Monash Health

CHANGE IMPACT STATEMENT – 2021

Campus: **All Sites**

Department: **Monash Health**

Relevant Enterprise Agreement(s):

Date: 24/08/2021

1. **Brief Description of Change Proposal**

   1.1   <u>Background</u>

   Monash Health will upgrade its current 12-year-old employee management system – Kronos Workforce Central (Kronos) – to a new cloud-based product called UKG Workforce Dimensions (Dimensions). The update will introduce new features and tools facilitating improved scheduling practices and efficiencies. Extensive background work has been conducted by the project team to analyse the different ways individual cohorts in the organisation utilise Kronos, what they will benefit from with UKG Workforce Dimensions and what functionality they will be using.

   End-user categories have been broadly defined and include:
   - Administration
   - Allied Health
   - Bureau
   - Clinical Support
   - Community
   - Dental
   - Imaging
   - Medical
   - Mental Health
   - Nursing / Midwifery
   - Other
   - Pathology
   - Pharmacy
   - Support Services
   - Technicians

   Discussions with these different groups has identified different complexities and scale involved in the change to UKG Dimensions and this has informed how the rollout is planned to proceed.

1.2   Current state

Kronos is used for managing time/attendance, scheduling (rostering) and leave for all employees. The system can be accessed via desktop computer, tablet, mobile phone and Kronos Self-Service devices with slightly different interfaces in each.

The current user interface is not very intuitive, hard to navigate and often takes significant time to load. Creating schedules (rosters) within Kronos is time consuming, which has resulted in several different manual processes being applied across the organisation. Manual processes also exist for activities such as shift swaps and supplementary rosters. The process for filling open shifts with Pool, Part-time and Casual employees happens outside of the current Kronos system.

1.3   Future state

With the implementation of Dimensions the same functionality provided by Kronos will remain. Dimensions will upgrade that existing functionality and introduce new workflows, tools and interfaces to increase efficiency and user accessibility. Dimensions will provide for some areas of Monash Health more flexibility for punch in/out using mobile devices. For the other areas the punch in/out process will remain the same.

You will soon be provided with the training and rollout dates for your area.

Ongoing support will be in place in the form off a tiered support network including self-help reference guides and online training, champions, Teams channels and the system admin team.

1.4   Key change impacts

Current State	Future State	Proposed Change	Change Mitigation
All Employees			
Kronos is used for managing time/attendance, scheduling (rostering) and leave requests	Dimensions will be used for managing time/attendance, scheduling (rostering) and leave requests	Dimensions will have a new look and user interface but share many familiar features with Kronos.	Training and online resources will be available for employees to familiarise themselves with the new interface
Employees may use the Kronos mobile app to approve timecards and check leave balances.	Employees can use the new Dimensions app, which has the same functionality as its desktop version.	The old app will need to be deleted and the new app installed.	Details of the new app and when it needs to be downloaded will be provided.
Employees who have been on-boarded for Self-Service need to	Employees can now use Dimensions desktop/mobile to clock on/off, in addition to the physical	An additional workflow to support employees who are required to clock on/off.	Training and online resources will be available for employees to

Current State	Future State	Proposed Change	Change Mitigation
scan their finger to clock on/off via physical timekeeping clocks.	timekeeping clocks. Some areas will need to be physically on-site to be able to clock on/off into the system if using the app.		familiarise themselves with the new system
Request outcome notifications are received via email.	All notifications will come through to the Dimensions mobile/desktop notification area. Reminders to approve timecards will be the only notifications received via email.	A change in workflow for checking notifications. Employees will need to have notifications for the Dimensions mobile app switched on or alternatively log on to the Dimensions mobile/desktop app to receive all other notifications.	Training and online resources will be available for employees to familiarise themselves with the new notification workflow
Schedules (rosters) are viewed and changed (as permitted) in several ways across the organisation including: • Kronos application - Employee Workspace • Paper-based in local areas • Excel on shared drives	Schedules can be viewed and changed (as permitted) in the Dimensions mobile/desktop app.	For some teams there will be a transition to electronic scheduling (rostering) including viewing shifts. For others the process will remain similar to today.	Training and online resources will be available for employees to familiarise themselves with the new system
Shift Work Employees			
Employees provide their availability in several ways across the organisation including: • Excel workbooks on shared drives • Supplementary rosters • Paper-based methods • Email	Employees will enter their availability into the Dimensions app. Managers will provide support as required.	A change in workflow for advising availability, with a transition to standardised electronic data entry.	Training and online resources will be available for employees to familiarise themselves with the new system. Champions will be trained in specific areas to provide further support
Employees check their shifts via paper/excel-based rosters and notify their manager where a shift swap is required. The manager makes the required change in Kronos. Alternatively, some areas use the Shift Swap function in Kronos to	Shift swaps can be requested directly via Dimensions. Employees can nominate someone to swap shifts with. That person can then accept or reject the request. A manager will need to approve the swap as required.	A new electronic shift swap workflow will be available.	Training and online resources will be available for employees to familiarise themselves with the new system. Champions will be trained in specific areas to provide further support

Current State	Future State	Proposed Change	Change Mitigation
request a swap. The manager then approves as required.			
Available (open) shifts are usually advertised and filled by using SMS, email or word-of-mouth. Managers or the Monash Health Bureau then adjust the schedule (roster) in Kronos andother rosters.	Employees may receive a notification for available (open) shift within the Dimensions mobile/desktop app. These shifts will also be visible in the employees' schedule (roster) in Dimensions. Employees will be able to request to fill the shift. A manager will need to approve the request.	A change in workflow for viewing, searching and accepting requests for open shifts. Employees may prefer to download the Dimensions mobile app to ensure they're able to receive the most real-time notifications for available (open) shifts.	Training and online resources will be available for employees to familiarise themselves with the new system. Champions will be trained in specific areas to provide further support
Managers			
Kronos is predominantly used to manage schedules (rosters), shift pay codes and cost centres, leave requests and timecards	Dimensions will be used to manage schedules, shift pay codes and cost centres, leave requests and timecards	Dimensions will have a new look and user interface but share many familiar features with Kronos.	Training and online resources will be available for employees to familiarise themselves with the new interface
For many business areas, skill mix is recorded and managed locally via offline processes. Some areas record employee skill and proficiency levels in Kronos.	For those areas that require the functionality, Dimensions will be used to record employee skills and proficiency levels.	Managers will need to maintain an updated register of their employees' skills and proficiency levels.	Training and online resources will be available for managers to learn how to maintain accurate records of skills and proficiency levels for their employees
Managers record their employees' availability in several ways across the organisation including: • Excel workbooks on shared drives • Supplementary rosters • Paper-based methods • Email	Employees' availability will be entered in Dimensions. Managers may need to provide data entry support.	A change in workflow for recording employee availability, with a transition to standardised electronic data entry	Training and online resources will be available for employees to familiarise themselves with the new system. Champions will be trained in specific areas to provide further support
The process for creating a schedule (roster) varies across business areas and includes several different tools: • Excel-based templates • Paper-based templates • Outlook-based templates	Managers can use Dimensions to assess their workload requirements, workload coverage, build schedule (roster) patterns and populate the schedule (roster) with employees. An automatic schedule (roster) generation function will be available	A transition to electronic scheduling (rostering) practices.	Training and online resources will be available for employees to familiarise themselves with the new system. Champions will be trained in specific areas to provide further support

Current State	Future State	Proposed Change	Change Mitigation
• Kronos schedule (roster)	across a number of business areas. Nursing & Midwifery, Allied Health, Pathology and Mental Health are all looking to leverage this new functionality. Some areas will maintain the use of excel-based templates, which will automatically feed information into Dimensions.		
Filling available (open) shifts is largely completed offline via various modalities. A manager then updates the schedule (roster) in Kronos to reflect the shift change. Some areas use ShiftMatch to fill available (open) shifts where these cannot be filled by home cost centre employees.	Managers can advertise available (open) shifts from within Dimensions, via targeted "call lists". Alternatively, a manager can assign a shift to an employee directly. Call lists will be available for part-time, full time, pool, casual employees. Agency employees will continue to be assigned via ShiftMatch.	A change of workflow for advertising and filling available (open) shifts.	Business rules will be developed to provide guidance to managers on which call lists to use and in what order.

1.5 Benefits of future state

Benefits to people managers and employees include:
- Reduced manual administrative tasks currently associated with scheduling and rostering
- Increase visibility and input into how and when employees are working
- Define more accurate skill-based schedules (e.g. in clinical areas where skill-based ratios are in place)
- Provide system recommendations to reduce costs
- Provide real-time access to all workforce and operational data for managers
- Ability for managers to develop schedules any time, any place via web functionality
- Ability for managers to auto-generate open shifts and assign them to available employees
- Alerts for managers to warn when a schedule/roster could be in breach of any specific Enterprise Agreement rules
- The upgraded system has a more modern interface, making simple tasks like applying for leave a quick and easy request
- Employees will be able to access schedules and leave balances on any device

- Shift swaps will be streamlined and managed through the system, with automatic escalation to managers for approval
- Ability for employees to see and request open shifts
- Ability for employees to enter availability through any device
- Open shift notifications going directly to employees based on skill and availability matches
- Elimination of duplicate systems/workflows (e.g. Shift Match)

2. Effects of change proposal on employees

2.1 Occupational Health and Safety

Consideration has been given to potential OH&S issues and none have been identified at present however HSRs will be consulted with as necessary for any issues that arise.

2.2 Training and Support

A comprehensive training plan has been developed. Training will be provided through active tutorials on Latte, quick reference guides and videos on a dedicated UKG Dimensions website.
Champions will receive dedicated seminar training.
Post implementation ongoing support will be provided by champions and the Monash Health Dimensions admin team.

2.3 Other Departments

The change will be organisation wide with varying impact on different departments/work groups as detailed above and in the rollout plan

3. Measures to mitigate impacts

3.1 Communication with team

Communication with employees is an important part of the process to ensure that all key stakeholders are given sufficient and timely information prior to the change transition occurring. Employees have been consulted in relation to the development of the proposal and invited to raise concerns and issues and to offer solutions and alternative suggestions. We will continue to work with our employees to ensure their concerns are considered in the change process.

As the change is organisation-wide there will be a number of communication channels used during consultation and subsequent implementation, these include but are not limited to:

- Employee forums/events
- Manager forums

- Internal publications and newsletters
- Digital signage
- Updated/new webpages

3.2   Recruitment and Selection

There will be no change to current employees' existing positions.

3.3   Redeployment

There is no reduction in EFT, therefore there will be no redeployment of affected employees.

3.4   Relocation

There is no relocation of staff as a result of this proposed change

3.5   Salary Maintenance

This proposed change does not impact employee salaries.

3.6   Pre booked Approved Annual Leave or Long Service Leave

Pre-planned and approved annual leave and long service leave will be honoured without prejudice.

3.7   People Assist

Employees often find the changes to work procedures and practise stressful. Accordingly, People Assist information has been distributed and promoted to affected employees, to ensure they are aware of the service and the benefits. Employees can access up to four free sessions, funded by Monash Health. The contact number for this confidential service is 1300 687 327.

4.   Details of employee/union consultation

4.1   Details of consultation to date
The project team has been working closely with the subject matter experts representing all of the business groups across Monash Health.
The subject matter experts have been involved in the design, configuration and testing of the tool and training material.
They have also provided feedback into the rollout plan.

Employees will be consulted in relation to the development of the proposed change, invited to raise concerns and provide feedback or alternatives. We will continue to work with employees to ensure all possibilities are considered in the change process. Employee and union consultation will commence with the distribution of this Change Impact Statement.

4.2   Key dates currently proposed

DETAIL	DATE
1.(a) Employee meeting to distribute and explain Change Impact Statement	**24 Aug 2021**
1.(b) Relevant unions forwarded a copy of the Change Impact Statement	**24 Aug 2021**
2. Verbal/written response from employees and / or union	**06 Sept 2021 (14 days of step 1)**
3. Employee Consultation Meetings	**7 Sept 2021 to 20 Sept 2021 (7-14 days of step 2)**
4.Further employee response (where relevant)	**20 Sept 2021 (after conclusion of step 3)**
5.Alternative response from Employees / Union	**04 Oct 2021 (14 days of step 4)**
6. (a) Employer to consider alternative proposals/s consistent with the obligation to contact and, if applicable, to arrange further meetings with employees or Union prior to advising outcome of consultation.	**18 Oct 2021 (14 days of step 5)**
6.(b)Follow up employee meeting to – - Present employee consultation feedback - Confirm any changes to the proposal - Confirm implementation date or further employee consultation period if required	**At Conclusion of Employee Consultation**

5.   Contact Details

To discuss any aspect of this change, please contact:

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Note: The above Change Impact Statement is based on information available at the time of writing and may be subject to change.