

What happens when a company invests in the right HRIS system, but it isn't configured to support their business needs and future growth? Company growth often exacerbates the problems of having systems or processes that are limited in scope, labor intensive and prone to human error. An investment in a HRIS system that allows for growth is a good first step; however, teams also need to understand the system's capabilities to get a full return on the investment.

A healthcare company headquartered in Brentwood, Tennessee implemented UKG Pro in 2007. After some time, they discovered that the configuration was not built to fully support the company's current business needs or planned growth. Additionally, the HRIS team did not fully understand the system or its capabilities. With a staff of 8,500 and 72 facilities around the country, UKG Pro's core payroll and timekeeping systems were helpful to manage a large team in many locations. Company growth meant the team needed to reassess how they could best use UKG Pro to reduce complexity and streamline processes.

Challenges facing the company included expanding team knowledge of the UKG Pro system, limiting G&A growth, increasing automation and simplifying workflow processes. Other stumbling blocks included a disconnect between the company's recruiting tool and UKG Pro and no mobile app access.

The company approached Mosaic Consulting Group for help in 2017 while planning a major acquisition. The client's specific asks were to help optimize their system; increase system knowledge among their team; automate, standardize and consolidate workflow processes and create a scalable configuration to support planned company acquisitions and growth.

### **A Review of Current Processes**

Mosaic conducted a complete system review and found the following issues:

- The company had over 200 locations and 200+ payroll runs per month, which created unnecessary tactical work and inefficiency for the payroll team
- Numerous unnecessary security groups/roles which created inefficiencies
- Redundant and inefficient workflows
- Low participation in manager/employee self-service

### **Reducing Complexity and Helping Systems "Talk"**

Mosaic prioritized the findings into two groups and created a phased roadmap to help the company prioritize and pace change management for its team. Mosaic's lead consultant on the project explained, "After the system review, we created an "A" list with recommendations for addressing the issues and action plans. The client told us what was most important to them, and we adjusted on each side until our recommendations and their goals were in alignment." He continues, "We don't provide just tactical support, but consultative advice to clients, taking their goals into account and then repositioning our plan to fix the foundational issues first, then the systems that feed from those."

**Mosaic's solutions included:**

- **Developed Bi-directional UKG Pro to iCIMS Integration.** This solved the gap in information flow between recruiting and onboarding and allows for smooth, seamless exchange between the recruiting system and UKG Pro.
- **Created a New 'Test' Environment.** The test environment enabled the system's end users to make coding changes and determine the potential effects with no direct impact on actual systems.
- **Automated Process for Employee Maintenance and Online W2 Distribution.** The company had the technology available to update this process but had not yet embraced it.
- **Reduced Pay Groups and Number of Payrolls Processed.** Mosaic reduced pay groups from 82 (at highest point) to 7, and payrolls processed from 289 per month (at highest point), to 35 per month. Having grown through acquisition, each time the client acquired another company, the legacy payroll schedules and systems were kept in place and added to those already on the books.
- **Optimized 99 Locations,** reduced payroll runs for the employee population from 200+ to 21 per month and reduced security groups and roles to 17. While the company had 72 physical locations, there were more than 200 job locations because it operated three sub-companies; leasing, management and therapy, assigned to various locations company wide.

Mosaic's system optimization and phased roadmap reduced tactical day-to-day work and positioned the company to grow and better manage their human capital management (HCM) data through security, workflows and reporting. The client had a successful year-end and is now in maintenance phase. The fewer pay groups have reduced complexity and are easier to manage.

The next project will involve moving the client from Back Office to the Web. This will reduce the amount of time staff spends entering data into reports and applications. Furthermore, they will have the ability to upload data and provide accounting and reporting from a single point of entry with information securely stored in the Cloud.

"The client had the right technology in place; they were simply not using it to the best of its capabilities. It was primarily used for payroll and UKG Pro can do so much more," the Mosaic Lead Consultant explains.

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