WORKDAY RECRUITING:
CHANGE IMPACT ANALYSIS

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DRAFT

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Audience & Objectives

Audiences

- Change Champions
- Recruiting Office Partners
- HR Help Team

Objectives

Provide a single place to reference “what’s changing” in hiring with implementation of Workday Recruiting, organized by topic and impact for easier understanding.

Offer a platform for insight and guidance on where teams can anticipate, and how teams can mitigate, changes to their respective units

CHANGE IMPACTS:
ANALYSIS

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Count of Change Impacts By Framework

PEOPLE	16	Changes to employees, applicants, and other stakeholders; to who does what and what they do.
PROCESS	36	Changes to the operations and tasks; to their means, method, structure, or order of operations.
POLICY	35	Changes to the rules and regulations; to how work is governed, controlled, and dictated.
TECHNOLOGY	10	Changes to the tools and systems used to do the work; the automation, data, and communications.

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Count of Change Impacts By Topic

Current State

- UWHIRES allows limited access to job requisitions across multiple people, and limited visibility to hiring actions.
- Candidates have few options for customizing their applications to showcase their fit for the individual job.

Future State

- Workday Recruiting supports broad access to job reqs for multiple people in a Sup Org, and detailed visibility to hiring actions.
- Candidates upload a formatted resume, as well as customize their education and experience to match the individual job.

TOTAL COUNT	SECURITY	JOB APPLICATION FUNCTIONALITY	INTERNAL APPLICANTS	AUTOMATION & VISIBILITY	CONFIDENTIAL REQUISITIONS
36	13	11	4	4	7

EVERGREEN REQUISITIONS	BACKGROUND CHECK BILLING PROCESSES	???	???	???	???
2	4	?	?	?	?

CHANGE IMPACTS:
COLLECTED SLIDES

Change Impacts: Security Groups

Topic	Current State	Future State
Job Requisitions and Hiring Managers	• Each *job requisition* is assigned to **a single hiring manager**.	• Each *job requisition* is automatically assigned to that position's manager and to the hiring support roles (including hiring manager override, hiring manager delegate, and job offer approvers) assigned to its Supervisory Org.
Delegates, Watchers, and Approvers	• Recruiting Office Partners (ROPs) can assign other roles ad hoc to perform hiring actions (i.e. delegates), view hiring activities (i.e. watchers), or as salary approvers (campus only). • (Campus) departments use internal processes to determine each person's responsibility for each hiring action.	• ROPs can assign delegates and interviewers ad hoc; managers and their delegates can assign interviewers ad hoc. • Current HCM security roles with requisition access (i.e. HR Partner, HR Manager) will expand to gain view-only access to hiring activity in their assigned Sup Org(s).

Interviewers	• Interviewers receive requisition / candidate information outside of UWHIRES.	• Interviewers may receive requisition / candidate information:
		  • in Workday (by being added to a security group, ad hoc; or
		  • outside of the Workday system, as today (e.g. via email).

MAKING MEANING

Time Savings. Fewer ad hoc security role assignments mean lower up-front effort and re-work / delays due to errors.

Error Reduction. Assigning more security roles at the supervisory org level means fewer missing or incorrectly assigned roles.

1. Employees retain comparable / equivalent access, permissions, and ability to do things moving from UWHIRES to Workday Recruiting.
2. Hiring departments will have more varied options to enable employee performance of hiring activities.
3. (Campus) Departments will need to review (and possibly revise) internal processes to determine which hiring actions manager/delegates perform.

Current HCM Security Roles

Bold = new or expanded access

Role	Access	Responsibilities
Manager	• Keep existing access to HCM Business Processes. • View open and historical requisitions in manager's supervisory organization, **including candidates and hiring activity.** • **View candidates forwarded to the manager dashboard & disposition or advance them through the Job App BP.** • Run and extract reports.	• Identify vacancies. • Coordinate hiring processes with departmental staff and/or recruitment team. • Participate (to varying degrees) in screening, interviews, reference checks, salary offers, and onboarding activities. • Utilize data (to varying degrees) for workforce planning.
Hiring Manager Override	• Continue to view open and historical requisitions in manager's supervisory organization, **including candidates and hiring activity.** • View candidates forwarded to the manager dashboard & disposition or advance them through the Job App BP.	• Perform hiring activities as the manager's delegate.
HCM 2	• Keep existing access to HCM Business Processes.	• Initiate positions and job requisitions.
HR Partner	• View open and historical requisitions in assigned supervisory areas, **including candidates forwarded to the manager dashboard**.	• Approve positions, job requisitions and review hire details. • Support their departments by tracking recruitment processes.

New HCM Security Roles, Pt 1

Bold = new or expanded access

Role	Access	Responsibilities
HM Delegate Supervisory Org	• View open and historical requisitions in manager's supervisory organization, **including candidates and hiring activity.** • View candidates forwarded to the manager dashboard & disposition or advance them through the Job App BP. • This role is mapped / assigned to a position, on an enduring basis.	• Perform hiring activities as the manager's delegate.
Hiring Manager Delegate-Requisition	• View open and historical requisitions in manager's supervisory organization, **including candidates and hiring activity.** • View candidates forwarded to the manager dashboard & disposition or advance them through the Job App BP. • This role can be assigned by Recruiting Office Partners (ROPs), ad hoc, when / as needed.	• Perform hiring activities as the manager's delegate.
Unit Recruiter	• View open and historical requisitions in manager's supervisory organization, **including candidates and hiring activity.** • View candidates forwarded to the manager dashboard & disposition or advance them through the Job App BP. • A department-level / hiring unit-level security role.	• Screen and disposition candidates before they are viewable by the hiring manager before the candidates are viewable by the Manager and other delegate roles. • Perform hiring activities as the manager's delegate.

New HCM Security Roles, Pt 2

Bold = new or expanded access

Role	Access	Responsibilities
Interviewer-UW	• View applications of applicants that have advanced to the Interview stage. • View some requisition and candidate details, including the job description, candidate names ,and identifying information, but not hire offers or approvals. • This role can be assigned by Recruiting Office Partners, managers, and manager designees.	• Interview candidates. • Independently complete required hiring trainings. • Assigned via “Assign Roles” on a Requisition-by-Requisition basis.
Job Offer Approver	• View access to HCM Business Processes (Position & Requisition). • Review and approve proposed starting pay at the Offer stage.	• For units that have an internal budget person or administrator who is looking at final salary at time of offer, evaluate pay equity and budget implications of proposed salary offers. • Approve offers for their assigned supervisory organizations. ◦ There is only one approval step, although multiple positions in a unit can hold this role. • View HCM business processes.

Change Impacts: Job Application Functionality (Pt 1)

Topic	Current State	Future State
User Account	• **All applicants** create a UWHIRES account to apply for jobs, view application status and history, and complete req-specific activities. • Applicants create a single, one-time profile to provide contact and demographic information, work authorization status, and resume.	• **External applicants** will create a Workday Recruiting account to apply for jobs, view their application status and history, and complete req-specific activities. • **Internal applicants** will apply using their Workday employee profile (see next change impact section, Internal Applicant Experience).
Job Applications	• A "job application" in UWHIRES includes both an applicant's profile information *and* requisition-specific assessments (if any). • Applicants have one, plain-text resume. • **An application is dynamic**; it exists, and can be updated, in real-time. A hiring manager will see the current update only; this may mean a different resume at different points in the hiring process.	• A "job application" in Workday is requisition-specific and unique: each time applicants apply, they must enter contact and demographic info, work authorization status, education, and work experience. • At time of each application, applicants may provide a resume, from which Workday can collect education and work history; enter their experience and education manually; or both. *An applicant's history may exist in Workday in one or two places simultaneously*. • Workday can pre-populate applicants' contact information, education and employment history from their most recent previous application. • **An application is a point-in-time**; information must be added, or at least verified, for each submission, and hiring managers will only see the same information throughout the hiring process.
Errors	• Applicants may correct errors on a job application by updating their profile or resume through the UWHIRES account. • Assessments can be reset (i.e. 'overridden') for applicants with the help of technical support.	• Applicants cannot correct errors or update their education and experience on a job application. They will need to reapply. • Applicants can correct/update assessments by resubmitting their responses with recruiter support.

Change Impacts: Job Application Functionality (Pt 2)

Topic	Current State	Future State
Attachments	• Applicants may not upload attachments.	• Applicants can choose to upload documents that are not requested / required. These attachments cannot be removed by UWHR or the department once submitted.
Job Alerts	• Applicants cannot create job alerts.	• External applicants can create job alerts to notify them when jobs similar to those they have applied for become available. • Internal applicants can save searches, but won't be notified about jobs they may be interested in.

MAKING MEANING

Screening. Accuracy of candidate screening should improve, as applicants can now tailor their education and experience to the specific job requirements.

Data. Data integrity will improve by preventing prior data from being overwritten on an update/re-set.

1. Applicants find it easier to find jobs that match their interest, but may spend more time applying for those jobs.
2. Applicants gain the flexibility to tailor their education and experience to match the individual job requirements, but may be frustrated by their inability to edit an application once submitted.
3. Recruiting Office Partners and managers / delegates will need to develop new processes to evaluate information in the job application fields and resumes.

Change Impacts: Internal Applicant Experience

Topic	Current State	Future State
Jobs Site	• A single UW Jobs site serves both internal and external applicants. • The job application process is identical for both internal and external applicants.	• Internal applicants are expected to apply for jobs through their Workday employee account. There is a separate, public-facing website for external applicants.
Applicant Information	• UW employees' job applicant information is independent of their employee record. • Internal applicants can opt to provide a personal or UW-specific phone / email when creating their applicant profile.	• Workday pre-populates internal applicant profiles with a UW phone and email address. If desired, they may provide personal contact information with each application. This info will then be visible in supplemental data fields on the requisition. • Workday gives internal applicants the option of replacing education and experience information in their employee profile with data they enter on a job application, but UW won't use that information.
Position Visibility	• Positions open only to UW Employees are posted on the singular UW Jobs site and require a UW NetID to apply.	• Positions open only to UW employees will not be viewable on the external job site. Internal applicants must login to their employee Workday account to search and apply for them.

MAKING MEANING

1. UW will not populate the work experience or education fields in employees' HCM records with applicant-provided information; it may be confusing when an internal applicant sees a prompt to update these in an application.
2. (Campus) internal applicants will receive a Workday notification to complete their CHD that will include their stage in the hiring process.
4. Workday notifications will incorporate some data elements pulled from an applicant's Workday employee record.
5. Some applicants may be wary of applying for a new job in a system their managers use for timekeeping and other tasks.

Change Impacts: Automation and Visibility (Pt 1)

Topic	Current State	Future State

Hiring Activities	• **Limited visibility** in UWHIRES; managers / delegates cannot see when a Recruiting Office Partner initiates, triggers, or progresses many hiring activities.
	• Recruiting Office Partners **manually initiate** many hiring activities.
	• These include:
	  • Send posting previews (campus),
	  • Send CHD to applicants (campus, UTemp),
	  • Send SMD,
	  • Request for Compensation review / approval,
	  • Post a position.
		• **Greater visibility** in Workday; managers / delegates and view only roles can track the status of the job application business process, including activities for candidates referred to the manager workbench.
		• Workday will **automatically initiate** many hiring activities, based upon validation rules.
		• These include:
		  • Send posting previews (campus),
		  • Send CHD to applicants (campus, UTemp),
		  • Send SMD,
		  • Request Compensation review / approval,
		  • Post a position.

Memory and Scheduling	• Managers and Recruiting Office Partners **must remember** to take some hiring actions without system support. Including:
	  • Check the layoff rehire list (ROPs only)
	  • Complete the HR file review for internal finalists
	  • Check represented candidates' contract requirements for interviews
	  • Verify that job offer is within posted salary and comp range
		• Managers / delegates, and Recruiting Office Partners **will be reminded** to take some hiring actions by the system. Including:
		  • Check the layoff rehire list (ROPs only)
		  • Complete the HR file review for internal finalists
		  • Check represented candidates' contract requirements for interviews
		  • Verify that job offer is within posted salary and comp range

History	• Managers / delegates lose access to job posting after a requisition is filled and cannot easily access job postings for open requisitions after they're removed from the UW Job Site.	• Managers / delegates will be able to access job postings for filled requisitions and closed postings via Workday job requisition details.

Change Impacts: Automation and Visibility (Pt 2)

MAKING MEANING

Efficiency. Many hiring activities will flow more smoothly, with less wait time between steps in the process.

Compliance. Reduced incidence of compliance-related errors, which reduces the University's overall risk.

Transparency. Increased support for a decentralized campus hiring process, and overall increased visibility.

1. (Campus) managers / delegates will be able to monitor and better able to support their finalists completing hiring tasks.

2. Managers / delegates and Recruiting Office Partners will need to better understand the requisition and job application process, and how to monitor its details.

Change Impacts: Requisition Types

Topic	Use Cases	Characteristics
Standard	• All competitively recruited positions except campus-wide candidate banks	• **Function as they do today.** • Recruiting Questionnaire will be retired. • Additional data fields (objects) have been added to all Requisitions to collect recruiting information. These data fields remain viewable in the requisition details and may be updated through the Edit Requisition process.
Confidential	• Noncompetitive direct hires for temporary positions • Noncompetitive search waiver hires • Department requisitions for positions filled by campus-wide candidate banks	• Confidential Requisitions cannot be initiated from a PN. Instead, the initiator will enter the PN number for the position when creating the Confidential Req. • The process is otherwise identical to the Standard Requisition. • When the candidate is ready for hire, Workday links the Confidential Req to the PN entered at the time the Req was created.
Evergreen	• Campus-wide candidate banks • Departmental candidate banks / parent requisitions	• **The same concept as a Sourcing Req, today.** • Only Recruiting Office Partners can create Evergreen Requisitions.

MAKING MEANING

Three Types of Requisitions. Today, Workday only supports Standard Requisitions. After go-live, Workday Recruiting will support Standard, Evergreen, and Confidential Requisitions.

1. Candidates will be able to customize their resume to the position.
2. Reduce administrative delays / back-and-forth when matching candidate profiles to direct-hire requisitions.

Change Impacts: Confidential Requisitions, Pt 1

Topic	Current State	Future State

Non-Competitive Direct and Search-Waiver Hires	• Departments create a Standard Workday requisition, entering the intended hire's info in the Workday Recruiting Questionnaire.
	• The position is not posted to UW Jobs, candidates do not apply to the requisition and may not see minimum requirements before applying.
	• The ROP adds the intended hire's UWHIRES applicant profile to the requisition and manages the hiring process.
	  ◦ If the identified candidate does not have an existing UWHIRES profile, the candidate must create one before the ROP can initiate the direct hire.
	  ◦ If the candidate's UWHIRES profile uses a name or email unknown to the department, the hiring process is delayed.
	• Because UWHIRES supports only one resume, applications may not be tailored to the specific opportunity and candidates may not initially demonstrate minimum requirements.
		• Departments create a Confidential Workday requisition, entering information about the intended hire in additional data fields.
		• The job posting is not posted to the UW job site but the Recruiting Office Partner (ROP) emails it directly to the candidate, confirming they see the minimum requirements and can tailor their resume to the opportunity.
		• From within Workday, the ROP invites the intended finalist to submit their application. The invitation is an email notification, sent from Workday, that includes a link to the unpublished job posting, from which the candidate can submit their application materials.
		• The hiring process is otherwise unchanged.

MAKING MEANING

Non-Competitive Hires. Positions may be filled noncompetitively for direct hires into temporary positions (i.e. nonpermanent, fee-based, intermittent, professional staff temporary) or for search waiver hires approved by EOAA Office.

Administrative changes still possible. Current employee moves into a new PN for administrative reasons without changing their job responsibilities. E.g. a competitively-hired nonpermanent employee moved to a regular position or transferring position with an incumbent from one major HR org to another

1. Departments will create a Confidential Requisition instead of a Standard Requisition for Non-Competitive Direct and Search Waiver Hires.

2. Candidates will see a job posting and can customize their application for departmental opportunities when submitting their application.

Change Impacts: Confidential Requisitions, Pt 2

Topic	Current State	Future State

Campus-Wide and Medical Center-Wide Candidate Banks	• Campus Recruiting creates a candidate bank requisition.
	• Applicants apply to the candidate bank requisition.
	• Recruiting Office Partners (ROPs) review and disposition candidates on the candidate bank requisition.
	• *Hiring departments create a Standard requisition to fill their vacancy*. The requisition is not posted to the UW Jobs site.
	• Eligible candidates invited to opt-in to departmental recruitment.
	  ◦ If they opt-in, ROPs move them to the department's requisition.
	  ◦ Because UWHIRES supports only one resume, candidates cannot tailor their resume to specific opportunities.
	• HMs screen and advance candidates on their specific req.
		• Campus Recruiting creates an Evergreen candidate bank requisition.
		• Applicants apply to the candidate bank requisition.
		• Recruiting Office Partners (ROPs) review and disposition candidates on the candidate bank requisition.
		• *Hiring departments create a Confidential requisition to fill their vacancy*. The requisition is not posted to UWHIRES.
		• Eligible candidates can be invited to apply to specific departmental recruitments
		  ◦ Candidates may tailor their resume to specific opportunities or choose to use their last application in Workday.
		• Hiring managers screen candidates on their specific requisition.
		• Hiring managers screen and advance candidates on their specific requisition.
		• The hiring process is otherwise unchanged.

MAKING MEANING

A "Blended" Requisition. Although Campus-Wide Candidate banks use an Evergreen Requisition, departments will use the Confidential Requisition type to fill vacancies from that bank.

1. Departments will create a Confidential Requisition instead of a Standard Requisition for Non-Competitive Direct and Search Waiver Hires.
2. Candidates can customize their application for departmental opportunities when submitting their application.

Change Impacts: Evergreen Requisitions

Topic	Current State	Future State

Departmental Candidate Banks
 	
Parent/Child Requisitions
	• The hiring department creates multiple Standard requisitions – one for each position to be filled.
	• The Recruiting Office Partner (ROP) posts one of the requisitions to the UW Jobs site for candidates to apply (i.e. they post a candidate bank or parent).
	• ROPs and hiring managers review and screen candidates on the candidate bank/parent requisition.
	• ROPs move finalists to "child" requisitions at the time of offer and the hire is submitted on the child requisition.
	  • Typically, last hire is submitted on the parent requisition.
		• The hiring department creates multiple Standard requisitions – one for each position to be filled.
		  • Each Standard requisition is tied to a specific position number (PN).
		• The ROP creates an Evergreen requisition to post the opportunities to the UW Jobs site (i.e. they post a candidate bank or parent).
		  • This requisition serves as the sourcing requisition.
		• ROPs and hiring managers review and screen candidates on the candidate bank/parent req.
		• ROPs move finalists to "child" requisitions at the time of offer and the hire is submitted on the child requisition.

1. Offers cannot be initiated on an Evergreen Requisition.

2. Hires cannot be submitted on an Evergreen (i.e. parent or candidate bank) Requisition.

Change Impacts: Background Check Billing

Topic	Current State	Future State

New Vendor	• UW uses **Sterling** As our background check vendor.	• UW will transition to a new vendor, **HireRight**.
		  • *As of* Workday Recruiting Go-Live for *staff* hires.
		  • *After* Workday Recruiting Go-Live for *academic personnel*, *students*, *volunteers*, and *contractors*.
		  • We will give 30 days' notice before this change.

Billing Process	• Sterling manages almost 300 unique ProCard or invoice accounts. • Some accounts facilitate payment for an HR organization centrally, others at the department or program level.	• There's no limit to the number of background checks a department can initiate, but the number of billing accounts used to pay for them will be capped based on average annual hiring volume. • Hiring departments will be required to provide Workday worktags to bill against when creating a Workday requisition (for staff hires) or initiate a background check request for students, volunteers, contractors, and academic personnel. • HireRight invoices will include the department-provided requisition number, new hire's name, & worktags for each background check.

MAKING MEANING

Department Provided Data. In a separate message, Admin council members are being asked to identify who on their teams will work with UWHR to confirm the number of billing accounts available to the unit and support the unit's change management.

1. Maintaining and correcting account-holder data, and addressing billing errors, creates an administrative burden for account contacts and central administrative units.
2. Using worktags will allow shared services teams to reconcile centrally billed charges to budgets designated by the hiring department.
3. Together, the new recruiting and background check platforms will enable billing and payment efficiencies that are not possible today.