

Workday and the Wounded Warrior Project

Keeping up with a mobile workforce

The men and women of the US military forces make huge sacrifices to protect their country, and many of them arrive home seriously injured. That's where the Wounded Warrior Project comes in.

"Our mission is to honour and empower wounded warriors," says Len Stachitas, the project's executive vice president. "Our vision, or our big, hairy, audacious goal, as we call it, is to make this the most well-adjusted and successful generation of wounded service members in our nation's history."

Created in 2003 to provide programmes, services, and events for veterans injured in the conflicts following 9/11, the Wounded Warrior Project is one of the fastest-growing veteran non-profits in the US. "The number of warriors we're serving keeps going up. When I joined two years ago, we were serving about 10,000 warriors and their families. We're now at 55,000, approaching 60,000. By 2017, we'll be serving 100,000 warriors."

Legacy system causes growing pains

As the Wounded Warrior Project grew, its previous human resources (HR) processes couldn't keep pace with its rapid expansion. "We started out as a small company doing everything on paper," says Addie Poudrier, Executive Vice President of Human Resources. "But as we grew and grew rapidly, it quickly became apparent that we needed to modernise our HR system. We were onboarding about 20 employees a month on average using very old-school, handwritten paperwork. So we knew that we needed to implement something that we could base online, where we could hire employees, and they could log into the system and complete their new hire documents."

At the same time, the organisation needed an easy, efficient way to perform the administrative tasks involved in supervising its team members. "Many of our managers are on the road five days a week," says Poudrier. "And it was very critical that they could access time sheets, payroll information, organisational charts, and performance management reports from their iPhone or their iPad."

To address these challenges, the Wounded Warrior Project looked at a number of different Human Capital Management (HCM) vendors. After performing due diligence, it chose Workday. "Workday's values were very



Business case at a glance

- 500 employees in the US and Germany
- Non-profit organisation
- Headquartered in Jacksonville, Florida

Workday solutions

- Human Capital Management
- Payroll
- Time Tracking

Summary of business benefits

- Increased employee productivity
- Improved business efficiency
- Global and mobile capabilities to match rapid growth
- Continuously updated software without costly upgrades

much in line with the Wounded Warrior Project's values," says Poudrier. "It was very evident very quickly that the Workday solution would fit our culture and would fit the organisation very well."

A simple, intuitive user experience provides big value

With no hardware to install or interfaces to build, the Workday deployment went smoothly. Then things really took off. "The adoption rate was very high," says Poudrier. "Managers and teammates were very excited to begin using the Workday solution. We have found that productivity has increased, engagement with human resources has increased, and overall it truly has been a tremendous asset to the HR department."

Jonathan Pruden, the Wounded Warrior Project's director of alumni, praises Workday's ability to deliver real-time, reliable workforce insight via simple, at-a-glance dashboards. "Workday allows me to manage my employees' time off effectively and quickly," he says. "I can easily see where they are in their key performance indicators and how their performance evaluations are developing. It allows me to help set goals. It's just a one-stop tool where I can manage a whole array of human resources functions."

Mobile capabilities for an on-the-go workforce

"I have the most dedicated and passionate team of professionals, and they're all focused 100 per cent on taking care of our warriors and their families," Pruden continues. "And anything that we can do to make their job easier, and to make my job easier so that I can support that, is essential. Workday provides a platform for managing my team remotely when I'm on the road, allowing me to ensure that they have the resources to manage their teams, as well."

Today, Wounded Warrior Project is a more productive, efficient charity. "The bottom line for the organisation is more efficiency, which for us translates to a better use of donor dollars, and we're going to have more time to serve the warriors," says Stachitas. "And that's what we're all about. Time that we're not spending on routine administrative tasks is time that we can be spending either in our division raising more money to help warriors or, if you're on the programme side, actually engaging with warriors to help them more."

A modern HR system leads to better management

"As CEO of the Wounded Warrior Project, I spend a significant amount of my time focused on my people," says Steven Nardizzi, CEO of the Wounded Warrior Project. "It's part of my role to make sure that I've got the right pay, performance systems, training, and development in place to not only onboard the best folks, but to retain them, and train them to do better year after year. And that's been the greatest thing for me about using Workday. Whether I'm accessing from my phone or looking at the dashboards, I can quickly get a snapshot of how my teams are doing. Wherever it is that we need to get the work done, Workday is there with us."

Nardizzi concludes, "People often ask me how we've been so successful at the Wounded Warrior Project. What was that one great programme you came up with? What was that one great fundraising strategy? And it really isn't about that. It's about getting really great people, and empowering them to do great work, and Workday helps us do that better."



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