



Freeing up time for strategic pursuits with ADP Workforce Now®

The city of Waycross, located in Ware County, Georgia, employs approximately 205 employees across many diverse departments, including public safety, engineering, public works and even a local television station. As a governmental unit, the city needs to be cost efficient in the way in which it operates and stays compliant with applicable federal, state and local regulations.

Trinija Martin, director of HR and risk management and public information officer for the City of Waycross, is responsible for all of the human resources functions, including recruitment, payroll, benefits administration, risk management and employee relations.

Martin started working with the city in 2015 and found that the systems in place at the time were limited and outdated, requiring plenty of manual processes to complete routine tasks.

“For HR, we were using a separate company that was handling our web-based time clocks, feeding into an antiquated system that was really designed for financial services and not HR,” Martin said. “There was an HR dashboard within this financial platform, which we were using. That system was very limited and it really gave me no visibility into what was really going on within our organization.”

There were other challenges as well — it was difficult to perform analytics, there wasn't a benefits administration module in place, and the open enrollment and recruiting processes were all manual.

In addition, the Affordable Care Act (ACA) was at its peak when Martin came on board, causing additional worries and headaches. “With the systems that I had, there was no way to pull all of the data that was required for our lookback

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Director of HR and Risk Management and Public Information Officer



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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period and to determine whether or not our benefits offerings met the affordability factor," Martin said. "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."

Solution: a single system solution for all needs

Of all the prospective partners that Martin looked at, ADP impressed her the most. "ADP was the only company at that time that had a single-source solution that wasn't backed by any other solution," Martin said. "It truly was 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."

This single solution and the fact that ADP could deliver all the functionality that Martin needed to radically overhaul HR administration was ultimately what sold her on the HCM provider.

"I liked the deliverables that I saw in ADP," Martin said. "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 gave me everything I needed for all of 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."

Data analytics that drive business decisions

Visibility into data that can assist with strategic processes and procedural changes is perhaps Martin's biggest "win" with ADP. "The analytics module is probably one of the single most extraordinary modules ADP has developed," Martin said. "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."

The analytics module provides the ability for city departments to parse data to better assess their overtime budget requirements while they are recruiting to fill positions. "Budgeting for overtime was almost a guessing game until analytics came into play," Martin said. "Now we're able to use more accurate numbers in the budgeting process."

For recruiting insights, the system can pull all of the data from the HR system, the payroll system and the recruiting module. Martin can easily see the time that it's taking to fill each position in the organization, see where the candidates are coming from, and see what adjustments she needs to make.

Analytics has also made it easier to figure out why employees are leaving, so departments can proactively address remedial measures to try to retain employees. "Some of our departments have made internal adjustments — performance measurements and additional training for managers — because we now have visibility into some of the top reasons why people are leaving the organization and what can we do to make that better," Martin said.

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Compliance that instills confidence

Compliance, or rather worrying about compliance, used to give Martin nightmares. Not anymore. "I love the ACA module because, at the touch of a button, I can go back at any time throughout the month," Martin said. "The trending dashboards tell me what my ACA benefits statuses are. The module provides really nice charts and graphs, a snapshot into what's happening on a month-by-month basis, such as how many full-time employees (FTEs) and how many non-FTEs I have and whether any have been misclassified."

The information provided by the ACA module also provides snapshots for reporting to Martin's board. She is able to meet with them and demonstrate how the city is managing ACA compliance. "Going in to do Forms 1095 was so easy compared to the first year we had to do it," Martin said. "All of the data just feeds directly from the HR system, so I have no concern over data integrity."

Martin is also impressed with the ready access she has to a team of ADP ACA experts. "If I have any questions, they're able to explain this complex monster we call ACA and break it down into bite-size pieces of information that's easy to digest and understand," Martin said.

Time to tackle the bucket list

With ADP Workforce Now handling so many of the administrative tasks that Martin and her team used to perform manually, she now has time for other, more strategic pursuits.

"I'm not up in the middle of the night with anxiety over all of the things that we could not get done," Martin said. "Now I'm able to come into the office more refreshed. I'm able to work with the organization on employee engagement, development for our senior-level managers, and really focus on succession planning, which is huge because we have an aging population in our workforce."

With all of their systems now online and all the modules integrated and working together, succession planning has also become a top priority for Martin's board. Now she actually has the time to address this concern.

"Really diving into succession planning, helping the managers to understand it, and to plan and prepare for it has been something that I've not been able to do since I've been here," Martin said. "Because I have been so task-oriented in HR, I have not had the time to really look at it strategically. Now I'm able to do that, because the system has freed up so much of my time."

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