

# Training is Most Effective When the Workforce Understands 'Why?'

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*A comprehensive global provider of cloud-based human capital management (HCM) solutions that unite HR, payroll, talent, time, and tax and benefits administration, and a leader in business outsourcing services, analytics, and compliance expertise, this company's annual revenues exceed the \$1 billion mark. They process paychecks for about 20 percent of the U.S. workforce and serve more than 610,000 clients around the world.*

## The Challenge

The shared-services organization for U.S. Payroll, Benefits, and Pension Administration initiated a project to replace several legacy systems with a customized PeopleSoft interface for the existing human resources database. The system served 160,000 active employees and 180,000 retirees.

Effectively implementing the project required moving payroll, benefits, and pension administrators from a mainframe environment to a new Web-based system that provided a central, standardized tool to manage the scope of their work. It would also provide a central repository of payroll, benefits, and pension data for reporting to the finance team. In addition to this being a major change in systems, the project represented a significant change in processes and job roles for the administrators.

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## Our Solution

Utilizing its experience with PeopleSoft and proven training-development methodologies, Abreon developed a comprehensive, blended-training approach that spanned the three-phase project implementation, as well as a communication strategy to support the final rollout. Abreon created a strategic training project plan for the new functionality, including course outlines, instructor-led training, eLearning courses, course testing, and training materials.

Abreon's consultants wrote process documentation, which was linked to the training, courseware, and competency testing. This training was delivered to core users in payroll, benefits, and pension administration, as well as those at the help desk, suppliers, and vendors, such as a third-party call center.

In addition, a large variety of employees needed to be informed about the new system applications and how they would be affected. For example, process training was delivered to remote business audiences, such as vendor payroll managers, who were shown how their roles were integrated with the corporate offices throughout the process. To ensure thorough execution in the final phase, Abreon conducted a deep analysis of all of the affected audiences.

## The Results

In the first two phases, covering pension payroll and benefits administration, Abreon started with a detailed education strategy that included project orientation, a learning-track plan, a course catalog, and work effort required.

Abreon also:

- Created end-user procedures and work instructions
- Developed core user training
- Loaded data into the training instance
- Scheduled training sessions
- Delivered training to core users and support staff
- Created and tracked level-one and level-two assessments
- Created four eLearning courses for payroll, benefits, and payroll administration

The third phase covered broader functionality for payroll, benefits administration, and pension administration. Abreon's team met the client's strict requirements for creating process documentation using the information provided in functional design documents, creating some 150 work instructions. The team also built and delivered five instructor-led courses, three eLearning courses, and a series of webinars.

The broad communication strategy linked important audience characteristics and differences to specific messages targeted to each group, based on their specific needs. The detailed deployment plan was utilized by communication and HR teams within each business unit to ensure a consistent flow of information throughout the organization. The entire effort by Abreon's consultants yielded high marks for client satisfaction and effective training.

*For more information regarding corporate training, communications strategy, eLearning offered by Abreon, Inc., call us at 1.800.338.5185 .*



## More about Abreon

With over 30 years of experience implementing change for the Fortune 5000, Abreon transforms organizations by empowering their people to embrace the benefits of change. Our people-centric approach employs customized strategies that align, engage and educate people as they navigate change to produce measurable results. With more than 250 credentialed consultants, Abreon has the experience, talent and change agents to move your people forward.



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