

**How Workforce Management Solutions and  
Services Can Build Strategic Performance,  
Reduce Costs and Manage Risk**



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## Table of Contents

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<b>Introduction</b> .....	3
<b>How Workforce Management Solutions and Services Can Build Strategic Performance, Reduce Costs and Manage Risk</b> .....	4
Reduce Labor Costs .....	4
<i>Measurable Savings</i> .....	4
<i>The Strategic Value</i> .....	5
Control Benefits Costs .....	6
<i>Measurable Savings</i> .....	6
<i>The Strategic Value</i> .....	7
Improve Employee Retention .....	7
<i>Measurable Savings</i> .....	8
<i>The Strategic Value</i> .....	11
Improve Tax and Regulatory Compliance .....	11
<i>Measurable Savings</i> .....	11
<i>The Strategic Value</i> .....	12
<b>Return on Investment</b> .....	12
<b>Summary</b> .....	13

# ADP's Workforce Management Solutions

## Introduction

Regardless of size, industry, mission statement or strategy, organizations today face the need to:

- Control costs
- Manage fixed and financial assets
- Respond to their market and the expectations of their customers, employees and owners

If these challenges are not effectively addressed, profitability—as well as the organization's ultimate survival—is at risk. With the right solutions and a strategic focus, your Personnel function can contribute more to the organization than its traditional information processing and record-keeping responsibilities.

In many situations, it will be advantageous to engage a partner who is experienced in providing workforce management solutions. One such provider, ADP, is the focus of this white paper.

By moving the Personnel function to a Workforce Management and Services function, you equip it to positively participate in achieving the overall objectives of your business:

- **Reduce labor costs:** Labor expense is usually the single largest expense category for an organization, regardless of size, structure or industry. Through automation and real-time reporting, companies can minimize productivity loss and reduce unnecessary overtime by managing employees' schedules more effectively.
- **Control benefit costs:** Over the past 20 years, employer healthcare costs have doubled relative to the average wage—from 5.5 percent in 1984 to 11.6 percent in 2004 (see Figure 1).

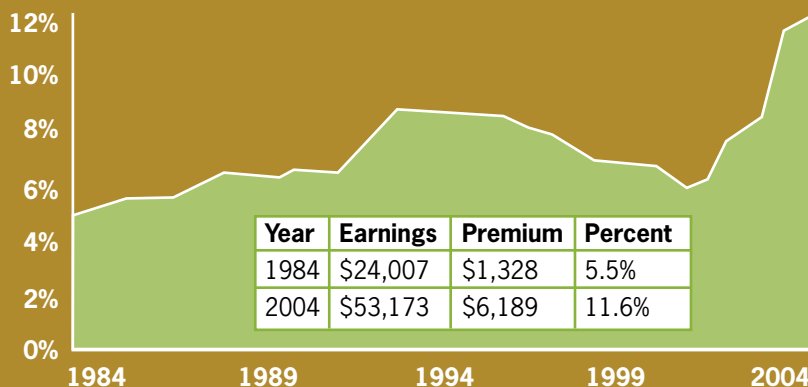
Employer-provided benefits, which include leave, overtime pay, insurance and retirement, account for about 20 percent of employee compensation. Legally required benefits (Social Security, Unemployment Insurance and Worker's Compensation) make up an additional 8.1 percent (Employment Policy Foundation).

- **Improve employee retention:** In the twelve months ending January 2005, research by the Employment Policy Foundation reported an average voluntary turnover rate of 24 percent nationwide. Turnover costs average 25 percent of an employee's annual salary. The average private sector turnover cost is \$13,669; however, across industries, different average salary levels cause turnover costs to vary from a high of \$18,615 for the information industry to a low of \$6,495 for the leisure and hospitality industry. How much does employee turnover cost your organization? How much could be saved by reducing turnover on an ongoing basis?

- **Ensure tax and regulatory compliance:** Across all facets of business, regulatory and industry-specific requirements are growing, both in numbers and complexity.

**Figure 1**  
**Employer Health Premiums Have Doubled as a Percent of Annual Employee Earnings**

All Industries



Source: EPF tabulations of March 1985–2003 Current Population Survey data based on Kaiser Health Report and Employer Costs for Employee Compensation Data from BLS.

Intentional or unintentional failure to comply with wage-related tax reporting and payment requirements can result in significant and unnecessary fines that, nationwide, added up to \$3 billion last year (Sage International, Inc. 2005).

Managing all of the above challenges requires the right technology and resources, and while each can be addressed independently, the most effective solution is a holistic one in which a coherent blend of technology and services seamlessly integrate to support efficient administrative services and effective workforce management. Individual point solutions can contribute significant benefits in their own right; however, integrated solutions that enable a multi-pronged approach will result not only in short-term cost savings, but also will allow your company to take a step beyond day-to-day dollars into long-term planning and strategy. The result is reduced overall costs, improved employee retention, increased productivity and more time to focus on tasks that improve your bottom line. That could be the difference between the organization that survives and the organization that excels.

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## How Workforce Management Solutions and Services Can Build Strategic Performance, Reduce Costs and Manage Risk

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In the midst of the day-to-day activities and the pressures of running a business, it's easy to discount the administrative function of the company. It probably seems like there is not much to be gained by reviewing the workforce services strategy of your Personnel function. In reality, however, revisiting this function and implementing a workforce management solution will likely identify *significant* money to be saved, both hard dollars and indirect soft dollars, and long-term bottom-line value to be created.

## Reduce Labor Costs

Every CFO is intensely aware that direct labor expense is often the single largest expense category for an organization. Tools and services are available to reduce unnecessary labor expense in a number of ways that can impact both the short-term and long-term bottom line.

## Measurable Savings

Labor cost—the time required to support a particular process or activity, and the dollars you pay for that time—is one of the first areas examined when an organization is considering a new way of doing things. Some of these savings are relatively easy to quantify:

### Reduce Direct Labor Expenses

- Reduce time loss
- Reduce avoidable overtime
- Reduce overpayments
- Administer pay policies accurately and consistently

### Improve Project/Product Cost Knowledge

- Monitor and manage labor costs against jobs/projects
- Improve labor planning and scheduling
- Analyze costs based on shift, department, location, etc.

### Reduce Indirect Expenses

- Streamline and automate processes
- Reduce administrative time related to payroll and benefits
- Reduce materials and distribution costs related to administrative activities

### Increase Employee Productivity

- Reduce managers' time spent administering employee-related activities
- Enable employees with 24x7 access to information such as payroll and benefits

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For example:

**1. Reduce time loss:** An accurate time tracking system improves visibility into production. It also reduces time loss from both time-recording errors and time card approvals.

That extra five minutes at lunch that doesn't get reported on the time card or an unauthorized 15-minute break, or leaving a few minutes early to beat the traffic: How much time is lost? How much product could you turn out if those lost minutes were eliminated? How much lost profit does that represent?

**2. Reduce avoidable overtime:** The most effective time and attendance tools provide real-time, up-to-the-minute labor reports that allow managers and supervisors to identify employees who are approaching their maximum hours and then adjust scheduling and staff coverage to avoid overtime.

## Time Loss Value Equation of Over-Reported Time

5 minutes per employee per day  
(260 days per year) = 21.7 hours per year  
x 100 employees = 2,166 hours lost per year

With an average employee hourly rate of \$18.80 per hour (including benefits) = \$40,721

**3. Reduce vacation liability:** Manual tracking of vacation time—accrued and taken—leaves a company open to errors and the accrual of excess time. In many states, when an employee leaves, the employer must pay out that vacation accrual whether or not it is correct. Even small businesses can take advantage of solutions where rules-based software prevents excess accrual of vacation time.

**4. Reduce administrative tasks and costs:** Some of the most visible labor savings occur when a solution reduces the time it takes administrative/clerical/processing staff to manage basic activities that can be automated, including the following:

- Tracking and reporting of absences
- Processing time cards, paychecks, benefit enrollment forms
- Input of HR transactions such as family status changes
- Reconciliation of bank accounts
- Auditing of expense reports
- Researching relevant tax and regulatory changes
- Answering employee inquiries related to time off, benefits coverage and payroll
- Entering data in duplicate systems

## The Strategic Value

In addition to the hard-dollar savings of reduced labor costs, the same solutions that minimize day-to-day operational expenses can also bring tremendous strategic value to the organization. The right solutions and services add strategic value because they contribute to better planning of labor expense, which leads to the following:

- Better financial forecasting through an improved ability to compare labor budgets to actual labor expense
- Better pricing through improved knowledge of the labor components of product costing
- Better relationships with clients and customers from better management of expense assignments
- More competitive project bidding through better tracking of labor costs

## Control Benefits Costs

Health insurance was the largest employer-related benefit in 2004, accounting for almost one-third of all benefits.

How can benefits costs be controlled when statistics indicate their rise is inevitable? There are solutions that can prevent certain peripheral costs associated with benefit administration from rising while ensuring that you achieve the maximum value of your benefits investment:

### Avoid Unnecessary Premium Payments

- Reduce risk of benefits rules being applied incorrectly or inconsistently
- Maintain and apply eligibility rules accurately
- Improve accuracy of data entry through self-service
- Improve reconciliation accuracy through detailed reporting

### Reduce the Cost of Benefits Administration

- Streamline and automate processes
- Eliminate duplicate data entry into various systems
- Reduce staff time required during Open Enrollment
- Reduce paper costs associated with communications
- Automate set-up processes, such as deduction and premium tables

### Minimize Employees' Time Spent on Benefits

- Streamline and automate the annual enrollment process
- Enable employees to review and manage benefits online
- Provide clear, consistent information on benefits policies

### Ensure Maximum Value of Benefit Dollars

- Drive increased participation in tax-saving programs such as FSA and 401(k)
- Provide accurate census data to shop for the most cost-effective benefits programs
- Enable employees to choose the most cost-effective benefits package to meet their specific needs

## Measurable Savings

**1. Reduce overpayment of premiums:** One of the most quantifiable peripheral costs is the payment of premiums for employees improperly enrolled in any of the various types of insurance or benefits typically offered. In a May 1, 2004 study of healthcare benefits enrollment accuracy conducted by *Benefits News*, it was reported that unrecoverable errors contained as much as a five percent overenrollment in healthcare benefits.

### Benefits Overenrollment Value Equation

A 3% overenrollment in healthcare benefits alone for a year for a 100-employee firm can cost as much as \$27,000 in unrecoverable premiums paid.

Paid leave (including vacation, holiday, and sick leave), traditionally the most expensive employee benefit, was the second most costly (Employment Policy Foundation, March 2005). Today's information management solutions include rules-based software to ensure that employees can enroll in only those programs for which they are actually eligible. There are critical extensions of this functionality:

- a. When an employee leaves your company, you no longer pay premiums on his or her insurance coverage; the average cost to employers in the private sector who paid all or some of an employee's health premium was \$1,328 (nominal dollars) in 1984. In 2004, employers paid an average of \$6,189 for a full-time employee's health premium.
- b. When an employee's dependent becomes ineligible, either through age or change in student status, you no longer pay those costly premiums.
- c. When employment status for an employee is changed in the payroll system, changes are reflected in both HR's and the insurance providers' systems, so that reconciliation is minimized.

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d. When life event changes occur, eligibility is validated automatically, and errors at the line-item detail level are eliminated, meaning less time required for audit and correction.

**2. Reduce reconciliation errors:** Manual audits and reconciliations are inefficient, prone to human error, and—as a result—are known to be unnecessarily costly. Solutions are available to replace the manual process with one in which reporting is both detailed and accurate. This can save your company three to eight percent of your healthcare benefits expense every year.

**3. Increase employee participation in tax-saving programs:** Primary examples of this are Flexible Spending Accounts, Commuter Benefits and 401(k) Plans. As a rule, employees are enthusiastic about these benefits once they understand their full value. Tools that help you communicate these programs to your employees, and educate them about how to best take advantage of them, drive increased participation. The savings to your company? Because these are all pre-tax benefits, the employer saves 7.65 percent in FICA for every dollar the employee contributes.

**4. Increase the effectiveness of your benefits broker:** There are savings to be realized when your benefits broker has up-to-date, accurate information necessary to effectively “shop” for programs and providers. With manual processes, or when information about employees is on one system and information about their benefits is on another, important data takes time to collect and all too often the resulting report is out of date and/or just plain incorrect. A broker with complete, correct information is in a much better position to negotiate the best benefits package.

## The Strategic Value

The same systems and services that reduce the cash outflow related to inefficiency and inaccuracy in benefits administration also provide the information required for accurate tracking, and accurate tracking contributes to better forecasting; better forecasting, of course, contributes to better planning and overall management effectiveness. Whether an organization is dealing with a benefits budget of fifty thousand or a million dollars, the same principles apply: Assets must be controlled and properly directed if the organization is to profit and survive.

## Improve Employee Retention

Every organization wants to find—and keep—the best possible employees for its workforce. Every organization needs to ensure that it identifies candidates who meet the needs of the business, makes effective use of those employees and their valuable skills, and manages basic workforce administration activities in a way that makes it easy for those employees to stay on board.

At the very beginning of the employee acquisition process, your business faces the challenge of attracting and then selecting quality candidates. How can systems and services help you do this?

- **Recruiting Process:** An efficient recruiting process makes a good first impression. Qualified candidates can easily become disinterested by cumbersome and time-consuming recruitment practices, so it's important that the interview process flow smoothly and expeditiously. With the right solutions in place, you can avoid losing both resumes and candidates in the paper shuffle.
- **Recruiting Expense:** When recruitment efforts are not monitored and managed, they become unne-

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sarily expensive. The right solutions provide extremely useful cost-per-hire analysis, help you track the results of recruiting efforts and help you build a database of qualified candidates for future reference.

- **Reference Checking:** Reference and background checking is both more complicated and more important than just a few years ago. Good prescreening avoids potential hiring dangers and focuses your limited hiring resources on those candidates with credible work histories and credentials. The solutions that help you more effectively assess and screen job candidates save you both money and time.

## Reference Checking to Reduce Cost of Turnover

*Society for Human Resource Management 2005 Reference Checking Survey:* 73 percent of employers believe that reference checking is effective in identifying poor performers and liabilities to the organization.  
*ADP's 2004 Hiring Index:* 52 percent of reference checks revealed a difference of information between what the applicant provided and what the source reported.

## Measurable Savings

Employee turnover is another one of those inevitable facts of life in the business world. In the twelve months ending January 2005, research by the Employment Policy Foundation reported an average voluntary turnover rate of 24 percent nationwide.

## Cost of Turnover Value Equation

24 percent of 110 employees = 26.4 turned over positions per year. With a cost of turnover of \$13,669 per event, the total cost to an average mid-sized employer is \$360,861. Efforts to reduce this turnover by 10 percent per year can yield significant profit impact.

Source: 2004 Kaiser Health Report and Employer Costs for Employee Compensation Data

Although it's difficult to measure, unwanted and avoidable turnover comes at a high cost to an organization in terms of lost productivity and poor morale. The cost in terms of hiring and training replacements is more visible and more easily measured; however, there are more factors than most people readily recognize:

### Separation Processing

- Exit interviewer's time
- Departing employee's time
- Administrative functions relating to the departure
- Separation pay (e.g., departing employee's vacation balance)
- Increased unemployment tax related to the departure

### Replacement Hiring

- Cost of attracting applicants
- Preemployment administrative expenses (e.g., sorting through resumes)
- Cost of entrance interviews (recruiter's time, manager's time)
- Cost of aptitude, skill, drug and other testing
- Post-hire information gathering (setting up records, data entry time, etc.)
- Cost of signing bonus

### New Hire Training

- Cost of brochures about the company, policy manuals, etc.
- General orientation (time spent)
- On-the-job orientation (i.e., new employee less productive during first weeks/months)

### Lost Productivity, Lost Business

- Cost of overtime to cover the vacancy
- Cost of additional temporary help
- If departing employee is in sales, missed opportunities and reduced revenue

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The specific costs applicable to a particular organization will vary, but it is important to understand that these sometimes hidden costs are just as real as those that are more obvious. In short, the cost of turnover is generally much greater than you have estimated.

## How do you reduce the rate of turnover and its costs? How do you improve employee retention?

There are three major elements that every organization should keep in mind:

**1. Performance Management Systems:** These are systems that promote and facilitate timely and effective performance reviews. Whether you call them assessments, evaluations, reviews or appraisals, the process by which an employee receives feedback on his/her performance should be completed on time and in a way that is perceived as fair and objective. This process is the perfect vehicle through which the supervisor communicates (a) how the employee's work performance impacts the department, the division and the company as a whole; (b) what goals the employee should strive for in the coming period; and (c) how the employee's rate of pay and any potential bonus is related to that work performance. If the review is late, incomplete, handled inconsistently or perceived as entirely subjective, then employees quickly become dissatisfied with both the supervisor and the organization and are more likely to move elsewhere.

### Satisfaction Affects Turnover

Industry studies indicate that for every 2 percent improvement in employee satisfaction, you can expect a 1 percent reduction in employee turnover.

Source: Organizational Diagnostics, a research group specializing in employee satisfaction surveys. This statistic comes from an interview with Jerry Talley, President of Organizational Diagnostics in Mountain View, California.

**2. Employee Satisfaction:** Employees who don't know the rules, those who are repeatedly required to work overtime because production schedules are mismanaged, those who do not have competitive benefit programs or those whose expense reimbursements are consistently late and/or wrong... these employees will leave when they get the chance. That costs you money. But there are solutions and services that will help avoid these problems:

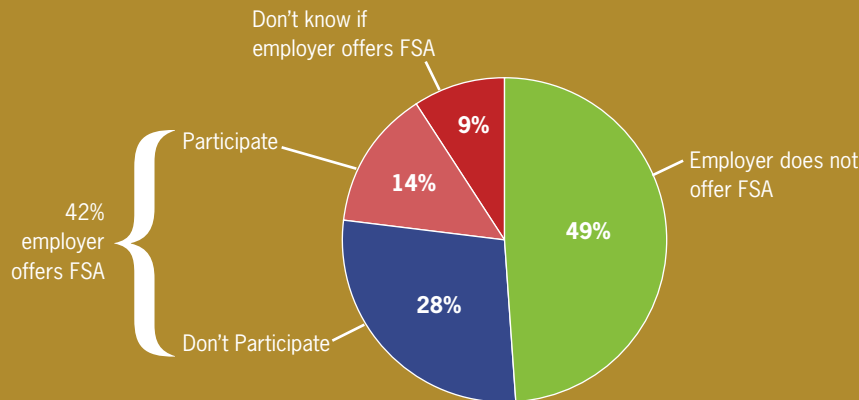
**a. Communication:** Clear communication and consistent application of company policies—whether in regard to “big” issues like discrimination and harassment or “little” things like expense reimbursement rules—is simple today through system portals.

**b. Work Schedule:** A good scheduling tool allows management to track and forecast employee absences and staffing needs. This minimizes unplanned and unwanted overtime work. What does this have to do with employee satisfaction? Most employees like to earn a little extra through overtime, but all employees have a life outside the workplace, with plans and commitments; when they are frequently, repeatedly and *unexpectedly* called upon to work a second shift—or even just a few extra hours—they can become dissatisfied. And if that overtime is obviously a result of poor planning by management, the dissatisfaction level climbs significantly.

**c. Pre-Tax Benefit Programs:** Benefit programs that reduce the taxable portion of the employee's income, such as Flexible Spending Accounts and 401(k) Plans, are extremely popular: for the employee, it's like getting a raise—and it doesn't cost the company anything but a few administrative

**Figure 2**  
**Flexible Spending Accounts**

Percent of those with employer-sponsored health insurance who say their employer offers/they participate in a flexible spending account (FSA)



Source: Kaiser Family Foundation Health Insurance Survey, 2003 (conducted April 30 – July 20, 2003 among 2,507 adults ages 18 – 64)

dollars. Yet a surprising number of smaller businesses do not offer these programs (see Figure 2): According to the 2003 Employer Benefits Survey conducted by the Kaiser Foundation, only 42 percent of all firms offer a Flexible Spending Account which helps to offset the cost of health care. And beyond this, as cited in the 2004 Study of Employee Benefit Trends conducted by MetLife, only 40 percent of employees understand which benefit options meet their needs. In all, employers can achieve cost savings for their own company and their employees while achieving higher levels of employee satisfaction by taking advantage of these tax-saving opportunities.

**d. Expense Reimbursements:** Every modern organization has to deal with the administrative headache of expense reports. In manually-based expense reimbursement systems, the employee has to fill out the form and attach the receipts; the manager has to review and approve; someone in Personnel or Accounting has to add up the numbers, verify that all the expenses are allowable,

enter the information to a spreadsheet or some system and perhaps manually generate a check request or write the check itself. The process can take weeks, and meanwhile the employee has had to pay the original bills and is waiting for reimbursement, hoping it will arrive before the rent is due. It may seem like a small thing, but small annoyances build up, eating away at employee satisfaction. There are tools available to streamline and automate this entire process. Expense report filing and processing can actually be paperless and the reimbursement can be in the employee's hands within just a few days.

**3. Organizational Communication:** Communicating more completely and effectively can help an organization retain employees at relatively little cost. Online communication capabilities facilitate access to company and personal information:

**a. Company Information:** Communication to employees as well as managers—company news (press releases, sales results, progress toward goals), human resources information (explanation of benefit programs, deadlines for Open Enrollment) and policy statements (non-discrimination, grievance procedures)—contributes to those employees feeling more connected to the business, and employees who feel connected to their employer are more likely to stay. According to a recent study on employee communications by MetLife, only 40 percent of employees understood their benefits, and only 31 percent felt they were effective for them. As an outcome, from the same

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study, three times more employees were satisfied with their jobs when they understood their benefits. Today's portal solutions are extraordinarily useful tools in the campaign to communicate.

One of the reasons that portal technology has become so widespread in the past few years is that an increasingly sophisticated employee population has come to expect the same easy access to information at work that they experience at home—i.e., via the Internet. Employees in all geographic areas, in all age groups, at all levels of work experience and responsibility are familiar and comfortable with “surfing the Web,” and increasingly they expect to see that same capability at work.

**b. Employee Information:** Managers who have easy access to information about their employees can communicate more effectively with those employees. Information that is available online—such as salary history, performance history, training history—is more likely to actually be used than information that is buried in a paper file in a drawer (especially if that drawer is in the Personnel office rather than the manager's).

**c. Paychecks:** One of the most important communications to employees is their paycheck or statement. Employees like to see their current information, as well their history, to do comparisons across pay periods. Making this information available online through secure access is very popular and is a useful tool in demonstrating to employees that the company wants to make their lives less complicated.

Every one of these solutions can contribute to a reduction in employee turnover—and reduction in turnover is money in your company's pocket.

## The Strategic Value

Employees who are more experienced in your business are generally more productive and more valuable to achieving the company's goals. Research indicates that this can actually translate to better profitability, at least in part because of improved relationships with customers. At least one study demonstrated that a 5 percent increase in retention can grow profits by as much as 60 percent in the fifth year.<sup>1</sup>

## Improve Tax and Regulatory Compliance

The need to comply with tax and regulatory requirements has never been so much on the minds of senior managers as it is today.

### Measurable Savings

If taxes are inevitable, so too is every organization's need to minimize tax liability and maximize tax savings. By applying the right systems or services, an organization can effect the following:

#### Minimize Tax Liability and Maximize Tax Savings

- Minimize inaccuracies and tardiness of tax payments to state, federal and local agencies, avoiding fines and penalties
- Avoid over- and under-payment of state unemployment taxes
- Maximize tax-saving opportunities available through programs such as FSA, 401(k), Commuter Benefit Credits, Section 125 Premium-Only Plans and Federal & State Job Tax Credits

(continued on next page)

<sup>1</sup>Rucci, Anthony J; Kirm, Steven P.; Quinn, Richard T. “The Employee-Customer Profit Chain at Sears.” *Harvard Business Review*. Jan–Feb 1998

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## Decrease Business and Professional Risk

- Enhance compliance success levels with all payroll, benefits, and HR-related regulations
- Provide internal structure and controls to support Sarbanes-Oxley requirements

Beyond tax-related issues, of course, is the need to minimize other business and professional risk related to the following:

- Inaccuracy and tardiness of compliance liabilities related to benefits, payroll and human resources, such as COBRA administration, wage garnishment processing and new hire reporting
- Compliance with Sarbanes-Oxley regulations
- Administration and management of industry-specific certifications such as ISO9000/9001, professional licenses, training and renewals where lack of such certifications—or the ability to document them—can lead to fines, loss of government contracts, and even closure
- Administration and management of data related to other regulatory requirements such as EEO guidelines, HIPAA, VETS 100, FMLA and Worker's Compensation tracking and reporting
- Disaster recovery (How much time and money would it take to reconstruct core HR and payroll data for your company?)

Tools and services are available to ease the burden in each of these areas by automating a great deal of the data collection and reporting activities they require—and greatly reducing the likelihood of errors that can cause painful and expensive complications.

Keep in mind, too, that systems or services that lead to more consistent application of pay and employment policies minimize risk by the simple fact that consistency

is a linchpin of fairness, which is of increasing value in today's litigious society: Employees who believe they are treated fairly are less likely to complain in court or to a government regulatory body.

## Tax Filing Penalty Value

In 2004, \$3 billion was spent on unnecessary, intentional or unintentional, payroll-related tax compliance fines.

Source: Sage International

## The Strategic Value

Reducing both tax and non-tax related compliance risk has measurable dollar value to your business in the avoidance of fines and other legal actions. The strategic value is measured by the elevation of your company's reputation and the long-term survival of your business.

## Return on Investment

Many consultants offer definitions and formulas, but in its essence, ROI is simply a matter of "did the money I spent on Investment X come back to me within a reasonable period of time."

CedarCrestone has developed a methodology and tool set to reasonably estimate the potential hard-dollar savings that can be realized through use of advanced workforce management solutions. This value analysis tool takes into account the specifics of your organization, such as number of employees, average salaries for various administrative and clerical staff, and volume or frequency of transactions related to your specific workforce services activities (processing expense reports, tracking time worked, benefits enrollment and maintenance, manual time card activities, etc.), then calculates the savings that would be generated by automated

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and/or outsourced workforce solutions. This value analysis factors in the hard dollars your company would need to invest in specific ADP solutions and then determines the hard-dollar and indirect (soft) dollar benefits of optimized workforce management approaches. The difference between the savings and expense determines your ROI.

While this hard-nosed value analysis focuses on the measurable, hard-dollar or real savings available from using state-of-the-art workforce management solutions, as this paper has pointed out, there are long-term values to these solutions as well: the value of better information, the value of better management of your workforce, the value of better management of risk.

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## Summary

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No single solution will address all the major workforce management needs of a business. CedarCrestone's assessment of the ADP workforce management approach suggests that there are a variety of synergistic solutions that, when combined, offer significant hard-dollar savings opportunities as well as strategic benefits for your organization. The solutions that will give your business the greatest value depend on the degree to which your business is faced by the challenges discussed.

Perhaps you feel you have your labor costs well under control—but how are you managing Sarbanes-Oxley compliance? How do you currently distribute personnel, payroll, and company information to employees, and do you think that communication is received consistently and efficiently by all of your employees? How do you manage labor costs as they pertain to project profitability? How long does it take you to reconcile your payroll, and does that reconciliation ever delay any other vital business activities? Is your payroll data backed up every day, and are those backups secure at another location? Are you confident that your payroll staff is up-to-date on

changes to the tax code? What processes do you have in place to ensure compliance with the Family and Medical Leave Act? With HIPAA? Have you ever lost a labor negotiation or grievance because you didn't have the workforce information that you needed?

There are literally hundreds of questions and issues that need to be addressed regarding workforce management. ADP can address those questions and provide options to consider as you seek to effectively and efficiently address those issues with a solid investment for tomorrow as well as today. Your ADP representative can arrange for an ROI analysis using the CedarCrestone-developed Value Analysis techniques to demonstrate the value of ADP solutions to your business.

**Visit ADP's website at**  
**<http://www.majoraccounts.adp.com>**  
**for detailed information about**  
**ADP solutions and services.**

### About CedarCrestone

CedarCrestone provides consulting, hosting and managed service for the deployment, management and optimization of Human Capital Management (HCM), Financial Management (FMS), Campus Solutions (CS) and Strategy & Analytics.

### About ADP

ADP has more than 50 years of experience providing employers with business solutions such as Payroll, HR and Benefits Administration. ADP solutions focus on making businesses more productive by reducing costs, increasing productivity and, most importantly, standing ready to grow with your business. With the widest range of powerful, cost-effective solutions, only ADP can offer your business the flexibility it demands to grow and prosper—whether you have one employee or hundreds of thousands. And you can count on ADP for unparalleled compliance support and the most qualified and accessible customer service in our industry.