



Managing Rapid Growth Without Increasing HR Headcount



A more human resource.®

Kimberley Daigle
Vice President of Human Resources, PS Logistics

PS Logistics is a full-service transportation company, with over 2,000 flatbed assets. **Vice President of Human Resources, Kimberley Daigle** leads a three person HR team that is responsible for 3,000 employees. Through the years, PS Logistics has experienced rapid growth, both organically as well as through acquisitions. However, this growth came with several challenges. Daigle explained how ADP Vantage HCM®, along with its strategic alliance with The Hackett Group's best practices tools, helped turn these challenges into opportunities. Here's what she had to say.



Quick facts:

Company: PS Logistics LLC
Headquarters: Birmingham, AL
Industry: Trucking
Employees: 3,000
Product: ADP Vantage HCM®

Learn more about PS Logistics at www.psllogistics.com

Assistance with System Integration

Before we implemented ADP Vantage HCM, we had 25 different systems that all housed HR information. Even the systems we had implemented into our business couldn't cross-relate personnel files. As you'd imagine, this created significant difficulties for us to manage the workforce in a centralized fashion. When we decided to go with ADP Vantage HCM, we knew we wanted to clean all of that up. And we needed help to accomplish this. With ADP Vantage HCM and the best practices platform, we received guidance on how to create a main source for all of our data.

We previously had a broken system for recruitment and onboarding office personnel. That has been fixed with ADP Vantage HCM. We're now much more on top of the situation and, for example, make sure that people are charged to the right companies. This has been huge for us.

More Time for Strategic Initiatives

Prior to the system conversion, I used to export data from all of the different systems, and then try to figure out the various codes in the different systems. It involved a lot of manual manipulation. Since the conversion, I probably spend half the amount of time worrying about and managing systems. I'm able to be much more strategic than I was before.

Rapid Growth

Since last year, we've grown from less than 2,000 personnel—I say personnel because we have a lot of owner operators—to 3,000. At the same time, I haven't needed to increase my three-person HR department. My team is amazing.

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Putting Best Practices into Action

I use the best practices program to get answers to specific questions. I usually start by using the Hackett Group's dashboard for guidance. On some occasions, I also submit questions specific to my industry. The program has benefited the business overall. For example, we received guidance for both sign-on bonuses and benefits within the trucking industry. Those kinds of questions have helped me build a case to change the way the company conducts its business.

We previously assumed that benefits weren't a high priority for trucking companies. And we believed that most of these companies either weren't offering benefits, or were providing very basic packages. With best practices we learned that our benefits were largely in line with the industry. As a result, we have been increasing and improving our benefits offerings. This has helped us in terms of both employee recruitment and retention.

Speed and Agility in the Decision-Making Process

The best practices program has sped up the decision-making process by improving the confidence we have in the data. In the early days, we had a few cases where best practices data was different than our assumptions. When this occurred, we sometimes did reconnaissance on our own and asked friends in the industry about their situation. We soon discovered that The Hackett Group's best practices data was closer to reality. Because of this, there's a lot more trust in the system and we don't have to double-check the data, which helps us make faster and more informed decisions.

The best practices program has also given me a more trusted seat at the leadership table. Previously, people often found holes in the data. That's no longer the case: now they trust the data and say, "Okay. What do we do with this information?"

The Tools to Continue Growing

The next three to five years are going to make a huge difference for our business. We're going to continue our growth pattern, with the expectation that we'll probably double in size versus where we are today. At the same time, unemployment could remain very low. In order for us to achieve our growth expectations, we'll need to look at what best practices are with regards to managing people. More specifically, we'll need to take some of the best practices for a mobile workforce and apply them to the trucking industry.

We'll need to capture the imagination of millennials and Gen Z-ers. While these generations are very interested in travel and technology, they don't associate those things with trucking. So we'll need to bridge that gap, from "convoy" to a mobile command center. It's going to be a challenge, but we think we can do it.

Partnership

I would highly recommend leveraging ADP Vantage HCM and The Hackett Group's best practices as assets to bring into your business.

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