

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: December 19, 2014

Re: Position and Compensation Management Service Group Workday Recommendations Set 3

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 – 080 - Request Compensation Change
- LOA (Place employee on leave)
- Employee Separation (terminate employee)

As these are our third 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:

40. Managers should always be notified when a business process is completed.
41. HR should partner with Business Operations to identify and reach out to staff and faculty who supervise staff with similar or higher salaries. We are concerned about their morale and reaction when they get their first look at staff salaries in Workday.
42. Given the realities of salary compression at the University, senior University leadership should consider whether all managers should see salaries.

Key Recommendations for Release 1, 090 – 080 - Request Compensation Change:

43. Workday should default to setting the employee visibility date for compensation changes to the last day of the month, and give the manager the ability to set a different date if desired. This recommendation gives managers time to inform their employees of compensation changes before the employee can see them in the system.
44. The Workday business process asks the manager to propose a specific salary increase. Managers need to be trained when to communicate this number to the employee. Only the final number approved by HR should be disclosed to the employee.
45. To ensure mistakes are difficult to make, Workday should have a field that displays the total retroactive pay as a way to illustrate how much the employee will receive. A larger than expected amount would prompt the manager to verify that the effective date is correct.

46. In addition, Human Resources should set a threshold for retroactivity (perhaps no more than 6 months), where any effective date earlier than the threshold would require additional approvals in workday.
47. A lower level financial role needs to be created to ensure charging instructions are updated in Oracle. Workday should create a to-do step to prompt this role to update charging instructions.

Key Recommendations for Release 1, LOA (Place employee on leave):

48. A soft error message should appear when the comment box is filled reminding Workday users that the comment box: (a) should not include medical information and (b) will be part of the permanent record.
49. If the comment box is left blank, then a strong error message should appear requiring comments. The error message should also remind Workday users that the comment box (a) should not include medical information and (b) will be part of the permanent record.
50. The lead administrator and manager need to be notified when a worker initiates a leave of absence for all leave types (personal, sabbatical, and medical). The lead administrator and manager need to be able to plan for coverage and for any impacts to their budget. (This notification can happen outside of Workday.)

Key Recommendations for Release 1, Employee Separation (terminate employee):

51. An employee termination should kick off the lock-3 process and initiate other security/identity end-dating.

Notification, Code and Help Text Recommendations for Release 1:

52. Yale should submit the ability to sort and search notifications as a Workday brainstorm.

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 Compensation 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
49	090 – 080 - Request Compensation Change	Should employees see change in compensation upon the approval of the compensation change, or later? What should notifications look like? Does the process assume that the manager had a conversation with the employee?	We have the ability to build in notifications and add additional approval steps if needed. Workday can set a future visibility date for employees to view changes to their compensation. The future date can be any calendar date but Workday is not able to set it to the next pay period.	Workday should default to setting the employee visibility date for compensation changes to the last day of the month, and give the manager the ability to set a different date if desired. This recommendation gives managers time to inform their employees of compensation changes before the employee can see it in the system. The Workday business process asks the manager to propose a specific salary increase. Managers need to be trained when to communicate this number to the employee. Only the final number approved by HR should be disclosed to the employee.	43, 44
50	090 – 080 - Request Compensation Change	If the manager inputs an effective date that is a year prior, are there validations in place to ensure that employees are not paid for an entire year they are not entitled to?	Corey is going to put this idea into a Workday brainstorm.	To ensure mistakes are difficult to make, Workday should have a field that displays the total retroactive pay as a way to illustrate how much the employee will receive. A larger than expected amount would prompt the manager to verify that the effective date is correct. In addition, Human Resources should set a threshold for retroactivity (perhaps no more than 6 months), where any effective date earlier than the threshold would require additional approvals in workday.	45, 46
51	090 – 080 - Request Compensation Change	Can a notification in Workday be forwarded to another employee in Workday?	No.	Managers should always be notified when a business process is completed.	40
52	090 – 080 - Request Compensation Change	Can we sort/search in our notification box or action box?	No.	This should be submitted as a Workday brainstorm.	52
53	090 – 080 - Request Compensation Change	In this tenant, we still haven't resolved the concern of how charging instructions are completed for compensation changes. We know that this will be resolved in release 4 but we need a solution until that time.		A lower level financial role needs to be created to ensure charging instructions are updated in Oracle. Workday should create a to-do step to prompt this role to update charging instructions.	47
54	LOA (Place employee on leave)	Will "stock vesting effect" stay on the leave impact list.	Yes. This can't be changed in Workday. For practical purposes, because there is no stock option plan at Yale, this item will be unusable and will not trigger any follow-on processes.	No recommendation.	

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55	LOA (Place employee on leave)	Will leave of absence be tracked in Workday or in Kronos? Question is specific to pay. For example, people on leave can use sick time/PTO or be unpaid.	Kronos is the system of record for tracking the leave of absence. A Workday notification is sent to a leave coordinator to update Kronos.	No recommendation.	
56	LOA (Place employee on leave)	Can Workday future date a leave of absence?	Yes.	No recommendation.	
57	LOA (Place employee on leave)	Although the error 1 message asks the initiator to insert a non-medical reason for the leave, does the comment live on forever? What if the employee inserts comments that provide information about their medical situation, places information that can influence discrimination, etc.?	How do you think the error message should be structured to ensure worker does not insert medical information, discriminatory information?	A soft error message should appear when the comment box is filled reminding Workday users that the comment box: (a) should not include medical information and (b) will be part of the permanent record. If the comment box is left blank, then a strong error message should appear requiring comments. The error message should also remind Workday users that the comment box (a) should not include medical information and (b) will be part of the permanent record.	48, 49
58	LOA (Place employee on leave)	At what point in the business process does the manager/lead administrator get notified when a worker requests a leave of absence?	Upon approval. Office of General Counsel does not want notification to happen earlier.	The lead administrator and manager need to be notified when a worker initiates a leave of absence for all leave types (personal, sabbatical, and medical). The lead administrator and manager need to be able to plan for coverage and for any impacts to their budget. (This notification can happen outside of Workday.)	50
59	Employee Separation (terminate employee)	Will this business process kick off the lock-3 process, turn off the employee's ID card?	The current thinking is yes.	An employee termination should kick off the lock-3 process and initiate other security/identity end-dating.	51
60	Employee Separation (terminate employee)	Some reason codes require that the employee be terminated immediately. Others require that the employee be notified prior to separation.	Corey is working to provide reason code definitions for create requisition, hire, change job, change comp, request one time payment, terminate.	No recommendation.	
61	Comment	Should all managers see salary information for their staff? There are concerns with manager morale in many parts of Yale where salary compression has staff earning close to or more than their managers. In parallel, there are concerns about the reaction of faculty managers who see that they earn less than their staff.	A small but non-negligible percentage of managers earn less than or just more than what their staff earn -- about 10% of staff managers and a higher percentage of faculty managers. As configured, Workday will allow supervisors to see salary information for their staff, in many cases for the first time.	HR should partner with Business Operations to identify and reach out to affected managers, faculty managers and departments. Senior University leadership should consider whether all managers should see salaries.	41, 42

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ID#	Business Process/Topic	Questions/Concerns Raised	Workday Functionality/Business Process	Service Group Recommendations	Cross with items in memo
62	Comment	Review of open questions: We'd like to see category/reason codes for create requisition, hire, change job, change comp, request one-time payment, and terminate.	We will likely be able to review something in January 2015.	No recommendation.	
63	Comment	Review of open questions: When loading bulk job requisitions, how is the integration structured between Yale Budget Tool and Workday? We are concerned with redundant data entry.	We have ability to bulk load (EIB) into Workday. Data will integrate flowing from Workday to YBT eliminating redundant data entry. It will not flow from YBT to Workday because we do not want to accidentally import YBT scenario modeling exercises into Workday.	No recommendation.	
64	Comment	Review of open questions: Will tracking of completed training be captured in Workday or TMS?	TMS will remain system of record for training. Some onboarding compliance training may appear in Workday as action items.	No recommendation.	
65	Comment	Review of open questions: Will confidential payroll be rolled into workday?	We anticipate that this will be available within a year.	No recommendation.	
66	Comment	Review of open questions: Will C&T reviews reside in Workday?	It is possible but we haven't looked into activating this feature/option yet. Potential future use of Workday.	No recommendation.	
67	Comment	Review of open questions: Why can employees modify their date of birth?	In Oracle employees can't change DOB. We will strongly consider "flipping the switch" so that employees cannot change DOB.	No recommendation.	
68	Comment	Review of open questions: Why can't managers set goals (self-service)?	It is possible but we haven't looked into activating this feature/option yet. Potential future use of Workday.	No recommendation.	
69	Comment	Review of open questions: Will faculty gain access to Workday if they do not attend training?	Regardless of whether or not an employee or faculty member attends Workday training, everyone will have access to Workday based on their role.	No recommendation.	
70	Comment	Review of open questions: Will history be available from systems that are sun-setting, for example BMS?	Some data will be available in Workday while others will be available in other systems.	No recommendation.	
71	Comment	Review of open questions: Will Workday org charts show associates, consultants, paid students, etc. or just staff?	Yes. Regardless of whether someone is paid by Yale, those people will have a Workday profile.	No recommendation.	
72	Comment	Review of open questions: Can delegation be centrally controlled? For example, with the department chair's support, can a lead administrator request that HRIS centrally delegate all faculty workday responsibilities to the department's operations manager?	A business process administrator will have central control. This person will review delegation and ensure controls are in place.	No recommendation.	