



WACHOVIA



Wachovia Corporation

SUMTOTAL® CUSTOMER SUCCESS

▶ THE COMPANY

In 2001, Wachovia merged with First Union to create Wachovia Corporation, which employs approximately 97,000 people. Since 1980, Wachovia's assets have increased from \$3 billion to \$542 billion making it the fourth-largest bank holding company in the United States.

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CASE STUDY

Wachovia Corporation

▶ THE CHALLENGE

Wachovia's CEO recently spoke about a "universal bank model," which encourages employees to work across organizational lines to bring the best offerings to customers. From an HR and training perspective, Wachovia has worked to bring employees a universal process linking performance and learning. By doing this, Wachovia believes it can align its employees' efforts with the company's overarching goals.

The two processes weren't tied together, though. While the learning management system (LMS) served up an array of courses and tracked who completed these classes, the LMS had no view of each employee's goals.

“ Prior to 2006, we had in place a learning management system that delivered and analyzed training via our intranet. We also had a standardized approach to managing employee performance, but it was largely a paper-based system. ”

- **Dean Williams**
Chief learning officer
for Wachovia

For instance, employees and their managers would set goals at the beginning of the year. But they might not sit down together again to look at these goals until a year-end performance review. The employees might have little or no indication as to how they were performing in the eyes of their managers. If so, they likely weren't thinking strategically about finding training or knowledge via the LMS that would improve their performance or meet the company's overall goals.

▶ THE SUMTOTAL SOLUTION

Wachovia's Eleanor Reali and Michelle Gasiorowski were part of a project team focused on converting Wachovia's paper-based performance management process to a more consistent and automated system, which integrated with the company's LMS.

In February 2006, Wachovia integrated its LMS, made by SumTotal Systems, with a performance management (PM) system, purchased from SuccessFactors. Wachovia rolled out the integrated system in a phased approach, first to its Human Resources and Corporate Relations (HRCR) division as well as parts of Operations, IT and eCommerce.

Both the performance management system and LMS are available through Wachovia's intranet, or by logging onto an employee-only Internet portal. Employees see an integrated system that gives them a way to create their performance and development plans (PDP) online. They move seamlessly from one application to the other no matter where they start. And workers can

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create and check their goals and strategically pick learning that fills any gaps in their performance.

For instance, if a banker sees that her customer service is below par, she can link to the LMS and find a learning activity to enroll in. Once she does, the education becomes part of her PDP. When she completes the course, her manager sees the results.

Reali, an organizational consultant focused on performance management and competencies, says, "A performance management system automates the process of telling you how you're doing your job, and an LMS gives you the learning that will improve the way you do that job."

“ The way we carried out our performance management process was cumbersome for everyone. Managers often wrote development plans for each employee from scratch at the end of the year because they were so busy during the year. If you didn't regularly talk to your employees about performance, then you spent days at the end of the year trying to remember employees' goals, what they accomplished for the year and assigning a rating. Multiply this by seven or eight employees per manager, and a supervisor might spend up to a week on this activity at year's end. ”

- Dean Williams
Chief learning officer
for Wachovia

Gasiorowski, who works in HR Learning Services, adds, "We wanted the two systems to 'speak' to one another; if an employee undertook learning via the LMS that related to his performance goal, then we wanted the PM system to capture the outcome, update the employee's PDP and alert his manager."

Reali states, "The integrated PM/LMS enables people to stay true to the PDP process; the technology makes it easy to build a performance plan online with your manager."

With the integrated system in place, workers and managers not only have around-the-clock access to their goals and PDP, but also an easy way to regularly review and discuss performance. The PM software, like the paper-based system it replaced, drives managers and employees to create a plan at the beginning of the year. Unlike the paper-based PM process, workers and managers now can collaborate online during the year to create, edit and assess plans. For example, if a teller manager sees

a teller needs to work on his customer service skills, the manager can use the PM system to highlight that fact. And the teller can find learning that fills the gap.

"We still have to roll out the second phase of the system across the entire corporation, which should happen in November," says Reali.

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But the integrated PM and LMS has given managers a new, powerful tool for building one bank that delivers superior customer service.

▶ THE RESULTS

“We have approximately 13,800 managers at Wachovia, so automating the PM

process could help us apply up to 552,000 hours per year on other things such as coaching, mentoring or customer service,” adds Williams.

“*The integrated system could save each of our managers up to a week of work during the year. In the past, managers would've spent the end of the year reviewing files and employee goals, writing development plans and delivering appraisals. Those appraisals sometimes came as a surprise to employees who hadn't thought formally about their performance in 12 months.*”

- **Dean Williams**
Chief learning officer
for Wachovia

“The PM/LMS now drives our managers and employees to have more frequent check-ins regarding performance and learning,” Gasiorowski adds. “It prompts those sometimes difficult conversations that employees and managers must have to improve skills and achieve goals.”

“Our top executives want to know who our talented performers are, so they can support and develop them for leadership roles within the bank,” states Reali. “We believe the PM/LMS will help to identify those people, and enable the learning to take them to the next level of their careers.”

For more information, please contact us at +1 650 934 9500, or toll-free at +1 866 768 6825, or via email at sales@sumtotalsystems.com.

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