

ASSESSMENT REPORT

Workday Post Implementation Assessment

Citywide

December 2019



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Audit Services Division
City and County of Denver
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Denver Auditor**

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December 19, 2019

AUDITOR'S LETTER

The objective of our post-implementation assessment of Workday was to determine whether Workday was successfully implemented. BKD LLP conducted this assessment on behalf of the Auditor's Office. I am pleased to present the results of this assessment.

The assessment revealed the city needs to continue to enhance training and provide better mechanisms for users to share information.

Through improved training and user support, the city will be better equipped to ensure Workday meets user needs. Our report lists several related recommendations.

We extend our appreciation to the Department of Finance, Office of Human Resources, and Technology Services personnel who assisted and cooperated with us during the assessment. For any questions, please feel free to contact me at 720-913-5000.

Denver Auditor's Office

A handwritten signature in black ink, appearing to read "Timothy M. O'Brien", is written over a faint, circular, light blue watermark that matches the Auditor's Office seal.

Timothy M. O'Brien, CPA
Auditor



Workday Post Implementation Assessment Report City and County of Denver

December 2019

Consultant Report

Mr. Timothy M. O'Brien, CPA, City and County of Denver Auditor
Webb Municipal Office Building
201 West Colfax Avenue, Department 705
Denver, CO 80202

We have performed the procedures enumerated in the Scope and Procedures section of the report, which were agreed to by Denver Auditor's Office of City and County of Denver (the City) pursuant to our engagement agreement, dated May 22, 2019, solely to assist the City with respect to a post implementation assessment of the Workday system as of October 15, 2019. Management is responsible for its financial statement elements, accounts and items and its internal control. Had we performed additional procedures, other findings of significance may have been reported to you. The sufficiency of the procedures is solely the responsibility of the parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures described in the Scope and Procedures section of this report for the purpose for which this report has been requested or for any other purpose. Our services were performed in conformance with International Standards for the Professional Practices of Internal Auditing established by the Institute of Internal Auditors.

We were not engaged to provide an opinion with respect to the effectiveness of your controls over financial reporting or the degree of compliance with your policies and procedures or applicable laws and/or regulations, and did not, conduct an examination, the objective of which would be the expression of an opinion. Accordingly, we do not express such an opinion. Our procedures were performed on a survey and interview basis only and cannot be relied upon to detect all errors or violations of laws, regulations or city policy.

This engagement was limited in scope and not designed to prevent or discover errors, misrepresentations, fraud or illegal acts. Inherent limitations in any internal control structure are that errors, fraud, illegal acts or instances of noncompliance may occur and not be detected. Controls may become inadequate because of changes in conditions or deterioration in design or operation. Two or more people may also circumvent controls or management may override the system.

We wish to take this opportunity to thank management and staff members who contributed positively to our efforts. We would be pleased to discuss any of the items in this report further at your convenience.

BKD, LLP



October 25, 2019

INTRODUCTION & ENGAGEMENT BACKGROUND

The City and County of Denver (the City) entered into an agreement with Workday, Inc. (Workday) on July 24, 2015 for a subscription to Workday's cloud-based Financial Management and Human Capital Management solutions and certain incremental training and consulting services. The City agencies that were coordinating the implementation were Technology Services, the Controller's Office, the Office of Human Resources, and Purchasing. The implementation went live in 2017 and began being used across the City for the financial and HR functions of the City. Technology Services is responsible for supporting the Workday system. The Controller's Office, Purchasing and other agencies utilize the Financial Management portion of the Workday system for payroll, purchasing, accounting, financial and reporting of information around the systems operations. The office of Human Resources utilizes the Human Capital Management portion of the system to recruit, manage, train, and develop the City's workforce. Other City employees use certain Human Capital Management functions and worker information based on their responsibilities within the agencies.

BKD, LLP (BKD) was engaged to assist the Auditor's Office in a post implementation assessment to incorporate user experiences citywide, with a focus on three agencies, departments or programs, including the Denver International Airport financial function. The assessment was intended to evaluate the adequacy and acceptance of Workday Financial Management and Human Capital Management applications based on surveys and interviews with users. The focus of the assessment was placed on three main areas including users' general satisfaction with the system, training goals and objectives being met and the usefulness of the system outputs.

The results of the surveys and interviews performed are taken as submitted and represent opinions of users; conclusions are drawn based on what has been indicated in the responses from participating individuals. This assessment did not include any evaluations of actual frequency of use or users access restrictions from those who participated. Additionally, no user access evaluations were done to assess whether access to the system was appropriate.

As part of the agreement, BKD also performed a Workday contract assessment and compared contracted features to implemented features for discrepancies.

KEY TAKEAWAYS

User Satisfaction: For the most part, users are fairly satisfied with the Workday system. Users noted appreciating the ability to 1) remotely access the system as well as access directly from their mobile device, 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 the frustration for users appears to be related to training, interfaces with other existing systems, perceived redundancies or cumbersome Workday steps, and possible concerns around what information is accurate or helpful in their day to day jobs.

Training Satisfaction: The survey indicates that many City employees feel they could use additional training to perform their responsibilities. Some of the additional training types they would like to see include a Workday manual, video training for various topics, job aids, and Agency specific sections. Through individual interviews, we found that most people think generic training was sufficient, but tips and tricks that are specific to their duties could be more helpful.

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

Contract Assessment: BKD compared capabilities, modules and features purchased by 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.

CITY CONSIDERATIONS

The considerations to the right are based entirely on results from surveys and interviews and are merely considerations for the City as they continue their efforts to streamline processes and system tools affected by the Workday implementation.

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.

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.

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 in to for other users to respond to and find what is most relevant to them.

INITIAL SURVEY SCOPE & PROCEDURES

BKD conducted surveys and interviewed select system users, utilizing a listing of users provided by the Auditor's Office. There were two surveys conducted over the course of the engagement.

The first survey was sent to users citywide as identified in conjunction with the Auditor's Office and the City agencies responsible for coordinating the implementation. This survey was sent to gauge the overall satisfaction with the system, including:

- Satisfaction with training provided
- The level of user satisfaction with the system
- User-identified strengths of the system, including areas of success
- Problems that users experienced or are experiencing
- Frequently used features
- Infrequently used features
- Features not used at all
- Suggested improvements from users
- Required adjustments to business processes and related policies and procedure documentation

The first survey included 17 questions which were recommended by BKD and agreed to by the Auditor's Office. The questions were designed to evaluate user experience in two essential areas: general satisfaction with the system and training goals and objectives. The questions were driven by the survey respondents' indication of the functionality within the system they use; either Financial or HR. A respondent could also choose "Both" as an option, which requested the respondent to respond to both sets of questions.

The first survey was administered by BKD from August 5, 2019 until September 5, 2019. Over the course of this time period, 3,500 surveys were sent out. A Tech Bulletin was sent to encourage staff participation and notify the selected employees about the survey before both of the invitations were sent out. 196 surveys that were sent over this period were returned undeliverable. The City is researching the reasons for these undeliverable addresses. Only the first 500 responses were accepted and utilized in the evaluation of results, per our agreement.

INITIAL SURVEY DEMOGRAPHICS

The first survey was sent to selected users citywide; we received responses from 22 agencies over the course of the survey. The agency breakdown is summarized in the graph to the right.

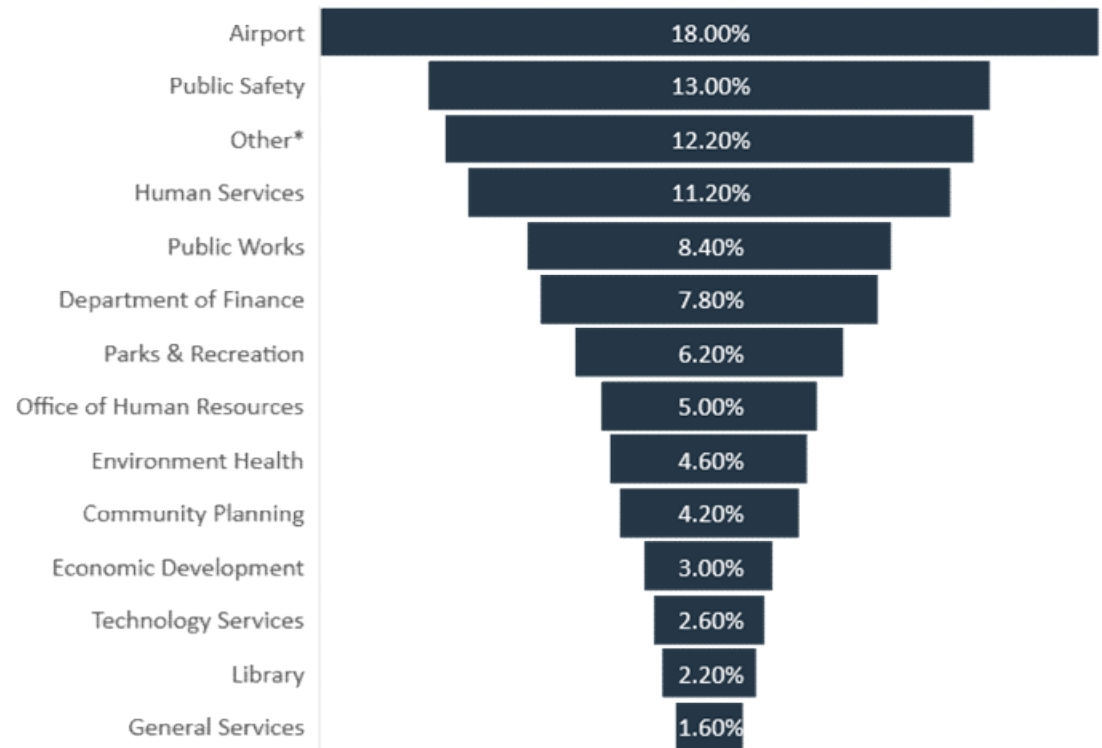
System Module Usage

Not all users within the City use the same functionalities in Workday. The below breakdown is how the respondents are currently utilizing the system.

I mostly use Workday for the following:

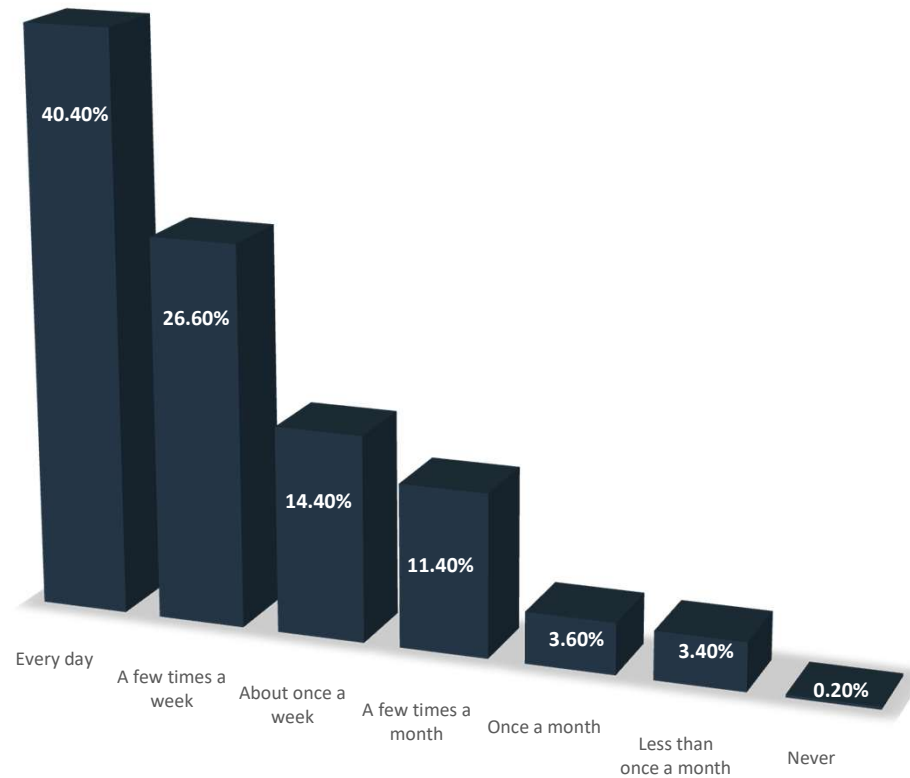
| | |
|-----------------|--------|
| Finance | 25.00% |
| Human Resources | 41.20% |
| Both | 33.80% |

AGENCY RESPONSE COMPOSITION



Other includes responses from Excise and Licenses, Denver County Court, Arts & Venues, city Attorney, Clerk & Recorder, Mayor, Independent Monitor, Human Rights and Community Partnerships, and others not classified within above mentioned departments.*

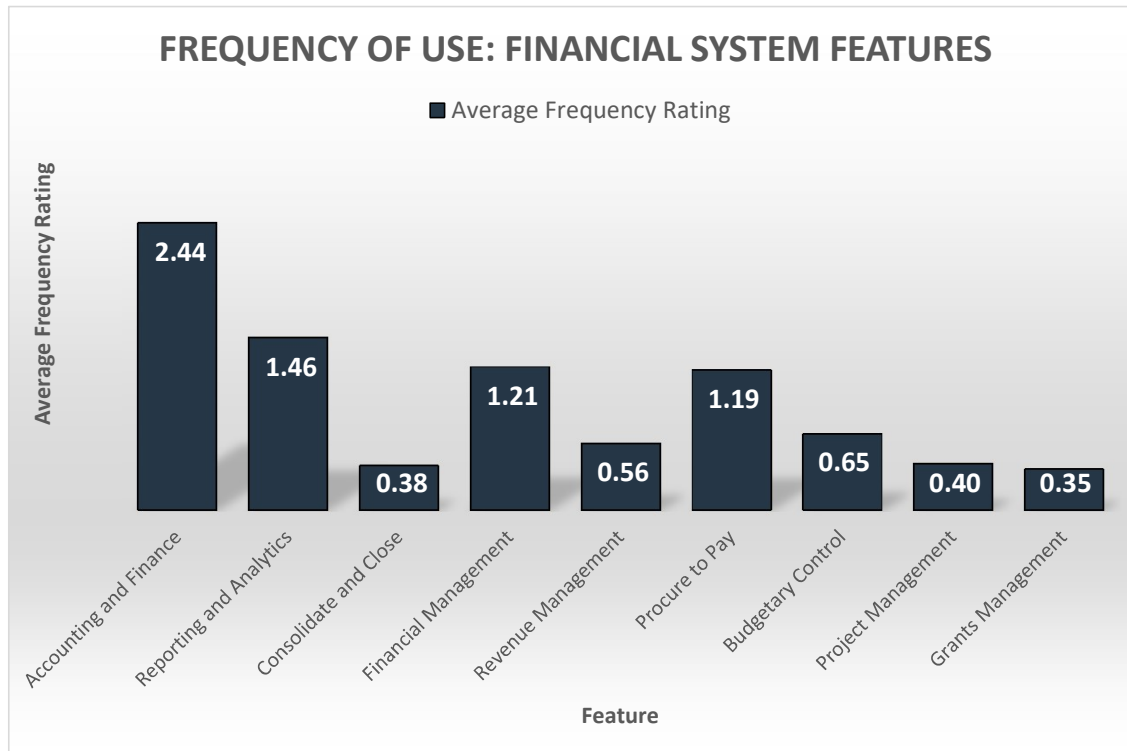
FREQUENCY OF WORKDAY USAGE



Of the 500 respondents to the first survey, 81.40% of the users indicated using the system at least once a week. 40.10% of people indicated they are in the system daily.

The results indicate that the majority of the opinions given during the first round survey will be from users who regularly interface with the system.

FINANCIAL MANAGEMENT FEATURES USAGE



Based on responses for those who use the Financial Management system, the most frequently used features include:

- Accounting and Finance
- Reporting and Analytics
- Financial Management

Project Management, Grants Management, and Revenue Management are used less frequently.

Response Key:

| Response | Frequency Rating |
|------------------------------------------|------------------|
| Every Day | 4 |
| A few times a week | 3 |
| About once a week or a few times a month | 2 |
| Once a month or less than once a month | 1 |
| N/A - User does not use the feature | 0 |

HUMAN CAPITAL MANAGEMENT FEATURES USAGE

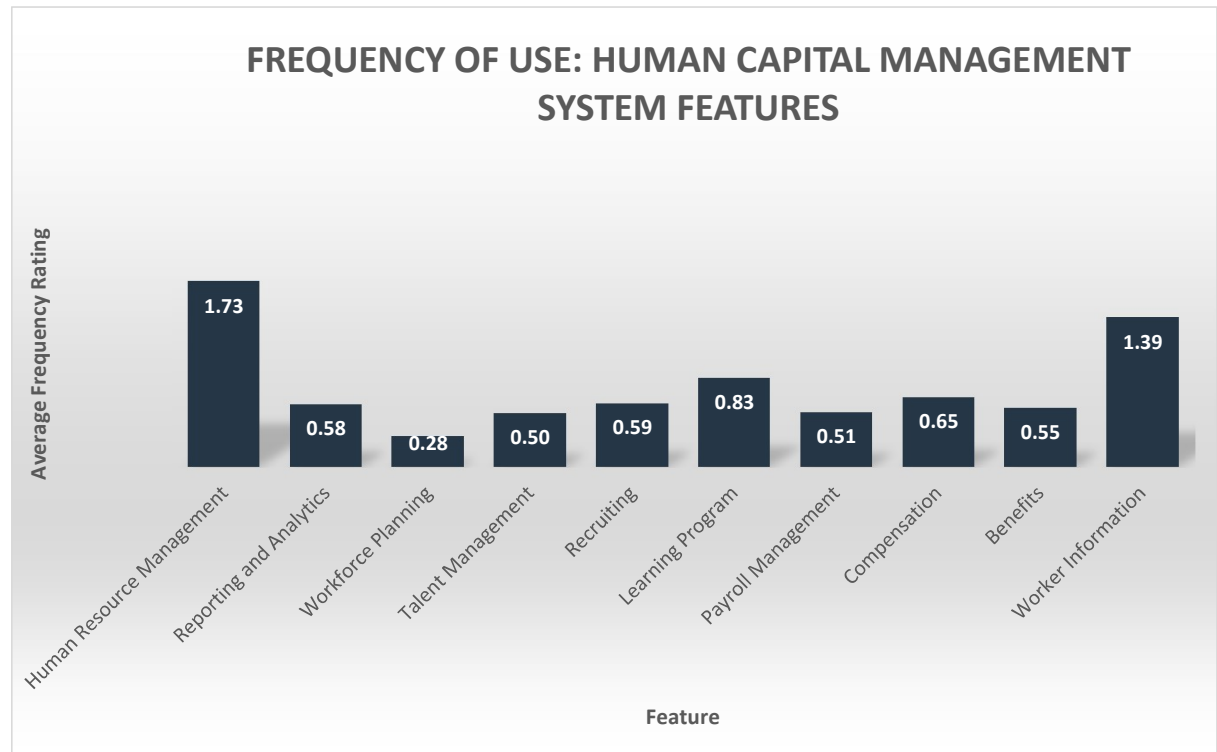
Based on responses for those who use the Human Capital Management system, the most frequently used Human Capital Management features include:

- Human Resource Management
- Worker Information
- Learning Program

Workforce planning had the lowest frequency of use.

Response Key:

| Response | Frequency Rating |
|------------------------------------------|------------------|
| Every Day | 4 |
| A few times a week | 3 |
| About once a week or a few times a month | 2 |
| Once a month or less than once a month | 1 |
| N/A - User does not use the feature | 0 |



GENERAL SATISFACTION RESULTS

The first survey results within this report include breakdowns of the responses related to the Financial Management portion of the system as well as the Human Capital Management portion. There were differences noted within each portion of the system related to satisfaction with the system. Users were given the ability to select whether they strongly agreed, agreed, were neutral, disagreed or strongly disagreed with the statement given. To assess overall satisfaction of the system, the following statements used:

- The workday system meets my needs.
- I am satisfied with the reliability of the Workday system.
- I am satisfied with the security of the Workday system.
- I am satisfied with the ability to integrate other systems within the Workday system.
- I am satisfied with Workday's usability.
- I am satisfied with the look and feel of the Workday system.
- I am satisfied with the ability to collaborate with other users within Workday.

Selected results from the surveys have been compiled and consolidated within this report. For the full set of results, please see appendix A.

WORKDAY OVERALL SATISFACTION



*Note: Some agencies had under 10 responses and may not be representative of the thoughts around overall satisfaction with the system.
(Example: Mayor, Arts & Venues)

For the survey questions related to the satisfaction with the Workday system, we combined the overall satisfaction questions on the survey for both the HR portions and the Financial portions to show the average satisfaction ratings around Workday.

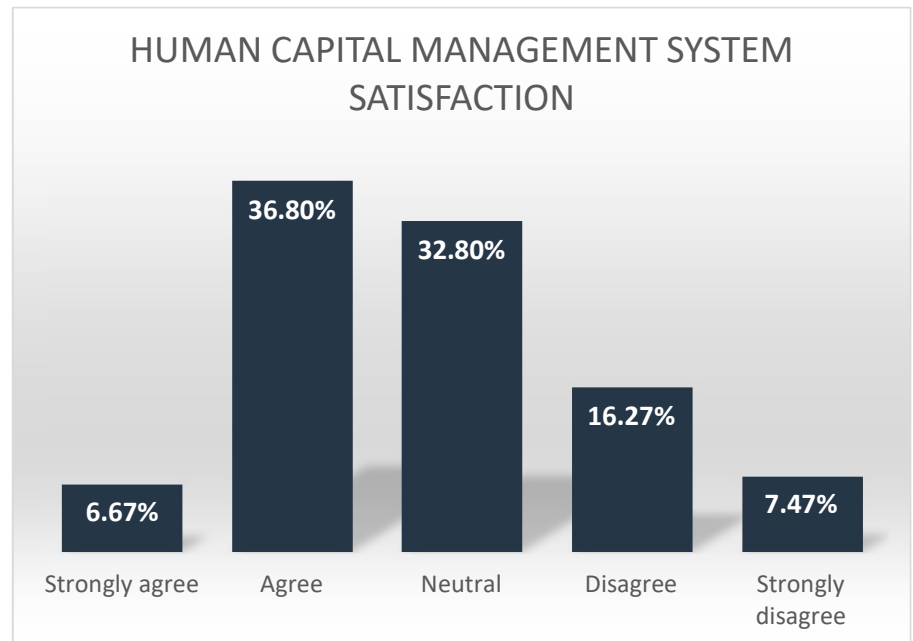
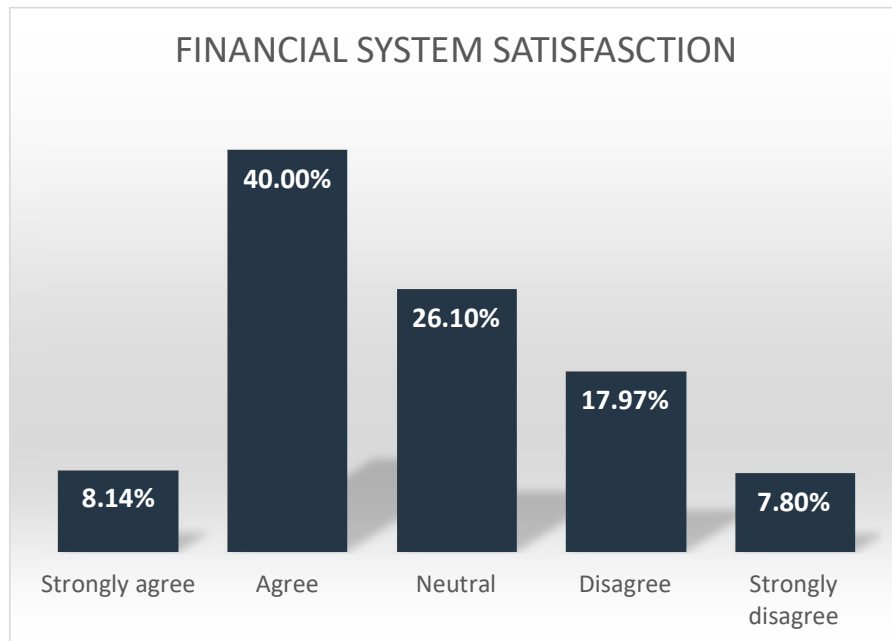
The weighted average rating of Financial system satisfaction is 3.17, and that of Human Capital Management system is 3.19. Overall, the survey indicate a neutral satisfaction among respondents' attitude towards Workday.

Response Key:

| Response | Satisfaction Rating |
|-------------------|---------------------|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

WORKDAY OVERALL SATISFACTION

Question: The Workday system meets my needs.



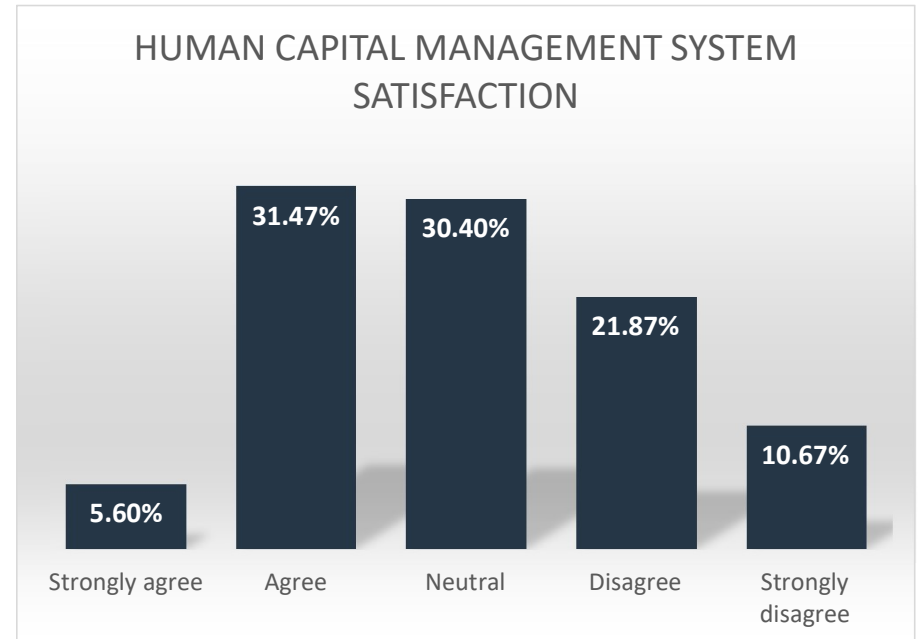
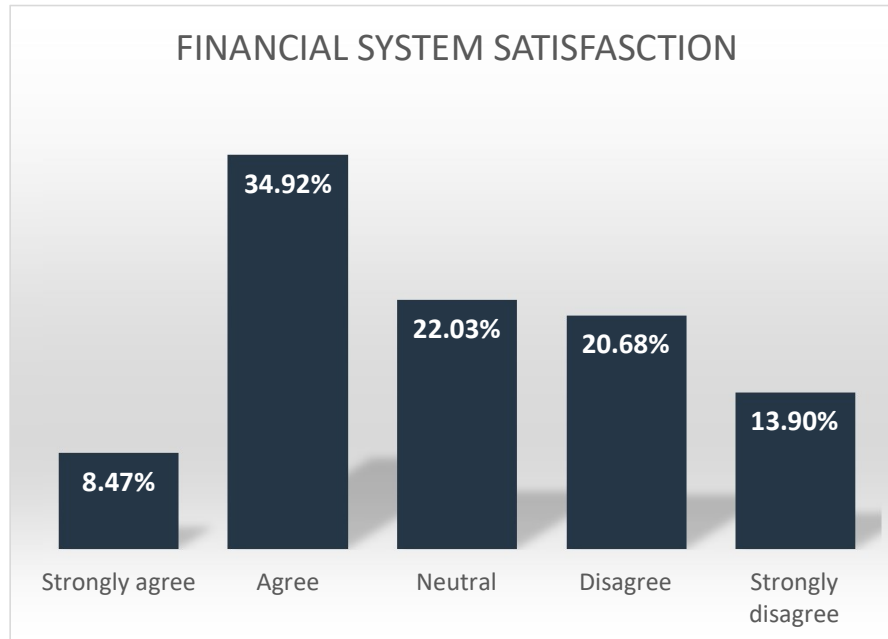
Financial Management: 48.14% of the respondents indicated that Workday Financial system overall met their needs, while 26.10% were neutral.

Human Capital Management: 43.47% of the respondents indicated that Workday Human Capital Management system met their needs, while 32.80% remained neutral.

Analysis: The majority of the respondents indicated the Workday system either met their needs or they were neutral. While 25.77% of the respondents who use the Financial Management system and 23.74% of the respondents who use the Human Capital Management system indicated the system was not meeting their needs.

WORKDAY OVERALL SATISFACTION

Question: I am satisfied with Workday's usability.



Financial Management: 44.39% of the respondents indicated that they were satisfied with Workday Financial system's usability, while 22.03% had neither a positive nor negative reaction to this statement.

Human Capital Management: 37.07% indicated that Workday Human Capital Management system met their needs, while 30.40% remained neutral.

Analysis: The majority of respondents indicated they were satisfied with Workday's usability or they were neutral, while approximately one third of the respondents voiced they were not satisfied with the system's usability.

OTHER SATISFACTION RESULTS

| Satisfaction Statements | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---------------------------------------------------------------------------------------|----------------|--------|---------|----------|-------------------|
| I am satisfied with the reliability of the Workday system. | 9.57% | 44.99% | 28.25% | 12.26% | 4.93% |
| I am satisfied with the security of the Workday system. | 12.71% | 44.99% | 36.32% | 3.59% | 2.39% |
| I am satisfied with the ability to integrate other systems within the Workday system. | 4.63% | 16.59% | 55.16% | 16.14% | 7.47% |
| I am satisfied with the look and feel of the Workday system. | 10.76% | 38.27% | 27.65% | 14.20% | 9.12% |
| I am satisfied with the ability to collaborate with other users within Workday. | 4.48% | 20.93% | 50.97% | 14.80% | 8.82% |

Through analysis of the additional satisfaction statements used within the survey, the majority of the satisfaction statements continued to trend towards more neutral, however, there were more that agreed overall that they were satisfied with the system than disagreed.

TRAINING SATISFACTION & RESULTS

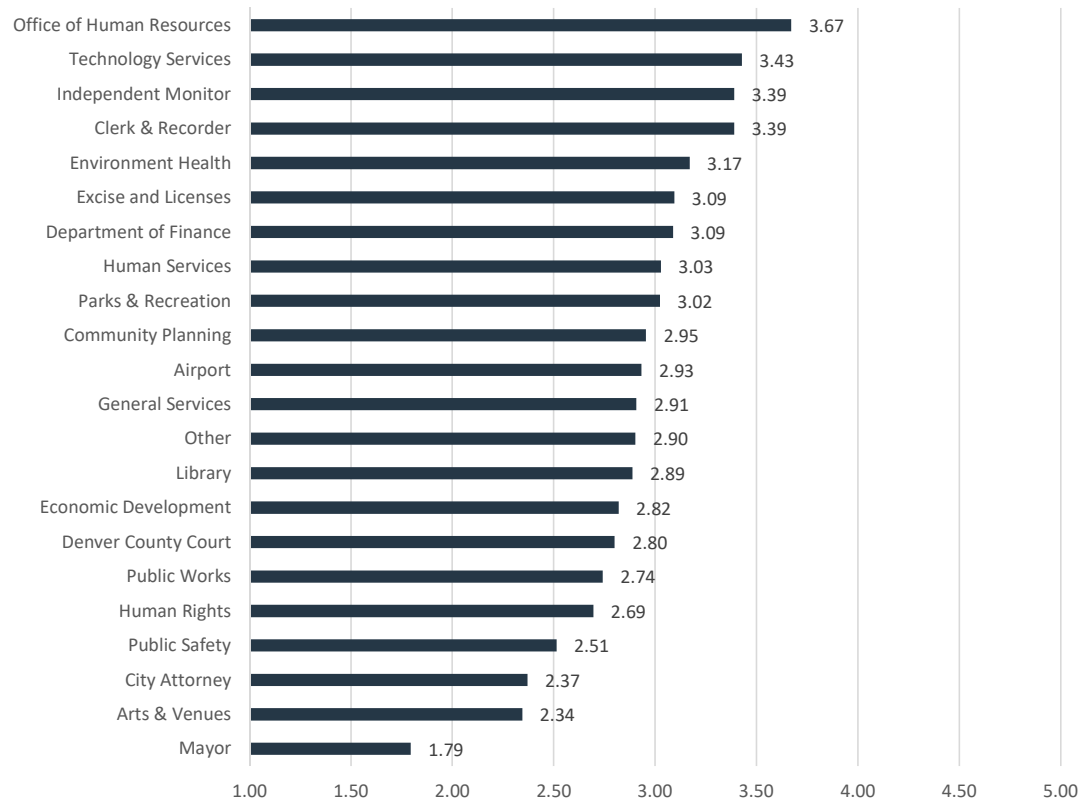
As with the General Satisfaction results, the results as reported for the training satisfaction include breakdowns of the responses related to the Financial Management portion of the system as well as the Human Capital Management portion. There were differences noted within each portion of the system related to training satisfaction with the system. Users were given the ability to select whether they strongly agreed, agreed, were neutral, disagreed or strongly disagreed with the statement given. To assess the overall satisfaction with the training goals and objectives, the following statements were used:

- Overall, I'm satisfied with the Workday training provided.
- The training was provided in a timely manner.
- The training was adequate to cover all applicable areas of Workday, relevant to my business processes.
- The training content explained information clearly.
- Upon completion of the training, I don't need additional training to perform my responsibilities.

Selected results from the surveys have been compiled and consolidated within this report. For the full set of results, please see appendix A.

WORKDAY TRAINING OVERALL SATISFACTION

Workday Training Satisfaction Rating*



For the survey questions related to the satisfaction with the Workday system, we combined the overall satisfaction questions on the survey for both the HR portions and the Financial portions to show the average satisfaction ratings around the Workday training provided.

The weighted average rating of Financial training satisfaction is 2.73, and that of Human Capital Management training is 3.10. Overall, the survey results show neutral among respondents' attitude towards Workday training. While there are some agencies that fall either well below or well below the neutral, the majority of the responding agencies fall a bit below 3, indicating a slight overall dissatisfaction with training provided.

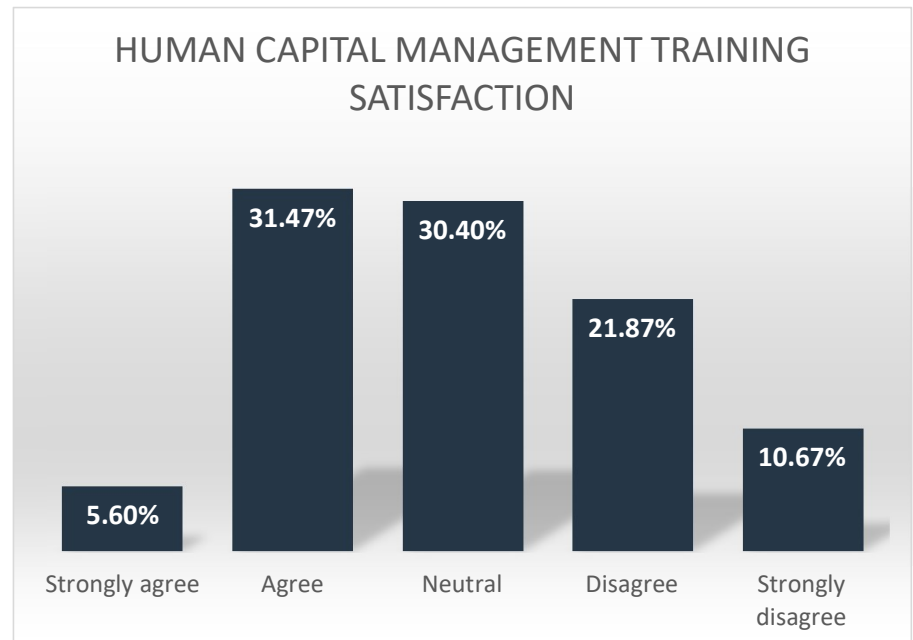
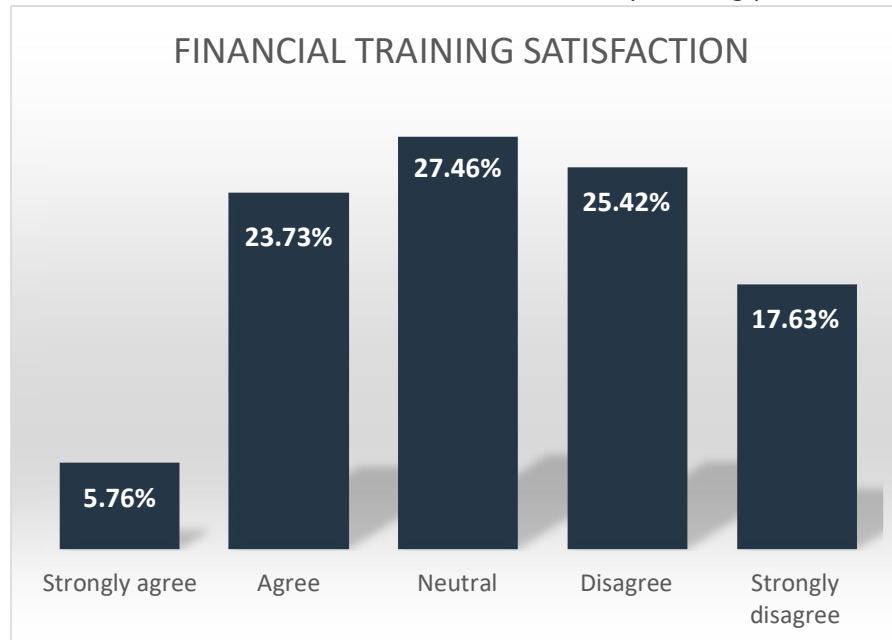
Response Key:

| Response | Satisfaction Rating |
|-------------------|---------------------|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

*Note: Some agencies had under 10 responses and may not be representative of the thoughts around overall satisfaction with the system. (Example: Mayor, Arts & Venues)

WORKDAY TRAINING OVERALL SATISFACTION

Question: Overall, I'm satisfied with the Workday training provided.



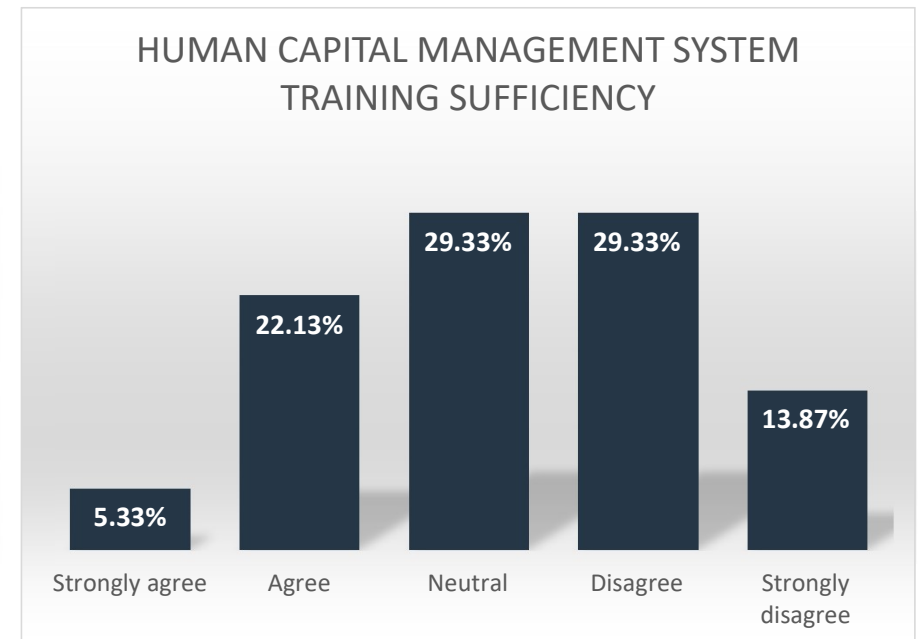
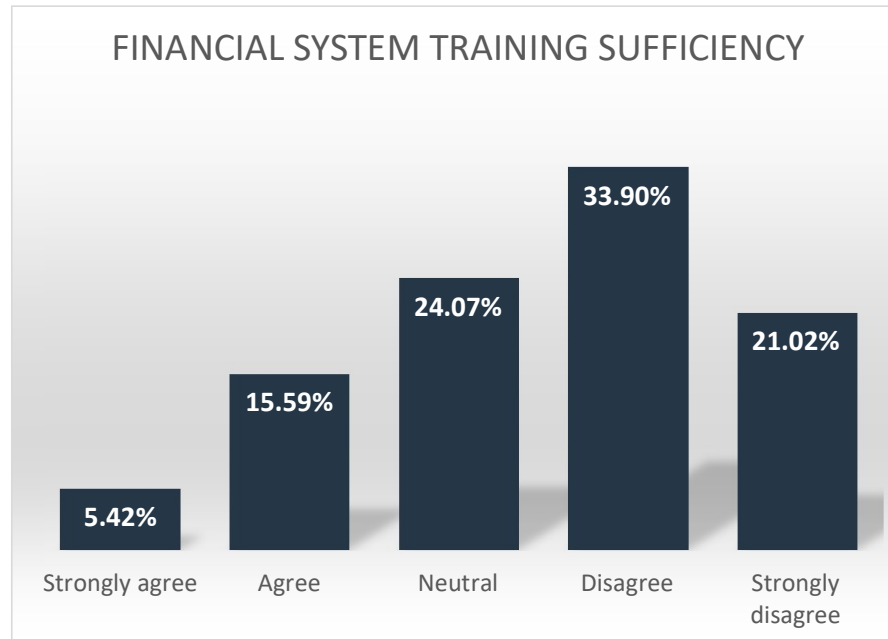
Financial Management: 29.49% of the respondents indicated that they were satisfied with the Workday financial system training, while 27.46% were neutral. However, there was a much larger percentage of respondents that leaned towards dissatisfaction with the training for Financial Management system (43.05%).

Human Capital Management: 37.07% of the respondents indicated that they were satisfied with the training provided, while 30.40% remained neutral.

Analysis: More than half of the respondents indicated that they were satisfied with the Workday training or they were neutral, while data shows that 43.05% of the respondents using the Financial Management system and 32.54% of the respondents using the Human Capital Management system indicated the training was not satisfactory.

WORKDAY TRAINING OVERALL SATISFACTION

Question: Upon completion of the training, I don't need additional training to perform my responsibilities.



Financial Management: Only 21.01% of the respondents indicated that they felt the training they received was sufficient to perform their responsibilities, while 24.07% were neutral. There was a much larger percentage of respondents (54.92%) that leaned towards feeling they could use additional training in performing their day-to-day responsibilities given the training they received.

Human Capital Management: 43.20% of respondents indicated they were dissatisfied with the system training they received. Only 27.46% indicated that they were satisfied with the training provided.

Analysis: The survey results gravitate towards dissatisfaction around the training for both systems (54.92% for Financial Management system and 43.20% for Human Management system) indicating that these respondents felt they could benefit from additional training to perform their duties.

OTHER TRAINING RESULTS

| Satisfaction Statements | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--------------------------------------------------------------------------------------------------------|----------------|--------|---------|----------|-------------------|
| The training was provided in a timely manner. | 6.13% | 31.99% | 30.64% | 18.83% | 12.41% |
| The training was adequate to cover all applicable areas of Workday, relevant to my business processes. | 4.93% | 24.51% | 27.80% | 26.46% | 16.29% |
| The training content explained information clearly. | 5.23% | 29.75% | 31.54% | 20.78% | 12.71% |

Through analysis of the additional training goals and objectives sufficiency statements used within the survey, the majority of the sufficiency statements continued to trend towards more neutral, however, the results are fairly spread-out and there is no clear indication that overall users felt the training was sufficient.

SECOND SURVEY SCOPE & PROCEDURES

Using the results of the first survey sent, three agencies were selected to receive the second survey and to conduct interviews with the system users. The three agencies selected were: Denver International Airport, Human Services, Public Safety. The second survey was sent to gain more of an understanding of how users felt about the sufficiency of the trainings that were provided to them and the usefulness of the outputs from the system.

- Additional types of training desired
- The level of availability of output
- The quality and timeliness of output
- The amount of follow-up needed to obtain the desired or required output

This objective also included comments from users on the usefulness of the outputs users were reviewing, including the utility, requirement level (absolutely essential, important, interesting, incomplete, unnecessary), identification of information/reports needed but not currently generated, demonstration of the ability to perform work without reports/outputs, and alternatives for obtaining the information.

The second survey included eleven questions that were recommended by BKD and agreed to by the Auditor's Office. The questions were designed to further delve into the trainings that users may find helpful as well as evaluate the usefulness of the system outputs and reporting.

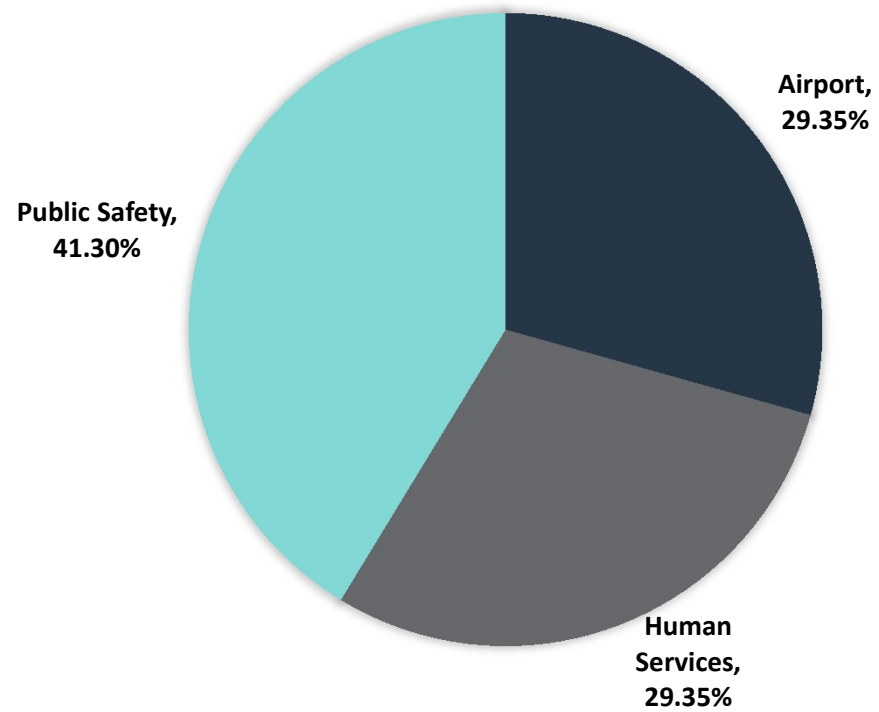
The second survey was administered by BKD from October 3, 2019 until October 17, 2019. Over the course of this time period, 1,721 surveys were sent out. A Tech Bulletin was sent to encourage staff participation and notify the selected employees about the survey before both of the invitations were sent out. 172 surveys that were sent over this period were returned undeliverable. The City is researching the reasons for these undeliverable addresses. 293 surveys were completed.

We also held interviews with personnel from each of the agencies that were involved in the second survey. We requested from the agency a list of users who use various parts of the system to get a better understanding about which parts of the system work well, which do not, which outputs may or may not be helpful and more feedback on training.

SECOND SURVEY DEMOGRAPHICS

The second survey was sent to selected agencies based on results of the first survey. The three agencies selected in collaboration with the Auditors office were: Denver International Airport, Public Safety, and Human Services. The respondents by agency breakdown is indicated in the chart to the right.

AGENCY RESPONSE COMPOSITION



MATERIALS USED AND DESIRED TRAININGS

Per the results of the first survey, indicating that training may not have been sufficient, we requested additional information as to what types of training/information is being utilized now and what additional trainings may be useful. To assess overall usefulness of the training and system help features as well as what trainings may be desired we asked the following questions:

- What tools do you prefer to use when you have a question about Workday?
- Do you find the tools available to answer your Workday system questions helpful?
- What type(s) of additional training would you like to see?

ADDITIONAL TRAINING

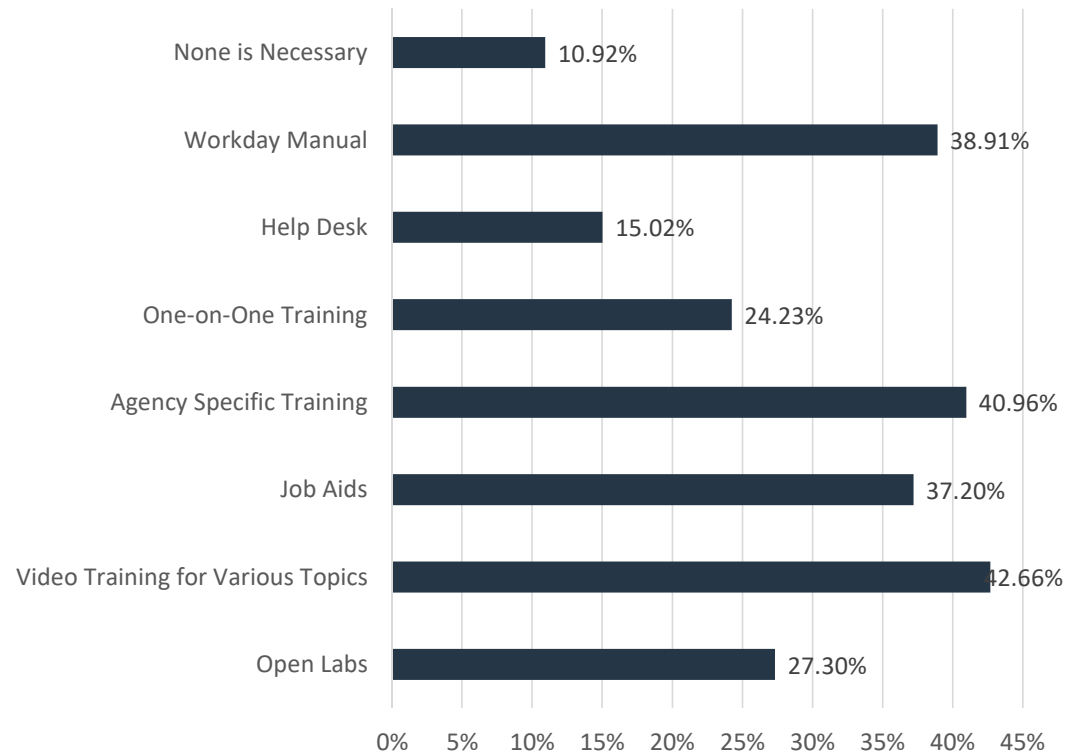
Survey respondents were given the option to select as many of the trainings indicated as they felt would be helpful.

Based on responses from the survey, the respondents indicated they wanted to see additional trainings below:

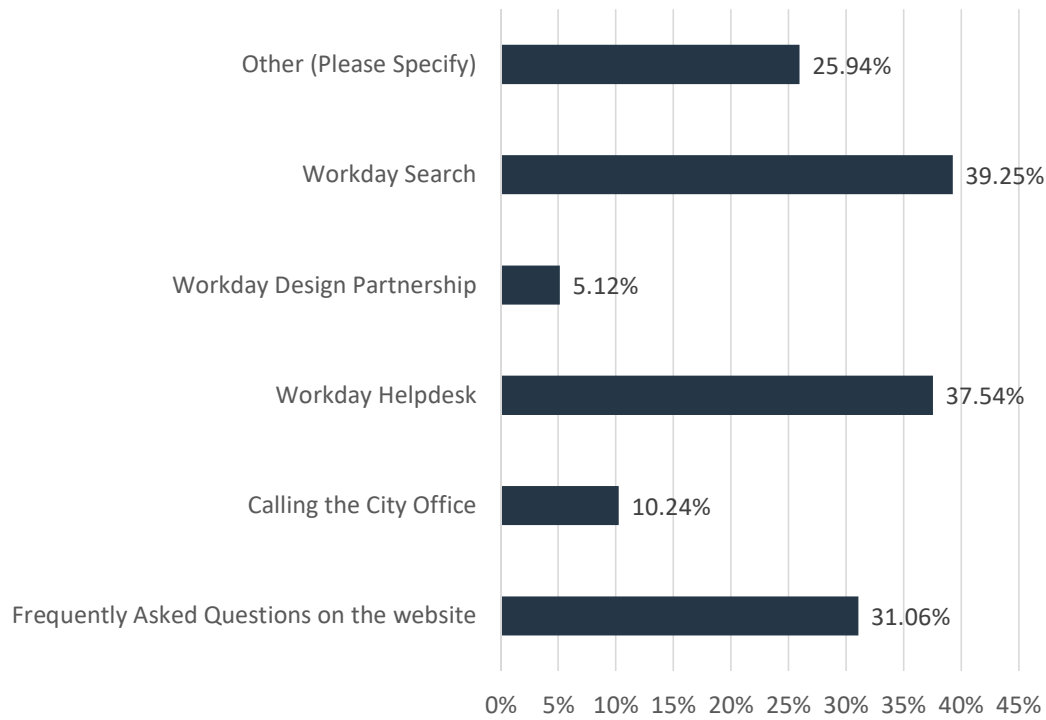
- Video Training for Various Topics
- Agency Specific Section Training
- Workday Manual
- Job Aids

10.92% of the respondents indicate they didn't feel they needed additional training past what's already been received.

What type(s) of additional training would you like to see?



What tools do you prefer to use when you have a question about Workday?



EXISTING WORKDAY TOOLS

Survey respondents were given the option to select as many of the trainings indicated as they felt would be helpful.

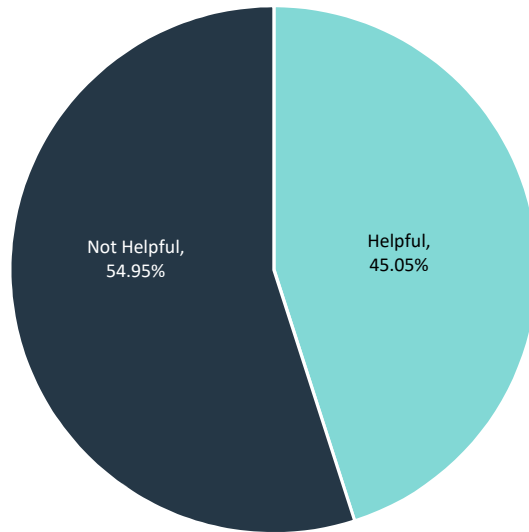
25% of users indicate that they use other tools. Those responses included:

- Experienced Colleagues/Supervisors
- Just figuring it out
- Workday Community
- Job Aids

The primary tools that are used include Workday Search, Workday Helpdesk and FAQ on the website.

EXISTING WORKDAY TOOLS USEFULNESS

The tools that are available to answer your Workday system questions are helpful?



Overall, although the users indicated working to use the existing tools, 54.95% said those tools were not helpful. So although there are tools available, a large portion of those who responded from the three agencies within the City find those tools unhelpful in performing their day-to-day responsibilities.

SYSTEM OUTPUT EVALUATION

To identify whether the system produces helpful reporting and other outputs we asked the following questions of the users who responded to the second survey:

- Which system feature do you use the most?
- To what extent do you need the output of Workday (e.g. reports) to perform your job?

Additionally, users were given the ability to select whether they strongly agreed, agreed, were neutral, disagreed or strongly disagreed with the statement given. To assess the overall satisfaction with the training goals and objectives, the following statements were used:

- I am satisfied with the ability to access information or resources in Workday.
- Workday generates accurate and complete output/reporting.
- Workday generates output/reporting in a timely manner.
- All of the output/reporting I need to complete my job duties is generated or available in Workday with minimal manual manipulation, calculation, filtering, etc.

Selected results from the surveys have been compiled and consolidated within this report. For the full set of results, please see appendix B.

SYSTEM OUTPUT IMPORTANCE

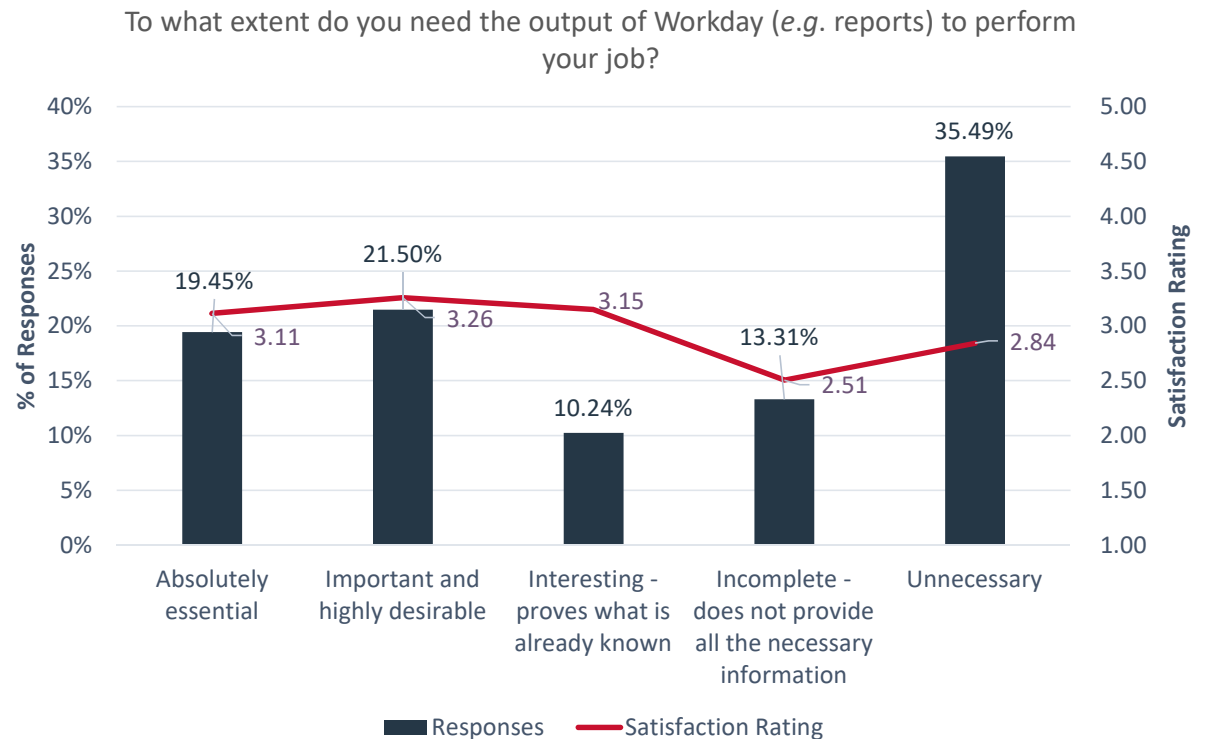
When asked the question “To what extent do you need the output of Workday (e.g. reports) to perform your job”, 120 out of 293 (40.95%) respondents selected “Absolutely essential” and “Important and highly desirable”, while the other 59.05% of responses indicated the reporting was either interesting, incomplete or unnecessary.

To further understand if people who think the system output is essential or important are satisfied with the information coming out of Workday, we divided the survey data into these five groups based on their answers, and calculated the average satisfaction of each group.

The average satisfaction level among the 293 respondents is 2.97, which is close to neutral (3).

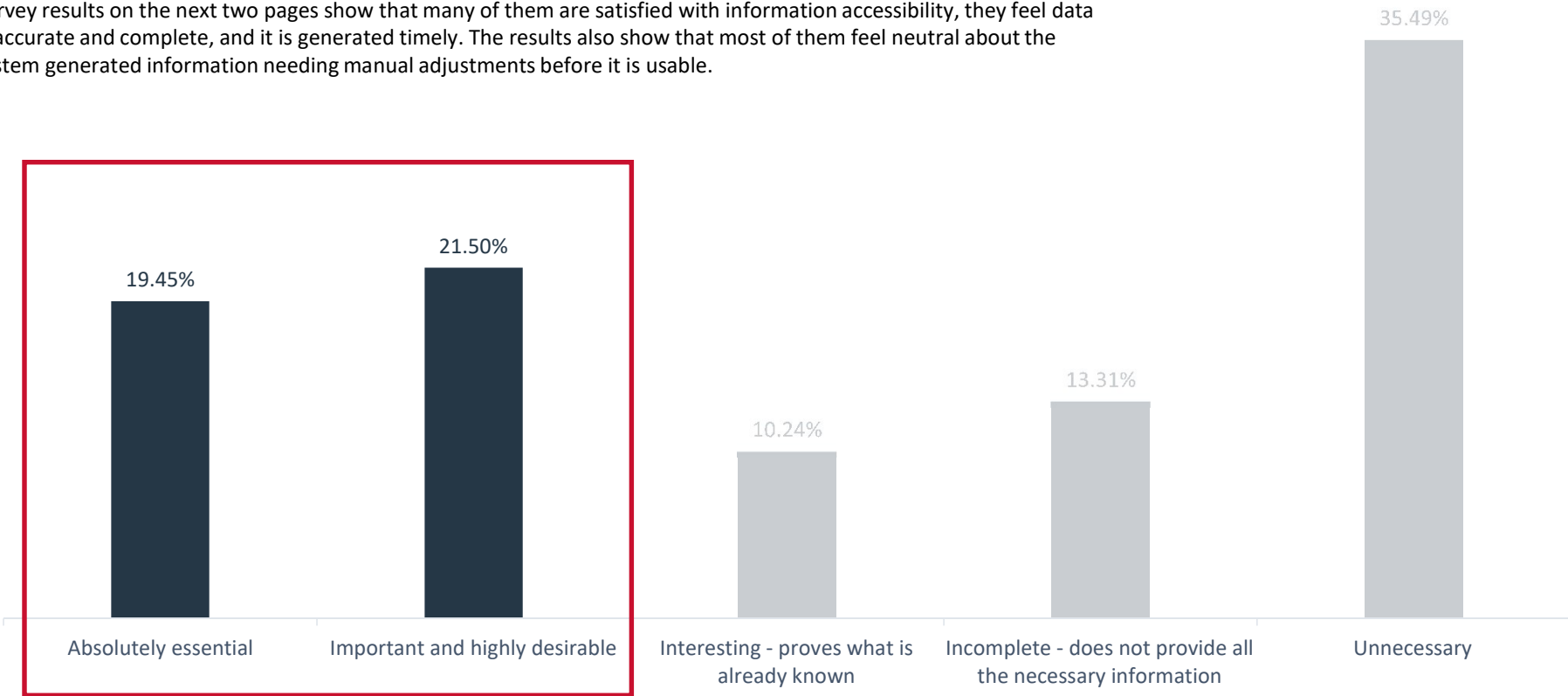
As shown in the graph on the right, most people had neutral to positive attitude towards system generated information, while 13.31% of them felt the output was incomplete and did not provide all the necessary information.

| Satisfaction Rating Scale | |
|---------------------------|---|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |



SYSTEM OUTPUT SATISFACTION

120 (40.95%) of the 293 respondents feel the system output is absolutely essential or important and highly desirable. Survey results on the next two pages show that many of them are satisfied with information accessibility, they feel data is accurate and complete, and it is generated timely. The results also show that most of them feel neutral about the system generated information needing manual adjustments before it is usable.

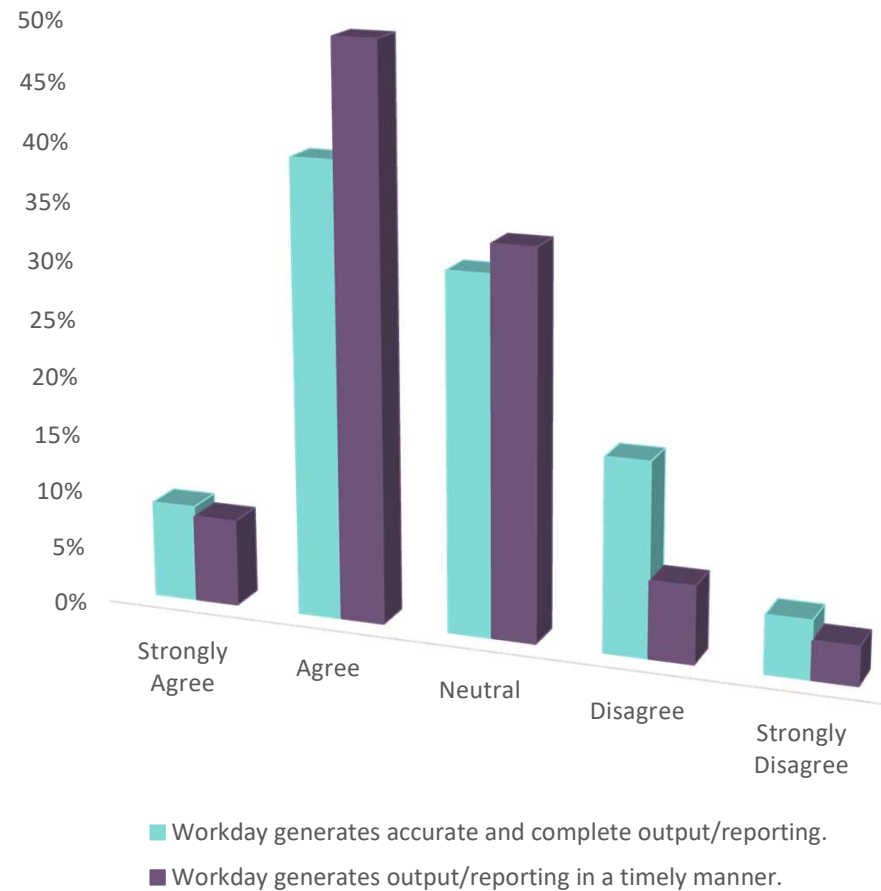


System Accuracy and Timeliness

47.50% of those who said the system outputs were essential or important and highly desirable indicated they felt the system generates accurate and complete reporting.

56.67% of respondents felt that the system output from Workday gave them the information they needed in a timely manner, while only 10.00% indicated it was not timely. 21.67% of individuals disagreed that the output was complete and accurate.

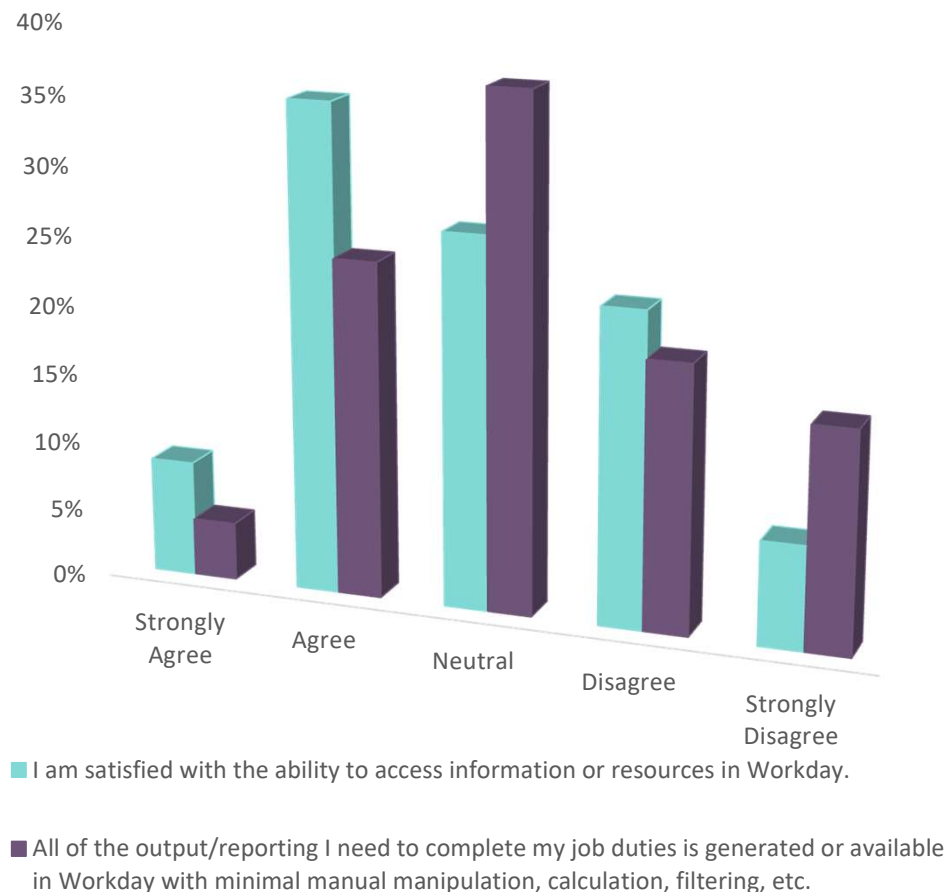
Overall, the respondents indicate above average satisfaction for the Workday system output with respect to accuracy/completeness and timeliness.



Information Access & Output Usefulness

For those who indicated reporting and other system outputs were absolutely essential or important and highly desirable, when asked about the accessibility of information or resources related to necessary system outputs, 43.33% of the respondents indicated that they are satisfied. 30.00% indicated they were dissatisfied.

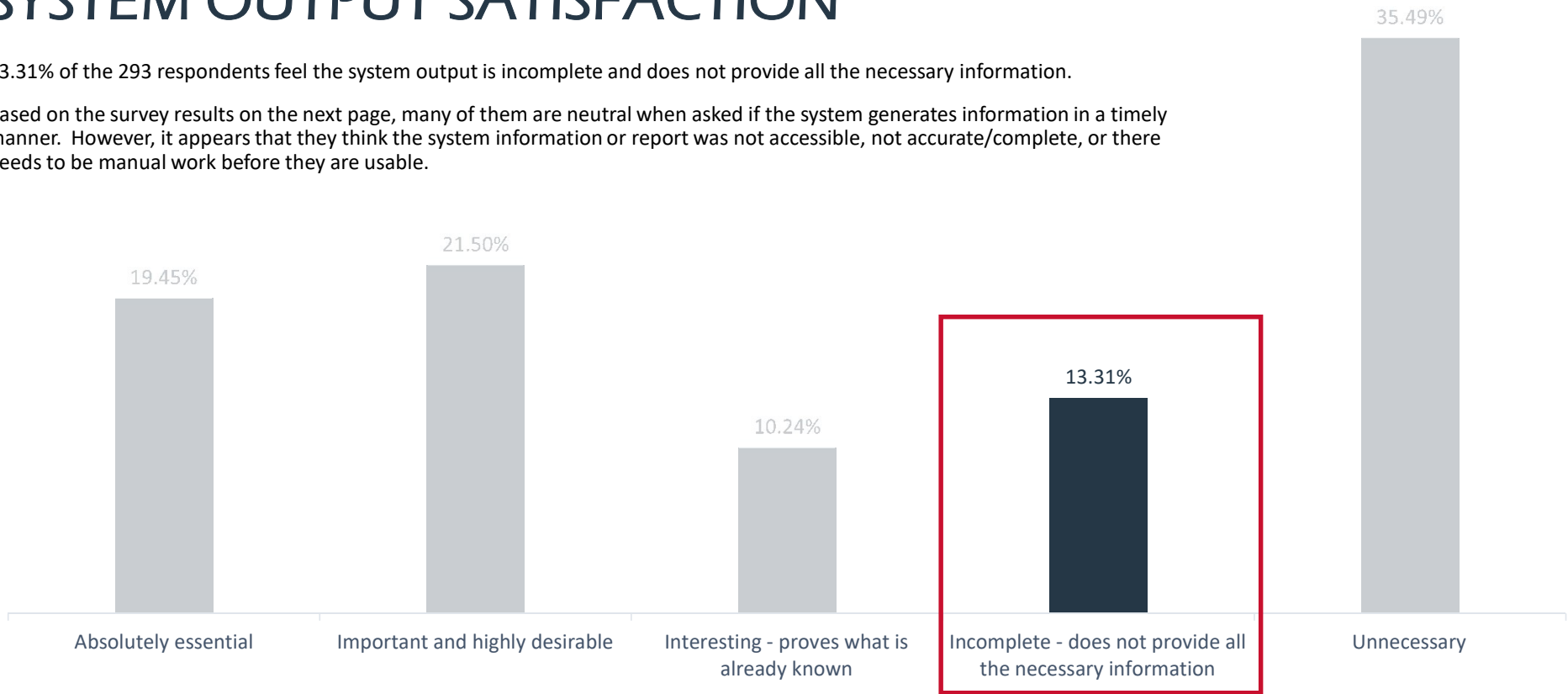
The survey results gravitate towards dissatisfaction when asked the question “All of the output/reporting I need to complete my job duties is generated or available in Workday with minimal manual manipulation, calculation, filtering, etc.” Only 28.33% of individuals indicated they are satisfied with the sufficiency of the reporting. 35.00% indicated they are not satisfied, indicating that these individuals may need to perform further tasks on the information that is coming out of the system to complete their day-to-day tasks. 36.67% of individuals remained neutral.



SYSTEM OUTPUT SATISFACTION

13.31% of the 293 respondents feel the system output is incomplete and does not provide all the necessary information.

Based on the survey results on the next page, many of them are neutral when asked if the system generates information in a timely manner. However, it appears that they think the system information or report was not accessible, not accurate/complete, or there needs to be manual work before they are usable.



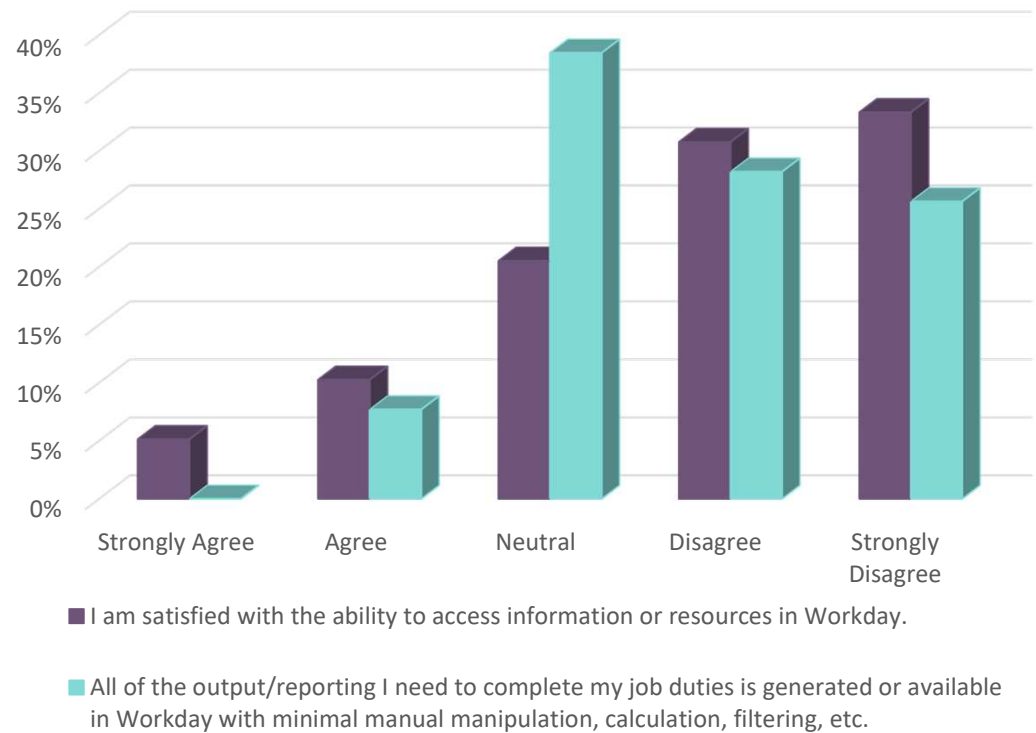
Further Information in Incomplete Response

Individuals who indicated that they found the system outputs incomplete were most dissatisfied overall with the access to information and the sufficiency of the reporting to allow them to perform their day-to-day tasks.

Of the individuals who responded that the information available was incomplete or does not provide the necessary information most of the common themes related to the open ended responses include:

- Frustrations with the ability to add additional information such as performance notes, and not just when the performance cycle is active, but throughout the year
- Inability to see information regarding direct reports or financial transactions they're involved in, such as purchase orders
- Inability to spread work around a department to allow for more ease of data input, and minimal insight into others activities
- Minimal visibility into who is applying for positions and their schedules for interviews
- System maintenance timelines conflicting with reports that run nightly.

INFORMATION ACCESS AND OUTPUT USEFULNESS



INTERVIEWS

BKD conducted interviews with 15 individuals at the three in-scope agencies for the second survey and interviews. The following pages indicate the responses and overall comments that were made during those interviews.

During the interviews, we asked the interviewees about:

- Their roles within the agency and most frequently used features
- How their experience with the system is so far
- What they like or don't like about the system
- Whether Workday generates sufficient/usable information or reports
- Suggestions for business process changes due to Workday or were any changes required to be made
- How the training went and whether it was sufficient
- Where do they go when they have a question about how to use the system

Once the initial sets of questions were asked, follow-ups were asked to identify examples where issues may have occurred.

INTERVIEW INSIGHTS

Throughout the interviews, people indicated that, in general, they seem to like some of the flexibility within the system, reduction of overall systems required for day-to-day tasks and being able to access the system via their mobile phones was helpful.

Positive Insights

Workday provides the report writing tool, which relieves much of the technology support personnel's responsibility in creating custom reports. At the same time, this capability allows business units to create more accurate results based on their specific needs.

Workday prompts upgrades automatically twice a year, and it also prompts several updates whenever it is needed. This ensures the system has the latest version and security patches, reducing the risk of unauthorized access due to an outdated system version.

Many functionalities that used to be in different systems are now incorporated in Workday, streamlining the business processes and eliminating redundant processes due to information transfer between different systems.

Workday information is transparent across different agencies and information is available and viewable while security control is still in place to prevent people seeing unauthorized information. An example is that people are able to access the organization chart, which was not accessible in the prior system. Another example is that Workday workflow makes it convenient for users to identify each step along with the responsible personnel in business processes. An opposite effect of information transparency across agencies that has been mentioned is that each agency should use extra caution not to share confidential information with unauthorized personnel by mistake.

Many mentioned that being able to access Workday through their mobile phone had made their work easier due to the fact that they can access information remotely at any time.

Workday Community is an interactive space that is available to Workday users. Workday Community provides a platform for users to collaborate with Workday support and other users to communicate knowledge or questions about Workday applications. The respondents found it convenient and helpful.

Many indicated that the reports in Workday are easy to access and export, they are real time and available as long as the user is precise when searching for the needed report.

During conversations, most people indicated the Job Aids are helpful.

HR paper forms are streamlined in the electronic process through Workday, which has been raised by many respondents as a positive point that increases efficiency and effectiveness.

Constructive Feedback/Potential Improvements*

Workday provides the capability for certain roles to change workflows. Individuals indicated concerns around whether the downstream effects have been taken into consideration, such as reports that could be changed as a result of an authorized workflow change.

Sometimes notifications about Workday updates or changes do not include enough detail that business processes could be changed without related personnel knowing the situation timely.

Occasionally, reports not used on a daily basis contain incorrect/incomplete information. These errors are discovered when the reports are used.

Some users felt that Workday is not tracking budget in an efficient manner and some issues around budget amounts possibly going negative.

Not all of PO information was converted from the PeopleSoft system to Workday, only open POs were transferred into the system during implementation. Users indicated that occasionally there are incorrect or missing PO information in Workday that needs to be either adjusted or re-created.

The vocabulary within Workday is not always consistent with the prior system, creating a glossary of Workday words or phrases may help improve understanding of the system functionalities.

**The comments provided during interviews are comments made by users, BKD was not engaged to corroborate or investigate any of these as potential opportunities for the City and we do not make such recommendations, but encourage the City to consider evaluating whether they are appropriate, possible, and feasible.*

INTERVIEW INSIGHTS

The potential improvements and constructive feedback that were given during the interviews are noted on the left. Overall, concerns about system changes, issues with existing functionality or details from the system reports were noted.

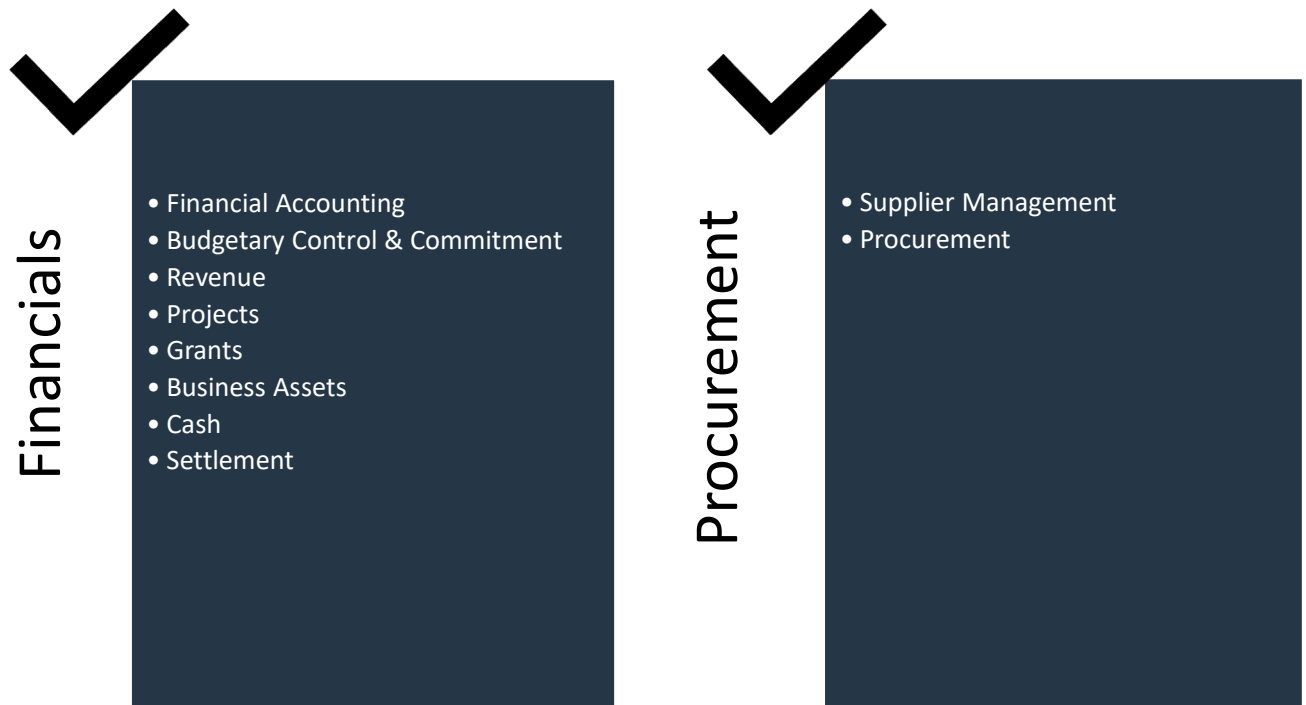
CONTRACT ASSESSMENT SCOPE & PROCEDURES

BKD assessed City Workday system modules and features implemented. BKD compared what was purchased by the City to what was fully implemented and put into the production environment, and identified any exceptions, delays, discrepancies and their reasons. Our objective of this assessment was solely related to the system features purchased in the in-scope contracts. Our scope did not extend to an assessment of City's processes or controls over contract management or financial risks along with contract amendments or change orders.

To achieve our objectives with respect to the Workday contract assessment, BKD obtained in-scope contracts and related change orders documentation through document requests. Our fieldwork was performed from August 27, 2019 through September 2019 based on the contracts received from the City.

FINANCIAL MANAGEMENT IMPLEMENTATION

The modules listed below were contracted and implemented per the agreement. In addition, Workday's implementation also included custom integrations, reporting tools and various data migration details.



HUMAN CAPITAL MANAGEMENT IMPLEMENTATION

The modules listed below were contracted and implemented per the agreement. In addition, Workday's implementation also included custom integrations, reporting tools and various data migration details.



Human Capital Management

- Worker Information
- Specific Information and Reporting
- Onboarding
- Workforce Planning
- Compensation
- Benefits
- Talent



Payroll

- Payroll History
- Earnings
- Deductions
- Banking Setup
- Payroll Accounting Setup
- Settlement
- Payslips
- Tax Filing
- Labor Costing
- Multiple Jobs
- Retroactive Payments
- Payroll Processing



Workday Recruiting

- Recruiting Basics
- Recruiting Workflow
- Job Requisitions
- Evergreen Requisitions
- Career Sites
- Agency Management
- Job Postings
- Candidates
- Referrals
- Questionnaires
- Candidate Pools
- Recruiting Compliance



Appendix A

Workday System and Training Survey Result



Appendix A

Financial Management System Survey Result

| Q.1 I am part of the following agency | | |
|-------------------------------------------|-----------|-----|
| Answer Choices | Responses | |
| Airport | 18.00% | 90 |
| Arts & Venues | 1.00% | 5 |
| Clerk & Recorder | 0.80% | 4 |
| Library | 2.20% | 11 |
| Public Works | 8.40% | 42 |
| General Services | 1.60% | 8 |
| Department of Finance | 7.80% | 39 |
| Excise and Licenses | 1.40% | 7 |
| Human Services | 11.20% | 56 |
| Parks & Recreation | 6.20% | 31 |
| Public Safety | 13.00% | 65 |
| Denver Community Planning and Development | 4.20% | 21 |
| Office of Human Resources | 5.00% | 25 |
| City Council | 0.00% | 0 |
| Mayor | 0.40% | 2 |
| City Attorney | 1.00% | 5 |
| Independent Monitor | 0.40% | 2 |
| Environment Health | 4.60% | 23 |
| Technology Services | 2.60% | 13 |
| Denver Economic Development & Opportunity | 3.00% | 15 |
| Denver County Court | 1.40% | 7 |
| Auditor | 0.00% | 0 |
| Human Rights and Community Partnerships | 0.40% | 2 |
| Other | 5.40% | 27 |
| Answered | | 500 |

Appendix A

Financial Management System Survey Result

Q.2 I mostly use Workday for the following

| Answer Choices | Responses | |
|-----------------|-----------|-----|
| Finance | 25.00% | 125 |
| Human Resources | 41.20% | 206 |
| Both | 33.80% | 169 |
| Answered | | 500 |

Q.3 Indicate how frequently you use the Workday system.

| Answer Choices | Responses | |
|------------------------|-----------|-----|
| Every day | 40.40% | 202 |
| A few times a week | 26.60% | 133 |
| About once a week | 14.40% | 72 |
| A few times a month | 11.40% | 57 |
| Once a month | 3.60% | 18 |
| Less than once a month | 3.40% | 17 |
| Never | 0.20% | 1 |
| Answered | | 500 |

Below questions are answered by the respondents who choose Finance or Both (for the finance portion) in question #2.

Q.4 Overall, I'm satisfied with the Workday training provided.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 5.76% | 17 |
| Agree | 23.73% | 70 |
| Neutral | 27.46% | 81 |
| Disagree | 25.42% | 75 |
| Strongly disagree | 17.63% | 52 |
| Answered | | 295 |

Appendix A

Financial Management System Survey Result

Q.5 The training was provided in a timely manner.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 4.41% | 13 |
| Agree | 29.83% | 88 |
| Neutral | 30.85% | 91 |
| Disagree | 20.68% | 61 |
| Strongly disagree | 14.24% | 42 |
| Answered | | 295 |

Q.6 The training was adequate to cover all applicable areas of Workday, relevant to my business processes.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 3.73% | 11 |
| Agree | 22.71% | 67 |
| Neutral | 25.42% | 75 |
| Disagree | 27.46% | 81 |
| Strongly disagree | 20.68% | 61 |
| Answered | | 295 |

Q.7 The training content explained information clearly.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 4.41% | 13 |
| Agree | 27.80% | 82 |
| Neutral | 33.22% | 98 |
| Disagree | 20.00% | 59 |
| Strongly disagree | 14.58% | 43 |
| Answered | | 295 |

Appendix A

Financial Management System Survey Result

Q.8 Upon completion of the training, I don't need additional training to perform my responsibilities.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 5.42% | 16 |
| Agree | 15.59% | 46 |
| Neutral | 24.07% | 71 |
| Disagree | 33.90% | 100 |
| Strongly disagree | 21.02% | 62 |
| Answered | | 295 |

Q.9 The Workday system meets my needs.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 8.14% | 24 |
| Agree | 40.00% | 118 |
| Neutral | 26.10% | 77 |
| Disagree | 17.97% | 53 |
| Strongly disagree | 7.80% | 23 |
| Answered | | 295 |

Q.10 I am satisfied with the reliability of the Workday system.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 9.83% | 29 |
| Agree | 45.76% | 135 |
| Neutral | 25.42% | 75 |
| Disagree | 13.90% | 41 |
| Strongly disagree | 5.08% | 15 |
| Answered | | 295 |

Appendix A

Financial Management System Survey Result

Q.11 I am satisfied with the security of the Workday system.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 13.22% | 39 |
| Agree | 48.47% | 143 |
| Neutral | 32.88% | 97 |
| Disagree | 3.05% | 9 |
| Strongly disagree | 2.37% | 7 |
| Answered | | 295 |

Q.12 I am satisfied with the ability to integrate other systems within the Workday system.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 4.07% | 12 |
| Agree | 17.97% | 53 |
| Neutral | 51.86% | 153 |
| Disagree | 16.27% | 48 |
| Strongly disagree | 9.83% | 29 |
| Answered | | 295 |

Q.13 I am satisfied with Workday's usability.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 8.47% | 25 |
| Agree | 34.92% | 103 |
| Neutral | 22.03% | 65 |
| Disagree | 20.68% | 61 |
| Strongly disagree | 13.90% | 41 |
| Answered | | 295 |

Appendix A

Financial Management System Survey Result

Q.14 I am satisfied with the look and feel of the Workday system.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 12.20% | 36 |
| Agree | 39.66% | 117 |
| Neutral | 25.76% | 76 |
| Disagree | 13.90% | 41 |
| Strongly disagree | 8.47% | 25 |
| Answered | | 295 |

Q.15 I am satisfied with the ability to collaborate with other users within Workday.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 4.41% | 13 |
| Agree | 24.41% | 72 |
| Neutral | 48.81% | 144 |
| Disagree | 12.88% | 38 |
| Strongly disagree | 9.49% | 28 |
| Answered | | 295 |

Appendix A

Financial Management System Survey Result

Q.16 The following items are system features that were implemented. Indicate how frequently you use these features.

| Response by Percentage | | | | | | |
|-------------------------|-----------|-----------------------|---------------------------------------------------|----------------------------------------------|-----|-------|
| Financial Feature | Every Day | A few times a week | About once a week or a few times a month | Once a month or less than once a month | N/A | Total |
| Accounting and Finance | 34% | 20% | 20% | 10% | 16% | 100% |
| Reporting and Analytics | 17% | 15% | 9% | 16% | 43% | 100% |
| Consolidate and Close | 1% | 4% | 5% | 12% | 78% | 100% |
| Financial Management | 13% | 11% | 12% | 11% | 53% | 100% |
| Revenue Management | 4% | 6% | 6% | 9% | 74% | 100% |
| Procure to Pay | 11% | 11% | 15% | 11% | 52% | 100% |
| Budgetary Control | 7% | 4% | 8% | 10% | 71% | 100% |
| Project Management | 2% | 5% | 4% | 8% | 81% | 100% |
| Grants Management | 3% | 3% | 3% | 9% | 82% | 100% |

| Response by Amount of Respondents | | | | | | |
|-----------------------------------|-----------|-----------------------|---------------------------------------------------|----------------------------------------------|-----|-------|
| Financial Feature | Every Day | A few times a week | About once a week or a few times a month | Once a month or less than once a month | N/A | Total |
| Accounting and Finance | 98 | 57 | 58 | 30 | 48 | 291 |
| Reporting and Analytics | 48 | 43 | 27 | 45 | 124 | 287 |
| Consolidate and Close | 3 | 10 | 15 | 34 | 220 | 282 |
| Financial Management | 38 | 32 | 33 | 31 | 150 | 284 |
| Revenue Management | 12 | 17 | 18 | 26 | 212 | 285 |
| Procure to Pay | 31 | 33 | 43 | 32 | 148 | 287 |
| Budgetary Control | 19 | 11 | 22 | 29 | 199 | 280 |
| Project Management | 6 | 15 | 11 | 22 | 231 | 285 |
| Grants Management | 8 | 8 | 8 | 27 | 235 | 286 |

Appendix A

Financial Management System Survey Result

Q.17 As a direct result of the implementation of Workday system, do you have any suggested improvements or required adjustments to business processes and related policies and procedures?*

| Answer Choices | Responses | | |
|---------------------------------|-----------|-----|--|
| Financial System | 31.80% | 159 | |
| Human Capital Management System | 31.60% | 158 | |
| Total Respondents | 100% | 500 | |

* The responses to the open-ended question can be provided upon request.

Appendix A

Human Capital Management System Survey Result

Below questions are answered by the respondents who choose HR or Both (for the HR portion) in question #2.

Q.4 Overall, I'm satisfied with the Workday training provided.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 5.60% | 21 |
| Agree | 31.47% | 118 |
| Neutral | 30.40% | 114 |
| Disagree | 21.87% | 82 |
| Strongly disagree | 10.67% | 40 |
| | Answered | 375 |

Q.5 The training was provided in a timely manner.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 7.47% | 28 |
| Agree | 33.60% | 126 |
| Neutral | 30.40% | 114 |
| Disagree | 17.60% | 66 |
| Strongly disagree | 10.93% | 41 |
| | Answered | 375 |

Q.6 The training was adequate to cover all applicable areas of Workday, relevant to my business processes.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 5.87% | 22 |
| Agree | 25.87% | 97 |
| Neutral | 29.60% | 111 |
| Disagree | 25.87% | 97 |
| Strongly disagree | 12.80% | 48 |
| | Answered | 375 |

Appendix A

Human Capital Management System Survey Result

Q.7 The training content explained information clearly.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 5.87% | 22 |
| Agree | 31.20% | 117 |
| Neutral | 30.40% | 114 |
| Disagree | 21.33% | 80 |
| Strongly disagree | 11.20% | 42 |
| Answered | | 375 |

Q.8 Upon completion of the training, I don't need additional training to perform my responsibilities.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 5.33% | 20 |
| Agree | 22.13% | 83 |
| Neutral | 29.33% | 110 |
| Disagree | 29.33% | 110 |
| Strongly disagree | 13.87% | 52 |
| Answered | | 375 |

Q.9 The Workday system meets my needs.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 6.67% | 25 |
| Agree | 36.80% | 138 |
| Neutral | 32.80% | 123 |
| Disagree | 16.27% | 61 |
| Strongly disagree | 7.47% | 28 |
| Answered | | 375 |

Appendix A

Human Capital Management System Survey Result

Q.10 I am satisfied with the reliability of the Workday system.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 9.33% | 35 |
| Agree | 44.27% | 166 |
| Neutral | 30.67% | 115 |
| Disagree | 10.93% | 41 |
| Strongly disagree | 4.80% | 18 |
| Answered | | 375 |

Q.11 I am satisfied with the security of the Workday system.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 12.27% | 46 |
| Agree | 42.13% | 158 |
| Neutral | 39.20% | 147 |
| Disagree | 4.00% | 15 |
| Strongly disagree | 2.40% | 9 |
| Answered | | 375 |

Q.12 I am satisfied with the ability to integrate other systems within the Workday system.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 5.07% | 19 |
| Agree | 15.47% | 58 |
| Neutral | 57.87% | 217 |
| Disagree | 16.00% | 60 |
| Strongly disagree | 5.60% | 21 |
| Answered | | 375 |

Appendix A

Human Capital Management System Survey Result

Q.13 I am satisfied with Workday's usability.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 6.93% | 26 |
| Agree | 29.33% | 110 |
| Neutral | 28.80% | 108 |
| Disagree | 21.33% | 80 |
| Strongly disagree | 13.60% | 51 |
| Answered | | 375 |

Q.14 I am satisfied with the look and feel of the Workday system.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 9.60% | 36 |
| Agree | 37.33% | 140 |
| Neutral | 29.07% | 109 |
| Disagree | 14.40% | 54 |
| Strongly disagree | 9.60% | 36 |
| Answered | | 375 |

Q.15 I am satisfied with the ability to collaborate with other users within Workday.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 4.53% | 17 |
| Agree | 18.13% | 68 |
| Neutral | 52.80% | 198 |
| Disagree | 16.27% | 61 |
| Strongly disagree | 8.27% | 31 |
| Answered | | 375 |

Appendix A

Human Capital Management System Survey Result

Q.16 The following items are system features that were implemented. Indicate how frequently you use these features.

| Response by Percentage | | | | | | |
|---------------------------|-----------|--------------------|------------------------------------------|----------------------------------------|-----|-------|
| Human Resources Feature | Every Day | A few times a week | About once a week or a few times a month | Once a month or less than once a month | N/A | Total |
| Human Resource Management | 11% | 20% | 24% | 20% | 25% | 100% |
| Reporting and Analytics | 4% | 7% | 10% | 15% | 63% | 100% |
| Workforce Planning | 1% | 4% | 6% | 16% | 73% | 100% |
| Talent Management | 2% | 6% | 11% | 23% | 58% | 100% |
| Recruiting | 5% | 6% | 11% | 27% | 51% | 100% |
| Learning Program | 2% | 8% | 24% | 43% | 22% | 100% |
| Payroll Management | 2% | 6% | 12% | 20% | 59% | 100% |
| Compensation | 3% | 7% | 16% | 34% | 39% | 100% |
| Benefits | 1% | 6% | 16% | 56% | 21% | 100% |
| Worker Information | 11% | 16% | 23% | 28% | 21% | 100% |

| Response by Amount of Respondents | | | | | | |
|-----------------------------------|-----------|--------------------|------------------------------------------|----------------------------------------|-----|-------|
| Human Resources Feature | Every Day | A few times a week | About once a week or a few times a month | Once a month or less than once a month | N/A | Total |
| Human Resource Management | 42 | 75 | 87 | 72 | 93 | 369 |
| Reporting and Analytics | 15 | 26 | 37 | 55 | 230 | 363 |
| Workforce Planning | 4 | 14 | 22 | 58 | 262 | 360 |
| Talent Management | 9 | 22 | 39 | 83 | 209 | 362 |
| Recruiting | 17 | 21 | 41 | 98 | 185 | 362 |
| Learning Program | 8 | 31 | 89 | 156 | 82 | 366 |
| Payroll Management | 8 | 21 | 43 | 73 | 212 | 357 |
| Compensation | 9 | 26 | 58 | 122 | 140 | 355 |
| Benefits | 5 | 21 | 58 | 203 | 78 | 365 |
| Worker Information | 41 | 60 | 86 | 104 | 79 | 370 |

Appendix A

Human Capital Management System Survey Result

Q.17 As a direct result of the implementation of Workday system, do you have any suggested improvements or required adjustments to business processes and related policies and procedures?*

| Answer Choices | Responses | |
|---------------------------------|-----------|-----|
| Financial System | 31.80% | 159 |
| Human Capital Management System | 31.60% | 158 |
| Total Respondents | 100% | 500 |

* The responses to the open-ended question can be provided upon request.



Appendix B

Workday Training and System
Outputs
Survey Result



Appendix B

Workday Training and System Outputs Survey Result

| Q1. I am part of the following agency | | |
|----------------------------------------------------------------------------------------------------------|-----------|-----|
| Answer Choices | Responses | |
| Airport | 29.35% | 86 |
| Human Services | 29.35% | 86 |
| Public Safety | 41.30% | 121 |
| | Answered | 293 |
| | | |
| Q2. What type(s) of additional training would you like to see? Please check all that apply. | | |
| Answer Choices | Responses | |
| Open Labs | 27.30% | 80 |
| Video Training for Various Topics | 42.66% | 125 |
| Job Aids | 37.20% | 109 |
| Agency Specific Section Training | 40.96% | 120 |
| One-on-One Training | 24.23% | 71 |
| Help Desk | 15.02% | 44 |
| Workday Manual | 38.91% | 114 |
| None is necessary | 10.92% | 32 |
| | Answered | 293 |
| | | |
| Q3. What tools do you prefer to use when you have a question about Workday? Please check all that apply. | | |
| Answer Choices | Responses | |
| Frequently Asked Questions on the website | 31.06% | 91 |
| Calling the City Office | 10.24% | 30 |
| Workday help desk | 37.54% | 110 |
| Workday Design Partnership | 5.12% | 15 |
| Workday Search | 39.25% | 115 |
| Other (please specify) | 25.94% | 76 |
| | Answered | 293 |

Appendix B

Workday Training and System Outputs Survey Result

Q4. Do you find the tools available to answer your Workday system questions helpful?

| Answer Choices | Responses | |
|----------------|-----------|-----|
| Yes | 45.05% | 132 |
| No | 54.95% | 161 |
| | Answered | 293 |

Q5. Which system feature do you use the most?

| Answer Choices | Responses | |
|---------------------------|-----------|-----|
| Accounting and Finance | 14.33% | 42 |
| Reporting and Analytics | 3.07% | 9 |
| Consolidate and Close | 0.00% | 0 |
| Financial Management | 1.37% | 4 |
| Revenue Management | 0.34% | 1 |
| Procure to Pay | 5.46% | 16 |
| Budgetary Control | 1.71% | 5 |
| Project Management | 1.02% | 3 |
| Grants Management | 0.68% | 2 |
| Human Resource Management | 10.24% | 30 |
| Reporting and Analytics | 0.34% | 1 |
| Workforce Planning | 0.00% | 0 |
| Talent Management | 4.10% | 12 |
| Recruiting | 4.78% | 14 |
| Learning Program | 7.85% | 23 |
| Payroll Management | 4.10% | 12 |
| Compensation | 6.48% | 19 |
| Benefits | 9.56% | 28 |
| Worker Information | 24.57% | 72 |
| | Answered | 293 |

Appendix B

Workday Training and System Outputs Survey Result

Q6. To what extent do you need the output of Workday (e.g. reports) to perform your job?

| Answer Choices | Responses | |
|-------------------------------------------------------------|-----------|-----|
| Absolutely essential | 19.45% | 57 |
| Important and highly desirable | 21.50% | 63 |
| Interesting - proves what is already known | 10.24% | 30 |
| Incomplete - does not provide all the necessary information | 13.31% | 39 |
| Unnecessary | 35.49% | 104 |
| | Answered | 293 |

Q7. I am satisfied with the ability to access information or resources in Workday.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 6.83% | 20 |
| Agree | 27.30% | 80 |
| Neutral | 31.74% | 93 |
| Disagree | 20.14% | 59 |
| Strongly disagree | 13.99% | 41 |
| | Answered | 293 |

Q8. Workday generates accurate and complete output/reporting.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 4.44% | 13 |
| Agree | 22.87% | 67 |
| Neutral | 52.22% | 153 |
| Disagree | 13.65% | 40 |
| Strongly disagree | 6.83% | 20 |
| | Answered | 293 |

Appendix B

Workday Training and System Outputs Survey Result

Q9. Workday generates output/reporting in a timely manner.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 4.78% | 14 |
| Agree | 32.42% | 95 |
| Neutral | 50.17% | 147 |
| Disagree | 7.51% | 22 |
| Strongly disagree | 5.12% | 15 |
| | Answered | 293 |

Q10. All of the output/reporting I need to complete my job duties is generated or available in Workday with minimal manual manipulation, calculation, filtering, etc.

| Answer Choices | Responses | |
|-------------------|-----------|-----|
| Strongly agree | 2.39% | 7 |
| Agree | 16.38% | 48 |
| Neutral | 46.08% | 135 |
| Disagree | 16.38% | 48 |
| Strongly disagree | 18.77% | 55 |
| | Answered | 293 |

Q11. Please identify information/reports that are needed but not currently generated by the system or unable to be obtained. *

| | |
|----------|-----|
| Answered | 93 |
| Skipped | 200 |

* The responses to the open-ended question can be provided upon request.

AGENCY RESPONSE TO ASSESSMENT RECOMMENDATIONS



Department of Finance
Controller's Office

201 W Colfax Ave, Dept 1109
Denver, CO 80202
p: 720-913-5500
f: 720-913-5245
www.denvergov.org/finance

December 9, 2019

Auditor Timothy M. O'Brien, CPA
Office of the Auditor
City and County of Denver
201 West Colfax Avenue, Dept. 705
Denver, Colorado 80202

Dear Mr. O'Brien,

The Office of the Auditor tasked BKD, LLP to conduct a post-implementation assessment of Workday.

This memorandum provides a written response for each reportable condition noted in the Auditor's Report final draft that was sent to us on November 27, 2019. This response complies with Section 20-276 (c) of the Denver Revised Municipal Code (D.R.M.C.).

| 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 users desktop or even paper). Additionally, some possible additional tools that may be useful to users would be a glossary of Workday standard terms. | | |
| Agree or Disagree with Recommendation | Target date to complete implementation activities (Generally expected within 60 to 90 days) | Name and phone number of specific point of contact for implementation |
| Agree | March 31, 2020 (To complete evaluation) | Chris Longshore 720-913-5657 Beth Machann 720-913-5515 |

Narrative for Recommendation 1.1

We will continue to evaluate the existing tools to ensure that we are using the various training tools consistently and to the benefit of the city. We will also evaluate the use of Service Now Knowledge Base and the Financial Network to deliver training and support documentation. Agencies currently

FOR CITY SERVICES VISIT | CALL
DenverGov.org | 311

request specialized training on various Workday modules, and we provide that support as requested. Additionally, the city is currently partnering with Workday as they develop a new tool called Workday Assistant, which is a SIRI like add in allowing users to type and speak commands that will walk them through processes. This functionality will likely be delivered in late 2020. For clarity, an online Workday manual does exist for some modules and we will consider creating an enterprise wide manual.

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.

| Agree or Disagree with Recommendation | Target date to complete implementation activities (Generally expected within 60 to 90 days) | Name and phone number of specific point of contact for implementation |
|---------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Agree | March 31, 2020 | Chris Longshore 720-913-5657 Beth Machann 720-913-5515 |

Narrative for Recommendation 2

The Office of Human Resources and Controller's Office will continue to enhance training (including user specific training) and identify additional training that may be useful. We will prepare a special communication in the Denver Employees Bulletin and the Financial Network reminding users how to find training, including report training, and how to contact us to request specific training. The target date is for the special communication.

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 find what is most relevant to them.

| Agree or Disagree with Recommendation | Target date to complete implementation activities (Generally expected within 60 to 90 days) | Name and phone number of specific point of contact for implementation |
|---------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Agree | March 31, 2020 | Chris Longshore 720-913-5657 Beth Machann 720-913-5515 |

Narrative for Recommendation 3

The Office of Human Resources will continue to use Service Now knowledge base and the Controller's Office will continue to use the Financial Network to share frequently asked questions response and tips/tricks for the system. We will include this in the communication stated in the Action to Recommendation #2. However, we will explore additional options to provide users the ability to share ideas and ask questions. The target date is to come up with a plan of action.

Please contact Chris Longshore at 720-913-5657 or Beth Machann at 720-913-5515 with any questions.

Sincerely,



Beth Machann, CGFM
City Controller

cc: Valerie Walling, CPA, Deputy Auditor
Jeremy Creamean, CPA, Audit Supervisor
Dawn Wiseman, CRMA, Audit Director
Karen Niparko, Executive Director of the Office of Human Resources
Brendan Hanlon, Chief Financial Officer
David Edinger, Chief Information Officer
Chris Longshore, Office of Human Resources, HR Technology and Innovation Director

Office of the Auditor

The **Auditor** of the City and County of Denver is independently elected by the citizens of Denver. He is responsible for examining and evaluating the operations of City agencies and contractors for the purpose of ensuring the proper and efficient use of City resources. He also provides other audit services and information to City Council, the Mayor, and the public to improve all aspects of Denver's government.

The **Audit Committee** is chaired by the Auditor and consists of seven members. The Audit Committee assists the Auditor in his oversight responsibilities regarding the integrity of the City's finances and operations, including the reliability of the City's financial statements. The Audit Committee is structured in a manner that ensures the independent oversight of City operations, thereby enhancing citizen confidence and avoiding any appearance of a conflict of interest.



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We deliver independent, transparent, and professional oversight in order to safeguard and improve the public's investment in the City of Denver. Our work is performed on behalf of everyone who cares about the City, including its residents, workers, and decision-makers.
