



WORKJAM WHITEPAPER

How to Develop and Achieve a Resilient Workforce



Keeping employees productive is a challenge that just about every enterprise faces.

Managing teams across multiple locations is a demanding task in and of itself, and if we add the fact that we're in the middle of a pandemic, the challenges of disseminating information and motivating your workforce reaches a whole new level.

A host of issues may arise, including:

- Confusion and miscommunication due to change and uncertainty
- Tool fatigue when there are too many apps or channels being used
- Difficulties in keeping up with rapidly-changing policies
- Low staff morale and engagement

Fortunately, there are a number of steps you can take to overcome these hurdles. Through frontline technology you can keep employees updated, productive and motivated – even during uncertain times.

To shed light on how enterprises can accomplish this, we recently held a virtual roundtable consisting of a panel of professionals who can speak to how businesses can achieve a productive digital workforce.

Our panelists included:

- Tim Kemp, General Manager, Stores and Supply Chain at Target Australia
- Gerard Turner, Head of Operations at Village Cinemas Australia
- Andrew Myers, VP APAC & Global Digital Strategy at WorkJam

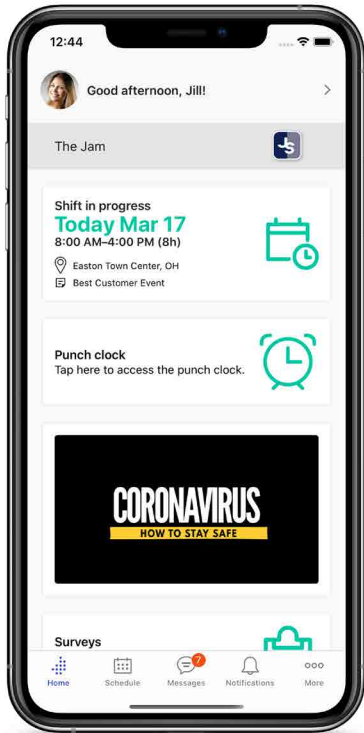
Take a look at what they had to say.

Being agile with communication and policy implementation

COVID-19 brought about immense uncertainty for businesses and their employees. Businesses that were allowed to stay open had to rapidly implement new in-store procedures and policies to keep workers and shoppers safe. Meanwhile, those that had to shut down their operations faced the challenge of updating and empowering employees remotely.

Tim Kemp, Target Australia's General Manager for Stores and Supply Chain, described how he and his team communicated with frontline employees during COVID-19.

"Target stayed open during the pandemic, and we knew it was really important to be there for our customers and keep



our team working,” he said.

According to Kemp, things were moving quickly and there were government updates two or three times a week. Target had to roll out several changes in a short period of time.

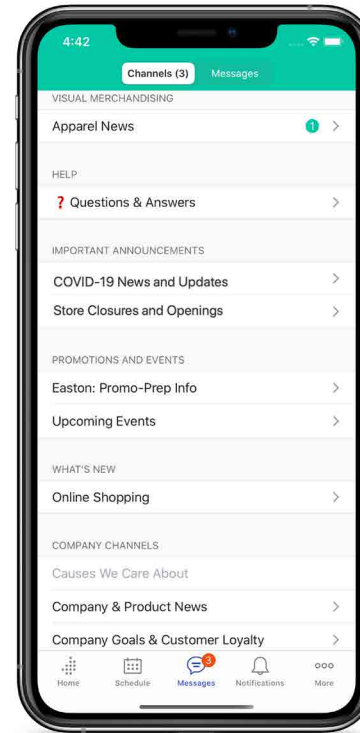
From implementing social distancing to enforcing new sanitization procedures, Target had to adapt to the changes and communicate everything to its employees.

“It was incredible. We probably changed more processes and procedures in

the last twelve weeks than we did in the last twelve years. Operationalizing that was absolutely critical,” he added.

Meanwhile, Gerard Turner, Head of Operations at Village Cinemas Australia, faced a different situation.

While Village Cinemas also had to adopt new safety and sanitization policies, the business was eventually required to



shut down temporarily.

Without the ability to communicate with team members face-to-face, Village Cinemas relied heavily on WorkJam to get updates across the organization’s frontline employees.

“During periods prior to and after the shutdown, it was really important for us to utilize our digital platform in WorkJam in terms of communicating to employees,” said Turner.

He added that having a single platform where team members could access information and communications was critical, particularly during the pandemic, when so many updates were taking place.

“It was happening so quickly, and we would literally be watching a press conference at the same time as all of our team members,” recalled Turner. “With the agile nature of things, you suddenly didn't get to control the comms plan

anymore. You needed to be ready to go and you needed to have a platform to be able to support that, which was a key part for us.”

Target and Village Cinemas grappled with different COVID-19 challenges, but one thing they had in common was their ability to adapt and change course at short notice. This is no easy feat for large enterprises, but speed and adaptability are essential to maintaining a productive workforce – regardless of whether your business is open or not.

As Andrew Myers, VP APAC & Global Digital Strategy at WorkJam put it, “if you're going to have a productive digital workforce, it really needs to be agile.”

Myers discussed how some enterprises are dealing with “different levels of COVID” particularly for those whose stores were spread out across different geographies. In Australia, for instance, certain businesses are allowed to open up depending on where they’re located.

Fortunately, WorkJam allows you to group and target your workforce according to their location, job title, and other parameters, so you can communicate accordingly.

“WorkJam allows you to segment your workforce, as well as create channels for specific parts of the business. What

Create target audience

Filter name*

External Id

Type

⊕ Add filter field

1. Equals

Advanced

Legend

View results

we're seeing is the businesses that are using WorkJam are able to be very agile in their communication and also really listen to their employees.”

Having the right information at workers’ fingertips

As far as operationalizing the new procedures and putting them into place, Kemp said that for Target, WorkJam served as a repository of information that allowed team members to access new policies on their own devices at a touch of a button.

“They could read about the new process before they came to work, they could reference it if a customer asked questions,” he said.

For Village Cinemas, the capability to load the WorkJam app with information on policies, processes, and even promotions was crucial, especially when the business started to reopen.

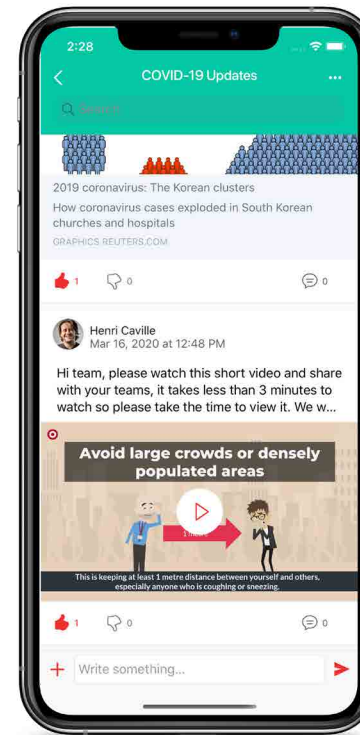
Village Cinemas used WorkJam to inform its staff about specific promotions in their market, helping frontline staff to execute with ease.

"We've got hundreds of offers in the marketplace, specifically segmented and targeted to specific audiences," said Turner. "It's no longer enough to just throw out a generic message. It has to be targeted and relevant to the audience receiving it.

He continues, "the ability for our team now to have information about every promotion on their phone has been a game-changer. When they're asked a question, the information they need is right next to them, so our employees can pass it on to the customer quickly. And that contributes to our end goal of providing a great customer experience."

Promoting two-way communication between organizations and front-line employees

Another thing that Kemp and Turner found valuable was real-time two-way, feedback powered by WorkJam.



"We knew instantly what was on team members' minds," said Kemp. This allowed Target to field questions and send reassurances to its non-desk workers.

Over at Village Cinemas, Turner said that WorkJam streamlined how feedback was collected.

"It was really important for us to stay on top of trainings and surveys to hear the feedback from our team. We have a Q&A channel so you get that information to team members straightaway," he shared

Turner added that doing so helped inform their decisions around what to do when they're allowed to reopen.

According to him, two-way communication was also pivotal in bringing the organization together. Instead of working in silos, WorkJam allowed different departments to be well-informed of what was happening in other teams.

Some head office staff members had little idea of what was taking place at the frontlines, and WorkJam helped bridge that gap.

Turner said that head office teams were able to communicate more effectively to the frontline, giving them context on different promotions and policies.

“Head office departments could understand what the frontline teams are going through, while the frontline teams got a bit more context around what's happening. That's been a key part for us in creating one business together.”

Keeping employees updated and engaged even when they're unable to come to work

WorkJam served as an invaluable tool for companies like Village Cinemas, which were required to shut down during the pandemic.

In addition to sending official updates to team members, Village Cinemas also used WorkJam to keep employees engaged and connected to the company even without face-to-face interactions.

According to Turner, they reimagined group activities online and by creating channels where employees could stay in touch and talk about anything from their pets to what they

like about working at Village.

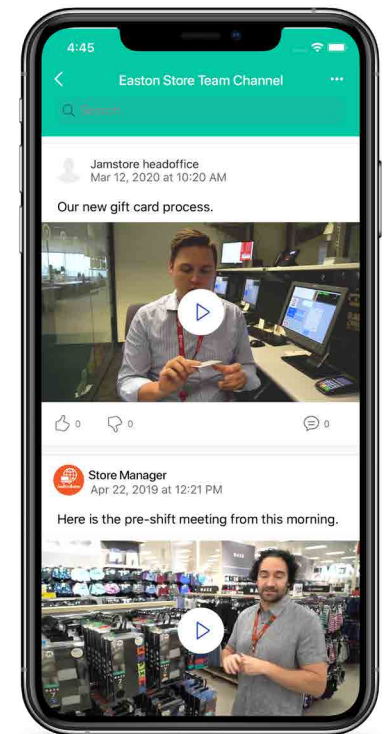
“It's about keeping a connection and an engagement with our team,” said Turner. “We've created separate channels for ‘furry friends’ where people can show off what animals they have at home. We've got channels around what people miss about working at Village, and everyone's listing their favorite flavor of chocolate, and those kinds of things.”

In doing so, Village had the capabilities to keep the team together and provide mental and emotional support.

“We've continued to work on that angle of making sure that people feel connected not only for the business benefit, but also from a mental and emotional context of the isolation that everyone's going through.”

Paving the way for more effective messages

A digital workplace and communication platform replaces the need for traditional



paper memos or emails. This doesn't just streamline communication, it also allows employers to be more creative and engaging with their messages.

Village Cinemas, for example, now uses video to communicate, and they've found that these messages get a lot more engagement than traditional methods.

"We've gone through from sending out company memos to the CEO standing up and doing video as well as our HR business partners, and even myself to keep everyone informed of where we're at and where we're going," explains Turner.

"And we've seen a huge response. When you stand up and explain things, you can provide context and take your team through it. You can own the message you're giving, and this has a much better response than when you're just sending out corporate messaging."

Kemp over at Target did something similar when he informed team members about the pandemic.

"We used WorkJam as a way to connect digitally with our team members all the time. So as soon as the government had done an update, we were able to do a post or video from myself to the team," he said.

Myers agreed and reaffirmed the importance of putting a face to the company's leadership when communicating to employees. "We've found that when the CEO of an organization or the head people officer use video to talk to the employees, they create a real positive impact. Team members feel connected with their leadership and with the business. We've seen this a lot with our current customers."

Centralizing workforce communication using one platform

A major component of maintaining workforce productivity in the digital age is giving employees access to the tools they need without overwhelming them with too many apps or platforms.

Tool fatigue is a very real issue, particularly when managing a modern workforce. Employees are using multiple apps, devices, and channels to coordinate with each other, and this opens up a host of communication issues.

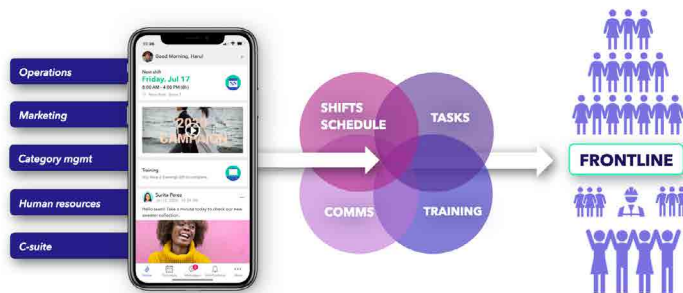
As Myers points out, "too often there are lots of different forms of communication. There's SMS, WhatsApp groups, email, and notices being put up on pin boards. This makes it difficult for frontline employees to get the message firsthand."

Turner echoed this concern, and said that it was one of the

key considerations that prodded them to choose WorkJam.

“We found that suddenly there were Facebook groups, different survey tools, different training tools, and it was becoming difficult for the team members to have five or six apps that they were keeping for work purposes.”

To address this, Village Cinemas centralized everything using WorkJam, and it allowed the company to not only streamline communications but also improve the work life and wellbeing of its employees.



“One of the key pieces of feedback when we rolled out WorkJam was that our employees felt that they got their social life back. [Prior to WorkJam,] their Facebook feeds were loaded with people trying to swap shifts or doing work-related things, which created a separation for them.”

“Now, if they wanted to see the work stuff, they could go into WorkJam and engage with that. And when they wanted to see their friends’ photos, that social space was free from work-related things.”

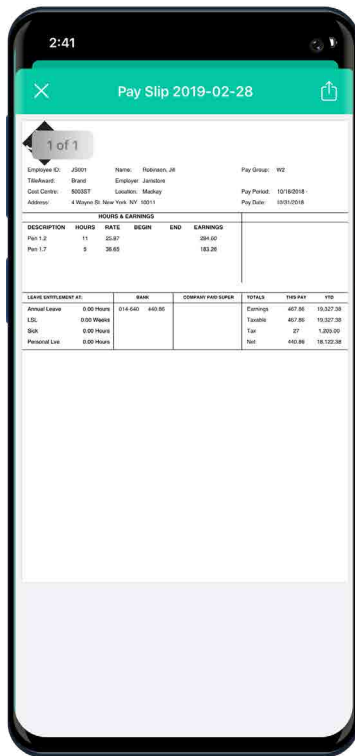
Kemp agreed and said that WorkJam’s centralized capabilities boosted the productivity at Target.

“It cut down the amount of work centrally because we knew exactly where we were posting communications. We didn’t have to check whether someone had emailed or called, or posted something on a notice board. We actually find it a lot more productive centrally to manage one tool.”

Offering employees a one-stop-shop for all their work-related needs

It’s not just about communication, though. Target utilizes WorkJam to centralize and streamline various components, including payroll, time-off requests, and shift management.

“Our team members absolutely love a one-stop-shop for everything. For example, we have our payslips on WorkJam, so they don’t have to think about lots of other things from a work perspective. They can handle time off requests, they can get shifts, and all that really supports them in their busy lives.”



Target makes use of WorkJam's Open Shift Marketplace, a feature within the app that lets frontline employees take on available shifts at other locations.

"Our employees want flexibility. A lot of them want to be able to work when it suits them," he said.

Open Shift Marketplace helps a great deal because it enables Target's non-desk workers to quickly pick up shifts that they're qualified for. Traditionally, if a store needs additional workers at the frontline, the manager would have to call or text team

members to check their availability and qualifications. It's a time-consuming process that involves plenty of back and forth.

With Open Shift Marketplace, employers could "crowdsource" internal labor.

As Kemp explains, "Open Shift Marketplace basically matches a store in the local area with a team member looking for work. We'll post a shift, and normally within a minute or so someone's picked up that shift."

"So, if you're an employee and your current store is a bit quiet, you can fulfill a shift in another store if you've got the relevant skills. The amount of time we've saved, both from a team and a management perspective is unreal."

Staying compliant

WorkJam keeps companies compliant enabling them to engage their workforce with the latest standards or policies, particularly when it comes to ensuring that frontline workers have gotten the training they need.

This is especially important in the age COVID, says Myers, when so many processes are changing. "You can send out a training that's specific to the employee, and you'll know when they've completed it or when they haven't. Plus, you'll have that in a digital format instead of paper, that's really critical for businesses going forward."

WorkJam doesn't just make training easier, it keeps parties accountable, ultimately increasing adoption and ensuring compliance.

Bringing it all together

Pandemic or not, as a digital workplace built specifically for the frontline, WorkJam has proven to be an invaluable workforce productivity tool. It paves the way for clear and effective communication and makes in-store execution much easier. WorkJam also helps employers empower their workforce by giving them all the tools they need to do their jobs better.

All that contributes to higher productivity and engagement, which has material business benefits all around.

With an empowered workforce, you're more likely to become an employer of choice in your market. Most importantly, happy and productive employees deliver better customer experiences and keep shoppers coming back.



For more information on WorkJam and how we can help you unleash the potential of your workforce, contact us today at sales@workjam.com

Request a Demo

SOURCES

1 https://www.accenture.com/_acnmedia/PDF-126/Accenture-COVID-19-Retail-Consumer-Research-Wave-Four-POV.pdf