

# Implementing a HR System

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# Today's workshop

## What are we going to cover?

- Who we are
- Our rationale for change
- Challenges of implementing a new system
- Are you ready for change?
- NCH journey to change
- Highs and Lows
- Top tips
- Questions

# Introduction

## **Who are we?**

Beverley Flood – Head of HR

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## **Newport City Homes**

Established in 2009, we are the largest social landlord in Newport, with 71% of the city's social housing stock.

We have c.400 employees based over 5 sites across Newport.

# By a show of hands...

1. How many of you are planning on or thinking about implementing a new HR system?
2. Why are you thinking of implementing one?

# NCH rational for change: our journey

Why did we want to change?

- An abundance of manual and paper processes i.e. paper holiday cards, paper payslips, paper files
- Moving to a modern integrated system removing the requirement for endless spreadsheets
- Empowering managers to do more
- Acquiring a system that was fast and accessible any time anywhere
- Reducing the need for manual calculations
- Reduction in the need for multiple platforms such as recruitment, learning etc. with an all in one place solution
- Data integrity & digitalisation journey
- Value for money colleagues time
- Professional and consistent service
- Transforming the way HR operate

# What do you think the challenges will be?

## Task

On the post notes on your tables, make a note of what challenges you think you will encounter (or are encountering) when implementing the new HR system...

Do you have the right culture for change?



# How change ready are you?

Another tool to test your readiness for change...

## **Cultural readiness**

The degree of alignment between cultural norms and the proposed change.

## **Commitment readiness**

The degree of resolve and ability of the organization, through its leaders at all levels, to see the change through to successful and sustainable completion within the organization's overall strategic agenda.

## **Capacity readiness**

The degree to which the organization is able to bring supportive work processes, historical knowledge and experience, current knowledge, skills and abilities, and resources to bear to aid in successful implementation and sustainability of the change.

# NCH Journey to change: how?

Collaboration  
with key  
stakeholders

Timeline -  
procurement  
(iTrent)

Scoping  
phase

Build phase

Data  
conversion

Testing  
phase

Training &  
comms with  
colleagues

Go live

Further  
engagement  
with  
colleagues

Accessibility  
trade  
colleagues

Teething  
issues

Ongoing  
training

# Kotter's 8 Step Change Model

- **Step 1: Create a sense of urgency**
  - If everyone really wants the change to happen, it is much easier to implement it. Creating a sense of urgency among everyone will help spark that motivation in them to embrace the change that you are about to bring about.
  - You can use a SWOT analysis to emphasize the threats and opportunities that lurk in the marketplace or the industry. Additionally, you can also use a threat vs. opportunity matrix to show how your company stakeholders will be affected by the change or lack thereof.
- **Step 2: Build a guiding coalition**
  - Build a strong team made up of influential people from all statuses and expertise and who can convince others that change is necessary.
- **Step 3: Form a strategic vision and initiatives**
  - Create a clear vision as to why change is necessary or as to why you are asking your employees to do something. Determine the values that are linked to the change and create a strategy to get to your vision.
- **Step 4: Clearly communicate the said vision**
  - Communicate your vision frequently so that it will be embedded within everything your team does. Not only during special meetings but every chance you get, try to remind the vision to your team

# Kotter's 8 Step Change Model

- **Step 5: Enable action by removing any obstacles**
  - Identify barriers that are blocking the implementation of change. Help those who are resisting change see what's needed. Reward people to support change.
- **Step 6: Generate short-term wins**
  - If your staff can see short-term wins that will motivate them. Create short-term targets so you can celebrate quick wins.
- **Step 7: Build on the change**
  - If something worked, identify what went right and improve it. Set goals and continue to work on it, building momentum.
- **Step 8: Make it part of the culture**
  - Make sure that any change you gain, you make it part of your culture

# Highs & Lows (NCH)

## Highs

- Good feedback from all colleagues
- Good usage rates
- Mobile solution
- Functionality improvements – Reporting, visibility working patterns, become more agile and accessible
- Online payslips (money saving)
- Predicted cost savings with automation of processes

## Lows

- Data conversion process was painful
- Initial teething issues
- Resource intensive
- High level of technical skills (Business Objects training)
- Extra consultancy days needed

# Top tips (in our shoes)

## **Head of HR vs HR Business Partner Projects**

### **Head of HR**

1. Really consider the scope and appetite across your organisation for this change
2. Budget – double it!
3. Resource - double it!

### **HR Business Partner Projects**

1. Scope out as many new processes before implementation
2. Create thorough notes & guides throughout training
3. Share your knowledge & use the test environment!

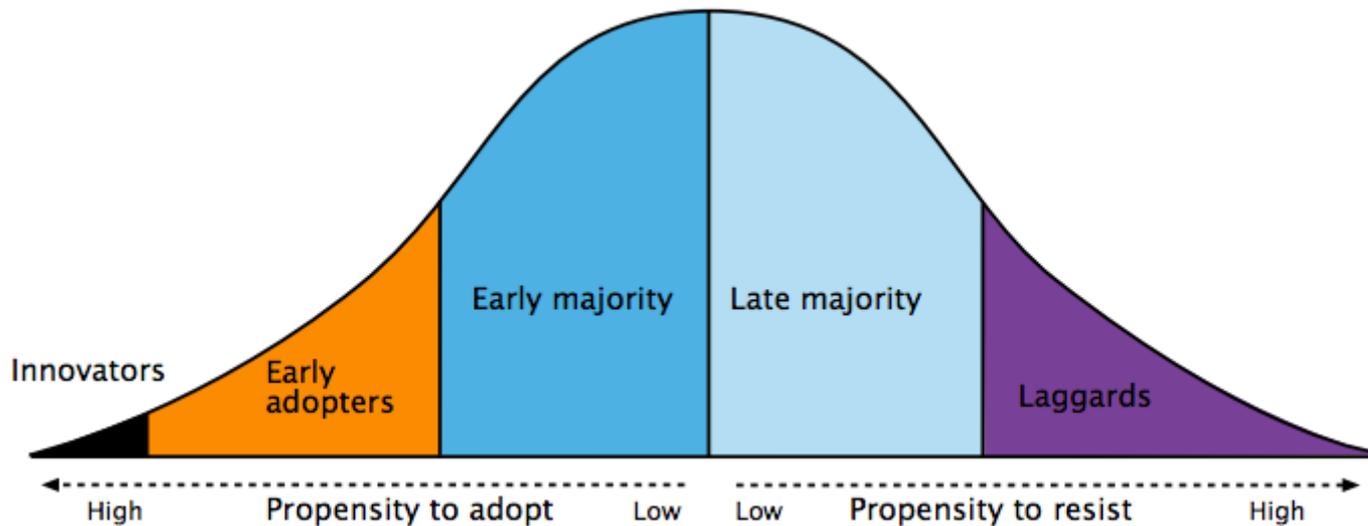
# Closing thoughts

- ✓ Involve the wider business, key teams IT, Finance and LT to obtain buy in
- ✓ Build a strong relationship with your project manager (system stakeholder)
- ✓ Expect things to go wrong
- ✓ Be realistic with your time frames, you must account for BAU, sickness and holidays (contingency plan, plan plan plan again)
- ✓ Clean your data before you start
- ✓ Work out your process mapping before you start
- ✓ Create manuals & user guides
- ✓ Structure of the resource consider the role of the project team

Any Questions?

# Reactions to change

Different people react differently to change

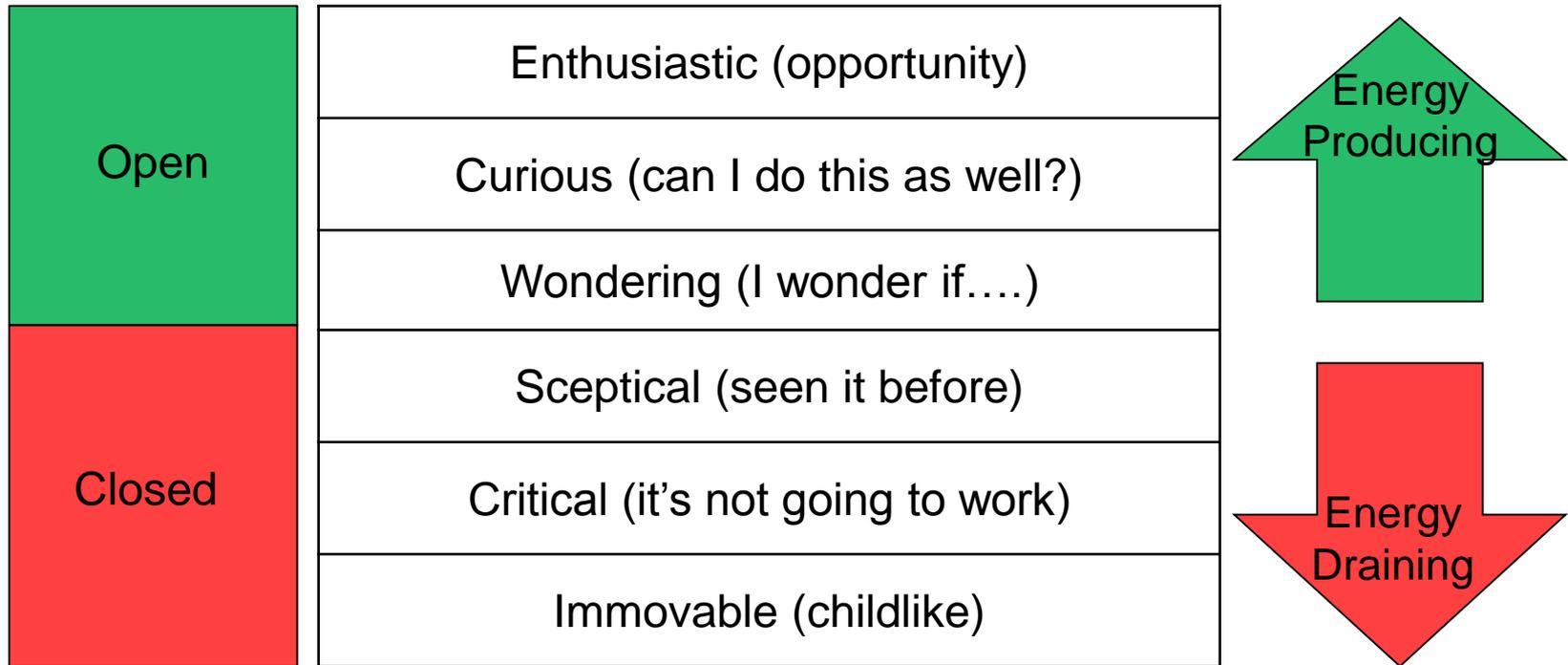


**Where are YOU?**

**Where are your PEOPLE?**

# Approaches to Change

## 1. Different people react differently to change



**Where are YOU?**

**Where are your PEOPLE?**