



# Elevating experience, efficiency and employee self-service with ADP®



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**Freddie Harmon**  
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Viejas Casino & Resort is San Diego's premier casino hotel whose mission is to provide the ultimate guest experience to everyone who comes through their doors. The opportunity to achieve greater efficiencies and create a better working life for their team members was realized by enhancing their technology, implementing ADP Vantage HCM® and the ADP Mobile app. We recently spoke with Jon Freedman, Freddie Harmon and Lexus Cosmano — who shared their individual experiences and how ADP's solutions have helped their organization improve processes, allowing them to put more of their focus on delivering the ultimate guest experience.

## The move to ADP Vantage HCM

**Jon Freedman:** Viejas has been an ADP customer for over 15 years now. I've worked with other vendors in the past, but as one of the biggest players in the payroll game, I think ADP is a clear step up from other services that are out there. We've had other payroll providers attempt to lure us away from ADP, but we continue our relationship because we love the service and support we receive from ADP — and I think everyone here benefits from that relationship.

As our needs as a company evolved, so has our need for an appropriate HR and payroll solution. By making the move and implementing ADP Vantage HCM, we've experienced some great benefits that have helped streamline our process and make things easier. One of the biggest benefits to Vantage is being a single sign-on application for payroll and time and attendance, which allows us to enter data into



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the payroll module and have it seamlessly migrated into the time and attendance feature without the need of an additional export or import process. The way that the data flows from one application to the other is a huge benefit for us because when we make changes, they impact the floor instantly.

My favorite takeaway from ADP Vantage HCM is the control aspect — the ability to manage our own configuration and setup within the application without having to contact ADP to do it. Whether it's a new earnings code, deductions or a change to an employee's accessibility, it can be done on our end, and it's been extremely helpful for us. In my 35 years of payroll experience, the shift from a customer support model to a self-service one has been one of the huge advantages that ADP Vantage HCM provides our team.

## Workforce management and Optimized Scheduling

**Jon Freedman:** One of the most widely used modules in ADP Vantage is the time feature. Almost all our hourly team members clock in and out on an electronic time clock or their computer, while our management team can edit and approve timecards. It's easy to use, the learning curve is small and it's incredibly efficient. And it's accessible on-the-go through the ADP Mobile app — a convenience well-liked by team members and employees alike.

One of the biggest advantages with moving to ADP Vantage is the Optimized Scheduling and how it has completely streamlined our processes like a paid time off request, which can now be processed through the ADP Mobile app. Prior to that, we were pushing so much paper. Now, it's as simple as pushing a button. When an employee submits their time off request, a manager is notified and approves it, and it automatically updates the schedule and timecard within minutes. That's a huge time and cost savings when you look at having the managers approve the paid time off, and not have to process paper on a daily basis.

We've seen a tremendous amount of value added since implementing Optimized Scheduling. The overall visibility it provides to our management team and our employees is wonderful. To have one uniform application with the scheduling tool helps us to properly forecast based on historical data and make real-time decisions that positively impact our labor.

And the success is measurable. The largest return on investment here from partnering with ADP, especially as it relates to Optimized Scheduling, is the paid time off request. We analyzed a 12-month rolling period from July of 2021 to June of 2022, where we had approximately 2,294 approved time off requests. The time it saved our payroll administrators from manually inputting those requests equates to approximately \$56,000 during that 12-month period.

Utilizing Optimized Scheduling has also helped us manage controllable overtime. By entering data points into Optimized Scheduling — covers we have in our restaurants, hotel occupancy, handle pulls on the casino floor — we're able to accurately forecast what our labor costs would be, and then assign the right amount of team members to that shift. As a result, we're able to look at that in real time, and manage our overtime costs based on how many employees that we thought should be forecasted, and how busy the resort is at that moment.

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**Lexus Cosmano:** There's been a significant change in the time it takes to request — and get approval for — a switch with another employee. When I first started, it was a very manual process. Now if we want a switch, we just go into the app, enter the time and day we want approved, and the request immediately gets sent to our manager for approval. The whole process is just so easy and saves everybody a lot of time.

Another great thing about the Vantage system is that it helps keep everything in order and brings peace of mind. There are times when you simply can't recall if you've clocked out of the shift or not. If that happened in the past, we'd likely need to call a manager and ask to confirm if we had clocked out or not. If we didn't, they would have to manually clock us out. Now, accessing my timecard using the mobile app is the simplest and fastest way to confirm the exact time I clocked out.

## Benefits of the ADP Mobile app

**Jon Freedman:** Our goal is to help team members eliminate distraction that could keep them from providing a premium guest experience. By providing them with the ADP Mobile app, they're able to answer many of their own questions — sometimes in the comfort of their own home — and not have to focus on a payroll issue or question that they have while they're out on the floor servicing our guests. We take pride in providing world-class guest service to anyone who visits our property. And by providing them the tools and the accessibility to their information, I feel confident we're able to do that.

**Freddie Harmon:** The ADP Mobile app has had a huge impact, as it has provided us with some cost efficiencies. Our management team is always very busy on the casino floor or in their respective departments. They'll often need to make staffing decisions at the last minute. In the past, that process was very manual, which was not very cost efficient. With the app, it's really helped to eliminate the manual work for us. Now our department managers can log into the system, determine who to call based on hours and predictive overtime. That's had a significant impact on the bottom line for us.

I expected the ADP Mobile app was going to have a great response from our team members, but I had not anticipated the response from our management team in how much time and money it's saving their departments and how easy the system is to use. That's been the biggest surprise of implementing the upgrades on the ADP Mobile app.

As for myself, I am involved in a lot of investigations that require me to understand who was at work and clocked in at a certain time. From a convenience standpoint, I can do my research — anywhere and anytime — on the mobile app. And just like every team member, I benefit from the convenience of confirming my own information regarding pay, how much time off I have and more.

**Lexus Cosmano:** I use the ADP Mobile app almost every day, primarily to check my schedule, as it can change daily. I'm in a position where I either supervise table games or I am the dealer at the table. In the past, I often needed to send an email, or directly speak with my manager, to confirm which position I would be needed in

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on any given day. Now with the mobile app I can simply go on my phone and check my schedule whenever I need, without having to interrupt my manager in the process. It's so accessible and saves me a lot of time.

And in the past, it used to be a lot more difficult to get end-of-the-year tax information I needed. With the ADP Mobile app, there's none of that. I can just go into the app and download my W-2. It's as simple as that and has made things so much easier for me.

## Tremendous value in reporting

**Jon Freedman:** Of all the tools we use to add value at Viejas, one of the most important is the reporting we generate from ADP. Whether it's creating a customized FLSA report for HR or a comprehensive overtime report for our VPs, we're able to make confident decisions based on the data that's provided. As the payroll manager, there's no doubt when I generate a report and send it off to our management team that the data is anything less than 100 percent accurate. It truly reflects what we're looking to get out of the application.

And our management team has access to the reporting. And with the dashboards available to them, they can schedule reports, create favorite reports and more that allow them to easily bring up and identify concerns ranging from employee tenure to labor issues.

**Freddie Harmon:** Data and analytics is the foundation of any successful business. And to be able to identify data that correlates together is so key in what we do. With ADP the data is all there, and it's an easy reporting system. It can tell us, based off volumes and staffing level, the correlations. Our biggest expense is labor. A fantastic value that we get through ADP is the ability to see a correlation — or perhaps in some cases, not see a correlation — where we need to make some corrections quickly from a labor standpoint. Being able to quickly tie our revenue back to our labor costs is tremendous. So when we're forecasting out the next five years, whether it be moving or expanding our restaurants or expanding some of our services where we know we're going to need additional staffing or having marketing changes that we believe are going to bring in higher volumes of guests during a season, ADP's reporting becomes an important tool for us because it can help us identify the necessary budget to be able to accommodate that growth. And it's quite easy through that correlation that ADP can provide of our revenue and some of our performance measurements.

## Implementation and service

**Jon Freedman:** We've worked with the ADP implementation teams on several projects prior to migrating to ADP Vantage. It's the first time we moved our payroll processing to a new platform in 13 years, and our implementation team was invaluable. They had a team that were experts in whatever area the project would necessitate. And with Optimized Scheduling, we did not have any experience in that area. The ADP team was good in holding our hand, guiding us through the process, asking probing questions. They met with every department to help find out what their true pain points were, what they were looking for in the scheduler



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— whether it be forecasting, analyzing labor ratios, ways to export data daily. It was a huge benefit for us to know that level of service is passed on to our reps that might call in for support. The level of engagement we had from ADP resulted in a greater trust and buy-in on the department level.

## Recognizing the impact

**Jon Freedman:** From my perspective, the single most impactful change is the shift from reliance to self-reliance that I've seen with our team members. In the past, any questions they had needed to be directed to the payroll department — who may not be available at a time the information is needed. Our payroll department is open Monday through Friday, but the casino is three shifts a day, 24 hours a day, and many in management don't necessarily work the same hours as their team. So, the ability for employees to have instant access to their own data and information allows them to answer many of their questions on their own and in a timely manner, freeing up time for management to keep more focus on interacting with our guests.

**Freddie Harmon:** The lives of our management team are much easier because ADP has helped reduce a lot of paperwork and administrative time our managers used to devote much of their schedules to. A common complaint in prior management meetings was they were so wrapped up in administrative work — and the resulting stress of it — that they were unable to spend more time on the casino floor. But now they feel much better, because their time has been freed up to be more available on the casino floor where they can enhance the experience by interacting with our guests more, which also has a positive impact on employee morale.

## Advantages of partnering with ADP

**Jon Freedman:** ADP has helped us achieve our core values by providing our team members with access to their information whenever or wherever they need it. At any time our employees can review their hours, look ahead to an upcoming schedule and more — all without visiting payroll or HR. As a result, it helps them to focus on what we're here for — providing world-class guest service to everyone that walks through our doors.

ADP helps us plan for success by giving us the tools that will grow with our business. And as our company grows and expands, we're comfortable knowing we won't outgrow ADP's products and services because they are constantly evolving. ADP listens to their customers, making updates and improvements based on what their customers truly want — customers like us. So, when they upgrade Vantage, it just acts to benefit us at Viejas because they will always stay ahead of our needs.

**Freddie Harmon:** Our partnership with ADP has been very helpful in supporting our core value of accountability, which is often backed by data. In the past, for example, if there was an issue reconciling an overtime dispute, it could require a lot of time to research. Now, we can just go into the system, review the



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information, and get the confirmation we need. This real-time access has helped create a culture of accountability because our departments know that we have access to that data, but more importantly, they have access to that data, which provides the insights to help our managers make better decisions, which is ultimately what accountability is all about.

## Recommending ADP

**Jon Freedman:** If you do your research, ask the right questions and determine what your needs are, you'll find the product best for your business. And once you do, you'll get the solution that can benefit your payroll team, HR staff and frontline employees by giving them the tools they need to successfully operate their day-to-day. And along with their products, ADP also has great customer service.

**Freddie Harmon:** To anyone considering ADP — whether it's purchasing for the first time, implementing a new feature or upgrading to enhance existing capabilities — I would tell them to hurry up and not to wait. You're not going to regret that choice, and you're going to love the partnership that ADP provides. Overall, it's just a good decision.



I use the ADP Mobile app almost every day, primarily to check my schedule as it can change daily. In the past, I often needed to send an email to or directly speak with my manager to confirm which position I would be needed in on any given day. Now with the mobile app I can simply go on my phone and check my schedule whenever I need, without having to interrupt my manager in the process. It's so accessible and saves me a lot of time.

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