



## CASE STUDY



Giving  
Hope  
Today

## The Salvation Army in Canada and Bermuda Centralizes Payroll and HR Processes

*The largest non-governmental direct provider of social services embarks on a centralization plan to gain efficiencies and reduce expenses by using the Accero Cyborg HR and Payroll solution*

### CUSTOMER

The Salvation Army  
in Canada and Bermuda

### NUMBER OF EMPLOYEES SUPPORTED

5,500 employees;  
1,000 pensioners

### INDUSTRY

Charity

### CLIENT SINCE

2003

### ACCERO SOLUTION

- Accero HR Administration
- Accero Payroll Administration

### COMPANY

The Salvation Army began its work in Canada in 1882 and today is the largest non-governmental direct provider of social services in the country, serving 400 communities. The organization delivers a range of vital services, including services for the mentally and physically challenged, corrections and justice services, long term care facilities, community and family services, emergency disaster, family tracing, camps, street youth, homeless, addictions, and palliative care, as well as several young parent resource centres. The Salvation Army in Canada and Bermuda provides its social services through regional sites. The organization is divided into Territorial Headquarters located in Toronto and 9 Divisional Headquarters: Prairie, Bermuda, British Columbia, Alberta and Northern Territories, Maritimes, Newfoundland, Ontario Central-East, Ontario Great Lakes and Quebec. In total, approximately 11,000 employees support the organization across all provinces. Currently, The Salvation Army in Canada and Bermuda has 915 active officers (clergy), more than 23,000 soldiers (church members) and close to 48,000 adherents (people who claim the Army as their church home, but who are not formal members). There are 311 corps (churches) and more than 330 social-service institutions of various kinds.

### CHALLENGE

A great many of The Salvation Army's 400 branches, called ministry units, in Canada were doing their own payroll, either locally or by outsourcing through a payroll services provider. To satisfy the organization's complex reporting requirements, it sought to centralize and standardize more pieces of its operation, which would result in a better grasp of the government reporting, including WSIB, EHT, pay equity, etc. The Salvation Army worked with a multitude of government funders and donors, all of whom requested better reporting and accountability.

"Payroll reconciliation and human resources compliance became increasingly difficult to manage," said Aleksandra Djukic, Payroll Accountant and a key member of their project implementation team. "We're a wide-spread organization, with a diverse set of rules to follow."

With the economic downturn expecting to have a negative impact on donations, it was important for The Salvation Army to look for ways to decrease expenses and eliminate outsourcing costs.

### SOLUTION

It was determined that the organization would be best served by centralizing all ministries and regions on the same application platform. Centralization would ensure consistency and accuracy, as well as provide the integrated reporting their current approach lacked.

The Salvation Army had been successfully running many of its Ontario sites with the Accero Cyborg solution for six years. As a result, the decision to centralize payroll, HR and self service on the Accero Cyborg platform was the next logical step. A proven and trusted product, Accero Cyborg was flexible enough to enable the organization to customize, where needed, to meet its unique requirements.

## Accero: A Trusted Source for 35 Years

*Founded in 1974, Accero Software (formerly Cyborg Systems) delivers high-performance, best-fit solutions for HR and payroll processes to organizations of all sizes and in all major verticals in the United States, Canada, and the United Kingdom. Trusted, innovative, customer-driven, and visionary, Accero remains an industry leader in creating best-in-class human resources and payroll solutions that transform departments into strategic business assets and models of results-driven productivity. Simply put, our scalable, customizable solutions streamline processes to help make enterprises more efficient.*

Because the conversion would be a large undertaking, they elected to consolidate on the Accero Cyborg platform in phases, with the Ontario divisions as the first to run their entire payroll through Accero Cyborg. By the fall of 2009, the organization had converted 1,200 employees from an outsourced firm to in-house Accero Cyborg. During the first quarter of 2010, they expect to convert another 1,700 employees. "We have a fairly new team in HR, Payroll and IT and we're not quite ready to use all the components of the system. HR and Payroll Administration modules are full of features and functions. The more we learn about the system, the more ways we find to automate or streamline. For now, though, we're focusing on the HR and Payroll modules. After that, we hope to implement the Self Service modules," said Djukic. The Salvation Army in Canada and Bermuda runs Accero Cyborg 6.0 solution on a Microsoft SQL Server backend for 5,500 employees. The organization is considering expanding their usage to include all employees across the country, which would result in a payroll count of approximately 11,000 employees on Accero Cyborg.

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*Aleksandra Djukic, Payroll Accountant*

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### RESULTS

The Salvation Army in Canada and Bermuda is fast on its way to reducing or eliminating their payroll outsourcing costs and third-party benefits management fees. All employees currently served by Accero Cyborg are paid from one central location using one central system. Reconciliation will be greatly simplified, and many policy inconsistencies and non-compliance issues will have been resolved or eliminated. Specifically, they will be able to centralize critical reporting deliverables across the board, including key WSIB (Workplace Safety and Insurance Board) and EHT (Employer Health Tax) reports. The result is a win-win for the organization: The organization is saving money and achieving greater compliance.

"Now that we're centralizing on Accero Cyborg, we can work toward standardizing our practices across the board. We're streamlining our HR/Payroll processes, and have eliminated a number of different RP accounts. We now deal with Canada Revenue Agency directly," said Djukic. "In Accero Cyborg, everything happens in real time and important matters or issues are easier to spot."

The Salvation Army in Canada and Bermuda has found much to like in their plan to centralize on Accero Cyborg. They can set up specific warnings, errors and regions to meet exact reporting requirements. And their reports are processed immediately.

As anyone knows who has been through one, a software conversion is not an easy task. Among a conversion's many requirements, it is essential to maintain strong communication ties between client and vendor.

"It makes me comfortable knowing I can pick up the phone at any point and call Accero for assistance or answers," said Djukic. "And it's not just for technical help, either. They take the time to provide me with background and explanations, such as why a component was designed a certain way or how to get the most out of a particular feature."

Accero is proud to assist in the success of The Salvation Army, an organization known for the last one hundred years for gracious and humane efforts in assisting others.

