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# Comerica Bank

## Transforming HR with a strategic business partner

### The Challenge

Comerica Bank, a financial services organization headquartered in Dallas, operates principally in Michigan, California, Texas, Arizona and Florida. Comerica's focus is on relationships, as its more than 10,000 employees serve as dedicated Comerica ambassadors in the communities it services, helping individuals and businesses be successful.

Comerica realized that it needed to engage a new human resources outsourcing (HRO) provider after years of dealing with issues from its previous provider. Problems with accurate payroll – five years of receiving Corrected Wage and Tax Statements (Form W-2c) due to vendor errors, employees receiving incorrect information from the provider's call center, too many payroll reruns to count, and an 89 percent vendor error rate comprised just a handful of the problems that the bank experienced with its payroll provider.

Catherine Garrett, senior vice president of HR Operations, Technology and Compliance at Comerica Bank, decided that its previous provider was no longer servicing the bank's needs, went to RFP and selected ADP® as Comerica's new HRO partner.

### The Action

The ADP team conducted strategic business discussions with Comerica to understand its current outsourcing model and reviewed its technology challenges, such as the 32 major customizations developed through its previous technology integrations.

### Quick Facts

**Company:** Comerica Bank

**Headquarters:** Dallas, TX

**Industry:** Banking

**Number of Employees:** 10,000

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Learn more about Comerica Bank at [www.comerica.com](http://www.comerica.com)

The ADP partnership with Comerica provides comprehensive services and solutions, including payroll, performance and talent management, recruiting, call center services and workforce management to help Comerica be the most successful in its environment through the deployment of a best practice approach to standardized processes. The implementations include comprehensive communication plans and change management documentation to enable large scale changes in an effective and efficient way. The partnership with ADP for HRO services and solutions helps Comerica to optimize its lean HR team, allowing Garrett to focus on transformational projects to support increased business success.

With ADP's partnership and technology, Comerica was able to move from the 32 customizations to just six configurations unique to its business, enabling it to better integrate all of its resources to make the Comerica HR team a more efficient, effective and cost-effective group for the organization.

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## The Impact

Comerica's HR team has elevated its reputation from tactical and task-oriented to strategic and transformational, with a more prominent seat at the leadership table impacting business results. Going from over 30 hours a week spent answering employee questions to approximately 10 hours a quarter, the HR team is elated to have valuable time back thanks to the help of ADP.

### In addition:

- Comerica has not been issued a W-2c due to ADP error in the seven years it has been in partnership with ADP - a huge benefit and significant change from when they were issued every single year with the prior provider.
- Payroll accuracy and quality has substantially increased, with the overall first pass yield increasing 12 percentage points to approximately 98 to 99 percent every payroll.
- The HR team has also been able to reduce overtime for their payroll team – from \$12-15,000 dollars a year

to an average of \$1,000 over the last two years, thanks to the efficiencies put in place by ADP's processes and support.

- The HR team has gone from a team of six to a team of four, including a payroll accountant, to support Comerica's 10,000 employees.
- By using the ADP Recruiting Management solution, Comerica has also been able to speed up the hiring process, reduce errors and stay on top of legislative changes that impact recruiting processes. As a result, it has been able to reduce the time to close on some of the more complex roles from nine months to seven months.

With ADP's reporting tools, Comerica now has access to reporting and data that it never had before. As a result of the reporting tool used in the call center, Comerica was able to identify common employee issues, which allowed it to improve policies and make changes that help its people succeed. The data and reporting also allows the HR team to accurately and confidently provide metrics to its business partners, enabling the organization to make effective decisions and see trends in turnover and head count that it didn't have insight to before.

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**"Our partnership with ADP has just been phenomenal. They bring as much expertise as I could want. We have a great mutual respect for each other, so we not only reach out to them and ask them questions about how we can do something different and better, but they will bring things. When they see patterns or they see issues, they'll bring that to our attention as well. It is that mutual communication that back and forth that makes us so successful. ADP is absolutely an extension of my team. We work together to make things the best they can be for our employees."**

**— Catherine Garrett, SVP, HR Operations,  
Technology and Compliance at Comerica Bank**