

Anna Zhukovska, Sandoz
September 2026



Three Workday
Implementations
Later

What Drives Adoption in Talent Acquisition?

SANDOZ

About Me

- CIPD-certified HR professional
- Talent Acquisition leader since 2007
- 6 years in regional roles at MSD
- 4 years in global roles within the IT industry
- At Sandoz since 2023
- Fluent in English and French, learning Czech
- Ukrainian, proudly calling Prague home
- Mom of two kids and two cats 😊



Anna Zhukovska

Talent Acquisition, STEP @ Sandoz | Human Resources (HR)



1



Historical context

- Evolution of my role
- From Division to Stand-Alone organization
- Key to success

2



First Implementation

- Launch as part of big company
- Challenges of adoption
- Achievements I am proud of

3



Second Implementation

- Exiting the Parent System
- Data migration and system freeze
- Key deliverables

4



Third Implementation

- Clear roadmap with three waves
- Collaboration with SI partner
- Key lessons learnt

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Evolution of my role

Implementation experience:

Two Taleo implementations from 2012 onwards

Workday at MSD (2019)  MSD

Greenhouse at an IT company (2021)



June
2023



- Joined as Ops Director, Global Talent Acquisition
- Prepared the Global Background Checks vendor separation

SANDOZ A Novartis Division

October
2023



- Led final Workday go-live preparation for Recruitment
- Organization spun off

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April
2024



- Workday Big Go Live



July
2024

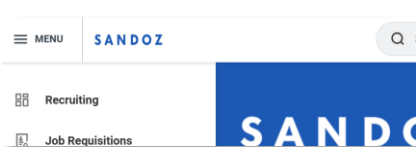


- Double-hat role with transfer to the HCM* team under HR Operations

July
2025



- Sandoz Workday tenant Go Live



October
2025



- Double-hat role: stabilized the Sandoz tenant and joined HR Transformation under Technology

July
2026



- HR Transformation Phase I Implementation, Workday enhancements

From Division to Stand-Alone Organization

October 2023 - Spun off

April 2024 - Workday Go Live

Operating models are different

Vertical CoE vs decentralized TA
function reporting to the Country
P&O heads

KEY TO SUCCESS

- PEOPLE

... who communicate

... who put themselves in others' shoes

... who stay curious and open-minded



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 NOVARTIS**SANDOZ** A Novartis Division

2024

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Launch As Part Of A Big Company



Modules: Recruiting and Onboarding Core Human Capital Management (HCM) Talent and Performance Time and Absence Core Compensation Global People Analytics Advanced Compensation

Countries	Wave 1	Wave 2	Wave 3
Albania	●●●●●	●●	
Algeria	●●●●●	●●	
Argentina	●●●●●	●●	
Austria	●●●●●	●●	
Austria	●●●●●	●●	
Azerbaijan	●●●●●	●●	
Bahrain	●●●●●	●●	

Pre-launch workshops were especially valuable in person: to connect directly with SI partner and provide the big-picture view.

Bangladesh	●●●●●	●●	
Belarus	●●●●●	●●	
Belgium	●●●●●	●●	
Bermuda	●●●●●	●●	
Bosnia-Herz.	●●●●●	●●	
Brazil	●●●●●	●●	●
Bulgaria	●●●●●	●●	
Cameroon	●●●●●	●●	
Canada	●●●●●	●●	●
China	●●●●●	●●	●
Chile	●●●●●	●●	
Colombia	●●●●●	●●	
Costa Rica	●●●●●	●●	
Cote d'Ivoire	●●●●●	●●	
Croatia	●●●●●	●●	
Cyprus	●●●●●	●●	
Czech Republic	●●●●●	●●	
Denmark	●●●●●	●●	
Dominican Rep.	●●●●●	●●	
Ecuador	●●●●●	●●	
Egypt	●●●●●	●●	●

Ghana	●●●●●	●●	
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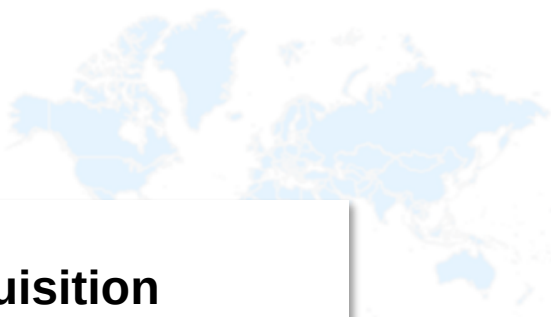
Global training was delivered to TA Regional Heads, and my role was to train our global recruiters.

Israel	●●●●●	●●	
Japan	●●●●●	●●	
Jordan	●●●●●	●●	
Kazakhstan	●●●●●	●●	
Kenya	●●●●●	●●	
Kuwait	●●●●●	●●	
Latvia	●●●●●	●●	
Lebanon	●●●●●	●●	
Lithuania	●●●●●	●●	
Luxembourg	●●●●●	●●	
Macedonia	●●●●●	●●	

Countries	Wave 1	Wave 2	Wave 3
Malaysia	●●●●●	●●	
Mexico	●●●●●	●●	
Montenegro	●●●●●	●●	
Morocco	●●●●●	●●	
Netherlands	●●●●●	●●	
New Zealand	●●●●●	●●	
Nigeria	●●●●●	●●	

Romania	●●●●●	●●	
Russian Fed.	●●●●●	●●	

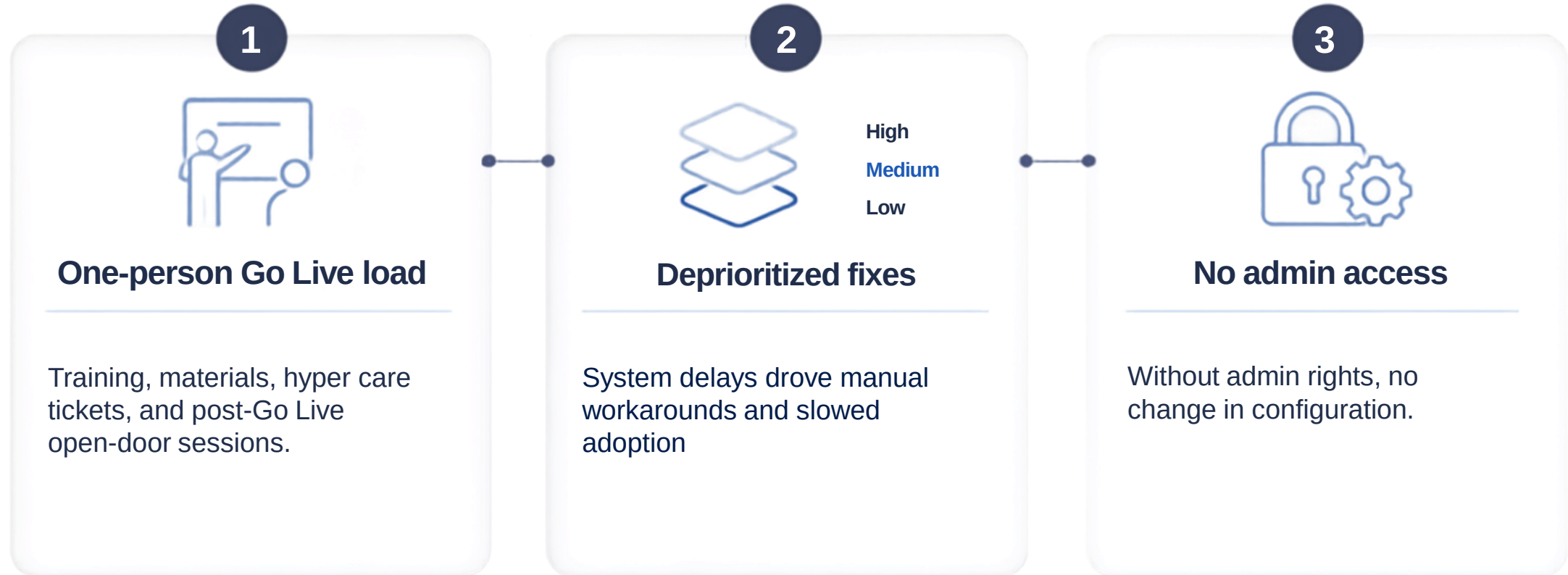
Countries	Wave 1	Wave 2	Wave 3
Sweden	●●●●●	●●	
Switzerland	●●●●●	●●	
Taiwan	●●●●●	●●	●
Thailand	●●●●●	●●	
Tunisia	●●●●●	●●	
UAE	●●●●●	●●	
United Kingdom	●●●●●	●●	
United States	●●●●●	●●	●
Ukraine	●●●●●	●●	
Uzbekistan	●●●●●	●●	
Venezuela	●●●●●	●●	
Vietnam	●●●●●	●●	



Minor local adaptations for job requisition assignment and country-specific TA permissions

Challenges Of Adoption

Three barriers shaped the path to a separate tenant



The combined impact made separation of the tenant an urgent organizational priority



Achievements I Am Proud Of



Knowledge Academy

5 Training Modules for Recruitment
400+ Learning Slides



Trusted Recruitment Partner

Strong Recruiter Network
Built lasting trust across the recruiting community



Capability Building

10 Super Users Developed
Created a network of WD Recruiter champions

Examples Of Materials



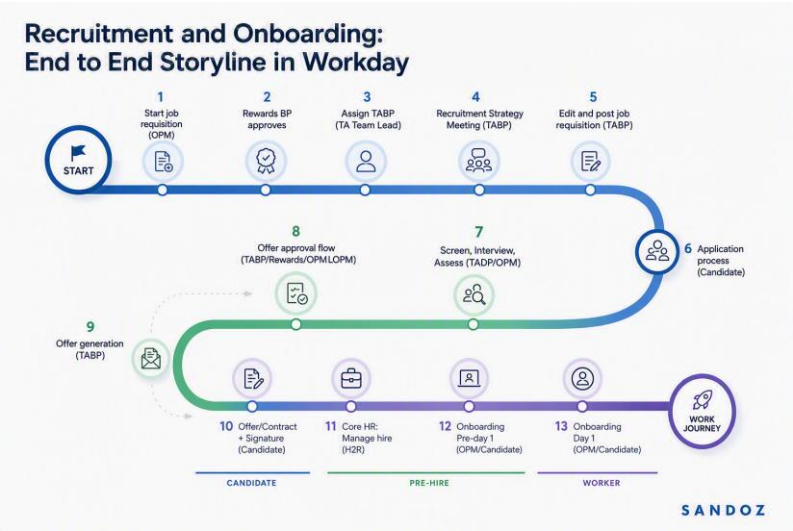
Training Sessions Plan for Talent Acquisition: February – April

SESSIONS ON RECRUITMENT AND ONBOARDING:

MODULE I: Introduction to Recruitment and Onboarding	February 21
MODULE II: Job Requisition	March 5
MODULE III: Job Application	March 12
MODULE IV: Job Offer	March 19
MODULE V: Offer / Contract Management and Onboarding	April 2

ADDITIONAL SESSIONS:

- ✓ Novartis and Sandoz Introduction: Workday System Overview
- ✓ New Compensation Model and Job Evaluation
- ✓ Contract Generation
- ✓ Reporting and Dashboard



Who Does What on Workday: Recruiting

	David, Associate	Sona, Manager	Nita, Assistant	Rosa, People Partner	Ka., Business Partner	Miya, Global Talent Partner	Cecilia, P&S Technology	Wolm, TA Business Partner	Ryan, Rewards Partner	Kay, Reporting Analyst
RECRUITING										
Create position		Initiate						Approve (Role Evaluation tasks)		
Manage position		Initiate								
Create and post job requisition		Initiate	Notification					Post		
Manage job requisition		Approve/Notify (if needed)						Initiate		
Screen candidates		Initiate						Initiate		
Screen candidates		Review						Initiate		
Interview candidates		Notification	Action					Initiate		
Assess and test candidates								Initiate		
Reject candidates								Initiate		
Create and approve offer		Approve		Approve (if needed)				Initiate	Approve (if outside Rewards guidelines or Equity involved)	
Conduct employment checks		Notification						Initiate		
Close job requisition		Approve						Initiate		
ANALYTICS										
Running reports and dashboards	Initiate	Initiate	Initiate	Initiate	Initiate	Initiate	Initiate	Initiate	Initiate	Initiate

Workday Training for Operational Managers

Role and Responsibilities

1

Presentation Overview

This presentation covers:

- An overview of Workday and the steps Operational Managers (OPMs) will need to perform in Workday.
- Transactions Managers performs for an Associate from joining to leaving.
- Business processes in Absence, Compensation, Recruitment, Core HCM, Talent and Performance, and Reports and Dashboards workstreams.

Disclaimer: Depending on an employee's location, not all processes are available in this global training. For more information, please contact your local HR team.

* This is a reference guide that can be used to understand the process and suggest the path to a specific activity in your day job.

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2

Top recommendations to get started

Disclaimer: Depending on an employee's location, not all processes are available in this global training. For more information, please contact your local HR team.

- How to Use Search, Advice and Related Actions System Video
- Managing Manager Self-Service Dashboard System Video
- Create and Post Job Requisition System Video
- How to Create or Update Absences
- Manage Change Process Video
- How to Initiate a Performance Improvement Plan

- How to Assess Talent Risk, Plan Succession Process Video
- Manage Job Classification/Transfers System Video
- Manage Off-Cycle Compensation System Video
- Manage Learning/Development System Video

3

Content

Disclaimer: Depending on an employee's location, not all processes are available in this global training. For more information, please contact your local HR team.

WORKDAY OVERVIEW

- Workday Navigation
- Registration in Workday
- Reporting in Workday

Recruitment

- Managing positions in Workday
- Approve of Candidates
- Managing a No Show in Workday
- Managing a probability period of an Employee in Workday

Talent & Performance

- Managing performance of an Employee in Workday
- Managing Compensation Plan of an Employee
- Managing Development Plan

Compensation

- Managing the Compensation of an Employee
- Managing Absence/Liability of an Employee
- Managing Compensation for an Employee

Absence

- Managing Absence of an Employee
- Managing Absence of an Employee

Core HCM

- Managing Change Job for an Employee
- Managing the Internal Transfer of an Employee
- Managing the Internal Transfer of an Employee
- Managing the Internal Transfer of an Employee

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Second Implementation **SANDOZ** 2025

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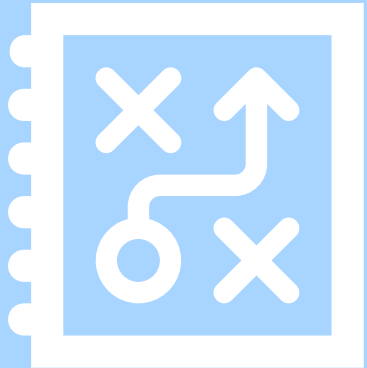
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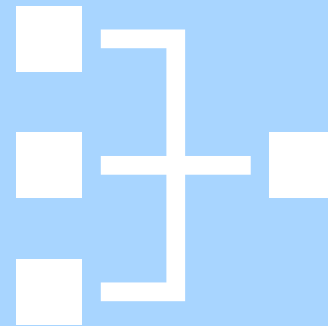
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Exiting the Parent System

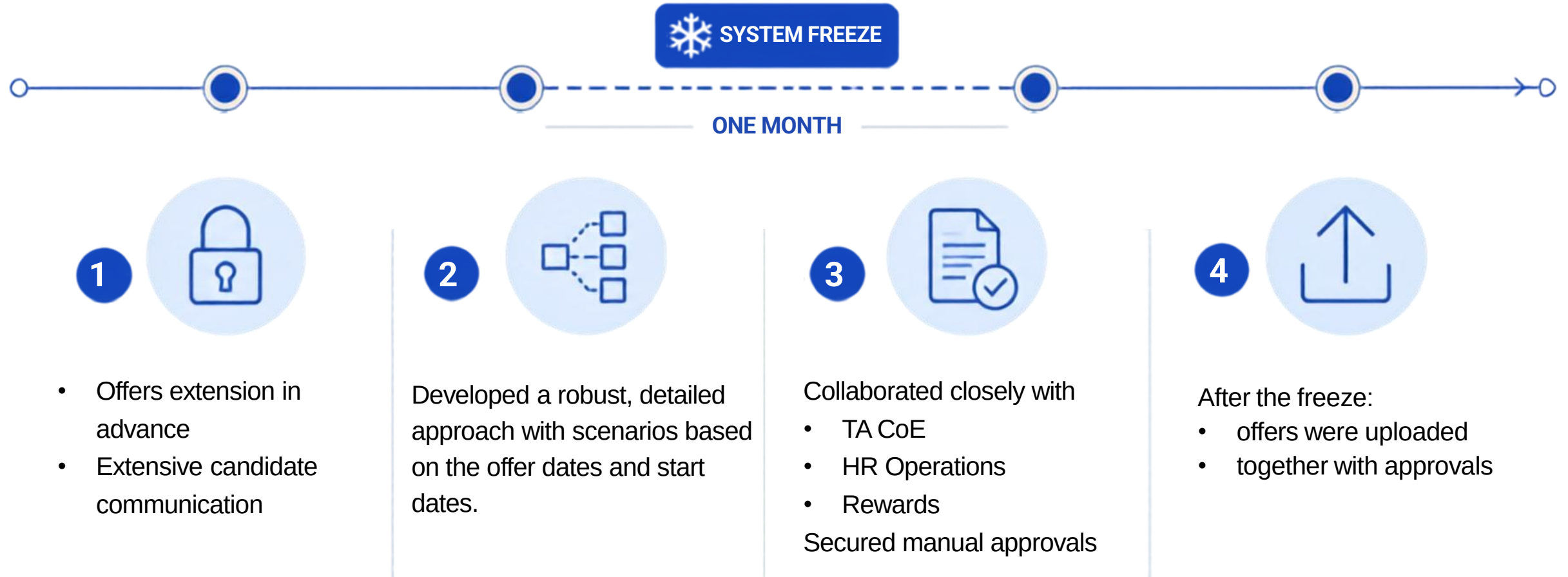


Lift & Shift
strategy,
1-year project



15 big markets -
generated Offer
and Contract
templates

Data Migration And System Freeze



Key Deliverables

No issue tickets in
Recruitment
during the hyper care

40 slides of training materials and 19 knowledge articles
7 configuration workbooks updated

9 Employment agreement templates automated with
hyperlinked fields and local language

5 Offers automated with hyperlinked fields
and local language



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SANDOZ

2026

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Clear Roadmap With Three Waves 2025 - 2027



Recruitment function - split in three waves:

Each wave contains 3 key activities:

STEP P&O – Talent Acquisition

Wave (Release) 1: July 2026 > Business processes do not change, focus on global templates and steps

Wave (Release) 2: February 2027 > Business processes do not change, focus on global templates and steps

Wave (Release) 3: End of 2027 > Business processes do not change, focus on global templates and steps

Wave I – July 2026 (done)

Wave II – February 2027 (in progress)

Wave III – end of 2027 (plan)

Match For Recruiting;

help texts, Notifications,

s, Job alerts;

emplates and Contract

remaining countries,

ection of personal

om candidates at Offer

Compensation improvement in Offer:

- Level 8+8a;
- LTI grant buyout;
- Sign-on bonus;

* Correct as of June 26, may be subject to change, budget approval, with Implementation Partner being under RFP

9 STEP P&O Country Roadshow | June 2026

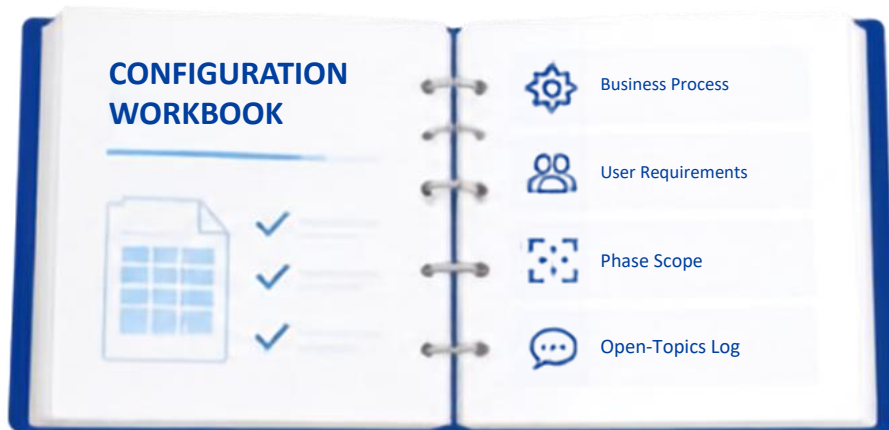
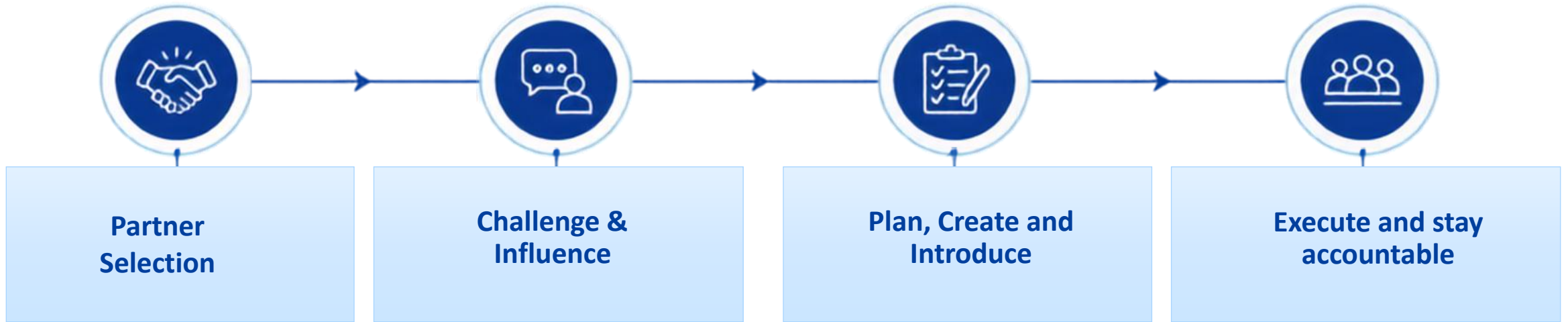
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My role:

Accountable for Workday functional development and adoption, partnering closely with the business and TA CoE to deliver value through trust, collaboration, and expertise.

Collaboration With System Integration Partner



Project artefacts, must have:

- Business process maps
- Configuration workbooks
- Signed off user requirements
- Project implementation tracker per functions
- Open topics log
- Etc.

Key Lessons Learnt

Release deployment, not a system replacement:

No data migration was required, but recent configurations were at risk of being overwritten.

Critical resource transition:

Vendor team member's availability, time allocation are unforeseen road blockers.

Knowledge management challenges:

Handover as part of establishing business as usual system operations.



The background of the slide is a photograph of two hikers silhouetted against a bright sunset. One hiker is on a rocky ridge, leaning forward and reaching out to help another hiker who is climbing up. The sun is low on the horizon, creating a strong lens flare and illuminating the sky with warm orange and yellow tones. The mountains in the background are dark and layered.

WHO

**drives system
adoption in Talent
Acquisition?**

Technology enables transformation.
Processes structure transformation.
PEOPLE make transformation real.

