

## isolved Partners with a Nonprofit Client to Deepen and Broaden HCM System Utilization

### What You Need to Know

Employers often underutilize their existing technologies for human capital management (HCM). Whether it be in payroll, time and attendance, scheduling, benefits administration, talent management, talent acquisition or employee training and development, the underutilization can be relegated to a narrow domain of the solution's scope. Alternately, the underutilization can be widespread, systemic.

Some users are unaware of their underutilization. Still others may notice subpar results from the system in place and misplace blame for the situation. The root causes for these misunderstandings or miscommunications are many. For example, employees who led implementation may leave and take the knowledge of how a system works with them. Conversely, a solution integrator may do a poor job in training system-facing staff on how to get the most out of the software. There are other possibilities.

3Sixty Insights wrote this report with the intent of helping organizations see how an employer significantly underutilizing its existing HCM technology came to recognize this, deploy the untapped functionality, and realize value for the business. Here, the vendor providing that value is [isolved](#). The breadth and depth of capabilities found in isolved's solution pleasantly surprised the customer featured. So did the vendor's willingness to work with this user in furthering along the latter's vision for HR. This success story culminated in the customer's decision to renew its software-as-a-service (SaaS) contract with isolved.

### About the Participant

Founded in 1966 and headquartered in Citrus County, Fla., Key Training Center is a healthcare nonprofit whose mission is to help

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### AT A GLANCE

#### Solution Sought

HCM technology suite

#### Solution Selected

isolved People Cloud

#### Research Participant

Healthcare Charity in Florida

#### The Situation

- Fast-approaching decision whether to renew three-year SaaS contract
- Urgent need for broad, deep HCM and a change to payroll cadence
- Severe HR inefficiencies from underutilization of the system
- Unnecessarily limited original vision for use of the suite

#### Why isolved?

- Engagement, reciprocity—desire to partner with client and be affordable to a nonprofit
- Robust training content accessible to all users learning the system

#### Success Highlights

- Payroll—responsiveness, speed, capability in facilitating transition from monthly to biweekly payroll
- Benefits Administration—better-value insurance provider found
- Non-Exempt Staff—expanded time & attendance, scheduling abilities yielding operational efficiencies
- Compliance—savings equal to one FTE's worth in labor expenditure
- HCM-wide—expansion into a number of areas benefitting KTC operationally and strategically

developmentally disabled people “achieve their God-given potential through an array of individualized services that promote growth, choice, and independence with kindness, love, dignity, and respect,” according to the organization’s website. KTC operates 2 day-service campuses, 18 group homes, and 4 apartment complexes, in Citrus County, to serve and house its member community. The nonprofit provides hands-on assistance enabling its community members to better manage their limitations and, thus, gain control over their circumstances and live lives to their fullest potential.

One way that KTC accomplishes its mission is by helping its community members find and secure gainful employment. Approximately 200 members of the community KTC serves receive their pay for such jobs through the same payroll system that covers all internal KTC staff. As does any organization operating in the healthcare space, KTC faces an array of complex industry-specific employment law. A similarly complex regulatory framework pertains to how the organization services its developmentally challenged clients. As a charity, KTC also must operate according to additional local, county, state, and federal regulations germane to the nonprofit sector.

## The Situation

**Founded in 1966 and headquartered in Citrus County, Fla., Key Training Center is a healthcare nonprofit whose mission is to help developmentally disabled people.**

Observing many inefficiencies in payroll and elsewhere in the HR function, leadership at KTC turned to Stephen Arena to lean on his nearly 30 years of experience in helping HR organizations become more strategic. KTC hoped Arena’s involvement, which began in 2019, would help the organization resolve the situation at a key moment as the nonprofit fast-approached the end of the first three-year SaaS contract with isolved. Upon joining, Arena hoped to kickstart a transformation in HR’s role at the organization.

*“Normally,” says Arena, now director of HR at KTC, “the person purchasing the system spends a lot more time with the vendor to say, ‘These are some of the needs we have. These are some of the things we want.’ When isolved was purchased [at KTC], it started with one person, who left. Another person came in who’d never used any kind of HR system, and then left. Then, I came in.”*

## About the Solution

Founded in 1986, isolved provides a full suite of HCM functionality designed for the upper SMB market and the lower midmarket. Through broad and deep capabilities in talent management, core HR and payroll, workforce management, and engagement management, isolved People Cloud helps clients with the following HCM outcomes:

- Workforce Effectiveness
- Retention & Development
- Diversity & Inclusion
- Employee Engagement
- Employee Wellbeing
- Employment Value Proposition
- HR & Employee Efficiency
- Work–Life Balance
- Journey & Career Support

Because of this, institutional knowledge of the original implementation of isolved at KTC was spotty at best, and the planning behind it was thin. Compounding matters, KTC had previously long outsourced payroll and other HR functions to a [professional employer organization \(PEO\)](#). Staff at KTC responsible for carrying out human resources were relatively new to their roles and only knew how to use the system for basic payroll processing and document backup—in the process, creating a slew of administrative burdens. It all amounted to a severe underutilization of isolved. In fact, KTC at the time had very little in the way of modern business software at all. Staff lacked access to Microsoft Office 365 and used webmail as their primary platform for email communication, for example.

*“Out of a system that is very, very robust,” says Arena, “they only knew what they needed to get done compliance-wise. That’s where, unfortunately, isolved couldn’t come forward and say, ‘We’re going to train you in HR.’ They gave them exactly what [KTC] were asking for, and that was making sure what they wanted was perfect. It wasn’t till I came in that I said, ‘This type of system should be used for a lot more.’”*

## Why isolved People Cloud?

As the sidebar on the previous page details, isolved offers full HCM suite functionality that support outcomes placing HCM in a strategic realm. The vendor’s products support a wide range of needs related to HR and closely abutting domains, such as talent acquisition and, of course, payroll. Relying on the facts known to him at the time of his joining KTC, however, Arena originally concluded that isolved would not be the right partner moving

forward. The underutilization of isolved factored heavily in this initial decision. Arena struggled to reconcile this reality with isolved’s broad and deep functionality. Placing the onus of blame for this disparity on isolved, he began preliminary discussions with other providers, such as ADP and Ultimate Kronos Group.

***Ultimately, the responsiveness and good will that isolved exhibited persuaded Arena to renew the contract.***

*“When I first joined Key Training Center, I chastised isolved,” Arena says. “I told them, ‘You’re the experts. These people were blind children, and you didn’t really explain too much. I really don’t know if I can work with you. You didn’t really do what I’m used to when we’re doing a set-up.’”*

“

Knowing that we’re a nonprofit that doesn’t have money [...] isolved has been very kind to say to us, ‘We want to support you and create a partnership.’ That is what made a difference.”

”

Stephen Arena  
Director of Human Resources  
Key Training Center



In response, isolved expressed much willingness to partner with the nonprofit and greatly expand KTC's understanding and utilization of the system at only a nominal additional cost. Ultimately, the responsiveness and good will that isolved exhibited persuaded Arena—who had authority to do so—to renew the contract. So did his growing understanding of the deep and broad functionality found in the isolved solution—and the revelation during negotiations that only three KTC employees had hitherto logged into isolved University, a learning management system and vast content library where all customers can self-direct their training in the vendor's many capabilities.

***KTC has achieved significant successes, improving the day-to-day life of staff and efficiency of HR activities.***

*"For me, every dollar we spend here is precious," says Arena. "isolved made us feel valued." The vendor updated all learning capabilities, vowed moving forward to notify KTC of all upgrades ahead of their occurrence, and assigned an account director to own the relationship and work with Arena's team whenever necessary.*

Beating the timeline of a KTC leadership directive, isolved enabled the nonprofit to transition from monthly payroll to a biweekly model in less than eight weeks' time. Also, the time it takes to process payroll has decreased from nine to just one-and-a-half days.

## Success

Having repaired its relationship with isolved, resolved to renew the contract, and revisited its utilization of the system, KTC has achieved significant successes, improve the day-to-day life of staff and efficiency of HR activities.

### Payroll, Time & Attendance, Scheduling

After 54 years of processing payroll monthly, the organization was this year able to implement a transition to a biweekly pay model in less than eight weeks' time. *"When I came in, the goal for Key and I was to pay biweekly"* says Arena. *"When we finally got the money to do that, the leadership here said that we had to get it done in about eight weeks. I said to isolved, 'You're the experts. What can you do?' isolved responded by saying they could get it done in eight weeks. They worked with us, and legitimately, they had us on a biweekly payroll in less than eight weeks."*

Because of the breadth of functionality now available in payroll processing, labor expenditure here has temporarily increased as KTC now has *"shift differentials,"* says Arena. *"They didn't know how to put in what we call*



rules. They're no longer manually figuring out every single person's overtime," which will eventually become a major source of efficiency as payroll administrators continue to enter rules into the engine.

Notably, as well, the time it takes to process payroll has decreased from nine to just one-and-a-half days. Also contributing to administrative efficiencies through isolved is the now-deployed ability for employees to report their time and attendance via phone or computing device from wherever they work the shift.

***As leadership renewed with isolved, KTC activated functionality enabling the organization to respond to employees' requested benefits changes in-the-moment.***

*"We have just introduced scheduling," says Arena. "Because [KTC] never had scheduling, they didn't understand FTEs until I joined. So now the organization knows what an FTE stands for, and that [it's] reimbursable—and what's not reimbursable for our state to give to us".*

Expansion of the utilization of isolved in benefits administration yielded KTC a more affordable employee health care provider in just four weeks' time. Approximately \$1,000 in yearly savings per every staff member has been passed on to employees.

## **Benefits Administration**

KTC had been utilizing isolved's system only for open enrollment. This was costing the organization another way to engage with employees and help them manage their benefits year-round. As leadership renewed with isolved, KTC activated functionality enabling the organization to respond to employees' requested benefits changes in-the-moment.

Additionally, through improved utilization of isolved, the nonprofit landed a new health care insurance provider within four weeks. *"United Healthcare gave us a price that was able to save money for our employees,"* says Arena. Every staff member at KTC is now receiving the resulting approximately \$1,000-per-year savings per employee.

## **Employee Self-Service**

Employee self-service (ESS) was nonexistent before KTC expanded its utilization of isolved. With modern ESS, front-line HR staff anywhere enjoy a boost in productivity as the burden of fielding employees' many emails and



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phone calls about the basics of their employment lifts. KTC expects to experience this as it eventually rolls out more ESS functionality. In the meantime, interestingly, the volume of incoming queries via these conventional channels has increased significantly—and for a good reason. HR staff and other employees at KTC have undergone an awakening wherein the unlocking of functionality in isolved has revealed to them just how meaningful, useful, and helpful HCM can be.

With improvements to compliance alone, KTC has saved the equivalent of one FTE in weekly labor expenditure, equal to \$35,000 per year.

## **Talent Acquisition**

In a bid to move away from a paper-based hiring process, KTC had recently deployed recruiting functionality from [iHire](#), a vendor unrelated to isolved. Integration with iHire was seemingly unavailable following the original isolved implementation. Over the course of renewal, however, Arena learned that the two in fact automatically integrate with the isolved properly deployed. With the issue resolved, KTC no longer prints job candidates' resumes captured in iHire in order to send them via interoffice mail; these now migrate into isolved and become available digitally for hiring-related compliance and other purposes.

## **Training and Compliance**

***During renewal, KTC learned how isolved automatically integrates with iHire, the nonprofit's newly acquired technology for recruiting.***

The level of learning functionality that comes standard with isolved has introduced convenience and efficiency to compliance. Given the nature of KTC's work, various regulations mandate that its staff possess various professional licenses and certifications. Paper-based processes have been eliminated as the HR department has gained the ability to record trainings as proof that staff are current



with the licenses and certifications necessary for them to carry out services for KTC's member community legally. In addition, the HR department now receives isolated auto-generated emails every time a staff member needs to take do a regulations-mandated training.

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This new scenario has saved HR staff the time it otherwise took to track the related deadlines manually, via spreadsheets they reviewed monthly. It has also spared the organization untold dollars in potential penalties and fees. Plus, "we have saved a whole person's worth of time, which is forty hours per week of us, for example, duplicating paperwork for licensing," says Arena, who says this equals more than \$35,000 yearly in labor expenditure.

## **Next Steps for Utilization of isolated**

*"What we're able to do now is employee development,"* says Arena. The establishment of career development at KTC is fast becoming the springboard for next steps in the organization's utilization of isolated. Bringing his expertise and certifications in this area to bear, Arena has been working with key stakeholders in the organization to *"bring about quite a lot of training that they've never seen before."* With a large swath of administrative tedium no longer an obstacle to their effectiveness, he and his colleagues in HR roles there have also found time to "develop relationships with groups that give free training, from all the sources of learning content, to nonprofits."

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The introduction of measures such as these has given HR rationale to argue for unlocking isolated's functionality for performance management. The value will be in helping KTC to set, incentivize and monitor career development goals for the organization's staff and in standardizing evaluation of performance for staff with the same roles and titles.

*"What we've been really working on is the development of the organization to say, 'Reinvest in your people,'"* says Arena. *"Reinvest in their ability to take on more responsibility and grow."* This leads into leadership training, which "Key

*"What we've been really working on is the development of the organization to say, 'Reinvest in your people,'"* says Arena. *"Reinvest in their ability to take on more responsibility and grow."*



*Training Center has never had, and I've introduced Key Training Center to at least thirty such trainings in the year I've been here."*

## Elevating HR's Role at KTC

Employee retention has increased at KTC in the past year. Arena contends that improvements in employee time-off request communication and processing attributable to isolved have contributed mightily to the decrease in staff attrition, a metric organizational leadership there appreciates.

Since its inception as an organizational domain, most executives and other decision-makers have persisted in viewing the HR department as a cost center to contain—certainly not a source of potential value to the organization beyond the mitigation of regulatory risks associated with employing people. For years, the perennial goal of HCM professionals has been to change this attitude by rendering all practices related to HCM more strategic to the organization. It has been the underlying ethos driving Arena's career, and with the renewal of the isolved contract and expanding, proper utilization of isolved's breadth of functionality, KTC has become a growing example of this vision.

Employee retention has increased at KTC in the past year. Arena attributes this partially to processing employee time-off request through isolved.