



CHANGE MANAGEMENT

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Context

We have identified a recurring problem within the Town Hall. We have no way to assess the hours worked by our employees. As a result, employees are complaining about the number of hours worked and the lack of days off.

We want to remedy this problem as quickly as possible, to guarantee our employees a safe working environment and appease the growing tension.

That's why we decided to introduce a time and attendance system to monitor the number of worked hours.

In addition, the General Manager and the Manager of each department will have a global view, so that they can optimise their resources and promote them accordingly.

Before hand

Before hand, a meeting is scheduled for the 15th of this month with the managers of each department and the General Manager to pitch the idea to them.

We've already seen in previous projects that, to sell an idea, the pitcher himself has to be convinced.

We therefore believe that the best way to initiate this change in the lives of our employees is first and foremost to federate the managers around this solution. During weekly meetings, for example, this will enable them to pass on the information enthusiastically, highlighting the many benefits.

It is unlikely that this idea will be badly received by employees, since this system is centred on their complaints and the needs they have expressed. Even so, we can expect some reluctance to change, particularly from people who have worked here for many years. We will be paying particular attention to them, with training sessions if they wish.

Before hand - Technical

From a technical point of view, it is essential to pay attention to the following friction points:

- A site that is not adapted to mobile browsing.
- Links pointing to non-existent pages.
- Forms that are too long.
- Complex navigation
- An application that crashes
- Spelling mistakes
- Unsuitable content
- Obsolete design

To avoid these blunders, a pre-development period needs to be put in place. This will enable us to identify the needs of our teams, taking into account their different profiles.

A mock-up can then be produced.

Finally, the rest of the friction points will be our common thread during the review period.

Secondly, we need to ensure that visual disabilities are taken into account.

Finally, the application needs to be secure so that our employees' information is protected.

During the development

Regular communication is very important during the development of this application.

This will make it possible to :

- accustom employees to the tool
- get them excited about this change
- respond to apprehensions and questions, before they become major unspoken issues.

This will take several forms, such as:

- A dedicated emailing campagne on major advances, with regular newsletters
- Polls to get employees involved in aesthetic issues, like colours.
- A special presentation at the end of development
- A documentation, sent by email and accessible via the app

In addition to the overall communication that will be carried out by our dedicated department, we are counting on our managers to support the project on a regular basis.

Documentation

Developers must write detailed documentation. It must include:

- a context
- an explanation of how to connect to your account
- a page dedicated to the account and how to use it
- a presentation of the home page
- a description of the clocking page and how it works
- a section for the dashboard and its various components
- a tutorial on what to do in the event of technical problems
- a conclusion

All the steps must be detailed.

Screenshots should be included to ensure that everyone understands what is being said. It's also a good idea to emphasise what you're talking about, by circling the item mentioned, for example.

Please note that if this makes sense to you, it may not make sense to everyone. So tackle the concepts with an educational approach.

Beta testings & Feedbacks

Once the application has been deployed, the managers will be the first official users and will be responsible for creating each account for their team.

We have also created a special hotline, the number of which will be displayed on the website, should users encounter any technical difficulties. They will also be able to download the documentation directly, which will help them if they have any doubts about using the platform.

All the feedback collected during the initial stages will be a driving force for improving the application, by putting employees and their needs at the heart of development.

Training sessions

Some users may not feel comfortable with the platform, despite the documentation. We are currently preparing training sessions to prevent them from getting frustrated.

This training will be organised by the communication department, with the presence of a developer to answer technical questions.

The session will focus on understanding each component and how to interact with it. It will be recorded, allowing participants to watch it again if they feel they need to.

Conclusion

With this strategy, the adoption of the solution by employees should be as optimal as possible.

It will also help to ease growing tensions, by guaranteeing that all employees are fully involved in the process.

However, it's possible that, along the way, we'll have to review certain aspects of it to adapt to reactions and needs.



