</td>
</tr>
<tr>
<td>15.1.1 Apply with LinkedIn Profile</td>
<td>486</td>
</tr>
<tr>
<td>15.1.2 LinkedIn Recruiter and Referral Integration</td>
<td>487</td>
</tr>
<tr>
<td>15.2 eQuest Integration</td>
<td>491</td>
</tr>
<tr>
<td>15.2.1 Set Up eQuest Integration</td>
<td>492</td>
</tr>
<tr>
<td>15.2.2 Configure the Job Requisition Data Model</td>
<td>494</td>
</tr>
<tr>
<td>15.3 Background Check with First Advantage</td>
<td>495</td>
</tr>
<tr>
<td>15.3.1 Setting Up the First Advantage Integration</td>
<td>496</td>
</tr>
<tr>
<td>15.3.2 Configure the Job Requisition Data Model</td>
<td>497</td>
</tr>
<tr>
<td>15.3.3 Update Permissions</td>
<td>497</td>
</tr>
<tr>
<td>15.3.4 First Advantage Integration Settings</td>
<td>498</td>
</tr>
<tr>
<td>15.3.5 Initiating a Background Check with First Advantage</td>
<td>500</td>
</tr>
<tr>
<td>15.4 Assessment Integration: PeopleAnswers and SHL</td>
<td>500</td>
</tr>
<tr>
<td>15.4.1 Prerequisites</td>
<td>501</td>
</tr>
<tr>
<td>15.4.2 Manage Assessment Packages</td>
<td>502</td>
</tr>
<tr>
<td>15.4.3 Configure Assessment Field and Permissions</td>
<td>503</td>
</tr>
<tr>
<td>15.4.4 Configure the Alert Subscription</td>
<td>503</td>
</tr>
<tr>
<td>15.4.5 Configure Hard Stop Field</td>
<td>506</td>
</tr>
<tr>
<td>15.4.6 Assessment Integration Known Behavior</td>
<td>507</td>
</tr>
<tr>
<td>15.5 DocuSign for Electronic Signature</td>
<td>508</td>
</tr>
<tr>
<td>15.5.1 Online Offer with eSignature for Recruiters</td>
<td>510</td>
</tr>
</tbody>
</table>
PART II SAP SuccessFactors Onboarding

16 Onboarding Overview

16.1 The SAP SuccessFactors Approach to Onboarding .............................................. 518
16.2 The New Hire Experience and Team Collaboration ........................................... 520
16.2.1 New Hire Experience ....................................................................................... 521
16.2.2 Employee Portal and Pre-Day One Access ..................................................... 522
16.2.3 Completing Necessary Forms and Electronic Signatures ............................... 527
16.2.4 New Hire Goal Plan and Training To-Do Items .............................................. 530
16.2.5 Team Collaboration Options ............................................................................ 531
16.3 Hiring Manager Experience ................................................................................. 531
16.4 Delivered Forms versus Custom Panels ............................................................... 535
16.5 Administrative Functionality ............................................................................... 536
16.6 Summary ............................................................................................................. 538

17 Onboarding Processes

17.1 Onboarding ........................................................................................................ 539
17.1.1 Begin Before Day One ...................................................................................... 540
17.1.2 Engage Others in the Process .......................................................................... 542
17.1.3 Facilitate the Paperwork ................................................................................. 543
17.1.4 Set Performance Expectations Early ............................................................... 543
17.1.5 Communicate the Culture Often ...................................................................... 544
17.1.6 Give New Employees Time to Hit Their Stride .............................................. 545
17.1.7 Provide Open Channels of Feedback ............................................................. 545
17.2 Offboarding ....................................................................................................... 546
17.2.1 The Value of a Strong Offboarding Program ................................................. 546

17.2.2 Show Them They Are Valued ......................................................................... 546
17.2.3 Have a Process ............................................................................................... 547
17.2.4 Communication and Knowledge Transfer .................................................... 549

17.3 Crossboarding .................................................................................................... 551
17.3.1 Transfer from One Business Unit to Another ............................................. 551
17.3.2 Transferring to a New Country ...................................................................... 552
17.3.3 Transitioning to a New Role in the Organization ........................................... 553

17.4 Default Process Steps ........................................................................................ 553
17.4.1 Post-Hire Verification Step ............................................................................ 553
17.4.2 New Employee Step ....................................................................................... 554
17.4.3 Orientation Step ............................................................................................. 554

17.5 Summary ............................................................................................................ 555

18 Onboarding Administrative Features

18.1 SAP SuccessFactors Admin Center ................................................................. 557
18.2 Onboarding Super Admin .................................................................................. 561
18.2.1 Configure At-Home/On-Site Options ......................................................... 563
18.2.2 Activate Features ......................................................................................... 564
18.2.3 Set Up PGP Encrypting ................................................................................. 566
18.2.4 Manage Passwords for Corporate Users and New Hires ........................... 566
18.2.5 Activate E-Verify in QA Mode ................................................................. 567
18.2.6 Self-Service Account Options ...................................................................... 568
18.2.7 Enabling and Building Processes in Super Admin ..................................... 568

18.3 Onboarding Dashboard ...................................................................................... 569
18.3.1 Notifications ............................................................................................... 570
18.3.2 Onboarding Security .................................................................................... 575
18.3.3 Admin Reports .............................................................................................. 578
18.3.4 Document Center ......................................................................................... 579

18.4 Work Queue Refresh ......................................................................................... 581
18.5 Employee Portal ............................................................................................... 582
18.6 User Login Access ............................................................................................ 584

18.7 Summary ........................................................................................................... 585
19 Implementing Onboarding

19.1 Onboarding Process Definition ................................. 588
  19.1.1 Process Design .................................................. 589
  19.1.2 Knowing What to Expect .................................. 590
  19.1.3 Considerations When Designing the Process .......... 590
19.2 Implementation Roles and Responsibilities ................ 592
19.3 Corporate Structure .............................................. 594
  19.3.1 Levels ............................................................... 595
  19.3.2 Corporate Structure Relations ............................. 596
19.4 Working with Panels and Forms ............................... 599
  19.4.1 Panels ............................................................... 604
  19.4.2 Forms ............................................................... 604
19.5 Key Project Milestones and Time Lines .................... 606
  19.5.1 Project Timelines ............................................... 606
  19.5.2 Key Tasks and Milestones ................................. 607
19.6 Testing Onboarding ................................................. 609
19.7 Summary ............................................................ 609

20 Integrating Recruiting with Onboarding ..................... 611

20.1 Setting Up the Integration in Provisioning and Configuration .... 612
  20.1.1 Prerequisites ..................................................... 612
  20.1.2 Enabling the Integration .................................... 613
  20.1.3 Settings in Onboarding ...................................... 616
  20.1.4 Set Permissions in Role-Based Permissions ............ 617
  20.1.5 Onboarding Settings ......................................... 619
20.2 Mapping between Recruiting and Onboarding .............. 621
  20.2.1 Setting Up the Field Mapping ............................ 621
  20.2.2 Mapping Fields between Onboarding and Recruiting ... 624
  20.2.3 Types of Dropdown Lists and Integrating Picklists .... 625
  20.2.4 Mapping the Corporate Structure ........................ 629
20.3 Summary ............................................................ 629

21 Onboarding Integration with Employee Central and SAP ERP HCM

21.1 Integrating Onboarding with Employee Central ............. 631
  21.1.1 Enabling the Integration .................................... 632
  21.1.2 New Hire Processing ......................................... 639
  21.1.3 Supported Entities .............................................. 642
  21.1.4 Testing the Mapping from Onboarding to Employee Central 642
21.2 Onboarding Integration with SAP ERP HCM ................ 645
  21.2.1 Prerequisites to Configuring SAP ERP HCM .......... 646
  21.2.2 Basic Settings ................................................... 647
  21.2.3 Transferring Data from Onboarding ..................... 649
  21.2.4 Hiring Options in SAP ERP HCM ......................... 653
  21.2.5 Testing the Integration ....................................... 654
  21.2.6 Known Issues with Onboarding to SAP ERP HCM Integration 655
21.3 Summary ............................................................ 656

The Authors ............................................................. 659
Index ............................................................................. 661
Chapter 2
Initiating and Advertising an Opening

The battle for talent begins the moment a job opening is identified. Companies that post their openings quickly to the widest audience will have the advantage in attracting and engaging the best talent in the market. SAP SuccessFactors Recruiting features enable you to build, approve, and post job openings quickly and then push them to the most candidates to give your company that crucial advantage when seeking talent.

Requisitions are the documents SAP SuccessFactors Recruiting uses to store all necessary and desired data on a job opening. The requisition will contain data such as the following:

- Job title
- Job description
- Salary-related information
- Organizational unit and reporting data
- Approvers
- Other data required for approval or reporting
- Posting-specific data such as location and job type

Figure 2.1 provides an example of a portion of a requisition. You define requisition templates during the implementation process. Each template contains specific fields, and requisitions are then created against the template. Templates are assigned to a workflow, known as a route map, which contains the roles that need to review and approve each requisition. The route map defines who will receive, review, and approve the requisition and in what order.
In this chapter, we’ll discuss the role requisition templates play in a Recruiting configuration, including considerations such as statuses and field-level permissions. We’ll look at requisition workflow and the roles that are configured in Recruiting. Options for prepopulating data attributes onto the requisitions are discussed, including integration from SAP SuccessFactors Employee Central and SAP ERP Human Capital Management (SAP ERP HCM) position management to Recruiting. Options for pre-screening candidates are covered as well as posting the opening after it has been approved.

2.1 Requisition Template, Statuses, and Field-Level Permissions

As with other areas of the SAP SuccessFactors suite, Recruiting is template-based. The requisition template defines the fields that will be included on each requisition, the type of field (e.g., text or picklist), and the field-level permissions available for each of the Recruiting roles in each system status. This template is called the job requisition data model (JRDM), or just the requisition template. In this section, we’ll discuss the JRDM first, followed by the requisition statuses and field-level permissions.

2.1.1 Job Requisition Data Model

The system allows you to define numerous JRDMs as your requirements dictate. Requisition templates contain all the fields of data needed in the approval, posting, and filling of open jobs. Requisition templates typically include the following data:

- Approvers and others that need to access the requisition (these are called operators)
- Job-specific data such as job codes
- Salary grade and pay range information
- Detailed job description
- Posting details

Requisition templates can contain different fields or the same fields, depending on what drives the need for an additional template. Requisition templates have a 1:1 relationship to the following elements of the Recruiting configuration that will dictate when an additional template is required:

- Route map
- Application template
- Applicant status pipeline

A few guidelines govern when an additional requisition template is needed, as follows:

- Route map
  A requisition template is assigned to one route map. Because there is a 1:1 relationship between requisition templates and route maps, that is the approval workflow. Any time a different approval workflow is required, a new requisition template will be required. This second requisition template can be identical to the original template, or it can contain different fields or permissions, as required.

- Application template
  Although features such as country-specific fields and multistage applications allow for many uses of one application template, occasionally there is a need to define additional application templates. Due to the 1:1 relationship between a
requisition template and an application template, defining an additional application template will necessitate an additional requisition template.

- **Applicant status pipeline**

  The applicant status, also known as the talent pipeline, is the process used to evaluate candidates. Again, there is a 1:1 relationship between requisition templates and applicant status pipelines, which will drive needing additional requisition templates if more than one applicant status set is required. An example of this is defining different applicant processes for salaried positions versus hourly positions.

- **Different fields**

  Finally, there is often a need to define different fields from one requisition to another. Obviously, in this case, there will be an additional requisition template required. These additional requisition templates may use the existing route map, application template, and applicant status pipeline, or they can have different elements as requirements dictate.

There is no system limitation to the number of requisition templates that can be supported. However, it’s important to keep in mind that additional requisition templates impact not only the configuration needed during implementation but also reporting, available custom fields, mapping to Recruiting Marketing and Onboarding, and ongoing maintenance. It’s a best practice to configure to the lowest common denominator with all recruiting templates and try to maintain the same fields for all job openings, keeping the number of templates to the necessary minimum.

### 2.1.2 Requisition Statuses

Several types of statuses are at work in the Recruiting module. One of the most important types of status is the JRDM system statuses, of which there are three, as follows:

- **Pre-Approved**

  This is the status of the requisition from the moment of creation until the requisition is through the entire route map and has obtained the last approval.

- **Approved**

  Requisitions spend most of their time in Approved status. This status occurs after the requisition is approved but before it’s closed out.

- **Closed**

  After an opening is filled, the requisition can be closed out.

The three system statuses drive field-level permissions. Each status is permissioned in the JRDM and allows you to define very specific permissions for each recruiting operator role in the three statuses. Figure 2.2 provides an example of the three system statuses within a JRDM.

![Figure 2.2: Field-Level Permissions Defined in the JRDM in Pre-Approved, Approved, and Closed Statuses](image-url)
2.1.3 Field-Level Permissions
As mentioned in the previous section, the role of the three system statuses is to enable field-level permissions on the requisition. There are three types of field permissions in the requisition template:

- **Read**
  Fields are visible but can’t be edited.

- **Write**
  Fields are visible and available to edit.

- **None**
  Fields have neither read nor write access. This is the default level of permission on the requisition.

Field-level permission means that each field defined on the requisition template can have a different permission depending on what recruiting role is viewing the requisition. For example, all requisitions have an internal and external title as two standard fields. Through field-level permissions, it’s possible to permission the recruiter role to write to each field while the hiring manager may only have permission to view (or read) the fields.

To take the field-level permissions even further, you can permission the internal job title and external job title fields differently while the requisition is going through approval (Pre-Approved status), after its approved and is “open” (Approved status), and then when the position has been filled and the requisition is closed (Closed status). In other words, recruiters might be able to write to both fields in the Pre-Approved status but to only view these fields in the Approved and Closed statuses. The hiring manager may only be able to read the fields in all three statuses.

Every field defined on the JRDM is subject to permission within each requisition status and to each recruiting role. Remember that the default level of permission is none, so if a field exists on the requisition template but isn’t specifically given a read or write permission in each status to at least one recruiting role, this field will be unavailable.

Field-level permissions within the JRDM is a powerful tool that provides much flexibility in keeping specific data confidential from certain players in the recruiting process while still maintaining it on the same requisition. Let’s now discuss approval workflow and the role of operators on the requisition.

2.2 Requisition Workflow and Operators
As mentioned in the chapter introduction, requisitions are documents that have assigned workflows called route maps. These route maps define the users that are required to approve the requisition. The operators used in route maps are critical to their function. In Recruiting, six operators are available for use in granting approvals as well granting users access to a requisition once approved. A seventh operator role can be used to grant an ad hoc approver access to view the requisition. Let’s discuss workflows, operator roles, and their relation to each other in more detail.

2.2.1 Workflows
Recruiting uses route maps to define approval workflow. This is the same functionality that drives performance management and compensation forms. This document approval workflow is different from workflows that are used in Employee Central. Route maps are built in Admin Center and assigned to requisition templates. They are fairly easy to create to support the your needs. The route maps use the Recruiting operator roles that we’ll discuss in the next section.

Route maps are comprised of several “steps” that define the path of the requisition, as illustrated in Figure 2.3. Each requisition route map needs to be created or copied in Admin Center and then associated with the appropriate requisition template within the Form Template Settings area of Admin Center.

![Route Map Defining the Approval Workflow of the Requisition](image)

Figure 2.3 Route Map Defining the Approval Workflow of the Requisition

Route map steps can be of two types: a single user step or an iterative step. A single user step involves only one of the Recruiting operator roles, such as the hiring manager. An iterative step can involve two or more users (hiring manager and recruiter) where the document will pass between the users before moving forward. In iterative route map steps, it’s necessary to define both an entry user (where the step begins) and an exit user (who can move the step forward). The purpose of the iterative step is to provide more than one role to have input into a requisition before it moves forward in the process.
For example, you may need someone to initiate the requisition and send it to the hiring manager for review, input, or comment before it's sent forward for approval. You can create an iterative route map step with the originator as the entry user, which means it starts with that user, and the hiring manager as the exit user. The requisition can move back and forth between these two users as many times as necessary before the hiring manager decides to "exit" the step and send the requisition on for approval. Each step within the route map can be either Single Role or Iterative, as shown in Figure 2.4.

**Figure 2.4 Route Map Steps: Single Role or Iterative**

2.2.2 Recruiting Operators

Within Recruiting, specific roles have been defined to drive approval and access to the requisition and the data contained within it. These roles are called recruiting operators and they are very unique to Recruiting. As stated earlier, there are seven operator roles that can be used within the JRDM configuration. In this section, we'll discuss these roles and how they are used within the recruiting process and configuration.

**Operator Roles Available**

Up to seven operators can be leveraged across requisition templates to provide user access to the requisition:

- Recruiter (R)
- Hiring manager (G)
- Sourcer (S)

Additionally, an originator (O) role is assigned to anyone who creates the requisition, as that user is the originator of the requisition. The originator role can be specifically called out, as shown previously in Figure 2.4, or can be automatically assigned to whomever creates the requisition.

The letters in parentheses after each role name designate each role used in field-level permissions in the JRDM. These letters are very important and must be used as specified. These roles are used to grant access to users in the system to requisitions at various points in the recruiting process. The seven roles are used across all requisition templates that are in place. For example, if you have three requisition templates, you must use the recruiter (R) role consistently on all three templates. The operator roles are standard fields, and their labels are set in provisioning; therefore, it isn’t possible to use the R role on one requisition template as “Recruiter” and the R role on another requisition template as “Hiring Manager.” When you’re designing your requisition templates, it’s critical to understand how operator roles are used and their limitations. Operator roles on a requisition are shown in Figure 2.5.

**Figure 2.5 Operators Selected to Approve the Requisition with Access to the Requisition and Candidates after Approval**

Note that an exception to the use of operator roles is the approver (V) role. This role is specifically designed for users that are added as approvers to the route map using the Add Approver feature that can be enabled on the requisition template. It’s best
practice to include permissions for both the originator (O) and approver (V) in the permission sets within the JRDM. You can also leverage the derivative roles such as second-level and matrix reporting relationships, similar to how you might use these roles in performance management. For example, you may want to send requisitions from the hiring manager to his direct manager for approval before sending on to the recruiter. In this case, you could define a route map step for GM, that is, the hiring manager’s (G) manager. The system would then look at what user is defined as the hiring manager and place that user’s manager in the Second Level Manager field.

You can also leverage matrixed reporting relationships; however, it’s important to note that for this to work as desired, users must have matrix managers defined in their user record in SAP SuccessFactors. These derivative roles can be used to extend the seven named operator roles, as required and supported by employee data.

### Using Operator Roles

Two types of Recruiting operators are used on the requisition. Operators are involved in the approval process for a requisition, but they are also used after the requisition is approved to grant access to the requisition and the applicants. You can have a recruiter (R), hiring manager (G), and talent acquisition executive (Q) involved in approving requisitions, but then also have an interview coordinator (T) who will need access to the requisitions and applicants after they are approved and posted to schedule candidate interviews. In both cases, operator roles must be defined, and users must be assigned to each role. If a user isn’t specifically given a role on a requisition, the user will have no access to view the requisition data, see the applications, or take any action against the open job. Operators are permissioned for fields on the requisition, application, and candidate profile and also for various statuses in the applicant status pipeline.

Unless an operator field is restricted to a defined group of users, any user in the employee database can be selected as any operator on the requisition. The permissions for the requisition are built-in to the JRDM, so no other permissions are required for a user to participate in the recruiting process.

#### Tip

The initiator of the requisition will need to have permission to create the requisition template granted in role-based permissions.

While this provides a great amount of freedom, it’s best practice to use recruiting groups to limit the pool of users that can be selected for roles other than the hiring manager. Figure 2.6 provides an example of a finite group of users that can be selected to fill the recruiter role on a requisition. This reduces the chance of user error in assigning a user to access a requisition that should be involved in the recruiting process. For example, if there are 100 recruiters within your company, you’ll want to define a group of these 100 people and tie it to the Recruiter (R) field on the requisition so that no one other than those 100 users may be selected as the recruiter.

### Recruiting Team

The named operator role enables a single user to access a requisition. This role can be restrictive as many companies manage their recruiting process in a team-based approach with several recruiters or coordinators working the same requisitions. To address this, Recruiting offers the Recruiting Team functionality. This feature provides a corresponding “team” role for each of the main recruiting operator roles. A dynamic recruiting group is used to define the users that are included in each team, and then...
groups are assigned to requisitions in Manage Recruiting Team Settings in Admin Center (see Figure 2.7).

Permissions for the team role flow from the named operator role. For example, recruiter team permissions within the JRDM adopt the recruiter (R) permissions that are defined; you don’t specifically define permissions for any team role. This means that anyone who belongs to the recruiter team Dynamic Group, for example, will have the same permissions as the named recruiter on every requisition. If additional users are added to the team, as just discussed, these users will also have the same permissions as the named operator role. Understanding how the team permissions flow from the operator is critical when designing the JRDM and configuring permissions. Recruiting team permissions apply to approved requisitions, although members of the team can see requisitions in the Pre-Approved status. Only the named operators in the route map can approve the requisition.

2.3 Populating Data onto the Requisition

When a requisition is first created, there are several ways to prepopulate data into its fields. This is a huge time-saver for recruiters, hiring managers, and anyone else tasked with initiating the requisition as well as increasing data integrity by eliminating manual entry of critical job data. Maintaining and using data centrally ensures that all requisitions have accurate data with just one place needed to make updates over time. In this section, we’ll briefly discuss job profiles within Job Profile Builder, competencies, and job code entity, as well as how each of these can be used to pre-populate data onto a new requisition. Let’s begin by looking at job profiles.

2.3.1 Job Profiles via Job Profile Builder

Job Profile Builder is a feature within the platform that replaces the legacy families and roles functionality whereby you could create and maintain a library of job families, roles, and job descriptions. Although you still build a library of job families and roles, Job Profile Builder expands the families and roles capability to allow you to build complete job profiles with multiple content types. Recruiting leverages Job Profile Builder, enabling definition of robust profiles for each job within the organization to be used in talent acquisition. This is especially useful as the standard job description fields on the JRDM are limited in space (4,000 characters) and capability. With job profiles, companies can present a full view to candidates of the requirements of every job by calling out educational requirements, competencies required, certifications necessary, and other descriptive information.
Job profiles are built against templates that drive their look and feel. The templates don’t contain content; instead, they define the content types, order of sections, which sections are required, and other formatting. Job profile templates are assigned to job families and can contain any of the following types of information:

- Short description
- Long description
- Certifications*
- Compensation data
- Competencies*
- Conditions of employment
- Education*
- Interview questions*
- Job responsibilities*
- Physical requirements*
- Relevant industries*
- Skills*
- Header
- Footer

Note
The sections marked with an asterisk (*) are populated by selecting from values pre-defined in the Manage Job Profile Content section of the Admin Center. They aren’t free-form text fields.

Several job profile templates can be defined to fit various needs. As Job Profile Builder resides in the platform, it’s shared across multiple modules of the suite, including Recruiting. Accordingly, it’s possible to define job profile templates that meet the specific needs of talent acquisition. Figure 2.8 provides an example of a job profile template with various sections of content defined. When building your job profile templates, select the Recruiting options—Show in Job Requisition (Show in internal posting and Show in external posting)—to ensure you can view the profiles when creating requisitions.

After the job profile template is defined, corresponding job profiles are created against the template. While Job Profile Builder replaces the legacy Families & Roles functionality, it’s still necessary to build out a structure of job families and job roles. Job profiles are then created and associated to families and job roles as shown in Figure 2.9. After they are activated, the profiles are available to browse from within the requisition creation process. Families, roles, and job profiles can be created manually via the user interface (UI), or they can be imported via a series of import templates. You can also download families and roles from the Success Store, accessible from within Admin Center.
Job profiles can be assigned to a workflow for either initiation/creation or maintenance. Before a new position is posted, it’s common to review the job requirements and ensure everything is up to date and any needed changes have been made. Using the job profile workflow, it’s possible to enable hiring managers, departmental leaders, or those in HR to create or update a job profile as the start of the talent acquisition process. This helps ensure that all new profiles and all updates are approved by the necessary parties, and all who need to be made aware are adequately informed. Profile workflow tasks are accessible from the users’ To-Do list on the home page.

If you choose to use job profiles in your recruiting process, it’s advised to discuss the creation and maintenance requirements for ongoing needs extensively to ensure this isn’t overlooked during implementation. It’s also necessary to consider the use of job profiles across the organization for process areas such as performance management. Because Job Profile Builder is used across the SAP SuccessFactors suite, it’s advised to approach this feature with a broader view than just talent acquisition.

### 2.3 Populating Data onto the Requisition

**Tip**

Job Profile Builder provides an acknowledgement setting that can be used in regulated industries to assure regulatory bodies that employees have been notified of their job description details and have acknowledged receipt of the information. The Job Profile Acknowledgement Report provides key information that can be used to fulfill reporting requirements.

#### 2.3.2 Competencies

Another element from the SAP SuccessFactors platform that is crucial to Recruiting Management is the competency functionality. Competencies are used within Recruiting to facilitate gathering interview feedback on candidates in Interview Central. Competencies against which candidates will be evaluated can be populated on the requisition as it is created by either mapping to the job profile or mapping against roles.

In Section 2.3.1, we discussed the job profile features and how competencies can be defined as a section within a job profile template. If the Recruiting job profile template being used contains a competency section (it should, or you won’t be able to use Interview Central), then the individual competencies must be assigned to each job profile as shown in Figure 2.10. Again, this can be done via the UI or an import file. If permissions allow, some operators can edit the competencies on individual profiles on the requisition. This isn’t advisable because it allows deviation from the central library of profiles and data contained therein.

If Job Profile Builder isn’t being used, competencies are mapped to roles in Manage Families & Roles in Admin Center. Again, they can be maintained via the UI or a series of import files. At this point, it’s best practice to use Job Profile Builder because of the robust capability of defining a full profile rather than just a job description. However, as of publication, the import files for Job Profile Builder can’t be automated via a scheduled job, and some businesses opt to remain with the legacy Families & Roles functionality so the family, role, competency, and job description information can be imported automatically via scheduled jobs in the Quartz scheduling tool within provisioning.
As demonstrated in Figure 2.10, competencies are mapped from the competency libraries to individual job profiles (or roles). You also see additional sections of the job profile such as Skills and Interview Questions that are also pulled from a central repository. All of the information within the job profile is displayed to the candidate on the Job Posting page. You can see the advantage of using job profiles over a simple Job Description field that is just a block of text. Candidates can access more information about the position, can see the requirements for the position, and can make better informed decisions on whether to apply.

2.3.3 Job Code Entity

Job code entity refers to the capability to populate selected job attributes in fields on the requisition when it’s created. It works in conjunction with Job Profile Builder, which will populate the job title and description information as discussed in the previous section. Job code entity leverages the job classification foundation object that resides within Employee Central but is available for use for non-Employee Central customers. Typical job attributes configured with job code entity include salary range, pay grade, and organizational structure. However, any type of data may be used to support business requirements. There is no restriction within the functionality to the kind of attributes that are configured. Job code entity fields are limited in number and apply across all requisition templates, just as operator roles do, so it’s critical to be discerning when designing the functionality.

When operators create a requisition by the Browse “Families & Roles” method, they search the catalog of job families, roles, and then profiles (if using Job Profile Builder). Selecting the job code, as shown in Figure 2.11, determines which row of data will be used to populate the job code fields on the requisition. Note that each role may have one or more job codes mapped to it. When the requisition is opened, not only will the job title and profile (or description) be populated, but also the corresponding job code fields. In this way, the integrity of critical job information is ensured rather than having operators selecting from picklists and entering text that could be incorrect. Correct data on the requisition becomes critical in reporting, onboarding, and processing the new hires into the human resources information system (HRIS).
corresponding fields on the requisition. The job classification object is a Metadata Framework (MDF) foundation object and must be configured in Configure Object Definitions before any data can be loaded into the table. Configuring the job classification object determines the headers for the data import template used to import all of the related job information.

There are 15 customString fields available to configure on the JRDM that map to corresponding custom_string field definitions on the job classification object. Figure 2.12 shows six custom_string fields that have been configured to house job-related data for requisitions. It can’t be overstated that because there is one job classification object, the job code fields need to be used consistently across requisition templates. Some customDate and customLong fields are also available. See Table 2.1 in the next subsection for more information.

Implementing Job Code Entity

Detailed instructions on how to implement job code entity within a Recruiting configuration are provided in the Recruiting Implementation Guide. Here we’ll briefly discuss what is required to implement this feature. High-level activities include the following:

- Enable provisioning settings:
  - Recruiting > Enable Job Code
  - Employee Central Foundation Objects
- Configure the job classification object in Configure Object Definition.
- Set up families and roles.
- Set up Job Profile Builder (if necessary).
- Configure job code fields on the JRDM.
- Generate data import templates and load necessary data for the following:
  - Job families, roles, and profiles
  - Job classification
- Schedule automated data imports, as required.

The types and number of fields available to configure within the job code entity feature are listed in Table 2.1.

<table>
<thead>
<tr>
<th>Field Definition</th>
<th>Field Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Text (100-character limit)</td>
</tr>
<tr>
<td>customString1-15</td>
<td>Text or picklist (100-character limit)</td>
</tr>
<tr>
<td>customLong1-5</td>
<td>Integer (no decimals)</td>
</tr>
<tr>
<td>customDate1-5</td>
<td>Date</td>
</tr>
</tbody>
</table>

Table 2.1 Types of Fields Available to Configure for Job Code Entity

Job code fields can be locked down from editing after requisition creation. This setting in Manage Recruiting Settings works in conjunction with the field permissions in the JRDM. Because the main business driver for implementing job code entity is to maintain data integrity, you should enable this setting. If necessary, allow a super user or administrative role to have write permissions to these fields in case of extraordinary circumstances. If the data is incorrect for a particular job code, it should be updated...
directly to the job classification object via an accurate import file, not updated on the requisition.

**Job Code Entity Limitations**

Although there are several benefits to using job code entity, there are also some limitations that should be understood before deciding to use it. First, job code fields are limited to those listed in the Table 2.1. After those fields are expended, you can’t define additional fields, which can be limiting if the JRDM contains many data attributes. Because the job code fields are used consistently across all templates, this can be further limiting to the use of this feature.

Secondly, if the values for a given job code are updated in the job classification table after a requisition is created, the changes don’t flow to the existing requisitions. Updates will only be reflected in new requisitions created after the update. Additionally, the use of decimals isn’t supported in custom.org fields, which can impact the formatting of fields in email templates, offer approvals, and offer letters. Finally, job code fields aren’t visible for requisition approval via a mobile device, which can hinder the effective use of the mobile requisition approval, as typically the job code data is critical and that’s why it has been selected to prepopulate.

Understanding these limitations will help you determine whether this feature will provide value to the Recruiting configuration. Note that if you’re already live with Recruiting and aren’t using job code entity, this can be configured in your existing configuration.

**Job Code Entity versus Mapping Position Data**

When we discuss prepopulating job attributes to the requisition during creation, we’re not including in this when a requisition is opened from an open position in the position management hierarchy. This method of requisition creation will be discussed further in the next section. Job code entity isn’t supported in creating requisitions from an open position because the triggering event is choosing a job code from the library of families, roles, and profiles. This tells the system to access the corresponding row of data in the job classification table and populate those fields accordingly. This doesn’t occur when a requisition is opened from the position.

When a requisition is created from the position org chart, no job code is ever selected. Further, the job code entity feature isn’t required with this creation method because job attributes are being mapped directly from the position itself. Understanding the differences between these two features is also critical in deciding how either, or both, will play a role in your Recruiting Management configuration.

Let’s discuss in more detail the options in using the position management integration with Employee Central position management.

### 2.4 Creating a Requisition from an Open Position

In addition to the methods already discussed in this chapter, another way for job attributes to prepopulate on a requisition is to enable integration with position management. This integration can be from Employee Central or SAP ERP HCM. We’ll discuss the options for integrating Recruiting with both elements from a functional perspective in this section. This won’t include a configuration discussion, as that will be covered in Chapter 14.

Different from populating job attributes from the job profile or job code entity, position management integration allows for mapping data housed on the position object to fields on the requisition. This not only populates requisition fields but also initiates the requisition creation.

Businesses using Employee Central will leverage the built-in integration between Employee Central position management and Recruiting. There are no integration packages or middleware required to configure this integration. For businesses that run a hybrid deployment with core HR processes maintained in SAP ERP HCM on premise solution and talent processes maintained in SAP SuccessFactors, SAP delivers a standard integration package to enable SAP ERP HCM to Recruiting integration for creating requisitions from open positions within SAP ERP HCM. This integration requires a middleware connection, such as SAP Process Integration (SAP PI) or SAP Cloud Platform Integration, and is more time consuming to install, configure, and test. In either scenario, the end result is the same: a position becomes open in the organizational structure, and a requisition can then be created. Let’s discuss each option.

#### 2.4.1 Employee Central Position Management Integration

The integration between Employee Central position management and Recruiting offers several benefits. Obviously, the prerequisite is that you have position management implemented within your Employee Central landscape. With this integration,
requisitions are created not within Recruiting but from the position org chart. The rules engine is used to determine which requisition template should be chosen (if using more than one) and to define the field mapping between the position data and the fields on the JRDM. The system will automatically determine which job profile to assign to the new requisition based on what is maintained on the position.

Requisitions may be created on the current date, immediately making a requisition available within Recruiting. Requisitions may also be created as of a future date, which creates a job requisition processing request in Quartz scheduler. When the future date is reached, the scheduled job will run and create the requisition in Recruiting Management. Be sure to set up the schedule job that runs to create these future dated requisitions in the Quartz scheduling tool in provisioning.

Creating a requisition from an open position has several benefits. First, it ensures the integrity of the data within the requisition because it’s populated directly from the job attributes maintained on the position. This reduces the risk of data errors in the recruiting process from operators making incorrect selections while creating the requisition, resulting in fewer downstream data impacts to processes such as onboarding and hiring. Second, when a requisition is created from the position, the subsequent candidate hired will be automatically assigned to the source position in the Pending Hires queue in Employee Central.

On the position side, after a requisition has been created, the assigned job requisition (or requisition processing request, if created for a future date) is visible on the Position tile. This assumes v12 of the position org chart is in use. It’s also possible to display additional job requisition data in the Position side panel on the org chart. Let’s look at some of the configuration specifics for integrating Recruiting with position management within SAP SuccessFactors as well as SAP ERP HCM.

Configuring Employee Central Position Management to Recruiting Management Integration

The prerequisite to configuring this integration is having a system where both modules are enabled and configured. This integration can be configured completely within Admin Center in the UI. The first step is to enable the integration in Position Management Settings. Set the Use Recruiting Integration setting to Yes, and then select the appropriate entries in the Rule for Deriving the Job Requisition Template ID and Rule for Mapping Fields Between Position and Job Requisition dropdown lists (see Figure 2.13).

If more than one requisition template is in use, you can use attributes on the position to determine which requisition template will be used to create the requisition. For example, if there is a Standard Job Requisition template, you can set a rule to derive this template if the position has a company value of ACME. If there is a Professional Job Requisition template, a rule can be set that will derive this requisition template if the position has a job code value of Consultant or Executive. It’s also possible to have a user select the job requisition template from a dropdown menu while initiating the requisition creation.

Use the rules engine to define the field mapping between the position and the JRDM. Note that if you want to use custom fields from the JRDM in the integration, these fields must be visible. Ensure the custom attribute in the JRDM is set to custom="true" in the XML, or these fields won’t be available for mapping. Use the Map Fields from Position to Job Requisition in Recruiting Integration option within Configure Business Rules. There are requirements to follow to map fields of type date, Boolean, number, country, and foundation object, so be sure to refer to the most recent Implementation Guide for these steps.

All required fields on the requisition must be mapped from the position; otherwise, the requisition won’t be created. This should be considered both when designing the attributes maintained on the position as well as when identifying the required fields on the JRDM.

Note

The JRDM templates used for this integration must always have the following standard fields:
After the fields have been mapped, the system is in the default setting. Appropriate permissions must be provided in role-based permissions to all impacted roles before any user will be able to successfully create a job requisition from the position. From the Manage Position area in role-based permissions (Figure 2.14), select any of the following permissions as appropriate for the role:

- **View Job Requisition in Position Organization Chart**
- **Create Job Requisition in Position Organization Chart**
- **Select Job Requisition Template in Position Organization Chart**

![Figure 2.14 Role-Based Permissions Settings to Enable Creating Requisitions from the Position](image)

Creating Requisitions from the Position Organization Chart

After the configuration has been completed, all rules have been built, and appropriate permissions have been granted, requisitions can now be created from the position org chart. Rather than going to Recruiting to create the requisition, users must navigate to the Position Org Chart option under the Company Info menu. Select the Position Org Chart subtab, and then search for the position for which you desire to create a requisition. Positions may be searched by Position ID or by the incumbent who holds the position.

Select the Position Title to display the position details and options. In the top-right corner of this box, select the icon (three parallel lines) to display the action menu, as shown in Figure 2.15. If the user has the appropriate permissions, the Create Job Requisition option will be displayed. Select this option, and the system creates the requisition based on the configuration.

![Figure 2.15 Creating a Requisition from a Position on the Position Org Chart](image)

The system flashes a quick message that the requisition was successfully created, and the position org chart will refresh with requisition details now available in the Position Details window (Figure 2.16). This information will be updated as the requisition progresses through its lifecycle. The requisition details provided include the following:

- Requisition ID
- Template name
- Job title
- Status (will always be Pre-Approved when first created)
2 Initiating and Advertising an Opening

- Number of openings
- Number of candidates
- Job requisition originator
- Hiring manager
- Job requisition creation date

After the requisition is created, the operators in the route map must be added so the system knows to whom to send the requisition. This should be considered when defining not only the route map steps and whether they are single-user or iterative but also within the JRDM permissions. If the initial operator doesn’t have permissions to write to the operator fields, or you haven’t permissioned the originator (O) role appropriately, the requisition won’t be able to move forward. Open the requisition, either directly from the position org chart or by navigating to the Recruiting page, and fill in the operator fields. Save the requisition to populate the approvers in the route map.

![Figure 2.16 Requisition Details from the Position Details Tile](image)

### 2.4.2 SAP ERP HCM Integration Add-On for Recruiting Management

If you run a talent-hybrid landscape with core HR processes maintained in SAP ERP HCM and leveraging Recruiting Management, there is also an integration that will bring position data from SAP ERP HCM over to SAP SuccessFactors. This integration package can be accessed at [https://uacp2.hana.ondemand.com/viewer/p/SFIHCM](https://uacp2.hana.ondemand.com/viewer/p/SFIHCM) by choosing Integration Add-On for SAP ERP HCM and SuccessFactors HCM Suite. Be sure to reference the most recent service pack when accessing the information. If customers maintain open positions within SAP ERP HCM, position data can be exported from the SAP ERP system and mapped to fields on the requisition template in Recruiting. The benefits of using an open position to initiate a requisition were discussed in the previous section, and there is no difference in these benefits if a business uses Employee Central position management or SAP ERP HCM for its core HR processes.

In the integration add-on, there are fields used by default to transfer job requisition data from positions within SAP ERP over to SAP SuccessFactors. These fields map to standard fields in Recruiting and are assigned to the SAP_REQ_DEMO field set. After the requisition is created in Recruiting, the requisition ID is transferred back to the SAP ERP system. The requisition ID is stored in Infotype 1107 (SFSF Job Requisition).

#### Tip

When configuring this integration, be sure to add the originator (O) role to the route map workflow as the first step and permission O for all write permissions in Pre-Approved status. It’s also advised to map the hiring manager UserID field in SAP ERP to both the originator and hiringManagerName fields within SAP SuccessFactors.

Numerous fields within SAP ERP can be mapped to the SAP SuccessFactors requisition. These are general fields and fields from Infotype 1005 (Planned Compensation). Table 2.2 shows the required fields that must be mapped from SAP ERP HCM to SAP SuccessFactors to support the integration with the destination field ID in Recruiting Management.

<table>
<thead>
<tr>
<th>SAP ERP HCM Field</th>
<th>SAP SuccessFactors Field ID</th>
</tr>
</thead>
<tbody>
<tr>
<td>GUID of Job Requisition</td>
<td>Guid</td>
</tr>
<tr>
<td>Requisition Originator</td>
<td>Originator</td>
</tr>
<tr>
<td>Position ID</td>
<td>sapPositionID</td>
</tr>
<tr>
<td>Job Name</td>
<td>Title</td>
</tr>
<tr>
<td>Requisition Creation Date</td>
<td>dateCreated</td>
</tr>
<tr>
<td>Requisition Closed Date</td>
<td>jobCloseDate</td>
</tr>
</tbody>
</table>

Table 2.2 Required Fields to Be Mapped between SAP ERP HCM and SAP SuccessFactors
2 Initiating and Advertising an Opening

Refer to the Integration Add-On documentation for a full listing of available fields that can be used in the integration.

2.5 Prescreening Questions

One of the usability features of Recruiting is the ability to prescreen candidates based on a predefined set of criteria. Prescreening questions can be included on the requisition and are presented to candidates in the application process. These prescreening questions may be used to gather information, score the applicant, and automatically disqualify them from consideration. Prescreening questions are assigned to the requisition and are presented at the bottom of the application form during the initial application process. Let’s look at how you can maintain and assign these questions as well as how applicant responses may be viewed.

2.5.1 Maintaining and Assigning Questions

Questions are maintained in a library and are accessible to permissioned operators on the requisition. Questions may be created directly on the requisition or pulled from a central library maintained in Admin Center. All questions should be maintained centrally in one or more libraries and then added to requisitions as needed to ensure consistency in how the questions are presented to all applicants. Because the questions can be scored and used to automatically disqualify applicants, its best to ask the question the same way, with the same possible responses, for every applicant. You can create several different “libraries” of questions that can be used to categorize the types of questions within each library, as shown in Figure 2.17. This is helpful to guide operators regarding which questions to add to requisitions. Examples are required questions, basic screening, minimum qualifications, and so on; there is no limitation to the number of sublibraries you maintain to organize questions.

Questions are assigned on the requisition and set as Required, Disqualifier, or Score. For a question to be used as a disqualifier, it must also be required. You can browse from the question library to find, select, and add all the questions to the requisition at once.

Table 2.2 Required Fields to Be Mapped between SAP ERP HCM and SAP SuccessFactors (Cont.)

<table>
<thead>
<tr>
<th>SAP ERP HCM Field</th>
<th>SAP SuccessFactors Field ID</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Requisition State</td>
<td>JobReqStatus</td>
</tr>
<tr>
<td>Job Requisition Status</td>
<td>Status</td>
</tr>
</tbody>
</table>

Questions can’t be prepopulated on the requisition the way competencies can be. They must be individually added to each requisition. A user with write permission to the question field can use the Add more questions link to select from the library and add individual questions to the requisition. If a requisition is copied from an existing requisition, the same questions are used on the new requisition. It’s best practice to permission questions as read only after the requisition has been approved.

If questions are changed after the requisition has been posted and applicants have applied, the user changing the question will be prompted upon save to allow existing applicants to be reevaluated and those that have been disqualified may possibly be un-disqualified based on the new criteria. To receive the prompt to reevaluate existing applicants, the user saving the requisition with changes to questions must have permission to status the applicants in the talent pipeline. This could obviously lead to
charges of unfair hiring practices or discrimination and could cause unintended consequences, so it’s best to leave questions untouched after requisitions have been posted.

Questions can be set up in various types, as follows:

- Multiple choice
- Rating scales
- Numeric
- Free text

Questions may be marked as required, meaning the applicant must answer before submitting their application. Required questions can also be selected as disqualifiers, where choosing the incorrect answer will filter the applicant to the automatic disqualified status. Finally, questions may be scored to produce an average rating. If the questions are scored, use the weight attribute to determine the number of "points" the applicant will receive for the response. In addition to making individual question disqualifiers, you can set a required score for all questions. If the applicant's total score of all questions doesn't meet this threshold, the applicant is automatically disqualified.

You can also have cascading questions. These are questions with parent-child relationships where the candidate’s response to the parent question will present an additional question. These cascading questions can only be set up with one level of child relationship and must be created via the import file. You can’t create cascading questions via the UI within Admin Center. These types of questions can be helpful in gaining clarifying information from candidates on the initial question. For example, you may want to ask applicants if they have experience relevant to the job with a "yes" or "no" answer. If they respond "yes" to this parent question, you inquire further with a child question regarding their years of experience.

**2.5.2 Viewing Question Responses**

After applications have been submitted, operators with read permission to the questionResponse field on the application will see a section called Screening Details in the Candidate Workbench, listing the applicant’s responses to the prescreening questions (see Figure 2.18). If operators also have permission to view the averageRating field, a Rating column will be displayed in the Candidate Workbench dashboard that contains the sum of all points assigned to weighted questions. The Average Rating column can be sorted from highest to lowest to rank applicants by prescreening results.

---

**2.6 Advertising the Opening**

In Chapter 1, we briefly introduced the methods of posting jobs to various channels for internal employees and external candidates. As every talent acquisition professional can attest, the secret ingredient to finding the best candidates is putting your job openings where they are. SAP SuccessFactors has a variety of options that can be used as standalone, or in concert, to advertise your openings to the widest possible audience of candidates. In this section, we'll take a closer look at the options Recruiting offers to advertise openings, both internally and externally.

**2.6.1 Internal Candidates**

In Recruiting terms, every employee is an internal candidate. Each employee has an employee profile (or people profile if that is in use) that contains information about the employee's experience, skills, capabilities, and professional affiliations. This information comprises the employee’s résumé for talent management purposes and is searchable via Talent Search. Because employees often want to change jobs and look for new opportunities within the company, they are also candidates, and, in Recruiting, they will also have a candidate profile. This candidate profile will contain much of the same data that are on the employee/people profile, but it may also contain information that is more applicable for Recruiting purposes. While the people/employee profile makes up the employee’s talent résumé, the candidate profile houses their professional résumé where the actual résumé file is uploaded and stored.

Employees will search for openings on the careers page within SAP SuccessFactors. This is where all the jobs that are posted to the Internal Career Site Posting field are displayed. Because this is actually a separate page from where external job postings are displayed, it can have its own set of search filter criteria. Companies commonly include criteria that are meaningful for employees to enable them to find the jobs
they seek, whereas the external search criteria are focused on helping external candidates find the right jobs. Companies will often choose to display the name of the hiring manager on the careers page to help employees know to whom they would report (see Figure 2.19).

Note
The candidate profile is designed to be synced with the employee profile so that employees need only enter and update information in one place while making the information available in both. This is best practice.

SAP SuccessFactors also understands that sometimes recruiters need to fill a job that hasn’t been vacated yet or is otherwise confidential, and so having it posted publicly isn’t possible. The internal private posting feature enables you to post the job and then invite select internal candidates to apply for it. The job is still posted on the careers page, but it isn’t visible to the public. The only way to view the job is to have the actual URL to the job posting. Recruiters can email this link to internal candidates where they can view the job profile and submit an application (as discussed in Chapter 1).

To use this feature, the Internal Private Posting field must be added to your JRDM and permissioned for write access to appropriate recruiting roles so jobs may be posted there.

2.6 Advertising the Opening

Many companies will have a policy that jobs must first be advertised internally before looking outside. The system supports this policy very well and allows recruiters the option of setting up these staggered dates at one time rather than having to remember to go back and post a job externally after a period of time. This option also applies to agency postings, as will be discussed in Chapter 5.

2.6.2 External Posting Options

One of the most robust features of Recruiting is the almost unlimited options companies have available to post jobs outside of their company. In this section, we’ll look at each of the options available to post jobs to external candidates, to external Recruiting users, and to multiple job boards.

External Postings via the External Careers Page

Any jobs that are posted to the external career site will be pushed to the careers page. From there, external candidates can view the jobs, join talent communities, set up job alerts to automatically be notified of jobs that interest them when they are posted, and apply via mobile apply. Refer to Chapter 1, where we discussed elements of the careers page and the options that candidates have for searching for jobs.

External Private Posting

Just as private postings are supported for internal candidates, private postings can be made accessible to external candidates as well. The feature works the same as internal private postings, but the job is pushed to the external page and will have a different URL. When recruiters provide this URL to candidates, they are taken to the external posting page to view the job profile and submit an application through the normal process. When a job is posted privately, there is a link icon to the right of the posting type where the URL is accessed.

External Private Posting is a separate field, just like Internal Private Posting, and it also must be configured on all applicable JRDM templates and permissioned for write access. If you don’t see these fields on the Job postings page, as shown in Figure 2.20, you either don’t have permission to this field, or it has not been configured in your JRDM.
SAP SuccessFactors Recruiting Posting

Late in 2015, SAP acquired Multiposting, a French company that was a European leader in job posting solutions. The Multiposting product has now been integrated into the Recruiting offering as SAP SuccessFactors Recruiting Posting to provide you with an integrated method of efficiently posting jobs to a global network comprising thousands of channels. With the Recruiting Posting offering, you have access to the following:

- More than 1,000 general and niche job boards globally
- 2,500 university job boards and alumni networks
- Social networks

Recruiting Posting is based on credits and slots. Each credit allows you to post one job to as many job boards as you need for 30 days. Credits can be easily managed from within the tool where you can maintain all the contract information for the job boards with which you interface. Job board credits can be allocated easily among users or groups of users.

In total, Recruiting Posting offers you a choice of more than 4,000 integrated sources around the globe in more than 80 countries that you can access from the job board marketplace and easily make available for posting. The multilingual capability of Recruiting Posting supports the ability to post the same job in multiple languages as required.

With Recruiting Posting, companies will have extended visibility of the effectiveness of the source channels and can take advantage of advanced analytics and candidate tracking. Detailed cost analysis is available on the following:

- Cost per résumé per click for each job board used
- Number of applications received to evaluate whether any improvements are needed to increase job performance

With Recruiting Posting in place, recruiters have access to Marketing Central where the Recruiting Posting platform is accessed and where the workflow for each job starts. After the Recruiting Posting platform is accessed by choosing Market Job in the Requisition Actions area (see Figure 2.21), recruiters select the general and specialist job boards where the job should be posted. Posting information is pulled from SAP SuccessFactors and populated in the Recruiting Posting fields. Jobs can be posted immediately scheduled for a later time.

Jobs are posted with a SAP SuccessFactors-specific URL so that candidates are returned to SAP SuccessFactors to submit their application. After candidates submit applications, the Source column in the Candidate Workbench is updated with the specific job board from where the candidate found the job. Recruiting Posting analytics are tracked and available within Recruiting Marketing.

With the Recruiting Posting offering as part of the Recruiting suite, you have a huge network of channels within which to advertise their open jobs, increasing their opportunities to attract the best candidates.

At the time of publication, Recruiting Posting was implemented only by SAP Professional Services and is estimated to take six to eight weeks. This should be considered when embarking on a Recruiting implementation that includes Recruiting Posting so it can be built-in to the overall project timeline and detailed plan.

Job Board Posting via eQuest integration

If you use eQuest to manage job board postings, SAP SuccessFactors offers prebuilt integration so jobs can be posted to eQuest directly from the Job postings page. We briefly discussed this in Chapter 1, but we’ll look at the specifics of the configuration in this section. The integration is very straightforward to configure, but you must have an existing relationship with eQuest and have purchased postings to use in...
If you use position management, either within Employee Central or in SAP ERP HCM, integration exists to create requisitions from open positions within the employee data. With this integration in place, data are shared from the position and populated onto the requisition when it’s created. This eliminates the risk of data entry errors and ensures that when candidates are selected for hire, there are already open, approved positions in which to hire them.

Recruiters can begin evaluating candidates even from the initial application by using prescreening questions on the requisition. These questions can be used to automatically disqualify candidates based on incorrect answers or to generate a rating that can be used to compare candidates against each other and the data gathered in the questions. This can be a valuable and time-saving feature for recruiters who often have to sort through hundreds of candidates for a single opening.

Finally, we discussed all the avenues that SAP SuccessFactors provides for advertising open jobs. From making openings available to internal employees by posting them on the careers page, to leveraging the external page supported by Recruiting Marketing or using the agency portal, SAP SuccessFactors makes it easy and accessible for recruiters to post and manage their postings from one location. With tools such as eQuest integration (for Recruiting Management-only users) and the newer Recruiting Posting offering, companies have almost unlimited avenues through which to push their jobs to multiple channels.

In the next chapter, we’ll discuss the candidate experience within Recruiting.
## Index

### A
- Aberdeen Group .......................... 520
- Ad hoc emails .................................... 342
- Ad Hoc Report Builder .......................... 474
- Ad hoc reporting ............................ 224, 225
- *create* ................................................. 229
- *domains* .............................................. 226
- *execute* .............................................. 232
- *manage* .............................................. 227
- *recruiting* ........................................... 232
- Admin Center ........................................ 89
- *agency portal* ....................................... 301
- *duplicate candidates* .......................... 298
- *employee referral program* .......................... 307
- *eQuest integration* ......................... 492
- *Onboarding notifications* ................. 536
- *picklists* ............................................. 627
- *question libraries* ............................ 294
- *Recruiting area* .............................. 277
- *Recruiting settings* .......................... 278
- *template library* ............................ 286
- *Admin reports* .............................. 578
- Administrator Guide ........................ 583
- Adobe Acrobat ............................ 605
- Advertising ...................................... 50
- *agency posting* .............................. 112
- *external posting* ............................ 109
- *internal candidates* .......................... 107
- *job board posting* ........................... 111
- Agefiph ........................................... 40
- Agencies ............................................. 303
- *candidate ownership* .......................... 305
- *candidate self-ownership* .................. 305
- *creating* ........................................... 304
- Agency access ..................................... 302
- Agency portal .................................... 208
- *access* .............................................. 302
- *experience* ....................................... 306
- *job alerts* ........................................... 306
- *posting jobs* ...................................... 212
- *working with* ..................................... 303
- Agency postings .................................. 56
- Agent email address .......................... 395
- Agile project methodology .................. 360
- Akamai's Content Delivery Network (CDN) .................. 395
- Alert subscription configuration ............ 503
- America's Job Exchange ..................... 40
- Applicant Flow Log ............................. 249
- Applicant status ............................... 437
- *associating roles* ............................. 293
- *configuration* ................................. 289
- *employee referral feature* .................. 291
- hybrid situation .................................. 292
- permissions ....................................... 294
- *pipeline* ............................................ 78, 269
- *set* ................................................... 289
- *settings* ............................................ 290
- Applicant tracking ............................. 411
- Application ........................................ 386
- Application ........................................ 159
- *multistage application* ..................... 162
- single-stage application ..................... 161
- *template* ............................................ 160
- Application attachments ..................... 418
- Application data transfer ..................... 479
- Application process .......................... 68
- Application Programming Interfaces (APIs) .............. 224
- *Onboarding* ....................................... 581
- Application template .......................... 77
- Applications ....................................... 417
- *import* ............................................. 425
- ASAP methodology .......................... 360
- Assesment field ID .......................... 303
- *configuration and permissions* ............ 503
- Assessment integration ..................... 500
- *editing* ............................................. 506
- hard stop fields .................................. 506
- known behavior .................................. 507
- *PeopleAnswers* ............................... 500
- *prerequisites* ..................................... 501
- SHL .................................................. 500
- Assessment packages .......................... 502
- managing ........................................... 502
- Automatic hire ................................... 653
Employee Central to Recruiting
integration (Cont.)
candidate to employee integration
template ............................................................ 512
eVerify ........................................................... 567, 572, 597
test mode ............................................................ 567
Executive leadership steering
committee ........................................................... 593
Exit interview ...................................................... 548
Explore phase ...................................................... 607
External candidates
data migration ...................................................... 151
Recruiting Marketing ............................................. 150
Externalized integration ......................................... 627

F
Families & Roles ................................................... 215
Family ............................................................... 218
Feature permission ................................................. 614
JRDM templates ................................................... 615
Featured jobs ......................................................... 135
Field-level permissions ........................................... 80
File-based integration ............................................. 655
Finding candidates ................................................. 58, 143
First Advantage (FADV) ......................................... 485, 495
background checks ............................................. 500
integration settings .............................................. 498
integration setup .................................................. 496
JRDM configuration .............................................. 497
updating permissions ............................................ 497
Fit to standard analysis ........................................... 364
Flash files ........................................................... 524
Form groups ......................................................... 605
Formal offer letter ............................................... 33
Forms ............................................................... 604
Functional lead .................................................... 359

H
Harvard Business .................................................... 40
Headers and footers ............................................ 311
footer content .................................................... 312
header content .................................................... 312
job postings ......................................................... 311
JRDM configuration .............................................. 311
HIEC Paris ........................................................... 480
Hierarchical structure ............................................ 596
Amy Grubb is a founder and principal at Cloud Consulting Partners, Inc., an SAP SuccessFactors consulting partner and full-service HCM consultancy focused on implementing cloud solutions. She has consulted in the HCM space for more than 15 years, spending eight years in Deloitte’s human capital management practice. She currently teaches the Recruiting Mastery course for SuccessFactors University.

Kim Lessley is the Director of Solution Management at SAP SuccessFactors and is currently responsible for the SAP SuccessFactors platform topics of intelligent services and cloud security. She has been working with SAP and SAP SuccessFactors products since 1990, focused on the human capital management (HCM) space and in particular on Recruiting and Onboarding.