



Planning for the future with great service

As director of human resources for Nine Energy Service, Jeff Miller is responsible for HR operations, payroll and benefits for Nine Energy's 1,700 corporate and field employees, who develop unconventional oil and gas resources on sites in New Mexico, West Texas, Oklahoma and Pennsylvania. Jeff leads an HR team of 20 employees, and ADP® has helped him meet many of the challenges he has faced with second-to-none service. Here's what he had to say:

On challenges

Nine Energy Service is made up of various different companies that have been merged or acquired and then built upon over the past several years, so in reality, we are now dealing with four distinct small businesses. We're not one large 1,450-person company from an HR and payroll perspective because we are dealing with each one individually. We're still dealing with issues of standardization across payroll, processes and procedures. I almost feel that we're doing a lot of basic HR 101 blocking and tackling in terms of what we are trying to implement within the business today.

On a career working in service

When I look back at my own employment history, I've always worked on the service side — interacting with people is just a passion of mine. As Simon Sinek says, "You need to understand your why." My "why" is helping others. I've spent my whole life serving others, and 20 years of my career in the service industry. As a leader in HR helping to support the business, I do what I love, day in and day out.

Jeff Miller
Director of Human Resources



Quick facts

- Company:** Nine Energy Service
- Headquarters:** Houston, Texas
- Industry:** Energy
- Employees:** 1,450
- Product:** ADP Workforce Now®

Learn more about Nine Energy Service
[at nineenergyervice.com](http://ninemergyservice.com)

On an outstanding service experience

When I joined Nine, we already had a relationship with ADP. When we got to a certain size, we were able to sign an agreement and we received an executive relationship manager and a dedicated team. What I really appreciate about that is having a designated go-to person that I can contact and bounce questions and ideas off of, because we have new challenges thrown at us every day. It's nice having that dedicated person to lean on who has taken the time to really understand our business and who can provide suggestions or offer ADP resources to help solve our unique challenges.

ADP has responded amazingly to any crisis or situation to help us through any problem we're dealing with. Our executive relationship manager is absolutely amazing. She's responsive in every way, whether it's by text, phone or email, and she's extremely easy to engage with. She takes the time to understand our issue and goes the extra mile to help with whatever we need to get done. She's built relationships over her career with ADP, so she knows the best person to help in any situation. For instance, when we needed the best project manager to handle a payroll implementation after we merged with another division, she knew the person that she wanted to manage that payroll integration. She's the best.

With ADP, I always have people on the other end of the line who are responsive, who take the time to get to know me and my business and who understand what I value and what my company values. Then they respond in a way that delivers impact.

On having a responsive resource

We are a young company and we're trying to put standards, practices and policies into place. Our dedicated rep is a fantastic resource; she offers ideas, suggestions and services that we may not even be aware of within the ADP suite that may help us with a business need we have.

ADP helps us with standardization of our policies, procedures and services by being a sounding board. It's a team of people we can call to talk with about our needs, where we're headed, what we're trying to accomplish and the outcome we need. And then ADP works with us to figure out the best way to achieve that ultimate goal.

On error-free implementation

Nine acquired a business at the end of October 2018 and, right off the bat, one of the first things we needed to do is integrate payroll and benefits for 180 new employees within an extremely tight timeframe. We had to go live on January 1, so we needed a quick turnaround to integrate our payroll systems. ADP assigned a project manager who was most impressive. She kept us on task with weekly meetings as well as a to-do list. We had a project plan with milestones and assigned work that needed to be done on ADP's end as well as on our end.

It's nice having that dedicated person to lean on who has taken the time to really understand our business and who can provide suggestions or offer ADP resources who can help to solve our unique challenges.

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We actually achieved the January 1 "go live" goal without a single error. You might expect that we'd have one or two employees whose pay was messed up, or whose information wasn't transferred or whose history wasn't set up. But the execution was flawless. If we are ever in this same situation again, and I am certain that we will be, she is the person that I will definitely reach out to.

On planning for the future

ADP has done a fabulous job in helping us plan for the future, setting up our system to easily support the next merger or acquisition. That will happen in the near future and now we're better prepared to easily integrate a new organization into our business and move on without skipping a beat, with fewer headaches and less heartache for us and the new business.

#workingfor

I'm working to serve others, to help others. I'm a servant leader and so I'm working for my team. I'm working for my employees, I'm working for my leadership — either providing a service, providing advice, providing guidance and leadership or providing a sounding board. It's all those things. And it's what I love about my job. It's what gets me up every day and why I put in long hours. It's rewarding on a day-in and day-out basis. And it's appreciated by my leadership, by my boss and by the organization.

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