UKG

JCB

Created for JCB by UKG

We need to talk about labour scheduling

Thinking about, and addressing, the challenge of labour scheduling

Overview

Labour scheduling is a critical, complex and time-consuming task, its goal being to get the right people in the right place at the right time. And, to strike a perfect medium between the organisation being under- or over-staffed. The positive impact that flexible and transparent scheduling has on employee engagement is another consideration and is often underestimated - good scheduling and workforce management should strike a balance between what's good for the organisation and what's good for the employee, and more often than not, engaged employees will have a direct impact on the success of the organisation. However, all too often the scheduling process fails, resulting in reduced productivity, risks of losing talent and increased labour costs. How can you get scheduling right every time, to ensure you get the most from your workforce?

This mini white paper answers the following questions:
- What is labour scheduling?
- Why is labour scheduling important today?
- How can organisations get the most out of labour scheduling?

- What benefits will firms see as a result of improved labour scheduling?

What is labour scheduling?

Labour scheduling is all about creating rosters for your workforce that have the right number of people in place to meet the demands of your business, as well as other criteria like compliance (with laws, regulations and company policies) and your employees' availability, skills and preferences. The goal is to get the right people in the right place at the right time. Labour scheduling is relevant to many industries, especially those with shifts that extend beyond standard office hours, such as the hospitality, retail, logistics, manufacturing and healthcare sectors.

In the hospitality and catering sector, Hall & Woodhouse is a great example of why scheduling matters. Hall & Woodhouse is a UK pub and restaurant chain that wants to be the ideal firm for its partners to engage with and manage successful outlets. It is a people- and service-centric business and without a flexible and high-quality workforce it can't continue to delight customers with its terrific ales, food and sense of local community. But until recently, the hospitality firm was relying on manual processes to schedule employees, as well as related activities such as forecasting labour demand and managing time and attendance. By deploying automated solutions, Hall & Woodhouse was able to match staffing with customer demand, thereby combining efficiency and excellent customer service. Labour was reduced by up to eight per cent and £1m saved annually.[1]

No matter what type of business you're in, without the right tools labour scheduling can be a time-consuming, error-prone, and downright frustrating task.

No matter what type of business you're in, without the right tools labour scheduling can be a time-consuming, error-prone, and downright frustrating task.

1 Hall & Woodhouse case study https://www.kronos.co.uk/customers/hall-woodhouse

Why is labour scheduling important and why now?

Irrespective of the size of your organisation, you need clear and actionable information about your workforce in order to make the right decisions. Having that information available in real time is more than just a nice-to-have: it's the difference between firefighting and having the agility to adapt at short notice. If you don't have access to that data in real time, and the right workers with the right skills are not in place at the right time, your organisation will not be able to deliver a profitable, safe, engaging and satisfying experience for employees, customers and partners.

A modern scheduling system will have various benefits depending on roles.

IT Manager	Finance Manager	HR Manager	Operations Manager
I have access to a manageable, low-touch system that provides automation, self-service and a data platform for insights, without distracting my staff from other tasks.	I enjoy greater visibility of data which means I can identify and lower hidden costs (such as absenteeism) that are related to the workforce.	The move away from manual processes and multiple sources of data frees up my time to focus on areas such as strategic planning, employee retention and talent management.	I finally have oversight into scheduling costs, the impact of changes (including 'what if' scenarios) and an opportunity to use scheduling strategically.

Many of the recent changes to the way we work make scheduling particularly relevant today. For example, the shift to 'always-on' working where more of us work outside traditional 9-5 routines and the increasing desire for a work/life balance.

How labour scheduling is handled has impacts on different aspects of your organisation:

Compliance rules impact scheduling in your business
The people needed to do a particular job may not always be available. Perhaps they have been scheduled to work too soon after their previous shift ended or maybe the people that are available have not been trained, don't have the right qualifications or are unwell. This can lead to inefficiency, escalating costs and non-compliance with health-and-safety rules. This last factor can have significant impacts including fines, legal challenges and reputational damage.

Scheduling impacts your employees
Employees who have full visibility and control of their schedules have been shown to be far more engaged and productive than employees who suffer from not knowing when or where they may be working next.

Lack of visibility into what's happening
Reduced visibility can affect productivity, customer service and cost. Real-time visibility into the physical location and availability of staff, their preferences, talents and qualifications will enable managers to make better business decisions.

> Reduced visibility can affect productivity, customer service and cost.

Inefficient scheduling costs more than you think
As a manager, perhaps you are risk-averse and would always rather have too many people scheduled for a shift than too few, but both scenarios can be damaging. Under-scheduling will result in increased costs from having to pay overtime to cover staffing gaps and from decreased productivity. But over-scheduling also directly affects your bottom line with reduced margins, rising wage bills and not enough work to go around.

How can I get the most out of labour scheduling?

Labour scheduling is a complex and dynamic challenge but ways to generate best-fit schedules and maintain appropriate staffing ratios to proactively manage overtime and other premium payments, and minimise fatigue and safety risks, are available.

Automated scheduling

A solution that automates labour scheduling will enable your managers to maximise time spent on customer-facing and revenue-driving activities and minimise the necessary time spent on internal processes such as schedule creation and management.

A scheduling solution makes it easy to build, fill, and manage best-fit schedules that help you meet performance goals without overspending on your labour budget. On-demand visibility into schedules — from a desktop or mobile device — improves responsiveness and helps everyone from employees to senior executives plan ahead.

Proactive and predictive scheduling

Proactive scheduling enables managers to look forward and schedule their workforces to meet the varying needs of the business. To avoid accusations of favouritism and to allocate shifts on a meritocratic basis, companies need fairly distributed schedules that promote engagement and quality by providing the right people for the right task at the right time.

Scheduling solutions make it easy to build accurate schedules that align staff coverage with anticipated demand based on data imported from business systems. In this way, wasteful overstaffing is minimised, firms can reduce their reliance on contract workers, and fewer overtime payments are needed. Thresholds can be set so that automated alerts notify administrators or others when schedules exceed budget parameters so appropriate adjustments can be made.

> A scheduling solution makes it easy to build, fill, and manage best-fit schedules.

Efficient schedules that support compliance

Once schedules are built, it's possible to fill open shifts to maximise productivity and minimise non-compliance risks. The system automatically sorts through employees based on predefined criteria — availability, preferences, skills, certifications, company policies, union rules, labour laws, and more — so the right person can be assigned to each position. An intuitive interface allows scheduling tasks via dragging and dropping to assign shifts with alerts when scheduling actions violate established rules, enabling easy changes, regulatory compliance and the avoidance of user error.

On-demand visibility of workforce schedules

Employees can view their schedules from a desktop or mobile device for maximum flexibility and convenience. Managers also have on-demand access to schedules from the same open choice of devices, allowing them to keep tabs on staffing coverage from anywhere, at any time.

Measure schedule effectiveness to drive improvements

Reporting capabilities make it simple to look at past schedules, view their effectiveness and apply lessons learned to make better scheduling decisions. Viewing coverage provides the ability to quickly pinpoint open shifts that still need to be filled and 'budget versus actual' reports will identify areas of overspend.

Respond more effectively to last-minute scheduling changes

Managers can handle emergency staffing changes without jeopardising productivity or service. Need to fill an open shift? Forget about paying unnecessary overtime or hiring contract workers. The system automatically generates a prioritised call list of qualified employees based on availability, seniority, skill set, and more, so you can fill the shift with the right person at the right cost.

Empower employees with self-service scheduling for improved engagement

Give employees more control over their schedules for higher engagement and improved morale. Enable employees to sign up for open shifts, bid on shifts, or even swap shifts with other workers — all from their desktop or mobile device — and receive email notification whenever a new schedule is posted. Self-service capabilities empower employees to be more independent while making the scheduling process transparent and easy to consume.

What benefits will I see as a result of improved labour scheduling?

When scheduling accuracy reaches 90% you can expect 58% less unplanned overtime.[2] Research from Aptitude Research Partners suggests companies that automate scheduling are 1.6 times more likely to cite engagement levels above the industry average, 81% more likely to have better customer retention than competitors, and 1.8 times more likely to have low turnover rates.[3]

2. UKG 'Poor scheduling puts productivity at risk' infographic
3 Press release: https://www.globenewswire.com/news-release/2018/05/17/1508480/0/en/
Retail-TouchPoints-And-Kronos-Host-Online-Panel-Discussion-Covering-Predictive-Scheduling.html

UKG
Our purpose is people

Building on 70 years of experience from two leaders in HR solutions, UKG™ combines the strength and innovation of Ultimate Software and UKG®. Individually, we've always put people at the centre of everything we do. Together, we're committed to inspiring workforces and businesses around the world, helping to pave the way forward for our people, customers, and industry.

Overview

Labour scheduling is a critical, complex and time-consuming task, its goal being to get the right people in the right place at the right time. And, to strike a perfect medium between the organisation being under- or over-staffed. The positive impact that flexible and transparent scheduling has on employee engagement is another consideration and is often underestimated - good scheduling and workforce management should strike a balance between what's good for the organisation and what's good for the employee, and more often than not, engaged employees will have a direct impact on the success of the organisation. However, all too often the scheduling process fails, resulting in reduced productivity, risks of losing talent and increased labour costs. How can you get scheduling right every time, to ensure you get the most from your workforce?

This mini white paper answers the following questions:

- What is labour scheduling?
- Why is labour scheduling important today?
- How can organisations get the most out of labour scheduling?
- What benefits will firms see as a result of improved labour scheduling?

What is labour scheduling?

Labour scheduling is all about creating rosters for your workforce that have the right number of people in place to meet the demands of your business, as well as other criteria like compliance (with laws, regulations and company policies) and your employees' availability, skills and preferences. The goal is to get the right people in the right place at the right time. Labour scheduling is relevant to many industries, especially those with shifts that extend beyond standard office hours, such as the hospitality, retail, logistics, manufacturing and healthcare sectors.

In the hospitality and catering sector, Hall & Woodhouse is a great example of why scheduling matters. Hall & Woodhouse is a UK pub and restaurant chain that wants to be the ideal

firm for its partners to engage with and manage successful outlets. It is a people- and service-centric business and without a flexible and high-quality workforce it can't continue to delight customers with its terrific ales, food and sense of local community. But until recently, the hospitality firm was relying on manual processes to schedule employees, as well as related activities such as forecasting labour demand and managing time and attendance. By deploying automated solutions, Hall & Woodhouse was able to match staffing with customer demand, thereby combining efficiency and excellent customer service. Labour was reduced by up to eight per cent and £1m saved annually.[1]

No matter what type of business you're in, without the right tools labour scheduling can be a time-consuming, error prone, and downright frustrating task.

No matter what type of business you're in, without the right tools labour scheduling can be a time consuming, error-prone, and downright frustrating task.

[1] *Hall & Woodhouse case study https://www.kronos.co.uk/customers/hall-woodhouse*

Why is labour scheduling important and why now?

Irrespective of the size of your organisation, you need clear and actionable information about your workforce in order to make the right decisions. Having that information available in real time is more than just a nice-to-have: it's the difference between firefighting and having the agility to adapt at short notice. If you don't have access to that data in real time, and the right workers with the right skills are not in place at the right time, your organisation will not be able to deliver a profitable, safe, engaging and satisfying experience for employees, customers and partners.

A modern scheduling system will have various benefits depending on roles.

IT Manager
I have access to a manageable, low-touch system that provides automation, self-service and a data platform for insights, without distracting my staff from other tasks.

Finance Manager
I enjoy greater visibility of data which means I can identify and lower hidden costs (such as absenteeism) that are related to the workforce.

HR Manager
The move away from manual processes and multiple sources of data frees up my time to focus on areas such as strategic planning, employee retention and talent management.

Operations Manager
I finally have oversight into scheduling costs, the impact of changes (including 'what if' scenarios) and an opportunity to use scheduling strategically.

Many of the recent changes to the way we work make scheduling particularly relevant today. For example, the shift to 'always-on' working where more of us work outside traditional 9-5 routines and the increasing desire for a work/life balance.

How labour scheduling is handled has impacts on different aspects of your organisation:

Compliance rules impact scheduling in your business
The people needed to do a particular job may not always be available. Perhaps they have been scheduled to work too soon after their previous shift ended or maybe the people that are available have not been trained, don't have the right qualifications or are unwell. This can lead to inefficiency, escalating costs and non-compliance with health-and-safety rules. This last factor can have significant impacts including fines, legal challenges and reputational damage.

Scheduling impacts your employees
Employees who have full visibility and control of their schedules have been shown to be far more engaged and productive than employees who suffer from not knowing when or where they may be working next.

Lack of visibility into what's happening
Reduced visibility can affect productivity, customer service and cost. Real-time visibility into the physical location and availability of staff, their preferences, talents and qualifications will enable managers to make better business decisions.

Inefficient scheduling costs more than you think
As a manager, perhaps you are risk-averse and would always rather have too many people scheduled for a shift than too few, but both scenarios can be damaging. Under-scheduling will result in increased costs from having to pay overtime to cover staffing gaps and from decreased productivity. But over-scheduling also directly affects your bottom line with reduced margins, rising wage bills and not enough work to go around.

> Reduced visibility can affect productivity, customer service and cost

How can I get the most out of labour scheduling?

Labour scheduling is a complex and dynamic challenge but ways to generate best-fit schedules and maintain appropriate staffing ratios to proactively manage overtime and other premium payments, and minimise fatigue and safety risks, are available.

Automated scheduling

A solution that automates labour scheduling will enable your managers to maximise time spent on customer-facing and revenue-driving activities and minimise the necessary time spent on internal processes such as schedule creation and management.

A scheduling solution makes it easy to build, fill, and manage best-fit schedules that help you meet performance goals without overspending on your labour budget. On-demand visibility into schedules — from a desktop or mobile device — improves responsiveness and helps everyone from employees to senior executives plan ahead.

Proactive and predictive scheduling

Proactive scheduling enables managers to look forward and schedule their workforces to meet the varying needs of the business. To avoid accusations of favouritism and to allocate shifts on a meritocratic basis, companies need fairly distributed schedules that promote engagement and quality by providing the right people for the right task at the right time.

Scheduling solutions make it easy to build accurate schedules that align staff coverage with anticipated demand based on data imported from business systems. In this way, wasteful overstaffing is minimised, firms can reduce their reliance on contract workers, and fewer overtime payments are needed. Thresholds can be set so that automated alerts notify administrators or others when schedules exceed budget parameters so appropriate adjustments can be made.

Efficient schedules that support compliance

Once schedules are built, it's possible to fill open shifts to maximise productivity and minimise non-compliance risks. The system automatically sorts through employees based on predefined criteria — availability, preferences, skills, certifications, company policies, union rules, labour laws, and more — so the right person can be assigned to each position. An intuitive interface allows scheduling tasks via dragging and dropping to assign shifts with alerts when scheduling actions violate established rules, enabling easy changes, regulatory compliance and the avoidance of user error.

On-demand visibility of workforce schedules

Employees can view their schedules from a desktop or mobile device for maximum flexibility and convenience. Managers also have on-demand access to schedules from the same open choice of devices, allowing them to keep tabs on staffing coverage from anywhere, at any time.

Measure schedule effectiveness to drive improvements

Reporting capabilities make it simple to look at past schedules, view their effectiveness and apply lessons learned to make better scheduling decisions. Viewing coverage provides the ability to quickly pinpoint open shifts that still need to be filled and 'budget versus actual' reports will identify areas of overspend.

Respond more effectively to last-minute scheduling changes

Managers can handle emergency staffing changes without jeopardising productivity or service. Need to fill an open shift? Forget about paying unnecessary overtime or hiring contract workers. The system automatically generates a prioritised call list of qualified employees based on availability, seniority, skill set, and more, so you can fill the shift with the right person at the right cost.

Empower employees with self-service scheduling for improved engagement

Give employees more control over their schedules for higher engagement and improved morale. Enable employees to sign up for open shifts, bid on shifts, or even swap shifts with other workers — all from their desktop or mobile device — and receive email notification whenever a new schedule is posted. Self-service capabilities empower employees to be more independent while making the scheduling process transparent and easy to consume.

What benefits will I see as a result of improved labour scheduling?

When scheduling accuracy reaches 90% you can expect 58% less unplanned overtime.[2] Research from Aptitude Research Partners suggests companies that automate scheduling are 1.6 times more likely to cite engagement levels above the industry average, 81% more likely to have better customer retention than competitors, and 1.8 times more likely to have low turnover rates.[3]

Want to find out more?

We have more information available on everything your business needs to know about labour scheduling. Take a look at our website www.kronos.co.uk/scheduling to read how other businesses use UKG to get a grip on labour scheduling, or watch a video to learn more.

[1] UKG 'Poor scheduling puts productivity at risk' infographic
[2] Press release: https://globenewswire.com/news-release/2018/05/17/1508480/0/en/Retail-TouchPoints-And-Kronos-Host-Online-Panel-Discussion-Covering-Predictive-Scheduling.html

A scheduling solution makes it easy to build, fill, and manage best-fit schedules.

UKG

Our purpose is people

Building on 70 years of experience from two leaders in HR solutions, UKG™ combines the strength and innovation of Ultimate Software and UKG®. Individually, we've always put people at the center of everything we do. Together, we're committed to inspiring workforces and businesses around the world, helping to pave the way forward for our people, customers, and industry.