

Smurfit WestRock Streamlined Time and Attendance Across 275+ Locations

Global Leader in Sustainable Packaging Shares Their Top Takeaways for Successful Implementation



When you implement a system like WorkForce Software, you're implementing an enabler. Your true value lies in your ability to have strong adoption and strong processes, and your business processes need to be enabled by the technology."

— Taryn Emerson, Director IT,
HR Strategy & Portfolio

Goals



Consolidate timekeeping down to one workforce management system



Implement consistent, timely payroll standards that increase data integrity



Meet compliance for unionized employees and pave the way for future enhancements

Challenges

- With thousands of employees spread across hundreds of union and non-union locations, Smurfit WestRock has unique complex needs when it comes to tracking time and completing payroll.
- Before partnering with WorkForce Software, they were balancing five different time keeping systems, which created challenges for data integrity and efficiency.

The Ask

- Streamline and consolidate time and attendance into a single system that works across nearly 300 locations in the U.S. and Canada, including those who operate under collective bargaining agreements.

The Solution

- Smurfit WestRock, in partnership with WorkForce Software, implemented Time and Attendance through a pilot methodology to ensure project delivery, change management and roles and responsibilities were optimal and then applied the lessons learned to enhance each successive, larger wave.
- The result was an improved attendance and payroll structure that was more timely, efficient, flexible and proactively aligned with union regulations.

Smurfit WestRock Modernizes Their Workforce Management Practice With The WorkForce Suite



Simplified and Uniform Process

Tailored to match Smurfit WestRock's needs, a reliable and accurate method for tracking time and attendance streamlined the process more than 275 locations in the U.S. and Canada.



Improved Payroll Efficiency

Smurfit WestRock can account for pay adjustments and back pay with greater speed and accuracy. Staff are excited by a system that's more reliable and easier to use, whether they work remotely or in on-site manufacturing.



Enhanced Union Compliance

With over 50% of their staff under collective bargaining agreements with varying rules and regulations, Smurfit WestRock is now well on track to a system that proactively complies with union regulations better than before. Additionally, the WorkForce Suite's agility supports timely updates after re-negotiation periods without compromising payroll efficiency.



Blueprint for Future Enhancements

Smurfit WestRock is well-positioned to implement future enhancements with even greater ease. They fine-tuned their model for Hypercare, a dedicated support methodology immediately following major change, and they've learned how to guide their large network of locations and employees through complex transitions.



"A significant population of our work is in a manufacturing environment. When somebody from corporate shows up to offer support, they feel heard and they feel valued."

— Jonathan Neff, Sr. Program Manager, HR

Smurfit WestRock's Top Six Takeaways for Successful Implementation

Three years into their partnership with WorkForce Software, Smurfit WestRock has learned a thing or two about how to successfully implement new workforce management systems and software—especially across hundreds of locations and thousands of employees.

1. Pilot Program Saves Time and Improves Efficiency

As opposed to a “big bang” go-live for all 275+ locations, Smurfit WestRock adopted a phased approach, beginning with two pilots. This allowed them to effectively socialise the upcoming change, address early challenges, find the right communication cadence and establish an effective Hypercare approach, all whilst proactively collaborating with union leaders and meeting the needs of a complex population.

2. Wave Size Did Not Impact Delivery

Smurfit WestRock was surprised to find that implementation speed remained steady, even as the wave sizes increased with each successive go-live. Having built the system foundation, solidified project delivery processes and tackled early problems during the pilot, Smurfit WestRock could scale with limited disruption and impact.

3. Pay Structure Was the Biggest Hurdle

An early assumption was that the volume of sites needing to be brought online would be the biggest driver of complexity in the implementation. Instead, existing complexity within each facility's pay structure proved to be the most challenging hurdle. Learning this lesson early better prepared HR and technical support for the larger waves to come.

4. Hypercare Works Best with Structure and Accountability

Smurfit WestRock found that Hypercare was most beneficial through face-to-face communication and at their highest-need locations—especially during the first two weeks of implementation when questions and confusion are at their peak. A successful Hypercare model benefits from structure and accountability to allow for questions, follow-up and issue closure.

5. Aim for Continuous Improvement

Smurfit WestRock learned that even with rigorous preparation, implementation takes time, patience and collaboration. Investing in a communication structure and feedback loop with stakeholders and partners allows for lessons learned to be documented and problems to be addressed whilst continuing to move the implementation forward, embracing improved delivery processes.

6. Communicate Clearly and Concisely

Smurfit WestRock knew they would need to stay nimble to meet union requirements as employees came online with new time and attendance technology. Early on, they realized that long-winded communication was a barrier. By shifting to a concise and direct strategy, union leaders and the larger network of employees clearly understood expectations and timing.

Discover how we can meet your organisation's time and attendance needs.

Visit workforcesoftware.com/workforce-suite/time-and-attendance to learn more.

