

# CASE STUDY

## PAYCHEX'S HIGH-POTENTIAL MENTORING ELEVATES WOMEN LEADERS

### MENTORING WOMEN EMPLOYEES INCREASES CAREER PATH OPPORTUNITIES

Paychex, a provider of integrated human capital management solutions for payroll, HR, retirement, and insurance services wanted to create a Women in Leadership (WIL) initiative to build a better talent pipeline for the organization. With women making up 60 percent of the employee population, Paychex wanted to build greater job progression for women in their workforce. Mentoring was an essential component to this strategy.



By creating a career mentoring program for high-potential women, Paychex was able to raise retention rate for participating employees to 94 percent (14 percent higher than company average). Over two years, they increased the number of women in leadership roles at the organization by 3 percent. In comparison, the global percentage of women in senior roles took five years to increase by 3 percent (2011-2016)<sup>1</sup>.

“By pairing high-potential women with mentors who could help them apply for and reach new management levels, we knew we could build a stronger pipeline of female leaders,” said Michael Pieri, senior project manager of leadership and organizational development at Paychex.

Paychex’s mentoring program sought not only to help women move job bands within the company, but also feel confident when

### PAYCHEX HIGH-POTENTIAL MENTORING



### MENTORING PROGRAM RESULTS



applying for other roles or stretch assignments. These actions reinforced the value pillars of Paychex—integrity, respect and inclusivity. Relying on an already strong learning culture, the mentoring program offered an opportunity for women to learn from senior leaders and their peers in order to gain the skills and knowledge to advance within the organization.

### THE CHALLENGE: MAKING THE PERFECT MENTORING MATCH

Paychex found the hardest part about starting a mentoring program was matching the right mentors and mentees. Assessing employees for high potential was something the company had already been executing for a few years, but when it came to matching, Paychex was looking for software that would minimize internal workflow and alleviate the pressures of finding the right matches.



#### MENTORING PROGRAM RESULTS

**MATCHING**  
**180+**  
**EMPLOYEES**  
IN-OFFICE & REMOTELY

“We were looking for software that could hone in on the important matching attributes such as functional experiences, career experiences, and competency development and properly match our participants with the right mentors,” Pieri said.

Paychex wanted resource materials and best practices to help guide mentors and mentees through their mentoring connections. They also wanted software that would show real impact gained from the mentoring program, like job band growth, job changes and overall employee retention.

### THE ANSWER: CHRONUS SOFTWARE FOR CAREER MENTORING HIGH-POTENTIAL WOMEN

Paychex started a search for solution vendors with an emphasis on matching mentors and mentees.

“We looked at a few solution providers, and Chronus bubbled right to the top. Their matching algorithm put us at ease when it came to matching our high-potential female employees with the right mentors to help them succeed,” Pieri said.

Paychex chose Chronus for their MatchIQ® algorithm that allowed for matching flexibility and overall satisfaction rate. Along with matching capabilities, Pieri knew Paychex would benefit from an easy-to-use platform for mentors and mentees. With an approachable user experience, Chronus software allowed for participants to easily search, find and accept mentoring connections. The mentoring resources and best practices Chronus offered for program owners, mentors and mentees also alleviated much of the ambiguity around where to start.

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- Michael Pieri, senior project manager of leadership and organizational development

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The last measure of a good vendor was the reporting feature. Chronus’ admin dashboard allowed Pieri to be confident in following the health of the mentoring program.

“The Chronus dashboard is just awesome,” Pieri said. “It allowed us to know exactly where we were

spending our money. I know where the connections are, and how many open spots I have. From an administrator perspective, I know where I'm getting value."

### CHRONUS SOFTWARE ENABLES QUALITY USER EXPERIENCE AND REPORTING

With a simple interface and up-to-date reporting, Chronus supports Paychex's pursuit of gender parity in the workforce. Features that keep them moving forward are:

- **Admin Dashboard:** Empowers smart program reporting to illustrate progression of the mentoring program, and allows the organization to see where they're getting value and driving results.
- **Simple User Interface:** Ensures mentors and mentees can easily access program, complete profiles and find matches without getting lost along the way. With the software available on desktop, tablet or mobile, users can access their mentoring connection anywhere, anytime.
- **Expertise in Building Diversity Mentoring Programs:** Aids program owners in best practices for running a mentoring program, including tactics for increased enrollment/participation, and software tips for more efficient program administration.



### MENTORING INCREASES JOB BAND GROWTH AND RETENTION FOR WOMEN

Proper matching and advanced reporting allowed Paychex to see how the mentoring program impacted women in a very real way.

By tracking mentoring connections in conjunction with job advancement, Paychex increased the number of women in leadership positions. Mentoring program participants are 12 percent more likely to see a change in position, and 7 percent more likely to see a change in job band.

12% MORE LIKELY TO SEE A CHANGE IN POSITION

7% MORE LIKELY TO SEE A CHANGE IN JOB BAND



"While we look at any career progression as a positive (lateral movements, organizational change movement, etc), it's the job band movement that is most important because it tells us women are applying and moving into higher leadership roles," Pieri said.

Participants within the mentoring program have a 94 percent retention rate, almost 14 percent higher than the average for the rest of the organization. Survey results captured through the software also showed 86 percent of mentees achieved their goals, improving competencies in leadership presence, strategic thinking, and relationship building. Meanwhile, 58 percent of mentors found the experience very

beneficial, and 97 percent of them were interested in pursuing the program further. Of the mentors, 34 percent even noted interest in also becoming a mentee in the next cohort. With help from Chronus software and the mentoring experts, Paychex has built an impactful funnel for their future leadership pipeline.

*"Chronus has helped us move the needle on our Women in Leadership initiative."*

- Michael Pieri, senior project manager of leadership and organizational development

"Chronus has helped us move the needle within our Women in Leadership initiatives," Pieri said. "Now, we continually assess our results on an ongoing basis and remain agile to the needs of our people and business as we aim to drive a stronger workforce population."

### SUMMARY

- Paychex implemented a **career mentoring for high potential women employees** in order to increase the percentage of women in leadership roles across the organization.
- They **required a software that could match on customized criteria and report impactful data** on the progression of participants' job band and position growth, while providing an engaging, satisfying experience. Chronus provided these and top-notch mentoring experts to lead them on their journey.
- After only two years, Paychex has seen mentoring program **participants reach a 94 percent retention rate**, while 12 percent were more likely to see a change in position and 7 percent more likely to see a change in job band.

### DOWNLOAD.

Want to learn more about how your organization can elevate women in their careers? Download our Ebook "[Modern Mentoring: Emboldening Women in the Workforce](#)".

### REFERENCES

1. Grant Thornton, Women in Business: [Turning Promise Into Practice](#) (2016): p. 2, 5.

## ABOUT CHRONUS

Chronus is the leader in mentoring software. Our configurable platform is powering hundreds of successful mentoring programs for some of the world's largest companies, educational institutions, and professional associations. With unique MatchIQ™ technology, a guided experience for participants, and the most configurable platform in the industry, Chronus enables mentoring programs to efficiently scale and drive more strategic value for organizations worldwide.



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