



Bright Horizons Family Solutions

Leading provider of child care services adopts Adobe® Intelligent Document Platform to reduce costs while enhancing employee services

Bright Horizons Family Solutions

- Nation's leading provider of child care services in the workplace
- Revenues: Approximately \$500 million
- Employees: More than 15,000 worldwide
- Headquarters: Watertown, Massachusetts
- Founded: 1986

www.brighthorizons.com

Industry

Child Care Services

Solutions

- Employee Self-Service
- Internal Forms Processing

Products Used

- Adobe Workflow Server
- Adobe Workflow Designer
- Adobe Form Designer
- Adobe Form Client

Company Profile

Bright Horizons Family Solutions is the nation's leading provider of employer-sponsored child care services. The company employs approximately 15,000 people at more than 500 centers in the United States, as well as in locations in Canada, Ireland, and the United Kingdom. Given Bright Horizons' large, dispersed workforce, handling employee status changes such as salary increases, job transfers, leaves of absence, name changes, and other activities—is a costly, administrative-intensive process when done on paper. To better serve its employees and lower its everyday operating costs, Bright Horizons deployed the Adobe Intelligent Document Platform to automate completion and processing of employee forms.

Challenges Faced

Reduce operating costs in low-margin child care services sector

To reduce expenses, Bright Horizons wanted to automate processing employee status changes. For years company staff completed and routed hundreds of paper forms weekly to approve salary increases, request leaves of absence, and initiate other activities. The paper forms were faxed or mailed to managers for approval and then sent to the home office for final processing. The paper-based processes were slow—taking weeks to process forms—and error-prone. For instance, if an employee omitted information or simply used the wrong form, it required that another form be completed.

Minimize errors on employee change forms

With thousands of employees working in hundreds of locations worldwide, it was difficult to ensure that staff had access to the most current version of each business form and that forms were completed correctly. Although employees frequently called Human Resources or Payroll with questions about completing forms, Bright Horizons found that many forms still contained errors, requiring staff to spend even more time redoing and rerouting the forms. The company wanted to enable employees to complete and process forms properly the first time, thereby speeding processing and freeing staff to focus on higher-value activities that directly benefit children, families, and clients.

“We wanted to streamline form processing and decrease our operating costs,” says Tim Young, vice president of information technology at Bright Horizons. “To accomplish this, we had to improve the accuracy of information submitted by employees and ensure faster, more reliable form routing and tracking.”

Success Strategy

Bright Horizons' IT team evaluated a number of options for automating form completion, routing, and approval before standardizing on the Adobe Intelligent Document Platform. According to Young, the Adobe solution was ideal because it integrated readily with Bright Horizons' existing systems and business processes, could be maintained easily and reliably by the technical staff, and delivered the most functionality at the best price. “We always look carefully at the financial

Bright Horizons deployed Adobe solutions to automate completion and processing of employee forms. A multipage personnel action change form includes built-in data verification features and is routed automatically for management approvals. Bright Horizons is also using its Adobe solutions to automate completion, routing, and approval of forms for tracking employee time and ordering supplies.

The screenshot shows a 'Personnel Change Form' with two main sections: 'Present Information' and 'Proposed Information'. Both sections have identical fields for 'Present Salary & Position' and 'Proposed Salary & Position'. The 'Present Information' section shows a rate of \$22.50 per hour for an IT Specialist position. The 'Proposed Information' section shows a rate of \$23.25 per hour for a Senior IT Specialist position. There are also fields for 'Present Status' and 'Proposed Status' with radio button options for Full Time, Part Time, and Temporary. At the bottom, there is a 'Percent Increase' field showing 3.33% and a 'Next' button.

The screenshot shows a time tracking table for 'Week 2'. The table has columns for Day, Regular Time, Vacation Hours, Sick Hours, Holiday Hours, Other, and Explanation Center #. The rows are for Monday through Friday. The 'Regular Time' column shows 8 hours for Monday, Tuesday, Thursday, and Friday, and 0 for Wednesday. The 'Sick Hours' column shows 8 hours for Wednesday. The 'Grand Total' for the week is 40.00 hours. Below the table, there are fields for 'Your Supervisor' (Tim Young), 'Supervisor Email' (tyoung@briighthouse.com), and 'Date' (12/19/2003). A 'Submit' button is also present.

“We always look carefully at the financial return before deploying technology. The Adobe solution combined powerful features, ease of use, and a good return on investment.”

Tim Young,
Vice president of Information Technology,
Bright Horizons Family Solutions

return before deploying technology,” explains Young. “The Adobe solution combined powerful features, ease of use, and a good return on investment.”

Bright Horizons used Adobe solutions to create a multipage personnel action change form that includes built-in verification features to help ensure employees enter the right information in the right place. The form is available on the company intranet. By selecting an action request, such as name or salary change, the employee is directed to the proper area on the lengthy form. Basic employee data is populated automatically from a Microsoft® SQL Server database, so employees have to complete only those fields required for their requests.

Once forms are completed, employees hit the “submit” button and the Adobe Intelligent Document Platform automatically routes the form to the appropriate managers for approval. Approved forms are instantly forwarded to the appropriate department for processing. If a manager is out of the office for an extended period, the system automatically routes the form to a supervisor for approval.

In addition to the personnel action change form, Bright Horizons is using the Adobe solutions to automate the completion, routing, and approval of forms for tracking employee time and ordering supplies.

Benefits

- Anticipated significant ROI by automating form completion, routing, and approval
- Improved employee services because personnel actions can be processed in a week or less
- Enabled employees to devote more time to higher-value activities and less time to administrative tasks
- Minimized errors by providing staff with direct access to current forms with many fields pre-populated

With the Adobe Intelligent Document Platform, Bright Horizons can now process more than 500 personnel action change forms weekly, and that number continues to grow. “The Adobe solution is a big success,” says Derek Piper, manager of IT projects. “We anticipate recouping our investment in about 24 months. Its flexibility offers us many ways to streamline document processes and reduce our costs.”

The Adobe solutions have enabled Bright Horizons to reduce operating expenses while still delivering the highest quality care for children. Employees can easily complete and submit personnel action change forms and track materials through approval. In addition, the intuitive setup and maintenance features of Adobe solutions allow IT staff to quickly change document routing protocols or automate processing of new forms.

“We have more control than ever over costs and can quickly process employee change forms from our staff,” says Young. “With the Adobe solution, we’re seeing the positive returns on spending the right money on the right products.”

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