

Strategic Change Management Approach Helps Highly Unionized Agency Achieve Sustained Success

Departmental collaboration and comprehensive, multi-channel communication key to change success

▶ CHALLENGE

With this state government agency's time and attendance system implementation project imminent, apprehension regarding end user adoption was at a high level. A history of company-wide resistance on previous projects, change-resistant leaders, and limited project sponsor resources—as well as a failed past attempt at change management led by another firm—meant anxious stakeholders and leadership alike. Field employees without access to email and other traditional communication options presented another hurdle that would require out-of-the box thinking to ensure change success.

▶ SOLUTION

In addition to supporting the client's implementation initiative, Workforce Insight leveraged its Prosci®-certified change management team to provide comprehensive change management support using a holistic framework and change strategy that took into account this client's unique needs. Key elements central to this project's change management success included:

- Appointment of Change Champions in the field, and providing them with change management-specific training that helped them effectively spot and combat change resistance among users
- Change management coaching for managers and other leadership to help educate and inspire them in their important roles as change leaders
- Collaboration among Finance, Operations and IT departments to help collectively build and execute a comprehensive, strategic communications plan within a reasonable and well-defined timeline
- "Conversationally informative" posters, flyers and other creative and effective means of introducing the project to the segment of this client's employee population without access to email and other conventional forms of communication

In addition to an on-time, on-budget implementation, Workforce Insight's project team and change managers were able to help the client achieve a smooth and successful transition, with fewer inquiries and requests to Payroll and a reduced number of off-cycle checks, lowering processing costs. The high rate of participation in project preparation activities also resulted in a significant decrease in resistance from project introduction to go-live, with a 93% end user satisfaction rate and 90% end user adoption rate on day 1.

CLIENT PROFILE

State Government Agency

 3,500 Employees,
11 Unions

 "Workforce Insight's Change Management team is 1,000 times better than the company we had in here before!"

- Client Project Sponsor

93% End User Satisfaction Rate

90% End User Adoption Rate

Documented Success on Day 1