

# Independent Financial

## Independent Bank, now Independent Financial, raises HCM standards with Workday and OneSource Virtual

Independent Financial, a trademark of Independent Bank, has experienced major growth in the past couple of years. With over 41 operating locations throughout Texas, including the Dallas-Fort Worth, Austin and Houston areas, Independent provides a range of commercial banking products and services to foster growth and meet the needs of businesses and individuals alike.

"When I first started, we had 400 employees and about \$6 billion in assets," says Pam Murray, human resources director for Independent. "Since then, we've had three different acquisitions of varying sizes, and today we're at 1,500 employees and about \$15 billion in assets."

### The need to optimize for growth

One of Independent's recent acquisitions was Guaranty Bancorp, which has given them 32 branches along the Colorado Front Range, including 14 locations in the greater Denver metropolitan area.

"We've grown to have close to 100 branches in two states," Murray says.

But to keep up with its expansion, Independent required a new, robust HCM solution that could easily scale with their growth.

### Overview

#### Workday services deployed

- US Payroll
- Core HR
- Succession Planning
- Benefits
- Absence
- Time Tracking
- Performance & Development
- Integrations



**Headquarters**  
McKinney, TX



**Industry**  
Commercial Banking



**Customer since**  
June 2018



**1500**  
Employees

### Partnering with Workday and OneSource Virtual

Prior to Independent's transition, they were using a small Dallas-based human capital management solution. "They've been around for a while," Murray says, "but they haven't grown or adapted like everyone else."

Beginning in February 2018, Independent began meeting with six HCM vendors and conducted an extensive RFP process, eventually whittling their options down to Workday and one other solution.

"With the help of a consultant, we conducted a detailed and extensive RFP process with six different vendor possibilities," says Murray. "After inviting demos from each of them, we were able to narrow our choice down to four systems. Our next step in the process narrowed the choice down to two: ADP and Workday."



Since no one on their team had ever used Workday, the scales were tipping towards the other solution, especially since Guaranty Bancorp was already using it. But things quickly changed when they began reaching out to the references that vendor had provided.

"We couldn't get a positive reference," Murray says.

Meanwhile, other HR directors and professionals Murray spoke to during a conference had amazing things to say about Workday.

And rightfully so.

After heavy consideration, Independent chose Workday.

"Even though it might have been easier to choose the other solution, we decided it wasn't the right system for us," Murray says.

After choosing Workday as their cloud-based solution, Independent needed to select a deployment partner they could trust.

"We met with OSV and another contender," Murray says.

"Their approaches didn't seem that different to us, but we connected better with the people at OSV."

### When time is of the essence

Once Independent partnered with Workday and OneSource Virtual in June 2018, the clock to meet their 2019 deployment deadline began ticking.

"Everyone, including OSV, told us that we were working on an aggressive time frame to get everything up and running by January 1," Murray says.



### Benefits of Partnering with OSV



#### Trusted knowledge transfer

"OSV went above and beyond running our first payrolls," Murray says. "They even came on-site and sat with my payroll team for more than eight hours a day until it got done. It made us feel special."



#### Communication

"We had a good cadence of communication with OSV, and the longer we worked together the better it got. We got very specific about what we needed, indicating which items had green status, yellow status and red status. Throughout the project we had daily emails with OSV and often daily phone calls, especially around the talent integration piece that was so difficult."

At the same time, Independent was beginning their acquisition of Guaranty Bancorp.

"One of our biggest concerns was with the timing of this acquisition. We had to work on it at the same time we were moving toward deployment," Murray says. "One team member in particular was working on the acquisition, the deployment with OSV, the training on Workday, and still had to do her normal job at the same time. It was a challenging time."

With a tight deadline, OneSource Virtual leveraged their catalyst approach to efficiently establish project governance, functional preparation sessions and extensive workbook and data conversion reviews.

"With any project like this, you don't know how hard it's going to be or how much time it's going to take," Murray says. "With OSV, it was very organized, and our team leads made us feel as comfortable as they could."

*"OSV went above and beyond running our first payrolls."*

Once Independent went live with Workday, OSV continued to support them during their Hypercare phase. During this phase, which not every vendor offers, OSV provides 45 days of support and stabilization after go-live to help customers adjust to their new solution. In this particular case, Independent needed more time with Hypercare due to a general ledger integration.



"The staffing—or talent acquisitions—piece was the hardest part of the Workday integration for us," Murray says. "But OSV knew what was happening. They brought in a new consultant who had experience with our vendor. He came on-site and sat with our talent team for days until they got it to work. We couldn't have done it without him. OSV seriously went the extra mile with us when things were tough." Another advantage with choosing OneSource Virtual was the communication before, during and after deployment.

*"OSV seriously went the extra mile with us when things were tough."*

**Pam Murray**

HR Director for Independent Bank

### Raising the bar in HR with self-service

Since deploying Workday with OneSource Virtual, Independent's HR team has gained new self-service capabilities.

"Workday's self-service is so intuitive compared to our previous provider," Murray says. "It was very difficult to use. The screens were hard to navigate, and the verbiage was not obvious in terms of how to locate information."

They've also gained incredible insight into their data.

"We're still very early in the process, but it's been very easy for our employees and we've had very few calls into HR asking for help," Murray says. "The feedback we've received from managers on our job aids and training materials, and how easy they are to use, has all been favorable."