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crossroads

Client Bio

Industry
Addiction Recovery

Employees
1100

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.

The Challenge

Crossroads Treatment Centers (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.

The Solution

Resolving Deficiencies in Project Management

CTC engaged Kognitiv to provide a dedicated Workday-focused project manager. As a 3rd party Advisor focused solely on CTC's successful implementation, the Kognitiv project manager brought immediate value to the role by utilizing established tools and templates to improve project delivery. As the project progressed, Kognitiv focused the collective project team on defining internal governance and roadmapping, to ensure CTC had an actionable plan to optimize the platform following implementation.

> "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**

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Expert Guidance and Support to Maximize Your Investment

The Solution

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.

Having completed dozens of successful migrations in the past, Kognitiv's Advisory staff was able to quickly identify and validate the root cause of the failed tests, which was a foundational configuration component that had inadvertently been migrated twice - impacting all test scenarios and halting any forward testing progress. Kognitiv's Advisory staff collaborated with the original implementation team and leadership to document the configuration errors, effectively resolve the issues immediately, and save weeks of stagnant testing and dozens of hours of troubleshooting.

Automating Testing:

Looking to gain testing efficiencies, CTC leveraged a 3rd party tool to run test cases for end to end system testing . While these tools often promise to dramatically reduce testing time and accuracy, many industry leaders contend that these tools are most effective when leveraged after manual testing to confirm finalized design. Like many Workday customers, CTC's iterative approach to defining Workday requirements did not make them a good candidate for automated testing.

The tool produced positive test results at the onset of the End-to-End testing phase however, questions about the validity of the automated testing results began surfacing when the HR teams began taking a closer look and receiving fail results on manual tests.

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.
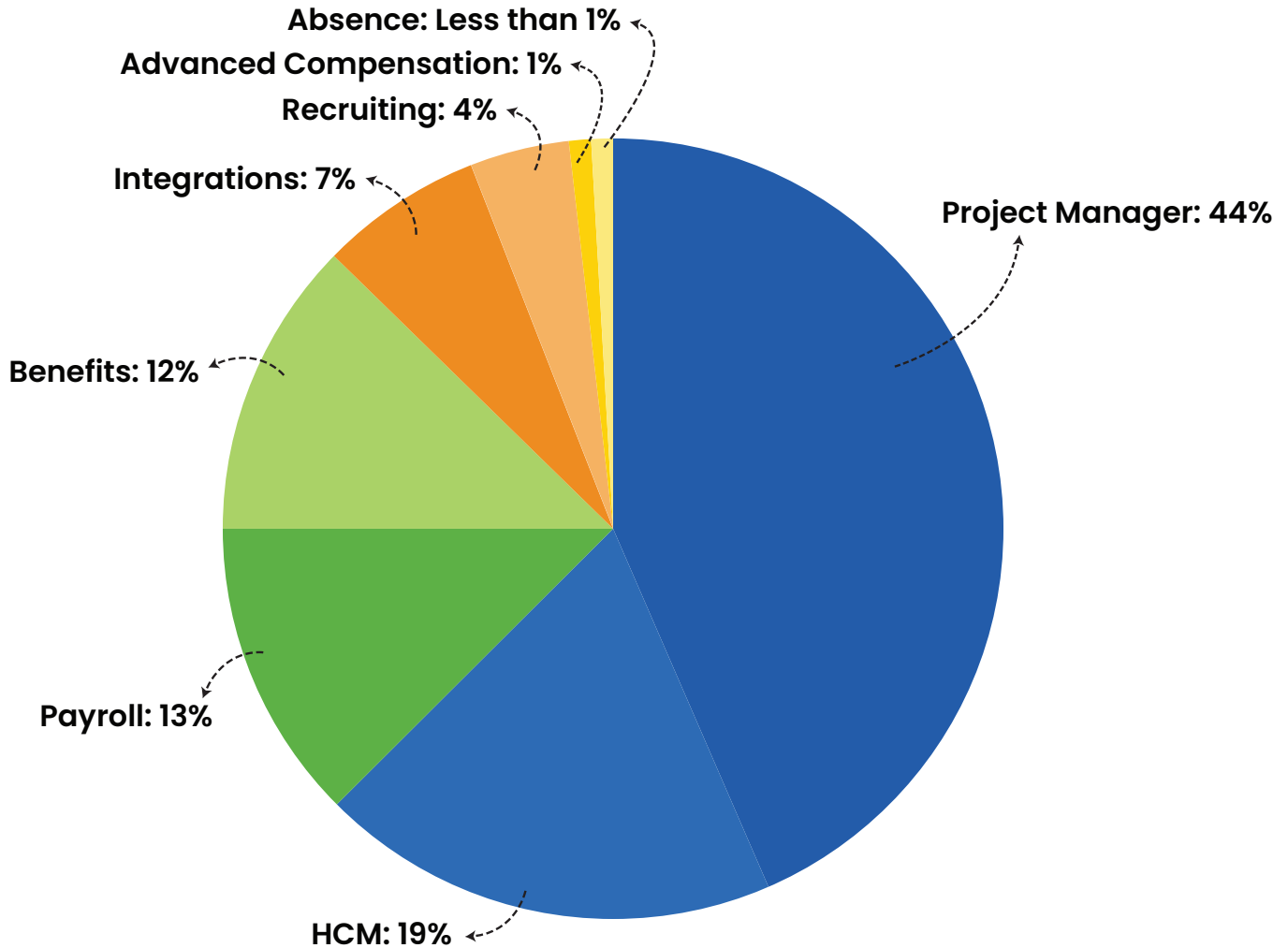
The Impact

"The organization that the Kognitiv team brings to any engagement is top notch. The visual tools, communication style, and approach fits right in with the team and feels like an organic extension."
-Chief Information Officer

CTC is currently live on Workday and plans to stabilize for the immediate future 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. To date, CTC has implemented over 100 Workday enhancements in its first 120 days live on Workday and is realizing optimal adoption from the business all due to a strong foundation at go-live.

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Case Study

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Kognitiv's advisory support is designed to flex up and down based on project needs.

Effort Distribution by Workstream:

Absence: Less than 1%

Advanced Compensation: 1%

Recruiting: 4%

Integrations: 7%

Benefits: 12%

Payroll: 13%

HCM: 19%

Project Manager: 44%

Project Duration: 19 weeks

Average Hours Per Week: 57 hours

FTE Conversion: 1.4 FTE's

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

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