



Overview

As a community organisation, the vision at Independent Community Living Australia (ICLA) is for its whole organisation to thrive – including the people it supports, its staff, and the community.

It delivers on this vision by employing a culture of caring across everything it does. With a diverse workforce of 140 employees that is continuously growing, it is important it has the right systems in place to care for its people.

When ICLA embarked on its journey to **fully digitise** the people side of the organisation, it had several goals defined which all support its efforts to continuously improve the quality of care to those it supports. These goals focused on streamlining the people processes of leadership, administration, and frontline employees in order to minimise compliance risk, reduce administrative time, optimise labour spend, and perfect its skills mix.

ICLA's digital transformation has been driven by openness to change and innovation. The success of fully automating its workforce management and human resources solutions is measured through its overall people plan: to create an outstanding employee experience so that its people can care for the community.



The Road to Transformation

Prior to rolling out UKG Ready, processes for managing scheduling, time capture, and leave were heavily manual and labour-intensive. Employees clocked in on physical paper time sheets and manually received their weekly schedules. For managers, this resulted in an extensive amount of time spent consolidating punches, entering data, constructing rosters, and interpreting awards. Time off processes were decentralised and informal in the form of verbal agreements, paper diaries, or emails lost deep in the inbox of a supervisor.

Service managers spent a minimum of two to three days per week on administrative tasks associated with timesheets, rosters, and leave. With this burden, they were unable to be present or engage on-site with employees and the community-members ICLA supports. The inefficiencies resulted in a reliance on agency staff, adding additional time and cost for service managers.

With limited visibility into schedules or shifts worked, the leadership team at ICLA relied on manual reporting by individuals. This created cumbersome challenges for managing teams and ensuring compliance.

About ICL^A

ICLA provide a range of support services for people who live with mental health and/or other disabilities. These include:

- **Rehabilitation, recovery and skills-based learning** through individual planning and access to a wide range of activities, programs and services that assist people to participate in communities of their choice.
- **Flexible services** that are tailored to assist the people we support in their day-to-day living and involvement in the community.
- **Coaching and support** for recovery and well-being.





The Next Gear For HR

ICLA knew it was time to change gears as both HR and new employees were challenged with manual recruitment and onboarding processes. Paperwork was submitted at multiple points throughout the hiring and onboarding process, so the risk of loss, error, and/or duplication was significant. In a high turnover industry reliant upon part time and casual employees, the team at ICLA faced further challenges without the right tools to recruit and manage its people.

Record keeping was among these difficulties. Without a centralised database for employee records, there was no single source of truth and no efficient way of tracking and maintaining skills and certifications. ICLA sought a system that could not only store credentials, qualifications, and training in one place, but also proactively track and provide notifications to maintain compliance and safety. The range of services and support ICLA offers require employees to have visas, police checks, specialised training, etc.; in turn requiring management to maintain these records, expirations, and renewal dates.

ICLA was eager to **improve engagement and the employee experience**. This required visibility as a first step to changing and improving the entire employee journey.

Improving engagement also required prioritising important coaching and performance conversations. The priority was to begin by automating administrative work to free up managers' time, then to streamline the processes for managing performance, training, and succession.



"The UKG Team were fantastic to work with, and their knowledge of the industry really supported us to make this project a success. Our implementation team was patient and helpful as we worked through the nuances to configure the solution to our specific needs."

- Anne Labunda,
Business Manager, ICLA



The Right Partner

Armed with a clear understanding of what they needed – one source of truth for all employee information and workforce data, as well as only one system for employees and managers to have to interact with, ICLA turned to UKG Ready for:

- An all-in-one solution.
- A fully local team – from the business consultants to implementation and support – that is responsive and accessible.
- A track record of success in health and community care – with experienced consultants and a community of customers to guide and support ICLA's transformation.



The New Employee Experience

UKG Ready has transformed the experience of ICLA's employees. Manual processes have been automated and streamlined. Use of **the mobile application gives them the autonomy to work their way** and provides a professional experience equitable to those they choose personally. Employees clock in and out via UKG Ready, receive their schedules straight to their mobile devices, and view and apply for leave with the push of a button.

Editing contact information, viewing accruals or entitlements, and more, are all now digitally accessible to employees, giving them the ability to have control and autonomously manage their profile. The way they interact with other employees and the organisation is now simplified. The solution is configured with skills-based rostering which automatically flags employees that have the correct credentials to work a shift. In contrast to the days of requests being lost or ignored, communications from management are sent via push notifications straight to the relevant employees so nothing gets missed.

From pre-hire to retire - all employees at ICLA now have a fully digital HR experience.



Thriving with the Support of Technology

Digitising HR processes has allowed ICLA's leaders make informed business decisions supported by data and analytics. Equipped with workforce reporting that is accurate and accessible, managers have been able to optimise the spread of staff across shifts to ensure they can deliver the highest quality of care and support. With hundreds of pre-built reports, as well as custom reports, insight into shifts worked, overtime, absenteeism, and much more are easily accessible to the ICLA team. The automation and visibility have also allowed for innovative efficiencies beyond what it set out to achieve. For example, ICLA wanted to be able to get a reliable report on headcount, yet can now log NDIS codes against shifts and pull intuitive custom reports to simplify submission claims.

ICLA achieved its goal of 100% submission of timesheets in only three pay runs. With all employee processes consolidated into one digital system results have exceeded expectations, including:



There is a single, reliable digital record for every employee, which provides one source of truth for all employee data and ensures compliance.

Annual management of timesheets has regained **1500 hours** and delivered those back to frontline workers and the people ICLA support.

Payroll is now processed in **half a day – down from 2-3 days.**

Transparency into labour and time costs show a significant impact to the business, saving approximately 2-3%.



A Culture of Caring

The team at ICLA is dedicated to **a culture of growth** and investing in its people. Implementing UKG supports this and has allowed leadership, managers, and employees to focus on what matters most – being present to deliver innovative programs that accelerate a culture of caring.



"We could not have executed our HR strategy without the introduction of UKG Ready. The solution has made a huge impact on how our employees are recruited, onboarded, measured, managed, and paid. The employees and managers love having the solution as their one-stop-shop."
– Jessica Hill,
People and Culture Manager, ICLA

"UKG has been instrumental to giving us visibility into our business. A big part of that is being able to track turnover, leave, and absenteeism accurately. The system gives us analytics that we know are reliable."

– Anne Labunda,
Business Manager,
ICLA