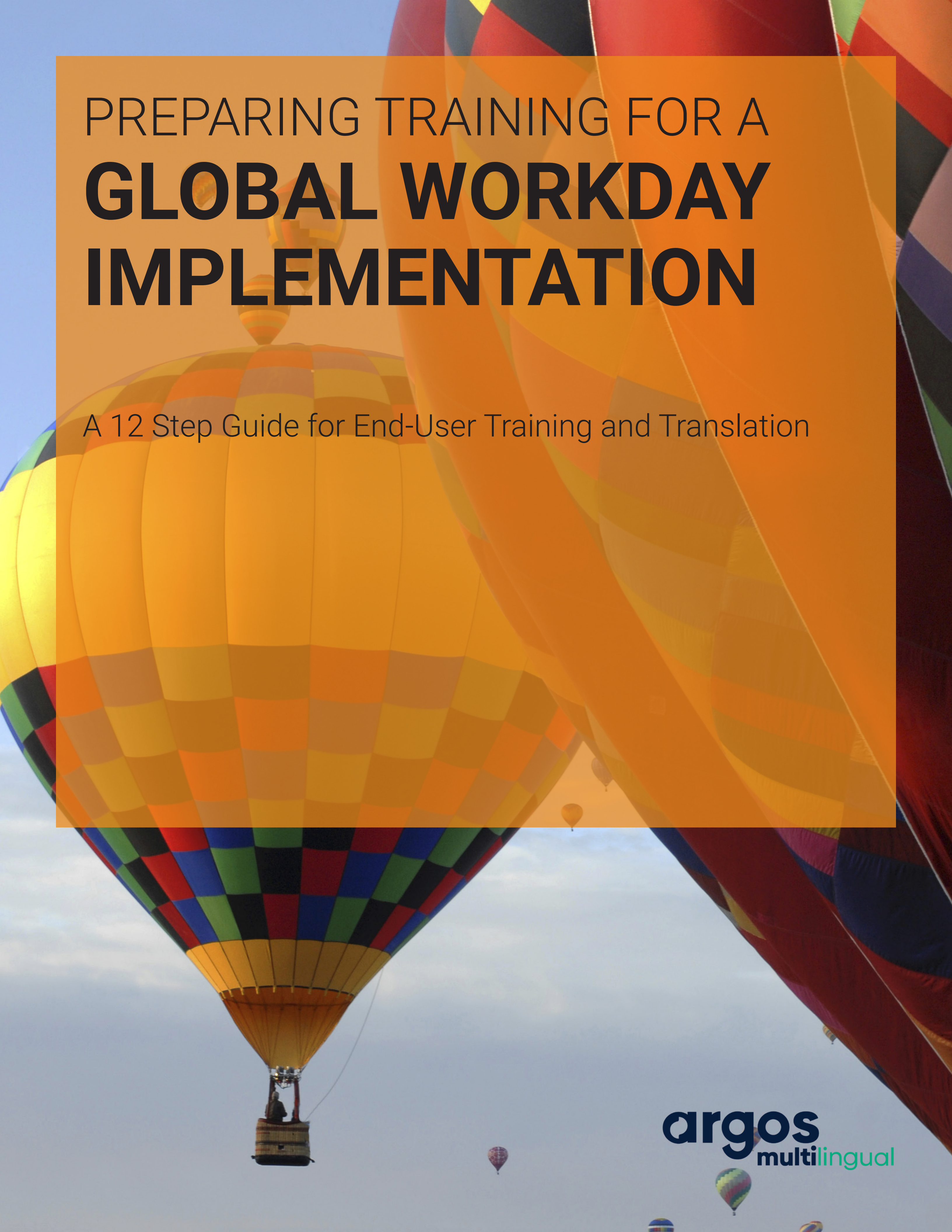
PREPARING TRAINING FOR A **GLOBAL WORKDAY IMPLEMENTATION**

A 12 Step Guide for End-User Training and Translation



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Global HRIS Implementation

Although Workday solution training may seem as intuitive as the software itself, companies and consultants who are tasked with implementing an HRIS solution globally are finding that the international aspect adds a notable challenge.

From eLearning to live demos, companies must seamlessly translate and develop locale-appropriate, company-specific HRIS training materials for a global workforce that go beyond the basic training provided by Workday. A company's HRIS training that addresses unique business processes, as well as global requirements, ultimately determines the success of the human resource system implementation.

Why End-User Training is Important?

End-user training on your Workday solution is important because user adoption of the system relies on it. If content contains translation errors or neglects local culture, users will likely form negative impressions of the system making it much more difficult to onboard employees.

User training is an important part of ongoing internal employee engagement and any system implementation or upgrade rollouts. Without user acceptance, the expected return on investment (ROI) on productivity gains will be reduced or eliminated. In this eBook, we outline 12 steps that should be reviewed when developing, rolling out, and maintaining an end-user training program for your global Workday implementation.

User Training and Portals Explained

Most large system implementations, such as Workday, include user training. However, most enterprises require custom training content and adopt some version of a blended learning curriculum with a portal to give everyone in the organization or enterprise a single place to go. In general it is a portal for:

- Letting everyone know when live events will take place
- What each users training path looks like
- Where to find online learning modules
- A forum for asking questions and seeking answers
- Archive of questions, answers, and FAQs

12 Steps for Global End-User Training and Translation

Gartner research suggests that companies that budget "less than 13 percent of their implementation costs for training are three times more likely than companies that spend 17 percent or more to see their ERP projects run over time and over budget".

By starting to plan for user training and support early on, your global Workday implementation is more likely to succeed. Make it a part of the change management process and you will achieve higher acceptance percentages and quicker adoption.

And remember, the project is not over because you have a successful rollout from an IT perspective. Once the system is up and running you should:

- Reconfigure your company's end-user portal to accommodate re-training and new hires
- Institute a process for changes and patches
- Plan for your next major upgrade

Before you start planning your project, review these 12 points for a best-practice end-user Workday training implementation.

1. Set training goals

One of the first things you should do is set goals and implement a system to measure and report against these goals. The overall objective for the whole program is to achieve the expected benefits of the investment in your new system as quickly as possible, and it is your job to show that this has been achieved. This can only be achieved if you have data from before, during, and after the implementation, and have set up an agreed upon reporting system.

2. Blended and hybrid

Blended or hybrid learning means that you combine different types of learning delivery formats with a significant portion delivered online. For many end-user training programs, it is advisable to combine live in-classroom/online events with recorded training, recorded demos, other self-study material, and forums.

By making the program both blended/hybrid and scalable, you can accommodate both small numbers of users, such as when new employees join the company and need to be trained on the software, and for large numbers of staff such as when an important company-wide product upgrade is made. The right blended learning combination of eLearning, job-aids, and webinar/seminar style Q&A events gives you the flexibility to manage user groups of all sizes and in any locale.

If you have already developed your own instructor led training materials, think of how you may incorporate blended learning to better accommodate a global workforce. Some types of learning may be better suited depending on geographical location and technology constraints.

3. Global templates and development guidelines

Another part of making your end-user portal and training scalable are templates. For each deliverable or form, it is important to have global templates that everyone has to follow. This way you can ensure that all the training looks the same, but more importantly that different modules can be combined into longer sessions if needed.

Create a short style guide and development guidelines to make sure everyone knows what is expected when you develop a piece of the end-user information set. You may also want to differentiate between what templates can be used globally and which ones will likely need adjustments to accommodate local requirements.

4. Modular and targeted

The end-user training and support infrastructure should be modular and targeted at specific tasks performed by the learning audience, so the end-users only have to consume what they need to complete their job.

The training modules should be made available to the end-users in a logical way, such as “hooked” onto a business process, made available as part of the portal user interface (UI), or via a searchable learning management system (LMS) web portal.

5. What should be part of end-user training

As mentioned before, the type of material that is produced differs between companies, but common materials are job-aids, online learning (live or recorded), product demos, and forums.

The content should be tactical – show me how to do it – and not include too much conceptual background information. Below we have listed the main types of information that should be included if you have not already added them:

- Procedures should include all the steps a user should complete to finish a task, including both system and non-system related steps. This is best done by combining written documentation with recorded demonstrations.
- How has the process or procedure changed from previous versions or products it is replacing.
- Common problems users may encounter and how to manage them, including workarounds.
- Outline any security concerns related to the use of the software.

6. Keep it short

Very few employees are taking end-user training or searching through an end-user portal to learn more about the deeper meaning of a business system (if such a system exists in your enterprise). The employee just wants to know how to perform a certain task. If you want to learn how to run payroll, there is no need to explain what payroll is, as traditional instructional design may suggest.

By keeping to this rule, the end-user will be more engaged, and as an added benefit you will save on the translation cost for every single language by having reduced content.

7. Developed by users

The training material should be developed by the people that use the Workday system, and not by the technical or IT staff. By having real users that have been part of the implementation process develop the training, they will be able to apply real-life situations and training data that will make the training more relevant.

Employees may have been lead users for a certain business process area. If so, make them own that part of the end-user portal and training, and let them know early on in the process.

8. Native languages are best for learning

Even if the company language is English, if you are managing end-user training, you should consider the possible negative impact of only making the material available in English. It is a well-accepted fact that learning in your native language is more effective. And for job-aids and tactical training, such as an Employee Self-service module, which will be used over and over by all employees, it is essential.

You really want to make sure everyone follows the new procedures and avoids generating costly internal support calls or mistakes. And as mentioned above, the overall objective for the whole program is to achieve the expected benefits of the investment in your new system as quickly as possible.

9. Multimedia translation and localization

The choices for translating and localizing multimedia, such as eLearning or procedural product demos (show me how to do something) break into three areas; voice, presentation (slides), and demos.

Voice: For voice you can either replace the original voice with a human or machine-generated voice, also called voice-over, or add subtitles

Presentation: For presentation slides, such as PowerPoint, call-outs, or any text we would translate the content for each requested target language.

Demos: Recapture the demos in the language version used for each target group. If certain countries use the English version of the product you should leave the demos in English. For these countries, remember to always include both the English and translated user interface (UI) terms in any call-outs or slides. If certainty functionality does not exist in the localized version of the system, then make sure that you omit this from the training.

10. Rollout and kick-off session

The rollout of an your Workday end-user portal and training program should be planned and tested carefully. One of the worst things that can happen is for the training or portal not to work. Often, end-users are suspicious of the new system and hesitant about change.

Thus, if you start off the rollout with translation errors and corrections, this will fuel doubts even further and make change management a difficult feat. Prepare a communications plan, test it on a small group of employees from a few locales, and refine. It’s a case of, lather, rinse, repeat: always go back and test it again until it runs smoothly.

11. Follow-up training with Q&A webinars/seminars

After the initial kick-off and once a large part of the training has been consumed, as visible in your learning management system (LMS) or similar tools, the next phase starts.

Start by setting up a series of phone meetings or webinars/seminars to answer questions and discuss findings. It is probably prudent to get questions in advance to be able to research the answer and to manage the meetings better. Run a series of meetings at each time to hit all time zones and end-user groups.

You should also add a Q&A forum to your portal to store all questions and answers, turning the site into a knowledge base for end-users and a source of information when you have time to update the end-user information material.

12. Maintenance and lessons learned

Once the majority of the initial training has been completed, don't stop and book a vacation to that sunny beach you have been dreaming about. Instead, review all the findings from Q&A sessions and the forum, update the material, and plan for what the "maintenance" portal should look like.

This portal will help people who have forgotten what they learned or have just started with your company. During this phase, you should also document all lessons learned to improve the process for the next large system upgrade or implementation.

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