




Dell Technologies — transforming payroll, integrating ADP® and Workday


Gary O'Connor

Director, EMEA Payroll for Dell Technologies

Quick facts

 **Company:** Dell Technologies Inc.

 **Headquarters:** One Dell Way, Round Rock, Texas, USA

 **Industry:** Computing and related products and services

 **Employees:** 133,000

 **ADP products:** ADP Global Payroll

 **Website:** dell.com



Always Designing
for People®



Dell was founded in 1984 by Texas University student Michael Dell, with the aim of building IBM PC compatible computers from stock components and selling them directly to customers. Michael's belief was that this direct approach meant Dell could better understand customers' needs and provide the most effective computing solutions to meet them.

Dell sold its first in-house designed computer, the 'Turbo PC' in 1985. The company then overtook Compaq as the largest manufacturer of PCs in the world in 1999. Today, Dell is 133,000 people strong and operates in 180 countries. Michael Dell is still Chairman and Chief Executive Officer.

Dell Technologies solutions' portfolio has also grown. The company now designs, builds and delivers a whole host of leading-edge solutions for its customers. These range from PCs and network servers to software and data storage and security solutions.

Will two into one go?

In 2016, Dell acquired EMC in what was labeled the 'highest-valued tech acquisition in history.'

"And that," says Gary O'Connor, Director – EMEA Payroll for Dell Technologies, "was when our payroll transformation really started. It's been quite a journey."

"The problem was we had these two large multinationals coming together, so we had two of everything. Each company had their own payroll, payroll vendors, payroll calendars, the lot."

"So since then, we've been consolidating — for example, moving both companies to one vendor in a country or to the same platform. As I said, it's been a long and varied journey, with many pain points, but we've made real progress."

Finding the best fit for a bigger business

Gary's objective and strategy was to consolidate the two payroll platforms into one compliant and structured service for the benefit of the global payroll teams and, of course, Dell Technologies' employees.

This involved two versions of ADP Global Payroll as well as two human capital management (HCM) systems.

His strategy was company and vendor agnostic — meaning it wasn't about following either Dell's or EMC's way of doing things. Rather it was about creating a payroll strategy and delivery solution that was the right fit for the new, bigger business.

And, of course, when two global enterprises come together there are many cultural and company differences to manage and navigate.

Integration to reduce complication and complexity

Gary says, "Our goal of consolidation was led by what the business and its people needed, and guidelines around that. It was about taking the complication and complexity — and the time and cost associated with both — out of our payroll strategy."

"So, for example, we wanted to reduce our vendor footprint and the amount of manual input payroll required, which led to our efforts being directed toward much more integration."

"A big part of our focus was working with ADP and Workday to create and implement those integrations, so that information from our HCM was fed directly into payroll."

Safeguarding data and compliance

Data privacy and security is a priority for every business these days, particularly when it comes to protecting the personal information of their employees.

Little wonder then that Gary, his colleagues and the senior management team of Dell Technologies put cybersecurity at the top of the agenda when it came to the company's new payroll strategy and its delivery.

The other key factor uppermost in everybody's mind was compliance.

Gary explains, "Because of the integration between ADP and Workday, there's no manual handling of data, no 'hands-on' effort at all. None of that pulling down information from legacy systems and transferring it to vendors by email, which left it wide open to security threats."

"Essentially, partnering with ADP allowed us to leverage technologies that ensured we could achieve all our objectives — safeguarding our data security and compliance to regulation, while meeting the requirements of our internal partners, too."

Overcoming the challenge of change

The old cliché is true. Although it's a constant, change is tough. No one likes it. So, gaining stakeholder commitment, internal consensus and buy-in to the changes Gary envisaged was vital to the project's success.

"How we sold it to the rest of the business was important," explains Gary, "and that came back down to our partnership with ADP. They helped us devise the message to our people and the strategy to deliver it effectively."

“

I would refer to our ADP partnership as a friendship, an ever-growing friendship, one where we tackle common issues together. We know if we take a problem to ADP, we'll get a solution."

—Gary O'Connor,
Director, EMEA Payroll for Dell
Technologies



Always Designing
for People®

DELLTechnologies

And as with any payroll transformation in a large multinational corporation, there's the challenge of delivering global standardization while being sensitive to and addressing, local concerns.

This was another issue ADP helped Dell to manage. We helped develop and deliver the strategy that simplified the integration process with solutions that worked at a country level. This, in turn, equipped Gary and his payroll colleagues with the how, where and when to do what was needed.

Gary adds, "ADP's involvement in this part of the process was, again, one of the major keys to our success."

What does success look like?

Talking of success, Gary often gets asked how he measures the success of their payroll transformation.

"The first thing to do is celebrate the success of every milestone, whether that's a 'go live' in a country or a change of platform," he says. He continues, "But the key measure of success for us is the positive feedback we receive as a result of consolidating our payroll into one truly standard solution, with one global interface."

"The experience of our people, our end-users, team members and other stakeholders is very positive. Things are going well and my colleagues credit us with the success of the system they're now using. That's very gratifying. It makes all the hard work all the more worthwhile."

The future — more of the same

The future relationship between ADP and Dell Technologies looks set to evolve.

Gary concludes, "I would refer to our ADP partnership as a friendship, an ever-growing friendship, one where we tackle common issues together. We know if we take a problem to ADP, we'll get a solution."

"Our footprint with ADP is already extensive and that journey continues. For example, we've recently gone live with ADP Global Payroll in 25 countries. The next step on our integration journey is to introduce more of the same. So, for us, the future means stepping up our integrations, our automation of payroll and our leverage of the technologies available to us. I'm sure ADP will be with us at every stage of that journey."

ADP, the ADP logo and Always Designing for People are trademarks of ADP, Inc. All other marks are the property of their respective owners. Copyright © 2024 ADP, Inc. All rights reserved.

WF 1989507

“

Essentially, partnering with ADP allowed us to leverage technologies that ensured we could achieve all our objectives — safeguarding our data security and compliance to regulation, while meeting the requirements of our internal partners, too.”

—Gary O'Connor,
Director, EMEA Payroll for Dell
Technologies



Always Designing
for People®

DELLTechnologies