

# Multinational steel manufacturing and mining company chooses and experienced partner to guide them through their digital transformation

## Background

Sometimes we seek change and other times change seeks us. The latter was the situation for a company specializing in engineered steel products and steel recycling in the U.S. and Canada. They were informed that their aging HR system would no longer be supported and they needed to quickly find an adequate replacement. The new system had to be affordable but modern and flexible. It had to efficiently manage their 3,800 union and non-union employees across two countries.

The system needed to accurately deliver the payroll and benefits basics. It also needed to manage more complex functions like workforce and learning management. Their employee base is dynamic. Workers with critical skills and/or safety certifications are often required on short notice. Nearly 75% of their employees did not have regular access to computers. This was an opportunity to take advantage of mobile capabilities and better connect their workforce. This system implementation had to be very successful with the value of the new HR capabilities apparent to everyone.

## Business Concern

After a thorough vendor selection process, Workday was chosen as the new HR system. In the initial planning stages, the company requested assistance from KSI as a Change Management partner with extensive Workday implementation and most importantly, transformation experience.

Based on early employee feedback, there was significant concern that the transition from a historically paternalistic HR support model to a new, automated, online self-service system would be perceived negatively. The perception was that HR was shifting their work to managers and employees. The value of the new system—both to the company and to individual employees—had to be communicated in realistic terms that demonstrated tangible, positive results.

## Key Takeaways

### Data Driven

DATA-DRIVEN CHANGE ASSESSMENTS TO DEFINE THE SPECIFIC NEEDS OF EACH CLIENT GROUP.

### Quality

QUALITY CONTENT DEVELOPMENT FOR DIVERSE AUDIENCES AND TRAINING SUBJECTS.

### Anticipate Changes

ANTICIPATING NECESSARY CHANGES BY ENGAGING END USERS AND SOLICITING THEIR UNVARNISHED FEEDBACK BEFORE THE SYSTEM WENT LIVE.

### Real Time Access

ENABLING ADOPT FOR EASY ACCESS TO HELP DOCUMENTS WITHIN THE SYSTEM SCREENS TO PROVIDE SPECIFIC SUPPORT AT THE POINT OF NEED WHICH CONTINUES WELL BEYOND GO-LIVE.

### Experienced

EXPERIENCED CONSULTING TEAM WITH THE NECESSARY CHANGE MANAGEMENT APPROACH AND PRACTICAL DELIVERY SKILLS TO EXPEDITE THE WORK WHILE DELIVERING CUSTOM INFORMATION TO MEET CLIENT NEED.

They needed KSI to be able to develop and deliver effective messages to support the transition and would also need to create training courses and other materials to enable employees to quickly understand what they needed to do in the new Workday system. This effort would need to extend well beyond go-live which is where many companies fall short of their goals.

## Strategy and Execution

KSI began by quantifying and qualifying the specific Change needs for the company. The strategy identified the steps to appropriately prepare the organization for the new Workday system and processes. Over five weeks, KSI researched and delivered a targeted Change strategy that identified more than 150 documents, including audience-specific messages, 75 quick reference guides, and training courses for six distinct audiences. The schedule included delivery dates for each message to successfully guide HR, managers and employees leading up to and beyond Workday Day 1.

Understanding the training courses needed for each client audience was only the first of the training decisions to be made. The company needed help determining how best to deliver Workday training. They needed to minimize employee time away from the plant floor and increase their ability to use the new self-service capabilities.

The training time hours were reduced from three hours (traditional classroom training only) to one hour through the inclusion of the ADOPT solution. Using ADOPT, end users were able to access the step-by-step quick reference guides on the Workday screens. This ability to find the help guides at the point of need reduced the time required to learn and become familiar with the steps during the time devoted to classroom learning. With ADOPT, employees were able to reinforce the lessons learned and take actions at their own pace and when needed.

As the project phases moved closer to the Go Live date, there was still a concern about the degree of Change that employees would accept. To address the issue, KSI worked with the HR team and system implementer to gather end user opinions about the ability for employees and managers to successfully use the system. The user tests included the ability to utilize ADOPT to find and apply the help content for a variety of high volume and high impact processes.

ADOPT also provided the HR team with the self-service capabilities to quickly manage messages and help guides before, during, and after Go Live. KSI delivered a brief ADOPT administrator training session to enable representatives from the company to maintain, modify, and create new messages and help content independently after Go Live.

## Results

The employees who participated in the early feedback sessions were impressed with the new system and their user experience comments were even more positive than the project team anticipated. That positive reaction continued through the training sessions with employees particularly impressed by the intuitive Workday design reinforced by ADOPT and its delivery of quick reference guides on the Workday screens. The one-hour Workday training course was mandatory and was successfully delivered to 97% of employee population prior to the first day with Workday.

Messages to introduce Workday concepts were delivered on a weekly basis beginning approximately three and a half months prior to the system launch date. Information progressed from background and context to detailed actions, targeted to each audience across all locations. ADOPT was used to reinforce key messages such as reminders about time entry submissions and approvals. When users logged in to Workday, messages customized to each location appeared on screen to direct employees about the Workday tasks to be completed. ADOPT analytics tracked the user views of the messages and help guides. The analytics were used to anticipate user needs and react to potential issues before local support would have been inundated with requests for assistance.

After ten months of Change Management preparation, workers felt well prepared to use Workday to better manage their own data. At launch, calls to the support team were minimal and employees quickly migrated to new online behaviors including viewing their payslip online, checking their benefits, and quickly finding contact information for others at any company location. Managers appreciated the ability to review time entries from their teams in one place and the streamlined time approval process. Overwhelmingly positive comments were received about how ADOPT was a useful feature that enabled users to be more self-sufficient.

A teal-colored button with rounded corners and a white border, containing the text 'Request a Consultation' in white. The button is positioned over a background image of a group of people in an office setting, which is partially obscured by a teal overlay.

[Request a Consultation](#)