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From: Faculty Recruitment, Appointments and Promotions Service Group  
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Date: November 21, 2014

Re: Faculty Recruitment, Appointments and Promotions Service Group Workday  
Recommendation Set 1.

This memo outlines the recommendations from the Faculty Recruitment, Appointments and Promotions Service Group on Workday Business Processes functionality anticipated in Release 1.

These recommendations are based on the review of the Prototype 1 Workday for the following business processes:

030 – Manage Academic Appointments

- 020 Update Academic Appointments
- 010 Add Academic Appointment
- 030-010 Manage Academic Appts

080 Manage Faculty Separation & Retirement (Faculty Termination)

As these are our first set of recommendations, we will likely make additional recommendations once we review other Workday business processes and reporting, and as we collaborate with other service groups on areas with overlapping responsibilities.

**Key Recommendations for Release 1:**

- 101 The Operations Manager role should be renamed Academic Affairs Partner to avoid confusing the role with a current university job title. The role should include review and approval for all business processes related to faculty academic appointments.
- 102 The A&P Coordinator role should be designated locally given the variation in assigned responsibilities across departments.
- 103 The Lead Administrator should be able to schedule a report (e.g., weekly, biweekly, etc.) that delineates all appointment transactions that have occurred for a specified time period.
- 104 Establish a lower level financial role that is notified to update labor schedules when the referenced business process is approved (one-time payments; other compensation or payroll changes).
- 105 If the sort orders listed below in 106 are achieved, eliminate the appointment tab as it is redundant and does not provide sufficient information.
- 106 Default sorting (Items ID#2 and ID#3 in the attached chart):
  - The default sorting for directory information should be by alpha by last name.
  - Sorting on academic appointments for a given academic unit should be as follows
    - Academic appointments for given academic unit:
      - Dual
      - Fully joint
      - Primary / Primary Co-terminus
      - Named professorship
      - Secondary

- Multiple appointments should be listed in reverse chronological order
  - If dates are the same then sort by academic unity by alpha.
- 107 The system should have start and end date validation, specifically autocalculation of the end date with the ability to override.
  - 108 Guided support should be available at all times across all functions.
  - 109 Department specific and program/ center director (including DUS and DGS) titles need to be captured so that the total snapshot of the faculty member's status is available and easily referenced within the faculty profile. This may be a use for the Committee BP.
  - 110 Steps or prompts in the BP should be included to ensure that data in both the supervisory org and the academic appointment will be changed.
  - 111 All appointments/titles should be available to all involved departments as they are incorporated into websites and documents across departments.
  - 112 Department names, etc. should be spelled out with the acronym following in parentheses. The pattern should be consistent across all components of the system.
  - 113 In order to reduce the potential for erroneous submissions, the “deny” button should be separated from the other buttons or there should be hover text (124); there should be a validation rule that requires a comment or some other type of check on each button.
  - 114 Integration of EIB functionality into WD is essential to release 1 as it will have a significant immediate effect on operations across the university when coupled with the ability to generate template letters (115).
  - 115 Rather than requiring the additional step of transferring data to Excel, it should be possible to generate editable template salary letters directly out of WD. The service group would welcome the opportunity to pilot the development of this feature.
  - 116 It is important that ongoing faculty who do not serve consecutive terms are able to retain their data integrity (e.g., direct deposit, training records, etc.) in the system. This allows them to maintain credit, and eliminates unnecessary reentry of data.
  - 117 Service group wishes to see a list and demo of academic reports. This will allow us to make specific recommendations on report fields and structure of the reports.
  - 118 Operations manager (Academic Appointment Partner) should be the person who is able to create a “PI” name.
  - 119 Appointment information should feed into the directory.

#### **Notification and Help Text Recommendations for Release 1:**

- 121 Delegation:
  - A notification needs to go to the returning delegator of any BPs of what actions occurred during their absence. The returning delegator should receive a summary report of all those BPs inclusive of the specified dates.
  - Delegator needs to receive notification of acceptance of delegated authority.
- 123 Financial role notified to update labor schedules when a reappointment is approved (with or without compensation changes).
- 124 Hover or help text is needed to define deny, send back, and cancel in order to minimize confusion with STARS.
- 125 Help text is required in the job tab of the fully joint BP.
- 126 Reason codes require help or hover text.
- 127 AP coordinator should be notified of secondary appointment, or any changes in the status of their faculty with any types of appointments in other departments.

**Post Release 1 Recommendations:**

- 140 The ability to upload information into the WD system should be a priority for post release 1.
- 141 A checklist for all documentation required for appointments & promotions should be created by FAS/Faculty Affairs and incorporated into Workday functionality.

Faculty Service Group  
Business Process P2 Review Session - Question/Actions Log

ID#	Business Process/Topic	Questions/Concerns Raised	Workday (WD) Functionality/Business Process	Recommendations for Further Consideration  RECOMMENDATION SET 1	Cross Reference to MEMO
1	030-020 Manage Academic Appts	The appointment tab does not provide a complete executive summary of the faculty member's current appointment information.	The naming convention of the tab is provided by Workday; can specify content.	If the order below in ID#2 and #3 can be achieved, this tab should be eliminated as it is not necessary.	105, 106
2	030-020 Manage Academic Appts	What is the default sorting in the "current appointment" standard report? Is there an ability to sort by clicking on header?	WD allows sorting columns by alpha and by date with the mouse click. Data can also be exported to Excel. WD is working towards a more useful report in which all appointments and committee members show up in one place.	<p>Default sorting for directory information should be alpha by last name.</p> <p>Sorting on academic appointments for given academic unit should be:                      -Appointment identifier: Dual, Fully Joint, Primary/Primary Co-terminous, Names Professorship and then Secondary</p> <p>-For multiple appointments, list in reverse chronological order; if there is the same start date then sort by end date in reverse chronological order.</p> <p>-If start and end dates are same then sort by academic unit by alpha.</p>	106
3	030-020 Manage Academic Appts	In the "historical appointment" tab, how/in what order will the academic appointments data be sorted?	The WD & Yale team are in the process of determining how the data will be sorted. A demo helped the service group to formulate recommendations in ID #2 & #3	<p>Sorting on academic appointments for given academic unit should be:                      -Appointment identifier: Dual, Fully Joint, Primary/Primary Co-terminus, Names Professorship and then Secondary</p> <p>-For multiple appointments, list in reverse chronological order; if there is the same start date then sort by end date in reverse chronological order.</p> <p>-If start and end dates are same then sort by academic unit by alpha.</p>	106
4	030-020 Manage Academic Appts	Can a person's responsibilities be delegated if the individual has an unplanned leave of absence? And when the individual returns to work, how does the person identify the business processes that were initiated, reviewed or approved in their absence?	System administrators can assign delegations and operations managers can initiate standard reappointment BP. Additional information to be shared when it is available.	Provide a mechanism for delegation of responsibilities. A notification needs to go to the returning delegator of BPs that occurred during the absence. A summary report should be available detailing all of the BPs inclusive of the specified dates.	121

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5	030-020 Manage Academic Appts	The role title of operations manager is confusing as it is a job title within the University.		The operations manager role should be renamed Academic Partner. This is a customized role that includes review and approval for all academic business processes related to faculty academic appointments. This will allow flexibility and reduce confusion related to the existing university operations manager job title.	101
6	030-020 Manage Academic Appts	Can Lead Administrator be inserted into the "add approver" section in case an Operations Manager is uncomfortable reviewing the BP?	There are discussions with BOLT about this. Additional information will be shared when it's available.	The Lead Administrator should be able to schedule a report (e.g., weekly, biweekly, etc.) that delineates all appointment transactions that have occurred for a specified time period.	103
7	030-020 Manage Academic Appts	How will charging instructions for a standard reappointment be captured?	Financial data information will not be ready for Release 1. It will be available in June 2016. For now, the comment box can be utilized until more is known about WD financials.	Providing charging instructions in the comment box is not useful because the person who needs to update the labor schedule may not be a part of the business process. Establish a lower level financial role that is notified to update labor schedules when the referenced business process is approved. The work should be done locally and not centrally.	104 / 123
8	030-020 Manage Academic Appts	What are the differences between deny, send back and cancel buttons?	This is out-of-the-box WD	These button labels appear in STARS and the definition of these buttons is different from that of Workday and can be confusing to users of both systems. To ensure consistent use of buttons in Workday, definitions for all buttons, including deny, send back, and cancel buttons, should be available (e.g., hover/help text).	124
9	030-020 Manage Academic Appts	Having "deny" next to "send back" and "submit" buttons may be problematic. Can we change the order of the submission buttons perhaps move the deny button to the right?	This is out-of-the-box WD. The team is investigating and will let us know if help/hover text capabilities are available.	To reduce potential for erroneous submissions, the "deny" button should be separated from the other buttons or there should be hover text.  There should be a validation rule that requires a comment or some other type of check on each button	124  113
10	030-020 Manage Academic Appts	Is guided support available, especially for departments who process reappointments infrequently.	WD & team hope be able to configure and add validations in a way that will decrease errors.	Guided support should be available (e.g., hotline, live chat during business hours, training guides).	108

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11	030-020 Manage Academic Appts	Who will be an A&P coordinator?	WD & team are working with to determine this. The service group is awaiting a list.	This role should be designated locally given the variation in assigned responsibilities across departments.	102
12	030-020 Manage Academic Appts	How can we ensure that the appointment end date, entered by the user, is correct?	Users enter appointment start and end dates. If, for example, a user mistakenly enters a 9 month appointment with and end date of 12 months, it's not clear that there is a validation for end dating. This is being looked into.	The system should have start and end date validations, specifically autocalculation of the end date with the ability to override.	107
13	030-020 Manage Academic Appts	In the "job" tab of the fully joint business process, it is not clear what type of data are required, and errors seem likely. Will help text be available?		Provide help text to guide data entry.	125
17	030-020 Manage Academic Appts	We would like to review the following reason codes: compensation change, change jobs, and add academic appointments.	Luke and Anna Maria are looking at the codes and will provide them to the team soon.	Help text should clearly define the codes.	126
18	Comment	Where do program and center titles reside?	WD does not capture today. The WD team is still thinking about where this information should reside.	There needs to be a mechanism to capture department specific and program/ center director (including DUS and DGS) titles so that the total snapshot of the faculty member's status is available and easily referenced within the faculty profile. This may be a use for the Committee BP.	109
19	030-010 Manage Academic Appts	Some AP coordinators may not be aware of a secondary appointment. How will they know when to look for a secondary or subsequent appointment?	Only departments who need to be notified will be notified. If there is no secondary appointment, the business process to check for a secondary appointment will not appear. Once SIT is completed, Luke will add this enhancement.	For maximum efficiency AP coordinators should be both notified of secondary appointments and able to check.	127
20	030-010 Manage Academic Appts	Job profile contains supervisory organization and academic hierarchy for each faculty member. Since these are separate hierarchies, updates are made independently.		Steps in the business process should be included to indicate and ensure that both supervisor organization and academic appointment must be changed.	110
21	030-010 Manage Academic Appts	Is it possible to use the EIB function to upload reappointments, especially at end of the academic year?	This functionality exists, but will not be available in Release 1. Need to train the appropriate people technically to use EIB functionality.	Integration of EIB functionality into WD is essential to release 1 as it will have a significant immediate effect operations across the university when coupled with ID#22 below.	114

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22	030-010 Manage Academic Appts	Is there the ability to generate template letters from salary information in Workday?	Can use an excel download of a report and mail merge to create salary letters. Those in the manager role will have access to salary information.	Rather than requiring the additional step of transferring data to Excel, it should be possible to generate editable template salary letters directly out of WD. As noted, this will have significant immediate effect across the University.	115
23	030-010 Manage Academic Appts	Is there a checklist functionality available in WD to track the appointment information/documentation, and can the documentation be uploaded into WD?	Document attachment is a functionality in workday but will not be a component of Release 1. Need to determine from a security and confidentiality perspective what the appropriate documents are to upload.	FAS/Faculty Affairs should define the checklist of all required documentation.  The ability to upload information into the system should be a priority post release 1. This would be much more efficient than working in Workday and uploading docs to another system (Interfolio).	141  140
24	080 Manage Faculty Separation & Retirement ( Faculty Termination)	How is information managed for faculty with non-consecutive terms?	Uncertain how the Workday business process will affect business processes outside of Workday, as they relate to this comment. This question seems out of scope for Anna Maria and team.	It is important that ongoing faculty who do not serve consecutive terms are able to retain their data integrity (e.g., direct deposit, training records, etc.) in the system. This allows them to maintain credit, and eliminates unnecessary reentry of data.	116
25	080 Manage Faculty Separation & Retirement (End Secondary Appointment)	For faculty who need to end date a secondary appointment but happen to have a primary appointment in another different department, will the primary department be notified that the secondary appointment has ended?	Currently, the Workday software is not robust enough to do this. However, Workday community is considering.	A&P coordinator of the primary department must be notified of any changes in the status of their faculty with any types of appointments in other departments.	127
26	Comment	Can we have Workday quality assurance reports scheduled on a periodic basis, such as a report providing a list of faculty who have active date but no future date?	Yes, Corey and team can schedule these reports.	Service Group wishes to see a list and demo of academic canned reports that will allow us to make recommendations.	117
28	Comment	Person A, who has high security access in Workday, goes on leave. Person A want to delegate their Workday responsibilities to person B, who has lower level security. Will person B receive the higher level security access so that person B can effectively manage their delegated responsibilities?	Nancy and other higher level management is looking into this.		
29	Comment	What if person A delegates their Workday responsibility to person B, who is on leave? Will Workday know that the person B is on leave and that person A should not delegate to person B?		There needs to be an acceptance of delegated authority and notification back to the delegator of status.	121
30	Centers	How do the centers show up in a organization structure?	For something to show up in a org structure, it must be anchored in an academic or supervisory org. They will not show up in the org structure because this is a free standing "center." Centers are not anchored in the academic or supervisory structure.	See ID#18 re: Center titles.	109

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31	Principle Investigator	What is the Workday role that will be able to create "PI" name?	Current thinking is that a role will be created as "committee partner" perhaps. WD is still working to determine which role is the right role to do this.	AP coordinator is not right person for this. Naming a PI is a grants based process and the AP coordinate will not necessary know about the grant; should be Academic Appointment Partner as the default.	118
32	Named Professorship	In the supervisory org, what is the title of faculty member?	Business title listed under faculty member's name will be listed as the business title in the supervisory org.		
33	Named Professorship	Does name professorship show up in the directory? E.G., an individual jointly appointed in Biomedical Engineering and Radiology.	When we look in Biomedical Engineering, you can't see the Radiology named professorship.	Appointment information should feed to directory.	119
34	Named Professorship	What is the business process needed for showing joint appointment info/ secondary info to all departments where faculty member holds an appointment?		All appointments/titles should be available to all involved departments because we use them on Yale websites, not just where the individual has the given appointment.	111
35	Committees			See ID#18 re: Center/program titles.  No recommendation. We need to better understand how this structure will work.	
36	Comment	Why are acronyms such as FES used instead of spelling out the name?	n/a	Department names, etc. should be spelled out with the acronym following in parentheses.	112