



Organizational Change Management

The role people play in the success
of your UKG solution is critical



UKG provides change tools as part of our Paragon methodology.

With these Paragon™ tools and the ability of UKG™ (Ultimate Kronos Group) to convey the voice of the UKG user, our team of Prosci®-certified change practitioners advises and assists you through successful solution adoption. We'll help you identify who is impacted, how to communicate the change they will experience, what your training plan should include, and how to reinforce your goals to achieve continuous value. The following are just a few of the deliverables your UKG change management practitioner can provide.

Identifying individual behavior changes

The unit of change in every organization is the individual. Throughout your project, your focus must be on the people who will be changing the way they perform their jobs. Successful and sustainable change in an organization happens only if individuals adopt new behaviors.

Figure 1: A sample of the types of change you and your change practitioner may identify.

Who is impacted?	How will their behavior need to change?	When does the change need to happen?	What do you expect from changed behaviors?	What concerns should be addressed?
All nonexempt hourly employees	Clock at the start and end of their shifts	Starting the first day of go-live and then every single time they work	Accurately, on time, with an absolute minimum of missed punches	Difficulty remembering to punch in for every shift, not knowing where the clock is, not knowing how to use the clock
All managers with nonexempt hourly employees	Review timecard alerts and approve timecards	Starting the first day of go-live and then every week for alerts and once every two weeks for approvals	Timecards should be approved with zero errors	Might not have time to check alerts regularly, not comfortable approving timecards in a new system

Organizations don't change — people do! With UKG, we can control labor costs — but only if people adopt the new tool quickly and use it proficiently. Identify the different groups impacted by your UKG project and determine the specific actions they'll need to take.



Communication plan

Your communication plan should help people understand the reason for the change and what they need to do to make it successful. You or your change practitioner will create a communication plan that will utilize the way your organization likes to communicate.

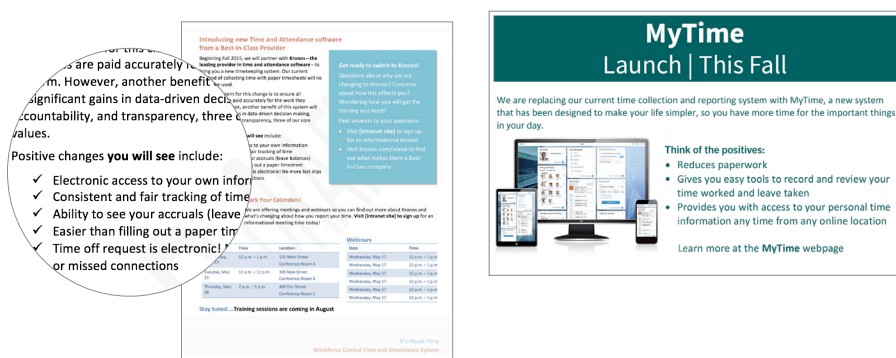
Figure 2: A sample communication plan; it includes the target audience, the primary focus of the message, the sender, the message content, the delivery mechanism, and the timing.

Communication	Primary Focus	Sender	Audience	Channel	Date
<ul style="list-style-type: none">Executive Project Review and need for support (15 min or less)	<ul style="list-style-type: none">Project brief and project planOCM planYour involvement is the key to our success	<ul style="list-style-type: none">Project team and CEO	<ul style="list-style-type: none">President and senior VPs	<ul style="list-style-type: none">Face-to-faceWritten communication as a leave behind	<ul style="list-style-type: none">14 weeks before go-live
<ul style="list-style-type: none">Announcement to Leadership	<ul style="list-style-type: none">TimelineKey messagesReview of executive action planOutline of specific behaviors	<ul style="list-style-type: none">President and senior VPs	<ul style="list-style-type: none">Leadership team	<ul style="list-style-type: none">Live, in-personWritten communication as a leave behind	<ul style="list-style-type: none">13 weeks before go-live
<ul style="list-style-type: none">Announcement to Entire Organization	<ul style="list-style-type: none">Project brief and project planOCM planYour involvement is the key to our success	<ul style="list-style-type: none">Project team and CEO	<ul style="list-style-type: none">President and senior VPs	<ul style="list-style-type: none">Face-to-faceWritten communication as a leave behind	<ul style="list-style-type: none">14 weeks before go-live
<ul style="list-style-type: none">Communication “Care Package”	<ul style="list-style-type: none">TimelineKey messagesWIIFM	<ul style="list-style-type: none">CEO	<ul style="list-style-type: none">Entire organization	<ul style="list-style-type: none">Email with video link	<ul style="list-style-type: none">10 weeks before go-live

In addition to a plan, you can engage a UKG change practitioner to provide the key messaging and text for banners, flyers, emails, and other needed collateral. Sample communication deliverables appear on the next page.

Since this is a technology project, the IT team would typically send out all the communications. But a lot of people just hit “delete” when they see a message from IT. It’s important that people learn about this change from the right person. Develop a communication plan that targets different groups of employees with relevant messages from the people they’re most likely to listen to.

Figure 3: These samples stick to the 80/20 rule. The bulk of the message should be about the receiver of the message.



Training plan

Your training plan should clearly define the audiences, delivery approach, timing, content, and owners of the training, and include any services you have contracted through UKG along with any additional training needed.

Figure 4: A sample training plan; it includes the audience, the skill needed, who owns the training, the duration, the venue or approach, any development notes, and the date of delivery.

Audience	Skill/Ability	Owner	Duration	Venue (delivery approach, tools, materials)	Development notes	Date
Project team	Overview of timekeeping and scheduling	UKG project manager	1 day	Virtual session/ On-demand courses	Provided by UKG	8 weeks before go-live
Customer training team	How to use all aspects of the solution	UKG PM	2 days	Train-the-trainer virtual sessions	Provided by UKG	6 weeks before go-live
Hourly employees	How to clock in and out; how to check schedules, review policies and processes	Customer training team	2 hours	Live in classroom/ job aids/ GoToMeeting sessions	Customer needs 3 weeks to revise UKG materials	2 weeks before go-live
Salaried employees	Requests for paid time off	UKG PM	1 hour	On-demand course	Provided by UKG	2 weeks before go-live
Managers/ Supervisors	Review timecards and schedules, how to make edits, and time submission processes and timing	Customer training team	4 hours	Management review sessions/ GoToMeeting/ manager reference guide	Customer needs 3 weeks to revise UKG materials	2 weeks before go-live
Executives	Review high-level practices and policies that are changing	UKG user adoption	1 hour	PowerPoint presentation	User adoption/consultant will create	2 weeks before go-live

*You know you need training, but how do you make sure your employees take it before you go live? **We start by creating a training plan** that focuses on what different groups of users need to learn.*



Reinforcement plan

Many organizations communicate and train, but few reinforce their original goals. Create a reinforcement plan that consists of auditing for compliance, taking corrective action, and recognizing and rewarding success.

Figure 5: A sample reinforcement plan; it includes the audience, the reinforcement type, the person responsible, the specifics, the delivery mechanism, and the date.

Audience	Reinforcement type	Person responsible	Specifics	Delivery mechanism	Date
CEO and executive leadership	Recognizing and rewarding success	Project team	Organizational goal achievement	Presentation to leadership	2 weeks after go-live
All employees	Recognizing and rewarding success	CEO or executives	Organizational announcement of congratulations	Email	2 weeks after go-live
All employees	Recognizing and rewarding success	Directors and management team	Team announcement of congratulations	Email or team meetings	4 weeks after go-live
All employees	Auditing for compliance	Payroll team	Punch policy adherence	Report to leadership and managers	4 weeks after go-live
All employees	Taking corrective action	Frontline managers	Educate and communicate as to the “right way”	One-on-one discussion	6 weeks after go-live
Managers	Recognizing and rewarding success	Directors and management team	Reward for managers whose employees have achieved a 95% punch rate	Lunch with director	8 weeks after go-live

*Quickly moving on to other projects once you go live with new technology is common. Is that a mistake? It's too often assumed that the project is a success if the technical launch goes well. But some people might not know how to use the new tool, or they might decide they just don't want to do things differently. **This plan helps.***

People. Plan. Performance.

Your UKG user adoption consultant can provide you with the necessary tools to make change seamless, successful, and sustainable. With the right communication and training plans in place, team members will be able to more easily adopt new behaviors and workflows. And a reinforcement plan can recognize and reward team members for their ongoing success. With the right change management support, your organization can achieve your workforce management goals and maximize the return on your UKG investment.



Our purpose is people

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