



Workday's Approach to Skills-Based Employment

Creating New Career Opportunities and Pathways

Skills-based employment strategies can help organizations create more equitable employment programs that prioritize and evaluate for skills and not just traditional credentials. This creates opportunities for groups that have been adversely impacted (such as people of color, low wage workers, adults rejoining the workforce and veterans) to secure good jobs with ongoing career development pathways.

The Workday product suite can help your organization navigate this business transformation journey.

Key Products & Features

- Workday HCM
- Workday Recruiting
- Workday Learning
- Talent Marketplace
- Candidate Suggested Jobs & Skills
- Career Hub
- Masked Candidate Screening
- VIBE Central™ & Vibe Index™

Key Benefits

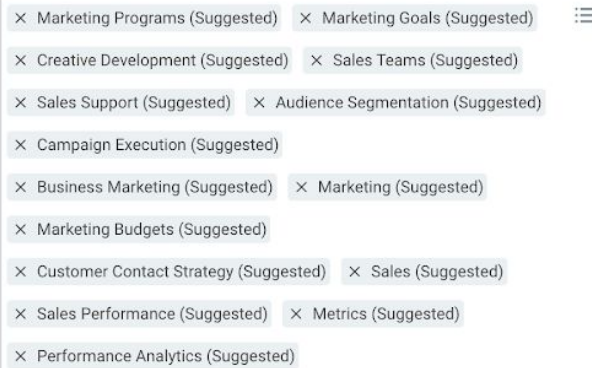
- Leverage a single platform to drive your skills based employment initiatives
- Create career pathways that create long-term career growth opportunities for your workforce
- Drive more objective, data driven hiring decisions with Workday Recruiting
- Match employees using Machine Learning to new career opportunities with Talent Marketplace to support internal mobility
- Create an ongoing culture of skills-based learning with Workday Learning
- Gain rich insights into your Diversity, Equity, Inclusion and Belonging programs with real time dashboard and analytics

Create Engaging Candidate Experiences that Foster Transparency

List all of your relevant skills which you feel will benefit this role.

Based on your resume, suggested skills are displayed below. You may remove suggested skills, or add additional skills to the field. All skills you choose to keep or add will be associated with you and your Candidate record once you submit your job application (and the "(Suggested)" annotation will be removed).

Type to add Skills



The screenshot shows a list of suggested skills in a light blue box. Each skill is in a pill-shaped button with an 'x' icon on the left and a menu icon on the right. The skills listed are:

- Marketing Programs (Suggested)
- Marketing Goals (Suggested)
- Creative Development (Suggested)
- Sales Teams (Suggested)
- Sales Support (Suggested)
- Audience Segmentation (Suggested)
- Campaign Execution (Suggested)
- Business Marketing (Suggested)
- Marketing (Suggested)
- Marketing Budgets (Suggested)
- Customer Contact Strategy (Suggested)
- Sales (Suggested)
- Sales Performance (Suggested)
- Metrics (Suggested)
- Performance Analytics (Suggested)

Streamline the application experience

To provide an engaging candidate experience, Workday allows organizations to have candidates create an account to maintain insight into the status of their applications and key tasks. This can be done during the first or the last step in the application process. Having the account creation at the end of the process is recommended to streamline the apply process.

Simplify the application process and capture only the data needed.

Workday allows you to configure the application experience and control what data you want to capture not only upfront, but also at later steps in the hiring process. This ensures that you collect the right information at the right step in the hiring process. Consider using pre-screening assessments and questionnaires to assess initial fit.

Configure questionnaires and ask key questions as part of the application experience.

Organizations can use question responses and our configurable automation rules to automatically move candidates with the right job-related skills and capabilities forward in the hiring process, reducing the potential for unconscious bias.

Leverage Skill & Job Suggestions.

Workday can suggest skills for candidates to add to their application when applying to a role. This makes it easy for candidates to identify and add relevant skills while helping Recruiters find candidates with the right skills for a given opportunity. In addition, Workday can suggest jobs to candidates based on their experience, skills, job interests and previous job applications. This helps create opportunity transparency for candidates and broadens the talent pool for recruiters.

Write Inclusive Skills-Based Job Postings

Identify a shortlist of priority jobs to focus on.

Companies have the ability to run reports to determine which jobs should be prioritized, based on number of open job requisitions by job profile, job requisition aging or job profiles with high turnover.

Distinguish between required and preferred competencies.

Organizations have the opportunity to include required competencies and/or skills as part of your job profile configuration that will flow into job requisitions. Your hiring managers or recruiters can leverage Workday's skills cloud capabilities to see suggested skills based on the current job description and other attributes and choose to include them as part of the job posting.

Check your job description for biased language and clarity.

Workday customers can integrate with job posting vendors such as Textio or TapRecruit to review and provide feedback on the language in job descriptions.

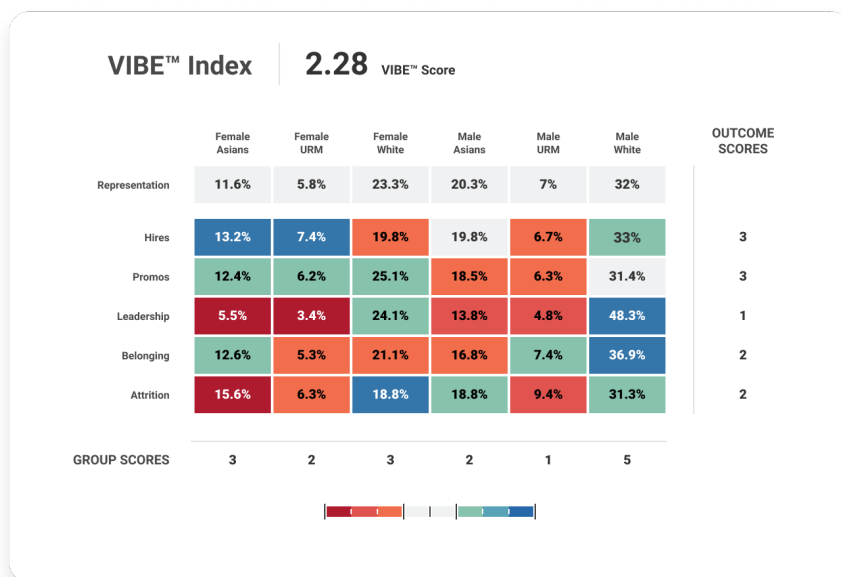
Include an inclusivity statement.

Organizations can add inclusivity statements to their job posting templates or to their "terms and conditions" on their career sites during the job application flow.

Collect feedback from candidates and new hires to track the quality of your hiring process and diversity of your applicant pool.

Organizations have the ability to collect personal information (diversity data) at different points in the hiring workflow at a country or local level based on legal requirements. Organizations can also send questionnaires to candidates and/or new hires to gather feedback on the recruitment process.

Reimagine Sourcing to Access Diverse Talent



Review your hiring pipeline and set measurable goals.

Workday enables organizations to track your diversity goals by delivering metrics and reports that analyze candidate gender and ethnicity information. You can analyze hiring trends, identify top sources of diverse candidates, and monitor the diversity of your recruiting pipeline.

Run targeted referral programs.

With Workday's VIBE Index™, you can identify underrepresented groups in order to inform your internal and external referral programs.

Expand your sourcing channels.

Workday allows you to easily post jobs on diversity-focused job boards to expand your talent pool.

Build your own local pipeline.

Recruiters and talent leaders can leverage Candidate Pools to create local talent pipelines and easily invite them to apply to a job or send personalized communication. With Workday's 'Introduce Yourself' feature, candidates can express interest in an organization without applying to a job, to help further build talent pipelines.

Offer benefits that your target prospects value.

Workday provides the ability to highlight key employee benefits as part of job postings and the offer process, to engage your target prospects.

Screen to Identify Most Qualified Candidates

Focus screening efforts on determining proficiency in required competencies.

Talent teams can utilize questionnaires to provide recruiters and hiring managers with consistent interview questions to assess proficiency for key competencies. Organizations can also integrate with 3rd party assessment tools to ensure equitable screening.

Consider leveraging anonymous resume and application reviews.

With Masked Candidate Screening you can help reduce bias during the recruiting process by masking identifiable information (such as name, education, zip code, etc.) that can lead to biased decision making. Organizations can define which stages to mask data and for which roles (recruiter, hiring manager, recruiting coordinator).

Utilize pre-screening assessments aligned with required competencies.

With recruiting questionnaires, talent teams can assess and narrow down candidates efficiently during the recruiting process.

Reduce reliance on automatic screening tools.

Workday allows you to ensure your recruiting process reflects your business goals. Rules can be established to ensure recruiters and hiring managers review each candidate to identify top talent while automating review of critical job requirements (i.e., must be 18 or older).

Develop inclusive, skills-based interviewing and selection processes to improve hiring and diversity

Create skills-based interview guides aligned to required competencies.

Recruiting teams have the ability to rate candidates in a consistent manner during the interview process by using pre-defined competencies in Workday, or our questionnaire framework. Both options can ensure the interview team is asking candidates the same questions and support competency level ratings.

Focus on 'cultural add' not 'cultural fit.'

With Workday Learning, companies can provide training to interview teams to ensure they can articulate your corporate culture and are prepared to assess cultural add. Interview team prep notes can also include reminders and best practices for assessing candidates on 'cultural add' and what they can bring to your organization.

Use diverse interview panels and ensure there is diversity in your interview pool before starting interviews.

Organizations can create custom job requisition reports to understand the makeup of their interview teams and identify opportunities to create more diverse interview panels for candidates.

Create inclusive and accessible interview environments.

Workday Learning can help organizations train their recruiting teams and hiring managers on creating an inclusive and accessible interview environment. For example, employees involved in the hiring process can be trained on how to conduct accessible interviews and how to respond to requests for accommodations.

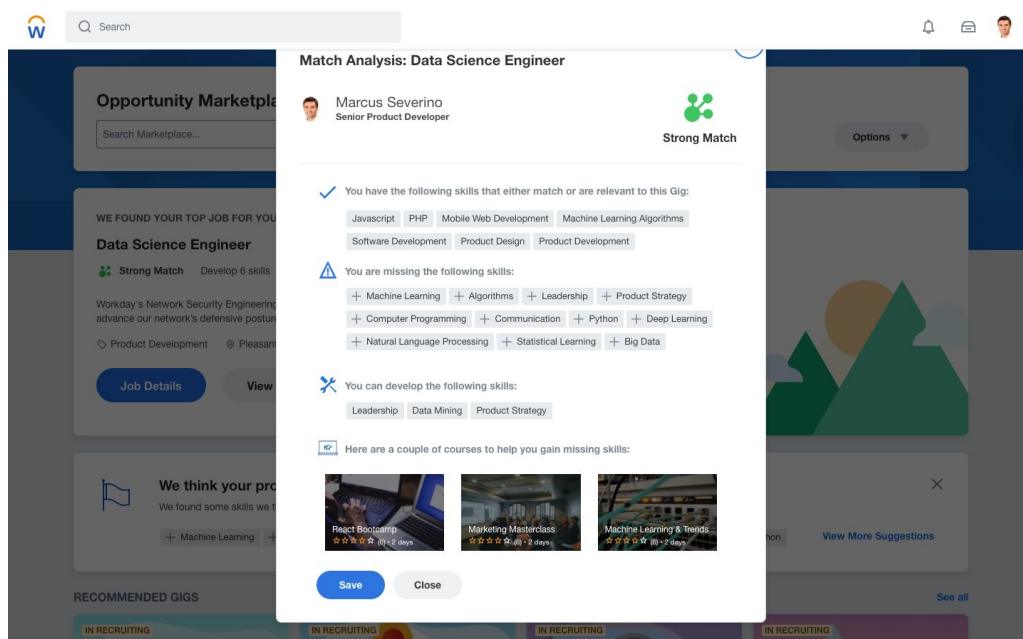
Use rubrics to evaluate candidates on interviews and assessments.

Organizations can create skills-based interview guides for hiring teams, and also have the ability to require interview team feedback before a hiring decision is made. Interview team feedback can include both ratings as well as written examples. Hiring managers and recruiters can see summarized results to help them make more informed hiring decisions

Provide unconscious bias training for recruiters and hiring managers.

Workday Learning enables organizations to provide their workforce with required interview training that aligns to business culture and goals - such as unconscious bias training for recruiters, hiring managers and the interview team.

Utilize Skills-Based Interviewing to Improve Hiring and Diversity



Use reference checks to understand candidate's learning and management styles, as well as other accommodations they may need.

Reference checks can be added as a step into the hiring workflow to contact a candidate's references, to gain greater insight into a candidate's preferred learning and management style as well as other needs they may have to ensure they are set up for success.

Leverage evaluation materials to identify areas of focus for onboarding.

Consider who has access to candidate assessment results and ensure that they are feeding data back to hiring managers. This helps ensure Hiring Managers can guide new hires as they make key internal connections, meet with mentors, and take appropriate training courses in Workday Learning to build their capabilities and support their career growth.

Consider both external and internal training and stage onboarding activities over the first few months to avoid overwhelming new hires.

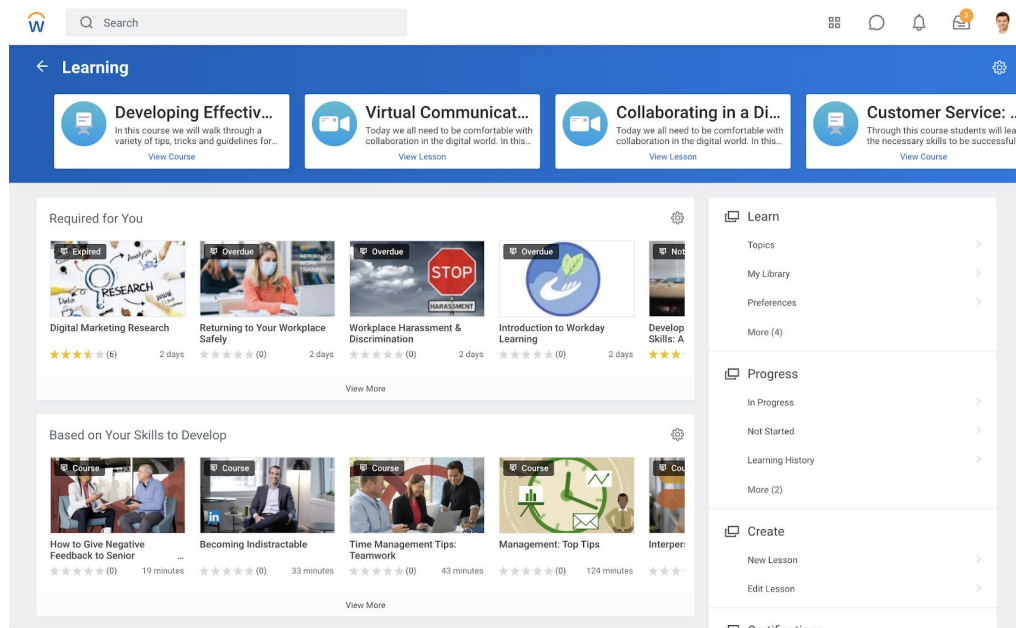
New hires are presented with a predefined checklist of tasks to complete as part of their onboarding which can encompass both internal and external training resources. These tasks can be staged over weeks or months by leveraging Workday Journeys.

Create transparency on the skills required for different roles within the organization.

In Workday, workers have the ability to define their job interests and compare their current qualifications to those required for specific jobs as they manage their career development. The Workday Opportunity Graph provides a visual view into job transitions made by other employees who were in the same role, enabling them to explore potential career paths within the organization.

This transparency helps employees with developing key organizational connections and mentoring opportunities. Managers can also use the Opportunity Graph to view historical job transitions for their team members to use during employee reviews or career check-ins to help their employee's career development goals.

Foster Lifelong Learning and Support Internal Mobility



Create a culture of learning and skills development.

Organizations can support a culture of learning through a wide variety of learning modalities in Workday Learning. Learning can be targeted to individuals based on their learning histories, skills they have and skill interests they've identified. It can also be curated and advertised based on the skill needs of the business (e.g., data science courses that are critical to strategic business growth). In addition to traditional learning courses, organizations have the ability to leverage the knowledge and skills of their employees by enabling user-generated content, which allows your experts to actively participate in the learning process by sharing their knowledge with others.

Leverage mentors and gig opportunities for career development.

Learning can also be attained through mentors, connections and gigs. Potential mentors can include information on themselves, their skills and the types of mentorships they are interested in. Mentees can find and compare potential mentors. Questionnaires can be included at the end of a mentorship to analyze the success of the mentorship.

Foster internal mobility with talent marketplaces and succession pools.

Creating a culture that supports internal mobility is critical for business agility and long term success. Workday's Talent Marketplace connects employees to internal opportunities (short term gigs, internal jobs) where they can have the most impact while developing their skills and careers.

Employees have full transparency into internal opportunities and their match to a given opportunity. They also have access to targeted learning recommendations to support further skill development. Organizations have visibility into the skills and capabilities of their workforce, enabling them to quickly optimize and develop their talent resources to adapt to ever changing business needs.

Organizations can also create static and dynamic succession and talent pools based on identified skills, skill gaps, and roles. These pools can be attached to succession plans or assigned development programs or content from Workday Learning, or pushed to gigs - all helping you plan for the future.

Iterate and Improve Performance with Reporting & Analytics

Workday's VIBE Central™ brings together diversity and inclusion-related data into one centralized location in Workday HCM. This enables your organization to set goals and monitor progress by assessing, measuring, benchmarking, and managing diversity and inclusion by the dimensions of your choice, such as race, ethnicity and gender. Organizations also have the opportunity to leverage out-of-the-box reports focusing on workers' skills and experience, the ability to find workers by skills, or by skill type.