

## *The Client of the Year - HARLAND*



Cindy Hanson, Harland's Human Resource Manager, and David Cline accept the Client of the Year Award from Profiles' President Bud Haney (left) and CEO Jim Sirbasku (right).

Profiles International's Client of the Year in 2001 was Atlanta-based John H. Harland Company (NYSE:JH), a leading provider of software and printed products to the financial and educational markets. Harland Financial Solutions, Inc., a wholly owned subsidiary, supplies software and services, including customer relationship management, deposit and loan origination, host processing and mortgage services to thousands of financial institutions of all sizes. Harland's printed products offerings include checks, direct marketing and financial forms. When the Dallas facility of company faced the challenge of converting to an all-digital system, they called on Profiles International for help. The company, best known for printing checks, wanted to know how to reallocate their human resources most effectively as they revolutionized the way they did business.

People had to be assigned to new jobs and retrained. The decision was made that all employees would have to reapply for new positions, as if they were being hired for the first time. Assessments provided by Profiles International were used to evaluate each person's attributes and to assure they were placed in the right jobs. David Cline, manager of the Dallas plant, says Profiles assessments were chosen because they provided a fair and consistent system. He says the factors the company was looking for in their employees included liking to be involved, being innovative, embracing change, a passion for their work and career, positive attitudes, teamwork, the ability to serve in cross functions, and a desire to learn and grow.

Converting to digital processes meant the company would need fewer employees. They wanted to be sure that in the downsizing process they kept the best people, those who would function best in the new work environment. In this regard, Cline says they were "extremely thrilled" with the contribution Profiles products made to the project. When completed, the Dallas plant reduced its workforce from 270 to 139 employees. Cline reports that not only did the company achieve excellent job fit, but using the assessments also helped make employees more aware of their skills as well as their developmental needs. As a result, the number of employees taking advantage of the company's tuition reimbursement program increased by 100%.

The success of the conversion project in Dallas led to Harland's other plants using Profiles assessments when they also converted to all digital processes in their facilities. It was a tough challenge that has proved to be worthwhile as the company has continued to increase its revenues and profitability since being selected Profiles' Client of the Year for 2001.

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