

Are you planning or in the process of business change in your organization? If so you will be running an HR transformation programme! HR transformation is the foundation of any business change since without your workforce along for the ride there will be no meaningful change.

In today's competitive business environment, your people and their behaviours drive your success. An important part of this project is the testing of the HR software solutions and putting together a test strategy is vital.

In this series of bitesized papers we look at Workday specifically and some of the common oversights organisations make when preparing for testing during their Workday programme which will probably be using the Accelerated Deployment Methodology which Workday espouses and their partners use.

*"A vision without a strategy remains an illusion."*

Lee Bolman

The intended audience of these papers are Workday programme management teams, workstream leads and responsible stakeholders in other areas of the business to HR such as IT or Sales. There is no harm in giving this to the business analysts either.

For a fuller dive into SaaS Test Strategy please see our whitepaper below:

<https://wdproglobal.com/blog/2020/07/20/saas-test-strategy-white-paper/>

## Testing Won't Find Defects in Workday

People who are used to IT led software implementation projects will be used to terms like Requirements, Defects, Bugs, Issues, User Acceptance Testing, Integration testing etc.

As such we all start with the concept that we are looking for issues with the new software solution. In the Workday world however, a different mindset is needed.

This bite-sized paper looks at the principles surrounding the finding of defects in Workday.

### The main take-away

If you want a quick headline to takeaway it is that **"You almost certainly won't find defects in Workday"** but you will find:

- Issues which need the Change Management function to progress thus improving adoption;
- Defects with the what the business stakeholders asked for in the configuration (similar to defects with the requirements for those used to traditional projects);
- Defects with the configuration done by your team or your implementation partner;
- Improvements to the way the configuration or even Workday could work;
- Observations which will be useful in driving adoption.

## Guidelines

*"Adopt Workday, don't Adapt it."*

**Common Industry Mantra**

Here are some friendly guidelines to crystalize what your team has started realising or have been clearly told about by your programme manager:

1. Your executive has chosen Workday strategically and your programme's job it to deliver a solution which is **successfully adopted** as widely as possible.
2. There are defects in Workday but it's very unlikely you will come across them.
3. There are areas for improvement in Workday but it's unlikely they will be fixed during the project you are working on;
4. The solution won't be perfect and, in some areas, might currently be as good as your existing solutions which have probably been tailor made to your internal processes. But the strategic decision taken means you must make the best of these issues.
5. Speaking of tailor-made processes: The current trend is towards using standard processes in organisations and to **avoid customising** solutions.
6. Issues, defects and observations are very different tools all aimed at improving the adoption of your new Workday solution. **They are trixy chameleons**, they may start as defects but on investigation may change or vice versa.
7. Issues and observations are not just the purview of testing – the Change Management team should feed off them like hungry guests at a banquet. Change management can use these tools to **drive adoption** and prepare help for users.
8. Issue and defect management is key to managing test progress and bad management can, and has, **de-railed entire projects**. A high profile non-HR example of this was the catastrophic failure of CyberPunk 2020 on the PS4. I won't mention any Workday examples, it wouldn't be politic.
9. Issues and observations should be managed from the **very early days of a project** and rising them must become second-nature for all team members in the same way that resolving them is the implementation partner (or team's) main job during testing.
10. You must use defect Issue management software accessible to every team (including Third parties). **It is NOT ok to track it on spreadsheets and emails.**
11. Be very wary if there are not many issues, defects and observations being raised – this is normally a omen of **problems to come**.