

Summary

A leading manufacturer with facilities across the United States approached Mosaic to assist their Chief Human Resources Officer (CHRO) in implementing a new HR Information System (HRIS) to replace their outdated homegrown system. The client had a decentralized payroll and HR team with antiquated processes, and the CHRO recognized the need to ensure compliance and standardize processes across work sites. Mosaic was hired not only to help with the company's UKG launch but also from a strategic and change management perspective to optimize processes and ensure successful adoption of the new system.

About the Client

This US-based, family-owned food manufacturing company has multi-state operations and close to 4,000 employees. The company is a leading food provider for industrial, retail and food service markets across the U.S. and around the globe.

Challenge

The client faced several challenges prior to engaging Mosaic's support. Their team lacked familiarity with the UKG product which prevented them from administering the new system effectively, including performing daily tasks. With a decentralized payroll and HR team, they needed assistance in centralizing payroll clerks and rebuilding job and pay scales for consolidation and simplification. Our team also identified significant challenges relate to user adoption, signaling the importance of strong change management strategies. In addition, they faced compliance issues, system inefficiencies, administrative problems, and reduced employee experience due to inconsistent processes and policies across their work sites.

How Mosaic's Support Helped

Mosaic approached this project holistically, playing a vital role in addressing this client's challenges and ensuring a successful implementation. Mosaic actively engaged with the client's team during the discovery phase, facilitating discussions and leveraging our expertise to identify challenges and propose solutions that would maximize the client's UKG usage.

One issue identified during the discovery phase was related to the data conversion and system setup. Migrating data from their outdated homegrown system to UKG required careful planning and attention to detail to ensure accuracy and integrity. By collaborating closely with the client's stakeholders, Mosaic developed a comprehensive data migration strategy, ensuring that critical employee information was accurately transferred to the new system. Mosaic's meticulous approach and attention to detail during data conversion helped the company minimize disruptions and maintain data integrity throughout the implementation process.

Additionally, the client had been operating with a decentralized payroll structure, resulting in inconsistent processes, policies, and compliance issues across their multiple locations. This decentralized approach led to administrative inefficiencies, duplicate hours worked, reduced employee experience, and compliance challenges.

Mosaic not only helped the client centralize their payroll in the new UKG system, but we also worked closely with the customer's payroll and HR teams to reimagine their roles and foster a cultural shift toward a unified and standardized approach. By aligning everyone's goals and streamlining processes, Mosaic enabled the client to consolidate job and pay scales, eliminating inconsistencies and reducing compliance risks.

The need for strong change management strategies became especially apparent when it was revealed that the client's employees did not have regular computer access, posing a unique challenge for user adoption. To address this and ensure that employees could effectively utilize the system, we worked closely with the customer to establish kiosks at every location, enabling employees to conveniently access UKG. Additionally, Mosaic developed and distributed informative posters, communications, and job aids to be displayed in breakrooms, providing visual cues and instructions for using the system. Mosaic also collaborated with the client's HR teams to conduct training sessions for managers, ensuring they understood the system and could effectively guide their teams. By implementing these change management strategies, Mosaic facilitated a smooth transition and fostered user adoption among the customer's workforce.

Lastly, Mosaic identified the need for additional help, especially in maintaining the new processes and configurations post go-live. To provide ongoing support and expertise, an interim HRIS manager and analyst were brought in to guide decision-making. Prior to the go-live phase, Mosaic conducted comprehensive parallel testing and provided personalized training to each payroll clerk, fostering a hands-on learning experience. Mosaic's team of interim HRIS experts supported the client even after go-live, offering prompt assistance and expertise whenever required. They facilitated discussions on security, standardization, and ongoing support, including password resets, login assistance, and accessing important documents like W-2 forms. By providing ongoing support and expert guidance, Mosaic helped bridge the knowledge gap and empowered the client's team to navigate the UKG system confidently.

Overall, Mosaic's support addressed the client's challenges comprehensively. From bridging the expertise gap and facilitating payroll centralization to overcoming data conversion hurdles and implementing change management strategies, Mosaic played a pivotal role in guiding the customer through a successful UKG implementation.

The Result

Increased compliance

Through automation and streamlined processes, the client achieved enhanced compliance by improving payroll systems and preventing policy violations.

Reallocation of payroll clerks

By centralizing payroll processes and introducing automation, the client's payroll clerks were able to shift from reactive tasks to more proactive responsibilities. This reallocation of their roles improved efficiency and allowed them to focus on higher-value activities.

Streamlined job functions

Mosaic's expertise helped the client transition from manual, paper-based processes to automated workflows, reducing administrative burdens and increasing efficiency. The implementation of UKG Pro enabled the automation of pay scales, eliminating the need for annual adjustments.

Time for employee engagement

With streamlined processes and reduced administrative tasks, the client's HR team now has more time to dedicate to employee training, development, and improving the overall employee experience.