CASE STUDY · HCM TRANSFORMATION

Seven Companies, One System: *Building a Connected HCM Platform*

Creating an HR function where none existed, connecting people, payroll, time, and benefits, and ending the double billing.



MY ROLE
HR Manager, CS Operations; HR party of one

SCALE
7 companies, 150+ employees, one connected system

THE LIFT
Analysis through post-go-live on ADP Workforce Now

Before

When I arrived, there had been no HR person. An executive assistant was keeping payroll moving, doing what she could without HR or payroll training. It was check the box and get people paid. Records were fractured: names, birthdates, and company assignments were entered incorrectly, job titles and reporting lines were unclear, and offer letters and job descriptions were missing.

Why it mattered

Employees and leaders were frustrated, momentum was slowing, and people were burning out. Compliance was behind. Finance was manually reconciling invoices for 7 companies and 150+ employees, and we were being billed twice. Some employees had insurance under more than one company, while others weren't enrolled at all.

The decision

The original vendor said the duplicate charges couldn't be fixed. Paying twice wasn't acceptable to me. Before recommending a change, I asked legal and leadership whether the companies could be combined to simplify things. Then I scoped the work with ADP, a vendor I knew and trusted. I partnered with a senior employee with influence, briefed the CFO, and presented the problem and solution to my CEO and the executive chairman. The vendor presented on site, we reviewed the contract, set an implementation date, and shared a realistic plan.

BEFORE

Fragmented records
Double billing
Manual invoice reconciliation
Gaps in coverage and compliance

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AFTER

One clean system
Duplicate charges gone
Faster response times
Employee portals and oversight

What I did

- Led it start to finish, from analysis and contract through implementation and expanded modules, while keeping the old system running.
- Worked with each business unit on timekeeping. Worksites used finger scans, biometrics, badges, passcodes, and laptop or mobile log-ins, and some crews spoke Spanish, others English. I coordinated it all with minimal disruption to operations.
- Shared key checkpoints with executives and the details with managers and staff, troubleshot case by case, asked local teams for feedback, and partnered with Finance to confirm the billing savings.
- Kept building after go-live: reporting and metrics, then benefits, workers' comp, onboarding, and tax alignment.

The hard part

I was an HR party of one. The material was confidential, so I couldn't divide and conquer and did the heavy lifting myself. Leadership saw HR mostly as a cost, so the project had to prove its value. A conversion shows you what's missing: EIN lists, state registrations, corporate addresses, common owners. It touched everyone's paycheck, so it had to work. Vendors who'd done hundreds of conversions told me they were impressed by how many angles I was covering.

The result

- Duplicate vendor charges eliminated, with savings confirmed alongside Finance.
- For the first time, employees had one portal for their company: mission, vision, values, benefits, paystubs, W-2s, elections, Total Rewards Statements, announcements, and EAP.
- Org charts showed who reports to whom. Supervisors could see their teams, assign learning and development, and pull contact lists.
- I built and rolled out the whole employee experience, from a new hire's first impression to employees with decades of service.
- Faster response times, accurate records, and more oversight through executive dashboards.

7 separate company setups

150+ employees

1 connected system: HR, payroll, time, benefits

THE SCOPE OF WHAT I ROLLED OUT

- One platform, ADP Workforce Now, configured as 7 custom entities, each with its own tax, state, and payroll setup
- Payroll, time and attendance, benefits administration, onboarding, and HR records, connected so one update flows through and routine work is automated
- Employee and manager self-service portals, with mobile access, plus reporting and executive dashboards
- Timekeeping across biometrics, badges, passcodes, and laptop or mobile log-ins, in English and Spanish

A conversion doesn't create the gaps. It shows you where they are. I kept going until we closed them.

Hollie Lopez
HR & Operations Leadership
linkedin.com/in/hollielopezphr