

## Case Study

# Automatic Data Processing, Inc. ADP gives associates the “LearningEDGE” to develop to their full potential

### Profile

With more than \$8 billion in annual revenues, 600,000 clients and 44,000 associates worldwide, ADP provides computerized transaction processing, data communication, and information services globally.

### Challenge

A highly decentralized company, ADP had multiple approaches to learning, as well as a number of different learning management systems in place. The challenge was to create a centralized learning function that could provide scalable, consistent learning and performance programs, tools, and systems that optimize effectiveness across all business units.

### Solution

In February of this year ADP launched LearningEDGE, its enterprise HCMS and LMS built on the Saba platform. SkillPort is positioned as a complementary performance support tool to deliver a rich variety of learning assets under the moniker of “Find an Answer Now.” Over the course of the next two years LearningEDGE will be rolled out to all 44,000 ADP associates, worldwide.



It may strike some people as odd that Tony Rutigliano, chief learning officer for ADP, doesn't like the word 'training.'

“Training sounds like something you do to people. Development is what happens within people. I'd much rather our learning professionals be involved in driving the latter. People perceive training as something that happens away from their day-to-day work, and we want to be involved in a process of continually helping our associates to develop in their current roles and for the next step in their careers.”

This kind of forward thinking is fueling an ambitious learning and development program that began its global rollout at ADP in February of this year. The planning for all of this started three years ago, when the company initially began thinking about what kind of learning and development resources would be needed to support ADP's strategic goal of becoming an employer of choice. The organization realized that in today's competitive labor market, opportunities for development and career advancement were important differentiators.

While there was plenty of training going on at ADP, decentralization had resulted in a variety of approaches and systems across business units. One of the most important recommendations made by the task force analyzing the situation was to create a centralized learning organization

and an executive-level learning position to ensure focus and consistency across the entire company. In 2004, Rutigliano joined as CLO to lead the newly formed Global Learning & Performance (GL&P) organization.

Rutigliano credits the task force for making important decisions early in the process that helped pave the way for a successful implementation. Early on they decided that it was important to have a single, enterprise-wide human capital management system (HCMS) that would allow ADP to consistently manage and address every phase of the associate's life cycle— hire, evaluate, assess and develop. Working with a network of committees to ensure buy-in from all divisions, the task force selected Saba as the HCMS/LMS. Internally the Saba system is branded as LearningEDGE (EDGE stands for education, development, growth and enrichment).

### Competencies at the heart of the ADP system

A central piece of the human capital equation at ADP is robust competency management. One of their critical decisions was to base the system on an existing competency dictionary (in this case ITG) rather than trying to create competencies for thousands of jobs from scratch. “It shouldn't take years to develop competencies,” says Rutigliano. “The work has been done. It's much easier to edit an existing

# Ensure Focus and Consistency

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TONY RUTIGLIANO  
Chief Learning Officer  
ADP

library. Companies just aren’t all that different.”

Using a rapid development process, teams of ADP HR professionals and subject matter experts determined the competencies for all of the jobs within the ten largest job families. At ADP, job families are broken into job categories (e.g., the human resources job family is broken into several job categories including: compensation, benefits, recruiting, training, etc.). The teams mapped competencies to jobs as follows:

- **Core competencies**—four competencies that apply to all ADP jobs
- **Management competencies**—six competencies that apply to all ADP managers
- **Job family competencies**—competencies that apply to all ADP associates in a particular job family
- **Job category competencies**—competencies that apply to everyone in a particular job category
- **Professional/technical competencies**—specific, job-related competencies that managers assign to their associates

This mapping allows for the automatic prescription of learning based on individual job code to the vast majority of ADP’s associates. Managers also have the ability to populate each associate’s “professional/technical skills” competency with appropriate specific ITG competencies. The list of prescribed learnings is refined even further when managers select the required and demonstrated proficiency levels (on a 1-4 scale) of their associates. The proficiency levels help ADP associates identify gaps, and Learning-EDGE suggests learning resources to help close the gaps.

Once the competencies were developed and assigned to job roles, the next step was to map them to learning assets. GL&P mapped SkillSoft’s business skills courses to the core and management competencies, which ADP considers their most critical competencies (along with the professional/technical competencies), and are known as the ADP Success Factors. They also mapped business skills courses, ADP University courses and business unit-specific courses to the hundreds of competencies and skills defined by ITG.

Over the long term, associates can review the competencies required to develop their careers and identify appropriate learning interventions to help close gaps needed to achieve their aspirations. In addition, competency management can be used by management for project staffing, to help identify appropriate associates with required baseline skills and knowledge ready to take on new challenging assignments.

At an organization level, management and GL&P will be able to identify gaps in core and other critical competencies to assist with strategic alignment of learning with ADP’s key business objectives. Over time ADP will be in a position to measure the impact of learning interventions and the closing of competency gaps on key business metrics.

## The launch of LearningEDGE

So far this year, GL&P has deployed LearningEDGE to ADP Small Business Services, ADP Tax and Financial Services, and ADP's Corporate, IT and Finance organizations as part of a global staged rollout scheduled for completion in 2007. Learners can now identify development opportunities, access and track learning from ADP University, SkillSoft and specific business unit catalogs through one system. ADP managers benefit from LearningEDGE in that they have centralized access to their associates' historical learning plans, can track/view competencies for their team and can quickly and easily create, assign and approve learning for their associates.

LearningEDGE provides access to SkillPort, which has been branded Find an Answer Now to highlight the positioning of e-Learning assets as performance support tools. Rapid access is facilitated by Skillport Search & Learn™ engine, which encompasses all e-Learning assets. Associates can choose the appropriate resource for their learning need, whether that is a course, online from Books24x7®, a job aid, SkillBrief, TestPrep, SkillSim™ Business Simulations or even mentoring services. All ADP employees will have access to virtually all e-Learning resources, and because the LearningEDGE catalog is updated on a monthly basis with new offerings, associates can stay up-to-date on all of the latest changes in technology, desktop applications, and business trends. The tracking of e-learning completed through Find an Answer Now is fed on a nightly basis into LearningEDGE, allowing ADP associates to have a single transcript for all learning activities.

In addition to the link to Find an Answer Now, all e-Learning courses and selected Books24X7 titles have been integrated directly into the LearningEDGE catalog. This makes it possible for ADP to eventually consolidate training plans within a single system and create blended learning programs that contain instructor-led training, e-learning and Books24x7 elements. ADP associates can launch e-learning and the selected books through LearningEDGE and return to the book or course at a later date with all of their bookmarks and notes saved.

In the coming months ADP will integrate LearningEDGE with Microsoft® Outlook® to further personalize the learning experience for their associates. This will enable learning registrations to synch with the associate's Outlook calendar. In addition, language packs will be installed so that associates outside North America may view LearningEDGE in their native language.

## SkillSoft® Dialogue™ used to prepare associates

In preparation for the deployment of LearningEDGE, ADP developed two custom training courses using SkillSoft's Dialogue rapid content development module. The two 30-minute courses introduce ADP associates to the concept of a Human Capital Management System, key terms and definitions, associate roles and responsibilities and basic system navigation. These are used as prerequisites to in-depth live and virtual classes. The LearningEDGE Overview

## ADP's Competency Management Success Story

Mapping competencies to jobs allows for the automatic prescription of learning.

Managers can refine learning even further by selecting the required and demonstrated proficiency levels.

Proficiency levels help identify gaps, and their learning program suggests learning resources to help close those gaps.

Identifying gaps assists management with strategic alignment of learning with ADP's key business objectives.

Competency management can also help managers identify associates ready for challenging assignments.

Over time, ADP will be in a position to measure the impact of their learning program on key business metrics.

A single, enterprise-wide human capital management system allows ADP consistency in every phase of an associate's life cycle—hire, evaluate, assess and develop.

# Engaged In Learning

and LearningEDGE navigation courses created in Dialogue have quickly risen to be in the top ten courses that ADP associates have accessed and completed.

ADP does everything within its power to ensure that employees avail themselves of the learning and development resources. The company asks its managers to ensure that all associates complete 40 hours of training per year, from any number of sources. In order to help associates take full advantage of e-learning, ADP implemented SkillSoft's course manager and download capabilities which make it possible for associates to download courses to their computer's hard drive. Associates can take all or part of any e-Learning course at a time most convenient for them without the need to be connected to the Internet. When the associate next logs on to Find an Answer Now from that computer, the course information is tracked (e.g., bookmarks, completions, scores, etc.) and is automatically uploaded so that it can be reflected in the associate's training plan.

ADP wants to encourage associates to use any of the learning assets whenever a performance support need arises. If, for instance, an associate using Microsoft® Excel®

has a question on pivot tables, they can go directly to the topic within a course that addresses that need. While the associate is not completing the course in its entirety, he/she is getting value, so ADP wants to track that activity and give the learner credit. Now the time an associate spends in "learning chunks" is credited to their 40-hour annual learning commitment.

Over the course of the next two years the rollout of LearningEDGE will continue, eventually encompassing all 44,000 ADP associates worldwide. One of the major challenges looming is the localization of LearningEDGE and much of the competencies and learning content into multiple languages. In the meantime Rutigliano has been traveling around the company presenting to groups of managers on how LearningEDGE and the Global Learning & Performance group can help. Rutigliano recognizes the crucial link between managers and the mission of his group.



*"We see the managers as our channel and our support. They need to understand that learning needs to meet and mingle with every aspect of the associate's job. It's not a separate event that gets done 'over there.' They need to actively encourage their employees to engage the development opportunities available to them."*

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