Chapter 8
Integration of Predated Notifications of Personal Actions for HR–Planning in ERP–Systems

Peter Cissek
University of Magdeburg, Germany

Jorge Marx Gomez
University of Oldenburg, Germany

ABSTRACT

This chapter intends to reveal the benefit of predated notifications of personal actions for HR-planning and discusses the interrelated demands on ERP-systems. If e-government is implemented, one has to think of rearranging the government's HR-structure in order to adapt to the new circumstances, too. This means to take advantage of modern HR-methodology in order to become more efficient in HR-administration. One possible way in improving human resource management (HRM) is using predated notifications of personal actions for HR-planning. Human resource planning (HR-planning) is a component of strategic enterprise planning. It is fully integrated into the enterprise-wide planning process, because HR-planning is not only determined by other planning areas, but it also determines them vice versa. So the more precisely and comprehensively HR-planning is done, the more accurate derived key figures, which are used in other planning areas, can be. Governments usually deal with a huge amount of personnel, so HR is one of the main tasks in administration. Predated notifications of personal actions usually are known in present, but will be started in the future. In contrast to planning a personnel action the predated one will take place with the highest possible probability. An example for making the difference more clear may be an employee's retirement. It does not stringently depend on the employee's age, but rather on

the person's individual decision to retire. As a general rule, an employee's intention to retire is already known about half a year before it takes place. If this information is used in the planning process, the company will have enough time to estimate the loss of knowledge or the cost-savings that will be caused by the employee's withdrawal. In huge companies, HRM typically is supported by ERP-systems. The functionality offered by the software depends on the company's needs and may range from a simple keeping of personnel data to a complex module called human capital management, which is used for payroll accounting, talent management, employee self services, and many more. If the decision-making body considers the company's personnel as business critical, a lot of employee-related data is collected and analyzed, ranging from master data to planning key figures. This chapter will emphasize the importance of efficient HR-planning for governments in order to improve their business processes. It can be seen as one of the goals of e-government. It will be pointed out how HR-planning can be improved by using predated notifications of personal actions, so that HR-divisions in governments can use advanced HR-planning right on from the beginning when preparing themselves for e-government.

INTRODUCTION

E-Government has been invented in order to improve governmental business processes with the help of information and communication technology (ICT). The main objectives are cost-reduction, increase of process-quality and lowering lead-time. But improvements do not have to focus on governmental business processes only. Governments will work more efficiently, if all administration tasks are optimized, too. And one of the main tasks in administration is HR-management. The optimization potential in the HR-sector can be imagined if one takes a look at how many full-time employees are deployed in the German Federal Land Nordrhein-Westfalen and its communes. The population living in Nordrhein-Westfalen in 2007 was about 18 millions of people (NRW, 2007). In 2007 there have been 188.425 employees with a full-time contract for administration tasks (NRW, 2008). For comparison, the Daimler AG in Germany producing Mercedes-Benz cars among others had 272.382 employees all over the world in 2007 (Daimler, 2008). An efficient human resource management is vital for companies as well as for governments, which act with view to offer a high-performance and high-quality governmental service at optimal cost. A more precise HR-planning will definitely lead to a more efficient use of personnel, no matter if governments or companies are concerned, as both have to face the same challenges in HRM.

With the need for a more precise enterprise-wide planning the HR-planning must be optimized, too. The improvement can be achieved by collecting and analyzing systematically pre-dated notifications of personal actions and using this data to enhance HR-planning. ERP-systems are applied to collect the actions that will take place in the future, so the data is fully integrated and can easily be used in the planning process. In the following the importance of pre-dated notifications of personal actions will be highlighted and it will be shown how the data can be used for an ERP-system-based HR-planning. The findings will lead to a better use of HR-resources, in governments and companies.

Thus, governments have the opportunity to make one more steps towards a higher sophisticated e-government through improvements in HR-management. Governments can have an effect on the efficiency of their HR-planning with the choice for an enhanced ERP-system and take advantage of a more efficient HR-planning-module

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