

Case Study



Industry: Addiction Recovery



Employees: 1,100

Company Summary:

Crossroads Treatment Centers (CTC) provides outpatient opioid treatment with 95 clinics throughout the United States. CTC has about 1100 employees and a small number of contingent workers. CTC is headquartered in Greenville, South Carolina and has a centralized HR team responsible for HR and Payroll.

CTC started their Workday deployment in late Spring 2022, with a launch approach and an implementation partner who specializes in rapid deployments. CTC faced a number of common challenges during the Test phase of their Workday deployment, including:

- ✓ Ineffective project management from an external project manager.
- ✓ A low-quality tenant migration that resulted in failed tests during End-to-End Testing.
- ✓ Inconsistent results from an automated testing tool.



I found that Kognitiv not only acted as our advocates and provided project management, but also quickly became a cross between provided tactical expertise and nearly staff augmentation when it comes to testing. We would not have passed our end to end testing on time if we did not have Kognitiv assistance.

- Chief Information Officer

THE CHALLENGE

Resolving Deficiencies in Project Management

CTC engaged Kognitiv to provide a dedicated Workday-focused project manager. As a 3rd party Advisor focused on CTC's successful implementation, the Kognitiv project manager quickly added value by using established tools and templates to improve project delivery. As the project progressed, Kognitiv focused on defining governance and roadmapping, ensuring CTC had a clear plan to optimize the platform postimplementation.

Addressing the Broken Migration:

Experts in the Workday implementation space understand that previously passed test cases should not fail in a new client environment. When that occurs, HR professionals can tell their implementation consultant exactly what is not working as expected, but oftentimes they are not able to communicate why.

Kognitiv's Advisory staff, with experience from dozens of migrations, quickly pinpointed the issue: a foundational configuration component had been migrated twice, disrupting test scenarios. From there, they worked with the original implementation team and leadership to document and resolve the issue, saving weeks of testing delays and hours of troubleshooting.

Automating Testing:

CTC used a third-party tool for end-to-end system testing, hoping to improve efficiency. While such tools can reduce testing time, many experts suggest they work best after manual testing to confirm the design. Like many Workday customers, CTC's iterative approach made them a poor fit for automated testing.

Though the tool initially showed positive results, issues arose when manual tests failed.

Kognitiv rebuilt and executed end-to-end test scenarios to validate the results from the automated testing tool. After identifying scores of defects, CTC made the decision to shift their testing approach to deliberate scenario execution. The Kognitiv project team scaled up to support the effort, allowing CTC to sign off on testing with confidence and on time.

THE SOLUTION

CTC is live on Workday and plans to stabilize while utilizing the remainder of 2023 for enhancements, increasing the skills and comfort level of their internal team, and preparing for their annual processes. Kognitiv continues to support CTC with Post Production Services on an ad hoc basis. With the support of Kognitiv, CTC has shifted focus to its near-team roadmap, acting on opportunities to enhance their system. In the first 120 days, CTC implemented over 100 Workday enhancements and achieved strong business adoption, thanks to a solid go-live foundation.



Project Duration:
19 weeks



FTE Conversion:
1.4 FTE's



Average Hours Per Week:
57 hours



Dedicated Team Makeup:
1 Project Manager,
3 HCM Consultants,
1 Payroll Consultant,
1 Integrations Consultant

THE IMPACT

