Talent management made easy with ADP Workforce Now®

Reading Cooperative Bank (RCB), founded in 1886, is a 21st century bank with traditional values, committed to putting people over profits. And the employees and customers of the bank actually own it! Starting out with six branches located in and around Reading, Massachusetts, the bank has opened two additional branches since 2014, with further growth anticipated.

Maxine Hart, chief human resources officer (CHRO), joined RCB in 2014. She was brought onboard, in a newly created role, to focus on talent and growth — specifically creating and maintaining committed and motivated teams, monitoring and improving employee engagement, and identifying high performers and ensuring that they are provided with development opportunities.

The acquisition of new talent in their diverse socio-economic communities requires strategic recruiting practices. "The challenge, obviously, is that the talent we bring in and the types of processes we use in some of the communities that we serve are not the same as those we use for a more traditional branch," Hart said. "Recruitment was a cumbersome process, which really left the HR team bogged down with the volume of candidates, many of whom were really not qualified for the role."

Recruiting made easier for both HR and hiring managers

RCB is using Workforce Now, which has completely changed the way that the bank manages recruiting, talent acquisition, and managing payroll and benefits for their workforce.

"With the recruitment module, hiring managers can be more directly involved in looking at the candidates that are applying for positions," Hart said. "They feel excited about it because, before, HR was responsible for recruitment, but now they partner with HR in the recruitment process. That's been really exciting."

Both the hiring managers and HR are discovering that the recruiting and hiring processes are more streamlined and efficient. "The turnaround is much quicker in terms of bringing talent into the company and it's empowered the managers and given them ownership over who they want hired as well," Hart said.

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 RBC at readingcoop.com

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Self-service features transfer control to employees, ease the burden on HR

Once onboard, new employees are able to sign up for and manage their own benefits selection, without HR intervention. Hart said, "The self-service benefits module has been fantastic especially during open enrollment when employees can enroll themselves into the choices they make. My HR team doesn't need to get pieces of paper and input the data. The chances for error are greatly reduced. The speed at which all of this is done is so much better — and it just makes more sense to have people control their own benefits."

In addition to their benefits, employees also have control over viewing their leave and time-off balances, an ability that their supervisors also appreciate! "Managers can look at their teams, where a member lies in time off remaining," Hart said. "If someone is asking for time off, do you have the time off? Can I let them take that time off? It's empowered the managers a lot more to manage their own teams. It's empowered the individual to take control of their own pay and benefits."

Information from data that drives smarter decisions

Hart is especially optimistic about the data that she hopes to get from ADP Workforce Now functionality to support strategic decision-making, such as staffing in the branches. "The more data I have, the better decisions that we're going to be able to make," Hart said. "I think there's a lot that lies in the ADP capability that I'm certainly not using and I'm hoping to get more use out of it."

Rather than scheduling staff at the branches as they always have, Hart is hoping to use the data she gathers to help managers prepare staff schedules based on transaction trends — when customers are actually using bank services.

"Obviously you need to look at the transaction trends and say, 'This is the staffing cost,' and it's all there in ADP," Hart said. "If they can staff appropriately based on information that I can give them, everyone would be better off."

Using many of the features in ADP Workforce Now has freed up a lot of time and energy for Hart's HR team. "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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