To: Nancy Creel-Gross, Assistant Vice President, HR Operations & Workday@Yale

From: Position and Compensation Management Service Group
Denny Kalenzaga, Jack Beecher, Co-Leads

Date: November 24, 2014

Re: Position and Compensation Management Service Group Workday Recommendations Set 2

This memo outlines the recommendations from the Position and Compensation Management 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 staff-related business processes:

- 090-240 Manage Comp (One Time Payment)
- 040-080 Manage Employee Data and Job Changes (Maintain Employee Business Title)
- 040-010 Manage Employee Data and Job Changes (Change Location)
- 040-010 Manage Employee Data and Job Changes (Change in Job (Transfer or Promotion))
- 040-010 Manage Employee Data and Job Changes (Change Hours)
- 100-250 Manage Organization (Move Workers)

As these are our second 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 responsibility.

Key Recommendations for Release 1, General:

20. Managers need training in the aspects of managing staff that the University hasn't asked of them before, especially handling salary information.
21. Anticipated February-March technical training schedule will need to factor in February budget season and its impact on business offices' ability to focus on the training.
22. Guides should be available to help users better understand which reports are best for the business question they are trying to answer.
23. Budgeted salary should be included in the Direct Reports Compensation Summary Report.
24. As a baseline, newly vacant positions should stay in the same supervisory organization, but Workday should offer departments functionality to selectively move newly vacant positions to a departmental level to be allocated by department leadership.
25. For all business processes, either: 1) reviewers and approvers should use the 'send back' feature and not be able to edit information; or 2) initiators and reviewers should receive notification of any changes made by reviewers and approvers.

Key Recommendations for Release 1, Manage Comp (Request One Time Payment):

26. Managers should be able to initiate a one-time payment to employees.

27. Managers should be required to enter a Comment formally documenting purpose of the payment.
28. To ensure consistency and useful reporting, create a workday validation rule such that "Additional Information" must be empty and "Comment" can't be empty.
29. The manager's manager should be notified when a manager initiates a one-time payment request.
30. The departmental finance partner role should approve requests for one-time payment.
31. The One Time Payment Report should be filterable by worker type (staff, faculty) in the same way that the report was customized to filter by date.
32. Workday should guide users to the modified One Time Payment Report and not the standard report, or hide the standard report by setting its access rights to 'none.'

Key Recommendations for Release 1, Manage Employee Data and Job Changes:

33. For Maintain Employee Business Title, the HRG should have a reviewer role and the lead administrator should be notified when this business process is initiated.
34. For Change Location, the location of a Local 35 employee should be based on the location of that person's manager.
35. For Change Hours, salary should automatically update when hours change.
36. For Change Hours, notifications should be specific as to what changed. If Workday cannot do this, Yale should recommend this functionality to Workday through its Workday Brainstorm process. This recommendation may apply to other business process notifications as well.

Key Recommendations for Release 1, Manage Organization (Move Workers):

37. Workday should notify department's finance partner of any moves so that person can update charging instructions.

Notification, Code and Help Text Recommendations for Release 1:

38. When an approver uses the "send back" function to return a process to the initiator, a notification should go to the reviewer so that they are aware that the business process will come back to them in the future.

Post Release 1 Recommendations:

39. As Workday's finance side comes online, Workday’s Manage Organization (Move Workers) should integrate with YBT to automate and eliminate redundant entry on charging instructions.

Attached you will find a spreadsheet that provides details of the identified capabilities, related business processes, Workday functionality and corresponding recommendations.

Please let us know when we can discuss these recommendations in further detail, as well as the team’s rationale for our recommendations.

Thank you for your anticipated support.

cc: BOLT, Sandy Stein

Position and Compenation Management Service Group Business Process P2 Review - Log of Questions, Functionality and Recommendations

ID#	Business Process/Topic	Questions/Concerns Raised	Workday Functionality/Business Process	Service Group Recommendations	Cross with items in memo
23	090-240 Manage Comp (Request One Time Payment)	Can managers initiate Request One Time Payment for their employees?	The current thinking is that this process would become available to managers in a future date beyond the April 2016 date… "walk first then run."	Manager role should be able to initiate a one-time payment to employees. Yale supervisors have the ability to initiate a one-time payment today.	26
24	090-240 Manage Comp (Request One Time Payment)	We would like to see the category and reason codes for one time payments for faculty and staff.	Pending. Workstream team will provide this, but the data pull is large and takes time. The codes are often contingent and/or trigger follow-on processes, all of which the workstream team will provide to the service group.		
25	090-240 Manage Comp (Request One Time Payment)	What happens when "sent to payroll" isn't checked?	By default "sent to payroll" will always be checked. If it isn't checked, a validation rule ensures that it is checked.	No recommendation.	
26	090-240 Manage Comp (Request One Time Payment)	Comments should be required when a one time payment is initiated.		Managers should be required to enter a comment prior to submitting a request for one time payment. This will formally document purpose of the payment.	27
27	090-240 Manage Comp (Request One Time Payment)	The manager can initiate the Request One Time Payment process, the lead administrator reviews the payment, and finally the HR partner will approve the payment. Should the lead administrator be the final approver for this business process? And should the lead administrator be able to initiate the business process? Who should be notified?	If the lead administrator initiates, then the HR partner will review and approve the business process. Shauna King has told the workstream team that she would like lead administrators to move from initiating processes to approving them.	The lead administrator (or finance partner role) should be the role that approves the request for one time payment. In addition, the manager's manager should be notified when a manager initiates a one-time payment request. This notification will ensure that management chain is informed and in agreement with one-time payment request.	29, 30
28	090-240 Manage Comp (Request One Time Payment)	When an approver uses the "send back" button, Workday sends a business process to the initiator. This is confusing for a person who cannot edit but reviewed the business process.		When an approver uses the "send back" function to return a process to the initiator, a notification should go to the reviewer so that they are aware that the business process will come back to them in the future.	38
29	090-240 Manage Comp (Request One Time Payment)	The "additional information" field seems redundant with "comments" box.	Comments box is reportable and becomes part of the formal record. Additional information box can be reported on but only via a custom report.	Create workday validation rule such that "additional information" must be empty and "comment" can't be empty. That way all information is reportable in a standard manner and information is centrally stored in a consistent manner.	27, 28

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30	090-240 Manage Comp (Request One Time Payment)	Does One Time Payment report allow us to filter by date? We need to know this level of detail for faculty. Having all data available in one report is cumbersome.	A modified standard report can be created to meet this need.	Workstream took our recommendation and modified a standard report so that we can filter by date. We also need to be able to filter by worker type (staff, faculty). We also need to guide users to the modified report and not the standard report, or hide the standard report by setting its access rights to 'none'.	31, 32
31	Comment	A) Can we take a look at C&T compensation? B) Can you look at their pay rate on an hourly basis? C) Are rates increased automatically?	A & B) Workstream team showed us C&T compensation in the Direct Report Compensation Summary report on 10/29. Base pay shows hourly rate and coverts it to annual salary. C) Rates do not appear to increase automatically and will need to be batch-loaded, but workstream team is looking to see if automation is possible.	No recommendation.	
32	Comment	Learning how to read reports in Workday seems cumbersome.	Workstream team envisions that job aids will be provided to help users understand which reports are available to them.	Guides should be available to help users better understand which reports are best for the business question they are trying to answer.	22
33	040-080 Manage Employee Data and Job Changes (Maintain Employee Business Title)	Who should initiate, review, and approve a change in employee business title?	Employees are not able to change business title. Manager can change business title for that employee. As presented to us, the manager initiates the business process and then the compensation partner approves.	We agree that managers should initiate and compensation partner should approve. We also recommend that the HRG should have reviewer role and the lead administrator should be notified when this business process is initiated. Manager self-service will need some safeguards until managers are accustomed to new system and new responsibilities. Manager could initiate without getting internal departmental approval, leading to after-the-fact changes likely to disappoint or confuse employee; in addition, faculty managers may be least likely to secure departmental approval prior to initiating the process.	33

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34	040-010 Manage Employee Data and Job Changes (Change Location)	With Local 35, we bulk change a worker's location by the location of the manager they report to. Do we have the ability to make "bulk" changes to location for local 35 workers?	No. This needs to be completed for each individual employee.	As most Local 35 employees work in multiple buildings, the location of a Local 35 employee should be based on the location of that person's manager.	34
35	040-010 Manage Employee Data and Job Changes (Change Location)	Who is responsible for changing the position location in an employee's record when their job changes (i.e., an employee accepts position from cancer center and transfers to dermatology?	The information will be submitted into STARS by a recruiter. There is integration to ensure location is changed.	No recommendation.	
36	040-010 Manage Employee Data and Job Changes (Change in Job (Transfer or Promotion))	How many reason codes are there? Can we nest the reason codes?	Pending. Workstream team will provide this, but the data pull is large and takes time. The codes are often contingent and/or trigger follow-on processes, all of which the workstream team will provide to the service group.		
37	040-010 Manage Employee Data and Job Changes (Change in Job (Transfer or Promotion))	Will the manager understand the implications when certain reason codes are selected (i.e., change hours from 37.5 or 35)?		See Item 39.	
38	Comment	How does new compensation structure affect those who may not fit into the structure? And how do market compensation data get updated in Workday?	Data will be refreshed every 6 months using core compensation survey. For positions that do not fall within the core survey, we refresh the data when the separate surveys come in, likely on an annual basis.	No recommendation.	
39	Comment	Is there a training plan for people who will be assigned the manager role in Workday?	Training, with a focus on the technical aspects of Workday (such how to complete certain business processes), will most likely happen in February or March 2015. When more information is available, workstream team will share it.	For technical training schedule: February is budget season and we need to ensure that business offices have the bandwidth to focus on budget and workday training. For manager training: We need two types of training, technical and developmental. We need to train managers in how to use Workday, but we also need solid training in the aspects of managing staff that we haven't asked managers to do before: most critically, handling salary information, but also understanding the impact of changing staff hours and underlining the importance of getting departmental approval before initiating any action.	20, 21

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40	Comment	Can we add budgeted salary for the fiscal year in Direct Reports Compensation Summary Report?	Workstream team and YBT Integration team are looking into the suggestion.	Budgeted salary should be included in the Direct Reports Compensation Summary Report.	23
41	100-250 Manage Organization (Move Workers)	At the medical school positions are funded through different sources. How does moving an employee work if the position is funded through different sources? Who will have access to move a worker?	'Move Workers' is intended for large-scale reorganizations involving multiple people. To move individual employees, the appropriate functionality is 'Change Jobs.'	No recommendation.	
42	100-250 Manage Organization (Move Workers)	When an employee changes supervisory orgs, what happens on the financial side: will the funding source be updated as a part of this approval process? Will this be integrated with YBT? Who should initiate and approve the business process?		Workday should notify department's finance partner of any moves so that person can update charging instructions. As Workday's finance side comes online, an integration with YBT needs to automate many of these steps and eliminate redundant entry.	37, 39
43	100-250 Manage Organization (Move Workers)	Will move worker business process be integrated with Kronos so that the new manager will be able to approve worker's timesheet?	There will not be integration between Kronos and Workday. Workday My Time will launch in the future.	No recommendation.	
44	100-250 Manage Organization (Move Workers)	Should a newly vacated position remain in its supervisory org, or automatically move to a departmental level, to be allocated by department leadership?		As a baseline, newly vacant positions should stay in the same supervisory organization, but Workday should offer departments functionality to selectively move newly vacant positions to a departmental level to be allocated by department leadership.	24
45	040-010 Manage Employee Data and Job Changes (Change Hours)	There needs to be some sort of validation to ensure that "full-time" is listed correctly when an employee's hours are changed based on job classification or position. Also, when hours change, salary should automatically change.	Workstream team advises that turning on the 'Apply FTE %' functionality in Workday will allow the system to automatically update salaries. The service group has not yet seen the other implications of turning on this functionality.	When hours change, the salary should automatically change.	35
46	040-010 Manage Employee Data and Job Changes (Change Hours)	When a change is approved, workday notifications include a long list of information about the employee without highlighting what changed. Can we highlight what the changes are?	Workday out of the box does not do this.	Notifications should be specific as to what changed so that notified parties know what to do. If Workday cannot do this, Yale should recommend this functionality to Workday through its Workday Brainstorm process.	36
47	Comment	What happens to delegated responsibilities during turnover? What happens if a manager set up a delegation and leaves: when the new manager comes in, will old delegation remain? If a person who has a delegated responsibility leaves, will the delegators be notified?	When a delegator leaves, the system administrator will delegate the business process to some else, usually the person's manager. When a delegatee leaves, the delegator receives back the delegation.	No recommendation.	

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48	**Comment**	Are reviewers and approvers able to edit business processes?	Yes. Because no action will be taken in Workday until all relevant conversations have occurred outside of Workday, there is no notification of the edit within the system. The reviewer and approver are responsible for notifying the initiator of the change.	For all business processes, either: 1) reviewers and approvers should not be able to edit information. It should always be sent back to the initiator for corrections; or 2) initiator (and reviewer if applicable) should receive notification of any changes. Either option ensures that the relevant conversations will happen and that no role is surprised by a subsequent change to a business process.	25