Ecolab & Workday
Creating a Global Foundation for Workforce Analytics

Glen Johnson  VP HR Technology, Ecolab
Dan Beck  SVP Product Marketing and Technology Strategy, Workday
Human Resources at Ecolab

We propel the organization’s capability to PERFORM and GROW…

- Drive Business Transformation
- Grow Leadership and Talent
- Foster High Engagement Culture
- Build HR Excellence

…by providing superior partnership and value.

<table>
<thead>
<tr>
<th>Talent</th>
<th>Tools</th>
<th>Team</th>
</tr>
</thead>
</table>
Global Workday Program Overview

What business problem did we need to solve?

Background

- Three significantly-sized organizations merged within a two year timeframe
- No view of the global workforce
- Limited insights into Talent

Created challenges related to

- Effectively servicing diverse business requests
- Making informed decisions
- Attracting and retaining talent
- Fostering employee engagement
- Focusing on strategic, value-add activities
- Informing downstream solutions with reliable employee information

“What got us here won’t get us there”
Global Workday Program Overview

What were the committed outcomes?

Immediate Needs

- **Visibility** into growing workforce with global view of headcount, cost/reporting structure, diversity, and more
- Modern technology to accelerate our ability deliver in a dynamic and evolving **global** marketplace
- Improved ability for **proactive talent and succession** planning.
  - Develop top performers
  - Support “pay for performance”
  - Retain key talent
- **Engage** our people with modern technology

Position our organization for growth by

- Providing a **unified, global solution** for managing the total workforce
- Creating a scalable solution to support simplified M&A integration
- Establish foundation to enable **people analytics**
High Level Plan

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2</td>
<td>Q1</td>
<td>Q1</td>
<td>Q1</td>
</tr>
<tr>
<td>Q3</td>
<td>Q2</td>
<td>Q2</td>
<td>Q2</td>
</tr>
<tr>
<td>Q4</td>
<td>Q3</td>
<td>Q3</td>
<td>Q3</td>
</tr>
</tbody>
</table>

- **Build Business Case**
- **Global Design**
- **Global Deployment**
  - **Pilot**
  - **Wave 1**
  - **Wave 2**
  - **Wave 3**
### Key Steps – Business Case

#### Work stream Key Activities

<table>
<thead>
<tr>
<th>Global Process</th>
<th>Technology</th>
<th>Business Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Identify Process Harmonization Opportunities</td>
<td>- Confirm Current State Systems Landscape</td>
<td>- Create Financial Cost Model</td>
</tr>
<tr>
<td>- Identify Policy Harmonization Opportunities</td>
<td>- Confirm Current State Integration Landscape</td>
<td>- Identify Benefit/Value Drivers</td>
</tr>
<tr>
<td>- Identify Data Harmonization Needs</td>
<td>- Identify total HR Technology Costs</td>
<td>- Negotiate Terms / Drive RFP</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Conduct Stakeholder Interviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Communicate Progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Identify Key Change Drivers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Functional Scope

## Global Deployment (2015 – 2016)

<table>
<thead>
<tr>
<th>Global Foundation: Single Source of Truth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global Foundation:</strong></td>
</tr>
<tr>
<td>• Global ‘Hire-to-Retire’ Business <strong>Processes</strong></td>
</tr>
<tr>
<td>✓ Hire, Transfer, Promote, Reorganize</td>
</tr>
<tr>
<td>• Reliable, Global <strong>Employee Master Data</strong></td>
</tr>
<tr>
<td>• One <strong>Employee Directory</strong></td>
</tr>
<tr>
<td>• <strong>Direct Line</strong> “Reports To” Hierarchy</td>
</tr>
<tr>
<td>• <strong>Matrix</strong> “Reports To” Hierarchy (where applicable)</td>
</tr>
<tr>
<td>• <strong>Contractor/Contingent Worker</strong> Tracking</td>
</tr>
<tr>
<td>• Business Critical <strong>Downstream Interfaces</strong> (e.g., SAP, Active Directory/Outlook, MyExpense)</td>
</tr>
<tr>
<td>• Automated <strong>Workflow</strong></td>
</tr>
<tr>
<td>✓ Eliminate Paper Forms for HR transactions</td>
</tr>
<tr>
<td>• Searchable Employee <strong>Talent Profile</strong></td>
</tr>
<tr>
<td>• Team <strong>Talent Dashboard</strong></td>
</tr>
<tr>
<td>• <strong>Foundation for People Analytics</strong></td>
</tr>
<tr>
<td>• Accurate Headcount – Actuals</td>
</tr>
<tr>
<td>✓ Open/Filled <strong>Positions</strong></td>
</tr>
<tr>
<td>✓ <strong>Analytics</strong> and Metrics</td>
</tr>
<tr>
<td>• Select automation to local Payroll</td>
</tr>
</tbody>
</table>

## Online PP+D & Succession Planning (2016)

- Set Performance **Goals** and Conduct **Reviews**
- Performance Cycle **Progress Dashboard**
- Flexible **Feedback** Options
- Manage Succession Plans

## Annual Merit Administration (2017)

- Process Annual **Merit**
- **Reliable Hierarchies** to Review and Approve Merit
- Merit Cycle **Progress Dashboard**

---

**Powered By Workday**

---

**ONEHR**

High Level Plan

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2</td>
<td>Q1</td>
<td>Q1</td>
<td>Q1</td>
</tr>
<tr>
<td>Q3</td>
<td>Q2</td>
<td>Q2</td>
<td>Q2</td>
</tr>
<tr>
<td>Q4</td>
<td>Q3</td>
<td>Q3</td>
<td>Q3</td>
</tr>
<tr>
<td></td>
<td>Q4</td>
<td>Q4</td>
<td>Q4</td>
</tr>
</tbody>
</table>

Build Business Case

Global Design

Global Deployment

Pilot

Wave 1

Wave 2

Wave 3
Key Design Principles

Deliver an intuitive, unified, **common global user experience**

Create **common, global business processes** based on delivered Workday product

Establish Workday as **single supported source of truth** for employee HR and Talent information

Evolve the **HR service delivery model** that can flex to meet global business needs

Invest in **strategic, long term solutions** – aspire for minimal throw away work

Enable **cross-functional workflow** based on agreed upon approval/decision rights
Key Design Elements: Data

Need common, normalized data attributes to support analytics, e.g.,
- Jobs & Job Families
- Compensation Grades
- Locations
- Organizational Hierarchies
- Performance and Talent Ratings
- Talent Attributes, e.g.,
  - Skills
  - Education
  - Licenses
  - Etc.
Deployment Scope & Timing After Global Design

**Deployment 1**
Target Live 1-Dec-2015

- **Foundation:**
  - North America
  - Latin America
  - Greater China
  - Asia Pacific
  - Middle East/Africa
  - Europe, phase 1

- **Talent:**
  - North America
  - Latin America
  - Greater China
  - Asia Pacific
  - Middle East/Africa
  - Europe, phase 1

- **Payroll, Time & Absence:**
  - Canada

**Deployment 2**
Target Live Q2-3 2016

- **Foundation:**
  - Contingent Worker Pilot

**Deployment 3**
Target Live Oct 2016

- **Foundation:**
  - Europe, phase 2

- **Talent:**
  - Europe, phase 2

- **Payroll, Time & Absence:**
  - United States (Dec 2016)

**Deployment 4**
Target Live 2017

- **Payroll, Time & Absence:**
  - United States (Dec 2016)

- **Annual Merit:**
  - All/Global (Q4 2017)
How did we do, and where are we now?

Deployment Scope & Timing: 31 March 2016

**Deployment 1**
Target Live 1-Dec-2015

**Foundation:**
- North America
- Latin America
- Greater China
- Asia Pacific
- Middle East/Africa
- Europe, phase 1

**Talent:**
- North America
- Latin America
- Greater China
- Asia Pacific
- Middle East/Africa
- Europe, phase 1

**Payroll, Time & Absence:**
- Canada

---

**Deployment 2**
Target Live Q2-3 2016

**Foundation:**
- Contingent Worker Pilot

---

**Deployment 3**
Target Live Oct 2016

**Foundation:**
- Europe, phase 2

**Talent:**
- Europe, phase 2

---

**Deployment 4**
Target Live 2017

**Payroll, Time & Absence:**
- United States (Dec 2016)

**Annual Merit:**
- All/Global (Q4 2017)
Project Roadmap: 31 March 2016

**Global Deployment**

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
</tbody>
</table>

**Target Deployment Dates**

- Deployment 1
- Deployment 2
- Deployment 3
- Deployment 4 (US PAY)
- Deployment 4 (GBL Merit)

**Vision for Future Deployments**

- Annual Bonus in Workday?
- Enterprise Learning Mgmt?
- Talent Acquisition in Workday?
- Additional Automation to Country Payroll?
- Workforce Planning in Workday?

**Deployment sequence confirmation**

- Wave 1
- Wave 2

**Solution Eval**

- Global Design

**Global Deployment**

- Deployment 1
- Deployment 3-4 Pre-Work
People Analytics – What is Next?

➤ We have the **foundation** in place

➤ We are gaining comfort with **Workday**

➤ We have a **thirst** for more data!

➤ We will be completely **global** later in 2016

➤ The thirst for data will evolve to thirst for **answers & predictions**

➤ Evolution of analytics will allow us to leverage our **investment** in Workday!
Management Reporting in Workday

- Empower Business Leaders
- No Manual Processes
- Real-Time Insights
- Single Source of Truth (across Business Leaders, Finance, HR)
- Secure
- Mobile
Dashboards – Relevant and Accurate
Scorecards – The Complete Picture

- **Workforce Scorecard**

  **Turnover %**
  - 8.3%
  - Target: 5.0%
  - View More ...

  **Retain & Engage**
  - Total Attrition % (Rolling 12 months): 9.2%
  - Voluntary Attrition % (Rolling 12 months): 6.3%
  - New Hire Attrition % (Rolling 12 months): 11.7%
  - Employee Referral Participation Rate: 21.4%

  **Enable Business Growth**
  - Worker Headcount: 337 (Target: 345)
  - Average Time to Fill: 180 (Target: 90)
  - Average Time to Start: 23 (Target: 30)
  - View More ...

  **Veteran % US**
  - 4.9%
  - Target: 6.0%
  - View More ...

  **Enable Engaging Careers**
  - Employee Movement %: 8.3%
  - Average TDC Compa-Rate: 0.9984
  - Internal Fill %: 46.1%
  - View More ...

  **Grow Strategically**
  - Organizational Levels: 8
  - Span of Control
  - View More ...
The Power of Context

1. Via: I-880 N; I-580 E
   - 41 min. 35.8 miles

2. Via: I-680 N
   - 47 min. 32.1 miles

   - 48 min. 39.1 miles

Tip: Teach Waze your preferred routes by simply driving them several times.
Retention Risk Prediction Dashboard

**Retention Risk Factors**

<table>
<thead>
<tr>
<th>Risk Factor Name</th>
<th>Factor Weight</th>
<th>Low Risk</th>
<th>Medium Risk</th>
<th>High Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure</td>
<td>31</td>
<td>&gt; 6 years</td>
<td>3-6 years</td>
<td>&lt; 3 years</td>
</tr>
<tr>
<td>Time in current job profile</td>
<td>24</td>
<td>&lt; 3 years</td>
<td>3-5 years</td>
<td>&gt; 5 years</td>
</tr>
<tr>
<td>Attnlion in the last year under manager</td>
<td>20</td>
<td>&lt; 0.1</td>
<td>0.1 - 0.4</td>
<td>&gt; 0.4</td>
</tr>
<tr>
<td>Number of managers over tenure</td>
<td>13</td>
<td>&lt; 2 managers</td>
<td>2 - 4 managers</td>
<td>&gt; 4 managers</td>
</tr>
<tr>
<td>Number of raises over tenure</td>
<td>10</td>
<td>&gt; 3 raises</td>
<td>2 - 3 raises</td>
<td>&lt; 2 raises</td>
</tr>
</tbody>
</table>

**Key Metrics Across Organization**

- High Performers at Risk: 6
- Percentage of High Performers at Risk: 2%
- Projected Cost to Replace High Performers: $810,000.00

**High Risk High Performers**

- Camilo Wong [C]: Product Developer
  - Retention Risk: 98
  - Performance: 79
  - Cost to Replace: $125,000
- Jonathan Mali (黄伟超): Regional Sales Manager
  - Retention Risk: 88
  - Performance: 67
  - Cost to Replace: $177,000
- Kim Slater: Senior Accountant
  - Retention Risk: 85
  - Performance: 75
  - Cost to Replace: $188,000
- Luciana Duarte: Project Manager
  - Retention Risk: 85
  - Performance: 72
  - Cost to Replace: $92,400
- Ashanti Singh: Office Manager
  - Retention Risk: 73
  - Performance: 72
  - Cost to Replace: $69,700
- Lincoln Cook: Customer Service Representative
  - Retention Risk: 57
  - Performance: 74
  - Cost to Replace: $153,000
RetentionPolicy Recommendation

<table>
<thead>
<tr>
<th>Position</th>
<th>Role</th>
<th>Employee Transitions</th>
<th>Stayed After Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Manager</td>
<td>Recommended</td>
<td>15</td>
<td>13/15</td>
</tr>
<tr>
<td>Software Architect</td>
<td>Recommended</td>
<td>8</td>
<td>6/8</td>
</tr>
<tr>
<td>UX Designer</td>
<td>Recommended</td>
<td>11</td>
<td>5/11</td>
</tr>
<tr>
<td>Sales Engineer</td>
<td>Recommended</td>
<td>4</td>
<td>1/4</td>
</tr>
<tr>
<td>UI Engineer Manager</td>
<td>Recommended</td>
<td>6</td>
<td>0/6</td>
</tr>
</tbody>
</table>
Example: Retention Risk Analysis

Normal Department

Abnormal Department
Opportunity Graph

Assistant Store Manager

Description
You will drive sales and selling. You will direct all activities related to selling & service, merchandising, sales promotion, store maintenance, expense management, shortage prevention and sales support functions for a multi-million dollar portion of the store, as well as assisting the Store Manager in store-wide execution of these activities.

Skills
- Presentation Skills
- Competitive Analysis
- Supply Management
- Verbal Communication

People In This Role

Marcus
Employee
The Power of Spreadsheets

The power of the Spreadsheet is that it enables users to start with their data and a question.

Then progressively add in additional data, calculations, visualizations, and people.

Resulting in shared Insights.
Workday Planning Snapshot
Suggested Reading ➔ Things are CHANGING…

- The Second Machine Age
  - Erikk Brynjolfsson
  - Andrew McAfee

- The Industries of the Future
  - Alec Ross

- The Fourth Industrial Revolution
  - Klaus Schwab