

Postbank Centralizes HR System

Capgemini collaborates with Deutsche Post DHL and Postbank to consolidate disparate legacy HR systems into a single SAP Human Capital Management platform

The Situation

In 2006 Postbank took over 850 Deutsche Post branches and acquired the majority of BHW Holding AG. The integration of the newly acquired entities within Postbank's organizational structure was the trigger to establish a new HR service delivery model for the entire Group. The acquisitions demanded centralized and more efficient operations. On the HR front, this translated into consolidating three legacy systems, which were being used in a disparate manner across the Group.

Given this situation, DP DHL IT Global Business Services & Corporate Center (GBS&CC) as the hosting unit for the HR Systems, together with Postbank, decided to set up a consolidation project.

The Solution

Postbank selected Capgemini as its partner to drive this consolidation project. The effort involved intimate collaboration between all entities: DP DHL IT GBS&CC, Deutsche Post IT Solutions GmbH (DPITS, the IT service provider for Deutsche Post DHL) and Capgemini. The three legacy HR systems

were migrated to one single SAP ERP HCM (Human Capital Management) system within eight months. A key hurdle that was overcome in the project was the migration of over 10,000 employee master data records contained within two legacy SAP systems and a PeopleSoft system to the new SAP HCM solution.

The Result

A new service delivery model with centralized HR services and employee support across all old and new divisions of the Group has now been established. The consolidated SAP HCM platform has been recognized by Group management as the key success factor for this reorganization.

How Postbank and Capgemini Worked Together

As a longtime preferred partner of DP DHL IT GBS&CC's SAP HR department, Capgemini had intimate knowledge of platforms and processes adopted by the Group. As such, Capgemini was considered to be a natural choice for the HR consolidation

“The way Capgemini integrated into the team, the intimate know-how as well as their project management skills contributed largely to the success of the project.”

Klaus Wegmann, CIO, Human Resource Management, DP DHL



project. Teams from both companies collaborated to design the scope of the new system and jointly developed a project plan.

The challenges were multifold: lack of time and internal resources; varying requirements imposed by the three merged organizations involved; and an urgent need for the harmonization of data and functionality. The blueprint development phase was considerably complex as the three merged organizations all had different requirements and were using individual approaches to HR management. Group management sought to end these differences by harmonizing all functions, especially reports for the new HR organization.

The harmonization of payroll accounting was exceedingly challenging for the joint project team and involved the following:

- design of a new wage type catalog, including the harmonization of names and parameters, and the elimination of redundant wage types. Calibration with the account structure was also conducted
- implementation of several labor agreements like company tariff and standard bank tariff, which also included the calculation of standard wage maintenance
- automation of the calculation of several payment components like annual bonus, pension funds, gratifications and direct insurance
- realization of six different partial retirement models.

Besides fulfilling the responsibility for payroll realization, Capgemini consultants provided leadership and subject matter expertise in various SAP HCM areas, including Personnel Administration, Organizational Management, Time Management and Personnel Development. The development and organization of end-user training and end-user documentation was also duly completed by the team to ensure smooth knowledge transfer among users.

After three “rehearsals,” the team was able to successfully migrate live data to the working system without any errors or omissions.

All throughout the migration, the Group’s daily HR business continued as normal, which was a challenge for the project team. Time was critical, and the team simply could not afford delays in transitioning to the new system. Group expectations were high—post the final training session, the Group expected end users of the HR departments to seamlessly switch over to the new system. As far as the user side was concerned, there could be no noticeable change that something had been shifted at the backend, other than a slightly different looking pay slip. Thanks to the collaborative approach adopted during the project, the new HR

system was delivered in time and within budget. The Group is now reaping the benefits from the efficiencies offered by a central HR platform that is available across the organization.

In order to keep refining and improving the solution going forward, as well as ensure continuation of the seamless collaboration between Group members and Capgemini professionals, a “lessons learned workshop” was conducted in Germany with attendance from key stakeholders of the project. It provided a good showcase of the intimate details and individual accomplishments achieved.



About Capgemini and the Collaborative Business Experience®

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get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 90,000 people worldwide.

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In collaboration with



With 14.2 million active domestic customers, approximately 21,000 employees and total assets of €229 billion, the Deutsche Postbank Group is one of Germany’s major financial services providers. Its focus is on retail business with private customers. It is

also active in the corporate banking sector. Through its “Transaction Banking” division, it provides back office services to other financial services providers. Deutsche Postbank AG went public in June 2004. In February 2009, Deutsche Post AG sold 22.9% of Postbank to Deutsche Bank AG in order to focus on their core business.

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