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From: Faculty Recruitment, Appointments and Promotions Service Group
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Date: January 16, 2015

Re: Faculty Recruitment, Appointments and Promotions Service Group Workday
Recommendation Set 2 (Items 37-61).

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 2 Workday for the following business processes:

- 030-020 Academic Reappointment
- 040 Manage Academic Pay One-Time Payment
- 070-010 Change in Job
- 050 Plan Faculty Jobs & Positions
- 060-010 Hire & Onboarding

As with our prior 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. We have tagged recommendations where applicable with a category.

Set 2 Key Recommendations for Release 1:

Academic Reappointment

- 38 Annual salary should be the default when a user is requesting a compensation change. This default should be the same for both faculty and staff compensation changes.
- 39 Appointment and compensation are part of the same process. When “request compensation change” is listed as a “to-do,” the person’s information should be populated automatically so that users do not have to fill in the information.
- 41 / 43 Lead Administrators do not need to approve faculty reappointments. It is important that the LA is aware that the academic reappointment is approved. Therefore, LAs should be able to schedule a routine report generating academic reappointment data. We want to see report that displays approval of appointments so that we can comment on the structure of the information.
- 42 Named professorship should be listed in the directory.

Academic Pay - One-Time Payment

- 44 When the date of visibility to the employee is blank, the visibility of the data to the employee is the last day of the month.
- 45 Justification for one-time payment must be entered into the comment field. The data are needed by an approver and should be part of the permanent record and cannot be edited.
- 48 Create a Workday finance role and send a notification so that they know to charge the correct account.
- 49 Service Group should partner in determining how the EIB process will work. It is important that this be addressed asap!
- 50 Bonus & One-time payments report - user should have the ability to sort report by date (can export to excel but that requires extra step); user should also have the ability to sort report by last name (NOT first name).

Academic Pay - Period Activity Pay – Summer Compensation

- 52 / 53 Departments are unable to see summer compensation across departments. The home department should have visibility to all sources of compensation in cases where the home department may have faculty who are being paid in a different department/ supervisory organization. The risk is that effort reporting can become inaccurate and/or faculty may be overpaid. We need to see and discuss this highly complex business process further with the Workday workstream team and be provided with a demonstration of how different organizations are created. The service group is uncomfortable with moving this business process forward until the business process is improved.

Plan Faculty Jobs & Positions

- 55 Create a requisition - Users must input an approval identifier (e.g., RFP number, search approval date) in the comment field, perhaps through a validation rule. Further, the workstream needs to develop a process to capture slot approvals where appropriate in Workday.

Hire & Onboarding – Additional process development required

- 57 There are too many options in the hiring options list and it is very confusing. We would like to review work period options. Further, the workstream needs to develop a process to be able to differentiate requisitions that are very similar.
- 58 A) The Hire & Onboarding business process is lengthy with many back and forth steps (between academic and supervisory organizations) and approvals. The current business process requires four approvals by the business partner and compensation cannot move forward until the appointment is approved. The service group feels that the business process as designed should not move forward until it is improved.

The reality is that faculty need to be paid regardless of how status may appear in the system. We recommend that the full hiring process within the supervisory organization, which includes compensation, for faculty be completed first in Workday. Then a "To Do List" needs to be created requiring the user to complete the appointment business process before the Hire & Onboarding business process is fully completed.

B) To accommodate the Medical School's need for the current paid new recruit category, an interim status is needed until faculty are fully appointed. Therefore, we recommend using Medical Faculty.

- 59 A process is needed in WD to capture and track certifications, credentials, administrative titles, and degrees, professional licenses, Yale New Haven Hospital license, etc., or departments will use a shadow system to track the data. This will negate the efficiencies of Workday. Workday needs to be the single repository for faculty demographic data.
- 60 A specific onboarding checklist for faculty should be available requiring faculty update to faculty profile and to complete required training via TMS.

ID#	Business Process/Topic	Questions/Concerns Raised	Workday (WD) Functionality/Business Process	RECOMMENDATION SET 2	Cross Reference to MEMO
37	030-020 Academic Reappointment	What happens if end date isn't filled in? Will the appointment go on forever?	We are building validations that will work for all appointment business processes.	The service group needs additional information to fully understand the validation rules.	
38	030-020 Academic Reappointment	If a user wants to edit "compensation plan - appointment details," can we default the displayed salary from monthly salary to annual salary?		Annual salary should be the default when a user is requesting a compensation change. This default should be the same for both faculty and staff compensation changes.	38
39	030-020 Academic Reappointment	Appointment and compensation are part of the same process. When "request compensation change" is listed as a to-do, the person's information should be populated automatically and so that users don't have to fill in the information.	This is Workday out of the box.	Appointment and compensation are part of the same process. When "request compensation change" is listed as a "to-do," the person's information should be populated automatically so that users do not have to fill in the information.	39
41	030-020 Academic Reappointment	On the FAS side, LAs do not approve faculty appointments. How much do they need to know to approve appointments and do they have the time to learn? Medical School: Most LAs are fine with a notification and not having to approve the transaction.		LAs do not need to approve faculty reappointments. It is important that the LA is aware that the academic reappointment is approved. Therefore, LAs should be able to schedule a routine report generating academic reappointment data. We want to see report that displays approval of appointments so that we can comment on the structure of the information.	41
42	030-020 Academic Reappointment	Does named professorship show up in the directory? E.G., an individual jointly appointed in Biomedical Engineering and Radiology.		Named professorship should be listed in the directory.	42
43	030-020 Academic Reappointment	What is the role of the LA in the approval process for appointments? Can the approval be delegated up?	Consider option to run and schedule reports. When do notifications disappear?	We want to see report that displays approval of appointments so that we can comment on the structure of the information.	43
44	040 Manage Academic Pay One-Time Payment	On what date is the one-time payment visible in WD to the employee? If the employee has access and does not know about the payment, we would not want them to find out about it this way.	Can the visibility date default to the pay period end date?	Create a validation rule so that when the date of visibility to the employee is blank, the visibility of the data to the employee is the last day of the month.	44
45	040 Manage Academic Pay One-Time Payment	How will the approver know what the payment is for? Shouldn't that information be part of the permanent record? Concerns regarding whether to use the additional information vs. comment field to identify why giving payment. Use of validation rule.	The additional information field in WD is editable; the comment field is permanent.	Create a validation rule that requires a justification for the one-time payment to be entered into the comment field. This data is needed by an approver and should be part of the permanent (ineditable) record.	45

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48	040 Manage Academic Pay One-Time Payment	How to make sure that the charging for the extra payment is "processed" and charged to the correct account?	Use of payroll preview report suggested but this is cumbersome. No connection from BMS to Oracle for charging (Anna Maria). Need to check this process.	Create a Workday finance role and send a notification so that they know to charge the correct account.	48
49	040 Manage Academic Pay One-Time Payment	One-time payments are done often (on the Medical side). Will there be a multiple submissions process at end of each month so that multiple payments can be uploaded instead of going into each employee's profile?	How does EIB work? Who creates the spreadsheet; who loads; who approves and how to secure approval?	Service Group should partner in determining how the EIB process will work. It is important that this be addressed asap!	49/114 (set 1)
50	040 Manage Academic Pay One-Time Payment	Does every role level need to see every payment? No, with the current configuration not every role can see all payments.		Bonus & One-time payments report - user should have the ability to sort report by date (can export to excel but that requires extra step); user should also have the ability to sort report by last name (NOT first name).	50
51	040 Manage Academic Pay One-Time Payment	What if we have a person who qualifies to receive mortgage reimbursement, college reimbursement, etc. receive a bonus as part of their contract if they stay with Yale for 1 year, etc.		Service group needs to review the list of one-time payment categories. Who handles this?	51
52	040 Manage Academic Pay Period Activity Pay	Used for summer pay. Can do single month or multi month. Can split between date of pay and activity dates. Two payments from different groups at same time for same position: Actual charging instructions must be sent separately. You will still need to fill out summer comp form with charging instructions. Total payroll goes into Workday; the form will have the split. When costing is developed in Workday it will be handled without the form. Training needs to indicate what the extra work is, who is doing it, and the future direction. Other institutions indicate that period activity pay is very powerful; others are using for their adjunct pay as well as summer. If someone has an appointment in more than one department, can the secondary dept initiate a summer compensation?	Yes.	Departments are unable to see summer compensation across departments. The home department should have visibility to all sources of compensation in cases where the home department may have faculty who are being paid in a different department/supervisory organization. The risk is that effort reporting can become inaccurate and/or faculty may be overpaid. We need to see and discuss this highly complex business process further with the Workday workstream team and be provided with a demonstration of how different organizations are created. The service group is uncomfortable with moving this business process forward until the business process is improved	52
53	040 Manage Academic Pay Period Activity Pay	This is a managed process so can be reopened and edited. If that edit is done in the department it goes back through an approval. Who is responsible for making sure that the correct ninths are there? In the current system, the Provost Office makes sure the individual is paid correctly.		As above, #52	53

ID#	Business Process/Topic	Questions/Concerns Raised	Workday (WD) Functionality/Business Process	RECOMMENDATION SET 2	Cross Reference to MEMO
54	070-010 Change in Job	Change in Track - Assoc Prof Term to Professor (Promotion); can't edit the position from the appointment side so don't unlink the position; can then move to change job which provides option to change quite a few fields, several questions to be answered; chevron shows the different pieces & working to get appt in this chevron; promotion is not changing a position - attributes about the seat are changing; but not the seat/position; every location has default hours; can go to the summary screen to complete all of the information; 2 approvals so that connect between faculty & HCM	The appointment side is a very simple and very powerful business process. Completing the to do or just stays in this list	This business process is very complex. Clear training needs to be provided to those who can initiate, review, and approve this business process.	54
55	050 Plan Faculty Jobs & Positions - Create a Req	WD creates the job requisition and position simultaneously (if neither exist). Set up includes recruit start date and hours based on location. This can be changed but how does this get caught down the line? Changes may impact benefits and compensation. Where are slot approval(s) or RFP numbers recorded? Faculty affairs will not accept the RFP until the hospital support memo is secured. An RFP is not needed for instructor.		Create a requisition - Users must input an approval identifier (e.g., RFP number, search approval date) in the comment field, perhaps through a validation rule. Further, the workstream needs to develop a process to capture slot approvals where appropriate -in Workday.	55
56	050 Plan Faculty Jobs & Positions - Create a Position	Can create a position that may not be filled immediately. Will YBT open positions feed to and create open positions in Workday?	Can create open positions that may be fed by YBT.	Service group needs to know what the YBT options are as they relate to open positions.	56
57	060-010 - Hire & Onboarding	If there are three requisitions that are the same, how do you differentiate between them, i.e. how does one match position with hire? Is there a numeric or other matching mechanism? Define 100% FTE, etc. work period (% of year); 9 months needs to be both 100% and 75%; Need to reduce the number of options to select!! Need to review the work period options. Annual work period list and disbursement plan period should be nested. The list is very large and confusing, making the potential for error very high.	Not sure if this can be listed.	There are too many options in the hiring options list and it is very confusing. We would like to review work period options. Further, the workstream needs to develop a process to be able to differentiate requisitions that are very similar.	57
58	060-010 - Hire & Onboarding	This is very long process with many steps, reviews, approvals. need to add appointment so an appendage to a person (working with WD to integrate); can't grant an appointment until hire is approved, or assign org until hired; so back and forth 4 sets of approvals were required in our scenario. Much too complex. Is it possible to complete the compensation process first before creating an academic appointment where we future date compensation? And can a "to do" step be created asking the initiator to ensure that the appointment has been approved.	Review Industry Print of Business Process to view the back and forth between modules and people. WD team is considering a link to one-time payment so that could process the sign-on bonus; not sure this is appropriate. (Per Provost Office): An appointment must be approved first before a person can be paid.	A) The Hire & Onboarding business process is lengthy with many back and forth steps (between academic and supervisory organizations) and approvals. The current business process requires four approvals by the business partner and compensation cannot move forward until the appointment is approved. The service group feels that the business process as designed should not move forward until it is improved. The reality is that faculty need to be paid regardless of how status may appear in the system. We recommend that the full hiring process within the supervisory organization, which includes compensation, for faculty be completed first in Workday. Then a "To Do List" needs to be created requiring the user to complete the appointment business process before the Hire & Onboarding business process is fully completed. B) To accommodate the Medical School's need for the current paid new recruit category, an interim status is needed until faculty are fully appointed. Therefore, we recommend using Medical Faculty.	58
59	060-010 - Hire & Onboarding	How will faculty demographic data, which is part of the hiring process, be captured in WD?	WD does not capture today. The WD team is still thinking about where this information should reside.	A process is needed in WD to capture and track certifications, credentials, administrative titles, and degrees, professional licenses, Yale New Haven Hospital license, etc., or departments will use a shadow system to track the data. This will negate the efficiencies of Workday. Workday needs to be the single repository for faculty demographic data.	59
60	060-010 - Hire & Onboarding	The onboarding checklist for new hires is incomplete. An onboarding checklist for faculty should be available.	Option to do everything in the Supervisory Organization and then over to Academic Appointment side. Shouldn't be here without your appointment.	A specific onboarding checklist for faculty should be available requiring faculty update to faculty profile and to complete required training via TMS.	60
61	Comment	Sometimes we have voluntary faculty member who needs to be paid. How will they be paid?	We have a "medical service provider" who do not receive a regular paycheck but can be paid when needed. We continue to think about this issue and do not have a solution yet.	The service group would like to review this process once it becomes available.	61