

CASE STUDY

CROWN COMMERCIAL SERVICE EVOLVE THEIR ROADMAP WITH KAINOS & WORKDAY

Project requirements

- One consolidated solution for HR and Finance functions
- Promote effective self-service & align with wider government strategy
- A true partnership to guide change and knowledge share

Project results

- Full platform HCM & Financials deployment
- Six key integrations
- Smart, Phase 2, Phase X and AMS



"One of the key things that we wanted to achieve with our partner was that it was actually a partnership. And that's what came across when Kainos came in to do the presentation."

John Seery — Delivery & Project Manager, Crown Commercial Service.

About CCS

Working with over 17,000 customer organisations in the public sector and with more than 5,000 service providers, the Crown Commercial Service (CCS) brings together policy, advice and direct buying; providing commercial services to the public sector and saving money for the taxpayer. CCS have over 750 staff and their responsibility is to help public sector organisations with similar needs achieve value by buying as a single customer.

Multiple stakeholders & strategies call for a cloud solution

As a crucial public entity with a valuable, complex, and wide-reaching remit, CCS has a significant number of moving parts. There were several driving factors that led to the public body selecting Workday to simplify its processes, amplify its output and align with a wider government strategy of digital transformation.

“A lot of our time was spent reconciling data across two outdated, separate systems. Our ambition was to have one solution that joined together our HR and Finance functions. We also wanted a platform that could provide us with a good user experience and something that we could build on, so that we could bring along a self-service view, freeing up our HR and finance specialists to add greater value instead of getting bogged down in transactional processes,” explains John Seery, Delivery & Project Manager, Crown Commercial Service.

“The move to the cloud also supported our digital strategy, which was to migrate away from on-premise legacy systems. Once we began reviewing HR and Finance systems, Workday came out on top, providing us with a single system and one source of truth. The Power of One certainly appealed to us,” he adds.

Kainos provide true partnership & Workday expertise

With Workday singled out as the solution to carry forward its plans, CCS sought a reliable, trustworthy, and seasoned deployment partner to oversee its HCM and Financial transformation. Kainos was chosen in mid 2018 because of its excellent reputation, technical know-how, and track-record of guiding change and knowledge-sharing.

“We engaged with other organisations who had already selected Workday and sought references and insights on their implementation partners. Kainos was referenced highly and frequently,” John explains.

“From our initial meetings, one of the key things that we wanted to achieve with an implementer was true partnership—Kainos conveyed that throughout early presentations and workshops. Our teams were open with each other from outset, which really helped when identifying early risks. The involvement through both the Steering Board and Delivery Board meant that Kainos were involved all the way through. And the weekly calls that we set up were invaluable,” he offers.

“You could pick up the phone, or ping an email, and very quickly get an honest and frank answer back. From that perspective, it was a real joy to work alongside Kainos.”

David Whimpenny — Deputy Digital Director, Crown Commercial Service.

Kainos leads the charge in change

For CCS to reach a level of self-sufficiency that empowered their people to add value beyond day-to-day admin-intensive tasks, they needed a partner to guide in best-practice and offer end users a taste of how Workday could simplify processes and bring out the best in those who had previously relied on outdated systems to complete important work. Kainos consultants offered practical and actionable examples that CCS found valuable.

“A key part of our deployment was to focus on the change impact for our middle and senior managers. Kainos provided us with workshops aimed at these folks to facilitate engagement, demonstrate the system and showcase value. We logged in and started to do treasure hunt activities with them, so that they got used to the system, navigating around it, even before we'd finished our testing. This ensured the drum beat of ‘Workday is coming! Change is coming!’ started as early as possible for them,” says John.

“The quality and confidence of Kainos consultants who were engaged in workshops was excellent. For example, when it came to Financials workshops, it was obvious that the people in the room had both deep Financials and Workday expertise. They understood where our Finance team were coming from and could quickly identify our requirements to best configure them within Workday,” adds David Whimpenny, Deputy Director Digital Services at CCS.

Kainos puts reporting and auditability to the forefront

With the CCS staff confidently using Workday, the Kainos team continued to add value by enhancing reporting and supporting the organisation with greater oversight and confidence in their data—the backbone to the huge reach and complex operational model that CCS has in place to ensure transparency and accountability when it comes to the public purse.

“Reporting was an area that we felt was weak, and not necessarily best supported. There are over 3,000 standard reports available within Workday. But unless they're configured properly to reflect both your security and your structural hierarchy, the results that you get back aren't necessarily helpful. We've looked to provide more detailed dashboard views for both HR and Finance and Kainos helped us to produce some of those dashboard reports—helping to make them as interactive as possible. We'd built some of the HR reports ourselves, but Finance was more complex—especially the profit and loss dashboard view. We had devolved budgets, so reports show your view for the cost center you are responsible for. However, it didn't easily show all of the cost centers and subordinate cost centers you're responsible for. Kainos added a lot of value here by helping us to provide a hierarchical reporting view,” John confirms.

CCS continue to extend Workday footprint with Kainos

Beyond the core HCM and Financials deployments, CCS continued to grow its Workday footprint, extending Workday's Power of One to enable a streamlined, easy-to-use onboarding and recruitment function. Kainos led in guidance and delivery, empowering the team at CCS with a useful demonstration that helped staff to move beyond a reliance on manual data and administrative tasks.

“With an ageing learning hub, and inability to manage our own content without engaging an external provider, Workday Learning was a sensible next step following our initial go-live. Previously we wouldn’t have had sight of who to invite to training courses, because it was managed manually through excel. Our Learning team are delighted by the ability to quickly mobilize training sessions using the latest employee data, in real-time. The assistance Kainos provided when coming to that decision internally was the practicality and the speed with which it could be implemented, and how we went about it,” John confirms.

“We bought Workday as it was a platform with the ability to evolve. The ability to manage content ourselves, and the inbuilt functionality within Workday was seen as a real advancement for us. The whole onboarding experience has improved dramatically, especially peer to peer learning,” adds David.

Kainos Smart saves CCS time and worry

During their Workday deployment, CCS utilised Kainos Smart in their test strategy. Testing was a critical success factor for the project and Smart helped manage the rigorous, time-intensive and effort-laden testing of the organisation’s complex third party integrations—namely payroll, and biannual Workday updates that could have put pressure on the team

“We had a number of 3rd party integrations, and we had help in configuring those. From a business point of view, the most essential was with our 3rd party payroll provider. One of the key successes for us was the use of Smart in order to generate the bulk transactions, so that we could run testing more frequently than if we were just trying to key in the details ourselves. Kainos provided us with a Test Manager and test facilities that we didn’t have the experience or ability to cover internally. More broadly, the weekly tests following each maintenance run have started to highlight issues where roles have moved within the business, but the output from the reports shows that those roles and responsibilities haven’t necessarily been moved. It brings us a good deal of confidence that the maintenance runs and our security profiles are being monitored,” John explains.

Continued support and a growing road-map

CCS have noted how valuable the ongoing support from Kainos has been for countering any configuration or operational issues the teams have had when using Workday. The level of knowledge-sharing and team problem-solving has allowed end-users to navigate Workday and its processes with confidence and clarity—in just a couple of clicks or a phone call.

“It’s not a transactional support model. The Kainos consultants look at the bigger picture when a ticket is raised and provide knowledge transfer so that we can learn too. That’s been the biggest benefit for us, it’s that knowledge build, which is highly important,” John explains.

“From my perspective, it was very comforting to know that Kainos was on the other end of the telephone. You could pick up the telephone, or ping an email, and you would very quickly get an honest and frank answer back. From past experience of working with external delivery partners and consultants, that is quite a rarity these days. It was a real joy to work alongside Kainos,” David offers.

A bright future with Kainos & Workday Adaptive Planning

With Workday up and running, the teams confident in navigating the ecosystem, and having successfully met their initial key objectives for the project, CCS have their sights firmly fixed on what the Power of One can do next for the organisation, supporting both organisational and operational growth—as well as continuing the successful extrication of manual planning and processes.

“We've got Recruitment coming up, that will be phase three. And that's a call out, both to Kainos and Workday, in terms of helping us get involved in the development workshops for that,” John says.

“We're also looking at introducing Workday Adaptive Planning to bolster revenue forecasting, which is a key driver of what CCS is about. Over the next three years, we want to double the spend put through our frameworks, to increase that to £30 billion. And we believe that Workday Adaptive Planning technology will enable us to do that in Workday, eliminating the need for the Google sheets, Excel sheets, and Power BI that our people currently pull together manually to plan effectively. How Workday Adaptive Planning integrates and captures all of that information is going to be key—perhaps an even bigger cultural change than introducing Workday itself. It's a really exciting time for us,” David concludes.



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John Seery — Delivery & Project Manager, Crown Commercial Service.

Contact us to find out more about Kainos

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