******SUSMITA CHAKRABORTY**

Minnesota, 55447, USA
763-288-5050
s.ledelsea@gmail.com

**PROFESSIONAL SUMMARY**

* SAP Certified SuccessFactors Consultant with over 15+ years of experience in SAP HCM (on-premise and cloud), SuccessFactors, and SAP Concur, specializing in solution design, implementation, AMS support, and integrations.
* Analyze and document current-state HCM processes across Core HR, Recruitment, Onboarding, Performance Management, Learning, and Compensation. Identify bottlenecks and areas for improvement.
* Possess deep functional knowledge across SuccessFactors modules, including Employee Central, Performance & Goals, Recruiting, Onboarding (ONB 2.0), Learning Management System (LMS), and EC Payroll, along with a strong command over SAP Concur (Travel and Expense).
* Manage end-to-end implementations of SAP SuccessFactors Onboarding 2.0 for USA, configuring business rules and templates to meet business requirements and regional compliance need.
* Led end-to-end SAP SuccessFactors project lifecycle—from scoping and planning to execution and delivery—ensuring alignment with strategic HR business objectives.
* Partnered with HR stakeholders to understand current process and gather and document business requirements; provided strategic guidance on future-state process design, leveraging industry best practices and SuccessFactors capabilities.
* Skilled at designing and implementing Performance Management processes, including configuration of performance templates, goal plans, rating scales, calibration, route maps, and email workflows to ensure seamless performance cycles and user engagement.
* Collaborated with internal HR teams and stakeholders to drive HCM process transformation initiatives.
* Developed comprehensive process documentation, business requirements, and decision logs to guide informed changes and implementations.
* Maintained up-to-date knowledge of SAP SuccessFactors through regular review of delta updates.
* Configure and automate HR processes using Integration Center, business rules, and workflows, including solutions such as auto-delimitation of vacant positions and automated launch of PM forms for new hires.
* Manage SAP Concur configurations, including roles and permissions, audit rules, travel allowance, report configuration, expense types, validation lists, and integration with SAP via CTE\_SETUP and Feedbackloop.
* Create and deploy innovative solutions like chatbots using IBM Watson Assistant, integrated with SuccessFactors to fetch and display employee Time-Off data.
* Lead quarterly SuccessFactors release reviews, analyze the impact of new features, assess risks, and present recommendations to stakeholders for adoption and configuration.
* Handle admin and support activities, including user import, account activation, form launches, routing, data purging (via DRM tool), goal imports, and permission setups using RBP.
* Deliver end-user training and internal knowledge-sharing sessions, support testing and UAT, and prepare detailed documentation for change requests and implementations.
* Support proposal creation and pre-sales efforts by contributing to RFP responses, solution blueprints, and end-to-end planning for full SuccessFactors suite implementations.
* Work effectively in global delivery models, currently collaborating with international teams and clients through onsite and offshore models, including assignments in Amsterdam and Singapore.
* Lead multiple global end-to-end SAP SuccessFactors implementations, including EC, PMGM, Succession, LMS, Recruiting, and Onboarding, for clients in transportation, telecom, aviation, and technology sectors.
* Serve as Subject Matter Expert (SME) and Single Point of Contact (SPOC) for SAP Concur implementations and support, including financial postings via CTE\_SETUP and integration with SAP ERP systems.
* Design and deliver comprehensive SAP Concur training programs for end users, AP teams, and administrators, resulting in improved compliance, user adoption, and expense processing efficiency.
* Drive client-specific process optimization by configuring and enhancing Concur Expense Types, Audit Rules, Policy Groups, and Workflow settings to align with company policies.
* Develop and manage complex SAP SuccessFactors reports and analytics using Ad Hoc and Audit reporting tools, enabling data-driven decisions and performance insights.
* Lead cross-functional teams and manage delivery across geographies, ensuring timely project execution and client satisfaction in high-impact enterprise environments.
* Coordinated with stakeholders, cross-functional teams, and third-party vendors to drive timely and cost-effective project execution across global HR initiatives.
* Created and maintained comprehensive project documentation, including charters, timelines, risk logs, and status reports to support governance and transparency.
* Oversaw project financials, managed change requests, and ensured smooth execution of testing and training activities across user groups.
* Championed continuous process improvements, promoted knowledge sharing, and facilitated agile ways of working to optimize delivery efficiency in dynamic environments.
* Collaborate directly with business stakeholders to define strategic requirements and implement scalable SAP HCM and SuccessFactors solutions tailored to HR transformation objectives.
* Implement change management and training strategies, supporting smooth organizational transitions to SAP cloud platforms and SAP Concur systems.
* Contribute to internal innovations, including IBM Lighthouse publication on Watson Chatbot integration with SAP SuccessFactors.
* Achieve multiple SAP certifications and Microsoft Azure Fundamentals, demonstrating commitment to continuous learning and technology leadership.

**TECHNICAL SKILLS**

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| **Category** | **Tools / Technologies / Modules** |
| **SAP Cloud Modules** | SuccessFactors Employee Central (EC), Performance & Goals (PMGM), Recruiting, Onboarding (2.0), LMS (Admin), Concur (Travel & Expense) |
| **SAP On-Premise** | SAP HCM (PA, OM, TM, PY, PD), Travel Management, ESS/MSS |
| **SAP Concur** | Concur Travel & Expense, configuration and maintenance, Integration with SAP, Cognos Reporting |
| **Integration Tools** | Integration Center, Compound Employee API, CTE Setup, Employee Export Mapping, Other Cost Object Export |
| **Chatbot / AI Tools** | IBM Watson Assistant (Chatbot integration with SuccessFactors) |
| **Data Management** | LSMW, DRM Tool (Data Retention Management), User Import/Export |
| **Reporting & Analytics** | Ad Hoc Reports and Canvas Reports in SAP SF, Cognos Reporting in SAP Concur,Google Lookup, Minitab Statistical Software |
| **Languages / Scripting** | XML (for SF Template Config), Business Rules in EC, SQL, Python, Machine Learning, C, C++ |
| **Release Management** | SuccessFactors Quarterly Releases (Impact Analysis, Presentation, Adoption Strategy) |
| **Support Tools** | SAP Solution Manager, Remedy, ServiceNow |
| **Authorizations** | RBP (Role-Based Permissions), Structural Authorizations |
| **Other Tools** | DevOps Board, JIRA, Microsoft Excel (Advanced), PowerPoint, Word, Teams, Outlook |

**EXPERIENCE**

**Norfolk Southern (IBM) May 2020 – Present**

**Kolkata, India and Amsterdam, Netherlands
SAP HCM Senior Advisory Consultant | SAP SuccessFactors & SAP Concur Specialist**

* Led end-to-end implementations and AMS support for SAP SuccessFactors (EC, PMGM, Recruiting, ONB, LMS), ensuring timely delivery and system optimization.
* Developed automation in EC using Integration Center to improve workforce planning efficiency.
* Successfully migrated Onboarding processes from SAP SF ONB 1.0 to ONB 2.0, ensuring minimal disruption and full compliance with U.S. federal and state regulations.
* Redesigned onboarding workflows using Process Variant Manager to support state-specific requirements and organizational policies. Built and customized panels, compliance forms, and document templates using Panel Designer and Compliance Form Builder for various states.
* Reconfigured Responsible Groups, Business Rules, and Role-Based Permissions to reflect the new architecture of ONB 2.0.
* Customize and streamline onboarding processes, including new hire data collection, task management, and document generation.
* Authored detailed configuration documents, SOPs, and training materials to support knowledge transfer and long-term system sustainment.
* Designed and launched automated PM forms for new hires, streamlining performance management lifecycle and ensuring compliance.
* Configured PMGM module, including goal plans, performance form templates, route maps, and calibration, achieving a successful go-live.
* Analyze the current Onboarding process and map it to ONB2.0. Created business process documents for the same and helped in the implementation of ONB2.0
* Created and deployed IBM Watson Assistant AI Chatbot integrated with SAP SuccessFactors to display Time-Off data in real-time.
* Acted as SPOC for SAP Concur operations, overseeing maintenance, enhancements, user issues, and client escalations.
* Configured Concur Expense system with custom expense types, audit rules, policy groups, receipt requirements, and list management.
* Managed users, roles, proxies, and site settings within Concur, ensuring secure and scalable administration practices.
* Integrated SAP Concur with SAP ERP using CTE\_SETUP, enabling seamless financial posting and reconciliation via feedback loop.
* Set up Employee Export and Production Order Export to map HR and cost object data for reporting and tracking.
* Trained end users, AP teams, and administrators on Concur modules, policies, workflows, and reporting tools for optimal adoption.
* Delivered change management and feature adoption training, ensuring smooth transition during updates and new releases.
* Provided hands-on support for Company Bill Statement and Expense Reports, ensuring timely claim processing and audit compliance.
* Conducted advanced training on Concur Reporting & Analytics, enabling business leaders to drive data-informed decisions.
* Collaborated with cross-functional teams and SAP Concur support to resolve system issues, perform testing, and implement improvements.

**ING Bank (IBM) Feb 2019 – May 2020
Kolkata, India and Amsterdam, Netherlands
SAP HCM Senior Advisory Consultant**

* Led full lifecycle of annual PM template development using SAP SuccessFactors Performance & Goals: conducted requirement workshops, configured goal plan templates, route maps, rating scales, and managed template testing and go-live.
* Administered user data in SuccessFactors via Admin Center, including manual User Import, account activation, and External User creation for project-specific stakeholders.
* Utilized Goal Import template for mass goal uploads and managed performance form lifecycle including form launches, routing, restoring deleted forms, and document transfers.
* Customized People Profile sections: created standard and background elements, developed picklists, and applied Role-Based Permissions (RBP) for visibility and edit control.
* Used Provisioning and Instance Synchronization tools for configuration transport and migration.
* Created ad-hoc and dashboard reports using Report Center and ORD (Online Report Designer) to support audits, management insights, and compliance tracking.
* Advised on performance process improvements and optimized SuccessFactors UI for ease of navigation and accessibility.
* Participated in Quarterly Release Management: analyzed new feature impacts, used Upgrade Center for enablement planning, and compiled client-friendly adoption strategies.
* Worked with CSV templates and FTP protocols for data uploads and scheduled jobs.
* Drafted solution architecture and high-level design for full-suite SAP SuccessFactors proposals as part of RFP support.
* Ensured compliance with GDPR for data access and security during configuration and user management.

**Nokia, (HCL Technologies) Kolkata, India Sep 2018 – Feb 2019
SAP HCM/SF Consultant | SAP Business Analyst**

* Analyzed current HR processes and future business requirements to develop comprehensive business process documentation, transitioning from AS-IS to TO-BE states.
* Implemented SuccessFactors PMGM by configuring goal plan templates, form templates, route maps, and rating scales using Admin Center and Provisioning.
* Built and maintained goal libraries and aligned goals across business units using goal import and XML configuration.
* Configured and executed calibration sessions and talent reviews, ensuring integration with PM forms and user roles.
* Developed business rules and intelligent workflows in SuccessFactors using Business Rule Engine and MDF Objects.
* Migrated legacy data and loaded templates via Admin Center and Provisioning using CSV uploads and XML editing.
* Led Quarterly Release Management by analyzing new features, assessing impact, and applying selective upgrades.
* Collaborated with EC and RBP teams to ensure compliant role-based access to PMGM data and forms.
* Delivered end-user training, created learning content, and provided hypercare support post go-live.
* Tools/Technologies Used: SAP SuccessFactors (PMGM, EC), Business Rule Engine, Admin Center, Provisioning, RBP, Calibration, CSV/XML data handling.

**Changi Airport Group (HCL Technologies) Singapore and Kolkata, India Oct 2017 to Sep 2018
SAP HCM/SF Consultant | SAP Business Analyst**

* Partnered with HR stakeholders to analyze business requirements and align SuccessFactors functionalities with organizational goals.
* Conducted gap analyses between current HR processes and SuccessFactors capabilities to identify optimization opportunities.
* Configured SAP SuccessFactors Performance & Goals (PMGM) modules end-to-end, including XML-based form customization, goal alignment, and rating scale setup. Conducted end-to-end calibration setup and tested talent review processes to align with organizational frameworks.
* Designed and implemented complex route maps, notifications, and workflow steps via Admin Center and fine-tuned configurations in Provisioning.
* Led the setup and testing of calibration sessions to support strategic talent reviews aligned with organizational frameworks.
* Built and maintained role-based permissions (RBP) for secure and tailored access to goal plans, performance forms, and calibration sessions.
* Participated in data migration activities using Import tools; validated data mapping and integrity between legacy systems and SuccessFactors.
* Created business requirement documents, process flows, and decision logs to support informed system changes and adoption.
* Delivered stakeholder workshops and knowledge transfer sessions to ensure user readiness and solution sustainability post go-live.
* Monitored SAP SuccessFactors quarterly releases, analyzed functional impacts, and configured post-release enhancements.
* Tools/Technologies Used: SAP SuccessFactors PMGM, RBP, XML, Admin Center, Provisioning, Calibration, Import/Export tools.

**Otsuka America Pharmaceutical , (HCL Technologies) Kolkata, India May 2017 to Sep 2017
SAP SuccessFactors Consultant**

* Implemented SuccessFactors PMGM modules with customized goal and competency sections in performance forms.
* Designed route maps and rating scales tailored to business processes through XML configuration.
* Facilitated performance cycle setup, calibration planning, and user data preparation for testing.
* Conducted configuration unit testing (CUT) and supported UAT with issue resolution and knowledge transfer.
* Provided post-go-live support for form routing, goal alignment, and RBP permissions management.
* Delivered documentation for configurations, cutover activities, and end-user process guides.
* Tools/Technologies Used: SAP SuccessFactors PMGM, Admin Center, XML, RBP, Import Tools, Calibration Templates.

**Leo Pharma AMS, (HCL Technologies) Kolkata, India Mar 2016 to Apr 2017**

**Lead SAP SuccessFactors Consultant**

* Conducted several SuccessFactors trainings on PMGM, CPM within HCL for different SuccessFactors client like Woolies, Changi and new consultants joining SF capability.
* Implemented Performance Management (PM) templates, goal plans, and route maps in Admin Center and Provisioning.
* Customized performance forms using XML and aligned goal library content with organizational KPIs.
* Defined and tested calibration sessions, including calibration templates and views for executive reporting.
* Managed data loads for user, goal, and performance data using Import tools with error resolution support.
* Provided ongoing support for PMGM configuration, validation of permissions, and report generation.
* Conducted training sessions and created user manuals to ensure smooth adoption by HR and managers.
* Collaborated with cross-functional teams to resolve UAT issues and provide production support.
* Tools/Technologies Used: SAP SuccessFactors PMGM, Admin Center, XML, RBP, Import Tools, Calibration, Provisioning.

**Serco – PMGM Implementation, (HCL Technologies) Kolkata, India Oct 2015 – Feb 2016
SAP HCM & SuccessFactors Senior Functional Consultant**

* Implemented end-to-end Performance and Goal Management module for global rollout using v12A templates.
* Configured Performance Templates, Goal Plans, Rating Scales, and Route Maps via XML and Provisioning.
* Upgraded legacy v11 PM templates to v12 Acceleration format, ensuring compatibility with existing forms.
* Developed a standard Performance Library and mapped competencies to goals and job roles.
* Customized Home Page, Themes, Picklists, and Action Search settings for end-user accessibility.
* Configured Employee Profile settings and permissions in People Profile using RBP.
* Supported end-user testing, defect resolution, and conducted knowledge transfer to client teams.

**BSNL Rollout & HCL BPR (iSuccess), (HCL Technologies) Kolkata, India Nov 2014 – Oct 2015
SAP HCM Functional Consultant**

* Supported SAP HCM India Payroll configuration: Payroll Area, Schemas, PCRs, and payroll reporting.
* Performed data migration and validation activities for Eastern Circle employee master and payroll records.
* Investigated and resolved POC issues during rollout; coordinated with internal QA and support teams.
* Analyzed ESS/MSS workflows, built foundational understanding of user experience and approvals.
* Contributed to iSuccess module implementation under HCL BPR, focusing on SF Performance & Goals.
* Received structured training on SuccessFactors Expectation Exchange and system configuration.
* Coordinated between client stakeholders and internal BPR team for solution review and handover.

**SABMiller UK Plc – Support & Enhancement, (TCS) Kolkata, India Oct 2013 – Nov 2014
SAP HCM Functional Consultant**

* Provided support for Travel Management process: Travel Request to FI posting, trip audit, and reporting.
* Configured Travel Expense schemas and supported compliance checks through Audit Rules and workflows.
* Implemented Absence and Time Quota configuration; supported Positive and Negative Time Evaluation.
* Supported International Payroll: wage type setup, symbolic account assignment, payroll periods.
* Coordinated with Finance team for GL integration and validation of payroll and travel postings.
* Participated in SuccessFactors PMGM hands-on training; reviewed XML-based template structures.
* Generated reports using SAP standard tools (PT\_QTA10, CATS\_DA, etc.) for time and payroll data analysis.

**KPMG MyPD, (TCS) Kolkata, India Jan 2013 – Sep 2013
SAP HCM Functional Consultant**

* Configured core Personnel Administration elements including personnel actions, infotypes, subtypes, info groups, and number ranges for various country rollouts.
* Developed and maintained organizational structures using object types, relationships, and evaluation paths to ensure seamless OM-PA integration.
* Executed country rollout activities such as building org structures, setting translations, managing batch jobs, and handling user preload file uploads.
* Supported Personnel Development by resolving technical issues in appraisal forms using appraisal catalog configuration and BAdIs.
* Integrated OM and PA modules by configuring switches like PLOGI ORGA and PLOGI PRELI to ensure position-based hiring.
* Analyzed release errors and provided SAP Notes or workarounds to resolve issues before system updates or quarterly reviews.
* Provided client training and walkthroughs on system navigation, appraisal cycle handling, and basic configuration in SuccessFactors.

**Tata Teleservices – Support & Enhancements, (TCS) Noida & Hyderabad, India Nov 2011 – Dec 2012
SAP HR Functional Consultant**

* Configured enterprise and personnel structures including personnel areas, subareas, employee groups/subgroups across regional rollouts.
* Created and executed LSMW projects for uploading master data, relationships, and personnel actions during go-lives and system refreshes.
* Managed user authorization setup including structural profiles, custom roles, and authorization objects for data security.
* Supported time-related infotypes, including configuration and maintenance of work schedules and absences, for both positive and negative time scenarios.
* Participated in payroll support by identifying master data issues and validating wage types and payroll schema logic.
* Coordinated data migration and reconciled legacy HR data during telecom circle expansions and organizational restructuring.
* Addressed audit and compliance-related data corrections and provided functional specifications for custom reports.

**Bharat Sanchar Nigam Ltd. – Data Migration Project, (TCS) , India Feb 2010 – Oct 2011
SAP HCM Business Analyst**

* Supported full-cycle data migration from legacy systems to SAP using LSMW tools for master data and OM relationships.
* Mapped legacy data to SAP infotypes and ensured clean, accurate transformation using field mapping and cleansing logic.
* Participated in mock cutovers and go-lives for multiple BSNL SSAs, assisting with dry runs and post-load data validation.
* Developed an understanding of SAP HCM architecture and how modules like PA, OM, and Payroll interact at process level.
* Coordinated with regional field teams to validate migrated data and gather feedback on system readiness post go-live.
* Created issue logs and escalated transformation exceptions to technical teams for faster resolution during cutover.
* Supported testing and documentation for future circle-level rollouts across BSNL based on lessons learned.

**TCS HR Internal (Eastern Region), India Sep 2009-Feb 2010**

**Resource Management Group(HR )**

* Assisted in campus and off-campus hiring drives, handling candidate shortlisting, coordination, and offer follow-ups.
* Supported training and development functions by organizing and facilitating internal SAP-HR training sessions.
* Coordinated Academic Interface Program (AIP) events with universities to promote collaboration and brand awareness.
* Maintained MIS databases for employees across departments using Excel and in-house HR tools for performance and audit tracking.
* Assisted with Performance Management System (PMS) cycle, from goal-setting stage to appraisal consolidation and moderation.
* Participated in employee engagement initiatives including surveys, wellness programs, and quarterly town halls.
* Provided backend HR support for onboarding, exit management, and process audits related to HR compliance.

**EDUCATION**

* **MS (Engineering/Industrial Management)**

St. Cloud State University, MN, USA

* **Master of Business Administrator**

Alagappa University

* **Master of Science (Computer & Information Science)**

University of Calcutta

* **Bachelor of Science (Computer Science)**

University of Calcutta

**CERTIFICATES**

SAP Certified Associate – Implementation Consultant – SAP SuccessFactors Performance & Goals PM/GM

SAP Certified Associate – Implementation Consultant - SAP SuccessFactors Employee Central EC

SAP Certified Associate – Implementation Consultant - SAP SuccessFactors Succession Management SM

Implementation Knowledge - SAP SuccessFactors Onboarding ONB

Getting Started with SAP Franchise Sales Methodology - Selling4Success SAP Franchise Sales Methodology

open SAP

Generative AI at SAP- OpenSAP

Microsoft Certified: Azure Fundamentals Microsoft AZ900

Certification Program in Data Science and Machine Learning (AI/ML) - Indian Institute of Technology Roorkee

**Credly Badges link:** <https://www.credly.com/users/susmita-chakraborty.0b17e5f9>

**ACCOMPLISHMENTS**

Member of American Society for Engineering Management (ASEM) - Membership ID: 76979604

Certified Business Analysis Professional (CBAP)
IIBA
SQL for Data Analysis – MSSQL Server Certification
Microsoft Power BI Advanced Analytics Certificate

Received several Manager’s choice awards and blue points every year on Innovation and client success in IBM.

Appreciated and awarded by client for SAP HR activities with Tata Teleservices Ltd.

Awarded as an excellent performer in the entire quarterly, half yearly and annual appraisals.

Rewarded with following Awards throughout career in TCS:

 **On the Spot Award** – for excellent work in 2010

 **Best Team Award** in 2010

 **Service Commitment Award** – twice in 2012 and 2014