

## Case Study

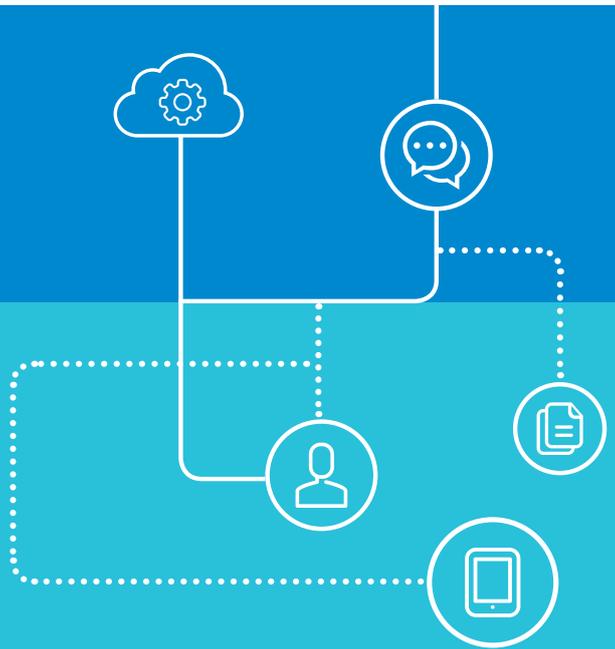
Global charity transforms Workday deployment cutting testing hours by over 90%.

**Name:** International Rescue Committee (IRC)

**Location:** 29 US cities (HQ New York) and in 40 other countries worldwide

**Size:** 6 HR System Support Staff

**Activity:** International aid charity



### Workday

- Deployed across 14 countries worldwide
- Application – HCM
- Modules – Benefits, Compensations, Manager Self Service, Employee Self Service, Performance, Absence, Payroll Integration



### Challenges

- Global workforce with multiple HR variations across 40 countries
- Limited resources and time to deliver effective testing
- Charity status demands rigorous system security and compliance

*“Kainos Smart is critical to the way IRC uses Workday to manage its people across the globe. It has transformed the speed and effectiveness of our test operations, and it has made a big improvement to the way we manage resources. With Smart we can just set it off, go do another task or run the scripts overnight and come back to evaluate the results.”*

**Coreen Campbell**  
IRC Director of HR Systems



### Solution

- Kainos Smart – a cloud based automated testing tool built exclusively for testing Workday
- Modules include HCM, Security and Financials



### Benefits

- Transforms the way Workday is used to manage a global workforce
- Reduces annual testing costs by approximately \$85,000 and testing hours by over 90%
- Reduces the workload on HR System Support Staff
- Delivers a more rigorous, detailed and accurate testing capability
- Improves security, reduces risk and supports better compliance
- Increases understanding of Workday and hones analytical skills



## About IRC

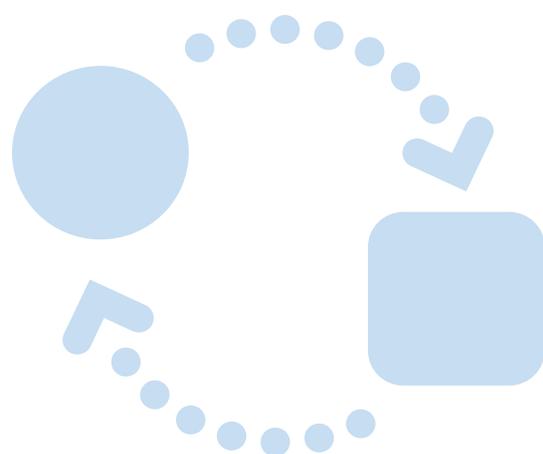
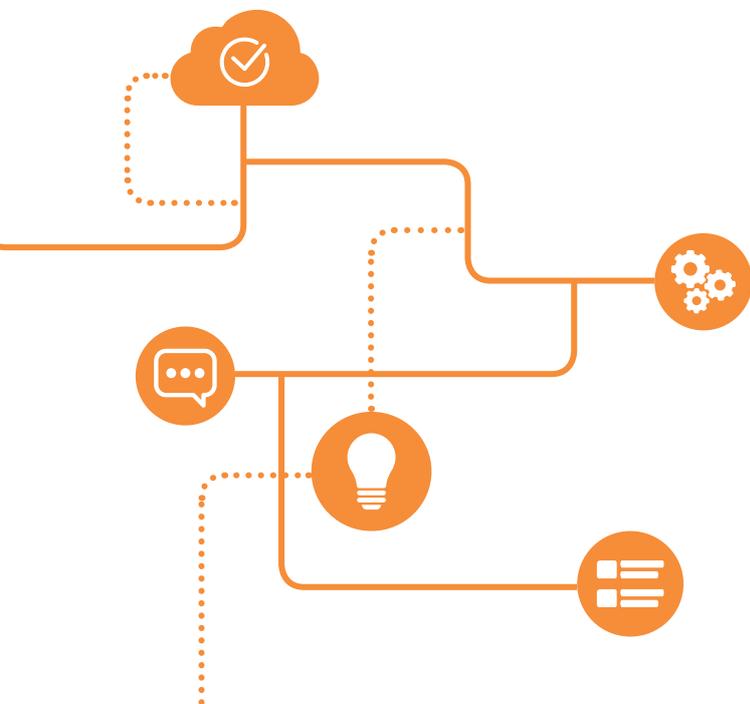
The International Rescue Committee responds to the world's worst humanitarian crises, helping to restore health, safety, education, economic wellbeing, and power to people devastated by conflict and disaster. Founded in 1933 at the call of Albert Einstein, the IRC is at work in over 40 countries and 29 US cities helping people to survive, reclaim control of their future and strengthen their communities. Learn more at [www.rescue.org](http://www.rescue.org) and follow the IRC on **Twitter** and **Facebook**.

## Challenges

Managing such a diverse and globally spread workforce was a huge logistical challenge for IRC, so IRC decided to deploy Workday, a human capital management cloud application. Workday was introduced in 2010 and comprises several modules including: Benefits, Compensations, Manager Self Service, Employee Self Service, Performance, Absence and Payroll Integration.

The initial plan was to roll Workday out to all IRC locations in 40 countries but because of the complexities of their global workforce, IRC decided to deploy it to 14 countries as a first phase. This required IRC to re-evaluate how Workday was used especially as it is needed to deliver global HR policies while also accommodating local in-country differences. IRC had limited resources in terms of people and time to prepare for the deployment deadline, and testing requirements were demanding because of the complexity and number of variables to manage. Within each country for example, there are different one-time payment rules, different condition rules and multiple routing to different people.

Rigorous and thorough testing is also particularly important for an organisation like IRC because, as a charity, it is under constant scrutiny to ensure its systems and processes are secure and compliant.



## Solution

The first step was to bring in Coreen Campbell, IRC Director of HR Systems and an HR professional with over 20 years' experience. Coreen set up a team of six people, based in New York and Nairobi. Coreen decided to build the Workday test strategy around Kainos Smart, an automated Workday testing tool from Kainos WorkSmart. In Workday, the majority of the transactions are workflow based with multiple level approvers. As a result, if testing is performed manually, each test script will require you to identify raw data [the initiator, employee attributes, approvers (user ids and passwords)], which is a very time-consuming process.

Coreen says,

*"I could not see how we were going to properly test the security and functionality of Workday in a rigorous way across 14 countries with a small team, and meet the target deadline in 12 months to improve the system performance. As it turned out, Smart proved to be vital in helping us re-evaluate the way we were using Workday and in helping to get Workday redeployed and performing effectively, leveraging our current staffing model."*

IRC has adopted the Kainos Smart six-step approach to Workday testing by comprising business process prioritisation, data selection, test focus, test cases, test execution and results analysis. Smart is used to test Workday enhancements, ongoing production changes and upgrade testing.

IRC created a series of test packs covering functions such as Hire, Promote and Transfer. The packs are used to verify Workday upgrades, identify anomalies in production every week and for regression testing against major Workday enhancements. This has to be done for each country because of the differing variables such as routing rules and approvals. IRC created up to 1,500 scripts to cover all 14 countries where Workday is deployed. Once created, IRC was able to use these scripts to handle

automated regression testing. These scripts run every two weeks on a Saturday and run over the weekend in time for reporting and analysis on Monday.

Smart has enabled IRC to implement a highly detailed approach to testing execution which covers both isolated business process instances as well as complete employee lifecycle cases. IRC will test separate units or functions such as Create Position or Hire. IRC packages these scripts together to do a complete lifecycle test from hire to termination. Coreen says: "we need to run the process from end-to-end to identify any anomalies as a proactive approach. We're able to do this because Smart is akin to multiple people testing simultaneously. It allows you build different tests and set them to run independently and at anytime."



## Benefits

Smart has transformed the way IRC manages its Workday testing. With the challenge of supporting Workday across 14 countries and deployment of the remaining 26 countries, Smart enables IRC to deploy Workday quickly, continuing to improve and refine testing outcomes whilst saving time and money. IRC estimates that by using Smart to automate many testing operations and reduce the workload on HR System Support Staff, it is cutting costs by a minimum of \$85k a year and cutting testing time by over 90%.



**Cutting costs by  
a minimum of  
\$85k a year**



**Cutting testing  
time by over  
90%**



**Workday  
supported across  
14 countries**

Coreen says: "Smart is critical to the way IRC uses Workday to manage its people across the globe. It has transformed the speed and effectiveness of our test operations and it has made a great improvement to how we manage resources more efficiently."

When IRC started using Workday, they were aware it had some issues around the quality of its business processes. When Smart was deployed IRC was able to get a much clearer and accurate view of the issues. For example, Smart highlighted problems around separation of duties and compliance, ensuring consistency in regards to the approval process.

One of the biggest benefits of Smart has been testing speed and automation. For example, following an upgrade to Workday 26, IRC used Smart to run an automated test involving all test packs across 14 countries which took around five hours. Without Smart the same test would have taken a minimum of 288 hours with six staff, working eight hours non-stop for six days – an improvement of 98%.

The flexibility of Smart means that IRC has been able to create dynamic scripts, which reduces the need to edit or re-write scripts every time there is a change of employment. IRC's dynamic scripts use real employee data with fictional characters so that the scripts can be re-used even if the subject employee transfers or leaves the organisation.

Smart is helping IRC make its operations more compliant because it reduces the human element in the testing process. IRC has a Quality Assurance team which is able to use Smart to audit data, eliminating each tester's interpretation of the same script as to what constitutes a pass or a failure.

One of the by-product benefits of Smart is how it increases the functional understanding of Workday.

Coreen says:

*"If you are new to Workday, Smart is a great way to escalate your understanding of how Workday functions underneath the engine; it's helped us hone our production and analytical skills."*