



Freeing up time for strategic pursuits with ADP Workforce Now®

Trinija Martin, director of HR and risk management and public information officer for the City of Waycross, Georgia, recently spoke to us about the challenges of managing everyday HR functions, such as payroll, recruitment, Affordable Care Act (ACA) compliance and talent development with outdated systems and manual processes. But ADP Workforce Now changed all that. Read her interview below.

Business challenges

ADP®: What business challenges did the City of Waycross face when you first started there?

Martin: When I came onboard in 2015, we were on a very old platform with dated systems that weren't cost-effective. For HR, we were using a separate company that was handling our web-based time clocks that were feeding into an antiquated system that was designed for financial services and not HR. It had an HR dashboard, but it was very limited and it gave me no visibility into what was going on within our organization. It was also difficult to do analytics. A lot of things were manual. We had no benefits administration module. Open enrollment was a manual process. Our recruiting process was manual.

ADP: What made you realize that you needed to change the way things were being done?

Martin: We weren't functioning as efficiently as we needed to be. It was very difficult for me to help the business units that I support run their organizations. It was hard to tell them what their turnover rate was or what was the main reason employees were leaving the organization. It was difficult to make process and internal improvements. It was difficult to know where we needed to

Trinija Martin

Director of HR and Risk Management and Public Information Officer, City of Waycross



Quick facts

-  **Company:** City of Waycross
-  **Headquarters:** Waycross, Georgia
-  **Industry:** Local municipal government
-  **Employees:** 205
-  **Product:** ADP Workforce Now

Learn more about City of Waycross at waycrossga.com



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exert some effort or where we needed to pool resources. We couldn't do any of this with the systems we were running.

When I joined Waycross, it was right about the time that ACA was at its peak and everybody was going to be responsible for being compliant. With the systems that I had, there was no way to really pull all of the data that was required to do our lookback period and to determine whether or not our benefits offerings met the affordability factor. So I went to market, we wrote an RFP, looked at several vendors and companies, and naturally had them come in and live demo their products for me.

ADP: And what made you choose ADP?

Martin: ADP was the only company at the time that had a single-source solution that wasn't backed by any other solution. It was truly a total ADP solution. Some of the other vendors that I looked at partnered with ADP to deliver what I wanted, but they were still separate companies and separate systems. I also liked the deliverables that I saw in ADP. The end-user access was great. It allowed me to have a true Human Resource Information System (HRIS), which was what I was accustomed to working with for 12-plus years in private sector HR. The recruiting module had everything I needed for my compliance reporting at the federal, state and local levels. ADP was able to deliver on all of those items for me, and so that's why I selected ADP.

Business solutions

ADP: Do you have a specific example of how ADP is addressing some of your challenges?

Martin: Sure. The analytics module is probably one of the single most extraordinary modules ADP has developed. It has completely eliminated my use of a hundred spreadsheets that I previously had to use to come up with metrics, to validate those metrics, and to add more value to the organization. My turnover is very simple and easy now through HR Analytics. It pulls all of the data from my HR system, the payroll system and the recruiting module and tells me the time that it's taking to fill each position in the organization. It also helps me to see where the candidates are coming from and what adjustments we need to make.

ADP: Are you using the analytics module in other ways?

Martin: In terms of budgeting, departments are better able to budget their overtime requirements. When we are filling positions, we've got to budget overtime for that. Budgeting for overtime was almost a guessing game until analytics came into play. Now we have more real numbers to plug into the budgeting process. In the case of terminations, we now have more visibility into some of the top reasons why people are leaving the organization and what can we do to change that and make it better.

One of the benefits that came out of that analysis was the need to engage employees more. So now the city manager, the department heads and I take time to have breakfast with different departments and talk through things, get them



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up to speed on what's going on and what's happening in the organization. The ADP employee portal also allows me to communicate with all my departments. It's difficult to pull everybody into a meeting, especially my public safety staff, because I can't pull police officers off the road just because I want to have an update meeting. I can't pull firefighters from a fire when I want to have an update meeting. Now I can post informational updates on the portal. They're more well-informed and we're able to engage the organization a lot better.

ADP: Are there other modules that you are finding to be particularly helpful?

Martin: The benefits module has been an absolute dream. We have gone from a manual process to a completely automated process. Our billing has improved with the carrier connection feeds. Any time someone comes on or off a plan, it feeds real-time. When we are reconciling the bills for benefits, everything is real-time now, so we've gone from taking three to four days to process bills to completing it in a single day.

ADP: What about the ACA module — how is that helping you?

Martin: I love the ACA module because, at the touch of a button, I can go back at any time throughout the month. I can look at my measurement periods. I really like the dashboard trends that tell me what my ACA benefits statuses are. I get some really nice charts and graphs, a snapshot into what's happening on a month-by-month basis, how many full-time employees (FTEs) I have, how many non-FTEs I have, and whether any employees have been misclassified.

Trending assessments also give me a snapshot into something that I can present to my board. 'This is how we look. This is how we've looked over the last 12 months. We're in pretty good shape when it comes to ACA and compliance.' Generating Forms 1095 was so easy compared to the first year we had to do it. I have no concern over compliance. I also feel confident because there's an entire team of ACA experts at ADP who were the first to market with an ACA calculation module that could do all of the calculations for you. I love the fact that I have ready access to an expert whenever I need one or whenever I have any questions.

ADP: How was it to work with those experts?

Martin: The ACA compliance team is a dedicated team on the customer service line. That's all they do. When you call them, if you have any questions, they're able to explain this complex monster we call ACA and break it down into bitesize pieces of information that's easy for me to digest and understand.

ADP: How does your partnership with ADP help enable your organization to further its mission?

Martin: ADP Workforce Now not only helps us with recruiting and retention, but it helps us at the strategic level when we're doing workforce planning, workforce development and budgeting for each department. We're able to extrapolate reports out of the system to help us with job evaluations and promotions. These custom reports pull the exact data we need. We can do flowcharts from that data. It makes it very easy to do any kind of strategic planning that we may need to do.



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Succession planning is a top priority of our board, and that is what we're using the tool to help us with right now. With the talent module, employees can list their prior work history, certifications and skills. Our average tenure is about 15 years and, in that time, an employee might have gotten a bachelor's or master's degree, or specialized certifications in areas outside of their job. The system helps me to pull that data together to see what internal talent we have. Managers can deliver a 'ready now' list for promotion from data collected in ADP. It really helps with timeline planning for retirements that are coming up down the road.

ADP: What would you tell a peer who was looking for a new Human Capital Management (HCM) provider?

Martin: I would tell them, 'If you are looking for a single-source solution, that will also act as a self-service portal for your employees, give your managers the level of control and visibility they need to see trending data, a system that can easily feed into whatever your finance department is using to reconcile the general ledger accounts, then ADP is the solution for you. I strongly recommend, if you're looking at other vendors, make sure ADP is one of the ones on your list.'

