

**Creating Unity through Personalized Solutions and Change Management**

UKG Pro offers a vast array of tools for companies seeking to better manage their employee data and streamline HR processes for maximum productivity and cost savings; however, the right solution isn't the same for every company. Sometimes a company and its employees have unique needs that require an out-of-the box solution in order to get the most from their UKG Pro system.

That's where Mosaic Consulting Group comes in. As a dedicated UKG Pro partner, we combine thorough and deep knowledge of the platform with the flexibility to design personalized solutions and help with change management. This involves strategic planning, training, resources and tools to position clients for a successful deployment of their new system.

**Making Many into One**

A local healthcare company made a significant investment in the full suite of UKG Pro software after a history of failed implementation and deployment with prior human resource management systems. As most company leaders know, the right tools are only the first step. Change happens from the top down, beginning with clear roles and responsibilities, good communication and training so that all employees understand the new system and their role in making it successful. This company needed a strong partner to not only help fully implement their UKG Pro system but customize it to their needs and help drive change.

**Creativity, Personalization and Building Trust**

"The client made a significant financial investment in UKG Pro and this project. Previous systems had not been properly configured or capable of dovetailing with other applications and adequately supporting their business," the Mosaic Project Manager explains. "With several thousand employees and 40 separate component companies, some with multiple locations, this roll-out was critical to support company growth and viability."

"We outlined recommendations based on best practices and gained the trust of the client as an integral part of their team after the first onsite visit, becoming their first line of assistance," he continues. "We stepped to the table to supplement standard UKG training and communication plans and developed personalized training, communication plans for the implementation and even company policy changes outside the system to support long-term system success. Our executive sponsor at the company told us on numerous occasions that they never would have been able to launch the new system successfully without Mosaic's support."

Mosaic provided client-side implementation of Core HR and Payroll, UTA, Onboarding and Recruitment. Change management focused on strategic advice on roll-out planning, customized training and documentation for the new system, job aids and train-the-trainer sessions for managers.

Mosaic's eight-member team included change management strategists, an HR specialist and consultants with subject matter expertise in UTA, UTM, Payroll, Talent Management, Onboarding and Recruitment. The team helped to bridge the gap between the company and UKG support,



developed training materials and led training sessions for company leaders. Additionally, the team created a communications plan for PTO policy changes, UTA training and documentation for use. Mosaic captured and supported this client's unique needs and requirements above and beyond an out-of-the-box solution to set them up for success.

### **Setting the Stage for Success**

One of the most important factors in any system implementation or update is preparing end users for long-term success through a strong change management strategy and plan. Good communication, clarity in roles and responsibilities, an understanding of what's changing (and why) and thorough training in new processes is essential. Without these elements, even the best technology and most carefully scripted and deployed activation will not be successful.

Company leaders told Mosaic that the failure to achieve team buy-in and engagement had played a role in past failed system implementations. Employees didn't understand the system, nor did they adopt new technology and approaches. Instead, employees continued to use labor-intensive manual processes or the processes from their former company.

Additionally, the company faced significant communication challenges as a healthcare provider with multiple lines of business (skilled care, rehabilitation, home health, hospice and behavioral health services) in several states. Having grown by acquisition, the resulting leadership team was cobbled together from several companies with different cultures and communication styles. Furthermore, of their 4,000 employees, most are caregivers who work varied shifts around the clock and do not have regular email or internet access. This means that most large-scale, day-to-day communication is typically funneled through leadership and managers during times and places where employees gather such as breakrooms, timeclocks and shift change meetings.

The timeline was also demanding. Mosaic's change management team met with the company on August 1 to develop a communications strategy and training plan which had to be ready for deployment within six weeks on September 16.

"The company had five different business lines and a weak management team because there was no accountability for leading the organization – leaders were not sure what their role was in driving change, which is a critical success factor," says the Mosaic Strategic Consultant.

"Just a handful of people were serving as their 'implementation team' and they were geographically dispersed, and all using different technology – some time clocks, some UTA, for example – they did not have a homogeneous approach. They had seven different PTO plans with various mixtures of vacation and sick time that needed to be consolidated."

"Clear messaging for employees was needed: not just educating, but explaining the benefits, achieving buy-in, and managing people's gain or loss as a result of the transformation," she continues. "Successful organizational change begins with propping up leadership to lead change and equipping them with answers to questions, so they'd be prepared, then HR leaders and managers, to set up an infrastructure of two-way communication. We dug in and learned the



company's communication channels: who is the first line of contact for questions? We gave them very clear roles and action-oriented responsibilities."

The Mosaic team mobilized and deployed company supervisors as their conduit for communication and training, since other channels (email, intranet) were not available. Mosaic conducted train-the-trainer sessions for managers, walking them through each module including UKG Pro Core, Payroll, UTA, Recruiting, Onboarding and general UKG Pro functions like search options, quick tips and tours and employee data maintenance. Mosaic also provided best practices for routine items like direct deposits and tax withholding. Trained supervisors became "super users" who, in turn, trained their teams.

The change management team also developed job aids and visual aids for both implementation and ongoing reference tools in the form of posters, fliers and other collateral. The aids were to act as on-the-spot reminders at the point of use (timeclocks, break rooms and other areas where employees gather).

Mosaic steered the company and its employees through a successful go-live and developed a road map for the company to follow as it implemented new UKG modules. With the successful implementation of Core and Payroll, the company was well positioned for onboarding and recruiting, talent acquisition, open enrollment, performance management and eventually employee/manager self-service.

"The company has nearly quadrupled their original investment with Mosaic," says their Mosaic Project Manager. "The subject matter experts on our team, our onsite support and relationships built and our ability to combine the tactical support needed with helping drive change were big factors in this client's success."

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