A Journey through HRIS Implementation at Junior Achievement

A Peak Advisory Consulting Case Study

Introduction

In the non-profit education sector, Junior Achievement (JA) stands out, offering youth valuable lessons in financial literacy, workforce readiness, and entrepreneurship. With 1800 dedicated employees and a federated model spanning 105 separate entities, JA faced the challenge of optimizing its HR and Payroll functions, hindered by decentralized processes and underutilization of its existing HRIS system, Workday.

Five hours per day is the estimated time an HR professional spends on administrative tasks. The ROI of utilizing HRIS is reported to be two hours per day returned to the professional.

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THE CHALLENGE

JA recognized the pressing need for a technology overhaul to unlock its full potential. Thus, the organization set out on a mission to implement UKG as its new HRIS and Payroll platform, aiming for enhanced collaboration, reduced manual tasks, and improved productivity.

1. Suboptimal Utilization of Workday: Workday's capabilities remained largely untapped due to low adoption rates and decentralized workflows, resulting in inefficiencies.

2. Historical IT Transition Woes: Past IT transitions left scars, fostering a culture of skepticism and posing a barrier to successful implementation.

3. Flexibility vs. Security: JA Areas sought a delicate balance between autonomy in managing policies and processes and the need for standardized, efficient HR operations.

4. Selling the Vision: With a federated model, garnering buy-in from each JA Area required effective communication and persuasion.

Unexpected Hurdles: Initial expectations clashed with reality during the requirements gathering phase as UKG's promised capabilities proved unfeasible, prompting a project scope re-evaluation.

Peak's Role & Impact

While capabilities proved unfeasible and prompted a scope re-evaluation, the teams perservered.

Peak's Role: Peak stepped in to support JA throughout the implementation process, offering assistance in vendor selection, planning, data gathering, and various implementation activities, including project management, change management, and training.

The Impact: Despite the challenges, the UKG implementation yielded significant positive outcomes. These 5 findings emerged:

Strong Adoption: JA Areas embraced the new system, boosting efficiency.

Employee Engagement: Mobile access and self-service options improved engagement and data visibility.

Productivity Boost: Streamlined processes and real-time analytics drove productivity gains.

Simplified Technology: Integrations and automatic upgrades simplified IT management.

Efficiency Gains: Reduced manual tasks and risk mitigation measures streamlined HR operations.

Conclusion:

Navigating HRIS implementation hurdles demanded strategic planning, effective communication, and adaptability. Despite setbacks, JA's successful adoption of UKG underscores its commitment to modernizing HR technology. Moving forward, sustained efforts in change management and stakeholder engagement will be vital for maintaining these gains and fostering an innovative culture within JA.

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