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Creating & Cultivating a Great Place to Work for All

The unexpected and overlooked business benefits of creating a healthy corporate culture.

Foreword

By Neil Pickering, Senior Manager, HR Innovation at UKG

Dear readers,

I am thrilled to introduce this playbook: "Creating & Cultivating a Great Place to Work for All." During my 19+ years in the Human Capital Management (HCM) technology sector, I have witnessed first-hand the transformative power a positive culture can deliver. In many organisations, company culture and business outcomes, although recognised as complementary, are fronted as separate initiative. This divided approach diminishes the transformative potential these corporate bedfellows offer.

The Link Between Culture and Business Outcomes

This playbook serves as a compass, revealing the intrinsic link between a company's culture and its overall success. It will help Operations and HR leaders understand how their collaboration, supported by the right technology, can deliver a positive culture and successful business outcomes. By aligning these efforts, we can propel business forward and achieve remarkable results.

Building a Business Case for Culture

Great workplaces transcend mere ping-pong tables and free snacks. They create environments where every individual feels valued, heard, and seen. Our journey toward this goal may vary across organisations, but the destination remains unwavering. Within these chapters, you will discover how technology connects culture and outcomes, enabling you to create a stronger business case for culture.

As we embark on this exploration, consider the impact you can make. Together, we can cultivate a great workplace that not only thrives but also inspires greatness.

Warm regards,

Neil Pickering
Senior Manager, HR Innovation at UKG

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Introduction

In this playbook we will explore the connections between a company's culture and its business outcomes. We will show you what the considerable benefits are of creating and cultivating a healthy culture. Spoiler: increased productivity and loyalty are just two of those benefits. We will also show you in detail how People Operations technologies will support you in creating and cultivating such a culture.

Before we elaborate on how to create and nurture a great workplace, we'll briefly describe what it is we are aiming for and why this is a goal that is worth pursuing now more than ever.

What makes a workplace great?

The key to becoming and staying a great workplace is creating and nurturing a healthy, positive culture where people feel valued, heard and seen. This is much easier said than done and, truth be told, the road to such a culture will differ per organisation. As will the actions needed to maintain it. It may sound daunting, but as you will read, it comes down to putting people first. The basic rule is: "when your people thrive, so will your company".

There are several steps you can take to get started. And, as you will find out, technology will help you navigate change and get ready for a future of growth and achieving your ambitions.

Before we describe in detail what elements make up a healthy culture, we will show you the big picture, to give you an idea why such a culture is more important now than it ever was. You will learn about what kind of mentality would be needed to create the type of culture that makes your organisation a great place to work; a company people will want to join, where they feel at home and where they will want to stay for a long time.

Probably the best question to ask yourself about your company now is "would you recommend it to your friends?".

And then to try and answer it from the perspective of a potential candidate.

Why is it important to start creating a great workplace now?

The challenges that are redefining our ways of working today are numerous and impactful. Geopolitical issues, like war, are directly impacting key parts of our business and social infrastructure. The raise in gas prices caused by the war in Ukraine is just one example that's having a double whammy effect on business. In addition to the higher costs for energy and raw materials, a cost-of-living crisis for employees is driving their demand for higher wages.

Supply chain disruptions are happening more often and with greater impact than before, requiring businesses to be agile to threats and opportunities, a requirement that naturally extends to the need for employees to be flexible too.

And, lest we forget, the effects of the pandemic have not gone away. Consumer buying habits and employee working demands are showing little sign of fully returning to pre-pandemic ways. These 'leftovers' impact the way we work as individuals and the way business need to adjust their plannings and policies to adjust to the changes and keep living up to customer demand.

On top of that, our collective outlook on work has been shifting significantly and will keep shifting. Let's take a look at some of the most noticeable developments:

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Talent, what talent?

Attracting talent is one of the most talked about and pressing issues for businesses around the world. Many leaders of Fortune 500 companies call it "the most serious threat to growth potential." But there's more: many professionals have already retired and many more will soon follow, reducing the pool of potential employees even further. That is why it is important for companies to both retain current employees and to stay or become attractive for new talent.

> *"By 2030, more than 85 million jobs could go unfilled because there aren't enough skilled people to take them."* [1]

Korn Ferry

Live to work or work to live?

At the same time the attitude towards working and jobs is shifting. Where previous generations built their lives and social images around their jobs and careers, especially a significant portion of the current and next generations view work more as 'something you need to do to make a living and pay for experiences'.

Sustainable work relies on sustainable business

The most important foundation for the future of your organisation is a healthy culture. An organisation in which people feel appreciated, valued, and supported, is more resilient and flexible than one in which people clock in and clock out without feeling much involvement.

However, since cultural health and its positive effects on the success of an organisation are hard to qualify, they are often overlooked or passed by in favour of policies and 'tangible' measures.

So, what now?

A healthy culture is the foundation for a great workplace. And in a healthy culture change may still be challenging, but it no longer is threatening. Employers and employees work together to learn, adjust, and come out stronger. Because their collective goals and values align. A great workplace makes organisations flexible and resilient. In the next chapters we'll explore the correlation between cultural characteristics and business results. After that we'll address these characteristics individually and share ways to optimise your workplace culture.

1. Talent Crunch: Future of Work, Korn Ferry - https://www.kornferry.com/insights/this-week-in-leadership/talent-crunch-future-of-work

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Why culture is the key

In this chapter you will read about the effects of having a healthy culture. Much of these effects can be quantified. Great Place to Work's Trust Index is a great example. Their survey measures how employees feel about their own individual impact through their work, their pride in the work of their team, and in the company overall. The resulting Trust Index shows that if the outcomes of the survey become more positive, business performance correspondingly improves. Before we delve into that deeper, we need to address a few underlying developments that help understand the importance of a healthy culture that puts trust front and centre.

The changing relationship between employer and employee

Traditionally, work was seen as a transaction between a supplier and a buyer of labour. The first being the employee and the second the employer. From now on we need to look at it like a relationship between employee and employer. In a balanced and health relationship, both partners will benefit from each other and are more than willing to invest in it.

Thinking of a culture in terms of a relationship helps all involved see things from others' perspectives. And remember, nowadays, workers have many new 'partners' to choose from.

Being a social organisation

The current and future generations want companies to contribute positively to society or at least not have a negative impact on it. To them, a company's goals are an indicator of its culture. They want those goals to align with their own values and world view. Not caring about societal or environmental issues or even contributing to them, is a cultural red flag for many current and future candidates.

Companies that do not actively pursue the ESG (Environment, Social and Governance) goals will increasingly face difficulty attracting qualified personnel. Although ESG positive organisations have been proven to outperform the market by multiple studies, some organisations have been rolling back on the ESG initiatives over recent years, to the dismay of their people. New legislation, such as the E.U. Corporate Sustainability Reporting Directive (CSRD) legislation, is forcing companies to prove their ESG credentials, including the 'Social' treatment of their workers.

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How Culture Drives Business Outcomes
And how technology helps you get results

The learnings we've gathered from supporting numerous companies in creating their own great places to work over decades, show us that a culture has remarkable, even dramatic effects on the primary business measures of profitability, revenue, compliance and brand.

The MindMap below provides a simple illustration of the factors that drive Culture and Outcomes.

In the sections below, let's explore the links between business outcomes, culture and People Operations technology.

PROFITABILITY

To make more profit, productivity must go up and costs should go down. To achieve that, there are better ways than asking your people to work faster and longer: empower them with solutions that make their lives happier and easier.

Let's look at the business benefits in detail:

INCREASING PRODUCTIVITY

Better (human) resource utilisation

To maximise productivity, organisations need the right people, deployed in the right place, at the right time, aligned with customer demand and employee preferences. When customer demand fluctuates, a flexible workforce that is able to cover multiple roles, work in multiple locations, and at varying times, will deliver significant value to organisations. But this flexibility doesn't only benefit employers. Training people to cover multiple roles and offering them greater flexibility deliver cultural benefits too. Employees learn new skills, improving their career

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prospect. Greater flexibility improves their work-life balance. Considering employee needs when building work schedules makes people feel heard. Wider utilisation of skills across the organisation makes people feel valued. All of which demonstrate that cultural benefits can be directly linked to a strategy for improving business outcomes, in this case productivity.

How technology helps

Scheduling a large workforce accurately, to align with customer demand, labour budgets, skills and employee needs, cannot be done effectively using manual methods. Firstly, knowing how many people and skills need to be deployed is dependent on having an accurate forecast of customer demand. For some organisations, such as manufacturing businesses, fluctuations in demand may be minimal, but in other industries, such as retail and hospitality, demand may change every 15 minutes. For these industries with high fluctuations in demand, AI driven forecasting tools play an essential role in predicting demand. The results from these applications then directly feed into labour scheduling tools, enabling the optimal alignment of people, demand, labour budgets and employee needs. When all of these factors are implemented effectively, productivity, labour costs, customer service and critically, employee satisfaction, are optimised, driving significant business outcomes and culture benefits.

More efficient processes

Employees who are burdened with too many manual tasks, that waste time and effort, can quickly become disengaged. In the previous section we gave the example of labour scheduling. A manager who's spending hours, or even days, building labour schedules using manual tools, such as a spreadsheet, rather than time on the shop floor supporting customers and his co-workers will understandably feel frustrated. Replacing manual tasks with automated processes not only allows people to utilise their skills to greater effect, but processes can also be completed faster and more accurately. This is another example of how technology can drive positive business outcomes and culture.

How Technology helps

People Operations solutions, including HR, workforce management and HR Service Delivery enable numerous routine people-related tasks to be automated. Automating labour scheduling allows for more accurate computation and alignment of demand, talent, budget and employee preferences. This subsequently results in better resource utilisation, greater cost control, higher productivity, better customer service AND greater employee satisfaction. Numerous people related processes, that are historically wasteful of manager time and money, can be automated: time tracking, recruitment, leave management, labour planning, contract generation, skills and benefits administration are but a few examples. In addition, the data gathered by these tools enable real-time insight into processes and activity. This enables managers to make accurate decisions that can further improve performance and employee experience.

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CONTROLLING COSTS

Staff Turnover

Recruitment seriously impacts a company's bottom line. Depending on the role, a new hire can range from € 3.000 to € 20.000+, without taking into account the cost of training and impact on productivity, team dynamics and employee morale. Creating a culture that's focused firstly on employee retention will pay dividend - financially and culturally. Using technology and insight to create a great workplace will foster a tenured, skilled and engaged team, helping to reduce costs, increase productivity and deliver better customer service.

How Technology helps

There are multiple factors that affect employee experience and an increased likelihood of staff turnover. Accurate and timely pay is a basic element of a positive employee experience. Get payroll wrong more than once and employees will quickly look for alternative work. Greater flexibility is something every employee today values, sometimes more than higher wages. Workforce management (WFM) is one example of technology that can improve the employee experience. By accurately capturing worked hours and absences, WFM can automate the payroll process, ensuring accurate and timely pay. Employee self-service tools empower people to take control of their work-life by enabling shift swaps and holiday booking. Capabilities like these make employees feel valued and improve culture, reducing staff turnover and driving cost control and productivity.

Absence Management

Unplanned absences create a performance and culture problem for organisations. Schedules need to be changed, replacement workers must be found, and high costs are paid through temporary staff, overtime and (potential) staff burnout. Absence creates a domino effect with the remaining employees becoming overworked and stressed. Absence also impacts productivity and customers service, affecting profitability and revenues. A healthy culture can help to prevent these issues. When employees feel heard and management can pinpoint the causes of absence, actions can be taken to address issues before they escalate.

How Technology helps

Empowering employees with self-service tools to manage all forms of absence not only makes them feel valued and in control; it also reduces the administrative burden on managers and HR. For example, HR Service Delivery Knowledgebase solutions can enable employees to access corporate policies, such as leave and absence. Mobile-enabled workforce management solutions give employee self-service access to features including holiday balance visibility, holiday bookings, shift-swapping, and shift bidding. Enabling colleagues to swap shifts to cover last minute issues, prevents them from calling in sick, or not turning up for work at all, thereby reducing the burden on managers and productivity losses. Capturing data on the types, reasons and occurrences of absence gives managers and HR teams insight into absence trends, enabling root causes to be addressed and remedial actions to be taken.

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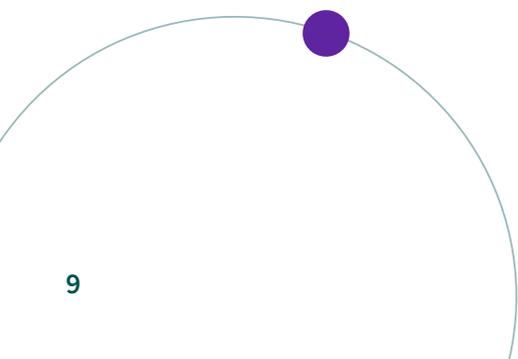
HIGHER REVENUES, GENERATED BY EMPOWERED PEOPLE

The same factors that help to create a healthy culture can have an equally positive impact on revenue opportunities.

To increase revenue, you need a combination of selling more products to existing customers and new clients. To do this, you must constantly innovate your product offerings to meet existing and new customer demands, while ensuring excellence in service delivery and support.

New Products and Services

Culture plays an important role because it's your people who hold the key to meeting these objectives – as we know, happy people deliver better service. When staff feel motivated and engaged, they will go the extra mile to deliver great service. A culture that promotes diversity and inclusion is also great for business. Having a workforce that's representative of wider society will broadening your market potential by delivering innovative products and services beneficial to the wider market.

How Technology helps

People Operations solutions play an important role in supporting DEI&B (Diversity, Equality, Inclusion and Belonging). AI powered hiring tools can ensure the language and terms used in job posting and descriptions are inclusive. Labour scheduling solutions consider the mental and physical capacity, and personal needs of employees, when building schedules. Workforce management and payroll solutions enable fair and accurate delivery of pay, bonuses and overtime. Data from People Operations technology can be used to measure performance against DEI&B targets, such as pay equality, gender and ethnicity balance, promotions by gender, etc. Mobile communication platforms enable inclusion and belonging to be promoted through ERGs (Employee Resource Groups). HR Service Delivery technology enables access to information, data and corporate policies related to DEI&B. All of which help to drive greater business performance and a culture where people feel a sense of belonging and value.

Service Quality and Compliance

Repeat business from existing customer is driven by exceptional service and support. As discussed in earlier sections, employees who feel disengaged or overworked are less productive, meaning delivery targets can be missed. They will have lesser regard for service quality and will be more prone to unplanned absences which affect productivity and quality. Creating a workplace culture where people enjoy coming to work will ensure that your customers can count on high quality products and services, which will make them more loyal and generate repeat business.

How Technology helps

People Operations solutions enable delivery and quality targets to be met by ensuring you have a flexible, skilled and engaged workforce available to meet your customer demand. Strategic workforce planning solutions help businesses plan the optimal medium to long-term team and labour budgets required to meet your projected targets. HR recruitment and talent tools can help you find, onboard and train people quickly. AI-powered demand forecasting tools accurately predict customer demands. Labour scheduling tools enable the optimal alignment of resources to meet customer, labour budget and employee demands. Time and attendance solutions ensure people are paid accurately. And real-time analytics deliver the insight to measure performance against targets. In doing so, these solutions are not only driving stronger business outcomes, but they are also providing the foundation to a great workplace experience.

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Compliancy is non-negotiable. Failing to comply with labour, reporting and data compliance rules can ruin the finances and reputation of an organisation overnight. At the very least, it will cause very undesirable long-term effects.

A lack of compliance diligence also affects employee experience, making them feel less trusting of an organisation. The same goes for customers, who will quickly seek alternative suppliers if they feel their data and reputation is at risk. Therefore, building a culture of compliance across the entire organisation is essential. It's a necessity for driving business performance, employee retention and customer loyalty.

Contract & Legislation Compliance

Compliance with employment contracts and labour legislation is vital for both business performance and workplace culture. These legal frameworks ensure clarity, protect businesses and employees, and set the rules for dispute resolution procedures. From a business perspective, they create the contract between employee and employers in terms of performance and reward. In terms of culture, they contribute to a positive work environment and prioritise employee health and well-being. Adherence to these contracts is essential, but without the right tools and technology, that can impose a lot of time and effort for managers and HR teams.

How Technology helps

HR, HR Service Delivery, and workforce management solutions play crucial roles in helping organisations maintain compliance with labour legislation and employee contracts. HR systems streamline personnel management by facilitating accurate record-keeping of employee data. Workforce management solutions optimise workforce scheduling, time tracking, and attendance management, automating adherence to employment contracts and legislation, such as the Working Time Directive. WFM system also prevent the fraudulent recording of time. Integration between WFM and payroll systems ensure accurate pay. HR Service Delivery platforms enhance communication and transparency and deliver self-service portals where employees can access information related to their contracts, benefits, and legal rights. Additionally, these platforms enable efficient handling of employee inquiries, ensuring timely responses and accurate guidance.

Data and Reporting Compliance

There are a growing number of regulations and reporting directives by which organisations must today operate. GDPR (General Data Protection Regulation) is the standard for data protection across the European Union. The new Corporate Sustainability Reporting Directive (CSRD) requires, amongst other things, organisations to publish details related to the workforce. By adhering to these regulations, organisations demonstrate their commitment to protecting individuals' rights, respecting their privacy and improving working practices. This builds trust with customers, employees, and partners.

How Technology helps

UKG People Operations solutions, including workforce management, HR, and HR Service Delivery technologies, are inherently designed to comply with GDPR regulations, reducing organisational risk and reducing the burden of responsibility on HR and managers. The data managed by these systems also provide a source of truth for delivering timely and accurate workforce related reporting. All of which contribute to reducing risks for the organisations and a more positive culture for employees.

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Improved Health & Safety

A strong culture stimulates a strong bond between colleagues and your organisational goals. Having a culture that avoids employee burnout and promotes wellbeing and engagement will create a safe and hazard-free environment, contributing to the better mental and physical well-being of workers. A healthy culture also means fewer employee absences, resulting in greater cost control, higher productivity and better customer service.

How Technology helps

As discussed earlier, workforce management technology enables flexible working, which can reduce employee stress and improve work-life balance. HR Benefits systems can promote employee healthcare and wellness programmes, leading to greater productivity and reduced absence. Labour scheduling creates rosters designed to avoid staff burnout by managing overtime and adjust shift times and lengths. Attestation tools can gather regular feedback from employees on their health and wellbeing at work. Talent Management and Career Development tools can increase job satisfaction and mental health by providing employees with growth opportunities.

Grievance Avoidance

Grievances often stem from conflicts or disagreements between employees and organisations regarding employment conditions. As well as being costly for organisations to manage, they result in dissatisfaction or a sense of injustice among employees, leading to disengagement and poor performance. Creating a positive culture of open communication and trust, where people feel safe to speak their mind, can reduce the likelihood of grievances.

How Technology helps

People Operations solutions can enable HR and operations managers to foster a culture of data insight and open communication that encourage employees to express their concerns and grievances before they escalate into conflicts. They can establish channels for anonymous feedback, encourage regular catchups with managers, and promote a supportive environment where employees feel comfortable addressing issues early on. If a grievance happens, HR, workforce management and HR Service Delivery solutions will play an essential role in delivering and securing data as evidence during a grievances case. This data should also be used to review protocols and processes, to enable future grievances to be avoided.

BUILDING A STRONGER, BETTER BRAND

Customers and potential employees don't only judge a company by its products or services. We also judge companies on their environmental policies, treatment of their workers, and business governance, data on which is readily available on the internet. A healthy culture is essential today for driving strong business performance.

Employee sentiment & recruitment

Being part of something bigger and contributing to a goal or a purpose together, creates a unique kind of motivation. Happiness is infectious, so new colleagues not only see that what was promised to them during recruitment, is true; they also will feel accepted and empowered by the positive culture quickly.

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How Technology helps

By improving business culture and employee experience, People Operations solutions support more employees saying positive things about their work and their organisations to friends, family, and social media contacts. Enabling flexible working, delivering great benefits, ensuring fair and accurate pay, empowering employees to take control of their work-life balance. This is how technology can help drive positive employee reviews, improving brand reputation, retention and recruitment.

Customer Sentiment

When your sales and service representatives believe in what they do and feel good doing so, every interaction they have with current and prospective customers strengthens your brand image. These positive experiences and reviews will deliver more value than a thousand ads.

How Technology helps

By making employees feel valued and engaged, People Operations solutions help organisations deliver great customer services, which in turn improves your reputation with customers and consequently their sentiment towards your brand. Self-service tools will help employees to spend less time chasing HR and managers with queries and more time helping customers. Greater flexibility helps employees work their preferred hours and feel less stressed and more engaged. Accurate and fair pay will help them keep their mind on customer service, and not on how they will make ends meet this month. These are just a few basic examples of how a positive, people focused workplace culture can drive better customers services, and hence greater business outcomes.

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The Enablers to a Positive Culture
And the technologies that support great workplaces

As you've read in the previous section, creating a positive workplace culture is crucial for enabling successful business outcomes.

Positive workplace cultures are enabled by strong leadership that inspires trust and transparency, demonstrates ethical behaviour, provides guidance, and empowers employees with autonomy. Executive leadership will be the people responsible for endorsing and promoting the following culture drivers, which are critical to creating a great workplace for all employees.

The MindMap below illustrates the main drivers of positive workplace culture.

Cultural drivers

Leadership
Ethical behaviour | Transparency | Lead by example | Provide guidance | Empower employees with autonomy

Values alignment
Fair policies | Documented procedures

Open communication
Employee input | Knowledge access | Check-ins & feedback | Active listening & action

DEI&B
Inclusive workplace | Fair representation | Equal opportunities | Equal pay | Equal rights

Work-life balance
Flexibility (Time, Location, Role) | Paid time off | Wellness programs | Fair scheduling

Development
Career paths | Training & upskilling | Collaboration & job sharing | Coaching & performance

Recognition
Fair & accurate salary | Bonuses | Acknowledgements | Promotions

Great place to work

VALUES THAT APPLY TO EVERYONE

It is important to make sure that policies match the times, are fair, well documented, and always accessible for everyone. This enhances and maintains fairness and equal standards throughout the organisation.

How technology helps

People Operations solutions give executives the knowledge, insight and control to lead effectively. Mobile communications tools enable direct two-way communication to happen with teams and individuals. AI and analytics deliver proactive performance insights and advice. And, automated processes and documented procedures, readily available in HR Service Delivery solutions, give executive the confidence that business objectives will be followed without risking compliance or brand reputation.

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OPEN COMMUNICATION

Communication is not a one-way street. A positive culture is underpinned by employee input and feedback. Regular check-ins, both formal and informal, between managers and employees are essential. One-on-one talks provide employees with the opportunity to talk about issues that are not part of annual or bi-annual HR User Experience (UX) surveys. They allow employees to talk about more personal matters directly or indirectly related to or influencing their work.

How technology helps

UKG workforce management solutions include a feature called 'Attestation'. This helps organisations capture feedback from employees via shorts surveys presented at self-service terminals or mobile devices. Communication tools deliver social media style apps that enable safe and controlled communication with EVERY employee, whether they have email addresses of not. Case management and knowledgebase tools in HR Service Delivery platforms enable employee to access knowledge and support requests themselves. Data, captured from all People Operations solution components, enable analytic insight that drives constant improvements to employee experience and culture.

DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Over the last decades and especially in the last few years, our societies have been changing quickly and profoundly. These aren't trends, they're movements. Business whose cultures keep reflecting the past, will have a hard time gaining and retaining employees.

Diversity
Employ people from different backgrounds, with different educations, ages and so on. A diverse company reflects society. People from different cultural backgrounds look at things differently. A balanced mix of perspectives will make your organisation stronger.

Neurodiversity
This is a relatively new but important addition to the subject of diversity. Each brain is wired differently. Some talents that help companies help grow and be more creative are amplified in people with – for example – AD(H)D or autism. In a tolerant and healthy culture, these talents can have a strong and positive effect on business outcomes and even the organisation's image and brand.

Equity
Equity means giving people that are proven to be equal in skills and competencies equal access to resources and opportunities. Striving for equity means bridging gaps. Doing so will not just improve your employee's personal life. It helps create a diverse culture that is attractive for candidates and a compelling reason for existing employees to stay.

Belonging
People feel a sense of belonging when they feel at home within an organisation. Belonging mildly blurs the lines between someone's personal and work life. It does wonders for people's motivation, their feeling of being connected to something bigger and sense of responsibility towards their employer.

Inclusion
Inclusion and diversity may look or sound the same, but inclusion is about (creating) a culture with the kind of social behaviour that makes everyone feel welcome and equal.

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To create a culture of DEI&B, organisations must implement policies, goals and measures that actively drive inclusivity, fair representation, equal opportunities, equal pay, and equal rights.

How technology helps

People operations solutions are the enabler of success for many aspects of DEI&B. These technologies deliver the data and functionality that transform policies and objectives into results. For example, HR data is used to measure and monitor workforce diversity goals. Workforce management integrated with payrolling can measure and ensure fair and accurate pay. Demand forecasting and labour scheduling solutions drive inclusivity by considering employees' personal, physical, and mental capacity needs. HR Service Delivery knowledgebase solutions enable access to corporate DEI&B policies and procedures. Mobile communication platforms enable participation in ERG (Employee Resource Groups). Analytics and data hubs can deliver real-time insight into progress against DEI&B targets. These are just a few examples of how People Operations solutions enable DEI&B.

WORK-LIFE BALANCE

Research shows that our work-life and our private life are becoming increasingly intertwined, especially for people working in or with technology. When work becomes too demanding it keeps employees from 'recharging'. And that could lead to feeling disengaged and ultimately to them leaving or taking long leaves of absence.

The first step in helping people find their balance is to give them control. Involve them in the planning processes. Give them the opportunity to indicate when they'd rather not work or to trade shifts with qualified co-workers. We'll give you some examples of areas in which you can make a difference for your employees and your organisation.

Flexibility and Fair Scheduling

Flexibility is a two-way street. Offering flexibility in scheduling, locations and roles not only can help keep employees' jobs interesting; it also gives them more control over their work-life balance. Which in turn will likely make them be more flexible towards requests to help from your part.

How Technology helps

Without the support of automation technology, giving employees greater flexibility and producing fair and equitable schedules creates a time-consuming administrative nightmare for managers. AI-powered forecasting and labour scheduling solutions automate the process of generating demand forecasts and creating schedules that accurately align customer demand, labour budgets and employee needs. Through mobile self-service tools, employees are empowered with the flexibility to book holidays, request and swap shifts, and manage their personal life-work preferences.

Employee Benefits

Employee benefit programs, including paid time off and wellness initiatives, are crucial to supporting business success and driving positive performance. Paid time off allows employees to rest and recuperate, enhancing productivity and job satisfaction. Wellness programs are designed to promote healthy lifestyles, reducing absenteeism and healthcare costs. These benefits result in a more engaged and productive workforce.

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How Technology helps

Technology is essential for streamlining and simplifying and the administration of benefits programmes. People Operations solutions help by automating many benefits related processes. Workforce management systems automate the management of paid time off. HR Benefits systems enable the administration of employee benefits. HR Service Delivery enable employee insight into corporate policies and programmes and automate benefits sign-up processes.

EMPLOYEE DEVELOPMENT

It's one of the elements candidates look for in a possible new workplace: the chance to grow as a professional and as a person. More than ever, these two go hand in hand. Employee turnover rates have increased because employees want to gain experience and advance their career quicker.

Offering clear career and development paths may sound like a futile investment if you think people are going to leave anyway. But experience shows that people who get ample development opportunities within a company stay longer, keeping that valuable experience gained within the organisation. You can increase retention by offering benefits such as greater flexibility in their career paths, additional training and upskilling, job sharing and collaboration, and improve coaching and performance feedback.

How Technology helps

People Operations Solutions play a pivotal role in enhancing employee career paths, training collaboration, and performance. These technologies provide comprehensive platforms for tracking employee progress, identifying skill gaps, and offering targeted training programs. They facilitate collaboration by enabling seamless communication and knowledge sharing among employees, fostering a culture of continuous learning.

Performance management modules allow for real-time feedback and performance tracking, ensuring employees are aligned with their career goals and organisational objectives. Furthermore, predictive analytics in these systems can forecast future performance and career growth, enabling proactive career development strategies. This way, these technologies serve as catalysts for employee development, fostering a motivated, skilled, and high-performing workforce.

RECOGNITION

The elements of this paragraph tie in closely with all the previous paragraphs and with "Development" in particular. Recognition helps employees feel valued and at home in their jobs, which strengthens their loyalty and reduces their desire to look for employment elsewhere, either actively or passively.

An important factor in recognition is equality. Everyone should feel equally eligible to be recognised and feel valued. Clear parameters, goals and KPI's are the backbone of any recognition policy.

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Fair & Accurate Salary and Bonuses

It goes without saying that employees that are equal in skills, competencies and experience should be paid equally, regardless of gender or other characteristics. In all but a few regions, discussing salaries is perfectly legal. So, people will find out if they get what they deserve or not. The same can be said for bonuses: they must feel within reach to those that are eligible to receive them.

Give your employees a clear view of the possible progression in salary and bonus opportunities. By determining and sharing how salaries can increase based on performance and by defining moments during a year to discuss progress and possible increases. Schedule regular employee check-ins and help them track their progress through easily accessible reports or – preferably – dashboards. The more transparent the communication about salary and bonuses, the more likely the eligible employees are motivated to hit objectives and accompanying targets.

How Technology helps

People Operations solutions facilitate the collection and analysis of employee performance data, which is crucial for determining compensation. HR solutions provide a centralized database for employee information, including roles, responsibilities, performance metrics, and salary history. Workforce management tools aid in tracking employee hours, overtime, and productivity, which are essential factors in calculating pay. HR Service Delivery solutions streamline the process of managing and delivering HR services, including payroll and benefits administration. They automate and standardise processes, reducing errors and ensuring employees are paid accurately and on time. Furthermore, these systems support transparency and fairness by maintaining consistency in pay practices across the organisation, thereby promoting employee trust and satisfaction.

Acknowledgements and Promotions

Nothing is more frustrating for employees than feeling like they hit or overshot their goals, only to never get any confirmation or recognition for a job well done. There's no need for regular 'pat on the back' sessions but acknowledging their performance and achievements will help them feel seen and heard. And that does wonders for their motivation and performance.

Where appropriate, getting better at your job either by improving your skills or building on your competencies may lead to promotion. Like with all other aspects within the "Recognition" spectrum, the conditions for advancement should be clearly communicated and easy to find and reference.

How Technology helps

People Operations solutions capture comprehensive data on employee performance, including achievements, skills, and competencies, providing a robust basis for performance appraisals. Workforce management tools offer insights into individual productivity, attendance, and work ethic, further informing performance evaluations. HR Service Delivery solutions streamline the promotion process, ensuring that it is fair, transparent, and efficient. They automate workflows related to promotions, such as updating job titles and salary changes, reducing administrative burdens. By leveraging these tools, organisations can ensure that high-performing employees are duly recognised and rewarded, fostering a culture of meritocracy and driving employee engagement and retention.

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Cultural drivers

Leadership
Ethical behaviour | Transparency | Lead by example | Provide guidance | Empower employees with autonomy

Values alignment
Fair policies | Documented procedures

Open communication
Employee input | Knowledge access | Check-ins & feedback | Active listening & action

DEI&B
Inclusive workplace | Fair representation | Equal opportunities | Equal pay | Equal rights

Work-life balance
Flexibility (Time, Location, Role) | Paid time off | Wellness programs | Fair scheduling

Development
Career paths | Training & upskilling | Collaboration & job sharing | Coaching & performance

Recognition
Fair & accurate salary | Bonuses | Acknowledgements | Promotions

UKG People Operations Solutions

Business outcomes

Greater profitability
- Higher productivity (better resource utilisation, process efficiency)
- Cost reduction (employee retention, fewer absences, process automation)

Higher revenue
- New markets, products & services
- New & retained customers
- Service level compliance
- Product/service quality

Risk reduction
- Contact & legalisation compliance
- Data compliance
- Improve health & safety
- Grievances

Brand
- Employee sentiment
- Customer sentiment
- Supplier sentiment

Enabled by the right people operations technology, great workplaces can successfully deliver strong culture and business performance.

UKG People Operations Solution Framework
Understanding the Role of Technology

As you have read, there are a myriad of people related technologies and numerous way these solutions can deliver both culture and business outcome benefits. To help simplify the process of evaluating which technologies will drive greatest benefit for your organisation, UKG has pioneered the People Operations Solution Framework.

This framework is designed to help HR and operations leaders understand the role each People Operations solution component, and its associated technologies, play in helping you meet your culture and outcome transformation goals. This 'bigger picture' understanding of the interconnected nature of technology - visualised in the cycle of building, managing and optimising your workforce - will help you build a stronger business case for technology investment and drive a greater return on investment.

Click here to access the UKG People Operations Solution Framework interactive webpage.

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Looking Ahead

To successfully overcome the challenges the world and business today face, organisations must become people-centric workplaces. HR and Operations will need to collaborate closely to build cultures that drive happy employees, delighted customers, and confident shareholders. We hope this Paybook proves to be a useful companion during your culture transformation journey.

Connect, get inspired & stay informed

Additional resources

You can find lots of additional resources by visiting the **UKG website** and our **UKG People Operations** webpage.

Events

UKG regularly host events and webinars about the latest developments in HR and HR technology. **Check out our events page**, where you will find information and access to these events. We look forward to meeting you in person and virtually.

Blogs

On our **People Purpose Blog** page we regularly share articles, insights, research data, trends, developments, and anything else we believe will be useful to HR and business leaders.

Socials

Please follow and connect with us on our **LinkedIn** page, where you will also find out more about the UKG organisation and our people.

Contact

To learn more about UKG and connect with our team, visit **ukg.co.uk**, email TalkToSales@ukg.com or call +44(0)118 9789784.

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About UKG

Our mission is to inspire every organisation to become a great workplace through HCM technology built for all. We provide HR-, payroll-, workforce management-, and culture solutions that are powered by AI and the world's largest collection of data about people, workforce, and culture data. We help drive great workplace experiences and better business outcomes for more than 80,000 organisations across all sizes, industries, and geographies.

UKG has a close partnership with *Great Place To Work*, the global authority on workplace culture. They help companies become the kind organisation people want to work and a workplace where people want to stay. This cooperation puts us in a unique position to help you navigate the challenges of today and tomorrow. Without a solid and adaptive base for managing your workforce, HR can quickly become complex. That's why we help you to keep it simple.

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Our purpose is people