

# TALENT MANAGEMENT

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## ADP LEVERAGES PROJECT MANAGEMENT TO IMPROVE CLIENT EXPERIENCE

Over the last decade, ADP, a provider of HR, payroll, tax and benefits administration solutions, has shifted to multiservice solutions that include a range of human resources, benefit, talent management and payroll services being implemented simultaneously from single-service solutions.

As the trend toward multiservice implementations gained momentum, ADP saw an opportunity to improve levels of client satisfaction by investing in the project management (PM) capabilities of its national account project management office (PMO).

### Strategy

In 2005, ADP launched a learning program focused on PM fundamentals for its PMO implementation team. This initial effort proved so successful that in 2006 ADP asked learning partner, ESI International, to assess their broader, existing PM capabilities and chart a long-term course.

Highlights included:

- Develop project management career paths and link learning and credentials to progression along the paths;
- Develop and drive compliance of a more formal PM methodology;
- Provide a more robust infrastructure for PM;
- Promote the adoption of a PM culture.

### Solution

After helping to ensure ADP's PM methodology met the company's needs and aligned with guidelines from the Project Management Institute, ESI tailored courses to close identified skill gaps. Courses were offered at ADP locations as well as online.

With the learning program underway, ADP began to implement other solutions to grow and support its PM capabilities, including:

- Define the company's PM career and compensation paths;
- Expand the PM infrastructure;
- Develop a communications plan to promote PM.

As the PMO drove a PM-centric culture, it also evolved its business approach. To support the business, the PMO expanded to more than 25 program managers who were assigned to the largest and most complex engagements. Unlike many PMOs that focus on standards and auditing, ADP's national account PMO actively engages in the business and ongoing projects. Not only do PMs from each functional area monitor project implementations, the PMO does as well and provides ongoing coaching. The PMO also ensures all PM professionals have access to courses and achieve PMP certification.

### Results

Over the last three years, ADP has seen a significant improvement in on-time, on-budget client project delivery. With a solid project management structure in place, fewer escalations are needed and issues are resolved quickly.

Additionally, ADP has made significant progress in many areas:

- 300 per cent increase in the number of PMP certified PMs
- All PM-related position descriptions have been updated and linked to compensation plans
- Creation of a learning curriculum path and ongoing course offerings
- Links between credentials and career paths are being finalized
- Online methodology tools and templates
- On-demand learning tools
- Increase in project auditing

While ADP has achieved enormous success in a few short years, it intends to continue to grow its PM capability. Currently, the ADP is working on a second assessment to gauge success to date and recalibrate identified knowledge gaps. It also plans to develop a more formal coaching and mentoring methodology and expand the PM learning program in the future. **HR**

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