

Clients engage Mosaic Consulting Group for many reasons, and the solutions they need are as diverse as they are. But the common thread in our partnerships is the need for a trusted and reliable partner, a fresh set of eyes on a complex business challenge and the ability to simplify and improve current business processes.

Mosaic partnered with a New York-based real estate investment trust (REIT) in December 2017, to outsource the payroll function and provide relief to a small HR department with a heavy workload. The firm and Mosaic have built a solid partnership by forging personal relationships, establishing clear expectations on both sides, good communication and a consultative approach. The scope of the partnership has grown beyond the initial payroll processing to support for recruitment and onboarding, talent management, general ledger (GL) and other HR functions.

Mosaic has relieved many of the tactical duties of the client's HR team, enabling them to concentrate on more strategic functions, which resulted in a promotion for the Vice President of Human Resources. The firm relies on Mosaic for out-of-the-box solutions when traditional business paths don't yield the results they need.

### **Setting Expectations**

The firm initially engaged Mosaic for Managed Payroll services. The two companies established a personal relationship and an open line of communication from the beginning. The Mosaic team travelled to the firm's headquarters for an onsite discovery session, assessed their payroll processes and adapted Mosaic's payroll processing model to meet their needs.

"We perform an onsite session with all our new clients," says the lead managed payroll team member on site. "We meet face-to-face, sit with their payroll team and watch what they do, so we can document their processes. We request credentials before going onsite so that we can test them beforehand. This enables us to take over the payroll function seamlessly." The onsite meeting is also an important time to discuss expectations and make sure the client and Mosaic team are aligned. Likewise, the client's HRIS/payroll manager travelled to Mosaic's Smyrna, Tennessee-based payroll office to meet the Mosaic payroll team in person, take a tour of the office and learn more about our Managed Payroll practice.

### **Simplifying Processes**

A primary driver of the relationship and the value Mosaic provides is the team's ability to make things simple for their client. The Mosaic project team handles the more tactical, hands-on HR department support, simplifies complex processes and provides the client's executive sponsor visibility into all data with high-level summary reports.

The Senior Payroll Account Specialist handles the day-to-day administration of the company's payroll, which includes all aspects of payroll, reporting, auditing and validation, including 401(k) and HSA contributions and custom reports. She's implemented process improvements such as automating manual reports, and tracking HSA contributions in UKG Pro. "I look for ways to save time for our HR client and make her life easier," she explains. "We automated many manual

processes. We created customized BI reports. When we submit payroll, I point things out to review and approve. I don't just flag things – I show her where I've noticed inconsistencies and present potential issues along with a proposed solution – all she has to do is validate it. Our goal is to make things seamless and implement processes to make her life better.

"This helps us, too – some of the things I have implemented for her, I have applied to other clients. Change is hard for everyone," she continues. "We find that often clients are continuing to use tedious or ineffective processes because they're familiar."

The client also uses Mosaic's HRO Services. The HRO representative helps onboard new hires, has upgraded the onboarding system, as well as implemented new programs such as WageWorks. "Our philosophy is to tell them to give us everything they need help with; we study the way they do things and mirror their processes or improve them where we see the potential to do so and offer solutions." Weekly calls help make sure the Mosaic team is on top of action items on the client's list and any areas where Mosaic can improve the support provided.

### Custom Solutions

In addition to making things simpler and more efficient for clients, one of the hallmarks of Mosaic's culture is the dedication to figuring out solutions and never taking "no" for an answer. Consultants are encouraged to always ask one more question in their fact-finding sessions with clients and when a solution is achieved, to ask the client, "What else can I do for you?"

The client had purchased and not implemented the classic onboarding/recruiting module. The company had inquired about upgrading from the classic product to a new product and was told there was a six-month waiting period for the upgrade. One of Mosaic's senior functional consultants looked into the request and served as a client advocate with UKG. Together with the UKG team, they were able to move forward, and Mosaic went to work implementing the new recruiting and onboarding modules.

"Asking the right questions to the right person and not assuming that the standard procedures pointed to a "no" resulted in a quick resolution for the client," says Mosaic Senior Functional Consultant who worked on the project. "It wasn't complicated to implement both these products at the same time. We estimated 40 hours a module and 8 weeks – 4 weeks for each – and came in way under time and under budget, which resulted in a happy client."

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