



FOSTERING A CULTURE OF CONTINUOUS IMPROVEMENT BEFORE, DURING AND AFTER YOUR GOVERNMENT WORKDAY CLOUD

As an integrated, cloud-based platform, Workday is dynamic. It is designed to adapt as operational priorities and requirements change over time, driven by legislation and government transitions or by the desire to realize additional efficiencies identified through post go-live stabilization.

Often referred to as “continuous improvement,” the process of refining and enhancing your Workday solution after go live may involve implementing features released as part of twice-yearly product updates, deploying additional Workday

applications and modules, or enhancing existing solution components. With cost-effectiveness being a perennial concern among state, local and federal government entities, continuous improvement is rarely a luxury these days; it is a necessity for maximizing the value of your Workday investments. Despite its importance, the idea of constantly refining the system to get more bang for your buck often falls by the wayside soon after go live.

Job architecture helps organizations categorize jobs, streamline work processes,

set clear career paths, and provide growth opportunities for employees. By establishing a well-defined job architecture, organizations can create a structured environment where employees can see the potential paths in front of them and the opportunities available within the organization. This visibility into career progression can significantly enhance employee engagement and retention, as people are more likely to stay with an organization that offers distinct and attainable growth opportunities.

SETTING INTENTIONS

Nearly every government entity starts out with benchmarking and brainstorming, and wanting to make the right decisions to get the most out of their Workday platform. "In our experience, project leaders are often intensely focused during the implementation on what the platform can and can't do and how it can address their specific business needs. But, once the system goes live and their implementation partner leaves, organizations often become so absorbed with keeping the lights on that they lose sight of continuous improvement, which is one of the most valuable aspects of Workday," observes Aaron Smith, Deloitte Managing Director and Workday State Government Market Lead, Deloitte.

Continuous improvement, and the value that comes with it, can also be derailed by seeing it as a future activity. In our experience, there are often good intentions to create an organization that will encourage ongoing innovation and optimization. However, those intentions do not materialize because conversations about an optimization-focused future state happen when the go live is many months away and continuous improvement is not an immediate concern. Then, all of a sudden, the future is now and the sustainment organization isn't equipped to consider optimization options because it is over-taxed with playing catch up, resolving tickets, and answering questions.

BRIDGING THE GAP

The concept of continuous improvement is generally not a tough sell. Many government entities realize the value of it, and they genuinely intend to evolve and adapt their Workday solutions long after go live. But, a gap often exists between setting good intentions and bringing them to fruition. In order to bridge that gap, leaders can view continuous improvement as a cultural dimension that needs to be infused throughout the organization and across all phases of their Workday transformation.

"Go live isn't the end goal; it's only the beginning."

Aaron Erickson
RVP for State and Local Government
Workday

By instilling a mindset of optimization and innovation, continuous improvement can be addressed upfront, kept top-of-mind throughout the deployment, and made a priority in a post-production

environment. Here are a few suggestions for how you can foster a culture of continuous improvement:

- **Be intentional.** Continuous improvement needs to be addressed from the very beginning and from the top down, even prior to implementation during the strategy phase of the project; emphasized throughout the implementation; and accentuated after go live. An effective way to do this is to build continuous improvement into the overall charter of the implementation, decision-making processes, design guiding principles, and the overall sustainment operating model. Being intentional also means getting out in front of the funding. Budget requests for sustainment resources dedicated to continuous improvement may need to be submitted more than a year ahead of time.
- **Remember the reasons.** Government organizations transition to the cloud for a number of reasons. For instance, they often turn to Workday for agility, integration, scalability, and functionality that can keep up with their business needs. With the pressures of the implementation, teams often lose sight of these objectives, the full value of which can only be realized after go live. By remembering why the organization chose the cloud to begin with, sustainment teams are more likely to think beyond keeping the lights on to consider how to make them shine brighter.
- **Get real.** There is often tension between the philosophy of optimization versus the reality. Sometimes organizations go through process improvement reviews and discover there is more to it than they expected. It is important to be realistic about the capability of the organization, identifying what is truly needed to be able to continuously innovate and figuring out how to fill in the gaps. For instance, organizations may need to get support from their leadership to create a new optimization organization; or they may need to revisit their sustainment models and secure outside help in order to keep moving forward.



- **Socialize the concept.** If continuous improvement isn't a part of the current culture, you may need to take steps to get everyone on board. This often begins with socializing the idea up through the leadership ranks so it can be driven back down into objectives for how the new system will operate and evolve. It is also critical to educate business stakeholders on how optimization and innovation can benefit them and what it can mean to end users and constituents.

- **Take advantage of educational resources.** Both Workday and Deloitte can help educate your team on the value of continuous improvement. This includes providing insights into how other customers, both private and public sector, are successfully evolving and optimizing their Workday solutions. A variety of workshops, webinars, and one-on-one sessions are available. Make certain that your organization is actively engaged on Workday Community, reviewing what other like-minded organizations are doing to evolve and how they are solving for similar challenges. Establish those connections with others on the same journey to create a "community of practice" for sharing.

- **Stay in the loop.** Optimization and continuous innovation are a community endeavor. Workday's twice-yearly releases are a form of improvement on their own, but true optimization can't happen without brainstorming, working with stakeholders, and figuring out where the pain points are. Similarly, post-implementation reviews aren't as effective as they could be unless a feedback loop with stakeholders is established. The idea is to create mechanisms for constantly obtaining feedback on the system from business leaders and end users who are generally more in-tune with potentially beneficial refinements versus the sustainment team, which may be more focused on tickets and technical issues.



"Workday strongly encourages the adoption of continuous improvement in a post-production environment. The Workday suite lends itself to innovation and optimization through its consistent release updates, and the Workday ecosystem supports a community of government entities that are constantly evaluating and adopting new features and sharing best practices with one another," observes Aaron Erickson, RVP for State and Local Government, Workday. "Go live isn't the end goal; it's only the beginning." To get the most out of your Workday investments, leverage the available resources to make sure your organization is ready to run from day one toward innovation and outcome-based results.

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