FOLLOW-UP REPORT
Workday Post Implementation Assessment
Citywide
January 2021
Audit Team
Cody Schulte, CPA, CIA, Audit Supervisor
Anna Hansen, Lead Auditor
Marc Hoffman, MBA, Senior Auditor

Audit Management
Timothy M. O’Brien, CPA, Auditor
Valerie Walling, CPA, Deputy Auditor
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Office of the Auditor
201 West Colfax Avenue, #705
Denver CO, 80202
(720) 913-5000 ♦ Fax (720) 913-5253

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Cover photo by Denver Auditor’s Office staff.
In keeping with generally accepted government auditing standards and Auditor's Office policy, as authorized by city ordinance, the Audit Services Division has a responsibility to monitor and follow up on recommendations to ensure city agencies address findings through appropriate corrective action and to aid us in planning future audits.

In our follow-up effort for the “Workday Post Implementation Assessment” report completed by BKD LLP and issued in December 2019, we determined the city fully implemented all recommendations we made in the original assessment.

The Highlights page in this report provides background and summary information about the original assessment and the completed follow-up effort. Following the Highlights page is a detailed implementation status update for each recommendation.

I would like to express our sincere appreciation to the personnel in the Controller’s Office and the Office of Human Resources who assisted us throughout the assessment and the follow-up process. For any questions, please feel free to contact me at 720-913-5000.

Denver Auditor’s Office

Timothy M. O’Brien, CPA
Auditor
Workday Post Implementation Assessment
January 2021

Objective
To determine whether Workday was successfully implemented from the user-experience perspective, and to evaluate the adequacy and acceptance of Workday’s financial management and human capital management applications — with the focus on users’ general satisfaction with the system, whether training goals and objectives were met, and the usefulness of system outputs.

Background
BKD LLP conducted the original assessment on behalf of the Auditor’s Office through agreed-upon procedures. The post implementation assessment was based on surveys and interviews with Workday users to incorporate experiences citywide, with a focus on three agencies including Denver International Airport’s financial function. BKD also compared contracted features to implemented features for discrepancies.

In July 2015, the City and County of Denver acquired a subscription to Workday’s cloud-based financial management and human capital management applications and certain incremental training and consulting services. The implementation went live in 2017.

The city’s Technology Services agency, the Controller’s Office, the Office of Human Resources, and the Purchasing Division coordinated the implementation.

REPORT HIGHLIGHTS

Highlights from Original Assessment

User Satisfaction: For the most part, users were fairly satisfied with the Workday system. Users said they appreciated 1) the ability to remotely access the system as well as access it directly from their mobile devices, 2) the incorporation of a lot of systems into one, and 3) the streamlined nature of the HR paper forms now within Workday. From survey results and interviews, the majority of users’ frustration appeared to be related to training, interfaces with other existing systems, perceived redundancies or cumbersome Workday steps, and possible concerns around what information was accurate or helpful in their day-to-day jobs.

Training Satisfaction: The survey indicated many city employees felt they could use additional training to perform their responsibilities. Some of the additional training types they would have liked to see included a Workday manual, video training for various topics, job aids, and agency-specific sections. Through individual interviews, we learned most people thought generic training was sufficient, but tips and tricks that were specific to their duties could be more helpful.

System Output Sufficiency: The results of the surveys and interviews indicated that for users who need reports from the system and regularly use it, the system reporting was very helpful, easy to access, timely, and customizable. For individuals who indicated they did not need reporting to perform their tasks within the system, they felt they had not been able to access the right reports or did not understand the reporting functionality well enough to really use the information they needed or might use out of the system.

Contract Assessment: BKD compared capabilities, modules, and features purchased by the city to those that were implemented. Based on the procedures performed, the Workday modules that were agreed to in the various contracts were implemented. With change orders and management agreements, they were implemented in the time frame agreed upon by both parties.

FULLY IMPLEMENTED 3
PARTIALLY IMPLEMENTED 0
NOT IMPLEMENTED 0
Jan. 7, 2021

**Action Since Assessment Report**

**Workday Post Implementation Assessment**

3 recommendations proposed in January 2019

| FULLY IMPLEMENTED | 3 | PARTIALLY IMPLEMENTED | 0 | NOT IMPLEMENTED | 0 |

We found the city considered all key takeaways of the original assessment and the resulting recommendations and how they would address Workday users' concerns as identified in the original assessment. As a result, we consider the recommendations fully implemented and conclude our follow-up effort related to the "Workday Post Implementation Assessment" report.

By implementing the Auditor's Office's recommendations, the city continues to improve upon the guidance it provides to employees who use Workday. City staff now have more training opportunities to assist them in their roles, and the Controller's Office has assessed whether the current methods of providing that training are optimal. New step-by-step instructions were created and are available to city staff. City staff also now have access to a new video training course and have received a variety of Workday-specific communications and reminders, which the Controller's Office provides by email.
**Recommendation 1**

We recommend the city consider reviewing their existing Workday training tools to evaluate whether enhancements could be made. Some of the additional training types that individuals indicated may be helpful would be updated job aids, a Workday manual, and video training for various topics. It is also recommended that the city evaluate possible mechanisms for agencies with specific needs to reach out if they feel they require different or additional steps. If these items exist, perhaps consider the location and medium these items are communicated in and identify possible other ways to present them (i.e., electronic on the intranet vs. pdf for a user’s desktop or even paper). Additionally, some possible additional tools that may be useful to users would be a glossary of Workday standard terms.

**AGENCY ACTION**

**Original target date for completion: March 31, 2020**

The city enhanced Workday’s training tools since the release of the original assessment in December 2019. Enhancements included the creation of Workday-specific training courses for new employees, new managers, and managers already in their roles. Additionally, the city updated existing Workday step-by-step instructions, also known as job aids; created new job aids; and created a video training class in the Workday Learning module to guide managers through human resources functions.

Officials from the Controller’s Office said costs associated with expanding on existing mechanisms for agencies to reach out if they require more help were not beneficial to the city, as adding more places to find information may cause confusion due to there already being a variety of ways to reach out or search for Workday-related information. These include new citywide communications from the Controller’s Office using existing mechanisms, such as emails and DenverHub, an internal SharePoint site for city employees. Also, Workday users have the ability to reach out to experts in the city by sending emails, making phone calls, and submitting tickets through the city’s SupportNow system.

A manual already existed for Workday’s human resources function. While they considered expanding to new mechanisms, the Controller’s Office decided against creating a citywide Workday manual because there are many audiences across the city and it would require constant updates. Instead, the Controller’s Office will continue to update existing job aids. Further, city staff also considered a glossary but did not develop one, as it
would also take considerable effort to create and maintain for a system as large as Workday.

Therefore, we consider this recommendation fully implemented.

**Recommendation 2**

We also recommend that the city consider, as part of the possible enhancements to existing training tools, identifying targeted trainings for various users. The trainings could include specific trainings about reporting and how to find the more common reports or query information where formal reports may not readily exist.

**AGENCY ACTION**

**Original target date for completion: March 31, 2020**

The city developed and conducted targeted trainings to assist employees with Workday tasks, such as a course to assist analysts with increasing their Workday skills. Additional targeted trainings for various users were highlighted through the Controller’s Office’s existing messaging channels, such as the Denver Employee Bulletin as well as Financial Network communications. These included discussions on where to find commonly used Workday reports, capital asset reminders, and information on how to handle specific Workday tasks related to the city’s COVID-19 response — such as how to account for pandemic-related purchases and how to track employee time related to the pandemic response.

Enhancements to existing job aids, which we discussed under the agency action for Recommendation 1, also act as targeted training opportunities for Workday users.

Therefore, we consider this recommendation fully implemented.

**Recommendation 3**

The city should consider whether it is feasible to have a city-specific mechanism that could be a companion to the existing Workday Community tool where users within the city can share reports that are helpful to them, tricks and shortcuts they have learned, and possibly even allow users to pose questions or issues about what they're running into for other users to respond to and find what is the most relevant to them.
AGENCY ACTION

Original target date for completion: March 31, 2020

The city has continued to build on a variety of mechanisms that were already in place before the original assessment, but officials decided against adding more to the mix. Having too many places to get information may cause confusion for Workday users, and the Controller’s Office prefers to have one-on-one communications to resolve issues so as not to have incorrect or outdated information shared between users.

Specifically, Controller’s Office staff said they prefer employees speak directly with experts in the Office of Human Resources and the Finance Department in order to obtain the most current and accurate information. Workday users who need assistance can submit questions to city employees who are Workday experts by using SupportNow, which is also used by the city’s Technology Services agency for supporting Workday users.

During our follow-up effort, we observed Human Resources’ tracking document for the calls it receives pertaining to Workday. It showed that in most of 2020, the monthly number of calls regarding Workday ranged from 173 calls to 453 calls — providing proof that Workday users frequently reach out to ask for help in this manner.

While the Controller’s Office does also provide support through calls and emails, staff were not able to quantify the amount of Workday-related support they provided. Still, Workday users have a way to reach out to experts to learn more about specific tips and tricks relating to Workday.

These mechanisms are in addition to Workday-specific information shared through the city’s Financial Network communications and the Denver Employee Bulletin. While no new mechanisms were developed, the city continues to use and improve upon existing mechanisms for Workday users to reach out and learn how to use the system better, such as frequently asked questions and job aids on the DenverHub SharePoint site. However, we noted during our follow-up that some links in the frequently asked questions were broken or outdated. When notified of these issues, Controller’s Office staff said the broken links were because of maintenance and changes to the city’s website in 2020; they said they will work to fix them.

Because of the city’s efforts to continue addressing Workday users’ questions and issues, we consider this recommendation fully implemented.
Office of the Auditor

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