Response Tracking Log

6 service groups submitted a total of 192 recommendations

The status of these recommendations as of 3/9/15 is:

- **60% (116) were adopted by the Workday Team**
- **7% (14) require further discussion**
- **19% (37) are under consideration for future releases**
- **13% (25) were not accepted or not possible a this time**

- **Recommendations are listed by topic area**
  - **The 26 topic areas and status of the recommendations for each topic is found below**

Responses to Service Group Consolidated Recommendations

TOPIC Number	TOPIC	Adopted	Further Discussion Required	Under Consideration for Future Releases	Not Accepted/ Not Possible
1	Employee specific data profile including job description, employment history, compensation history, demographic data including visa information, etc.	5	0	1	1
2	Recruit & Hire an employee (mostly STARS integration); Request new position	5	1	10	2
3	Monitor onboarding (access to systems, training, etc.)	3	0	2	1
4	Hire & Onboard Faculty	0	2	2	0
5	Changes in business title, work location, and hours	2	0	2	0
6	Employee compensation changes	10	2	4	6
7	Summer Compensation for Faculty	1	0	0	0
8	One-time payments for staff and faculty	10	1	1	2
9	Request off-merit cycle compensation change for staff	1	0	0	0
10	Propose merit increase and performance ratings for staff	3	0	0	0
11	Employee status changes	3	0	0	0
12	Move employee to another supervisory organization	0	0	2	0
13	Initiate & monitor the transfer, separation, retirement and termination processses	3	0	1	0
14	Notification of request for leave of absence	5	0	0	2
15	Assignment of roles in faculty module	2	0	1	0
16	Use of delegation in faculty module	2	0	0	2
17	Presentation and logic of appointment information	3	0	0	0
18	Faculty Titles & Naming Conventions	3	3	0	1
19	Appointments & Promotions Process	4	0	2	0
20	Faculty Compensation & Reappointment	3	0	0	1
21	Faculty Separation Process	1	0	0	0
22	Help Text Availability	4	2	0	1
23	Reporting Functionality	17	1	5	1
24	Workday Functionality	11	0	4	2
25	Structure of Payroll Expenditure Types and Earnings Elements	3	1	0	1
26	Structure of Non-payroll Expenditure Types	12	1	0	2
	TOTAL = 192	**116**	**14**	**37**	**25**
		60%	**7%**	**19%**	**13%**

TOPIC Number	TOPIC	Workday Business Process	Service Group	Service Group Recommendations	Adopted	Further Discussion Required	Under Consideration for Future Releases	Not Accepted/ Not Possible	Comments
1	Employee specific data profile including job description, employment history, compensation history, demographic data including visa information, etc.	**Manager access to employee data profile and participation in Workday business processes**	**Workforce Management**	1) Enable the document attachment feature allowing Workday to be the one repository for often referenced documents in the employee record			✔		For future releases, we will be assessing FileNet, our current repository for personnel information, and the impact on employee record policy. There are statutes that require separation of various components of employee records.
				2) Workday report or dashboard needs to provide end of appointment date and notification for staff and faculty	✔				
				3) Custom IDs such as YNHH ID, license numbers, board certification, etc are an important component of an employee profile (faculty & staff). While manual entry is required, this data must be retrievable in a reportable format. A field location must be identified and structured so that the data can be retrieved.	✔				Custom ID fields are available as of Release 1 to capture this information. As curently configured, along with central HR, a number of departmental supervisory and academic roles will be able to edit Custom IDs. Work is underway to configure reports in this area.
			Position & Compensation Management	1) Department chairs, deans and directors should not inherit Workday manager responsibilities when a lead administrator leaves a position; responsibility should route to BOLT member or their designee	✔				Chairs, deans and directors will not inherit Lead administrator responsibilities when a Lead Administrator leaves a position. That responsibility is inherited by the Lead Administrator in the superior supervisory organization.
				2) Managers need training in the aspects of managing staff that the University hasn't asked of them before, especially handling salary information	✔				Business Operations and HR Leadership are reviewing training options. Workday training materials will underscore the importance of managing confidential information in an appropriate fashion.
				3) 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	✔				HR Generalists will work with each department that has salary compression issues, and will lead discussions with staff managers. Lead Administrators will work in tandem with department chairs to lead these discussions with faculty managers.
				4) Given the realities of salary compression at the University, senior University leadership should consider whether all managers should see salaries.				✔	Workday functionality supports Yale's organizational goals of empowering managers with information and the ability to act on that information. Lead Administrators are reviewing their supervisory orgs with an towards identifying managements changes and impacts, and should consult with their HR Partner about available options.
2	Recruit & Hire an employee (mostly STARS integration); Request new position	**Create Job Req (110-020) Hire/Rehire (030-010)**	**Workforce Management**	1) Department specific job details should be available in Workday so there is only one repository for this information and new responsibilities can be added as needed and job description will always be up to date.			✔		This information will be available in Workday once Yale opts to use Workday's recruiting functionality; it will continue to be available in STARS until that time. We will consider attaching this information to the position or job profile once we start using Workday's attachment functionality.
				2) A financial approval is necessary after a job requisition has been initiated; this approval should not be at the end of the process; a lower level finance position should be created in R1 (perhaps as a customized role) to meet this need.			✔		Financial Approval is provided by the Lead Administrator, in consultation with others if applicable. Due to the wide variation in organizational structures at Yale, advice and approval may be necessary from others who are not core to the workflow. Approval by additional parties can be noted in the comments. After Release 1, we'll be happy to review additional requests for new roles. We anticipate that reporting can provide the necessary information to process any related transactions. Four suggested reports are: Worker Change History Report, Staffing Activity Summary, Compensation Changes Report - Yale, Bonus and One-Time Payments. Additionally, the Business Process Transactions Completed – Yale report offers the ability to view transactions by business process over a specified date range.

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				3) Notifications of approval should go back to all who are involved in the process including the initiator, reviewer and approver.	✔				There is no ability to search the Notifications tab of the Workday Inbox; therefore, creating a number of notifications makes it difficult to locate any one notification. Feedback from Workday and our peer insitutions is that it's better to train individuals involved in workflow to check business process status in Workday rather than send out a multitude of notifications for each BP. Departmental reviewers and approvers of the Create Job Requisition business process are notified once the req has been approved in Workday. Based on feedback, we've determined that managers should be notified once the req has been approved and opened in STARS. After go live, we will continue to assess our configuration and how best to communicate with managers, and will value feedback from the community as part of that effort.
		Create Job Req (110-020)	**Position & Compensation Management**	1) Develop guidelines for using job management or head count staffing models where position management will not work (e.g., visiting faculty)	✔				As per guidance from Workday, position management is our default staffing model; we will use job management in the rare instances where position management is not a feasible option (such as when there is no way to predict the number or type of employees needed in the organization). Headcount is no longer being recommended as an option by Workday. Guidelines are being developed for the use of job management in certain type(s) of supervisory organizations.
				2) Create a lower level financial custom role (for accountant) to enable financial approval at the beginning of the process for job requisiitons and one-time payments			✔		Financial Approval is provided by the Lead Administrator, in consultation with others if applicable. Due to the wide variation in organizational structures at Yale, advice and approval may be necessary from others who are not core to the workflow. Approval by additional parties can be noted in the comments. After Release 1, we'll be happy to review additional requests for new roles. We anticipate that reporting can provide the necessary information to process any related transactions. Four suggested reports are: Worker Change History Report, Staffing Activity Summary, Compensation Changes Report - Yale, Bonus and One-Time Payments. Additionally, the Business Process Transactions Completed – Yale report offers the ability to view transactions by business process over a specified date range.
				3) For most instances, job requisitions should not route to BOLT or the YSM Position Review Committee for approval. The functionality should be built to route to BOLT/PRC for rare instances where their approval is required (Deputy Provost approval is required, budget defict exists, new GA position requested).				✔	The HR Partner will provide approval on behalf of BOLT, PRC and other high-level review bodies that do not play a part in the approval process for all departments at Yale. Approval on behalf of those review bodies or other additional parties can be noted in the comments. The Lead Administrator will be the final approver. After Release 1, we'll be happy to review additional requests for new roles.
				4) Initiators and reviewers should receive notification once a job requisition is approved	✔				Departmental reviewers and approvers of the Create Job Requisition business process are notified once the req has been approved in Workday. Based on feedback, we've determined that managers should be notified once the req has been approved and opened in STARS. After go live, we will continue to assess our configuration and how best to communicate with managers, and will value feedback from the community as part of that effort.

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				5) Department specific job descriptions should reside in Workday so there is only one repository for this information and new responsibilities can be added as needed so that job descriptions will always be up to date.			✔		This information will be available in Workday once Yale opts to use Workday's recruiting functionality; it will continue to be available in STARS until that time. We will consider attaching this information to the Workday position or job profile once we start using Workday's attachment functionality.
		Create Job Req (110-020)	**Student & Temporary Hiring**	1) The full job description, including both the staffing generic job description/flavor and department-specific job responsibilities for the tempoary employee, needs to reside in Workday as the repository of information for each position,			✔		This information will be available in Workday once Yale opts to use Workday's recruiting functionality; it will continue to be available in STARS until that time. We will consider attaching this information to the Workday position or job profile once we start using Workday's attachment functionality.
				2) The full job description, including both the staffing generic job description/flavor and department-specific responsibilties , should reside in the employees's Workday profile			✔		This information will be available in Workday once Yale opts to use Workday's recruiting functionality; it will continue to be available in STARS until that time. We will consider attaching this information to the Workday position or job profile once we start using Workday's attachment functionality.
				3) Add charging instructions to the job requisition in Workday, prior to SMART approval in Workday, rather than adding them in STARS afterward. Funding should be approved prior to requisition moving to STARS			✔		We are evaluating options for identifying charging instructions in Workday during the Create Job Requisition business process, particularly as we move to Release 4 where charging instructions are linked.
				4) Implement a way to cross-reference the STARS and Workday job requisition numbers in both systems. For example, currently the Apex Form Sequence # is referenced in STARS	✔				The new STARS requisition number will be the Workday job requisition number concatenated with the Workday position number. We will not be feeding the auto-generated STARS requisition number (#####BR) to Workday. The number visible to applicants will be the concatenated Workday numbers mentioned above.
				5) The order of approval buttons for a job requisition should be Approve, Send Back, Deny				✔	We are unable to customize the physical layout of the Workday business process screens.
				6) In the Open Position Summary Report, there should be an option to group data by fiscal quarters as well as calendar quarters.			✔		For Release 1, we are unable to create a customized version of this report that groups data by fiscal quarter rather than calendar quarter, but will continue to research this option after go live.
				7) There must be an approval process for creating a requisition for a contingent worker	✔				There is an approval process for creating a requisition for a contingent worker.
		Plan Faculty Jobs & Positions - Create a Req (050)	**Faculty Recruitment, Appointments & Promotions**	1) 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		✔	✔		We agree that having a naming convention for faculty requisitions is important. However, using the comment field allows for too many chances for error and variability. The Create a Faculty Job Requisition guide will provide the suggested naming convention and field where it should be provided. For a subsequent release, and in conjunction with the Provost Office and FAS Dean's Office, we will evaluate how Workday might support capturing slot approvals.
				2) 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			✔		Workday is configured with the minimum amount of work period and disbursement period options as defined by the Provost Office. We are reviewing possibilities to reduce the number of options in a future release, based on adoption of period activity pay functionality.

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3	Monitor onboarding (access to systems, training, etc.)	Hire/Rehire (030-010) Employee Onboarding (030-030	Workforce Management	1) The team submitted onboarding checklist recommendations containing items for the employee, manager and central HR/services; it is hopeful that WD will initiate/automate many of the tasks that the employee needs to complete.			✔		Yale is working with Workday to further develop their onboarding functionality. We are currently researching configuration options that provide an onboarding checklist for a departmental role (manager, ops manager, dept HR specialist, etc.) to complete, or a series of Workday tasks that could be assigned to one or many roles; all departmental roles would have visibility into the status of these tasks.
				2) Notification from IAM to manager that NetID has been created.	✔				
				3) Custom IDs such as YNHH ID, license numbers, board certification, etc are an important component of an employee profile (faculty & staff). While manual entry is required, this data must be retrievable in a reportable format. A field location must be identified and structured so that the data can be retrieved.	✔				Departmental roles will be able to maintain and update this information. Work is underway to configure reports in this area.
			Position & Compensation Management	1) Onboarding items that need an action in Workday should be called an action item and not a notfification, or new employee offer letter should guide new employees through the process.	✔				New employees will have Workday tasks in their inbox that must be completed; the offer letter will provide guidance, as will guides linked to from various business processes (aka tasks). We expect this functionality to evolve with future releases and enhancements.
				2) For all onboarding items, help text for new employees should be different from help text for current employees.				✔	For most of the onboarding process, there is no ability to configure help text. For benefits enrollment, we have configured different help text for new hires.
				3) Notifications to HR partners to initiate delayed hiring bonus should include charging instructions			✔		This may be possible once financials is handled in Workday.
4	Hire & Onboard Faculty	Hire & Onboarding Faculty (060-010)	Faculty Recruitment, Appointments & Promotions	1) 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.		✔			During initial design, in order to balance the needs of the different schools, the variation in the faculty recruitment process, and Workday configuration constraints, these distinct business processes need to remain as currently configured. For a subsequent release, we have been exploring with Workday how to make this more efficient.
				2) 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		✔			Anna Maria is in discussion with the YSM Dean's Office on how to more effectively manage this process in Workday. We will have a decision in early February.
				3) 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.			✔		The functionality exists, and will be rolled out in a subsequent release. We'd love feedback from the faculty team on specific credentials that must be captured so that we can prioritize this work.
				4) A specific onboarding checklist for faculty should be available requiring faculty update to faculty profile and to complete required training via TMS			✔		We agree, and both of those items have been configured for Release 1. Updating the faculty profile is a general reminder as various schools have different systems for capturing this information.
5	Changes in business title, work location, and hours	Employee Data and Job Changes (040-080)	Position & Compensation Management	1) 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	✔				It was determined that the Comp Partner should be the reviewer/approver for this business process. The LAs will be notified when this process is initiated.

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				2) For Change Location, the location of a Local 35 employee should be based on the location of that person's manager	✔				We expect that each business unit will determine the location of their staff.
				3) For Change Hours, salary should automatically update when hours change			✔		We are exploring the adoption of this functionality for R1.
				4) For Change Hours, notifications should be specific as to what changed. If Workday cannot do this, Yale should recommend this functiponality to WD through its brainstorm process. This recommendation may apply to other business process notifications as well.			✔		A brainstorm was submitted that speaks to highlighting changes that were made during a business process.
6	Employee compensation changes	Request Compensation Change (090-080)	**Workforce Management**	1) Initiating comp change needs review and approval by the LA prior to approval by HR Partner; final approval should be from Compensation.		✔			Further review is necessary with HR and Bus Ops leadership.
				2) The process for sending a one-time payment to payroll occurs when the "Send to Payroll" box is checked. Service Group would like to see how the approval process fits into this workflow prior to sending to payroll.	✔				Reviewed approval process for sending one-time payments.
				3) Department HR Specialist is an important role in compensation changes and has broader access to information than desired for those currently involved in initiating or reviewing one-time payments. The development of a lower level (customized) financial role with more restricted access should be considered for Release 1.			✔		Careful assignment of the Dept HR Specialist role will ensure the appropriate access to information. Roles are designed to provide access to the necessary information to initiate or support business processes. Due to the wide variation in organizational structures at Yale, advice and approval may be necessary from others who are not core to the workflow. Approval by additional parties can be noted in the comments. After Release 1, we'll be happy to review additional requests for new roles.
				4) A better understanding is needed as to how level of security and access to multiple orgs gets assigned to individuals and roles.	✔				Security and access are assigned to roles; individuals are assigned to roles by supervisory organization. Departmental roles are assigned based on feedback and review from departmental leadership.
			Position & Compensation Management	1) 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.	✔				Managers have the ability to set any date they wish for Employee Visibility Date. This date cannot be defaulted but, based on feedback from a variety of sources, we have made this field required. We have also added a "to do" task for the manager to have a conversation with their direct report about a compensation change once the change has been approved. After go live, we will continue to assess our configuration and will appreciate feedback from the community as part of that effort.
				2) 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.	✔				Information about the Employee Visibility Date field and about communicating compensation changes to employees will be included in the Request Compensation Change guide.
				3) 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.				✔	This is not currently possible in Workday. A brainstorm was submitted requesting this new functionality.
				4) 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.				✔	As currently configured, this business process already requires approvals from the roles that would take special interest in an extremely back-dated compensation transaction.

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				5) 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			✔		After Release 1, we'll be happy to review additional requests for new roles. Due to the wide variation in organizational structures at Yale, additional responsibilities may need to be performed by others who are not core to the workflow. We anticipate that reporting can provide the necessary information to process any related transactions. Four suggested reports are: Worker Change History Report, Staffing Activity Summary, Compensation Changes Report - Yale, Bonus and One-Time Payments. Additionally, the Business Process Transactions Completed – Yale report offers the ability to view transactions by business process over a specified date range.
		Request Compensation Change (090-080)	Student & Temporary Hiring	1) Need the ability to change compensation for a particular job held by a temp. Note that temps may hold multiple jobs, in the same or multiple supervisory orgs, and each job may have different rates of pay			✔	✔	The pay rate for a temporary employee working one job can be changed via the Request Compensation Change business process in Workday. This rate of pay is the only rate of pay fed from Workday to Oracle for this person. Processing of time worked and associated rates (when different for different jobs) will continue to be performed in Oracle/Student Casual Time entry ("StuCas"). Hourly rates for multiple jobs are entered at the detail transaction line within StuCas. A department that is using a temp who has a primary assignment elsewhere will not have visibility into that temp in Workday, and will continue to access this information in Oracle. We are exploring ways to provide greater visibility; central support teams such as Student Employment, Payroll Operations and Employee Services will have this visibility and can provide support when needed. In a subsequent release, we are considering moving time entry to Workday and introducing multiple jobs functionality.
				2) If date for the compensation change is retroactive, need a way to ensure that the change impacts the correct position (see #1)				✔	For Release 1, multiple jobs functionality will not be turned on, and therefore it will not be possible to pick out the correct position (aka payroll input) to which you are making a retroactive change since all jobs will be tied to the same primary position. However, manual retroactive adjustments can be made in Workday and in Oracle StuCas to adjust payroll issues related to changes in pay.
				3) Use branching to limit reason code options based on type of employee.	✔				We have taken advantage of the branching functionality to improve the user experience and prevent mistakes in many of the business processes, including the processes related to compensation. We look forward to feedback in upcoming testing and training.
				4) Warn initiator and approver(s) if date is retroactive.				✔	Anyone who has a review or approval role in a compensation-related business process will be able to see the effective date of the change prior to submitting their approval.
				5) For a non-salaried worker, the rate of pay should be displayed on the same basis he/she is paid. For example, hourly, semi-monthly, etc	✔				We agree, and have adopted this change.
				6) An online guide needs to be available in Workday to explain the reason codes in detail	✔				Online guides will be available for many of the business processes, with a particular focus on defining reason codes.
				7) Warn initiator and approver(s) if compensation change exceeds 10%.				✔	Anyone who has a review or approval role in a compensation-related business process can see the amount and percent of the change prior to submitting their approval.

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				8) In comment boxes, if there is a space limit, show the number of characters remaining.	✔				There is no character limit in the comment field.
				9) When a compensation change is approved, add a to-do item for the manager to speak with the employee.	✔				We agree, and have adopted this change.
				10) In the approval workflow, Comp approval should occur prior to Lead Administrator approval.	✔				We agree, and have adopted this change.
				11) Validations need to exist to prevent conflicts for students paid through external pay systems (e.g. GSPS, Timesheet X). Do not allow comp changes to be made in Workday for student workers		✔			We would like the group to provide specific use cases concerning potential conflicts. We are not loading stipends or pay rates for students in Workday Compensation. For graduate students paid a stipend, the stipend amount is fed from GSPS to Workday as a payroll input; because it is not stored in Compensation, it cannot be changed using any compensation change business process. Similarly, for students paid hourly (undergraduate, graduate and professional school), salary is fed from eTimesheets, Oracle Student Casual Payroll, and Shifts (the ITS system) to Workday as a payroll input, is not stored in Compensation, and cannot be changed in Workday.
				12) Need the ability to attach supporting documents (or a link to the documents) at go-live			✔		For future releases, we will be assessing FileNet, our current repository for personnel information, and the impact on employee record policy. There are statutes that require separation of various components of employee records that may limit our ability to store all documents in one system.
7	Summer Compensation for Faculty	Manage Academic Pay - Period Activity Pay (040)	**Faculty Recruitment, Appointments & Promotions**	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.	✔				Home departments will have visibility to all sources of approved summer compensation for their faculty members via the Compensation tab in Workday, but must continue to consult Oracle to confirm that labor distribution and effort reporting are correct.
8	One-time payments for staff and faculty	Request Compensation Change (090-240)	**Workforce Management**	1) The source of funds for one-time payments CANNOT be assumed to be the same as for regular salary. If entry must be in YBT for appropriate charging, a clear process must be identified as many initiators of the one-time payment process do not have access to the YBT salary workbook.			✔		We agree and understand that funding may be different for one-time payments vs salary. Once financials is online in Release 4 and/or YBT requirements are in place, there will be greater support for this process.
				2 Although the EIB excel file upload will be used to enter the majority of one-time payments, there will other entries which require appropriate documentation in notes section. Service Group would like to see a demonstration of how this will work.	✔				We support making it required that the rationale for a one-time payment be supplied, and have made the Additional Information field required for this purpose.
				3) Comment field needs to be a required field for one-time payments to enable detail to be captured.	✔				We support making it required that the rationale for a one-time payment be supplied, and have made the Additional Information field required for this purpose.
				4) Develop guidelines for giving managers latitude to award one-time payments to staff. LA can already approve all faculty payments and POs for large sums. Service Group would like to participate in development of these guidelines.	✔				We agree that managers should receive clear guidelines about the types and amounts of one-time payments that can be requested, and for whom. We look forward to any work your group may do on this topic.

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			Position & Compensation Management	1) Managers should be able to initiate a one-time payment to employees (including staff)	✔				Managers will have full self-service capabilities in Workday. Each department has the option to provide guidance to its managers about whether managers should initiate the request, or reach out to an HR or Business Office support person to initiate it.
				2) Managers should be required to enter a comment formally documenting purpose of the payment	✔				We support making it required that the rationale for a one-time payment be supplied, and have made the Additional Information field required for this purpose.
				3) To ensure consistency and useful reporting, create a Workday validation rule such that "Additional Information" must be empty and "Comment" cannot be empty	✔				We support making it required that the rationale for a one-time payment be supplied, and have made the Additional Information field required for this purpose.
				4) The manager's manager should be notified when a manager initiates a one-time payment request.				✔	Prior to initiating a one-time payment, we'd expect the manager to have discussed the issue with all relevant parties, including their manager (if appropriate). The HR Partner and the Lead Administrator particiapte in this process and can ensure that all appropriate discussions have occurred.
				5) The department finance partner role should approve requests for one-time payments	✔				As currently configured, the Lead Administrator approves one-time payments to staff.
				6) 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	✔				The Bonus and One-Time Payment report came delivered with a date filter, and we have added Job Category as an output field.
		Manage Academic Pay - One Time Payment (040)	**Faculty Recruitment, Appointments & Promotions**	1) 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	✔				We are in agreement that supplementary information should be provided for one-time payments, and have requested a validation rule to make the *Additional Information* field required for that purpose. This allows for better reporting and meets one of our key objectives.
				2) Create a Workday finance role and send a notification so that they know to charge the correct account				✔	After Release 1, we'll be happy to review additional requests for new roles. Due to the wide variation in organizational structures at Yale, additional responsibilities may need to be performed by others who are not core to the workflow. We anticipate that reporting can provide the necessary information to process any related transactions. Four suggested reports are: Worker Change History Report, Staffing Activity Summary, Compensation Changes Report - Yale, Bonus and One-Time Payments. Additionally, the Business Process Transactions Completed – Yale report offers the ability to view transactions by business process over a specified date range.
				3) Service Group should partner in determining how the EIB process will work. It is important that this be addressed asap		✔			We are currently testing how EIBs work and associated approvals. We'd be happy to demo the Workday functionality at the appropriate time.
				4) 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).	✔				This report provides a date filter. We have adopted the suggestion to sort by last name, and have made this change.

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9	Request off-merit cycle compensation change for staff	**Request Compensation Change (090-080)**	**Workforce Management**	1) Service Group recommends that this functionality for managers be included in Release 2 or later.	✔				This functionality will be available in Release 1.
10	Propose merit increase and performance ratings for staff	**Merit Process (090-340)**	**Workforce Management**	1) Document loading should commence as soon as the security of the system is verified. A common repository for information is critical to work efficiency. Service Group is willing to assist in development of an appropriate document list.	✔				We encourage the service groups to provide a list of documents for which they feel the attachment functionality is appropriate. For future releases, we will be assessing FileNet, our current repository for personnel information, and the impact on employee record policy. There are statutes that require separation of various components of employee records.
				2) Add position in range or position in market to merit information; a frame of reference is needed for the manager.	✔				This has been configured.
				3) Merit spreadsheet is an extremely helpful tool in evaluating and assiging the merit allocations to staff. A custom report with this information should be available to managers.	✔				
11	Employee status changes	**Change Job (040-010)**	**Workforce Management**	1) Need to clarify if the reason code for a job change is not available to the manager then at what point in the process does HR enter the correct reason code.	✔				HR Partners and support staff have access to the full list of reason codes for each business process. Managers will have a more limited set of reason codes to choose from because they are not expected to initiate certain transactions.
				2) Need to clarify that reasons such as shift schedule changes are in the compensation change business process, not change job .	✔				There is no way to note a schedule change in the Change Job process. The Request Compensation Change process has a reason code of "Request Compensation Change > Contractual Adjustment" that could be used to capture compensation changes due to schedule changes.
				3) Certifications and licenses should be captured as a reason for compensation change.	✔				Certifications and licenses, as reasons for a compensation change, can be captured in that BP with the following reason code: "Request Compensation Change > Certification Credit Adjustment".
12	Move employee to another supervisory organization	**Manage Organization (100-250)**	**Position and Compensation Management**	1) Workday should notify department's finance partner of any moves so that person can update charging instructions.			✔		Can you be more specific? Do you mean employees moving into or out of a department?
				2) 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			✔		
13	Initiate & monitor the transfer, separation, retirement and termination processses	**Manage Employee Separation (150-040)**	**Workforce Management**	1) LA should be notified via e-mail of initiation of any employee separation. Service Group would like to see reporting options for all of these categories.	✔				A notification to the LA's Workday Inbox is currently configured for staff terminations.
				2) The "regrettable" check box in the termination process should be replaced with reason codes with clearer definitions, such as eligible for rehire, not eligible for rehire, re-recruit desired.	✔				We agree that "regrettable" is open to misinterpretation; therefore, there will be a Validation Rule that makes it impossible to submit a termination with a checkmark in that box. We've been working with Workday to reconfigure this business process so that the check box can be removed. Reason codes detail the reason for the change.
				3) Add help text in the termination process: "Any comment you add will become part of the permanent record".	✔				We agree, and have added help text to the Termination business process that references the permanence of comments.
			Position and Compensation Management	1) An employee termination should kick off the lock-3 process and initiate other security/identity end-dating.			✔		Upon termination, removal of Workday access for an employee is automatic. We continue to work with the IAM team to explore the extension of this process to other systems.
14	Notification of request for leave of absence	**Request Leave of Absence (190-030)**	**Workforce Management**	1) Time Off & Leave worklet should be on each employee's home page.	✔				A Time Off worklet has been added to the homepage for all employees, with a link to My Time.

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				2) Time Tracking worklet should be on the each employee's (non-faculty) home page with a link to Kronos from WD.	✔				A Time Off worklet has been added to the homepage for all employees, with a link to My Time.
				3) Manager should be notified when any type of leave is requested, including medical leave.				✔	This is a policy issue to be considered by HR Leadership and General Counsel. Employees are advised at the time they request a leave of absence that they should let their manager know about the potential absence.
				4) Notification to employee of LOA approval should include text to say "please discuss delegation of responsibilities with your supervisor".	✔				This language has been added to the LOA submittal notification to the employee.
			Position and Compensation Management	1) 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	✔				We agree, and will create a Validation rule that causes this message to appear.
				2) 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.	✔				We agree, and will create a Validation rule that causes this message to appear.
				3) 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.)				✔	This is a policy issue to be considered by HR Leadership and General Counsel. Employees are advised at the time they request a leave of absence that they should let their manager know about the potential absence.
15	Assignment of roles in faculty module	Manage Academic Appointments (030-020)	**Faculty Recruitment, Appointments & Promotions**	1) The Operations Manager role should be renamed Academic 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.	✔				The Business Operations roles team has renamed that role.
				2) The A&P Coordinator role should be designated locally given the variation in assigned responsibilities across departments.	✔				Each department has been asked to ensure that departmental roles have been assigned appropriately.
				3) Establish a lower level financial role that is notified to update labor schedules when a) reappointment is approved (with or without compensation changes); b) the referenced business process is approved (one-time payments; other compensation or payroll changes).			✔		After Release 1, we'll be happy to review additional requests for new roles. Due to the wide variation in organizational structures at Yale, additional responsibilities may need to be performed by others who are not core to the workflow. We anticipate that reporting can provide the necessary information to process any related transactions. Four suggested reports are: Worker Change History Report, Staffing Activity Summary, Compensation Changes Report - Yale, Bonus and One-Time Payments. Additionally, the Business Process Transactions Completed – Yale report offers the ability to view transactions by business process over a specified date range.
16	Use of delegation in faculty module	Manage Academic Appointments (030-020)	**Faculty Recruitment, Appointments & Promotions**	1) The Lead Administrator should be added as an approver with the ability to delegate, and the Lead Administrator should be notified when any appointment that has been delegated is approved.				✔	The Academic Business Partner will have the opportunity to discuss academic appointments with the Lead Administrator prior to approving them. Lead Administrators will have the ability to retrieve this information from Workday reports.
				2) Delegation: a) 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.	✔				Lead Administrators who delegate have the option to retain visibility into the business process. Please note that additional work on delegation rules is underway.
				B) Delegator needs to receive notification of acceptance of delegated authority.	✔				

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				3) The Lead Administrator should be notified when any delegated appointment is approved.				✔	Lead Administrators will have the ability to retrieve this information from Workday reports, and can schedule these reports as well.
17	Presentation and logic of appointment information	**Manage Academic Appointments (030-020)**	**Faculty Recruitment, Appointments & Promotions**	1) The default sorting for directory information should be by alpha by last name (currently first name in WD).	✔				We have adopted this change for reporting and for the directory.
				2) Sorting on academic appointments for a given academic unit should be as follows: o Academic appointments for given academic unit: - Dual - Fully joint - Primary/Primary Co-terminus - Named professorhsip - Secondary o Multiple appointments should be listed in reverse chronological order o If dates are the same then sort by academic unit by alpha	✔				All sort requests have been delivered (with one exception) to Workday and will arrive in production prior to go-live - these will be an automatic update to the tenant that requires no additional configuration. The exception is sorting by identifier type - to accomplish this requires reconfiguration of identifier types and the creation of 3 custom reports to replace all currently delivered academic appointment tabs. We ask, with all other sorting requests met, is this enough to satisfy users?
				3) If the sort orders listed above are achieved, eliminate the appointment tab as it is redundant and does not provide sufficient information	✔				Please see response to 143 - if the response is suitable, the tab can be removed.
18	Faculty Titles & Naming Conventions	**Manage Academic Appointments (030-010,020)**	**Faculty Recruitment, Appointments & Promotions**	1) 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.	✔	✔			DUS and DGS ranks have been created and will be part of the academic administrative track. Committees are focused on capturing the people grouping aspect of certain programs and centers, not necessarily the leadership roles or titles associated with these programs and centers. The Workday@Yale program has developed a specific business design decision document on when and where committees will be used in R1. Detailed governance material is still in development. If the department-specific or center/director title is associated with an appointed rank, it will appear under the 'academic title' on an appointment. If it is part of the formal title, it will appear in the business title. There is no available functionality to track additional titles that are not appointed ranks or position titles.
				2) Department names, etc. should be spelled out with the acronym following in parentheses. The pattern should be consistent across all components of the system.		✔			Department acronyms can be put into the name of the academic unit through the 'code' functionality - which allows for the automatic inclusion of specified letters/code in the system, but this code will not be pulled by integrations when the academic unit name is extracted. This would require the configuration of a code on all 130+ academic units - also, the desired acronym will need to be provided to the Workday@Yale program for inclusion.
		Named Professorship		3) Appointment information for named professorships should feed into the directory.		✔			Confirmation that the directory integration is pulling appointment information is necessary – but if it is, than named professorship appointments would be included within this integration automatically.

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				4) 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.	✔				Given that security is assigned at the organization level, it is not possible to grant university wide appointment access to all departments - certain roles will have access to departments they are responsible for while others (i.e. faculty affairs, provost office) will have university-wide appointment access. However, part of the default access a user is given on an individual not in their SO or AU is to view business title (which will be the full academic title) - which can be viewed by navigating to an individual. If an individual has appointments in 4 separate academic units, the roles in each of these academic units will be able to see that the other appointments exist, and can see the full appointment details. They will only be able to perform actions on the appointment within their own academic unit.
		Named Professorship Named Professorship		5) Named professorship should be listed in the directory				✔	When a faculty member holds a named professorship, this information is viewable in the supervisory organization directory, the employee profile and as a separate tab on the academic unit. At this time, it cannot be configured to have this information appear in the academic directory.
		Principle Investigator		6) Operations manager (Academic Partner) should be the person who is able to create a "PI" name and identify those who are working with the PI (A&P Coordinator does not know about this information for the PI)	✔				Current practice is that the A&P Coordinator supports this function. We can update the configuration to enable the Academic Business Partner to support it as well.
19	Appointments & Promotions Process	**Manage Academic Appointments (030-010,020)**	**Faculty Recruitment, Appointments & Promotions**	1) The system should have start and end date validation, specifically autocalculation of the end date with the ability to override.	✔				Workday does not currently offer functionality to auto-calculate an end date based on the appointment type. Validation will be added whenever there is an absolute rule that can be applied - validation rules cannot be skipped and thus should not be created when there is not an absolute rule. This will prevent later defects and process hold ups. Additionally, it should be noted that Workday maintenance can be very burdensome when an excessive amount of validation rules are applied to processes. We will continue to partner with Workday to identify other ways (e.g., configuration enhancements to ranks and/or tracks) to meet these validation needs.
				2) 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.	✔				We have designed the Add/Update/End Academic appointment BPs to include ToDos that are intended to keep the position (SO) linked to the rank (AU). In addition, we continue to work with WD on ways to improve BPs for Faculty and Other Academic appointees
				3) All appointments/titles should be available to all involved departments as they are incorporated into websites and documents across departments.	✔				Given that security is assigned at the organization level, it is not possible to grant university wide appointment access to all departments - certain roles will have access to departments they are responsible for while others (i.e. faculty affairs, provost office) will have university wide appointment access. However, part of the default access a user is given on an individual not in their SO or AU is to view business title (which will be the full academic title) - which can be viewed by navigating to an individual. If an individual has appointments in 4 separate academic units, the roles in each of these academic units will be able to see that the other appointments exist, and can see the full appointment details. They will only be able to perform actions on the appointment within their own academic unit.
				4) 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.	✔				This is currently accomplished by a 'to-do' in the business processes as there is not functionality available to notify an individual outside of the department in which the transaction is occuring.

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				5) A checklist for all documentation required for appointments & promotions should be created by FAS/Faculty Affairs and incorporated into Workday functionality.			✔		These checklists already exist, but may need updating. We could look into adding a ToDo in the academic BPs to ensure the correct documents are being provided (similar to the Onboarding ToDo which incorporates the onboarding checklist). We are currently researching configuration options that provide an onboarding checklist for a departmental role (manager, ops manager, dept HR specialist, etc.) to complete, or a series of Workday tasks that could be assigned to one or many roles; all departmental roles would have visibility into the status of these tasks.
		Template Salary Letters		6) 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 the ability to generate template letters.			✔		A specific set of EIBs has been submitted for development and includes, but not limited to: one-time payment, add/update/end academic appointment, request comp change. Salary template letter functionality will be explored after go live.
20	Faculty Compensation & Reappointment	Manage Academic Reappointment (030-020)	Faculty Recruitment, Appointments & Promotions	1) 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	✔				We have adopted this change. Salary will appear as an annual amount in the Request Compensation Change business process. Users will still have the ability to view salary as a monthly amount if desired.
				2) 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				✔	Workday is not constructed this way. As a result, the appointee's name will need to be entered to kick off the request compensation change "to do."
				3) 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.	✔				We recognize that Lead Administrators will find this information helpful to understand what is happening in their departments. We are developing this report, entitled Business Process Transactions Completed – Yale, and would advise that it be run on demand to obtain information about completed academic appointment business processes.
				4) 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	✔				This is not configurable. However, we have requested a validation rule that makes *Employee Visibility Date* a required field.
21	Faculty Separation Process	Manage Faculty Separation (080)	Faculty Recruitment, Appointments & Promotions	1) 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.	✔				This is achievable through the Workday functionality known as future appointments; it can be used to keep faculty 'active' until their reappointment begins, and requires minimal data entry, if any. This process will be documented in our 'decision documents' and will be taken into consideration during training development.
22	Help Text Availability	Manage Academic Appointments (030-010,020)	Faculty Recruitment, Appointments & Promotions	1) Hover or help text is needed to define deny, send back, and cancel in order to minimize confusion with STARS.				✔	Training materials will explain these options. Hover text can't be configured, and help text is too far away on the page from these buttons to have much impact. Users will learn very quickly what each button does.
				2) Help text is required in the job tab of the fully joint BP.		✔			Please clarify this request. What is the name of the busines process you are referring to? What needs to be clarified by help text? What should the help text say?
				3) Reason codes require help or hover text for compensation change, change jobs, add academic appointmens, one-time payment, etc. Service group would like to review these reason codes and make recommendations.	✔				We agree, though it makes the most sense (for space reasons) to offer reason definitions in a guide that is linked to in the help text.
				4) Guided support should be available at all times across all functions.	✔	✔			Users will have access to support in the form of guides, training materials, videos, and service centers (ESC, ITS, YSS). Additionally, content specific support, such as for appointments, is provided by various administrative offices that support faculty issues.

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		Hire and Onboarding (030-030)	Position & Compensation Management	1) When "contact Human Resources" is stated in help text, provide complete contact information (i.e., who should the employee contact, what is their phone number or email address).	✔				We agree that a link to full contact information should be provided, but cannot find where in this BP someone is directed to contact HR.
		Create Job Req (110-020)		2) Prior to new job requisition approval, help text should make clear that Lead Administrator approval means the Lead Administrator has the budget and any needed PRC/BOLT/Provost approval.	✔				This has been configured.
23	Reporting Functionality		Faculty Recruitment, Appointments & Promotions	1) 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.			✔		Workday is currently working on developing this functionality for a future release.
				2) Lead Administrator should be able to schedule a report (weekly biweekly, etc) that delineates all appointment transactions that have occurred for a specified time period	✔				The Business Process Transactions Completed – Yale report offers the ability to view completed transactions by business process (including Add Academic Appointment, Update Academic Appointment, and End Academic Appointment) during a specified date range. A similar report can be scheduled for transactions not yet completed.
				3) 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.	✔				We would be happy to demo academic reports for you, especially the ones that the Workday team has created that match reports we currently use.
			Position & Compensation Management	1) Guides should be available to help users better understand which reports are best for the business question they are trying to answer	✔				We will create a report guide.
				2) Budgeted salary should be included in the Direct Reports Compensation Summary Report			✔		This will be possible when financials are in Workday.
				3) 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	✔				The Bonus and One-Time Payment report came delivered with a date filter, and we have added Job Category as an output field.
				4) 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'.	✔				We are working to hide delivered versions of reports when a Yale version has been created.
			Information Delivery	1) Headcount and FTE by month --Data should be displayed by job class (staff [C&T/M&P/casuals]; student/intern workers; faculty by tenure, rank , and appointment type; associates; affiliates); display totals by job class --Have "job family group" filter available in both reports --A "time" filter should be available; this report should display data for the fiscal year --Future enhancement should combine headcount and FTE by month with Hire and Terminations by Quarter reports; also need to understand the definition of FTE to ensure these reports provide the right information (such as 37.5 v 40 hours)	✔		✔		Job Family Group filter is available on this report. There is also the ability to currently filter by student/intern workers, associates and affiliates (other academics). We are looking into the possibility of including the ability to filter/search by date, job category, tenure, rank, appointment type.
				2) Hires and Terminations by Quarter --Data should be displayed by job class (staff [C&T/M&P/casuals]; student/intern workers; faculty by tenure, rank , and appointment type; associates; affiliates); display totals by job class --Have "job family group" filter available in both reports --A "time" filter should be available; this report should display data for the fiscal year --Future enhancement should combine headcount and FTE by month with Hire and Terminations by Quarter reports; also need to understand the definition of FTE to ensure these reports provide the right information (such as 37.5 v 40 hours)	✔				

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				3) Active Employee - Worker phone number, Yale UPI ID, Net ID should be listed in this report	✔				
				4) Roles for Organization and Subordinates - Report needs to display roles that have been delegated to a designee	✔				
				5) View Worker History by Category - Compensation History --Compensation History report needs to ensure the report captures the many types of salary increases at Yale (one time payments, lump sums, shift differential, steps) and union/contractual --This report is very difficult to locate in Workday Note: Bonus and one-time payments adequately meets data requirement needs for business office	✔				Compensation history displays all compensation changes, including one-time payments and history from a prior system (Oracle). It can be found on the worker's profile, Job tab, Worker History sub-tab. This information can also be accessed on the following reports: Comp & Job History from a Previous System – Yale, Worker Change History – Yale, and Compensation Changes Report – Yale.
				6) Timeline --Report needs to be displayed by fiscal year --Add to job section: Yale position title, Supervisory Org, job code, fringe code, job grade or rank, total years of service at each job, # of years in grade --Add to compensation section: Dept. percent fulltime (%time); FTE Annual Salary, individual's actual base pay - takes % time into account, % salary increase year over year	✔		✔		The changes have been requested, and will be prioritized with all reporting requests. The Timeline report may not be the best option for obtaining this information because, at go live, there won't be transactional history in Workday for prior Oracle data. Rather, Oracle data will be loaded as history from a prior system. As we build history in Workday, this will become a more meaningful report.
				7) Out of the box Organization Chart feature --Org chart needs to include job grade --Other tools like matrix reporting and/or multiple managers should be able to note dual reporting relationships --Need to know if a single person can show up under two managers in the organization chart				✔	Adding Job Grade to the Org Chart is not a viable option as it would make this information for every employee visible to every other employee. Should Yale adopt multiple manager and/or matrix manager functionality, there are Org Chart views into those relationships as well. We'll continue to explore the option for customized org charts that are not visible to the entire university.
				8) YTD Payroll Totals for Workers --Report needs to be displayed by fiscal year --Table should include job category (Faculty/MP/SM) --Table should include base pay, extra compensation, overtime, supplement, on call pay, shift differential, etc. --Table should include fringe associated with pay --Neded to be able to tell someone (in training session) if the report includes all payments made to an individual or only those items charged or scheduled by your own org. (e.g., a faculty member's pay is split between 2 units - how will this look in this report?)	✔				
				9) Compensation Spreadsheet --Report needs to be displayed by fiscal year and should include job cateory, compensation grade, extra compensation, overtime, term dates, dept % fulltime, FTE annual salary --Current Employee Detail Report might be a better report once we hae financials in WD (has cost center, funds, etc) an can be searchable by custom org or org role but needs to calculate years of service, not just include dates. Note: direct report compensation adequately meets data requirement needs for business office	✔				

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				10) Compensation Changes Report --Report should include types of salary increases, including union/contractual, steps, shift differentials, lump sums	✔				
				11) Out of Order Compensation Changes --Report should include types of salary increases, including union/contractual, steps, shift differentials, lump sums	✔				
				12) My Recent Job Requisitions --need to see job requisitions that were created in order to evaluate report	✔				
				13) Fixed Term Appointments --this report is not available in Workday. It should show the end employment date expected end date, compensation and job related information for staff --will be good report for dashboard	✔				We have created a report to replace this BUG report.
				14) Onboarding Action Items for Managers --Managers should be required to complete an onboarding checklist when a new employee is hired (action items to complete include: phone (including reset passcode authorization), keys, computer, building access, workspace, workarea introductions, department orientation, work schedules, system access, safety overview, labor schedule entered, P-card, effort reporting, request Net ID and PIN, e-mail)			✔		We are considering the option to create a Task/To Do list in Workday that will provide transparency, visibility and an audit trail into Onboarding activities performed by the manager or other role.
				15) System Access Review --Business Offices will need to continue use of the Payroll Preview report, which will be available in data warehouse, until Workday financials go live --Managers need to have a report that provies a list of staff's system access outside of WD. This is important because when an employe leaves Yale or when they change positions, the manager needs to know which systems the staff needs to be removed from and/or added to		✔			
24	Workday Functionality		**Faculty Recruitment, Appointments & Promotions**	1) The ability to upload documents into the WD system should be a priority for post release	✔				A decision will most likely be made soon after Go Live concerning whether or not to turn on this functionality, and when.
				2) 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; there should be a validation rule that requires a comment or some other type of check on each button.	✔				The Deny button and the Send Back button each require a comment to be entered on a pop-up window. The physical location of these buttons cannot be moved.
			Student & Temporary Hiring	1) Time tracking icon and other key links (ones not being replaced by Workday functionality) should be on the default home page for employes, so that employees do not need to access 2 portals.	✔				This has been configured, and can be changed after Go Live as needed.
			Position & Compensation Management	1) Include a training worklet icon on every employee's workday home page that links to TMS			✔		
				2) Name prefix (e.g., Mr., Ms.) should not appear with a person's name in Workday	✔				Our default setting will be that name prefix does not display. Employees have the ability to add, change or delete their own name prefix.
				3) Employees should be able to upload photos of themselves, or departments on their behalf			✔		We are currently considering the photo functionality, and any approval process for a photo an employee uploads themselves.
				4) Workday should be able to mask people from public view under special circumstances				✔	This functionality does not currently exist, but there is a brainstorm for it that the Yale Workday project team has voted for.

TOPIC Number	TOPIC	Workday Business Process	Service Group	Service Group Recommendations	Adopted	Further Discussion Required	Under Consideration for Future Releases	Not Accepted/ Not Possible	Comments
				5) Workday's design framework for dropdown lists (and equivalents) should be short and conditional instead of long an all-inclusive. Service group would like to review the drop down lists/reason codes to provide a structure appropriate for departments & business units	✔				We are working to skinny down the lists of reasons, and include more reasons so that there are fewer sub-reasons per reason.
				6) Since Workday's directory will be behind the CAS login, create a public version of the Workday directory with name, title, deaprtment and contact information.			✔		
				7) Workday should allow attachments as soon as practicable. A common repository for information is critical to work efficency. The service group is willing to assist in development of an appropriate document list.	✔				For future releases, we will be assessing FileNet, our current repository for personnel information, and the impact on employee record policy. There are statutes that require separation of various components of employee records.
				8) Integrate YBT, STARS, and Workday to eliminate redundant data entry	✔		✔		These systems will be integrated for Release 1, and those integrations will be expanded for future releases. For example, in the Workday to YBT integration, we're continuing to assess how much information will flow, and when, from Workday to YBT.
				9) 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.	✔				
				10) For all business processes, either: a) reviewers and approvers should use the 'send back' feature and not be able to edit information; or b) initiators and reviewers should receive notification of any changes made by reviewers and approvers	✔				Workday should not take the place of communication between those who inhabit roles in a business process. There may be instances where it makes sense for the send back feature to be used, and there may be instances where it makes sense for an approver to make an edit rather than re-route the information for a redundant set of approvals. Departments can consider how they'd like approvers to handle these situations.
				11) When an approver used 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.				✔	
				12) Managers should always be notified when a business process is completed	✔				There are notifications to managers on key business processes.
				13) Yale should submit a brainstorm to Workday to develop the functionality of sorting and searching notifications.	✔				This brainstorm exists, and has been voted on by Yale project team members.
25	Structure of Payroll Expenditure Types and Earnings Elements		**Accuracy of Unit Financial Statements**	1) Payroll ETs have been reduced from 60 to 8 and are based on the type of employee	✔				Reduction in payroll ETs to fewer ledger accounts is agreed. See Item #5 below for further information.
			(see Worksheet named Payroll for detail)	2) Earnings Elements have been reduced from 221 to 19 based on the level of detail needed from the department's perspective	✔				Significant consolidation occurred. Further consolidation may be possible in release 4 and will be considered.
				3) Only those earnings elements that are applicable to each type of employee should be used. This feature will make it much harder to make mistakes in payroll, labor schedules and extra payments				✔	Accepting this would mean that anytime anyone switches to a different paygroup (such as a promotion weekly to monthly) they would need an off-cycle payment, which isn't feasible.
				4) It will be necessary to see a breakdown of the pay totals within each ET by the components of pay, i.e., the proposed earnings element	✔				Will continue to exist as it does today for R1.

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				5) We realize that there is a need to budget salary expenses with both FTE and fringe in mind, and will continue to explore the best way to do this in partnership with the Finance workstream. Note: This proposal is contingent upon the ability of Workday to provide easy, reliable access to efficient analysis tools and reports that can provide the level of detail that is required in order to budget appropriately and make sound business decisions		✔			Subsequent to this recommendation, the service group provided more detailed questions/comments/recommendations based on the R4 P1 design proposal. Responses to the more detailed feedback has been shared in writing to the service group & will also be presented in person on March 4, 2015.
26	Structure of Non-payroll Expenditure Types		**Accuracy of Unit Financial Statements** (see Worksheet named Non-Payroll for detail)	1. MR8200 – Materials and Supplies We consolidated the current 76 expenditure types into 9 ETs in order to reduce confusion when trying to select between two seemingly similar codes such as laboratory supplies vs. research supplies. The ETs that we eliminated did not add value when budgeting or reviewing our spending.	✔				Reduction in number of ledger accounts and associated feedback was used (along with other key stakeholder feedback) in order to prepare the R4 P1 design proposal. This document with greater detail was reviewed by the service group. Responses to the more detailed feedback has been shared in writing to the service group & will also be presented in person on March 4, 2015.
				2. MR8300 – Service Expenses There are currently over 100 ETs in MR8300, but we are recommending only 16. Departments do not need 40 separate ETs for IT/Telecom and would prefer to budget using only two for these costs. ITS/Telecom – Infrastructure will be used for our bundles and infrastructure fees, while ITS/Telecom – Discretionary will capture costs such as web design or cell phones. This will allow for a better understanding of those costs that are required to do business (infrastructure) and those that could be reduced for potential budget savings (discretionary). We are also recommending that ISP expenses follow the appropriate ET based on the service that is being provided rather than having separate ISP codes.	✔				Reduction in number of ledger accounts and associated feedback (along with other key stakeholder feedback) was used in order to prepare the R4 P1 design proposal. This document with greater detail was reviewed by the service group. Responses to the more detailed feedback has been shared in writing to the service group & will also be presented in person on March 4, 2015.
				3. MR8400 – Medical Supplies/Services We consolidated a few expenditure types within this category, but understand the need to maintain a certain level of detail within medical supplies and services given the annual spend on items such as hospitalization, YNHH expenses and pharmacy expenses.	✔				In general the feedback was incorporated into the preparation of the R4 P1 design proposal. This document with greater detail was reviewed by the service group. Responses to the more detailed feedback has been shared in writing to the service group & will also be presented in person on March 4, 2015. More work will be done over the next 6-8 months with the primary users of these Ets today (Medical School and Yale Health).
				4. MR8500 – Library, Art, Museum Collections Based on input from our constituents in these areas, all expenses can be categorized at the minor ET level	✔				This was also the R4 P1 design proposal recommendation.
				5. MR8600 – Interest and Amortization Consolidated the expenditures into 6 primary ETs with the knowledge that central offices may require additional expenditure types for cost accounting purposes.	✔				Reduction in number of ledger accounts and associated feedback was used in order to prepare the R4 P1 design proposal, along with the needs of central Finance.
				6. MR8695 – Capital Allocation Departments would be comfortable viewing capital allocation expenses in two ETs: Capital Allocation – Central and Capital Allocation – Department.	✔				We considered the feedback. The structure here will be driven by the needs of capital management, capital budgeting and corporation reporting. Reduction of Ets has been incorporated into the R4 P1 design proposal.

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				7. MR8700 – Travel This category has been renamed to reflect that only expenses directly related to travel will be captured here. Business Meals and Entertainment have been moved to MR9100 (Other Expenses) since the costs we capture in these two ETs are not always related to travel or specific business, e.g. a holiday party. There are 5 primary expenditure types for travel that will be available as either Foreign or Domestic: Meals/Per Diem, Transportation, Lodging, Miscellaneous, Federal Unallowable. There is also an ET for Third Party Travel Reimbursement.		✔			Reduction in number of ledger accounts and associated feedback (along with other key stakeholder feedback) was used in order to prepare the R4 P1 design proposal. This document with greater detail was reviewed by the service group. Responses to the more detailed feedback has been shared in writing to the service group & will also be presented in person on March 4, 2015. Section is not to be renamed and explanation is in the March 5th presentation documents.
				8. MR8800 – Equipment and Furnishings Allow for ETs to distinguish between items over and under the cap, and have separate codes for maintenance expenses related to equipment/vehicles.	✔				There will be a distinction of capitalized vs. expensed. Reporting presentation and impact on available balances to be worked on throughout prototype process.
				9. MR8900 – Dues and Fees The number of ETs in this category have been cut in half. Any service expenses that were previously captured here will now reside in MR8300. We have also moved SEVIS and USCIS fees from MR9100 to fall under Visa Fees.	✔				Reduction in number of ledger accounts and associated feedback (along with other key stakeholder feedback) was used in order to prepare the R4 P1 design proposal. This document with greater detail was reviewed by the service group. Responses to the more detailed feedback has been shared in writing to the service group & will also be presented in person on March 4, 2015.
				10. MR9000 – Insurance and Taxes Malpractice and Disability Insurance have been rolled under the Insurance Expense ET. All tax expenses will be captured in a single ET.				✔	Certain recommendations were included in the R4 P1 proposal. Malpractice has special reporting requirements to the Corporation. More detail on each item are found in the March 4th documentation.
				11. MR9100 – Other Expenses There are only 10 ETs needed for departments, including Business Meals and Entertainment which were moved from MR8700. In addition, several expense types related to fees have been captured in MR8900.	✔				Reduction in number of ledger accounts and associated feedback (along with other key stakeholder feedback) was used in order to prepare the R4 P1 design proposal. This document with greater detail was reviewed by the service group. Responses to the more detailed feedback has been shared in writing to the service group & will also be presented in person on March 4, 2015. Individual recommendation that was not accepted is included in the March 4th documentation.
				12. MR9200 – External Utilities ETs have been limited to 5 primary codes: Electricity, Gas, Water, Sewer, and Cable.	✔				This was also the R4 P1 design proposal recommendation.
				13. MR9300 – Building Rentals, Leases, Renovations From the department's perspective, all expenses can be captured using Renovations, Leases/Rentals or Storage. The Storage ET will also capture archiving expenses.	✔				Reduction in number of ledger accounts and associated feedback (along with other key stakeholder feedback) was used in order to prepare the R4 P1 design proposal.
				14. Allow for budgeting at the MR level in YBT so that we can eliminate all budget-only expenditure types and capture costs at the appropriate level.				✔	As was stated at the meeting where this question was raised, the Workday team does not make this decision. This recommendation should be forwarded to PFM.
				15. Ensure that there is a process for both approving new ET requests, and on-going maintenance within FDM in order to delete any obsolete expenditure types.	✔				The COA team will have a defined FDM governance process for all segments.