

To: Nancy Creel-Gross  
AVP HR Operations & Workday @ Yale

From: David Wooster, Abby Goldblatt  
Workforce Management Service Group Co-Leads

Date: 10/15/14

**Re: Workforce Management Service Group Workday Recommendations**

This memo outlines the recommendations from the Workforce Management Service Group on Workday Business Processes and Manager Self Service functionality anticipated in Release 1. The group's recommendations are based on the premise that managers need easily accessible information, giving them the ability to be more aware, make decisions more efficiently, initiate transactions and manage their team in the present and the future.

The Workforce Management Service Group identified a set of capabilities managers need to effectively perform their role and developed the recommendations below. These recommendations are based on the review of the Prototype 1 Workday business processes. It is likely that additional recommendations will be made once Workday reporting is reviewed, additional Workday functionality is shared with the service group, and as service groups collaborate with each other on areas with overlapping responsibility.

The group recommends that managers have the functionality in Workday to initiate all processes available in Release 1, except for off-merit cycle compensation changes. Alternatively, we recommend that faculty managers delegate their manager role to initiate business processes to the appropriate business operations manager.

**Key Manager Functionality Recommendations for Release 1:**

1. Create a lower level financial custom role (e.g., accountant) to enable financial approval at the beginning of the process for job requisitions and one time payments.
2. Develop merit spreadsheet functionality for managers as a Workday report.
3. Develop guidelines for giving managers latitude to award one-time payments to staff.
4. Managers receive notification of any type of leave request, including medical leave.
5. Structure a field location for custom information such as licenses, board certifications, YNHH IDs #'s, etc. to be captured and retrieved in a reportable format.

**Additional Manager Functionality Recommendations for Release 1:**

6. Configure a Workday report or dashboard to provide notification of the end of appointment date for staff and faculty.
7. Enable Workday to initiate or automate as many onboarding tasks as possible.
8. Add position in range or position in market information to merit detail.
9. Include certification and licenses as a reason for a compensation change.

10. Require the Request Compensation Change business process to include LA approval prior to approval by HR Partner; final approval from Compensation.
11. Require a comment field for one-time payment requests.
12. Include a time off & leave worklet icon standard on every employee's home page.
13. Include a time tracking worklet icon standard on every staff employee's home page enabling the link to KRONOS from Workday.

**Notification, Code and Help Text Recommendations for Release 1:**

14. Enable a notification from Identity Access Management to the manager that a Net ID has been created.
15. Establish clearly defined reason codes used in termination so that "regrettable" check box usage is unnecessary.
16. Add help text in the termination process: "Any comment you add will become part of the permanent record."
17. Employee notification of LOA approval to include text stating "Please discuss delegation of responsibilities during your leave with your supervisor".
18. Send notification of all completed approvals to initiator, reviewers and approvers.
19. LA should be notified via email of initiation of any employee separation.

**Post Release 1 Recommendations:**

20. Enable the activation of the document attachment feature in Workday which will allow Workday to be the one repository for most frequently referenced documents in the employee record.
21. Include department specific details in the Workday job profile so there is only one repository for this information and new responsibilities can be added as needed and job descriptions will always be up to date.
22. Create the functionality for Managers to track the disciplinary process and employee disciplinary history.
23. Develop the functionality to model new organization charts; need a "what if" test environment if this is not able to be accomplished in Workday production systems.

It is understood that our recommendations will have a significant impact, and the role of the manager at Yale will change and expand. The Workforce Management Service Group recommends we participate in the change management efforts.

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 the implementation of these recommendations in further detail, as well as the team's rationale for our strong recommendation of a robust manager self-service functionality in Release 1.

Thank you for your anticipated support.

cc: BOLT, Sandy Stein

**Workforce Management Service Group  
Workday Business Process Review Recommendations**

| Reccomendation Set # | Manager Self-Service - Release 1  | Workday Business Process/Access   | Workday functionality for managers  | Service Group Recommendations  |
|----------------------|---|---|---|--|
| 1                    | Employee specific data profile including job description, employment history, compensation history, demographic data including visa information, etc. | Access for all managers to employee data profile<br>Access to salary equity information | 1) Workday provides manager access to the employee demographic data, employment history, <u>compensation history</u> , and job description;<br>2) Job description in WD is the generic job description and cannot be modified; the department specific duties will only be available in STARS | 1) Enable the document attachment feature allowing Workday to be the one repository for often referenced documents in the employee record. (20)<br>2) Workday report or dashboard needs to provide end of appointment date and notification for staff and faculty. (6)<br>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. (5)                             |
| 2                    | Recruit & Hire an employee (mostly STARS integration); Request new position   | 110-020 Create Job Req<br>030-010 Hire/rehire   | 1) Workday position will only contain standard generic job description; the department specific duties will only be available in STARS  | 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. (21)<br>2) A financial approval is necessary after a job requisition has been initiated; this approval should <u>not</u> 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. (1)<br>3) Notifications of approval should go back to all who are involved in the process including the initiator, reviewer and approver. (18) |
| 3                    | Access to salary equity information   |   | Compare departmental employees based on performance, length of service, time in position, position in salary range  | Workforce Management has not yet seen this functionality   |

**Workforce Management Service Group  
Workday Business Process Review Recommendations**

| Reccomendation Set # | <b>Manager Self-Service - Release 1</b>   | Workday Business Process/Access                                  | Workday functionality for managers  | Service Group Recommendations  |
|----------------------|---|--|---|--|
| 4                    | Monitor onboarding (access to systems, training, etc.)                            | <b>030-010 Hire/rehire</b><br><b>030-030 Employee Onboarding</b> | 1) Onboarding checklist will be available in WD; even though many of the items are not completed through WD | <p>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. (7)</p> <p>2) Notification from IAM to manager that NetID has been created. (14)</p> <p>3) Custom IDs such as YNHH ID, license numbers, board certification, etc. are an important component of an employee profile (faculty &amp; 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. (5)</p> |
| 5                    | Initiate & monitor the transfer, separation, retirement and termination processes | <b>040-Manage Employee Separation</b>                            | 1) Manager has the ability to initiate employee transfer, separation, retirement and termination processes  | <p>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. (19)</p> <p>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. (15)</p> <p>3) Add help text in the termination process: "Any comment you add will become part of the permanent record". (16)</p>   |

**Workforce Management Service Group  
Workday Business Process Review Recommendations**

| Reccomendation Set # | Manager Self-Service - Release 1             | Workday Business Process/Access     | Workday functionality for managers  | Service Group Recommendations  |
|----------------------|--|-------------------------------------|---|--|
| 6                    | Notification of request for leave of absence | <a href="#">190-030 Request LOA</a> | 1) Employee can initiate all LOA requests in WD<br>2) Time tracking will continue in Kronos<br>3) Enable managers to plan for vacancy | 1) Time Off & Leave worklet should be on each employee's home page. (12)<br><br>2) Time Tracking worklet should be on the each employee's (non-faculty) home page with a link to Kronos from WD. (13)<br><br>3) Manager should be notified when any type of leave is requested, including medical leave. (4)<br><br>4) <u>Notification</u> to employee of LOA approval should include text to say "please discuss delegation of responsibilities with your supervisor". (17) |
| 7                    | Employee status changes                      | <a href="#">040-010 Change Job</a>  | 1) Change job is a business process that the manager can initiate in WD<br><br>2) Compensation changes are a separate process in WD   | 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.<br><br>2) Need to clarify that reasons such as shift schedule changes are in the compensation change business process, not change .<br><br>3) Certifications and licenses should be captured as a reason for compensation change. (9)  |

**Workforce Management Service Group  
Workday Business Process Review Recommendations**

| Reccomendation Set # | Manager Self-Service - Release 1 | Workday Business Process/Access | Workday functionality for managers  | Service Group Recommendations  |
|----------------------|----------------------------------|---------------------------------|---|--|
| 8                    | Employee compensation changes    | 090-080 Request Comp change     | <p>1) Manager can initiate compensation changes for staff; including off-cycle and one-time payments</p> <p>2) Charging for compensation changes uses labor distribution for regular salary</p> | <p>1) Initiating comp change needs review and approval by the LA prior to approval by HR Partner; final approval should be from Compensation. (10)</p> <p>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.</p> <p>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. (1)</p> <p>4) A better understanding is needed as to how level of security and access to multiple orgs gets assigned to individuals and roles.</p> |

**Workforce Management Service Group  
Workday Business Process Review Recommendations**

| Reccomendation Set # | <b>Manager Self-Service - Release 1</b>                  | Workday Business Process/Access    | Workday functionality for managers  | Service Group Recommendations  |
|----------------------|--|------------------------------------|---|--|
| 9                    | Employee compensation changes - one-time payments        | <b>090-080 Request Comp change</b> | (same as above)   | <p>5) 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.</p> <p>6) 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.</p> <p>7) Comment field needs to be a required field for one-time payments to enable detail to be captured. (11)</p> <p>8) 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. (3)</p> |
| 10                   | Request off-merit cycle compensation change for staff    | <b>090-080 Request Comp change</b> | 1) Manager can initiate compensation changes for staff; including off-cycle   | Service Group recommends that this functionality be included in Release 2 or later.  |
| 11                   | Propose merit increase and performance ratings for staff | <b>090-340-Merit Process</b>       | <p>1) Performance review scores from FY14 will be available in WD. No supporting documents will be loaded into WD</p> <p>2) Merit compensation recommendations are an expected component of this business process</p> | <p>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. (20)</p> <p>2) Add position in range or position in market to merit information; a frame of reference is needed for the manager. (8)</p> <p>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. (2)</p>   |