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TABLE OF CONTENTS

1. INTRODUCTION	2
2. THE DEFINITION OF TERMS	2
3. THE INTERPRETATION AND APPLICATION OF THE POLICY	3
4. THE RATIONALE AND OBJECTIVES	3
5. THE SCOPE OF APPLICATION	3
6. THE ROLES AND RESPONSIBILITIES (THE ACCOUNTABILITY FRAMEWORK)	3 - 4
7. THE POLICY AREAS	4 - 7
8. THE APPROVAL	8
9. THE AMENDMENTS	8

1. INTRODUCTION

- 1.1 This **Master Data Management Policy** is developed to assist with the governance, management and maintenance of all Human Resources Shared Services (HRSS) master data as maintained on the SAP Human Capital Management System (HCM)
- 1.2 The policy describes how master data management will take place within the CoJ on the SAP HCM system and how the data information management and handling of data requests and reports will be managed within the HRSS Transactional Centre

2. THE DEFINITION OF TERMS

Term	Definition
CAATS report	Is an audit report utilized to verify the status of accuracy of all employee master data on the SAP HCM system
Data audits	Data audits takes place on a monthly basis and feedback are being given to the Transactional HRSS and the HRSS Field Services Teams in order to obtain the corrected data and correct such data on the SAP HCM system
Electronic Records Management System (ERMS)	Is an system used to scan, archive and send documentation to the Transactional Centre for capturing and corrective measures
Human Resources Field Services	Is a key role player who ensures that the employees in a specific Region/Business Unit supply the correct and updated information in order to update the SAP HCM system
IRP5	Is a tax certificate provided to an employee from whom tax has been deducted by the City and paid over to SARS. At the end of each tax year, at the end of February each year a tax certificate will be generated with the detail of all taxable earnings and deductions
Leave Reports	Is a report reflecting all leave types captured by CoJ employees as reflected on the SAP HCM system. The report will remind employees of leave to be taken by a specific date and assist management to control leave taken and employee attendance.
Master Data Audit Reports	Is a report containing the status quo of the data at a specific date and reflect Master Data Audit identified gaps and areas of correction
Monthly Activity Reports	Is an audit report used to monitor all time management activities
Retro Accounting System	Refers to a system (in this case SAP HCM system) that automatically calculates pay information that is in retrospect
SAP Human Capital Management System (HCM)	Is the current system utilized to capture, maintain, store all relevant master data for the CoJ
Service Level Agreements (SLA)	Is an agreement signed between the HRSS and departments detailing the expected and agreed upon service standards
UIF	Refers to Unemployment Insurance Fund
Time Management Book	Is the leave book or leave control system in which all the types of leave and absenteeism are reflected
Transactional Center	Is the HRSS Centre where transactions are being captured on the SAP HCM system
Transactional Officer	Is an Officer or a team member of the Transactional Team whose main responsibility is to capture data
Transactional Services	Are services rendered to all customers of HRSS Transactional Centre
Unlock process	Is a process of validating captured data
Variance Monitor Reports	Is a report utilized to validate and identify variances on the SAP data

3. THE INTERPRETATION AND APPLICATION OF MASTER DATA MANAGEMENT POLICY

- 3.1 Any dispute arising from the interpretation and application of this policy will be handled and resolved through the delegations and discretion of the Director: Human Resources Shared Services (HRSS)

4. THE RATIONALE AND OBJECTIVES OF MASTER DATA MANAGEMENT POLICY

The rationale and purpose of the Policy is to:

- 4.1 Outline the purpose of the human resources master data on SAP HCM
- 4.2 Define what data integrity means and how it will be assessed
- 4.3 Define the role of the various role-players in the data integrity process
- 4.4 Define the various data integrity processes and management thereof
- 4.5 Outline data maintenance processes to be followed (monthly and quarterly)
- 4.6 Comply with legislation such as the Income Tax Act, No 58 of 1962, the Financial Intelligence Centre Act, No 38 of 2001 etc, as well as legislative amendments

5. THE SCOPE OF APPLICATION

- 5.1 The Policy applies to City of Johannesburg Metropolitan Municipality administration and all its employees

6. THE ROLES AND RESPONSIBILITIES (THE ACCOUNTABILITY FRAMEWORK)

- 6.1 The *Mayoral Committee (Mayco)* approves the HR Policies
- 6.2 The *Executive Management Team (EMT)* engages on the HR policies and recommends the approval of the HR policies by Mayco
- 6.3 The *City Manager* is accountable as an Accounting Officer and oversees the development, implementation and maintenance of policies, procedures, processes and system, including those in HR
- 6.4 The *Executive Director: Corporate and Shared Services* is responsible for ensuring the HR Policies comply with the Council resolutions of City of Johannesburg, as well as applicable legislation, and in conjunction with the conditions of service and relevant bargaining council agreement
- 6.5 Other *Executive Director's* are accountable for ensuring strict adherence to prescriptions of HR policies within their Depts, as well contribute to the development, review and evaluation of impact of HR policies
- 6.6 The *Director: Human Resources Shared Services (HRSS)* is responsible for the overall policy implementation, management, monitoring and review, as well as ensuring that the HR Policies comply with the Council resolutions, applicable legislation, conditions of service and relevant bargaining council agreements
- 6.7 The nominated *Deputy Director in HRSS with a responsibility a for HR policies* ensure that the Policy is reviewed on ongoing-basis

- 6.8 Other *Deputy Directors [Business Process Owners (BPO)] in HRSS* are responsible for researching, recommending the development, maintenance, review and evaluation of their policies dealing with their respective areas and processes in the CoJ, as well as monitoring the implementation of the Policy within the requirements
- 6.9 The *Field HR and HR Transactions* are responsible for ensuring the adherence and compliance to the approved HR policies, as well as providing advise on HR policies
- 6.10 The *Line Manager* is responsible for implementation of and adherence to the approved HR policies
- 6.11 The *Organised Labour (Unions)* are responsible for playing an oversight role on management, implementation and compliance/adherence to approved HR policies, as well as contribute to the evaluation of impact of HR policies and their review
- 6.12 All *Staff* are responsible for complying/adhering to the approved HR Policies

7. THE POLICY AREAS

This section outlines the policy provisions governance, management and maintenance of all human resources master data in the City of Johannesburg (CoJ)

7.1 GENERAL

- 7.1.1 The SAP HCM is a master data time driven system and not a transactional system. In the light of this it is essential that the data on the system is accurately recorded and that the essential mandatory fields are up to date. The HRSS Department had to maintain the data integrity in the past
- 7.1.2 A new culture is hereby created where the employees and the line management will accept full responsibility to maintain their own master data and notify the HRSS Transactional Services Centre if there are any changes or corrections to be made. It will therefore be expected of the CoJ employees to check their personal data on the SAP HCM system and to request corrections of data if any changes are required. A regular sign off will be requested and a return slip will be attached to the employee pay slips as from August 2008
- 7.1.3 A monthly sign off will take place by the individual employees to verify their personal data available on the SAP HCM system
- 7.1.4 The Contact Centre will also assist through a verification process when CoJ staff contact the Contact Centre for Human Resources queries and service requests
- 7.1.5 All the related employee master data will be handled by the HRSS staff in terms of the confidentiality clause and not repeated to any person. If any data is abused the related HRSS staff member will be investigated and disciplined if it is found that such data was not treated with confidentiality
- 7.1.6 The data on the system is used to:
- 7.1.6.1 Determine payroll results which are used for budgeting and accounting purposes
 - 7.1.6.2 Provide HRIS for decision-making purposes
 - 7.1.6.3 Provide information for statutory reporting requirements
 - 7.1.6.4 Form a firm master data base for HRSS for all personal information of each and every CoJ employee

7.2 THE SAP HUMAN CAPITAL MANAGEMENT (HCM) MASTER DATA

- 7.2.1 The policy will ensure quality data, compliance will be given to the relevant statutory legislation of information management
- 7.2.2 All the master data on the SAP HCM system will be subject to the principles of confidentiality, staff capturing the information will display a high level of integrity and their conduct will be above reproach
- 7.2.3 The key drive of a master data system is the dates
- 7.2.4 All master data information recorded on the SAP HCM System requires a start date. It is important that the correct date information is entered on SAP as the SAP HCM System is a *retro accounting system* (i.e. it automatically calculates pay information that is in the past but between tax periods)
- 7.2.5 At the start of employment into CoJ, all master data within the mandatory and all other fields must be obtained, quality assured, confirmed and maintained on SAP HCM
- 7.2.6 In all operational functions, timely input is encouraged and late input strongly discouraged
- 7.2.7 In the event of a dispute, retro accounting may be required
- 7.2.8 The information is used:
 - 7.2.8.1 To determine payroll results for budgeting and accounting purposes
 - 7.2.8.2 To provide Human Resources management information
 - 7.2.8.3 To provide information for statutory reporting requirements
 - 7.2.8.4 To provide a sound HRSS SAP HCM Data base with all relevant data of the employees of the COJ
- 7.2.9 The data on the system is captured primarily for HCM, organizational information purposes, management information, governmental statistical information and pay information and any other statistics that may be required
- 7.2.10 The data on the system will be used to form a valid database for e-shared services implementation
- 7.2.11 From an organizational perspective, the employer needs to know who is employed where they are deployed and which employment relationship governs their status etc
- 7.2.12 From a management perspective, the manager needs to know the relationship of each individual in the organization under his/her control, the pay level, years of service, employment history, their attendance information, etc in order to understand who is under their control and where they come from and their organizational assignment
- 7.2.13 To manage human capital management in terms of their employees, and their budgets
- 7.2.14 For government statistics, the following information may be required to be provided:
 - 7.2.14.1 Race
 - 7.2.14.2 Gender
 - 7.2.14.3 Salary
 - 7.2.14.4 Position
 - 7.2.14.5 Salary level
 - 7.2.14.6 employment status of an individual
- 7.2.15 For budget information the salary and benefits are to be recorded and time management information such as unpaid leave, or absence without leave, etc are to be recorded as well

7.3 THE DATA INTEGRITY MANAGEMENT

- 7.3.1 Data integrity is the expectation placed on Transactional, Field and Strategic Services, in conjunction with Line Management to update, verify and maintain all relevant data on the SAP HCM system on a monthly and quarterly basis
- 7.3.2 Data integrity involves verifying whether existing data is unchanged from its source and has not been accidentally or maliciously modified, altered, or destroyed, during any transactional operations, such as maintaining data, storage, archiving and retrieval
- 7.3.3 The *Data Archiving Policies and Procedures* of the City may impact on the time taken for retrieval and supply of data to customers
- 7.3.4 The lock/unlock facility provides an opportunity for the Transactional Officer to capture the information on a specific Info type and the transaction will be locked and checked by the Operational Manager: Transactions to ensure that the data is captured accurately and only after the checking process is concluded can the data be released on the system by unlocking the transaction
- 7.3.5 The *data integrity processes* is as follows:
- 7.3.5.1 This part outlines the various data integrity processes that are in place to ensure that there is integrity within the system
 - 7.3.5.2 The data integrity process will be monitored via CAATS reports and extracted by an independent party such as Johannesburg Risk Assurance Services (JRAS)
 - 7.3.5.3 It is important to perform rigorous analysis to assess the integrity of the information
 - 7.3.5.4 The following management processes are in place:
 - a. Management of data integrity
 - b. Audit of data integrity conducted by Auditors
 - c. Quality assurance and checking by team leaders
 - d. HR Field Services management and quality assurance of information received from Line, and transmitted to transactions
 - e. Upgrading of SAP System which requires checking of Master Data prior to sign off and migration
- 7.3.6 The *master data audit process* is as follows:
- 7.3.6.1 The *Master Data Audit Reports* are to be run monthly and reported on every quarter to ensure that the correct information on an employee is stored on SAP HCM
 - 7.3.6.2 In order to ensure validity of information the organizational unit must be linked to the position, which must be linked to the cost centre. The employee and his master data will be attached to a specific position.
 - 7.3.6.3 HR Field Services are required (bearing in mind confidentiality issues) to distribute the Master Data audit form to Line Management and employees, for employees to verify and update the information recorded on the report to ensure that the corrections made on SAP HCM are correct
 - 7.3.6.4 If information needs to be changed, HR Transactional Services will update employee records and a copy is placed on the employees personal file for record purposes
 - 7.3.6.5 This report will also aid the process when *Employment Equity Reports* are to be submitted to Statistics South Africa, Council and Auditors

7.3.7 The *time management process* is as follows:

7.3.7.1 *Time management* is used to record and update employees leave records on the system. This is to ensure that control and validation measures are in place, and to identify unfunded liabilities in terms of budget re-allocation for the annual costing of leave

7.3.7.2 The *attendance registers* shall be kept in each Department, and employees specified by the City Manager or any official to whom the authority has been delegated, shall be required to enter daily in such register the time of their arrival, departure and time actually worked excluding tea and lunch breaks and any time-off, provided that the City Manager or the equivalent or any official to whom the authority has been delegated, may, at their discretion, authorize the use of time sheets, recorders or any other electronic time keeping/attendance system in place of or in conjunction with attendance registers

7.3.7.3 The *Monthly Activity Reports* must be compiled and authorized by line management for consolidation of the total attendance register with any absenteeism. The monthly activity report will consolidate the manual attendance register and ensure that staff activities is reported and that all absenteeism and leave is recorded on the SAP HCM system to manage un-funded liabilities through leave management not reaching the Transactional Centre

7.3.7.4 Specific control measures for time management need to be implemented to ensure that all absenteeism by employees are submitted, captured and deducted

7.3.7.5 The *Leave Reports* of employees distributed to Line Managers, serves to provide the Managers with correct leave information to prevent unauthorized absenteeism and financial liabilities to Council

a. This documentation must reach the Team Leaders and their teams regularly to be updated on the SAP HCM System

b. The Audit requirements expect that the updates on leave forms must be captured 24- 48 hours after the leave forms were submitted

7.3.7.6 Rationalized specific controls, in terms of the administration of the *Time Management Book (Leave Book)* will ensure that all employees leave quotas are correct and up to date, as approved and managed by Line Managers throughout the CoJ

7.3.8 The *employee personal information process* is as follows:

7.3.8.1 Employee personal information is stored on SAP HCM and on a personal file for record purposes

7.3.8.2 If there are any changes on personal details, a change of details form must be completed immediately and submitted to HR Field Services, then forwarded to HR Transactional Services for update

7.3.8.3 The ERMS serves as a back up to the hard copy personal file and assist with retrieval of documentation.

7.3.8.4 A data report can be requested through the Transactional Centre, the Information Management specialist will supply the information or the report

7.3.9 The *Unemployment Insurance Fund (UIF) maintenance process* is as follows:

7.3.9.1 The UIF needs to be maintained to ensure that employees are contributing

7.3.9.2 A report must be run by the Payroll Quality Assurance section to ensure maintenance of the UIF deductions for all employees as per legislation

7.3.9.3 Refer to the new Act on IF from the 01 April 2002 for more information on the maintenance of UIF

8 THE APPROVAL

8.1 Policy changes are to be approved by the Mayoral Committee

9 THE AMENDMENTS

9.1 The Policy may be reviewed and amended at least every two (2) years or more frequently, as and required

9.2 Maintenance and implementation of the policy is the responsibility of the Director: Human Resources Shared Services (HRSS)

- End-