



WORKJAM WHITEPAPER.....

WORKFORCE ORCHESTRATION: WHAT IT IS AND WHAT IT COULD MEAN FOR YOUR ORGANIZATION



Resiliency and agility have been key operative words as of late. Also, entering the top of the business lexicon has been health, safety, and consistency across all locations. This is especially important when managing changes in local policies, practices, rules, and regulations that might arise quickly.

The combination of all this is a significant part of what we call: Workforce Orchestration

FOSTERING A REAL RELATIONSHIP WITH THE FRONTLINE

A frontline digital workplace builds relationships, engagement, and ultimately, revenue. Take the example of a global organization like Shell, whose thousands of sites rely on a frontline workforce's expertise and customer service.

Before WorkJam, Shell's internal communication often consisted of notices posted to corkboards, one-on-one conversations at the start of shifts, or team meetings at each location. New process, product, or compliance trainings were typically delivered through computers tucked into a back office. Tracking training and their follow-through were nonexistent. The outcome often revealed a vast disconnect between corporate expectations and frontline execution.

WorkJam's frontline digital workplace helped Shell close the gap between corporate and hourly employees. Leadership can now speak directly to their frontline associates and establish a relationship instead of relying on outdated paper processes and multiple disconnected team

updates. With WorkJam:

- Scheduling is more straightforward, flexible, and compliant through self-service functions.
- Task perfection can be executed with significantly less effort while achieving much better results.
- Training is more easily accessible and digestible as "micro-training or missions" with quick assessments ensuring improved learning and compliance.
- Communication improves by fostering multiple channels of two-way communication. This allows for interactions and feedback loops among all organization levels, enabling frontline workers to be truly connected and empowering them to become true brand ambassadors.

Connecting directly to all your workers -- with communication, tasks, and education, and scheduling, all in one interface -- ensures a streamlined, consistent experience for all locations.

In fact, independent research firm Forrester Consulting determined that **WorkJam delivers an average return-on-investment of 410%** with a payback period of fewer than six months.

The returns are tangible: one Fortune 500 brand increased staff engagement, reduced costs, improved customer experience, and boosted sales. Specifically, they leveraged a gamified approach to learning -- where staffers compete, pick up points and earn rewards -- bolstered employee participation. WorkJam is transforming how work is done and improving overall productivity.

KEY PILLARS OF A FRONTLINE DIGITAL WORKPLACE

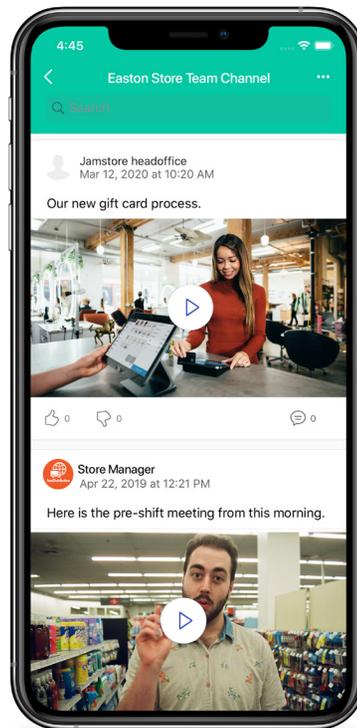
When considering a digital workplace platform, here is what to look for and why it is essential:

Communication

Frictionless communication is essential to the digital workplace. It should include self-service access to crucial information, real-time messaging and pulse surveys, and targeted newsfeeds with relevant and actionable information.

WorkJam lets users connect and communicate over a private internal network. Employees across regions and sites can communicate securely with their teams and colleagues. WorkJam's Target Audience Engine lets managers create communication channels for personnel and segment messaging by location, HR attributes, and training and development goals. Channel outreach can also be scheduled for content timeliness and moderated for content control.

You want the ability to target communications to subsets of



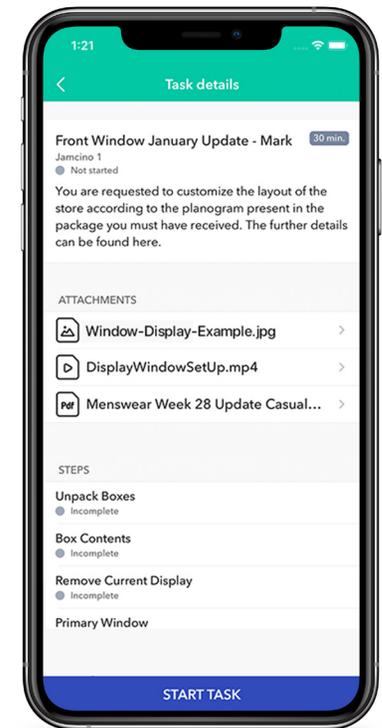
people, whether that's defined by geographical criteria, role, and responsibilities, or some other set of attributes based upon skill certifications and proficiency. This allows for tailored messaging to the right people in the right places at the right time and improving overall engagement.

Communication can be used in structured ways, too. Take the example of one organization that was having the challenge to manage quality control issues. Problems like this used to take days to surface from the location to headquarters. Now frontline employees can notify the head office through WorkJam immediately. Errors like this can be fixed at all locations around the country within two hours. The revamped process is expected to save this customer more than a million dollars a year.

Task Management

Few operational managers have time to oversee the various job activities that need to be done daily, such as display updates, inventory, and cleaning. So how can a company with thousands of locations control operational excellence while ensuring a consistently high level of quality?

WorkJam features integrated **task management** that allows companies to put information



directly into the hands of their frontline associates. Employees know precisely what they need to do and can check off tasks – from their mobile device – as they complete them. Progress updates in real-time, informing all parties involved. Tasks flow down the line and back up to headquarters effortlessly.

| TASKS | STEPS | MEDIA BY STEP | | | | | | | |
|-------|-----------|----------------------|-------------|-----------|-----------------|------|-------|-------------|---------|
| Total | Completed | Ready for completion | In progress | In review | Force completed | Redo | Reset | Not started | Expired |
| 4 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |

| STATUS | COMPLETED BY | LOCATION | SCORE | CONTRIBUTORS | SHIFT DATE AND TIME |
|-----------|-------------------------------------|-----------------------------------------------------------------|-------|-----------------|---------------------|
| Completed | Jeffrey Nimrick Aug 11, 03:31 PM | IL, Monmouth3 003544 1137 N Main St, Monmouth, Illinoi... | - | Jeffrey Nimrick | - |

| STATUS | STEP NAME / DESCRIPTION | ANSWER / COMMENT | MEDIA | SCORE | LOCATION GROUP |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------|-------|----------------|
| Completed | Review COVID Signage Planogram Review the attached planogram. | Answer: Not completed | - | - | - |
| Completed | Remove Old COVID Signage Remove all COVID-19 signage in stores. | Answer: Not completed | - | - | - |
| Completed | Place New COVID Signage Replace with required signage items listed in the planogram, as well as signage items relevant to your stores current status. | Answer: Not completed | | - | - |

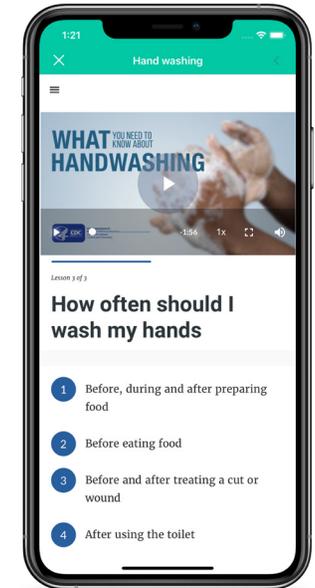
Learning with Reinforcement

Using a platform like WorkJam, enables organizations to support employee **upskilling and advancement**. For example, with learning and self-service open shift modules

sitting within the same solution, employees can quickly build new skills and earn opportunities to take on new tasks and pick available shifts previously unavailable. Employees feel more invested in their work, which leads to improved productivity and engagement on your teams.

Imagine this scenario: Within your organization, you assign jobs based on who has completed a particular training. When an employee calls in sick, the manager discovers that nobody has the qualifications to take the employee's shift. Broadcasting the training to other employees encourage them to learn more to earn more. The manager can then filter only employees with the required skillset and approve them to take the shift.

Or the entire process can be automated in a compliant way. The employee needing the day off posts the shift to the digital workplace, and the system broadcasts it only to eligible workers who passed the appropriate training. Likewise, staffers who want to get more hours or advance in their jobs can take advantage of those learning. Now



frontline employees become interested in completing trainings.

Many companies use learning management systems that accommodate mobile and microlearning, but there are critical advantages to running those on WorkJam. It's one less platform for IT to license and manage and one less app for employees to learn, use, and most importantly, adopt.

Onboarding

DaVita is a global kidney dialysis company with more than 3,000 locations across the globe. To their message out to the 55,000 U.S. teammates, DaVita heavily relies on the voice of their facility administrators, which creates several challenges:

- Due to the manual nature of the process, the messaging consistency fluctuates across locations.
- Facility Administrators have a lot of responsibility, and administrative time reduces their productivity.
- It's hard to receive feedback from their frontline teammates, leaving communication mostly one-sided top-down.

Earlier in 2020, for example, DaVita's leadership rethought their approach to **diversity and belonging** and spend a considerable amount of time crafting a thoughtful message around the topic. It was sent out via email and expanded upon during a company-wide call. Two weeks later, employees were inquiring about DaVita's stance on the issue and what they were doing to ensure an ongoing effort towards diversity and inclusion. It became clear that

most of their frontline teammates had missed the message in their established channels and set off the search for an inclusive employee enablement tool that equally reached all teammates.

WorkJam fit the bill and since then has helped DaVita increase the reach and consistency of their messaging and free up the facility administrators. Every single teammate now receives the same message in the palm of their hand, in a format that's accessible and easy to use. There's less need to call an in-person huddle during the clinic day. And training don't depend on back-office computers either (very few locations still have them). Teammates can stay up to date on certifications without interrupting their workdays—mobile micro-trainings can be conveniently consumed during downtime on their mobile devices.

DaVita didn't stop there. As part of the onboarding process, new teammates spent their first 90 days at specific training centers before arriving at their home location. But the initial churn rate of newly hired employees was high—the first few months decided if an employee would leave or stay.

Management wanted to make sure new teammates became part of the DaVita family as soon as possible. Firstly, this meant crucial information needed to be shared promptly, anything from where to show up on the first day to what benefits look like or how to sign up for them. Secondly, DaVita instituted a buddy program with a coworker from their home location. New employees would have a friend at work from day one, someone they could ask questions, have a conversation, and build an immediate connection with.

This turned out more challenging than anticipated, mainly because of compliance with wage and hour laws. Traditional means of communication like text messages were unable to consider working hours and compensable time. In addition, privacy reasons made it difficult to ask teammates from one facility to text someone from another on their personal cell phones.

Now, in WorkJam, it's easy to set up communication between teammates, no matter where they work. Messaging is as easy as with any other chat app, with the difference that all content remains safe and private and stored on company infrastructure. Plus, WorkJam geofencing capabilities automatically detect if employees are logged in at work (via IP or Wi-Fi), as well as if they're on shift. Otherwise, the content is restricted, and compliance ensured.

Compliance

Another example is Berkshire Hathaway subsidiary, Mouser Electronics. As a dynamic, high-volume warehouse that distributes critical components to the medical, military, and aerospace industries, productivity is one of their top priorities.

Having already deployed a lot of automation technology and artificial intelligence into their warehouses, Mouser wanted to get their associate-facing processes on par. With the objective of digitizing manual processes like **communication, training, and compliance**, the initial challenge was to transform their operations in a non-invasive and non-distracting way, to keep production running at all times. WorkJam was able to drive adoption

organically by housing all critical functions on a single pane of glass that each employee carries with them:

"Stopping production doesn't work for us. Employees having something at their fingertips that's not invasive and not detracting; this is critical for us. WorkJam has done that-in a mind-blowingly simple way." - Warehouse Trainer, Mouser Electronics

Compliance is one of the outcomes that exemplify WorkJam's impact best.

As a provider of critical equipment in several highly regulated industries, Mouser Electronics requires AS9100D, ISO9001, and NSI certifications. These are so crucial to the health of their business; one bad audit can shut down the entire operation.

All of these certifications depend on a bulletproof audit trail when it comes to training and procedures. Any time a process changes, the entire frontline staff must be informed and documented in a fashion that's readily presentable to auditors who tend to walk in unannounced.

In practice, that meant every single employee had to take a training and sign a paper that stated, "Yes, I've read and understood this update and how it pertains to my job function." These had to be handed out, recollected, and filed in one of the rows of filing cabinets so the auditor could leave through the 1,200 signatures.

WorkJam cut down the administrative time for audits by order of magnitude. Take the example of an NSI audit that inspected the results of a multi-month training from a random sample of 100 employees. As it happened, half of the associates had taken the training in its traditional form, and it took the training team 5 hours to prepare and present all the necessary paperwork: physically pulling records from folders, scan and go through them with the auditor.

The second half completed the training in WorkJam. It took all of 5 minutes to download a spreadsheet showing when the other half took the training, their answers, and results. Mouser Electronics now host all of their training, testing, and certification in WorkJam.

Health & Safety

Unlike many enterprise organizations, AVIS Car Rental is no stranger to lockdowns. In 2017, the organization dealt with lockdowns due to Hurricane Harvey in their locations in the southern United States. Well prepared, AVIS started early **to build tasks and procedures** for locations to keep their employees and customers safe:

Organizations know they need to put safety first. For AVIS, this meant that using a shared clock and kiosk to punch in was not

safe since multiple employees were touching the same surface. Switching to WorkJam mobile clock punch enabled employees to clock in and out on their own devices. With multi-point geofencing, shift, and role information, payroll is highly accurate.

It's also far more cost-effective as mobile punching is a more efficient way to time capture - no one stands in line to punch!

Further, ensuring no employees with symptoms or COVID-19 risks were clocking into work, AVIS made a mandatory health and safety check through WorkJam. Employees had to fill out and pass the survey results - otherwise, they would be disallowed from clocking in via WorkJam. This helped to keep all employees and customers safe from health risks.

This solution also makes contact tracing easier if outbreaks occur.

Incorporating learning and task management enables an organization to instantly see how each location meets new policy and procedure requirements. Whether it's a new dress code policy or needing to sanitize the counter after every customer visit, task management ensures that frontline employees follow protocol. Through training, quizzes, and surveys, corporate can make sure the new policy is understood, while task management ensures it gets implemented.



Ops-Down Alignment

WorkJam connects any system of record with frontline employees, enhancing your HR, LMS, and WFM systems.

Providing a single app and platform to employees can play a significant role in **increasing retention rates**. Making it easier for team members to get work done and putting the tools they need at their fingertips is what keeps your team happy and engaged.

There are practical matters, too, such as staff being able to punch in and out on their phones instead of waiting in line for a shared clock, saving time and money. Another area is onboarding.

WorkJam can make onboarding more productive and efficient with a communication and training process that unfolds at a pace new hires can manage and thrive.

Through WorkJam, everyone gets closer to the larger organization, resulting in a more positive response as a brand ambassador. The outreach, constant engagement -- from HR, CEO and management, in general, along with bidirectional communication -- all drives enthusiasm, reduces absenteeism, and lowers turnover. Employees better align with the corporate mission, and teamwork excels throughout the entire organization.

The Customer Impact

A great customer experience does not just happen independently. It takes a great employee experience. When employees' work-life is balanced, attrition declines. Their positive employer experience translates into a positive customer experience. The organization also gains by **pulling out costs and increasing revenue**. And it all comes from taking care of employees by giving them what they need to feel engaged and empowered.

IN CONCLUSION

By delivering value to your end users, the frontline workers, you can meet your organization's operational objectives



both at the same time:
Workforce Orchestration.

- Keep employees up to date with important announcements
- Connect and engage with every employee
- Maintain a positive and inclusive work culture
- Rapidly adapt processes to changing conditions
- Empower crowdsourced staffing with shift swaps and open shift picks integrated directly with your current WFM tools
- Deploy mobile timeclock functions with health checks.
- Streamline your operations with consistent task execution across all locations
- Inspect what you expect with location audits

More than just a win for IT, consolidating communications, collaboration, training, tasks, surveys, audits, employee

WHERE TO START WITH THE FRONTLINE DIGITAL WORKPLACE

We recommend a phased approach. The process typically starts by improving communications or scheduling and staff coverage. Our customer gathered the best response by following these principles:

Deliver value to encourage adoption. Identify some obvious frontline pain points within your organization and focus on remedying those. Remember that some workers will need time to warm up to new ideas and new applications. Providing them with features and information that have value will help nurture buy-in and speed up adoption. As you deliver what they want, you can deploy the WorkJam abilities you want, thus moving the organization forward together.

Inspire users, and they will come back for more. Entice them to stick with new strategic processes by leaving a "candy trail" that draws them back repeatedly. Gamifying the experience will encourage active participation and enhanced engagement along with follow-through of strategic initiatives.

Recruit frontline advocates: designate WorkJam Warriors. Enlist evangelists for success at your frontline; these workplace associates bring great credibility and trust to the message. They also can encourage adoption and socialize this most important initiative. Your investment in a WorkJam will undoubtedly land you quick wins, but benefits also grow exponentially over time; ensure somebody is in your corner who can continuously advocate for you among

self-service, and more into a single digital workplace drives high adoption, enabling organizations to orchestrate their frontline workforces with minute precision and net an ROI of 410% in the process.

Everybody wins.

the leadership team and publicize the successes.

Be prepared for success. At some point, enthusiasm for the digital workplace can overflow your capacity to roll out new functionality. As people start knocking on your door every day for new channels- or new workflows to address their specific needs - be prepared to manage new opportunities that will come from many areas of the organization.



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