
Workforce Management Success



ROADBLOCKS

YOU DIDN'T SEE COMING

Introduction:

Why New Technology Rollouts Fail

New technology rollouts are a regular part of the business landscape, yet more than 50 percent fail¹. Even “successful” projects fail to achieve the full range of intended benefits—often because of resistance to change.

The Human Element

Resistance is a natural reaction to anything new or different. In the case of technology rollouts, employee concerns usually revolve around how new applications and processes will impact them or change their daily work routine.

Understanding the most common issues that impact technology adoption rates, and how to address them effectively, will help your organisation achieve a successful, on-time rollout. We call these issues the “5 Roadblocks You Didn’t See Coming.” Learn what they are, and how to stop them from impeding the success of your workforce management implementation.



¹ Study: 50 Percent of IT Projects Failed in 2013 Due to Improper Management (<http://varstaffing.com/blog/project-management-staffing/study-50-percent-of-it-projects-failed-in-2013-due-to-improper-management/>)



Headquarters-Centric Thinking

Most workforce management projects are initiated from headquarters. In such cases, it's tempting to think only of how the initiative affects the people you come into contact with each day. However, regional or global rollouts often fail when those leading the project are not sensitive to how the change affects everyone, including employees who work in other locations around the world.



Think outside the headquarters box!

Consider how the changes will affect different:

- Cultural environments
- National and local labour laws
- Language skillsets
- Digital proficiencies
- Working approaches
- Age groups
- Regional conditions
- Technical infrastructures.



Always invite feedback.



Remember, too, that not every employee is comfortable providing written and/or verbal feedback in an open environment. Incorporating different methods of soliciting feedback will increase participation and ensure that your project team receives valuable input.

2

Stakeholders Aren't Sold

Your stakeholders are your project ambassadors. To move beyond the status quo, you'll need them to be fully on board. With this in mind, make sure all of your stakeholders are in attendance at critical meetings and that they have a solid understanding of why you need a new workforce management solution and how it will benefit your organisation. For optimal success, all stakeholders should be able to articulate:

- The initial problems that caused your organisation to look for a new workforce management solution
- The cost of doing nothing
- Why the solution is better than what is currently in place
- How implementing the new solution will make your organisation more effective.



Address distinct stakeholder concerns with the business case for each.

Sample Concerns

Sample Business Benefits

Employee Concern: Learning curve

▶ Ease of use; insight into working hours, pay and time-off requests

Manager Concern: No time to learn new system

▶ Flexible employee tracking at all locations; automated labour law compliance

Executive Concern: Financial impact

▶ Workforce visibility; improved productivity and workforce planning

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Fear of the Question “Why?”

Introducing new time and attendance tracking, scheduling procedures, or biometric readers can lead to a lot of questions, including when the solution will be implemented and how it will be used. But when it comes to maximising employee adoption rates, “Why?” wields the most power.

In life, people withstand change better when they understand the reasons behind it and can see positive outcomes down the road. Conversely, people often struggle in the face of change when they don't understand why it is happening.

In preparing for a successful workforce management implementation, the most critical information to convey from day one is ‘why.’ Failure to address this question fully can increase resistance and delay the transition process. Instead, demonstrate empathy for employee anxieties and communicate transparently and consistently about:



1. What exactly is going to change.

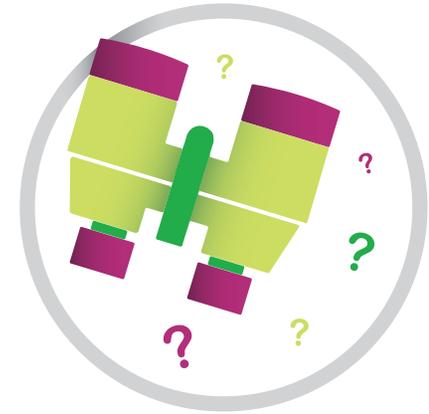
2. What the process will look like.

3. How the end state will be better than today.

4

Not Being Visible During the Change

Leaders have the opportunity to influence adoption rates by being visible advocates for the project. By articulating support for the new solution, highlighting milestones and consistently framing the transition in a long-term view, leaders and executives can generate support and enthusiasm. In addition, repeatedly articulating the vision and communicating progress along the way keeps everyone motivated and willing to contribute to the project's ultimate success.



Continually highlight improvements in:

- Simplicity of use
- Time savings
- Increased insight
- Convenience
- Flexibility.



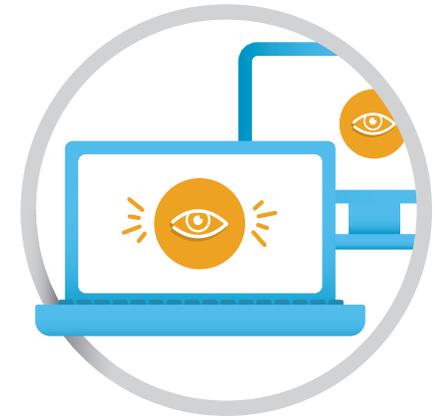
Offer training support through:

- Step-by-step instructions
- Job aids/visuals
- Checklists
- Process flow docs
- Short tutorials
- Video training tools.

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Failure to Tackle “Big Brother” Concerns Directly

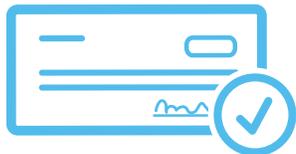
Implementing an automated workforce management solution doesn’t necessarily mean introducing your employees to the idea of tracking hours and activities for the first time. Yet, handled improperly, introducing an automated system can reinforce concerns that “Big Brother is watching us.”



It’s important to recognise your employees’ privacy concerns and address them openly, rather than shying away from the issue. Transparency is essential to a smooth rollout because:

- **Transparency breeds fairness.** Automating workforce management processes often lends more transparency and consistency to other processes within the organisation.
- **Transparency increases employee satisfaction.** Employees with greater visibility into hours worked and scheduled tend to be more engaged and experience greater overall job satisfaction.

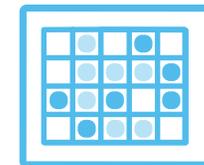
In addition, with an enterprise workforce management solution in place, employees can trust that:



Their paycheck will be accurate



Overtime pay will correlate to hours worked



They will have more visibility into their schedule

Best Practices for a Seamless Transition

To ensure your organisation experiences a seamless transition, consider the following factors:



Communication is key

Ensure that all stakeholders understand and support the initiative. Then engage them in communicating the problem at hand and the expected benefits of implementing the new solution.



Empathise with emotions

Recognise that employees may experience feelings of loss and uncertainty associated with the transition. Address their questions and make sure that all parties involved understand how the change will impact individual employees and the organisation as a whole.



Monitor progress and recognise results

Pay attention to how well the plan is working and make adjustments, as needed, along the way. Be sure to celebrate your successes, too!



Maintain momentum post-transition

Soliciting ongoing feedback and monitoring usage can help your leadership team continuously fine-tune the organisation's workforce management activities and successfully reach your long-term goals.

About WFS: A WorkForce Software Company (WFS Australia)

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