

WHITEPAPER | UKG PRO WFM & UKG READY

UKG readiness, implementation and client side services.

A practical readiness, implementation and optimisation framework for organisations deploying, migrating or improving UKG Pro Workforce Management and UKG Ready, written by independent workforce operations specialists.



UKG Pro WFM
Enterprise workforce operations



UKG Ready
All in one HR, payroll and time

CERTIFIED UKG PARTNER | INDEPENDENT CLIENT SIDE SPECIALISTS

In-Workforce Ltd | Independent workforce operations specialists
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EXECUTIVE SUMMARY

Readiness decides the outcome, **long before configuration begins.**

Implementing, migrating or optimising UKG is a strategic initiative with the potential to transform how an organisation plans, deploys and pays its workforce. It can lift compliance, remove cost from the operating model and materially improve the everyday experience of employees and line managers. Yet the success of that initiative is largely determined long before the first configuration decision is made. It rests on organisational readiness across four dimensions: people, process, data and technology.

In our experience, challenges later attributed to the software are far more often the consequence of insufficient preparation, unclear ownership, unresolved policy questions or misaligned expectations between HR, payroll, operations and IT. Where readiness is treated as a formal, funded phase rather than an afterthought squeezed into mobilisation, organisations are consistently better placed to hold their timeline, protect their budget and realise the benefits they approved the business case on.

This paper sets out the readiness and implementation framework In-Workforce applies across manufacturing, logistics, retail, healthcare, aviation, construction and the public sector. It covers both UKG Pro Workforce Management and UKG Ready, and explains how independent client side services keep the programme honest, evidenced and aligned to your interests from discovery through to continuous improvement.

04

readiness dimensions: people, process, data and technology

07

structured stages from discovery to continuous improvement

02

UKG platforms, one consistent delivery discipline

THE PLATFORMS

Two UKG platforms, **one delivery discipline.**

In-Workforce is a certified UKG partner and works exclusively across the UKG portfolio. That focus means the same readiness disciplines, governance model and testing rigour are applied whichever platform you deploy. What changes is scope, scale and the shape of the programme around it. Choosing correctly at the outset avoids the two most expensive mistakes we see: over engineering a simple estate, or under scoping a complex one.



PLATFORM 01 **UKG Pro WFM**

Enterprise workforce operations for complex, multi site and multi country organisations.

Advanced timekeeping, accruals, attendance and absence management.

Demand forecasting, scheduling and labour optimisation.

Complex pay rule and premium modelling across collective agreements.

Deep integration with HCM, payroll, ERP and operational systems.



PLATFORM 02 **UKG Ready**

All in one HR, payroll, time and scheduling for growing businesses.

Centralised employee records, benefits administration and workflows.

Continuous payroll calculation with flexible pay rules.

Talent, recruiting, onboarding, performance and learning in one place.

Real time dashboards and configurable reporting.

Whichever platform is selected, the questions that decide the outcome are identical. Who owns the data? Which policies are we automating and which are we retiring? How will we prove the pay is right before anyone is paid by it? The framework that follows answers those questions in a deliberate order.

Structure creates **predictable outcomes.**

Both UKG platforms are highly configurable and capable of supporting genuinely complex workforce requirements. That flexibility is an advantage only when it is directed. Where organisations enter implementation without defined processes, trusted data or effective decision making, configurability becomes an invitation to replicate every historical exception, and the risk of delay, rework and dissatisfaction rises sharply.

Readiness provides the structure required to make informed decisions quickly and to translate business need into a scalable design. It prepares the organisation not only for go live, but for the years of optimisation that follow.

Effective readiness helps organisations achieve

- Clear alignment on scope, priorities, phasing and success criteria
- Confidence in data quality, entitlement accuracy and payroll integrity
- Timely decision making during design and configuration, with named owners
- Strong engagement across HR, payroll, operations, finance and IT
- A stable, documented foundation for future growth and optimisation

01 PROCESS AND REQUIREMENTS

Design for how the workforce **actually needs to operate.**

A successful UKG design begins with a deep understanding of how the workforce operates today and how it needs to operate in future. This requires structured discovery across operational, regulatory and employee experience dimensions, so that configuration decisions rest on evidenced requirements rather than assumption, anecdote or inherited constraint.

Current state analysis

- Review of scheduling models, shift patterns, skills and staffing constraints
- Assessment of pay rules, premiums, allowances, absence policy and exceptions
- Documentation of workforce processes across locations, roles and contract types

Pain point identification

- Manual workarounds, offline approvals and spreadsheet dependency
- Areas of cost leakage, unplanned overtime or inconsistent pay outcomes
- Policy interpretation issues, local custom and practice, and regional variance

Future state definition

- Opportunities to simplify, harmonise and standardise policy before automating it
- Automation opportunities that remove administrative effort from managers
- Design considerations that support scale, flexibility and organisational change

A clearly defined future state allows UKG to be configured as an enabler of better workforce outcomes, rather than a faithful digital replica of inefficient processes.

02 DATA READINESS

Clean data is the strongest predictor of success.

Inaccurate, incomplete or poorly structured data leads directly to payroll errors, failed testing cycles and a loss of employee trust that is slow and expensive to recover. Data readiness ensures information is accurate, complete and fit for purpose before it reaches UKG Pro WFM or UKG Ready, and that ownership for keeping it accurate is agreed and named.

Prepare and validate

- Organisational hierarchies, cost centre structures and reporting lines
- Employee records including contracts, working patterns, roles and demographics
- Accrual balances, entitlements, carry over rules and legacy adjustments
- Historical demand, volume and workload information used for forecasting
- Location, job, labour category, skill and schedule attributes

Clean, well governed data accelerates design, improves testing outcomes and materially reduces risk at go live. It is also the single most common area where programmes lose time, because the effort is consistently underestimated at planning stage.

Protect the flow between systems.

UKG rarely operates in isolation. It must exchange data with HR systems, payroll platforms, ERP solutions, finance and operational applications to support the end to end employee lifecycle. Integration readiness ensures every data flow is understood, owned and governed, reducing downstream errors and the reconciliation effort that quietly consumes teams after go live.

- Clear definition of inbound and outbound data flows and their business purpose
- Agreement on system ownership and the authoritative source for each field
- Update frequency and timing aligned to payroll, finance and reporting cycles
- Security, audit, retention and compliance requirements
- Exception handling, alerting and resolution processes with named responders

Disciplined design, structured testing.

Once readiness is established, implementation can proceed in a controlled and confident manner. Best practice balances functional depth against simplicity and long term maintainability. Every configuration decision is a commitment to maintain that decision for years, and should be taken with that in mind.

Collaborative design

- Balanced representation from HR, payroll, operations, finance and IT
- Use of UKG best practice as the baseline, with deviation by exception only
- Pragmatic decision making that avoids unnecessary complexity

Configuration discipline

- Consistent naming conventions and documented configuration standards
- Scalable rule models that absorb future policy and organisational change
- A clear, maintained record of every configuration decision and its rationale

Testing excellence

- Structured unit, system and integration testing with defined entry and exit criteria

- End to end scenario validation reflecting real operational conditions
- Payroll parallel runs to confirm accuracy before anyone is paid by the new system
- Deliberate validation of edge cases, exceptions and retrospective adjustments

Rigorous testing protects employees, builds organisational confidence and sharply reduces post go live disruption. It is the cheapest insurance available to a workforce programme.



Testing is not the phase where you find out whether the configuration works. It is the phase where you prove, with evidence, that it already does.

IN-WORKFORCE DELIVERY PRINCIPLE

Independent expertise, **always on your side.**

System integrator led implementations are delivered in the vendor interest, to the vendor method, against the vendor definition of done. Our role is deliberately different. In-Workforce works embedded within your team as an independent client side partner: translating requirements, challenging assumptions, protecting scope and holding delivery to account across both UKG Pro WFM and UKG Ready.

PRO WFM

Enterprise client side support

- Readiness assessment and programme governance
- Requirements definition and design authority
- Pay rule, accrual and scheduling design assurance
- Integration and data migration oversight
- Test strategy, UAT management and parallel runs
- Go live, hypercare and continuous optimisation

READY

Growing business support

- Platform assessment and readiness review
- Configuration support and best practice guidance
- Timekeeping, accruals and pay rule design
- Scheduling setup and optimisation
- Structured testing and UAT management
- Training, change management and hypercare

The outcome is the same on both platforms: decisions made with evidence, configuration that can be maintained by your own team, and a workforce that trusts the numbers on its payslip.

We are not there to defend a method or a milestone. We are there to make sure the organisation gets the system it agreed to buy, and can run it without us.

INDEPENDENT BY DESIGN

Technology change succeeds or fails on people.

A UKG implementation introduces new ways of working for employees, managers and administrators alike. Effective change management ensures users understand not only how to use the system, but why the change matters and what it improves for them. Adoption is not a training event at the end of the plan; it is a thread that runs through the whole programme.

- Early, honest and repeated communication about what is changing and when
- Role based engagement for employees, line managers, administrators and payroll
- Clear articulation of benefits, expectations and what will feel different
- Practical, accessible training built around real day to day scenarios
- Defined support channels and escalation routes during and after go live



Go live is a milestone, not the destination.

Ongoing optimisation is critical to maintaining compliance, improving efficiency and responding to organisational change. Continuous improvement enables organisations to move beyond stabilisation and into genuine value creation, where the platform actively supports better operational decisions rather than simply recording them.

- Review and refinement of forecasting and demand models against actuals
- Continuous improvement of scheduling rules, fairness and coverage
- Timely updates to pay rules in response to regulatory and agreement change
- Use of analytics to identify absence, overtime and cost trends early
- Process adjustments aligned to business growth, acquisition and restructure

CONCLUSION

Prepare well, **deliver with confidence.**

A UKG implementation delivers the greatest value when readiness, structure and adoption are prioritised from the outset. Organisations that invest properly in preparation reduce risk, improve outcomes and create a platform for long term workforce excellence rather than a system that merely goes live.

By combining strong readiness, disciplined implementation, independent client side services and a genuine commitment to continuous improvement, organisations can unlock the full potential of UKG Pro Workforce Management and UKG Ready, and achieve measurable improvements in workforce operations and organisational performance.

Ready to talk about your **UKG programme?**

Independent readiness reviews, implementation assurance and client side services across UKG Pro WFM and UKG Ready.

[BOOK A DISCOVERY CALL](#)

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