



Casual Worker Project Enhanced Operating Model Engagement Lessons Learned

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1. Executive Summary

The Enhanced Operating Model (EOM) is the second phase of the Casual Work Compliance Project. The aim of this phase was to provide an interim solution to reduce the compliance risk related to casual work until the College is ready to purchase a Casual Work Management system.

The objectives of the EOM were:

- Risk reduction related to Immigration and Employment law compliance (College and individual) related to weekly hours limits.
- Standard processes for hiring departments
- Consistent experience for casual workers

Deliverables

The EOM delivered two in-house developed applications, the **Casual Work Management application** (CWMA) used by staff to setup work assignments and approve timesheet for payroll, and the **Casual Worker Timesheet application** used by workers to submit and track their own timesheets.

Departments transitioned to the new applications in three phases from 21 February 2022 to 23 May 2022. July '22 was the last payroll where any payments for current work were processed outside of the new application. Work completed more than six months prior to the implementation cannot be paid through the system.

Engagement

Effective departmental engagement was a critical part of the approach for the project. The successful implementation of the Interim Operating Model (IOM) in the first phase of the project had established good working relationships between the Service Owner, the project team, and the impacted departments. These were carried into the EOM phase of the project with an expanding set of contacts in departments as it included timesheets and payroll. The User Advisory Group (consisting of departmental staff across all College communities) expanded from 90 members to over 200.

During the design and development of the applications, departments were consulted on the impact that the new applications would have on their ways of working. Prior to the project, the processes were entirely devolved to departments and there was no central visibility of them. Departments understood that the system would need to work the same way for everyone and that department specific variations would not be supported. Where necessary, changes were made to the design of the Minimum Viable Product (MVP).

To prepare for the transition, the Service Owner and Change Manager worked closely with each department to support their decision making about how their processes would change, the data to setup in the system, and the communications and training to the staff and workers in their department. In addition to the regular UAG meetings with all departments, individual department



meetings allowed each department to work through their own issues and develop their own plans for preparing their staff and workers for the change.

Measuring the success of the engagement

Successful engagement is usually measured by the speed of adoption, level of utilisation (% of users and functionality transitioned), and the proficiency of use. Against all three criteria the engagement for the EOM has been a success. When the majority of the departments went live on 23 May, staff and workers were ready. The level of queries and issues were minimal, and they were handled quickly and effectively by the Casual Worker Team without the need for additional project support.

In addition to this, the departments who hire casual workers also believe the project has been a success, and they attribute that success to the way they were engaged including the level of communication (in both directions), the templates and guidance provided and the time they were given both in term of support effort from the Service Owner and Project Team, but also the time they spent themselves on the preparation activities.

The time and effort that departments put into the project has been critical to the successful and smooth implementation of the application and the delivery of the benefits. Many have commented that it felt like a truly collaborative effort, which it was.

Engagement lessons learned

The lists of engagement lessons for future project teams and for departments can be found in sections 7 and 8 below.

Effective and regular communication, listening, engaging collaboratively, and supporting stakeholders with clear guidelines on what they need to do, when and how cover the bulk of the recommendations. Clear and repeated reminders of the benefits was also mentioned by several people.

2. Project delivery

The EOM project delivered two in-house developed applications, the **Casual Work Management application** (CWMA) used by staff to setup work assignments and approve timesheet for payroll, and the **Casual Worker Timesheet application** used by workers to submit and track their own timesheets.

Departments transitioned to the new applications in three phases from 21 February 2022 to 23 May 2022. July '22 was the last payroll where any payments for current work were processed outside of the new application.

The ICT led development team introduced a new agile methodology to work with the Service Owner(s) to agree the design of Minimum Viable Product.



3. Engagement approach

Effective departmental engagement was a critical part of the approach for the project. The successful implementation of the Interim Operating Model (IOM) in the first phase of the project had established good working relationships between the Service Owner, the project team, and the impacted departments.

User Advisory Group (UAG)

A User Advisory Group (UAG) was setup that included project contacts from each of the departments that hire casual workers. The User Advisory Group (consisting of departmental staff across all College communities) expanded from 90 members to over 200. Additional contacts from each department were required as it included timesheets and payroll.

- Monthly meetings to present progress, next steps, and systems demos, and to ask for initial feedback from the group as a whole.
- Teams channel – posting monthly meeting recordings and slides, storing all templates and guidance for departments
- Monthly email reminders of progress, next steps and where to find further information

Design phase

During the design phase, while the applications were being developed, sections of the applications were demonstrated during the UAG meeting where the whole group were able to ask questions and provide feedback.

UAG meetings were followed up with individual meetings with each department to ask what the impact would be of the new applications. This provided the opportunity for the Service Owner and project team to identify where changes to the functionality were required for the Minimum Viable Product (MVP) and to explain to departments why their specific requirements could not be met and changes in their processes would be required.

Implementation phase

During the implementation phase, the Service Owner and project team supported departments to plan and prepare for the transition by providing the following documents:

- Templates to capture the decisions that each department needed to make about the processes they would follow using the new application and the data and people needed to be setup in the application.
- A template to capture what those change would be for staff and students within their department.
- A draft communications plan for the department.
- Sample emails to be cascaded to staff and workers at various points in the process.
- User guides for each system role, available online and in pdf.
- Video guides for each system role.



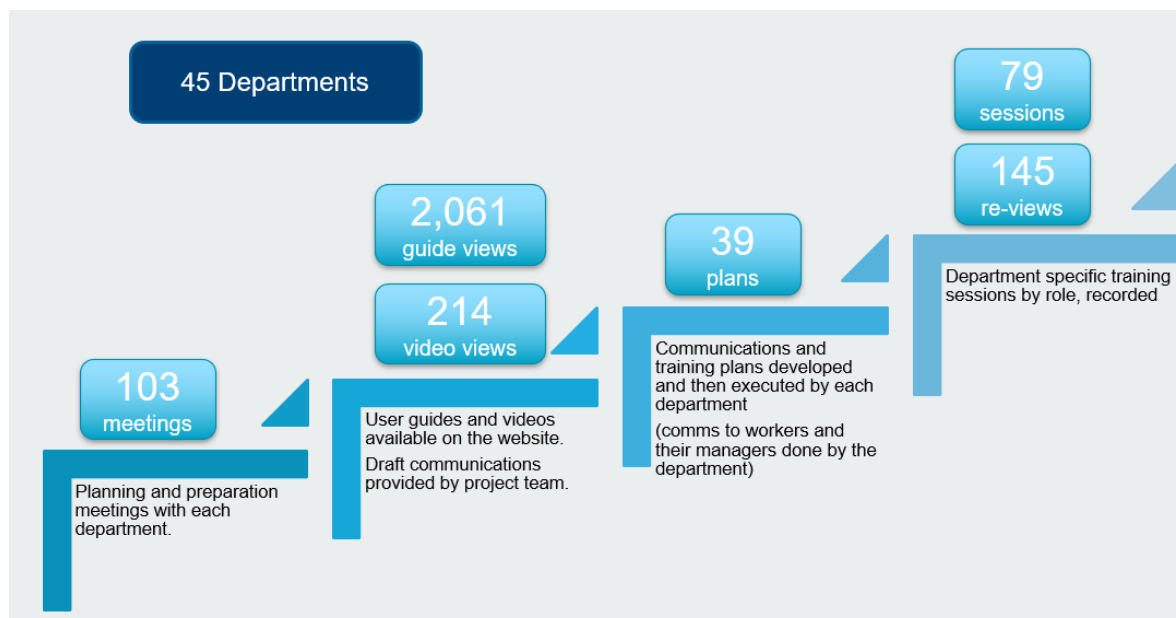
Meetings were held with each department to capture their process decisions and data in the templates, identify what the change would mean to their staff and workers and customise the communications plan for the department, adding names and dates to the activities.

Deadlines were set for departments to complete each of the stages of their preparation and follow up emails were sent to the contacts to remind them.

Department specific training sessions were offered, and most departments chose to have the Service Owner and project team deliver the training for their staff. The project contacts from the department attended these sessions and were able to answer questions about the process changes in the department.


No training was provided for workers as it was felt the application was intuitive to use.

The Service Owner and project team were available to answer queries at any time via email or Teams chat.



4. Engagement success measures

The success of the stakeholder engagement is demonstrated in adoption, utilisation, and proficiency.

Success criteria	Description	Evidence	Outcome
Adoption	How quickly people transition to using the new ways of working	All departments were using the system from 23 May as planned. No departments refused or delayed their go-live except one department that had two workers who were due to finish over the summer. The delay was agreed with the Service Owner.	Success 



Success criteria	Description	Evidence	Outcome
Utilisation	How fully the new ways of working have been adopted. Are some staff still working around the system to retain old practices?	<p>Utilisation was extremely high from the go-live date with almost all users in all departments switching to the new applications and processes as planned.</p> <p>There were only a few examples where this wasn't fully the case:</p> <p>In the initial two months, some workers were submitting timesheets using their old processes. By the third month, department staff were ensuring that all timesheets went through the new system.</p> <p>Two departments chose to delay the change for the actual hiring managers approving timesheets in the system to the start new academic year, October '22. This was planned and agreed with the Service Owner.</p> <p>A few hiring managers have been reluctant to use the new application to approve timesheets. Departments have generally enforced the need for the change with the support of the Service Owner.</p>	<p>Success</p>
Proficiency	How well people are able to perform with the new ways of working.	The level of support calls after go-live was sufficiently low that they could be handled by the Casual Worker Team without additional support from the project team.	<p>Success</p>

5. Survey of department contacts

A survey was sent to all the departmental staff who were directly involved with the project team, to ask about their engagement experience with the project team.

- 206 people emailed
- Six were on maternity leave and 13 had left the College, leaving 187
- 65 replied
- Response rate of 35%



Respondents

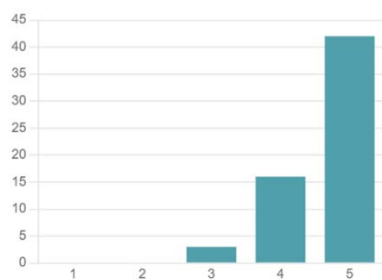
- Responses were received from all faculties and a wide variety of departments:

Faculty	Responses	Departments
Business School	4	2
Faculty of Engineering	21	10
Faculty of Medicine	17	7
Faculty of Natural Sciences	7	4
Institutes	3	3
Professional and Technical Services	13	11
Total	65	37

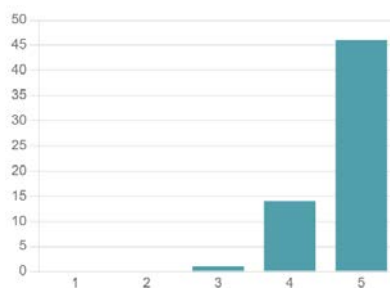
65 Responses
All Faculties
37 Departments

6. Engagement ratings

Design phase - How would you rate the project during the design phase, when the app was being developed?



Implementation phase - How would you rate the project during the implementation phase, while you were preparing to transition to the new app?



a. Comments

These quotes were taken from the surveys. They are indicative of the comments received from many of the survey respondents, comments at the UAG meetings and emails sent to the project team.



Engagement feedback

"This is the best implementation I have ever seen of a new project at ICL. "

"It felt like it was a truly collaborative project."

"It has been a long journey but a resounding success. "

"I'd like to see many more central projects run along these lines to address other similar scale issues (e.g. bursary administration, paper expenses, project ADI journals etc.)"

"Regular interactions with the departments lead and rounds of training were really helpful."

"The team really listened to user needs and included these where possible, within the constraints of the system. "

"Communication and feedback loops at every stage."

"When it was not possible to accommodate a request, it was explained why."

"That's how it's done. That's what I say."

"The team was always on hand to answer questions."



7. Engagement lessons for future project teams

Based on the success of the stakeholder engagement, resulting in a smooth transition with high levels of adoption, utilisation and proficiency, and the feedback from the departments, future project should plan for:

1. Regular and frequent communications about project progress, next steps, and timelines for departments.
2. Regular and frequent reminders of the benefits of the change.
3. Engage all departments as early as possible in the project.
4. Make every effort to identify the correct people to engage in the project from each department by communicating widely about the initiative and the scope of the impacted processes.
5. Ensure there is a feedback mechanism with every communication.
6. Communicate via multiple channels, i.e., present the same message in a meeting, in a Teams post, in an email.
7. Make the information accessible online.
8. Listen and understand department issues and respond to each.
9. Support departments to determine how they will work with a new application or processes, understanding that each department will have different ways of working prior to the change. If the system or process will not meet their specific requirements, explain why.
10. Provide department champions with clear guidance on what they are expected to do to support the change in their department with tasks, deadlines, and helpful templates where appropriate.
11. Have project contacts available to answer queries from department contacts.
12. Where communication is cascaded, provide sample content that can be tailored by departments.
13. Where communication is cascaded, agree communications plans with clear dates and responsibilities.
14. Provide training guides and videos that incorporate and understanding of the processes as well as the application.
15. Provide sufficient time for departments to prepare for the transition after it is clear how the application will work, look, and feel.



8. Engagement lessons for departments

Departments suggested they would do the following to engage successfully in future projects:

1. Engage with the project as early as possible.
2. Identify the correct staff to engage in the project, give them each clear responsibilities and dedicate time for the engagement.
3. Communicate to keep the rest of the department informed and prepared for the change.
4. Frequent meetings within the department to review progress and discuss issues.
5. Frequent meetings with the project team to ensure our views are incorporated where possible.
6. Allow staff to share concerns and work through them openly as a team in collaboration with the project team.
7. Ensure staff are trained before the go-live.
8. Ensure the benefits of the change are widely known and understood.