

Department of Administrative Services



Workday Oregon Program

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Agenda

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Workday Oregon Program
Workday Rollout
Workday Now and Future State



Workday Oregon Program



Workday Oregon Program- Modernizing Our Workforce System



- Workday is the system that supports Oregon's enterprise-wide HR business operations through a single program for workforce management
- Delivered through Workday's Software as a Service (SaaS) to support
 - Human Resources Management
 - Learning & Development
 - Payroll Processing
 - Time & Attendance Tracking
 - Absence & Leave Management

Workday Oregon Program- Who We Serve



Workday Oregon Program- Workday Services



Human Resources

- Workforce Planning & Analytics
- Talent Management
- Workforce Management
- Employee Experience & Engagement
- Skills Tracking & Development
- Compensation Management
- Workday Extend Applications

Absence Management

- Time-Off Request Tracking
- Accruals & Balances Management
- Global Absence Policies
- Calendar for Time-Off Requests
- Absence Reporting & Analytics
- Absence Compliance Management
- Visibility into Peer-Approved Time Off
- Analysis of Absence Trends

Learning

- Online Learning Management Systems
- Self-Paced Online Courses
- Training for Licensure & Continuing Education
- Job Requirement Training
- Learning Campaigns
- Skills Development & Management
- Compliance Training
- Interactive Content Creation

Payroll

- Central Payroll Management
- Payroll Processing
- Audit Capabilities
- Reporting & Analytics
- Payroll Insights
- Benefits & Settlements
- Dashboards

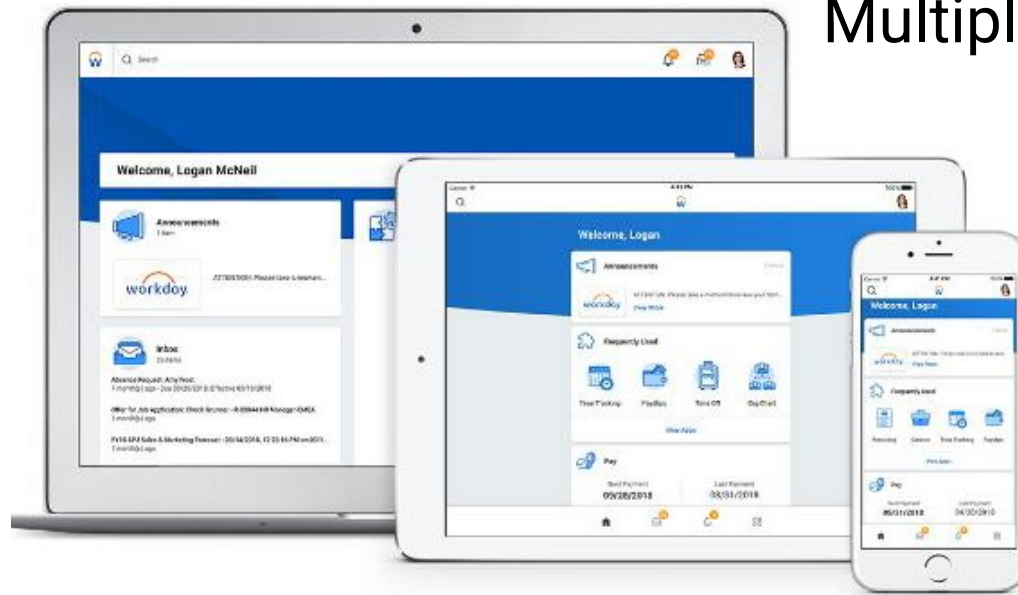
Time Tracking

- Unified Time Tracking Actions
- Labor Cost Reporting
- Real-Time Calculations & Validations
- Time & Absence Compliance Rules
- Time Anomaly Detections & Validations
- Manager Dashboards

Workday Oregon Program- An Enterprise Solution



Modernizing Oregon's Enterprise Administrative System



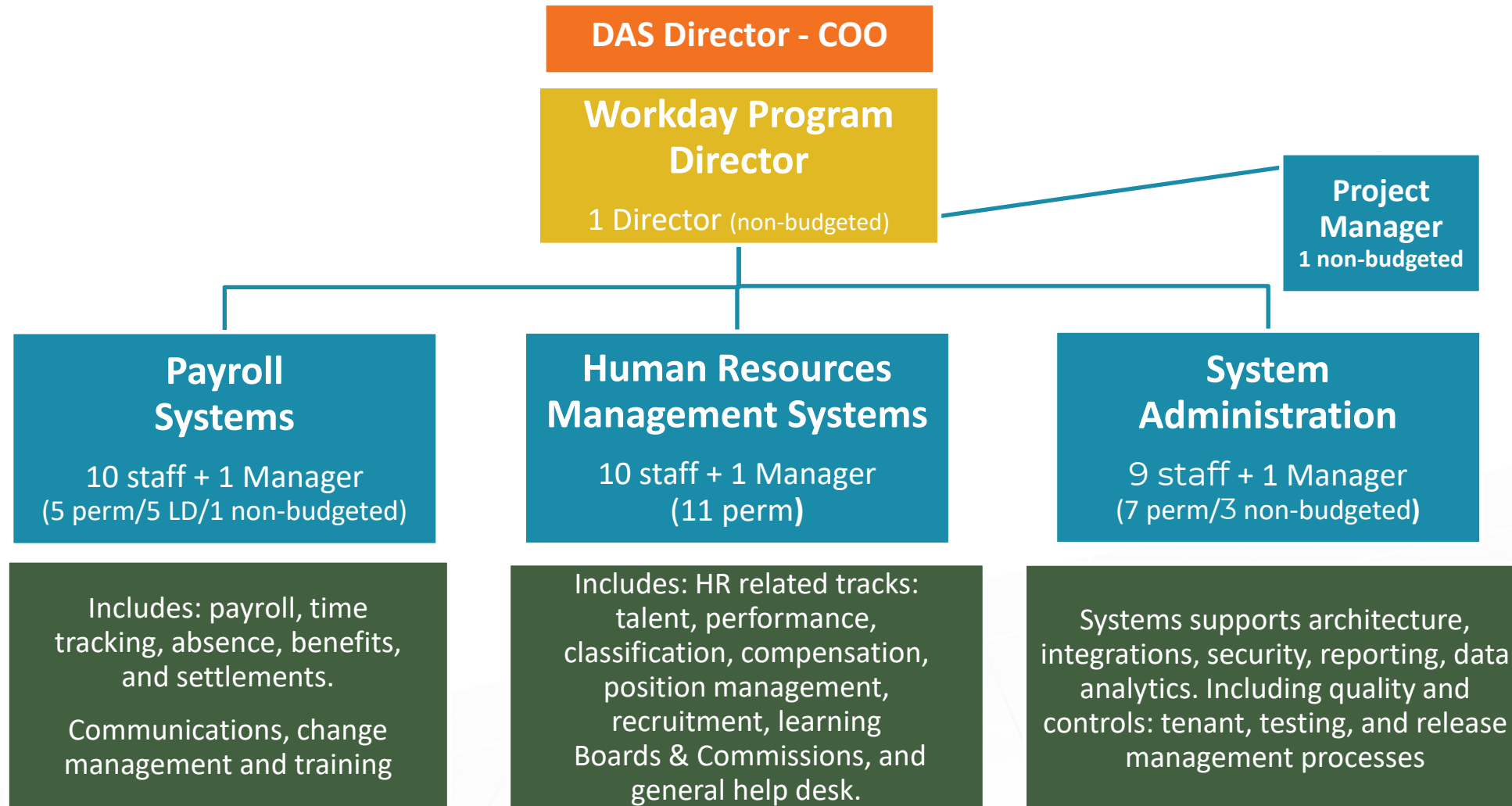
Multiple services on a single platform

- HR
- Payroll
- Training

Available to users on

- Computer
- Mobile devices

Workday Oregon Program- Organizational Chart



Workday Oregon Program- Services by the Numbers (2024)



- Facilitated over 330,000 job applications.
- Supported over 4,000 job postings for state positions (internal and external).
- Host nearly 8,400 learning content campaigns or self-service informational resources.
- Provide training for over 62,000 non-employees to support agency-provided services.
- Host twice monthly information sessions with an average attendance of 225+ HR and Payroll professionals.



Workday Oregon Program- Services by the Numbers (2024)



- Provided approximately 54,000 W-2s.
- Averaged over 10,000 manager-initiated business processes per month. These are processes that were previously paper-based, such as enrolling employees in training, managing goals, or handling interview processes.
- Supported more than 3 million employee initiated self-service actions – averaging 252,000 actions per month.
- Employee self-service options allow the ~45,000 employees to update their personal information like address, phone number, and emergency contacts without needing HR intervention.
- Process an average of almost 66,000 payments through the payroll system each month (ACH & checks).



Workday Rollout



Workday Rollout- The Need to Upgrade



Addressing Critical Risks

Obsolete Technology (Since 1990s)

Reliance on outdated mainframe systems (PPDB and PICS) that were difficult and expensive to maintain, and prone to failure.

Operational Inefficiencies

Manual, paper-based processes increased administrative costs and slowed down operations.

High Legal & Compliance Risks

Failure to meet modern HR standards and labor laws, resulting in risks of non-compliance, audits, and reporting issues.

Lack of Decision-Making Data

Absence of tools to track and analyze workforce trends, limiting strategic planning and accountability.

Costly and Inconsistent Workarounds

Development of multiple shadow systems to fill functionality gaps, causing data inconsistencies, inefficiencies, and security risks.

Workday Rollout- Workday Procurement



2013 – 2019

Goal: Acquire a commercial Human Resources Information System (HRIS) in a Software as a Service (SaaS) model and a vendor to integrate the services.

Competitive contracting path through a Request for Proposal (RFP) process:

- Integration vendor
 - Enterprise resource vendor

Selected Vendors:

- Integration Vendor: IBM
- Workday SaaS

2018 – Current

Goal: Replace Oregon Statewide Payroll Application (OSPA) in a Software as a Service (SaaS) model with a vendor to integrate the services.

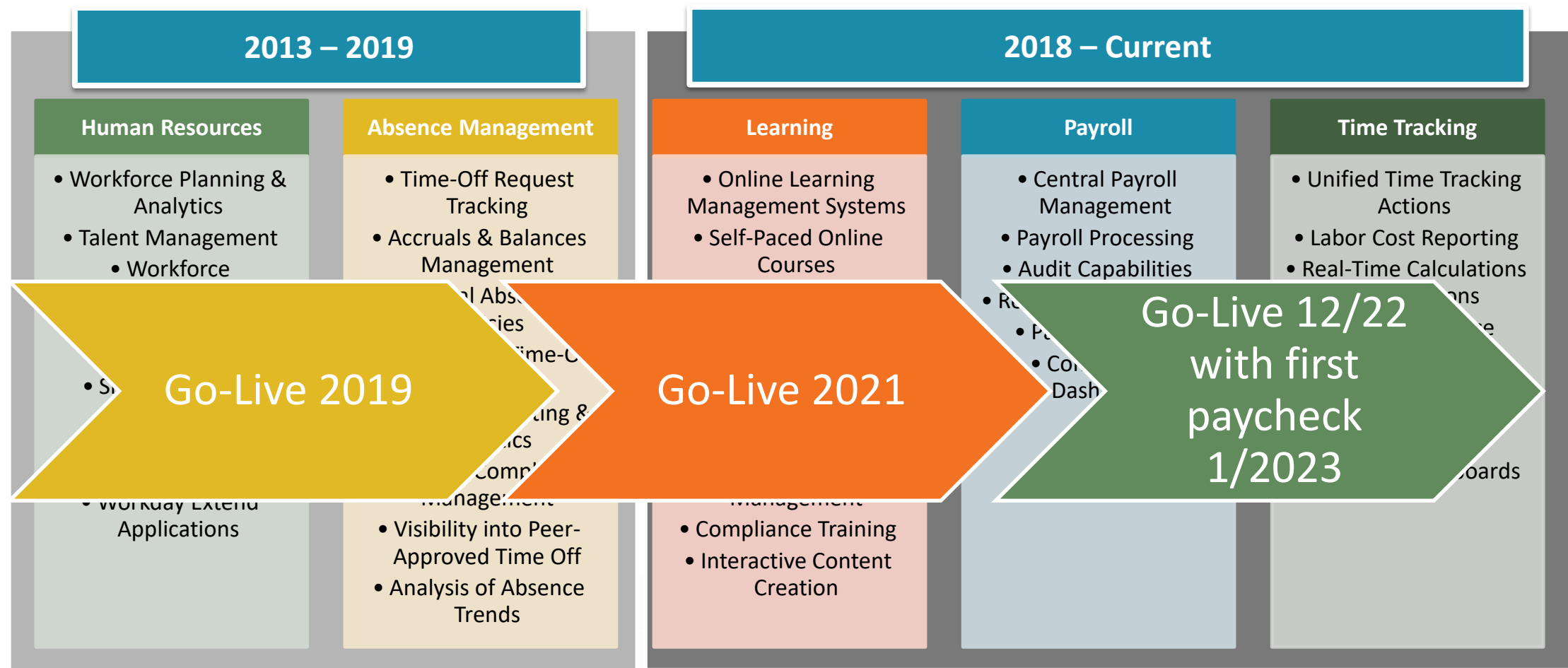
Special procurement path selected for enterprise resource vendor and integrator through change orders/contract amendments.

Optional Module:

Learning Management added as a separate project.

- Original contract amendment

Workday Rollout- Go Live Progression



Workday Rollout- Payroll, Time Tracking Go Live

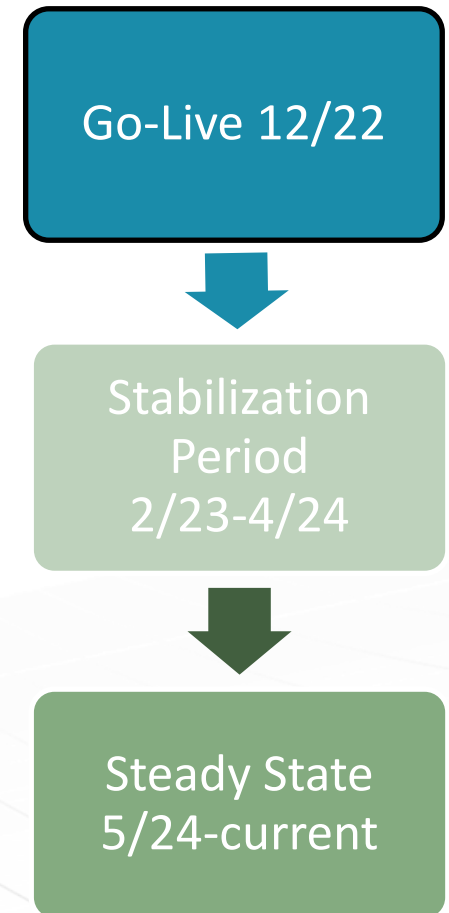


System Issues & Prioritization

- **Higher than expected issues at go-live**
- **Expected challenges** arose as part of modernization.
- **Immediate focus:** Correcting under payments and payroll accuracy.
- **High-priority fixes:** Addressed critical system defects to stabilize operations.
- **Escalation process:** Agency payroll offices handled employee inquiries and escalated unresolved issues to Oregon State Payroll Services (OSPS).

Learning Curve

- **Employees and Managers:** Adapting to new time entry processes.
- **Payroll Offices:** Handling increased inquiries through first-line support while learning the system.
- **Central Payroll:** Addressing both system issues and employee concerns simultaneously.



Workday Rollout- Payroll, Time Tracking Stabilization



DAS and Enterprise Information Systems (EIS) engaged with external experts to review stabilization efforts.

Findings: Identified key areas for improvement and optimization.

Recommendations: Focused on stabilizing operations and enhancing payroll performance.

IBM Core Recommendations

- Payroll-Time Operations & Governance
- Incident & Issue Management
- Communications
- Case Management
- Change & Release Management

Gartner Recommendations

- Support Organization
- Pay Impacts & Prevention Incident
- Management & Reporting
- Vendor Support
- Change & Release Management
- Integrations
- Training
- Definition of Success
- Communications

Go-Live 12/22



Stabilization
Period
2/23-4/24



Steady State
5/24-current

Workday Rollout- Payroll, Time Tracking Stabilization



Project Lessons Learned

Gartner provided Independent Quality Management Services (IQMS) through the duration of the Payroll Time Tracking Project. Conducted two lessons learned reports; recommendation highlights from the final report:

Governance & Oversight: Limit external pressures before finalizing project activities.

Leadership & Expertise: IT modernization should be driven by executives and subject matter experts.

Stakeholder Engagement: Engage key users early and address system readiness concerns before go-live.

Realistic Resourcing: Budget and resource projects based on complexity, not political pressure.

Customization Risks: Customizing against vendor best practices leads to delays, complexity, and costs.

Budget Adjustments: Reassess budget & resources when the project approach changes.

End-User Readiness: Ensure testing, training, and documentation are fully supported before go-live.

Cutover Planning: Validate signoff criteria with leadership, oversight, and vendors before go-live.

Operational Readiness: Validate that operational best practices are truly in place before launch.

Industry Standards: Implement off-the-shelf products using best practices.

Go-Live 12/22

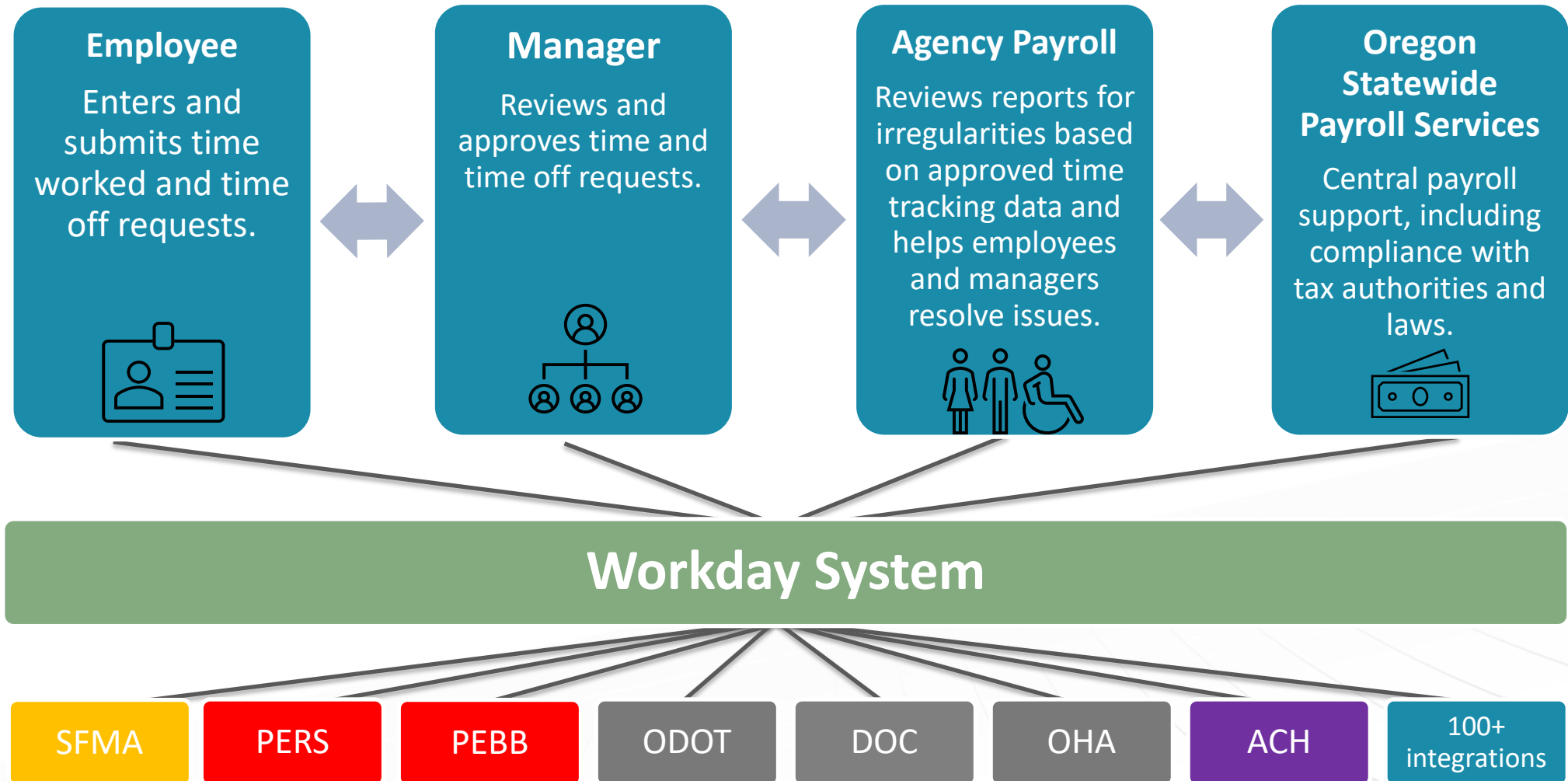


Stabilization
Period
2/23-4/24



Steady State
5/24-current

Workday Rollout- Payroll Steady State



Workday Now and Future State



Workday Now-Steady State



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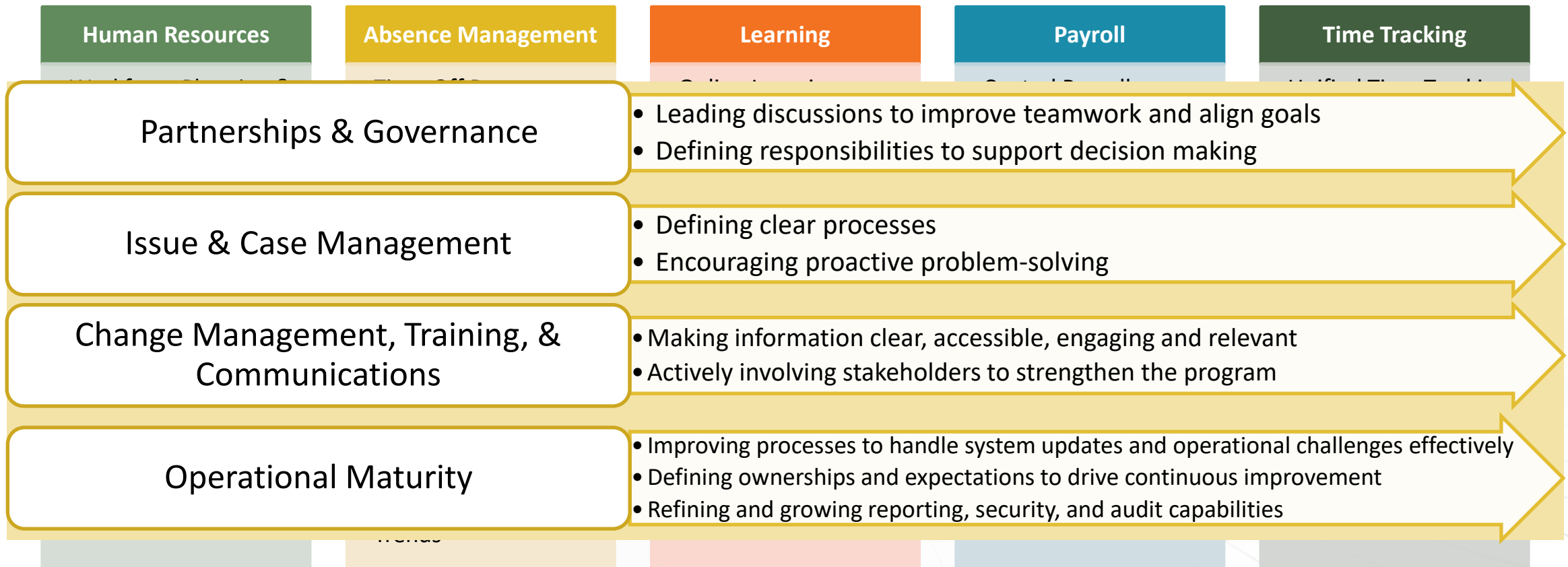
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Workday Now- Operational Improvements



Workday Now- Steady State



25-27 Funding Overview

POP 155- Consolidate Workday operations into one unit.
\$32.8 million | Total Positions/FTE: 31/31.00

Transfers:

COO: (\$0.4) million | Total Positions/FTE: 1/1.00 FTE

CFO: (\$5.9) million | Total Positions/FTE: 4/4.00 FTE

CHRO: (\$18.8) million | Total Positions/FTE: 18/18.00 FTE

Increases:

New Positions: 3.2 million | Total Positions/FTE: 8/8.00 FTE

- \$1.3 million included within services and supplies for anticipated growth rates for services.

Costs to Date

(in millions)

Biennium	HR & Learning	Payroll	Total
13-15 to 17-19	\$20.2	None	\$20.2
19-21	\$7.6	\$7.2	\$14.8
21-23	\$12.4	\$20.7	\$33.1
23-25	\$14.2	\$9.9	\$24.1
Total Spend to Date:	\$54.4	\$37.8	\$92.2

Workday Now- Organizational Chart



Program Director

1 FTE non-budgeted

Payroll

Positions	Status
Manager	1 FTE Perm
Core Payroll Administrator	1 FTE Perm
Absence Administrator	1 FTE Perm
Time Tracking Administrator	1 FTE Perm
Senior Accounting Analyst	1 FTE Perm
Benefits & Settlements Administrator	1 FTE LD
Business Analyst	1 FTE LD
Communications & Change Management	1 FTE LD
Training Coordinator	1 FTE LD

Human Resources

Positions	Status
Manager	1 FTE Perm
Classifications & Compensation System Administrator	1 FTE Perm
Core HR & Positions System Administrator	1 FTE Perm
Boards & Commissions System Administrator	1 FTE Perm
Learning System Administrator	1 FTE Perm
Recruitment & Selection System Administrator	1 FTE Perm
Talent, Performance & Help System Administrator	1 FTE Perm
Help Desk Technician	2 FTE Perm
HR & Position Data Integrity Analyst	2 FTE Perm

System Administration

Positions	Status
Manager	1 FTE non-budgeted
Architect & Integrations Administrator	1 FTE Perm
Business Process Administrator	1 FTE Perm
Extend & Agency Integrations Analyst	1 FTE Perm
HR Integrations Analyst	1 FTE Perm
Payroll Integrations Analyst	1 FTE New
Security & Reporting Administrator	1 FTE Perm
Security & Reporting Analyst	2 FTE Perm
Release & Tenant Lead	1 FTE non-budgeted
Testing Lead	1 FTE non-budgeted

Workday Now- Stronger System for the Future



Sustaining Operations

Investing in System Support

Strengthening expertise in payroll, time tracking, and absence management.

Adapting to Change

Ensuring Stability & Readiness

Managing updates, testing changes, and reducing system disruptions.

Preparing for the Future

Building a Measurable Program

Developing clear goals and metrics to track progress and impact.

Thank You

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