



Talent management made easy with ADP Workforce Now[®]

Maxine Hart has been the chief human resources officer (CHRO) at Reading Cooperative Bank (RCB) since 2014. She recently spoke to us about the challenges involved with recruiting for branch offices and about shifting benefit management responsibilities to employees to relieve an overburdened HR team.

Business challenges

ADP[®]: What were some the business challenges facing RCB when you first joined?

Hart: We were growing at a rather steady pace by opening new branches. Previously, our hiring managers were not able to be as directly involved in the hiring process as they wanted to be. HR was responsible for the recruitment. HR was really bogged down with paperwork and processes because the employees weren't able to manage their own benefits or look up their own information, such as how many vacation days they still had. Employees were really looking for a greater level of control and self-service; managers were looking for more transparency across their entire teams.

ADP: What were some of the recruitment challenges your HR team faced?

Hart: Recruitment was a cumbersome process, which really left the HR team bogged down and almost drowning with quite a volume of candidates, a lot of whom were really not qualified for the role. In addition, hiring managers had very little input into the process.


ADP: What about data? Have you had challenges getting the data you need for decision-making?


Hart: Yes, and I think HR is moving into the more data I have the better decisions we're going to be able to make. That's one of my strategic objectives for next year. In fact, to really use what lies within the ADP system and to more actively integrate it with our business system. I suspect some of the things we do, we do because that's how we've always done it. I need to show the managers this is what it's costing your branch to do something this way and you can control your operating expenses by looking at the data and doing it a different way.

Maxine Hart
Chief Human
Resources Officer




Quick facts

 **Company:** Reading Cooperative Bank (RCB)

 **Headquarters:** Reading, Massachusetts

 **Industry:** Banking

 **Employees:** 92

 **Product:** ADP Workforce Now[®]

Learn more about RCB at
readingcoop.com



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Business solutions

ADP: How does ADP help your HR team with recruiting?

Hart: Hiring managers are now able to be more directly involved in looking at the candidates that are applying for positions within their areas. They feel really excited about it because, before, HR was responsible for the recruitment. But now the hiring manager can partner well with HR on the recruitment. They go through the candidates, the resumes that we get in and they are actively saying, "Yes, we want to interview that person." And we can respond. That's been really exciting.

ADP: What about once they are hired? How is ADP Workforce Now making talent management easier for you?

Hart: For one, the applicant's information is already in the system and so it just passes into payroll. The benefits module has been fantastic because it facilitates self-service. During open enrollment people enroll themselves so that my HR team doesn't need to get pieces of paper and input the data. The chance for error is greatly reduced. It's faster and it just makes more sense for people to control their own benefits. Once they do it for themselves, they really love it because they feel they can look at their benefits when they get home. They feel more empowered to manage their own benefits. I think that's really opened it up and matches the demands of a more transparent workforce. I think people really do want to take control of that.

ADP: How do you use all the data you receive through ADP? Do you have a specific example?

Hart: I report on a monthly basis at the board of directors meeting, and every month they want some HR data from me, which obviously I get out of ADP. The ADP reporting really gives me the data that I'm looking for — whether it's who's being recruited, who's being terminated, our turnover, the education levels, or how many people are being promoted internally and into which positions. That data is invaluable for my monthly reporting. The data drives what we need to focus on. Retention, for one, is huge. In Massachusetts, there's a 3.6 percent unemployment rate, so talent — getting good people and keeping good people — is one of our core goals that we're working on right now. I depend on that data on a daily basis.

ADP: What would you tell a peer who is considering a partnership with ADP?

Hart: I would say that integrating all our systems with ADP has saved us time and made us far more productive. The new ADP modules have really helped me to empower my managers as well as our employees. Right now, if ADP says to me, "We are going to have this new product. We are going to do it," I totally trust that they're going to do it, and I trust it's going to be seamless. I'm looking forward to a whole lot of new products coming out of ADP that will make me look like a hero.

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