



Workday People Strategy

Table of Contents

- Change Agent Network Plan
- Manager Plan
- Sponsor Plan



Change Agent Network (CAN) Plan



Change Agent Network (CAN) Overview



What is it?

- A network of cross-functional stakeholders responsible for driving adoption of a system transformation across the organization

[Current CAN Roster](#)



What does it do?

- Serves as a first point of contact for stakeholders to give and receive information about the project transformation
- Meets on a regular basis to share best practices, receive key messages from leadership and/or the project team, and escalate questions, issues, or problems
- Tests the system and provides feedback on training materials



What is the value?

- Leverages existing relationships among stakeholders to build trust and credibility
- Provides “on the ground” support for teams in different locations
- Increases engagement & decreases resistance by providing feedback mechanisms
- Provides early visibility to changes for stakeholders
- Promotes open flow of communications, best practices, and ideas

Change Agent Network Plan

- [Change Agent Network \(CAN\) - Workday @ GVSU - Grand Valley State University](#)
- Monthly meetings with standard agenda
- Identified feature topics and guest speakers:
 - Jan: Employee Self-Service – Lindsey DesArmo
 - Feb: Why Workday, Business Processes, & Manager Self-Service – Ben Rapin
 - Mar: Foundation Data Model (FDM) – Karen Mushong
 - Apr: Requisitioning – Heather White
- Change Agent Super Users:
 - Customer Confirmation Sessions
 - User experience **testing**
 - Trial training materials
 - Get **hands-on** experience in the system



Manager Plan



Workday for Managers Overview

- **Workday Manager:** anyone who has at least one direct report
 - GVSU Executives, Deans, Directors, Managers, Supervisors, etc. (approx. 585)
- Managers of faculty/staff are the most effective senders of messages that impact employees personally.
- Goal is to equip managers to help their teams walk through the stages of individual change: Awareness. Desire. Knowledge. Ability. Reinforcement. (ADKAR)

AP Committee Survey Executive Summary

Transparency

Input on Changes

AP staff feel supported by colleagues in their office with 88% of respondents indicating they take the opportunity to elevate the accomplishments of others. However, AP staff feel a lack of recognition for the work they do (45% strongly or somewhat disagree that AP staff are recognized for their work). 52% of AP staff somewhat or strongly agree that GVSU leadership communicates with staff in a way that allows input into the direction of the university, however 22% strongly disagree. AP staff continue to desire transparency and to have input on university changes, particularly when decisions impact their role.

Manager Roles during Change

Research indicates five roles: **CLARC**



Communicator



Liaison



Advocate



Resistance Manager



Coach

In addition to fulfilling day-to-day managerial duties, managers and supervisors must perform five critical roles.

Why Are Managers So Important During Change?

Employees trust them



They are close to where the change happens



They mitigate resistance



They build support



They are a preferred sender!



Workday for Managers Plan

- Anyone with direct reports at GVSU is a part of the 'Manager Network' (approx. 585)
- Invited to attend monthly meetings with Change Management & the PMO
- Select group are invited attend Workday Customer Confirmation Sessions (as schedule allows)
- Cascade program-level communication to team members and tailor messages as needed
- Provide ongoing feedback to the change management team on faculty/staff questions and potential risks
- Identify additional communication and/or stakeholder engagement needs for specific audiences across the university
- Empower faculty/staff to review Workday materials, attend Workday gatherings, and complete trainings

Workday for Managers Monthly Meeting

- **Workday for Managers Kickoff** – Wed. 4/26 via Zoom
- Monthly meetings to occur the last Wed. of every month
- Scheduled for one hour: 30 mins of content, 30 mins for Q&A
- Will highlight changes most impactful to:
 - Managers (recruiting/onboarding, talent management, etc.)
 - Their teams (time entry, expense reports, etc.)



Sponsor Plan



Sponsor Overview

- “Active and visible sponsorship is the single greatest contributor to the success of a change initiative.” (Prosci research)
- Sponsors include:
 - All formal Executive and Departmental Sponsors
 - Steering Committee Members
 - Project Leads to an extent

Sponsor Role in Change: Fulfill the ABCs to Drive Success

It's not just signing checks and charters



Actively and visibly
participate
throughout the project



Build a coalition
of sponsorship with
peers and managers



Communicate
directly with
employees

Sponsor Plan – Active...

Actively and visibly participate with...

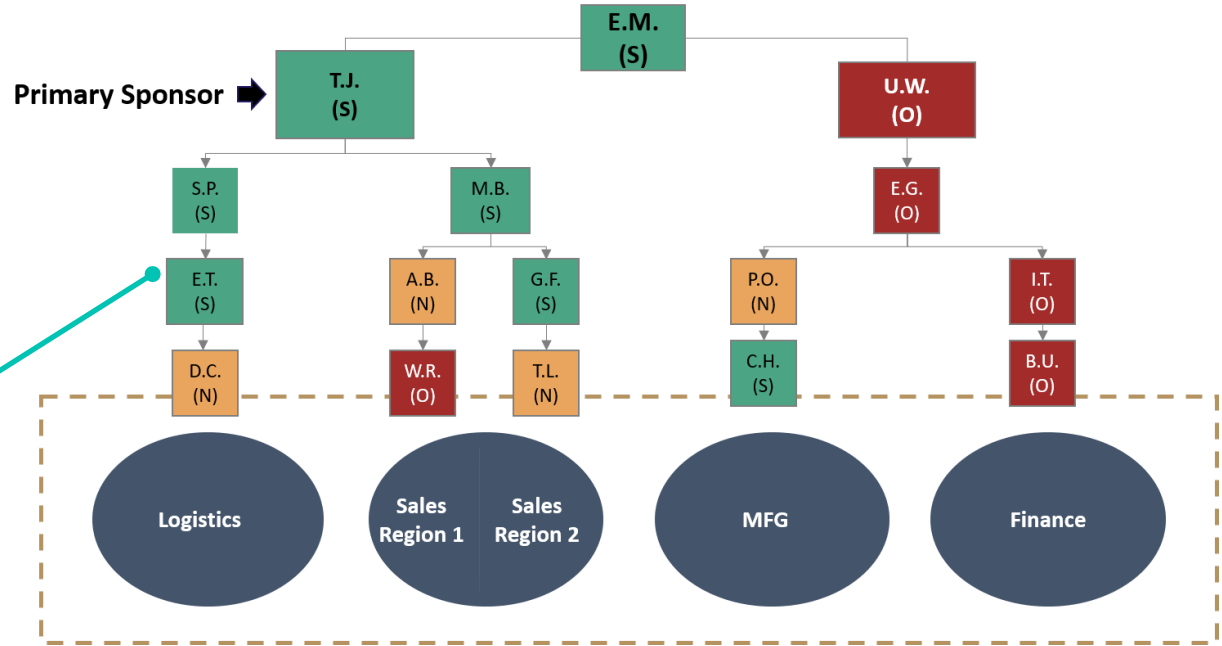
- Project Leads – be aware of your workstream's priorities, challenges, risks, and obstacles
- Departmental team meetings – share the differences of Workday and begin to prepare them for how their work will be different with Workday
- Peers across the University – share your knowledge of Workday and listen for helpful questions / feedback

Sponsor Plan – Build...



Build a coalition
of sponsorship with
peers and managers

Sponsor Coalition Member:
Advocating for the change
with the people managers
and employees in their part
of the organization



Sponsor Plan – Communicate...

Communicate directly with employees

- Guest speaker for monthly CAN & Manager meetings
- Customer Confirmation Sessions
- Town halls/events

Upcoming Opportunities

- March & beyond: **standing leadership meetings*** across GVSU:

Meeting
Asst/Assoc Deans
Budget Resource Group (BRG)
ECS: Executive Comm of the Senate (University Academic/Faculty Senate)
CLAS Unit Heads

- **Workday for Managers Kickoff*** – Tue. 4/26 via Zoom
- **Customer Confirmation Sessions (CCS)** (4/24 – 5/5)