

Large national companies on a rapid growth curve have a lot of plates to juggle: multiple lines of business, merging different operating systems and keeping track of people data, to name a few.

It's not uncommon for businesses with several thousand employees to cling to manual people data management processes for PTO, holidays, expenses or timesheets from a time when they were smaller. Oftentimes this occurs as big-picture items such as strategic direction and long-range business goals take primary focus. Working this way requires a significant amount of time and manpower and is subject to human error. Also, administrative tasks can consume HR leadership's time which would be better spent on more strategic initiatives to make an impact on the business.

An objective eye can provide great perspective on how to work more efficiently, make the most of your HRIS technology and analyze data to make smart decisions so the necessary underpinnings are in place to support future growth. A system review by Mosaic Consulting Group gives our clients a thorough picture of how they utilize their UKG Pro HCM software, and how they can better use their technology investment to manage people and processes.

## **Out of the Gate**

The client is a Kentucky-based racing, gaming and entertainment company. The company's lines of business have grown over its 130-year history to include five racetracks, six casinos, an online wagering business, a video poker business, multi-state network of off-track betting facilities and a collection of data and telecommunication companies. The company employs more than 6,000 people and maintains physical operations in 11 states: California, Florida, Georgia, Illinois, Kentucky, Louisiana, Maine, Mississippi, New York, Ohio and Washington.

The company contacted Mosaic to optimize their UKG Pro system and streamline some manual HR practices pertaining to employee data. The company went through a period of rapid growth and turnover in their HR department, and the UKG system was configured before the current payroll director's hire. The system combined two legacy systems and included UKG Pro Core and Payroll, UTA, Recruiting, Onboarding and Compensation Management. The client wanted to expand their strategic use of the system by learning how UKG Pro could meet company needs as configured, and any additional capabilities they weren't currently using.

The company had a list of known issues with their current system: multiple locations, decentralized business processes, a large and varying workforce driven by company events that required extra manpower and some planned acquisitions on the not-too-distant horizon.

Mosaic's sales team recommended a system review to give the client a full picture of their system, existing gaps and opportunities to streamline and maximize their use of UKG Pro. A team of UKG Pro experts from Mosaic spent two days onsite with HR leadership to evaluate the system and present their recommendations.

Mosaic's Client Engagement Manager recalls, "Due to their aggressive acquisition strategy, we recommended thinking proactively to resolve employee data issues now, before these issues were compounded by further growth."

## A Look at The Odds

A system review typically lasts two to three days onsite and involves all HR, HRIS, Finance and C-suite leaders who use the company's UKG Pro technology. All aspects of the company's HCM platform are critically reviewed using a 300-point checklist. A standard system review involves interviews with leaders in the company's payroll, benefits, compensation and IT departments to determine current use, needs, pain points and opportunities. At the conclusion of the system review, the company receives a set of recommendations from Mosaic and a roadmap to optimizing their UKG Pro investment.

While the company has a small team of 100 at their headquarters, the employee population swells by several thousand to put on annual racing and gaming events each year. "It takes over a month to terminate and/or rehire employees, and they use temps at their casinos and hotels, as well," the Mosaic Functional Consultant observes. "Out of nowhere, their workforce balloons overnight – there's a lot of paperwork to bring people on and terminate them and rehire them for these seasonal events. The system review is a consultative approach to helping them better manage their people and processes."

The system review went above and beyond the company payroll director's expectations. "We didn't know what we didn't know!" she says. "We really see the value of working with Mosaic in the quick turnaround on customer support and growth initiatives."

Specific areas where Mosaic identified opportunities for process improvement included:

- **UTA Training/Configuration:** Employee and manager engagement with UKG Pro was inconsistent due to varying degrees of literacy and a diverse workforce across 105 locations.
- **GL Reconfiguration:** The company made several manual adjustments each payroll cycle and spent too much time on repetitive fixes. Mosaic recommended creating new GL rules for regular wages to provide the most up to date data and reduce manual processes and the potential for error.
- **Payroll Processing:** Although payroll processing was centralized at the corporate headquarters, acquired companies were still on their original pay schedules, meaning payroll staff was processing payroll weekly to accommodate varied schedules. Mosaic recommended shifting all payrolls to bi-weekly and adjusting payroll models to cut processing and payroll run time in half.
- **Time & Attendance/PTO:** Managers did not have a clear line of sight into schedules and clock-in/clock-out issues and had to resolve them manually. PTO plans were not consistent across the company and some had to meet union requirements. Mosaic recommended a review of all PTO plans and to archive those not in use.

### On the Backstretch

Mosaic recommended six months of Premier Support to address pain points and needs, get the HR team up to speed with UTA and replace manual components of configured reports and processes.

UTA provides complex time and labor management, leave management and workforce scheduling options, as well as simple time entry via web portal. It helps record employee time, creates accurate scheduling, reduces payroll expenditures and helps companies remain compliant with labor laws. UTA can also report and analyze metrics such as absences and overtime and wage costs to make more informed workforce planning decisions.

"The company had a very basic setup for UTA and were using it only to track time – it can do so much more," Mosaic's Premier Support Consultant explains. "We are looking at scheduling and reader groups, setting up shift patterns to depict who is onsite at any location at any time, monitoring the movement of employees throughout the week and deploying security features and BI reports."

"The great thing about the partnership is that we serve as an unbiased third party who can tell them what was set up well and what could have been set up better, with their needs in mind. We can recommend tweaks, point out training opportunities and needs post-implementation and point out all the things that UKG Pro can do for them, because they don't always know that," the Premier Support Consultant explains. "Clients don't always know that there is another option to calling and opening a help ticket with UKG Pro or trying to muddle through things on their own – training helps with this and they don't feel that they've been thrown into the deep end of the pool. We help clients learn their system and train them on how to best use it or do it for them – whatever they need to be successful."

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