workforce SOFTWARE

# WorkForce Software Time and Attendance Implementation Guide

Insights and Strategies for a Successful Implementation and Maximized ROI

In collaboration with:

accenture Deloitte. EPI-USE

# Introduction

The business landscape is changing rapidly, and time and attendance management has become complex for many organizations due to labor shortages, increased regulatory pressures, and easier job mobility. Upgrading to a modern time and attendance solution offers a configurable workforce management system that streamlines management practices. By automating time tracking and approval processes, and incorporating advanced reporting and analytics capabilities, organizations can significantly boost operational efficiency and enhance employee engagement.

This guide is for organizations considering or planning an upgrade to WorkForce Time and Attendance. It compiles the best practices, tips, and tricks for successful implementation and continuous improvement of global workforce management practices. The guide features insights from certified WorkForce Software partners, Accenture, Deloitte, and EPI-USE— three leading systems integrators with extensive experience in helping organizations achieve the best results from their solution investment.

By using this comprehensive resource, organizations can ensure a smoother, more efficient, and more effective implementation process, leading to the highest possible return on investment. The WorkForce Time and Attendance implementation process is a journey requiring strategic and effective teamwork, and this guide provides valuable insights and guidance for success at every stage of the process.

# Table of Contents



# WorkForce Time and Attendance

WorkForce Time and Attendance is a modern workforce management solution designed to help organizations effectively manage their global workforce and optimize labor spending, creating highly engaged employees. The solution supports organizations in automating and streamlining time-consuming manual processes, reducing compliance risks, and improving workforce productivity.

WorkForce Time and Attendance provides a comprehensive approach to workforce management. By delving deep into workforce activities, it uses powerful capabilities to streamline cost reduction and boost operational execution. The solution effortlessly automates intricate pay rules, ensuring accurate time logs, and efficiently tracks employees, even those working in multiple roles. Providing a transparent view of employee work metrics, WorkForce Time and Attendance significantly enhances the employee experience and supports greater engagement.

The solution boasts a dynamic rules engine, allowing businesses to develop and enforce even the most complex pay and work guidelines, ensuring all employees receive fair and accurate compensation. Organizations across various sectors can adopt this solution without heavy customization. Plus, its ready-to-use integrations adapt to existing management tools, creating unified and streamlined HR management.

With thoughtful implementation, WorkForce Time and Attendance promises an impressive ROI and delivers considerable benefits. Beyond efficient scheduling and accurate time tracking, organizations can anticipate significant outcomes like reduced operational costs, enhanced productivity, deeper employee engagement, and thorough compliance assurance.

# Meet the Experts

**Joel Werndorfer**
WorkForce Software
North America Lead,
Accenture

Joel Werndorfer is the North America Lead of Accenture's WorkForce Software (WFS) Practice, which operates under the SAP HXM group. With over 15 years of experience in the field, Joel's primary focus has been implementing time and attendance/workforce management systems. Throughout his career, he has acquired functional and technical skills that he brings to his management experience as a capable leader.

Joel's background in the industry has helped him grow his career, and his knowledge and expertise make him a valuable asset to his team. His focus on time and attendance/workforce management systems has given him a deep understanding of how these systems operate and how they can be implemented for maximum efficiency. Joel's combination of functional and technical skills enables him to lead his team effectively and ensure they deliver high-quality results.

**James Scott**
Director of Consulting,
Deloitte

James Scott is a highly accomplished leader with more than two decades of experience in the workforce management field. He is the head of Deloitte's Global WorkForce Software Centre of Excellence. James thoroughly understands various workforce management software products and has a track record of success in implementing and optimizing them to ensure maximum efficiency.

James is committed to helping organizations achieve their goals and delivering outstanding results. His domain knowledge and experience make him a valuable asset to any organization seeking to improve their workforce management processes.

**Dewald La Grange**
Associate Partner,
EPI-USE America, Inc.

Dewald La Grange serves as an Associate Partner with EPI-USE America, leading the WFM business for the last six years. A highly experienced ERP professional, he has two decades of experience in various roles, including Project Manager, Functional Time Management, Consultant and Functional Payroll Consultant. Dewald has managed implementation projects for SAP on Premise, WorkForce Software, and SuccessFactors Cloud. He has worked in diverse industries such as the public sector, utilities, higher education, manufacturing, pharmaceuticals, and software.

Dewald's extensive experience includes over 22 implementations of SAP HR (ESS/MSS, Time, Payroll, Benefits, OM/PA), SuccessFactors, and WorkForce Software. He has been involved in several life cycle support and upgrade projects, demonstrating his strong knowledge and skills.

# Project Planning & Governance

> Workforce management is going to touch every part of your organization every day. Communication, planning, and stakeholder alignment is critical. Change management can't be underestimated, and [you should] plan for regular check-ins throughout the implementation.
>
> — *James Scott, Director of Consulting, Deloitte*

Successful implementation of WorkForce Time and Attendance starts at "Phase Zero." Before you begin your implementation journey, you must decide where you are starting, where you are going, and why. Aligning your internal teams and organization with purpose and goals of the new solution will create a roadmap for effective decision-making and staying on track.

## Invest Upfront

Leading a successful implementation involves more than just talent or quick training. Invest the time and energy required to clearly define the implementation's who, what, where, why, and how. A proactive approach to aligning stakeholders and the wider organization on the benefits of WorkForce Time and Attendance and the organization's end goals will help to streamline processes, improve results, promote pay accuracy, and drive efficiency throughout the implementation.

## Start Where You Are

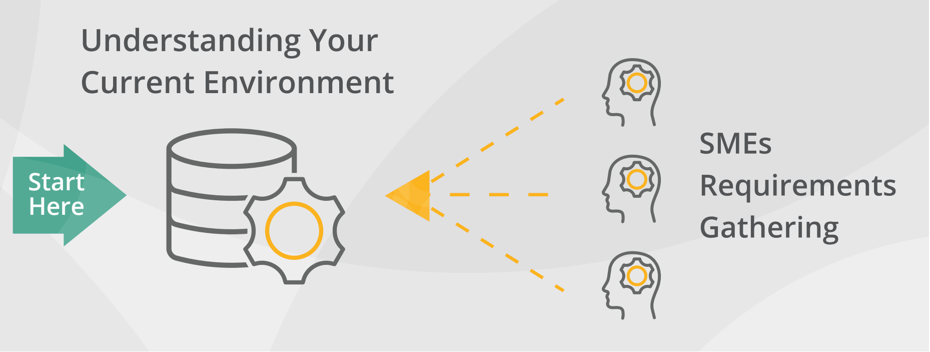
Understanding your organization's current systems and data storage methods is essential to seamless integration. For this purpose, engage subject matter experts (SMEs) who are involved in other data-providing or data-consuming organizational streams in requirements gathering and maintain engagement with them during the implementation process.

## Transparency Is Key

Before project start, set a precedent for transparency and communication with project team members. Ensure everyone involved, from the CEO to the end user, is in sync and aware of the required preparation, communication, and planning. Establishing a shared understanding and vision will support team members in advocating for the new solution across the organization.

## Align Stakeholders

Understanding workforce management business practices and implications for pay and regulatory or union agreements requires input from multiple teams. Stakeholder alignment across operations, human resources, finance, and IT, including business units and geographies, avoids delays in decision-making and phase completion.



## Be Realistic

Staying on track with implementation progress requires establishing realistic expectations and timelines upfront. Identify activities or blackout periods that may stretch resources and personnel when determining deadlines and check-ins. Ensure that the effects of delayed implementation, such as labor costs and manual errors, are well understood. A seasoned systems integrator can guide you based on their experience and help estimate time requirements.

## Define Entries and Exits

Once your timeline is established, support your project team by defining clear criteria for completion. Identify the key decision-makers who will be the final approvers before moving on to the next phase. For consistency, these appointed team members should also oversee the change management processes at each phase.

## Final Thoughts

Phase Zero sets the tone for the entire implementation journey. Invest the time and energy up front to create an implementation roadmap that leads to shared goals and desired outcomes.

# Staffing & Key Roles

> Don't be fooled by the simple nature of a workforce management system. It's much more than a bridge between HR and payroll, and its reach is far greater than you'd expect. Every employee feels the impact of this tool, making it a valuable asset to your organization with long-term returns. It pays to take the time to get it right.

*— Joel Werndorfer, WorkForce Software North America Lead, Accenture*

An implementation's success depends largely on having the right people in the right roles. Building a strong team requires identifying the skillsets, experience, and expertise needed to manage the complexity of implementation and bring the most value to your organization.

## Set It Apart

WorkForce Time and Attendance implementation is a specialized process that requires a dedicated focus separate from core HR and payroll, with its own leaders, including business representatives, data stakeholders, and those who understand the practical application of business rules. Leaders are responsible for establishing alignment and communication throughout the project team and organization.

## Smooth Data Flows

If you are transitioning from an existing time solution to WorkForce Time and Attendance, bringing someone with a background in these existing solutions into your team is advantageous when dealing with migration settings and in facilitating a painless transition. Also, include team members familiar with your organization's existing core HR and payroll systems, as their input will help eliminate silos and ensure data flows smoothly.

## Create a Winning Lineup

When forming your project team, look for individuals in your organization who are experienced in HR, payroll, and time and attendance. Ensure participation from operational leaders who understand the use of labor, operational practices, and areas for improvement that should be addressed during the implementation. Beyond this expertise, it's important to engage people who have strong project management, decision-making, and problem-solving skillsets.

## Establish Roles and Responsibilities

A clearly defined RACI (responsible, accountable, consulted, informed) model can serve as a roadmap for communicating expectations and delegating responsibilities while helping the team maintain focus and accountability throughout the implementation journey.

## Bridge Theory and Reality

Being careful to include employees from across all business functions in your project team—especially those who are responsible for the data going into the solution and those who are responsible and/or use the data coming out—can help your new system meet your organization's unique needs. Feedback from those who will use the system daily will help construct a clear understanding of how the rules will be applied and how they will impact the business.

## Final Thoughts

Once implemented, WorkForce Time and Attendance will impact many parts of your organization. Your project team should reflect that. Creating a diverse team that represents different experiences, day-to-day processes, and desired project outcomes can ensure your implementation process accurately reflects your organization's unique needs.

# Requirements Gathering

> Gather requirements at the field level—from the people who use the system every day—not just from the executives who are focused on the outcomes. The field personnel will be focused on how the work will get done to achieve those outcomes.
>
> — *James Scott, Director of Consulting, Deloitte*

Your organization is unique and so is your implementation journey. This chapter will explore key factors in gathering requirements and creating a roadmap toward your organization's desired outcomes.

## Engage the Experts

Integration is an essential aspect of any workforce management system. Involving your third-party vendors and integrations in the requirements-gathering process will help you establish what systems your organization currently uses and where their data is stored. Engaging vendors will ensure the implementation process incorporates all relevant systems and how rethinking the use of data to drive improved business outcomes can be a part of achieving maximum return on your investment.

## Consider the Everyday Users

Policies may not always reflect what happens in practice. By gathering requirements at the field level, you can better understand how work gets done and what users need to achieve their outcomes. Ensure that your field-level employees and managers have a voice in defining the solution's scope to improve downstream adoption and ease change management.

## Define Success

Determine what a successful implementation looks like to your organization, whether it's process automation, labor optimization, improved workflows, increased flexibility, or more rapid response to change, etc. Of course, some goals may be mutually exclusive. Aligning your team with a desired outcome can support them in decision-making and agreeing on trade-offs. Ensure testing is part of your requirements, and define clear pass/fail criteria.

## Follow the Data

Support your requirement definitions with data. Gathering input and output calculations allows you to create a common thread that flows from requirements to implementation to testing and adoption.

## Final Thoughts

Effective requirements gathering leads to a smoother implementation process and higher user adoption. By engaging with experts across departments, considering the needs of everyday users, defining success criteria, and using data, you can ensure that the system is tailored to your organization's needs and goals.

# Best Practices

> ROI is your North Star. Ask yourself, does the requirement detract from the ROI? Does it reduce automation?
>
> — *Dewald La Grange, Associate Partner, EPI-USE America, Inc.*

Establishing best practices is important to achieving a high ROI while reducing project risk. This chapter will discuss how project teams can simplify and align to avoid overcomplicating the implementation process and prepare for success post go-live.

## Think Globally

When working with global implementations, it is essential to standardize as much as possible to maintain consistency and minimize project risks. Establishing a "core global approach" across all business units, stakeholders, and locations requires alignment on policies, integrations, processes, access rights, and workflows. Increased standardization offers the additional benefits of enabling global workforce analysis across multiple locations, regions, or other relevant views.

## Visualize the Finish Line

Rather than fixating on the current state of your organization, visualize how you desire it to operate post-implementation. Clearly define the desired end-state and consider the optimal approaches to achieve it. Determine what falls within the project's scope and what doesn't. This unified vision will help everyone stay on track toward the finish line.

## Stick to the Timeline

Don't compromise your project timeline for extraneous changes. Prioritizing your desired go-live date will help to avoid delays, added costs, and downstream impacts. Dragging out deadlines can risk your stakeholders becoming disengaged.

## Focus on the ROI

Using ROI as your "North Star," a constant point of reference for assessing scope, timelines, and interdependencies throughout implementation, you can avoid adopting unnecessary features and requirements that might complicate the implementation process and increase project risk. Be wary of requirements that could detract from your ROI or reduce automation. An experienced systems integrator can help you work upstream to identify what is most critical to achieving the highest ROI and where to simplify.

## Aim to Maintain

For WorkForce Time and Attendance to be most successful after go-live, it must be easily maintainable. Focus on processes and rules that simplify ongoing maintenance while supporting the solution's continued adaptability, reliability, cost-effectiveness, and benefits over time.

## Monitor Progress

Conduct regular audits at each project phase throughout the implementation process to identify potential technical issues and opportunities to improve efficiency and profitability. At the end of each project phase, conduct a clearly defined pass/fail test before moving on.

## Final Thoughts

Best practices are the building blocks to achieving an implementation that delivers maximized efficiency, accuracy, reliability, and profitability. Uniting your project team with one core global approach ensures each member remains engaged and proactive throughout the implementation process and acts as a strong project advocate.

# Stakeholder Strategies

> Engage labor representatives early to avoid downstream delays. Give them the confidence that unionized pay policies and audit trails will be maintained, so they have the knowledge they need to advocate for the project.
>
> *— Dewald La Grange, Associate Partner, EPI-USE America, Inc.*

Communication is the glue that keeps stakeholders aligned and focused on making the implementation process as smooth as possible. Effective and engaging communication relies on how often you communicate and how you customize your message to your audience, whether they are executives, managers, employees, or vendors.

## Communicate, Communicate, Communicate

Effective communication powers stakeholder alignment. To ensure that everyone understands the project's impact on their roles and responsibilities, don't be afraid to over-communicate. Project leaders should be a constant presence. Create and maintain a collaborative environment to ensure buy-in and a shared sense of system value. Without the support and cooperation of all stakeholders, the project risks falling behind schedule and failing to deliver the expected results.

## Engage Early

Engaging labor representatives early can minimize downstream delays and ease the transition to the new solution. You want your stakeholders to feel confident in the solution and advocate for the project.

## Engage Often

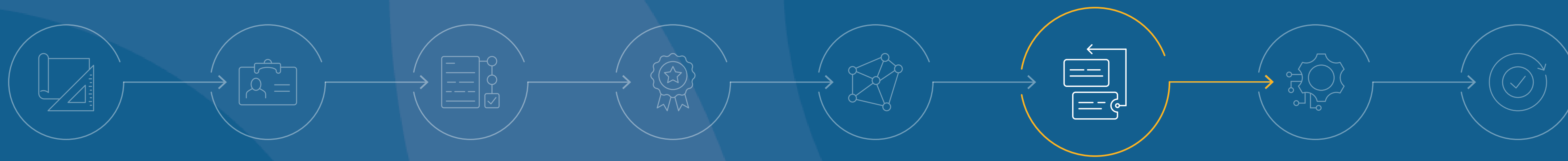
Stakeholder engagement plays an important role in every stage of the implementation journey. Working collaboratively throughout implementation will give them the necessary tools to become involved and informed project advocates. Plan for regular check-ins with all parts of the business to provide project milestones and status updates and to create a platform to share their questions and concerns.

## Customize Your Message

Stakeholders want to know that the project is happening *with* them and not *to* them. Communicating the right message to the right audience means customizing your message to each stakeholder group, from executives to deskless shift workers, to be relevant to each group's responsibilities and objectives.

## Final Thoughts

Poor communication is a primary factor in why many implementations fail. Effective communication and collaboration don't just happen. Supporting an engaged and knowledgeable project team requires strategy, consistency, and creativity.



# Change & Risk Management

> “Document what the solution will and won’t do — both are essential for change management and trust in the solution. Set realistic expectations to avoid a lack of functionality being mistaken as solution errors.”
>
> — *James Scott, Director of Consulting, Deloitte*

In any software implementation project, change and risk management are critical components that require attention and planning. The WorkForce Time and Attendance implementation process is no exception.

## Anticipate Change

Establishing a clear change management process is crucial for clearing the roadblocks that inevitably arise in software implementation projects. This involves tracking and documenting all changes. Proactively manage risks by clearly defining roles and responsibilities, outlining a change request process, and specifying what updates will be accepted and when. Your systems integrator can help you explore change management options, such as building it into the staffing model or requiring change orders. Choose an approach that suits your organization's needs and policies. Don't end up with a partial solution due to poor planning.

## Speak Up

It's better to identify and resolve a problem during the implementation process than when the solution is live. With a clearly defined change management process, your project team can more easily bring attention to potential risks before they escalate. At every stage, ensure your team has the proper support to help them resolve issues effectively.

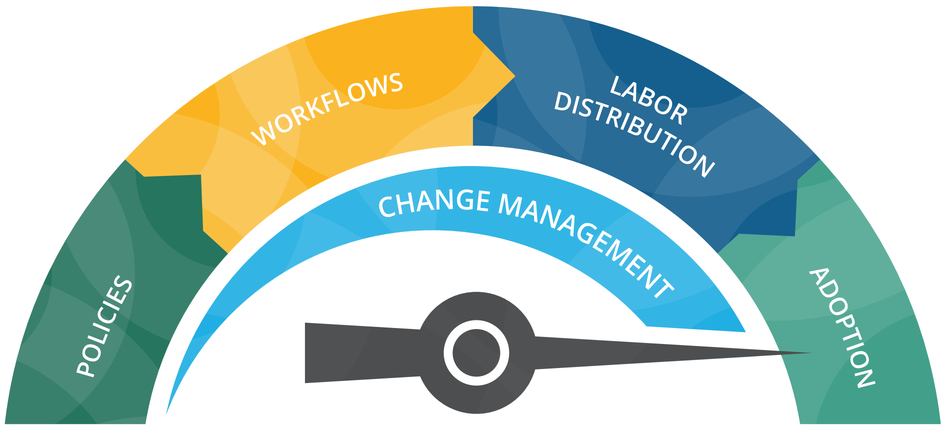
## Focus on Change Management

Training and change management play an important role in user-adoption, but they are not the same thing. Training involves teaching end users how to use the new system and take full advantage of its capabilities. Change management focuses on acclimating employees to the new policies, workflows, and labor distributions that will come with the new system—and is measured by how they engage, adopt, and utilize it.

## Specify Functionality

Define clear expectations for what the solution can and cannot do to avoid having a lack of functionality mistaken for an error. This clarification will help set expectations, avoid confusion, and ensure that end users effectively adopt and trust the solution.

**Change Management Accelerates End User Adoption**

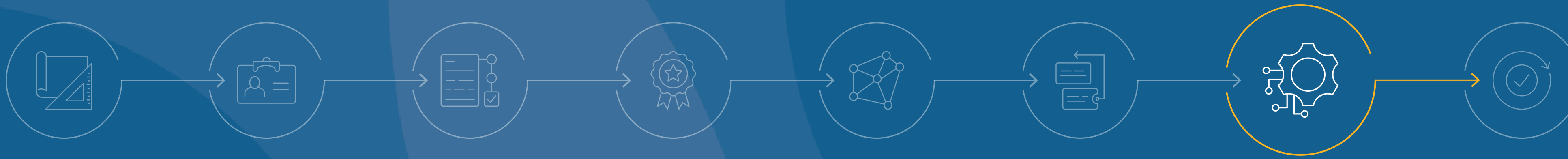


# Lead the Change

An implementation cannot be successful without widespread user adoption. Leaders within your organization, from the C-suite to the front line, should set the precedent for engaging with and embracing WorkForce Time and Attendance. As advocates, leaders across departments can generate excitement, share specific benefits of the new system, and answer questions within their teams.

## Final Thoughts

No implementation journey is perfect. When changes arise, it's important to have systems in place that will ensure they are documented and addressed in a timely manner. Creating a detailed action plan is the best defense against potential roadblocks throughout and after implementation.



# Testing

> Test for typical volume and typical scenarios. Expect the 5% of extreme use cases, but focus your efforts on the everyday and majority of cases where the highest ROI is achieved.
>
> — *Dewald La Grange, Associate Partner, EPI-USE America, Inc.*

Testing is an essential part of the implementation process and plays a crucial role in identifying potential issues before they become problems. This chapter will cover how to test effectively.

## Train Your Testers

Provide training for using the solution on both a business and product level to ensure testers can distinguish between actual errors and lack of user knowledge. This training should cover how to navigate the new solution and its impact on business processes and rules.

## Engage the Front Line

Enlist frontline managers for user-acceptance testing, ideally those involved in project scoping, as they have the best understanding of how the changes impact their team and processes. Engaging the front line will provide a real-world perspective on how the solution will work in day-to-day operations and ensure early identification of any issues.

## Keep It Real

Use real-life organizational data to ensure proper functioning. Base your testing plan and dataset on real-world scenarios typical in your organization. Don't overcomplicate your user acceptance testing by trying to break the solution with use cases you will never see.

## Build a Test Strategy and Pay Comparison

An effective testing strategy considers what will be tested, how it will be tested, and who will be responsible for testing. The pay comparison process will test how the changes made to the system will impact payroll and ensure that all relevant rules are applied.

## Use Clean Data

Start the process of cleaning, fixing, and assessing the accuracy of your data as early as possible. Clean data is critical when testing functionality. Dirty or outdated data can skew results and lead to inaccurate testing outcomes. Reset your data before testing every time to ensure that testing results are accurate.

## Final Thoughts

A thorough and rigorous testing process is critical to your implementation's success. The more you test, the more likely a strong ROI after go-live. Testing should reflect real-world scenarios to ensure WorkForce Time and Attendance is compatible with your existing systems.

# Rollout & Post Go-Live

“Plan for support post-rollout. Train people on the admin level, create your internal support processes, and select champions/owners. Build your team to support the product you have invested in.”

*— Joel Werndorfer, WorkForce Software North America Lead, Accenture*

Congratulations on successfully implementing WorkForce Time and Attendance! However, the implementation journey does not end there. This chapter will cover how to protect your investment by planning for support teams and procedures after rollout.

## Protect Your Investment

Protecting your investment requires planning for effective user support post-rollout. Internal support processes must be established, such as appointing champions or owners to provide user support and building a well-staffed support team to meet user demands. Proper training of the admin team is necessary to ensure correct system setup and troubleshooting any unanticipated issues.

## Plan for Support

Regular maintenance and updates are required for your time and attendance solution to ensure optimal performance. Consider application management services (AMS) if you need additional staff and/or help to maintain the solution. AMS providers help manage and update the solution to support new regulations, company policies, or labor agreements while troubleshooting any usage issues.

## Schedule Reviews

The implementation journey doesn't end once you reach the go-live date. The days, weeks, and months following will involve monitoring user-adoption, providing support, offering more trainings, and addressing any issues that arise. Schedule 30/60/90-day check-ins to ensure the solution is fully optimized.

## Gather Feedback

Once the solution is live, ensure employees have a communication channel to share their feedback, communicate issues, and request support. Early feedback can help mitigate problems before they become more widespread. Use proactive methods for gathering feedback, such as short digital surveys, to gain insight into user adoption and common issues. Gathering employee reactions and thoughts can also pave the way for future improvements.

## Final Thoughts

Remember, WorkForce Time and Attendance is a living, breathing solution that requires maintenance and regular updates. Training your admin team, establishing internal support processes, and building a team to provide user support ensures that the solution brings the most value to your organization—now and in the future.


# Conclusion

WorkForce Time and Attendance implementation is a journey that requires organized planning, communication, and execution to maximize success. It involves establishing realistic timelines and standards, defining criteria for completion and approval of each project phase, understanding current systems, and gathering requirements.

Throughout the journey, it is essential to follow best practices, such as aligning all business units and stakeholders, focusing on ROI, and developing processes that will be manageable for ongoing maintenance. Communication, engagement, customization, change management, comprehensive training, and clean data are vital in testing.

Post-rollout support and regular reviews to support on-going change and assess small system adjustments are also important in protecting the organization’s investment. With the right approach and a dedicated team, organizations can succeed and enjoy improved workforce management, greater employee engagement, increased efficiency, and reduced costs.

# About WorkForce Software

WorkForce Software is the #1-rated workforce management solution for large global employers and the first to deliver integrated employee communication capabilities. The company's WorkForce Suite adapts to each organization's needs—no matter how unique their pay rules, labor regulations, and schedules—while delivering a breakthrough employee experience at the time and place work happens. Enterprise-grade and future-ready, WorkForce Software is helping some of the world's most innovative organizations optimize their workforce, protect against compliance risks, and increase employee engagement to unlock new potential for resiliency and performance. When your employees include deskless, hourly, unionized, full-time, part-time, and seasonal workers, WorkForce Software makes managing your global workforce easy, less costly, and more rewarding for everyone.

Accenture is a multinational professional services company that provides consulting, technology, and outsourcing services. With over 500,000 employees serving clients in more than 120 countries, Accenture is one of the world's leading consulting and professional services firms. The company has a broad range of capabilities, including digital, technology, and operations, and works with clients across many industries to help them improve their business performance and achieve their goals.

Accenture and WorkForce Software have had an alliance agreement that has evolved over the past 15 years. Initially, the partnership focused on providing support for training, change management, and industry-specific expertise. The company currently boasts the largest WorkForce Software practice worldwide.

Deloitte is a global professional services company offering audit and assurance, consulting, financial advisory, risk advisory, tax, and related services to public and private clients across various industries. With a network of member firms spanning over 150 countries, Deloitte serves four out of five Fortune Global 500® companies.

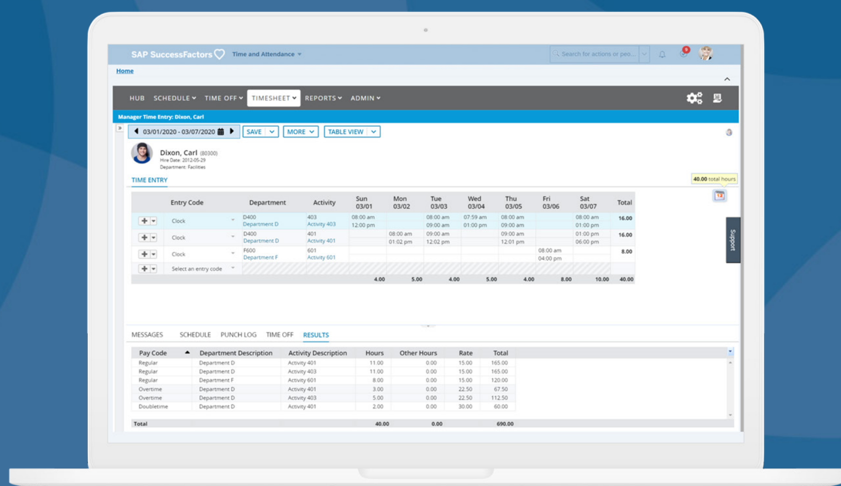
Deloitte's HR transformation and workforce management services help organizations reimagine and revitalize how HR enables the organization and empowers its people. Deloitte's teams work with organizations in the private and public sectors to develop and implement global strategies that transform HR operations, workforce management, and payroll. The goal is to enhance service delivery, enable innovation, and reenergize the employee experience from frontline staff to leaders, employees to gig workers, administrators and faculty to students. Deloitte's industry-leading practitioners provide HR professionals with the tools to build capability, credibility, and community to deliver high-impact results.

EPI-USE is a part of groupelephant.com, a global group of boutique services firms and software companies. With 3,500 employees across 40 countries, the group is largely employee-owned and comprises around 20 trading brands. The company has established itself as a leader in developing, constructing, and deploying hybrid, cloud-based, and on-premises HR/payroll systems for large, complex multinational corporations and public sector agencies.

In 2013, EPI-USE partnered with WorkForce Software and has since successfully completed more than 50 joint projects. Together, they bring over three decades of experience in workforce management solutions.

# See It in Action

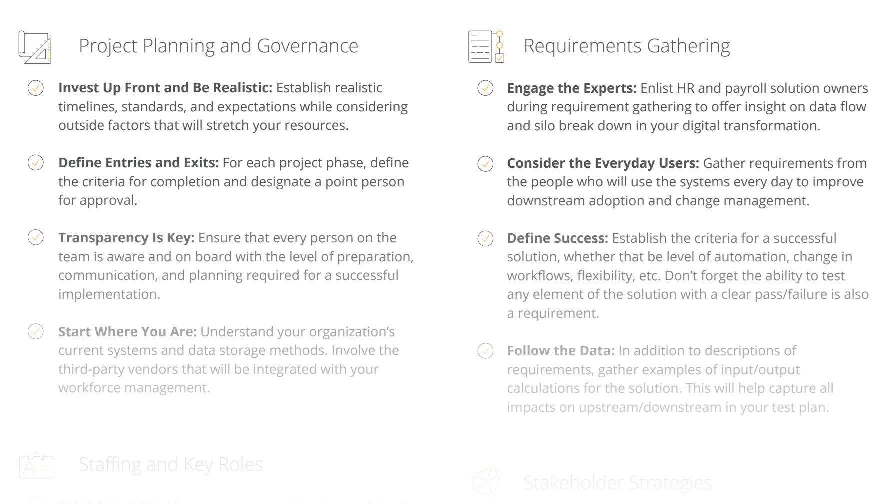
Tap into the power of your workforce and pave the way for your organization's future of work. Discover how WorkForce Time and Attendance can help you gain visibility into workforce costs, reduce administrative effort, comply with local laws, and improve employee engagement.



Request a Demo

# Get Your Checklist

We've developed the WorkForce Time and Attendance Implementation Checklist to support your implementation. Throughout the process, this checklist is your quick-glance resource for promoting efficiency, engagement, and productivity during implementation — and for maximizing your ROI. It compiles the best insights from this e-book for easy reference.



Project Planning and Governance

- **Invest Up Front and Be Realistic:** Establish realistic timelines, standards, and expectations while considering outside factors that will stretch your resources.
- **Define Entries and Exits:** For each project phase, define the criteria for completion and designate a point person for approval.
- **Transparency Is Key:** Ensure that every person on the team is aware and on board with the level of preparation, communication, and planning required for a successful implementation.
- **Start Where You Are:** Understand your organization's current systems and data storage methods. Involve the third-party vendors that will be integrated with your workforce management.

Staffing and Key Roles

Requirements Gathering

- **Engage the Experts:** Enlist HR and payroll solution owners during requirement gathering to offer insight on data flow and silo break down in your digital transformation.
- **Consider the Everyday Users:** Gather requirements from the people who will use the systems every day to improve downstream adoption and change management.
- **Define Success:** Establish the criteria for a successful solution, whether that be level of automation, change in workflows, flexibility, etc. Don't forget the ability to test any element of the solution with a clear pass/failure is also a requirement.
- **Follow the Data:** In addition to descriptions of requirements, gather examples of input/output calculations for the solution. This will help capture all impacts on upstream/downstream in your test plan.

Stakeholder Strategies

Download Now

workforce
SOFTWARE


**Global Headquarters**

workforcesoftware.com
info@workforcesoftware.com
877-4-WFORCE

**EMEA Regional Headquarters**

workforcesoftware.com
info@workforcesoftware.com
+44-1908-242-042

**APJ Regional Headquarters**

wfsaustralia.com
info@wfsaustralia.com
AU: 1300 766 365
NZ: 09 884 4111