

# **Appendix E**

## **Payroll Business Area**



Discussion Draft

**King County, State of Washington**  
**Quantifiable Business Case**  
**Payroll Focus Group Session 1**  
**Updated with Session Feedback**



Business Area: Payroll

Business Function: Timekeeping

Date: Tuesday, February 10, 2004

Time: 1:00 PM to 4:30 PM

Location: Key Tower, Room 4096

**Agenda**



- I. Introduction**
- II. Business Processes Review**
- III. Performance Measures Review**
- IV. Critical Success Factors**
- V. Next Steps**

## I. Introduction



### A. Quantifiable Business Case Project

The Quantifiable Business Case project will review King County's current business operations model focusing on the Human Resources, Payroll, Financials and Budget business areas. A business operations model includes organizational structure, business processes, work flow and associated costs. The results of the review will be analyzed with an eye toward determining opportunities to increase business process efficiencies and effectiveness, and a business case will be constructed for an improved business operations model based on cost, benefit and risk.

### B. Focus Group Session Approach

Attendees of the focus group session will be subject matter experts selected by the county for their knowledge and experience in the business function or functions to be addressed. Session activities will include validation and refinement of the high-level business process diagrams/charts and performance measures included in this document, as well as discussion of business function and overall project success factors.

### C. Business Function Focus

The Payroll business function to be reviewed during this focus group session is Timekeeping. Timekeeping is the collection of time records for employees' payroll transactions in multiple categories for the purpose of data entry into a payroll system, such as:

- Worked time for payment of compensation, including regular time and additional worked time, such as, overtime.
- Leave time paid or leave without pay for time not worked during employees' normal work schedules.

The timekeeping function is performed by timekeeper classified positions in departments using PeopleSoft, and payroll clerk classified positions in departments using MSA.

## II. Business Process Review



### A. Terminology

- **Business Function.** Refers to a high level grouping of business processes designed to meet a specific business objective.
- **Business Process.** A discrete set of activities within a business function.

### B. Validation and Refinement of Current Business Processes

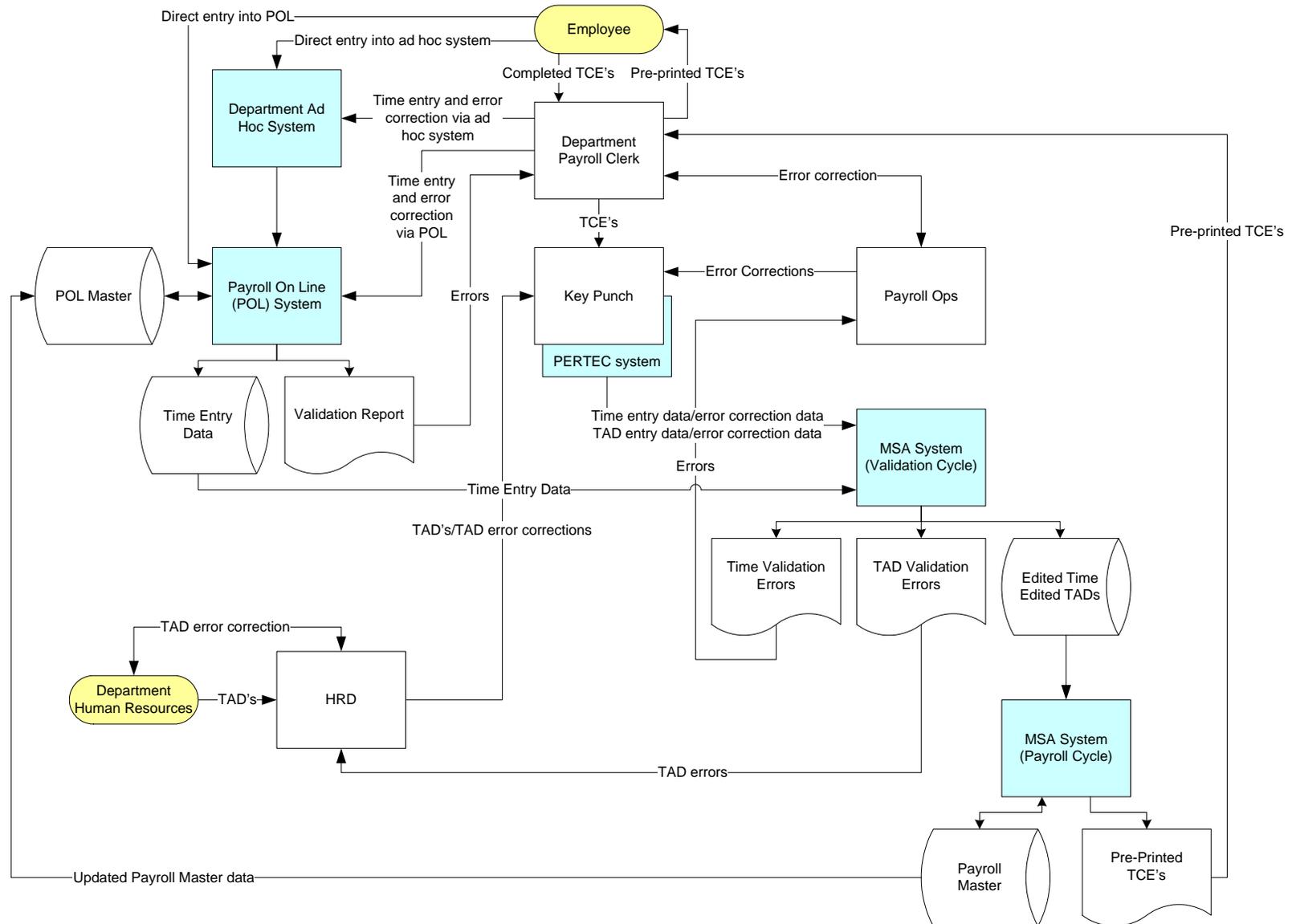
The following pages contain work flow diagrams for the business function(s) being addressed by this focus group session. Depending upon the complexity of the business function, a single diagram may be presented with each component indicating a business process, or multiple diagrams may be presented with each indicating a business process and each diagram component indicating a sub-process. The diagrams are followed by charts which provide detail about the processes displayed in the diagram or diagrams.

Both the diagrams and charts are at a high-level of detail. It is not within the scope of this project to document the county's current business functions/processes at a fine level of detail.

The focus group session will review the diagram(s) and charts to validate and refine the high-level business function/processes to ensure that an accurate model of the current business function(s) is depicted. As well, opportunities for improvement will be developed and documented. Attendees are encouraged to review the diagrams/charts prior to attending the session.

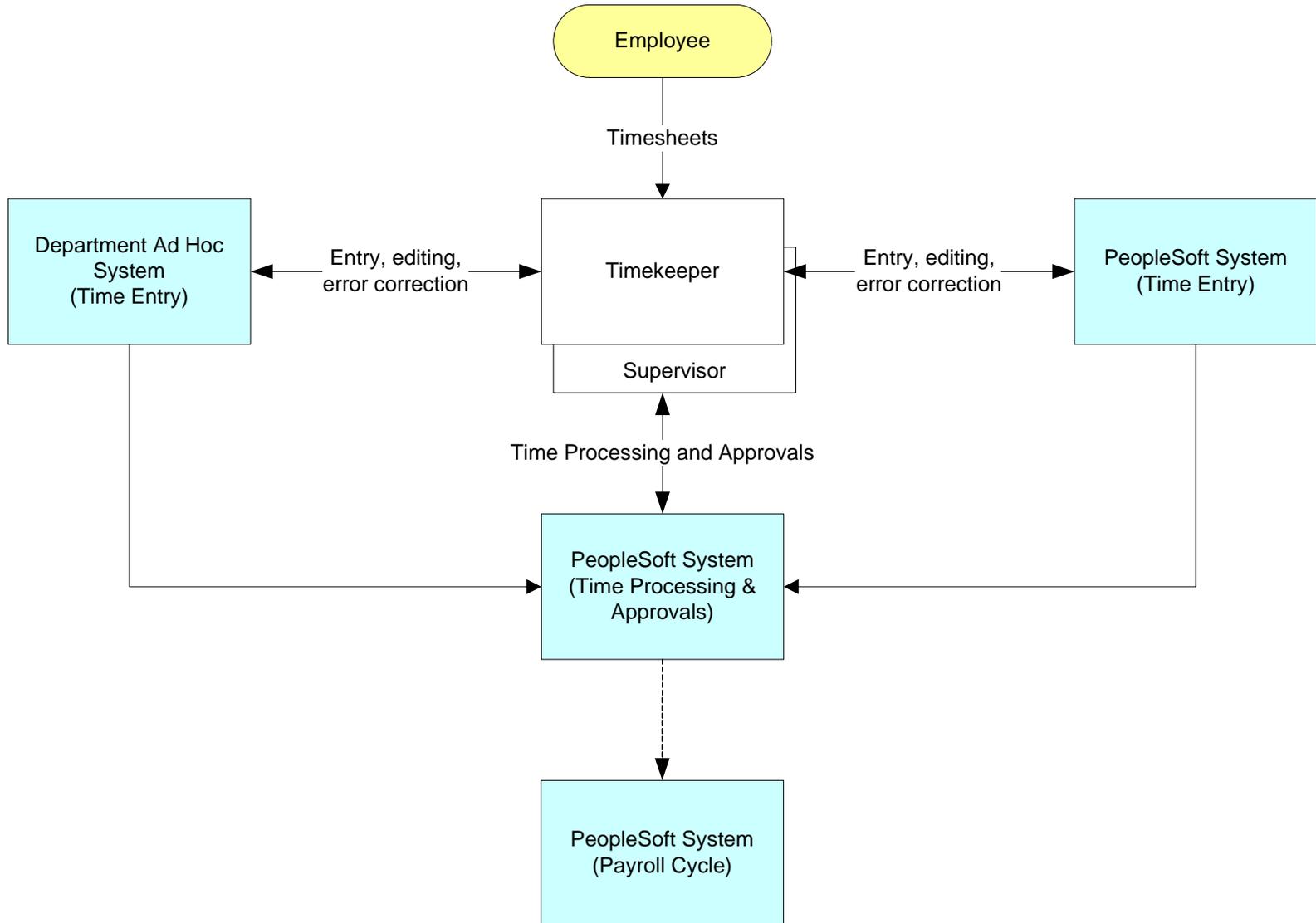
# Discussion Draft

## Timekeeping – MSA



Discussion Draft

**Timekeeping – PeopleSoft**



## Discussion Draft

## Timekeeping – MSA

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Collection of Time	<ul style="list-style-type: none"> <li>Employee time</li> <li>Time Card Entry (TCE) form</li> <li>Timesheet form</li> <li>Updated employee data via TAD processing by Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Completed TCE form for all non-short term temporary employees requesting exceptions only (sick leave, overtime, vacation, etc.)</li> <li>Completed Timesheets by short-term temporary employees containing all time</li> <li>Receipt of completed TCE's (exception requests) and Timesheets from employees by Payroll Clerk</li> <li>Time data created through department ad hoc systems and Payroll Online (POL)</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>Department ad hoc systems</li> <li>Partial POL</li> <li>Full POL</li> </ul>	<ul style="list-style-type: none"> <li>Employee</li> <li>Payroll Clerk</li> <li>Payroll Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>Semi-monthly pay cycle</li> <li>Has taken 2 months at times to get employee information updated</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>Payroll policy decided at the department level for certain items, therefore, likely to be inconsistent across county. For example, how to pay employee for partial pay period</li> <li>The use of various forms (leave, labor, etc.) for gathering time within a department is time consuming to consolidate into the payroll data entry process being used</li> <li>Difficult to obtain employee data in a timely manner needed for departmental purposes such as staffing analysis. Spreadsheet provided is considered "horrible" to use. Has caused departments to keep duplicate databases</li> <li>Employee data updating is a manual, time-</li> </ul>

## Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>consuming, forms-based process</p> <ul style="list-style-type: none"> <li>• Semi-monthly cycle causes significant manual effort. Difficult when new employee hired or when employee leaves. Labor intensive calculations. Have to make estimates if employee does not complete a full year</li> <li>• TCE's are manual, even have carbon copies, labor-intensive to use and control</li> <li>• Forms are transferred to central Data Entry by hand – inefficient activity</li> <li>• The entire process surrounding time and employee data entry, approval, validation, and correction is a slow, laborious, error-prone process. TAD process takes huge amount of time. Results in delays in time entry and adjustments.</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Design and implement standardized payroll policies across the county</li> <li>• Design a comprehensive, single timesheet for departmental use</li> <li>• Provide electronic interface to employee data in payroll system or some form of electronic employee data at the end of each pay period to expedite loading department ad hoc systems</li> <li>• Link departments directly to payroll system for access to and updating employee data to eliminate the "forms" process</li> <li>• Eliminate the semi-monthly cycle, possibly through conversion to another HR/payroll system.</li> <li>• Develop electronic TCE linked to payroll database for full editing capability</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> <li>• Provide for electronic transmission of forms for processing</li> <li>• Eliminate the inefficient processes surrounding time and employee data entry, by upgrading to the latest online, real-time version of MSA or converting to another more efficient HR/payroll application.</li> </ul>
Entry of Time	<ul style="list-style-type: none"> <li>• Completed TCE forms</li> <li>• Completed Timesheet forms</li> </ul>	<ul style="list-style-type: none"> <li>• Results of supervisor approval review of completed TCE's and Timesheets</li> <li>• Approved TCE's and Timesheets forwarded to Data Entry</li> <li>• Data created by Data Entry's action on TCE and Timesheets using the PERTEC system</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• PERTEC</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll Clerk</li> <li>• Payroll Supervisor</li> <li>• Data Entry</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-monthly pay cycle</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>• Various time entry approaches are used across the county such as blank forms, forms generated by MSA, partial POL, full POL, etc., and error correction is manual and labor-intensive.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Develop a single, universal, Web-based time entry system with full editing capabilities via link to payroll system database, to be used by all Departments.</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Processing of Time	<ul style="list-style-type: none"> <li>• TCE data</li> <li>• Timesheet data</li> <li>• POL system data</li> <li>• Department ad hoc systems data</li> </ul>	<ul style="list-style-type: none"> <li>• Result of MSA overnight execution to apply business rules, etc., to entered time</li> <li>• Validation reports from MSA system displaying rejects and warnings</li> <li>• Corrections to rejected data identified via the validation reports.</li> <li>• Time data ready for payroll cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• MSA</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll Clerk</li> <li>• Payroll Supervisor</li> <li>• Payroll Ops</li> <li>• ITS</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-monthly pay cycle</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>• Payroll manual is out-of-date. Written in 1970's</li> <li>• Reports are transferred to departments by manual pick-up – inefficient activity</li> <li>• Payroll reports are not received in a sequence/hierarchy that can be immediately employed by the department. Manual sorting required. In some cases, manual entry into Excel spreadsheets. Delays in internal distribution of reports or report data</li> <li>• Departments have need for a variety of consistent reports for which they have to gather and enter data from other reports/sources manually. Some departments are building their own databases to support this need</li> <li>• Automatic notification of expiration of “out-of-class”</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>pay at least once a month</p> <ul style="list-style-type: none"> <li>• No notification of “out-of-class” and other temporary pay categories. Generally, find out after the fact by payment errors. Manual adjustment results</li> <li>• Basic system inflexibilities causes manual effort. For example, FLSA exempt employees must be changed at start of month. To go down to half time in middle of pay cycle, employee will still be paid at current level until next period resulting in manual adjustments. Also, system requires projecting and paying employees before they work the hours. This results in significant overpayments on a routine basis</li> <li>• Social Security Number is still being used as a unique identifier on labor collection ARMS reports and in time and</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>labor collection input sheets. This has high risk associated.</p> <ul style="list-style-type: none"> <li>• Some departments get TAD's electronically, others get hardcopy and need to enter to department systems manually. At time requiring temp help.</li> <li>• Hours reports are hardcopy. Reports need to be manually copied for distribution.</li> <li>• Processing of paycheck associated reports is labor-intensive. For example, one department hand stuffs 1000 envelopes each pay cycle at an estimated annual cost of \$6k annually. Also, need to manually sort checks and merge advices and EFT's manually.</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Update payroll manual to reflect current policies and procedures, and modified system capabilities</li> <li>• Provide for electronic transmission of reports to departments</li> <li>• Provide alternative data formats for each report transmitted electronically to facilitate sorting and loading to departmental systems. For example, standard report format, Excel spreadsheet, raw data.</li> <li>• Link departments to payroll system database online for query and data download purposes to allow production of departmental internal reports.</li> <li>• Provide departments with online standard (canned) query capabilities to payroll system database for cross-department</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>needs such as temporary pay category expirations, payroll year-to-date data, etc.</p> <ul style="list-style-type: none"> <li>• Eliminate system inflexibilities, by upgrading to the latest online, real-time version of MSA or converting to another more efficient HR/payroll application.</li> <li>• Provide unique identifier other than Social Security Number to eliminate its appearance on any printed report, and provide sufficient security to limit its access on any online report.</li> <li>• Provide electronic TAD's to all departments in alternative data formats. For example, standard report format, Excel spreadsheet, raw data.</li> <li>• Provide electronic hours reports to all departments in alternative data formats. For example, standard</li> </ul>

# Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>report format, Excel spreadsheet, raw data</p> <ul style="list-style-type: none"><li>• Eliminate manual effort associated with sorting, merging and distributing paycheck related reports by collating at Payroll Ops and mailing directly to employee's home.</li></ul>

## Discussion Draft

## Timekeeping – PeopleSoft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Collection of Time	<ul style="list-style-type: none"> <li>Employee time</li> <li>Timesheet form</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Completed Timesheets by exempt employees with exception hours only</li> <li>Completed Timesheets by hourly employees containing all hours</li> <li>Receipt of completed Requests for Exceptions and Timesheets from employees by Timekeeper</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> </ul>	<ul style="list-style-type: none"> <li>Employee</li> <li>Timekeeper</li> </ul>	<ul style="list-style-type: none"> <li>Bi-weekly pay cycle</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>Completing and gathering of timesheets is a manual process that could be improved</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Implement employee self-service and for those employees without computer availability, gather time at satellite locations</li> </ul>
Entry of Time	<ul style="list-style-type: none"> <li>Completed Timesheet forms</li> </ul>	<ul style="list-style-type: none"> <li>Timesheet data entered into department's ad hoc system or PeopleSoft</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>Department ad hoc system</li> <li>PeopleSoft</li> </ul>	<ul style="list-style-type: none"> <li>Timekeeper</li> </ul>	<ul style="list-style-type: none"> <li>Bi-weekly pay cycle</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>None noted</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>None noted</li> </ul>
Processing of Time	<ul style="list-style-type: none"> <li>Department ad hoc system time data</li> <li>PeopleSoft time data</li> </ul>	<ul style="list-style-type: none"> <li>Results of Timekeeper executing PeopleSoft system which combines multiple sessions, applies business rules, support exception processing, and produces reports for management approval</li> <li>Results of supervisor approval review of reports from PeopleSoft</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>PeopleSoft</li> </ul>	<ul style="list-style-type: none"> <li>Timekeeper</li> <li>Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>Bi-weekly pay cycle</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>Screen usability could be improved. For example, must use mouse or tab to go to next line, not just Enter key</li> <li>Lack of standard defined processes for transitioning an employee from MSA to PeopleSoft (benefits, leave balance,</li> </ul>

# Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"><li>• Time data ready for Payroll processing</li></ul>				etc.) <b>Opportunities</b> <ul style="list-style-type: none"><li>• Determine if keyboards can be re-programmed or if PeopleSoft can be reconfigured to support key-strokes users are familiar with</li><li>• Develop comprehensive standards and procedures for migrating an employee from MSA to PeopleSoft</li></ul>

## Discussion Draft

### III. Performance Measures Review



The focus group session will review the following chart. The Business Goals and Improvement Opportunities are from the county's Vision and Goals statement. Possible Benefits and Measures have been added. The objective of the review is to validate, refine and enhance the Benefits and Measures. Attendees are encouraged to review the chart prior to attending the session.

<b>Business Area</b>	<b>King County Business Goal</b>	<b>Improvement Opportunity</b>	<b>Benefit</b>	<b>Measure</b>
Payroll	Comply with labor agreements, as well as federal, state and county laws.	Resolve situations where Payroll business processes and supporting technical infrastructure do not fully support laws and labor agreements.	<ul style="list-style-type: none"> <li>• Avoidance of possible legal complications of non-performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of related lawsuits.</li> <li>• Number of related labor disputes.</li> <li>• Number of audit deficiencies.</li> </ul>
Payroll	Provide employees, retirees and fiduciaries direct and secure access, as appropriate, to personnel, payroll, time and attendance, benefit, and retirement information.	Direct-access, possibly Web-based, personal Payroll data query capabilities for employees, retirees and fiduciaries.	<ul style="list-style-type: none"> <li>• Increased county employee, retiree and fiduciary satisfaction.</li> <li>• Reduced Payroll professional effort.</li> <li>• Reduced IT professional effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Payroll professional effort.</li> <li>• Cost of technology professional support.</li> </ul>
Payroll	Reduce time required to capture time and process payroll, and shorten the lag between end of pay-period and payday.	Redesign Payroll functional processes based on improving efficiency, and implement appropriate technical infrastructure to support the redesigned model.	<ul style="list-style-type: none"> <li>• Increased county employee satisfaction.</li> <li>• Consistent and innovative processes.</li> <li>• Improved data accuracy.</li> <li>• Timely employee time capture.</li> <li>• Consolidation to a single Payroll system.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints.</li> <li>• Length of time reporting period.</li> <li>• Length of lag-time period.</li> <li>• Cost of Payroll professional support.</li> <li>• Cost of financial professional support.</li> <li>• Cost of IT professional support.</li> </ul>

Discussion Draft

			<ul style="list-style-type: none"> <li>• Reduced Payroll professional effort through reduced processing time.</li> <li>• Reduced financial professional effort through transparent integration.</li> <li>• Reduced IT professional support.</li> <li>• Reduced reporting and analysis per employee.</li> </ul>	<ul style="list-style-type: none"> <li>• port.</li> <li>• Cost of data entry.</li> <li>• Cost of technology infrastructure.</li> <li>• Cost of technology maintenance.</li> <li>• Cost of technology support.</li> </ul>
Payroll	Provide employees the information needed to validate that their pay stubs are accurate.	Improve current technical infrastructure to provide all information needed for county employees to validate their pay stubs, possibly employing Web-based access to appropriate information.	<ul style="list-style-type: none"> <li>• Increased county employee satisfaction.</li> <li>• Earlier notification of adjustments reducing Payroll professional effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of adjustments.</li> <li>• Number of complaints.</li> <li>• Cost of Payroll professional support.</li> </ul>
Payroll	Produce timely and accurate paychecks.	Resolve situations where Payroll business processes and supporting technical infrastructure work against producing timely and accurate paychecks.	<ul style="list-style-type: none"> <li>• Increased county employee satisfaction.</li> <li>• Avoidance of the possible legal complications of non-performance.</li> <li>• Reduced Payroll professional effort processing adjustments.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of adjustments.</li> <li>• Number of related lawsuits.</li> <li>• Number of audit deficiencies.</li> <li>• Cost of Payroll professional support.</li> </ul>
Payroll	Improve access to historical information.	Provide direct-access, possibly Web-based, payroll historical data query capabilities.	<ul style="list-style-type: none"> <li>• Increased Payroll professional satisfaction.</li> <li>• Reduced Payroll professional effort.</li> <li>• Reduced IT professional effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Payroll professional effort.</li> <li>• Cost of technology professional support.</li> </ul>

Discussion Draft

<p>Payroll</p>	<p>Pay all employees on a common, bi-weekly, pay cycle from a single payroll system by migrating all employees to the PeopleSoft system.</p>	<p>Make county-level policy decision to consolidate county employees to a single, bi-weekly pay cycle, and implement appropriate processes and supporting technical infrastructure to support it.</p>	<ul style="list-style-type: none"> <li>• Increased county employee satisfaction.</li> <li>• Decreased data and timing inconsistencies between systems.</li> <li>• Consolidation to a single Human Resources system.</li> <li>• Reduced data entry effort.</li> <li>• Increased system controls, audit trails, and documentation.</li> <li>• Reduced Payroll professional effort.</li> <li>• Reduced financial professional effort.</li> <li>• Reduced technology costs by having a single payroll system.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Payroll professional support.</li> <li>• Cost of financial professional support.</li> <li>• Cost of data entry.</li> <li>• Cost of technology infrastructure.</li> <li>• Cost of technology maintenance.</li> <li>• Cost of technology support.</li> </ul>
<p>Payroll</p>	<p>Support labor distribution with a system that is compatible with PeopleSoft and the financial system that is implemented.</p>	<p>Implement technical infrastructure that is highly-integrated with the HR and financial systems to support robust labor distribution capabilities.</p>	<ul style="list-style-type: none"> <li>• Increased decision and control processes as a result of accurate, timely data.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Payroll professional support.</li> <li>• Cost of financial professional support.</li> </ul>

## IV. Critical Success Factors



In an open discussion, focus group attendees will be requested to respond to the questions included below. Attendees are encouraged to determine their perceptions prior to the session.

### **A. What are the top three opportunities for improvement in the Timekeeping business function? What are the obstacles to successfully achieving these objectives?**

**Answer:**

- Have online access/update capability to information in MSA system (See it, use it, update it).
- Eliminate manual processes by providing electronic alternatives.
- Standardize and document processes to ensure consistency.

## V. What's Next?



- Follow-up with specific individuals to clarify current business processes and opportunities, as necessary.
- Conduct a second focus group session to review updates to the current business processes resulting from feedback from the first focus group session and confirm the issues, gaps and constraints identified, review proposed business process improvements, and discuss identified high-payback business processes.
- Develop costs of current business processes through a survey of county departments.

Discussion Draft

**King County, State of Washington**  
**Quantifiable Business Case**  
**Payroll Focus Group Session 2**  
**Updated with Focus Group Feedback**



Business Area:	<u>Payroll</u>
Business Function:	<u>Timekeeping</u>
Date:	<u>Tuesday, March 2, 2004</u>
Time:	<u>1:30 PM to 4:30 PM</u>
Location:	<u>Key Tower, Vashon N/S</u>

**Agenda**



- I. Introduction**
- II. Findings From First Session**
- III. Opportunities for Improvement**
- IV. Analysis of Opportunities**
- V. Next Steps**

## Discussion Draft

# I. Findings from First Session



## A. MSA – Collection of Time

- Payroll policy decided at the department level for certain items, therefore, likely to be inconsistent across county. For example, how to pay employee for partial pay period
- The use of various forms (leave, labor, etc.) for gathering time within a department is time consuming to consolidate into the payroll data entry process being used
- Difficult to obtain employee data in a timely manner needed for departmental purposes such as staffing analysis. Spreadsheet provided is considered “horrible” to use. Has caused departments to keep duplicate databases
- Employee data updating is a manual, time-consuming, forms-based process
- Semi-monthly cycle causes significant manual effort. Difficult when new employee hired or when employee leaves. Labor intensive calculations. Have to make estimates if employee does not complete a full year
- TCE’s are manual, even have carbon copies, labor-intensive to use and control
- Forms are transferred to central Data Entry by hand – inefficient activity
- The entire process surrounding time and employee data entry, approval, validation, and correction is a slow, laborious, error-prone process. TAD process takes huge amount of time. Results in delays in time entry and adjustments.

## B. MSA – Entry of Time

- Various time entry approaches are used across the county such as blank forms, forms generated by MSA, partial POL, full POL, etc., and error correction is manual and labor-intensive.

## C. MSA – Processing of Time

- Payroll manual is out-of-date. Written in 1970’s
- Reports are transferred to departments by manual pick-up – inefficient activity
- Payroll reports are not received in a sequence/hierarchy that can be immediately employed by the department. Manual sorting required. In some cases, manual entry into Excel spreadsheets. Delays internal distribution of reports or report data

## Discussion Draft

- Departments have need for a variety of consistent reports for which they have to gather and enter data from other reports/sources manually. Some departments are building their own databases to support this need
- Automatic notification of expiration of “out-of-class” pay at least once a month
- No notification of “out-of-class” and other temporary pay categories. Generally, find out after the fact by payment errors. Manual adjustment results
- Basic system inflexibilities causes manual effort. For example, FLSA exempt employees must be changed at start of month. To go down to half time in middle of pay cycle, employee will still be paid at current level until next period resulting in manual adjustments. Also, system requires projecting and paying employees before they work the hours. This results in significant overpayments on a routine basis
- Social Security Number is still being used as a unique identifier on labor collection ARMS reports and in time and labor collection input sheets. This has high risk associated.
- Some departments get TAD data electronically, others get hardcopy and need to entry to department systems manually. At time requiring temp help.
- Hours reports are hardcopy. Reports need to be manually copied for distribution.
- Processing of paycheck associated reports is labor-intensive. For example, one department hand stuffs 1000 envelopes each pay cycle at an estimated annual cost of \$6k annually. Also, need to manually sort checks and merge advices and EFT’s manually.

### **D. PeopleSoft – Collection of Time**

- Completing and gathering of timesheets is a manual process that could be improved

### **E. PeopleSoft – Entry of Time**

- None noted

### **F. PeopleSoft – Processing of Time**

- Screen usability could be improved. For example, must use mouse or tab to go to next line, not just Enter key
- Lack of standard defined processes for transitioning an employee from MSA to PeopleSoft (benefits, leave balance, etc.)

## II. Opportunities for Improvement



### A. MSA – Collection of Time

- Design and implement standardized payroll policies across the county
- Design a comprehensive, single timesheet for departmental use
- Provide electronic interface to employee data in payroll system or some form of electronic employee data download at the end of each pay period to expedite loading department ad hoc systems
- Link departments directly to payroll system for access to and updating employee data to eliminate the “forms” process
- Eliminate the semi-monthly cycle, possibly through conversion to another HR/payroll system.
- Develop electronic TCE linked to payroll database for full editing capability
- Provide for electronic transmission of forms for processing
- Eliminate the inefficient processes surrounding time and employee data entry, by upgrading to the latest online, real-time version of MSA or converting to another more efficient HR/payroll application.

### B. MSA – Entry of Time

- Develop a single, universal, Web-based time entry system with full editing capabilities via link to payroll system database, to be used by all Departments.

### C. MSA – Processing of Time

- Update payroll manual to reflect current policies and procedures, and modified system capabilities
- Provide for electronic transmission of reports to departments
- Provide alternative data formats for each report transmitted electronically to facilitate sorting and loading to departmental systems. For example, standard report format, Excel spreadsheet, raw data.
- Link departments to payroll system database online for query and data download purposes to allow production of departmental internal reports.

## Discussion Draft

- Provide departments with online standard (canned) query capabilities to payroll system database for cross-department needs such as temporary pay category expirations, payroll year-to-date data, etc.
- Eliminate system inflexibilities, by upgrading to the latest online, real-time version of MSA or converting to another more efficient HR/payroll application.
- Provide unique identifier other than Social Security Number to eliminate its appearance on any printed report, and provide sufficient security to limit its access on any online report.
- Provide electronic TAD data to all departments in alternative data formats. For example, standard report format, Excel spreadsheet, raw data.
- Provide electronic hours reports to all departments in alternative data formats. For example, standard report format, Excel spreadsheet, raw data
- Eliminate manual effort associated with sorting, merging and distributing paycheck related reports by collating at Payroll Ops and mailing directly to employee's home.

### **D. PeopleSoft – Collection of Time**

- Implement employee self-service in PeopleSoft, and for those employees without computer availability, gather time at satellite locations

### **E. PeopleSoft – Entry of Time**

- None noted

### **F. PeopleSoft – Processing of Time**

- Determine if keyboards can be reprogrammed or if PeopleSoft can be reconfigured to support keystrokes users are familiar with
- Develop comprehensive standards and procedures for migrating an employee from MSA to PeopleSoft

### **III. Analysis of Opportunities**



The Opportunities for Improvement listed in the previous section were reviewed by the county's Payroll Functional Lead. The review may have resulted in a combining of some opportunities or the elimination of others, for the purposes of this analysis. In addition, the analysis by focus group attendees may have had the same result.

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<b>MSA – Collection of Time</b>								
Design and implement standardized payroll policies and processes across the county	<ul style="list-style-type: none"> <li>• Reduced process turn-around time</li> <li>• Improved communication</li> <li>• Increased accuracy</li> <li>• Increased consistency</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of manual checks</li> <li>• Number of errors</li> </ul>	<ul style="list-style-type: none"> <li>• Standardized process across county</li> <li>• Cultural change</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Must be flexible enough to handle exceptions</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Resistance from unions</li> <li>• Interpretation of current policy</li> </ul>	<ul style="list-style-type: none"> <li>• Union contracts</li> <li>• Personnel guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to new policies/ processes</li> <li>• New policies/processes may be too inflexible</li> </ul>
Design a comprehensive, single time-sheet for departmental use across county	<ul style="list-style-type: none"> <li>• Reduced process turn-around time</li> <li>• Improved consistency across departments</li> <li>• Reduced number of department ad hoc systems</li> <li>• Paving way for future electronic implementation</li> <li>• Reduction in adjustments</li> <li>• Reduction of errors</li> <li>• Improved responsiveness</li> <li>• Would sup-</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of errors</li> <li>• Number of department ad hoc systems</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Need department input on specifications</li> <li>• Unions would need to approve new time-sheets if employees will need to fill out a time sheet, not just exception reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Resistance from departments</li> <li>• Resistance from unions</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal policy regarding time</li> </ul>	<ul style="list-style-type: none"> <li>• Non-compliance with current law suit settlements</li> </ul>

Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	port time and labor entry at same time							
Provide electronic interface to employee data in payroll system or some form of electronic employee data download at the end of each pay period to expedite loading department ad hoc systems (MSA)	<ul style="list-style-type: none"> <li>• Reduced process turnaround time</li> <li>• Reduced number of department ad hoc systems</li> <li>• Improved access to data</li> <li>• Reduced data redundancy</li> <li>• Increased accuracy of data</li> <li>• Reduced resources related to maintaining ad hoc systems</li> </ul>	<ul style="list-style-type: none"> <li>• Process turnaround time</li> <li>• Number of errors</li> <li>• Number of department ad hoc systems</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural change</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet service delivery</li> <li>• Inquiry and reporting tools</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Increase IT infrastructure</li> <li>• Security, not all departments should have access to all data</li> <li>• Privacy issues</li> <li>• Consider solution may be access to the Human Resources CDW database</li> <li>• Consider solution may be migration to a single, fully-implemented modern Payroll system including latest version of MSA</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Resistance from departments</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Not meeting expectations</li> </ul>
Link departments directly to payroll system for access to and updating employee data with full editing	<ul style="list-style-type: none"> <li>• Reduced process turnaround time</li> <li>• Improved access to data</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of errors</li> <li>• Number of employee complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural change</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Security - different levels of access for employ</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Resistance from department – fear of losing job</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic signatures</li> </ul>	<ul style="list-style-type: none"> <li>• May be perceived by some as loss of control</li> </ul>

Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
capabilities to eliminate the "forms" process	<ul style="list-style-type: none"> <li>• Reduced data redundancy</li> <li>• Increased accuracy</li> </ul>				ees, management, HR <ul style="list-style-type: none"> <li>• Audit trails will be needed</li> <li>• Consider solution may be migration to a single, fully-implemented modern Payroll system including latest version of MSA</li> </ul>			
Eliminate the semi-monthly cycle	<ul style="list-style-type: none"> <li>• Reduced process turnaround time</li> <li>• Efficiencies from entire county on same pay cycle</li> <li>• Reduced effort of year-end processing</li> </ul>	<ul style="list-style-type: none"> <li>• Process turnaround time</li> <li>• Cost of executing payroll function</li> </ul>	<ul style="list-style-type: none"> <li>• Large cultural change</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Massive migration issues</li> <li>• Transition payments</li> <li>• Consider solution might be conversion to a single, fully-implemented, modern payroll system</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Resistance from unions</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-monthly vs. bi-weekly issue</li> </ul>	<ul style="list-style-type: none"> <li>• Ability of county to be successful in such as project</li> </ul>
<b>MSA – Entry of Time</b>								
Develop a single, universal, Web-based time entry system with full editing capabilities via link to	<ul style="list-style-type: none"> <li>• Same as "Provide electronic interface to employee data in Collection of Time above"</li> </ul>							

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
payroll system database, to be used by all Departments.								
<b>MSA – Processing of Time</b>								
Update payroll manual to reflect current policies and procedures, and modified system capabilities. Provide online access to manual.	<ul style="list-style-type: none"> <li>• Reduced process turn-around time</li> <li>• Improved communication</li> <li>• Reduced time of policy interpretation</li> <li>• Improved consistency</li> <li>• Improved accuracy</li> <li>• Policy in sync with current business</li> </ul>	<ul style="list-style-type: none"> <li>• Process turnaround time</li> <li>• Number of errors</li> </ul>	<ul style="list-style-type: none"> <li>• Updated standardized process across county</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Must ensure accurate capture of policy</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	None identified
Provide for electronic transmission of reports to departments and move error validation to departments. Provide data in alternative formats. For example, standard report format, Excel spreadsheet, raw data.	<ul style="list-style-type: none"> <li>• Reduced process turn-around time</li> <li>• Improved access to data</li> <li>• Reduced data redundancy</li> <li>• Improved accuracy</li> <li>• Increased accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of errors</li> <li>• Number of adjustments</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Displacement issues</li> <li>• Data confidentiality issues</li> <li>• Ensure confidentiality policies are adhered to</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	None identified

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> <li>• Increased department control and visibility to issues</li> <li>• Reduced errors and adjustments</li> <li>• Eliminate delivery, collection of reports</li> </ul>							
<p>Link departments to payroll system database online for inquiry and data download purposes to allow production of departmental internal reports.</p>	<ul style="list-style-type: none"> <li>• Same analysis as previous opportunity</li> </ul>							
<p>Provide departments with online standard (canned) query capabilities to payroll system database for cross-department needs such as temporary pay category expirations, payroll year-to-date data, etc.</p>	<ul style="list-style-type: none"> <li>• Same analysis as previous opportunity</li> </ul>							

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<p>Eliminate system inflexibilities by upgrading to the latest online, real-time version of MSA or converting to another more efficient HR/payroll application.</p>	<ul style="list-style-type: none"> <li>• Reduced process turnaround time</li> <li>• A single set of best business processes</li> <li>• Improved access to data and reporting</li> <li>• Provides business tools not available today</li> <li>• Improved access to data</li> <li>• Reduced number of department ad hoc systems</li> <li>• Opportunity to realign resources</li> <li>• Process a single pay cycle</li> <li>• Improved data accuracy</li> <li>• Consistent procedures</li> <li>• Improved efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of errors</li> <li>• Number of department ad hoc systems</li> </ul>	<ul style="list-style-type: none"> <li>• Huge culture change</li> </ul>	<ul style="list-style-type: none"> <li>• Latest version of MSA system or migration to modern, fully-implemented payroll system</li> </ul>	<ul style="list-style-type: none"> <li>• Migration issues in moving to one system including historical data</li> <li>• Training</li> <li>• Need to analyze all county feeder systems</li> <li>• Need analysis of labor distribution policies &amp; procedures</li> <li>• Need data mapping and data clean-up</li> <li>• Transition planning</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Willingness to consolidate systems</li> <li>• Political issue based on FSRP experience</li> <li>• Resistance from unions</li> <li>• Resistance from employees</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-monthly vs. bi-weekly issue</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis may uncover pay practice liabilities</li> <li>• Inability to make necessary business changes</li> </ul>

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Provide unique identifier other than Social Security Number to eliminate its appearance on any printed report, and provide sufficient security to limit its access on any online report.	<ul style="list-style-type: none"> <li>Protects employee identities</li> <li>Compliance with county policy</li> <li>Avoid possible litigation</li> <li>Provides ability to provide wider circulation of reports</li> </ul>	<ul style="list-style-type: none"> <li>Number of lawsuits</li> <li>Number of identity thefts</li> </ul>	<ul style="list-style-type: none"> <li>Standardized process across county</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Large conversion effort</li> <li>Realize that certain organizations will still require SSN, i.e., benefits vendors</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> <li>Resistance from Departments</li> <li>Resistance from management</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>
Provide electronic TAD-data to all departments in alternative data formats. For example, standard report format, Excel spreadsheet, raw data.	<ul style="list-style-type: none"> <li>Same analysis as "Provide for electronic transmission of reports..." opportunity above</li> </ul>							
Provide electronic hours reports to all departments in alternative data formats. For example, standard report format, Excel spreadsheet, raw data	<ul style="list-style-type: none"> <li>Same analysis as "Provide for electronic transmission of reports..." opportunity above</li> </ul>							
Eliminate manual effort associated with sorting, merg-	<ul style="list-style-type: none"> <li>Reduced process turnaround time</li> </ul>	<ul style="list-style-type: none"> <li>Process time</li> </ul>	<ul style="list-style-type: none"> <li>Culture change</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Need ability for employee to make</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> <li>Resistance from unions</li> </ul>	<ul style="list-style-type: none"> <li>Mailing of checks would require policy</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
ing and distributing paycheck related reports (checks and advices) by collating at Payroll Ops and mailing directly to employee's home.	<ul style="list-style-type: none"> <li>Improved convenience for employees</li> </ul>				choice <ul style="list-style-type: none"> <li>Need to justify cost of mailing</li> <li>Consider electronic delivery of advices via Internet/Intranet</li> </ul>		change	
<b>PeopleSoft – Collection of Time</b>								
Implement employee self-service capabilities in PeopleSoft, and for those employees without computer availability, gather time at satellite locations	<ul style="list-style-type: none"> <li>Reduced process turnaround time</li> <li>Reduced number of grievances</li> </ul>	<ul style="list-style-type: none"> <li>Process turnaround time</li> <li>Number of grievances</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Employee self-service modules for payroll systems</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> <li>Resistance from unions</li> </ul>	<ul style="list-style-type: none"> <li>Electronic signatures</li> </ul>	<ul style="list-style-type: none"> <li>Employee errors cause rework</li> </ul>
<b>PeopleSoft – Entry of Time</b>								
<ul style="list-style-type: none"> <li>No opportunities identified</li> </ul>								
<b>PeopleSoft – Processing of Time</b>								
Develop comprehensive standards and procedures for migrating an employee from MSA to PeopleSoft and vice versa due to job change or organization	<ul style="list-style-type: none"> <li>Reduced process turnaround time</li> <li>Improved communication</li> <li>Increased accuracy</li> <li>Leave balances available for time-</li> </ul>	<ul style="list-style-type: none"> <li>Process turnaround time</li> <li>Number of manual checks</li> <li>Number of adjustments</li> <li>Less prior pay period adjustments</li> </ul>	<ul style="list-style-type: none"> <li>Standardized process across county</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Those with responsibility not following guidelines and procedures within a timely manner</li> </ul>

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	keeps when they need it <ul style="list-style-type: none"> <li>• Improved accountability</li> <li>• Reduced grievances</li> </ul>	<ul style="list-style-type: none"> <li>• Number of grievances</li> </ul>						

**King County, State of Washington**  
**Quantifiable Business Case**  
**Payroll Focus Group Session 1**  
**Updated with Session Feedback**



Business Area: Payroll

Business Function: Payroll Processes and Reporting

Date: Wednesday, February 18, 2004

Time: 1:00 PM to 4:00 PM

Location: Exchange Building  
Finance Director’s Conference Room, 7<sup>th</sup> Floor

**Agenda**



- I. Introduction**
- II. Business Processes Review**
- III. Performance Measures Review**
- IV. Critical Success Factors**
- V. Next Steps**

## I. Introduction



### A. Quantifiable Business Case Project

The Quantifiable Business Case project will review King County's current business operations model focusing on the Human Resources, Payroll, Financials and Budget business areas. A business operations model includes organizational structure, business processes, work flow and associated costs. The results of the review will be analyzed with an eye toward determining opportunities to increase business process efficiencies and effectiveness, and a business case will be constructed for an improved business operations model based on cost, benefit and risk.

### B. Focus Group Session Approach

Attendees of the focus group session will be subject matter experts selected by the county for their knowledge and experience in the business function or functions to be addressed. Session activities will include validation and refinement of the high-level business process diagrams/charts and performance measures included in this document, as well as discussion of business function and overall project success factors.

### C. Business Function Focus

The Payroll business function to be reviewed during this focus group session is Payroll Processes and Reporting. Payroll processes and reporting are the responsibilities performed by the departmental payroll staff or the central payroll staff in regard to receiving and processing employee and payroll information for producing payroll checks and associated data collection and reporting.

## II. Business Process Review



### A. Terminology

- **Business Function.** Refers to a high level grouping of business processes designed to meet a specific business objective.
- **Business Process.** A discrete set of activities within a business function.

### B. Validation and Refinement of Current Business Processes

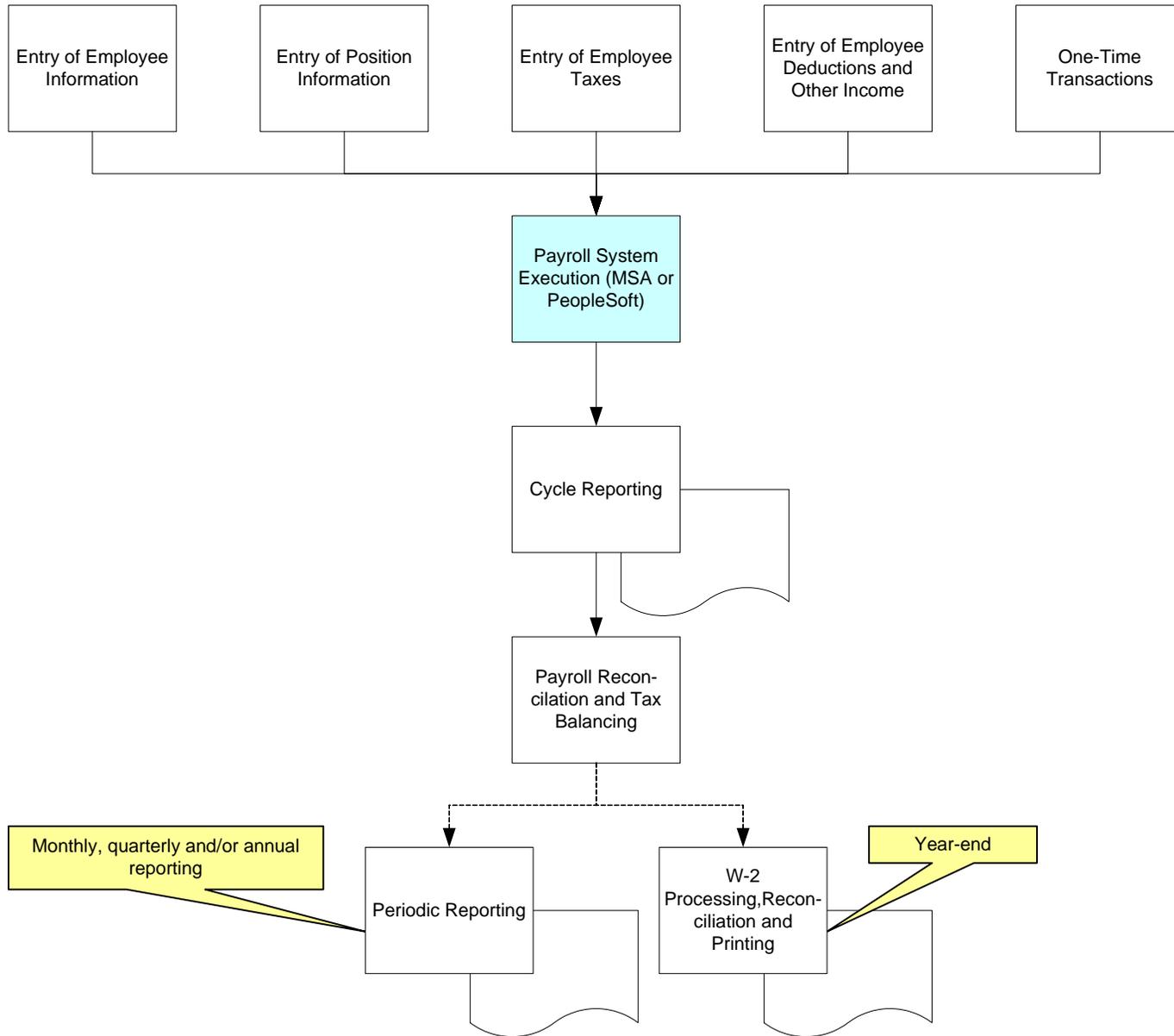
The following pages contain work flow diagrams for the business function(s) being addressed by this focus group session. Depending upon the complexity of the business function, a single diagram may be presented with each component indicating a business process, or multiple diagrams may be presented with each indicating a business process and each diagram component indicating a sub-process. The diagrams are followed by charts which provide detail about the processes displayed in the diagram or diagrams.

Both the diagrams and charts are at a high-level of detail. It is not within the scope of this project to document the county's current business functions/processes at a fine level of detail.

The focus group session will review the diagram(s) and charts to validate and refine the high-level business function/processes to ensure that an accurate model of the current business function(s) is depicted. As well, opportunities for improvement will be developed and documented. Attendees are encouraged to review the diagrams/charts prior to attending the session.

Discussion Draft

**Payroll Processes and Reporting – MSA and PeopleSoft**



Discussion Draft

**Payroll Processes and Reporting – MSA**

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Entry of Employee Information	<ul style="list-style-type: none"> <li>• TAD form</li> <li>• Initial entry or changes to employee information</li> <li>• PR5 New Hire Form</li> </ul>	<ul style="list-style-type: none"> <li>• Completed TAD</li> <li>• Approval of TAD by SDM</li> <li>• Receipt of TAD by HRD</li> <li>• Data entered from TAD by data entry via PERTEC</li> <li>• Completed error correction process by HR based on validation reports from MSA execution</li> <li>• MSA updated with employee information</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• PERTEC</li> <li>• MSA</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll clerk</li> <li>• SDM</li> <li>• Dept HR</li> <li>• HRD</li> <li>• Data entry</li> <li>• ITS</li> </ul>	<ul style="list-style-type: none"> <li>• Majority of TAD's are processed during a "Personnel" run, not during a "Payroll" run, however, it is possible to process both in a "Payroll" run.</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>• The TAD form is obsolete. Form is cumbersome and has not been updated to better reflect current processes. TAD data resulting from data entry via PERTEC requires execution through four conversion programs before it is ready for MSA validation</li> <li>• Implementation of non-standard union contract requirements consumes 25% of the ITS resources supporting MSA diverting resources from other needed efforts. The 30-day implementation requirement no matter the amount of non-standard requirements causes stress, burnout and implementation errors</li> </ul> <p><b>Opportunities</b></p>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> <li>Eliminate hard-copy TAD forms. Revise TAD form data and provide online capability for TAD data entry and transmission</li> <li>Consider making the timing of the implementation of non-standard contract provisions a negotiable contract provision based on the reality of the resources available. Pre-contract review by parties charged with implementation based on past metrics seems to be a solution requirement</li> </ul>
Entry of Position Information	<ul style="list-style-type: none"> <li>Same as Entry of employee information above</li> </ul>					
Entry of Employee Taxes	<ul style="list-style-type: none"> <li>W-4 form</li> <li>W-5 form</li> </ul>	<ul style="list-style-type: none"> <li>Completed TAD</li> <li>Approval of TAD by SDM</li> <li>Receipt of TAD by HRD</li> <li>Data entered from TAD by data entry via PERTEC</li> <li>Completed error correction process by HR based</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>PERTEC</li> <li>MSA</li> </ul>	<ul style="list-style-type: none"> <li>Payroll clerk</li> <li>SDM</li> <li>Dept HR</li> <li>HRD</li> <li>Data entry</li> <li>ITS</li> </ul>		<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>See Entry of Employee Information. The form completion/keypunch data entry/validation process is similar</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>See Entry of Employee Informa-</li> </ul>

## Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<p>on validation reports from MSA execution</p> <ul style="list-style-type: none"> <li>MSA updated with employee information</li> </ul>				<p>tion</p>
<p>Entry of Employee Deductions and "Other" Earnings</p>	<ul style="list-style-type: none"> <li>Request forms</li> <li>DOE</li> <li>Electronic load files from program administrators, for example, deferred comp from T. Rowe Price, combined charities, commuter bonus from DOT, etc.</li> <li>Garnishment requests</li> </ul>	<p><b>Benefits Deductions</b></p> <ul style="list-style-type: none"> <li>Completed DOE forms from Benefits Administration</li> <li>Entry of DOE information by Data Entry.</li> <li>Input to Personnel run only</li> </ul> <p><b>Voluntary Deductions</b></p> <ul style="list-style-type: none"> <li>Completed DOE forms from departments (Union Dues Deduction, etc.) or electronic load files from program administrator (Deferred Comp, FSA, DCAP, etc.)</li> <li>Entry of DOE information by Data Entry.</li> <li>Entry of electronic load data into MSA</li> </ul> <p><b>Involuntary Deductions</b></p> <ul style="list-style-type: none"> <li>Completed request forms from garnishing or-</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>MSA</li> </ul>	<ul style="list-style-type: none"> <li>Employee</li> <li>Payroll Ops</li> <li>Dept HR</li> <li>Comp &amp; Benefits</li> <li>Program Administrator</li> <li>Requester of Involuntary deduction</li> </ul>	<ul style="list-style-type: none"> <li>Per payroll or personnel run</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>See Entry of Employee Information. The form completion/keypunch data entry/validation process is similar</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>See Entry of Employee Information</li> </ul>

## Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		ganization, for example. <ul style="list-style-type: none"> <li>• DOE's resulting from conversion of request forms by Payroll Ops</li> <li>• Entry of DOE information by Data Entry.</li> <li>• Input to Payroll run only.</li> </ul>				
One-Time Transactions	<ul style="list-style-type: none"> <li>• Reversal form</li> <li>• Other forms for on-time transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Reversal form received.</li> <li>• Manual calculation of check related data</li> <li>• Manually typed check</li> <li>• Adjustment form filled out manually</li> <li>• Adjustment form submitted to Data Entry</li> <li>• Electronic load files received for massive one-time transactions such as retro-pay and HR type transactions</li> <li>• Transactions processed on payroll run only</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• MSA</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll Clerk</li> <li>• Payroll Ops</li> <li>• Data Entry</li> </ul>	<ul style="list-style-type: none"> <li>• Per payroll run</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>• See Entry of Employee Information. The form completion/keypunch data entry/validation process is similar</li> <li>• One-time transactions are primarily manual processes specific to each type of transaction. For example, in the case of manual checks, Payroll Ops performs all deduction calculations manually and physically types the manual check</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• See Entry of Employee information. The form comple-</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						tion/keypunch data entry/validation process is similar <ul style="list-style-type: none"> <li>It is reported that the MSA system has a capability to produce manual checks, however, this feature has not been implemented</li> </ul>
Payroll Reconciliation and Tax Balancing	<ul style="list-style-type: none"> <li>Payroll reconciliation and tax balancing is not performed in the MSA system except at year-end</li> </ul>					<b>Gaps and Issues</b> <ul style="list-style-type: none"> <li>There are insufficient resources to do payroll reconciliation and tax balancing for each payroll run though system control totals are analyzed to ensure system is in balance</li> </ul> <b>Opportunities</b> <ul style="list-style-type: none"> <li>Acquire sufficient resources to accomplish reconciliation and tax balancing for each pay cycle</li> </ul>
W-2 Processing, Reconciliation, and Printing	<ul style="list-style-type: none"> <li>Regulatory Bulletins</li> <li>Payroll Data</li> <li>W-2 print laser mask</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory bulletins received</li> <li>Result of applying regulatory bulletins. Must be applied in sequence</li> <li>Result of copying production system to test sys-</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>MSA</li> </ul>	<ul style="list-style-type: none"> <li>ITS</li> <li>Payroll Ops</li> <li>Mailing Agency</li> </ul>	<ul style="list-style-type: none"> <li>After last payroll cycle for year</li> </ul>	<b>Gaps and Issues</b> <ul style="list-style-type: none"> <li>Reconciliation is done at year-end as part of year-end processing. Often errors identified cause changes in both the current and</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		tem <ul style="list-style-type: none"> <li>• Result of executing a test run in test system</li> <li>• Approval of test system run</li> <li>• Result of modifying the print laser mask</li> <li>• Result of test of modified print laser mask/</li> <li>• Approval of modified print laser mask</li> <li>• Production W-2 run and print run</li> <li>• Printed W-2 forms delivered to mailing agency for distribution</li> </ul>				prior year <b>Opportunities</b> <ul style="list-style-type: none"> <li>• Acquire sufficient resources to accomplish reconciliation and tax balancing at the end of each pay cycle</li> </ul>
Payroll Processing	<ul style="list-style-type: none"> <li>• Approved time from time &amp; labor in MSA</li> <li>• Payroll data</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll/Personnel run schedule set-up in MSA at beginning of each year</li> </ul> <b>Validation Run</b> <ul style="list-style-type: none"> <li>• Execution of MSA payroll or personnel run</li> <li>• Report distribution</li> </ul> <b>Pay Cycle Run</b> <ul style="list-style-type: none"> <li>• Execution of MSA pay cycle run. Checks are written to tape</li> <li>• Approval of pay</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• MSA</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll Ops</li> <li>• ITS</li> </ul>	<ul style="list-style-type: none"> <li>• Per payroll and personnel run</li> <li>• Per payroll cycle run</li> </ul>	<b>Gaps and Issues</b> <ul style="list-style-type: none"> <li>• ITS reports “barely keeping our heads above water” on a day-to-day basis. Backlogged maintenance, enhancement and implementation requests cannot be addressed in a timely manner. According to ITS, MSA recommends one support person for every 2,000 employees sup-</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<p>cycle run</p> <ul style="list-style-type: none"> <li>• Printed checks and associated reports</li> <li>• Report distribution</li> <li>• Data distribution</li> </ul>				<p>ported. With approximately 12,000 employees on MSA, support headcount should number 6. It is currently 50% of recommendation at 3</p> <ul style="list-style-type: none"> <li>• The MSA software version and platform are antiquated compared to modern HR/Payroll system infrastructures including the latest version of MSA which is Web-based. The “batch processing” environment with forms and keypunch data entry is slow and tedious compared to the processes surrounding modern installations. The county owns the online front-end to MSA, but roll-out has been limited to Payroll Ops and Benefits</li> <li>• Human Resources and Payroll validation runs are executed on specific, limited periods</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>within each pay cycle. Human Resources generally during a 4-day period and Payroll during a 2-3 day period. This results a logistic challenge for most departments involved</p> <ul style="list-style-type: none"> <li>• Current policies surrounding MSA payroll processing requires manual "paper trails" judged to be excessive and time-consuming by process executors</li> <li>• An MSA Position Control module is owned by the county, but has not been implemented.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Provide sufficient ITS resources to effectively support the MSA system and its customers</li> <li>• Interim improvement can be gained by implementing the online capabilities of MSA to the MSA user organizations. Long-</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>term improvement is to upgrade to the latest MSA Web-based version and associated technical infrastructure</p> <ul style="list-style-type: none"> <li>• Execute Human Resources and Payroll validation runs every night</li> <li>• Research the necessity of “paper trails” with an eye on eliminating as many as possible. As well, communicate the justification for those considered to be necessary to employees who are charged with their creation to improve job satisfaction</li> <li>• Review the reasons for non-implementation of MSA Position Control, and implement if justified</li> </ul>
Cycle Reporting	<ul style="list-style-type: none"> <li>• Payroll data</li> </ul>	<ul style="list-style-type: none"> <li>• Standard reports and data feeds produced as a result of executing an MSA payroll cycle.</li> <li>• Delivery of standard reports to</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• MSA</li> <li>• InfoPac</li> </ul>	<ul style="list-style-type: none"> <li>• ITS</li> <li>• Payroll Ops</li> </ul>	<ul style="list-style-type: none"> <li>• Per Payroll cycle</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>• Significant numbers of data downloads are generated to departments after each payroll cycle to populate de-</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<p>Payroll Ops.</p> <ul style="list-style-type: none"> <li>• Result of separating the reports by Department.</li> <li>• Departments provided the reports via pick-up in person from Payroll Ops, or from distribution locations</li> <li>• Distributed reports within the department to appropriate personnel.</li> </ul>				<p>partment ad hoc systems due to the departments inability to directly access data in MSA. As well, numerous one-time-only data extract requests are routinely received from departments for the same reason</p> <ul style="list-style-type: none"> <li>• Hardcopy MSA payroll reports are distributed manually from Payroll Ops and from distribution centers to which selected reports for some departments are routed via the use of InfoPak. However, all checks must be picked up at Payroll Ops. This is a manually intensive distribution process</li> <li>• There is not sufficient data storage capacity to support keeping reports generated by more than one payroll cycle, eliminating the ability to regenerate reports that are lost or damaged</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> <li>• Larger MSA payroll cycle reports and archived payroll cycle data is printed to microfiche. Microfiche is an antiquated storage medium and is cumbersome and time-consuming to access</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Develop Web-based payroll reports similar to those provided to departments by PeopleSoft including alternative data formats, i.e., standard report format, Excel spreadsheet, and raw data</li> <li>• Improvement could be realized by routing all payroll cycle reports via InfoPak to local distribution centers, but a better solution is described in the bullet above</li> <li>• Conduct an analysis of the optimum payroll cycle reporting generations necessary to effectively support</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						customer re-requests based on past demand, and acquire sufficient data storage upgrades to accommodate this demand  <ul style="list-style-type: none"> <li>Migrate from using microfiche for large payroll cycle reports and archiving purposes, to a more user-friendly and storage-friendly medium, i.e., CD-ROM, DVD or fiber-optic disks</li> </ul>
Periodic Reporting	<ul style="list-style-type: none"> <li>Payroll data</li> </ul>	<ul style="list-style-type: none"> <li>Periodic reports and data feeds are generated automatically by MSA based on schedule input to system at beginning of year</li> </ul>		<ul style="list-style-type: none"> <li>ITS</li> <li>Payroll Ops</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, Quarterly and Yearly (internal only)</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>See MSA Cycle Reporting</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>See MSA Cycle Reporting</li> </ul>

Discussion Draft

**Payroll Processing and Reporting - PeopleSoft**

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Entry of Employee Information	<ul style="list-style-type: none"> <li>• PDCN form</li> <li>• New hire/rehire form</li> <li>• Initial entry or changes to employee information</li> </ul>	<ul style="list-style-type: none"> <li>• Completed PDCN</li> <li>• Approval of PDCN by SDM</li> <li>• Error correction by PSSD</li> <li>• Entry of PDCN information by department HR on-line into PeopleSoft</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• PeopleSoft</li> </ul>	<ul style="list-style-type: none"> <li>• Employee</li> <li>• SDM</li> <li>• Dept HR</li> <li>• PSSD</li> </ul>	<ul style="list-style-type: none"> <li>• Online</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>• Modifications/changes to employee information and employee or management requests for information must be handled through department timekeepers</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Implementation of employee/management self-service could reduce timekeeper effort, however, this effort could not be eliminated completely since significant portions of the county's workforce do not have access to computers. For example, approximately 60% of transit are drivers</li> </ul>
Entry of Position Information	<ul style="list-style-type: none"> <li>• Same as Entry of Employee Information above</li> </ul>					
Entry of Employee Taxes	<ul style="list-style-type: none"> <li>• W-4 form</li> <li>• W-5 form</li> </ul>	<ul style="list-style-type: none"> <li>• Completed form</li> <li>• Entry of form information by</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• PeopleSoft</li> </ul>	<ul style="list-style-type: none"> <li>• Employee</li> <li>• Dept HR</li> </ul>	<ul style="list-style-type: none"> <li>• Online</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		Payroll Ops on-line into PeopleSoft		Payroll Ops		<b>Opportunities</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
Entry of Employee Deductions	<ul style="list-style-type: none"> <li>• Request forms</li> <li>• Electronic load files from program administrators</li> <li>• Garnishment requests</li> </ul>	<b>Benefits Deductions</b> <ul style="list-style-type: none"> <li>• Completed request forms</li> <li>• Entry of request form information by Benefits Administration on-line into PeopleSoft via Event Maintenance</li> </ul> <b>Voluntary Deductions</b> <ul style="list-style-type: none"> <li>• Completed request forms (Union Dues Deduction, etc.) or electronic load files from program administrator (Deferred Comp, FSA, DCAP, etc.)</li> <li>• Entry of request form information on-line by Payroll Ops into PeopleSoft</li> <li>• Load of electronic request data by PSSD into PeopleSoft</li> </ul> <b>Involuntary Deductions</b> <ul style="list-style-type: none"> <li>• Entry of garnishment request information on-line by Payroll Ops</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• PeopleSoft</li> </ul>	<ul style="list-style-type: none"> <li>• Employee</li> <li>• Payroll Ops</li> <li>• Dept HR</li> <li>• Benefits Administration</li> <li>• Program Administrator</li> <li>• PSSD</li> </ul>	<ul style="list-style-type: none"> <li>• Online</li> </ul>	<b>Gaps and Issues</b> <ul style="list-style-type: none"> <li>• None</li> </ul> <b>Opportunities</b> <ul style="list-style-type: none"> <li>• None</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
One-Time Transactions	<ul style="list-style-type: none"> <li>Requests</li> </ul>	<p>into PeopleSoft</p> <p><b>Correction to previous pay check</b></p> <ul style="list-style-type: none"> <li>Result of Payroll Ops validating requested correction</li> <li>Error correction via on-line entry by Payroll Ops of correction into PeopleSoft to correct earnings, hours, amounts, or adjustment to pay (rate difference)</li> <li>Modified employee set-ups in PeopleSoft by department via PDCN if request indicates change should be permanent</li> </ul> <p><b>Correction/adjustments to deductions, taxes or garnishments</b></p> <ul style="list-style-type: none"> <li>Result of Payroll Ops validating requested correction</li> <li>Error correction by Payroll Ops via on-line entry of correction into PeopleSoft</li> <li>Modified employee set-ups in</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>PeopleSoft</li> <li>PCN</li> </ul>	<ul style="list-style-type: none"> <li>Employee</li> <li>Department HR</li> <li>Timekeeper</li> <li>Payroll Ops</li> <li>Requesting Organizations, i.e., unions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		PeopleSoft by department via PDCN if request indicates change should be permanent				
Payroll Reconciliation and Tax Balancing	<ul style="list-style-type: none"> <li>• PAY018 Report</li> <li>• Tax Balancing Form</li> </ul>	<p><b>Payroll Reconciliation</b></p> <ul style="list-style-type: none"> <li>• Result of Payroll Expenses to Payroll Distribution (Gross to net) reconciliation using PAY018 report</li> <li>• Result of Net Pay reconciliation using PAY018 report</li> <li>• Result of Federal Gross reconciliation using PAY018 report</li> <li>• Result of AP Warrants (deductions taken from employees sent to outside vendors such as union dues, deferred comp, garnishments) reconciliation</li> <li>• Notification to finance system that payroll has balanced. Balancing spreadsheet and PAY018 report sent via fax to FMD, Transit,</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• Excel</li> </ul>	<ul style="list-style-type: none"> <li>• PSSD</li> <li>• Payroll Ops</li> <li>• Finance</li> <li>• Cash Management</li> </ul>	<ul style="list-style-type: none"> <li>• Per payroll cycle run</li> <li>• Process takes approximately 1 day</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>

## Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		and Benefits (spreadsheet only) <ul style="list-style-type: none"> <li>Journal entries and liabilities sent to IBIS system</li> </ul> <b>Tax Balancing</b> <ul style="list-style-type: none"> <li>Result of Federal Gross reconciliation</li> <li>Notification to IRS to pick-up funds</li> <li>Completed Tax Balancing form to be sent to Cash Management who wires funds to the IRS</li> </ul>				
W-2 Processing, Reconciliation, and Printing	<ul style="list-style-type: none"> <li>Tax updates from PeopleSoft</li> <li>Payroll data</li> <li>PAY018 Report</li> </ul>	<ul style="list-style-type: none"> <li>Tax updates by PSSD which include W-2 processing changes</li> <li>Modified set-ups in PeopleSoft by PSSD for W-2, if required</li> <li>Result of system by PSSD and user testing to validate boxes, print parameters and any other changes to W-2's</li> <li>Sample W-2 printing</li> <li>Result of reconciling PAY018 report versus W-2 box totals by em-</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>PeopleSoft</li> <li>Excel</li> </ul>	<ul style="list-style-type: none"> <li>PSSD</li> <li>Payroll Ops</li> <li>Payroll Supervisor</li> <li>Mailing Agency</li> </ul>	<ul style="list-style-type: none"> <li>Tax updates applied at year-end</li> <li>W-2 reconciliation is done after final year-end payroll has been completed</li> <li>Process takes 1 person about 1.5 months</li> <li>6343 W-2's generated for 2003</li> </ul>	<b>Gaps and Issues</b> <ul style="list-style-type: none"> <li>W-2 reconciliation is done annually requiring error correction for entire year at one time</li> </ul> <b>Opportunities</b> <ul style="list-style-type: none"> <li>Perform W-2 reconciliation on a quarterly basis to catch W-2 problems early and, therefore, reduce correction effort and avoid potential disaster</li> </ul>

## Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<p>ployee and company</p> <ul style="list-style-type: none"> <li>• Result of W-2 run</li> <li>• Approval resulting from review and validation of sample W-2's and reconciliation by Payroll Supervisor</li> <li>• Printed W-2 forms delivered to mailing agency for distribution</li> </ul>				
Payroll Processing	<ul style="list-style-type: none"> <li>• Approved time from time &amp; labor in PeopleSoft</li> <li>• Payroll data</li> </ul>	<ul style="list-style-type: none"> <li>• Extracted time &amp; labor data and generated payroll records in PeopleSoft</li> <li>• Extract recurring earnings data from payroll data</li> <li>• Entry of one-time transactions (adjustments) into PeopleSoft</li> <li>• First calculation run including sample pay checks, after all entries and extracts have been completed</li> <li>• Result of on-line validation of sample pay checks and results of error correction process, if required</li> </ul>	<ul style="list-style-type: none"> <li>• Manual</li> <li>• PeopleSoft</li> <li>• Excel</li> </ul>	<ul style="list-style-type: none"> <li>• PSSD</li> <li>• Payroll Ops</li> </ul>	<ul style="list-style-type: none"> <li>• Per payroll cycle</li> <li>• Process takes approximately 1 day</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>• There are cut-offs after which data modifications are not allowed. This can cause adjustments to be made during following pay period. There is no system reason for these cut-offs</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Eliminate or reduce cut-offs to allow transactions to be entered until payroll run is executed</li> </ul>

Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> <li>• Final calculation runs including result of review and approval process</li> <li>• PAY018 Report</li> <li>• Updated employee year-to-date totals in system</li> <li>• Result of check/advice generation run (only available on-line, no printed output yet)</li> <li>• Output of labor distribution run to distribute labor costs by date and cost center within PeopleSoft</li> <li>• Output of leave accrual run for sick leave, vacation leave and personal holiday</li> <li>• Output of electronic direct deposit file for transfer to bank</li> <li>• Output of generating check/advice print files</li> <li>• Printed checks/advices</li> <li>• IBIS interface report and file and labor distribu-</li> </ul>				

# Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		tion to FMD				
Cycle Reporting	<ul style="list-style-type: none"> <li>Payroll cycle data</li> </ul>	<ul style="list-style-type: none"> <li>Report data created as a result of executing a PeopleSoft payroll cycle.</li> <li>Email notification that payroll processing is complete sent to the Web Reporting Group to inform them</li> <li>Result of data conversion which is automatically run to convert the payroll data from the cycle for Web presentation.</li> <li>Email notification by the Web Reporting Group to its customers that the payroll web reports are ready for access.</li> <li>Customers access of the report data in three formats - formatted report, Excel spreadsheet and raw data - via the county's Intranet.</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>PeopleSoft</li> <li>Intranet</li> <li>Email</li> </ul>	<ul style="list-style-type: none"> <li>PSSD</li> <li>Web Reporting Group</li> <li>Customers</li> </ul>	<ul style="list-style-type: none"> <li>Per payroll cycle</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>
Periodic Reporting		<ul style="list-style-type: none"> <li>Month-end reports to FMD (IBIS) when pay period splits months</li> <li>Quarterly Reports</li> </ul>	<ul style="list-style-type: none"> <li>Manual</li> <li>PeopleSoft</li> </ul>	<ul style="list-style-type: none"> <li>PSSD</li> </ul>	<ul style="list-style-type: none"> <li>Month</li> <li>Quarter</li> <li>Annual</li> </ul>	<p><b>Gaps and Issues</b></p> <ul style="list-style-type: none"> <li>The month-ending reporting for IBIS is time-consuming. Requires database</li> </ul>

# Discussion Draft

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"><li data-bbox="695 282 894 306">• Annual Reports</li></ul>				copying and then 1-2 days to create report/data feed

## Discussion Draft

### III. Performance Measures Review



The focus group session will review the following chart. The Business Goals and Improvement Opportunities are from the county's Vision and Goals statement. Possible Benefits and Measures have been added. The objective of the review is to validate, refine and enhance the Benefits and Measures. Attendees are encouraged to review the chart prior to attending the session.

<b>Business Area</b>	<b>King County Business Goal</b>	<b>Improvement Opportunity</b>	<b>Benefit</b>	<b>Measure</b>
Payroll	Comply with labor agreements, as well as federal, state and county laws.	Resolve situations where Payroll business processes and supporting technical infrastructure do not fully support laws and labor agreements.	<ul style="list-style-type: none"> <li>• Avoidance of possible legal complications of non-performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of related lawsuits.</li> <li>• Number of related labor disputes.</li> <li>• Number of audit deficiencies.</li> </ul>
Payroll	Provide employees, retirees and fiduciaries direct and secure access, as appropriate, to personnel, payroll, time and attendance, benefit, and retirement information.	Direct-access, possibly Web-based, personal Payroll data query capabilities for employees, retirees and fiduciaries.	<ul style="list-style-type: none"> <li>• Increased county employee, retiree and fiduciary satisfaction.</li> <li>• Reduced Payroll professional effort.</li> <li>• Reduced IT professional effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Payroll professional effort.</li> <li>• Cost of technology professional support.</li> </ul>
Payroll	Reduce time required to capture time and process payroll, and shorten the lag between end of pay-period and payday.	Redesign Payroll functional processes based on improving efficiency, and implement appropriate technical infrastructure to support the redesigned model.	<ul style="list-style-type: none"> <li>• Increased county employee satisfaction.</li> <li>• Consistent and innovative processes.</li> <li>• Improved data accuracy.</li> <li>• Timely employee time capture.</li> <li>• Consolidation to a single Payroll system.</li> <li>• Reduced Payroll professional effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints.</li> <li>• Length of time reporting period.</li> <li>• Length of lag-time period.</li> <li>• Cost of Payroll professional support.</li> <li>• Cost of financial professional support.</li> <li>• Cost of IT professional support.</li> </ul>

Discussion Draft

			<p>fort through reduced processing time.</p> <ul style="list-style-type: none"> <li>• Reduced financial professional effort through transparent integration.</li> <li>• Reduced IT professional support.</li> <li>• Reduced reporting and analysis per employee.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of data entry.</li> <li>• Cost of technology infrastructure.</li> <li>• Cost of technology maintenance.</li> <li>• Cost of technology support.</li> </ul>
Payroll	Provide employees the information needed to validate that their pay stubs are accurate.	Improve current technical infrastructure to provide all information needed for county employees to validate their pay stubs, possibly employing Web-based access to appropriate information.	<ul style="list-style-type: none"> <li>• Increased county employee satisfaction.</li> <li>• Earlier notification of adjustments reducing Payroll professional effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of adjustments.</li> <li>• Number of complaints.</li> <li>• Cost of Payroll professional support.</li> </ul>
Payroll	Produce timely and accurate paychecks.	Resolve situations where Payroll business processes and supporting technical infrastructure work against producing timely and accurate paychecks.	<ul style="list-style-type: none"> <li>• Increased county employee satisfaction.</li> <li>• Avoidance of the possible legal complications of non-performance.</li> <li>• Reduced Payroll professional effort processing adjustments.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of adjustments.</li> <li>• Number of related lawsuits.</li> <li>• Number of audit deficiencies.</li> <li>• Cost of Payroll professional support.</li> </ul>
Payroll	Improve access to historical information.	Provide direct-access, possibly Web-based, payroll historical data query capabilities.	<ul style="list-style-type: none"> <li>• Increased Payroll professional satisfaction.</li> <li>• Reduced Payroll professional effort.</li> <li>• Reduced IT professional effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Payroll professional effort.</li> <li>• Cost of technology professional support.</li> </ul>
Payroll	Pay all employees on a common, bi-weekly, pay cycle from a single payroll system by mi-	Make county-level policy decision to consolidate county employees to a single, bi-weekly	<ul style="list-style-type: none"> <li>• Increased county employee satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Payroll professional support.</li> </ul>

Discussion Draft

	<p>grating all employees to the PeopleSoft system.</p>	<p>pay cycle, and implement appropriate processes and supporting technical infrastructure to support it.</p>	<ul style="list-style-type: none"> <li>• Decreased data and timing inconsistencies between systems.</li> <li>• Consolidation to a single Human Resources system.</li> <li>• Reduced data entry effort.</li> <li>• Increased system controls, audit trails, and documentation.</li> <li>• Reduced Payroll professional effort.</li> <li>• Reduced financial professional effort.</li> <li>• Reduced technology costs by having a single payroll system.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of financial professional support.</li> <li>• Cost of data entry.</li> <li>• Cost of technology infrastructure.</li> <li>• Cost of technology maintenance.</li> <li>• Cost of technology support.</li> </ul>
<p>Payroll</p>	<p>Support labor distribution with a system that is compatible with PeopleSoft and the financial system that is implemented.</p>	<p>Implement technical infrastructure that is highly-integrated with the HR and financial systems to support robust labor distribution capabilities.</p>	<ul style="list-style-type: none"> <li>• Increased decision and control processes as a result of accurate, timely data.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Payroll professional support.</li> <li>• Cost of financial professional support.</li> </ul>

## IV. Critical Success Factors



In an open discussion, focus group attendees will be requested to respond to the question below. Attendees are encouraged to determine their perceptions prior to the session.

### **A. What are the top three opportunities for improvement in the Payroll Processes and Reporting business function? What are the obstacles to successfully achieving these objectives?**

**Answer:**

- Increase human resources to support MSA both in ITS and Payroll Ops
- Implement MSA to its fullest capabilities
- Acquire sufficient reporting storage to meet customer needs

## V. What's Next?



- Follow-up with specific individuals to clarify current business processes and opportunities, as necessary.
- Conduct a second focus group session to review updates to the current business processes resulting from feedback from the first focus group session and confirm the issues, gaps and constraints identified, review proposed business process improvements, and discuss identified high-payback business processes.

**King County, State of Washington**  
**Quantifiable Business Case**  
**Payroll Focus Group Session 2**  
**Updated with Focus Group Feedback**



Business Area: Payroll

Business Function: Payroll Processes and Reporting

Date: Thursday, March 4, 2004

Time: 1:30 PM to 4:30 PM

Location: Exchange Building, Marion

**Agenda**



- I. Introduction**
- II. Findings From First Session**
- III. Opportunities for Improvement**
- IV. Analysis of Opportunities**

## I. Findings from First Session



### A. MSA – Entry of Employee Information

- The TAD form is obsolete. Form is cumbersome and has not been updated to better reflect current processes. TAD data resulting from data entry via PERTEC requires execution through four conversion programs before it is ready for MSA validation
- Implementation of non-standard union contract requirements consumes 25% of the ITS resources supporting MSA diverting resources from other needed efforts. The 30-day implementation requirement no matter the amount of non-standard requirements causes stress, burnout and implementation errors

### B. MSA – Entry of Employee Taxes

- See Entry of Employee Information. The form completion/keypunch data entry/validation process is similar

### C. MSA – Entry of Employee Deductions and Other Earnings

- See Entry of Employee Information. The form completion/keypunch data entry/validation process is similar

### D. MSA – One-Time Transactions

- See Entry of Employee Information. The form completion/keypunch data entry/validation process is similar
- One-time transactions are primarily manual processes specific to each type of transaction. For example, in the case of manual checks, Payroll Ops performs all deduction calculations manually and physically types the manual check

### E. MSA – Payroll Reconciliation and Tax Balancing

- There are insufficient resources to do payroll reconciliation and tax balancing for each payroll run though system control totals are analyzed to ensure system is in balance

## Discussion Draft

### **F. MSA – W-2 Processing, Reconciliation, and Printing**

- Reconciliation is done at year-end as part of year-end processing. Often errors identified cause changes in both the current and prior year

### **G. MSA – Payroll Processing**

- ITS reports “barely keeping our heads above water” on a day-to-day basis. Backlogged maintenance, enhancement and implementation requests cannot be addressed in a timely manner. According to ITS, MSA recommends one support person for every 2,000 employees supported. With approximately 12,000 employees on MSA, support headcount should number 6. It is currently 50% of recommendation at 3
- The MSA software version and platform are antiquated compared to modern HR/Payroll system infrastructures including the latest version of MSA which is Web-based. The “batch processing” environment with forms and keypunch data entry is slow and tedious compared to the processes surrounding modern installations. The county owns the online front-end to MSA, but roll-out has been limited to Payroll Ops and Benefits
- Human Resources and Payroll validation runs are executed on specific, limited periods within each pay cycle. Human Resources generally during a 4-day period and Payroll during a 2-3 day period. This results a logistic challenge for most departments involved
- Current policies surrounding MSA payroll processing requires manual “paper trails” judged to be excessive and time-consuming by process executors
- An MSA Position Control module is owned by the county, but has not been implemented.

### **H. MSA – Cycle Reporting**

- Significant numbers of data downloads are generated to departments after each payroll cycle to populate department ad hoc systems due to the departments inability to directly access data in MSA. As well, numerous one-time-only data extract requests are routinely received from departments for the same reason
- Hardcopy MSA payroll reports are distributed manually from Payroll Ops and from distribution centers to which selected reports for some departments are routed via the use of InfoPak. However, all checks must be picked up at Payroll Ops. This is a manually intensive distribution process
- There is not sufficient data storage capacity to support keeping reports generated by more than one payroll cycle, eliminating the ability to regenerate reports that are lost or damaged

## Discussion Draft

- Larger MSA payroll cycle reports and archived payroll cycle data is printed to microfiche. Microfiche is an antiquated storage medium and is cumbersome and time-consuming to access

### **I. MSA – Periodic Reporting**

- See MSA Cycle Reporting

### **J. PeopleSoft – Entry of Employee Information**

- Modifications/changes to employee information and employee or management requests for information must be handled through department timekeepers

### **K. PeopleSoft – Entry of Position Information**

- None

### **L. PeopleSoft – Entry of Employee Taxes**

- None

### **M. PeopleSoft – Entry of Employee Deductions**

- None

### **N. PeopleSoft – One-Time Transactions**

- None

### **O. PeopleSoft – Payroll Reconciliation and Tax Balancing**

- None

### **P. PeopleSoft – W-2 Processing, Reconciliation, and Printing**

- W-2 reconciliation is done annually requiring error correction for entire year at one time

## Discussion Draft

### **Q. PeopleSoft – Payroll Processing**

- There are cut-offs after which data modifications are not allowed. This can cause adjustments to be made during following pay period. There is no system reason for these cut-offs

### **R. PeopleSoft – Cycle Reporting**

- None

### **S. PeopleSoft – Periodic Reporting**

- The month-ending reporting for IBIS is time-consuming. Requires database copying and then 1-2 days to create report/data feed

## II. Opportunities for Improvement



### A. MSA – Entry of Employee Information

- Eliminate hardcopy TAD forms. Revise TAD form data and provide online capability for TAD data entry and transmission
- Consider making the timing of the implementation of non-standard contract provisions a negotiable contract provision based on the reality of the resources available. Pre-contract review by parties charged with implementation based on past metrics seems to be a solution requirement

### B. MSA – Entry of Employee Taxes

- See Entry of Employee Information. The form completion/keypunch data entry/validation process is similar

### C. MSA – Entry of Employee Deductions and Other Earnings

- See Entry of Employee Information. The form completion/keypunch data entry/validation process is similar

### D. MSA – One-Time Transactions

- See Entry of Employee information. The form completion/keypunch data entry/validation process is similar
- It is reported that the MSA system has a capability to produce manual checks, however, this feature has not been implemented

### E. MSA – Payroll Reconciliation and Tax Balancing

- Acquire sufficient resources to accomplish payroll reconciliation and tax balancing for each pay cycle

### F. MSA – W-2 Processing, Reconciliation, and Printing

- Acquire sufficient resources to accomplish W-2 reconciliation at the end of each pay cycle

## Discussion Draft

### **G. MSA – Payroll Processing**

- Provide sufficient ITS resources to effectively support the MSA system and its customers
- Interim improvement can be gained by implementing the online capabilities of MSA to the MSA user organizations (long-term improvement is to upgrade to the latest MSA Web-based version and associated technical infrastructure)
- Execute Human Resources and Payroll validation runs every night
- Research the necessity of “paper trails” with an eye on eliminating as many as possible. As well, communicate the justification for those considered to be necessary to employees who are charged with their creation to improve job satisfaction
- Review the reasons for non-implementation of MSA Position Control, and implement if justified

### **H. MSA – Cycle Reporting**

- Develop Web-based payroll reports similar to those provided to departments by PeopleSoft including alternative data formats, i.e., standard report format, Excel spreadsheet, and raw data
- Improvement could be realized by routing all payroll cycle reports via InfoPak to local distribution centers, but a better solution is described in the bullet above
- Conduct an analysis of the optimum payroll cycle reporting generations necessary to effectively support customer requests based on past demand, and acquire sufficient data storage upgrades to accommodate this demand
- Migrate from using microfiche for large payroll cycle reports and archiving purposes, to a more user-friendly and storage-friendly medium, i.e., CD-ROM, DVD or fiber-optic disks

### **I. MSA – Periodic Reporting**

- See MSA Cycle Reporting

### **J. PeopleSoft – Entry of Employee Information**

- Implementation of employee/management self-service could reduce timekeeper effort, however, this effort could not be eliminated completely since significant portions of the county’s workforce do not have access to computers. For example, approximately 60% of transit are drivers

## Discussion Draft

### **K. PeopleSoft – Entry of Employee Taxes**

- No opportunities identified

### **L. PeopleSoft – Entry of Employee Deductions**

- No opportunities identified

### **M. PeopleSoft – One-Time Transactions**

- No opportunities identified

### **N. PeopleSoft – Payroll Reconciliation and Tax Balancing**

- No opportunities identified

### **O. PeopleSoft – W-2 Processing, Reconciliation, and Printing**

- Perform W-2 reconciliation on a quarterly basis to catch W-2 problems early and, therefore, reduce correction effort and avoid potential disaster

### **P. PeopleSoft – Payroll Processing**

- Eliminate or reduce cut-offs to allow transactions to be entered until payroll run is executed

### **Q. PeopleSoft – Cycle Reporting**

- No opportunities identified

### **R. PeopleSoft – Periodic Reporting**

- Review necessity of IBIS month-end reporting with stakeholders with an eye toward reducing, eliminating or expediting requirement.

### **III. Analysis of Opportunities**



The Opportunities for Improvement listed in the previous section were reviewed by the county's Payroll Functional Lead. The review may have resulted in a combining of some opportunities or the elimination of others, for the purposes of this analysis. In addition, the analysis by focus group attendees may have had the same result.

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<b>MSA – Entry of Employee Information</b>								
Eliminate hard-copy TAD forms. Revise TAD form data and provide online capability for TAD data entry and transmission	<ul style="list-style-type: none"> <li>• More accurate data</li> <li>• More current data</li> <li>• Improved process turnaround time via online editing capabilities, etc.</li> <li>• Improved data access</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of errors</li> <li>• Number of adjustments</li> <li>• Number of manual checks</li> </ul>	<ul style="list-style-type: none"> <li>• Culture change</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Security</li> <li>• Privacy</li> <li>• MSA Online rollout to entire county should be investigated as viable near-term solution</li> <li>• Migration to PeopleSoft would eliminate opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Resistance from departments – have always done it this way</li> <li>• Resistance from unions – might require job re-classifications for users</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Reliability of solution</li> </ul>
Consider making the timing of the implementation of non-standard contract provisions a negotiable contract provision based on the reality of the resources available. Pre-contract review by parties charged with implementation based on past metrics seems to be a solution requirement	<ul style="list-style-type: none"> <li>• Reduced process turnaround time</li> <li>• Reduced implementation errors</li> <li>• Increased time to test implementation modifications</li> <li>• Improved clarity of implementation requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of errors</li> <li>• Time devoted to implementation testing</li> </ul>	<ul style="list-style-type: none"> <li>• Contract negotiation culture change</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Resistance from unions</li> <li>• Resistance from negotiators</li> <li>• Resistance from Executive</li> <li>• Resistance from Council</li> </ul>	<ul style="list-style-type: none"> <li>• 30 day implementation ordinance</li> </ul>	<ul style="list-style-type: none"> <li>• Possible constraint to negotiations</li> </ul>

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> <li>Increased implementation team morale</li> <li>More realistic expectations</li> <li>Would assist negotiators to gain an understanding of the impact of the provisions before completing negotiations</li> </ul>							
<b>MSA – Entry of Position Information</b>								
See Entry of Employee Information. The TAD form completion / key-punch data entry / validation process is the same	<ul style="list-style-type: none"> <li>Same as analysis for “Eliminate hardcopy TAD forms...” in Entry of Employee Information above</li> </ul>							
<b>MSA – Entry of Employee Taxes (example W-4)</b>								
See Entry of Employee Information. The W-4/W-5 form processing completion/ keypunch data entry/validation process is similar	<ul style="list-style-type: none"> <li>Same as analysis for “Eliminate hardcopy TAD forms...” in Entry of Employee Information above</li> </ul>							

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<b>MSA – Entry of Employee Deductions</b>								
See Entry of Employee Information. The DOE form completion / key-punch data entry / validation process is similar	<ul style="list-style-type: none"> <li>• Same as analysis for “Eliminate hardcopy TAD forms...” in Entry of Employee Information above</li> </ul>							
<b>MSA – One-Time Transactions</b>								
See Entry of Employee Information. The Reversal form completion/ keypunch data entry/validation process is similar	<ul style="list-style-type: none"> <li>• Same as analysis for “Eliminate hardcopy TAD forms...” in Entry of Employee Information above</li> </ul>							
It is reported that the MSA system has a capability to produce manual checks, however, this feature has not been implemented	<ul style="list-style-type: none"> <li>• Improved process turnaround time</li> <li>• Automatic interface to payroll</li> <li>• Improved accuracy through elimination of manual calculations</li> <li>• Less stress to payroll staff</li> <li>• Reduced errors</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of errors</li> <li>• Number of manual checks</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• MSA Manual Checks module</li> </ul>	<ul style="list-style-type: none"> <li>• Need to ensure that currently owned software has the capability to meet requirements, or if upgrade is required</li> <li>• Need to ensure current hardware (printers) meet requirements, or if</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> </ul>	<ul style="list-style-type: none"> <li>• May require policy change</li> </ul>	<ul style="list-style-type: none"> <li>• None Identified</li> </ul>

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> <li>Improved security and audit trail</li> </ul>				upgrade is required <ul style="list-style-type: none"> <li>Security - printer location</li> </ul>			
<b>MSA – Payroll Reconciliation and Tax Balancing</b>								
Acquire sufficient resources to accomplish payroll reconciliation and tax balancing for each pay cycle	<ul style="list-style-type: none"> <li>Reduced impact of errors</li> <li>Reduced number of year-end issues to resolve</li> <li>More accurate data</li> <li>Reduced tax penalties</li> <li>Reduced need for overtime effort</li> </ul>	<ul style="list-style-type: none"> <li>Process time</li> <li>Number of errors</li> <li>Number of year-end issues</li> <li>Amount of tax penalties</li> <li>Amount of overtime paid</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>None Identified</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> <li>Budget constraints</li> </ul>	<ul style="list-style-type: none"> <li>Hiring Freeze</li> </ul>	<ul style="list-style-type: none"> <li>None Identified</li> </ul>
<b>MSA – W-2 Processing, Reconciliation, and Printing</b>								
Acquire sufficient resources to accomplish W-2 reconciliation at the end of each pay cycle	<ul style="list-style-type: none"> <li>Same as analysis for “Require sufficient resources...” in Payroll Reconciliation and Tax Balancing above</li> </ul>							
<b>MSA – Payroll Processing</b>								
Provide sufficient ITS resources to effectively support the MSA	<ul style="list-style-type: none"> <li>Reduced stress and overtime for MSA support staff</li> </ul>	<ul style="list-style-type: none"> <li>Number of projects in backlog</li> <li>Number of proactive</li> </ul>	<ul style="list-style-type: none"> <li>Higher MSA system-related support services</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Need action plan for MSA support to ensure addi-</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> <li>Budget constraints</li> </ul>	<ul style="list-style-type: none"> <li>Hiring Freeze</li> </ul>	<ul style="list-style-type: none"> <li>Inefficient deployment of additional resources</li> </ul>

Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
system and its customers	<ul style="list-style-type: none"> <li>• Reduced backlog of maintenance/enhancement requests</li> <li>• Increased responsiveness to customers</li> <li>• Supports proactive changes to make system more efficient and easier to maintain</li> <li>• Improved quality of products through increasing testing</li> <li>• Higher quality in services provided</li> </ul>	<ul style="list-style-type: none"> <li>• system improvements</li> <li>• Number of proactive service improvements</li> </ul>	across county		tional resources are employed effectively			
Interim improvement can be gained by implementing the online capabilities of MSA to the MSA user organizations (long-term improvement is to upgrade to the	<ul style="list-style-type: none"> <li>• Reduction in errors via online edits</li> <li>• Reduction in paper – forms, reports</li> <li>• Reduced data entry effort</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of errors</li> </ul>	<ul style="list-style-type: none"> <li>• Large culture change</li> </ul>	<ul style="list-style-type: none"> <li>• MSA Online implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Security issues</li> <li>• Privacy issues</li> <li>• Need to ensure that currently owned MSA Online soft-</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Attitude of leadership – perception is migration to PeopleSoft has been approved so no more investment in MSA</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>

## Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
latest MSA Web-based version and associated technical infrastructure)	<ul style="list-style-type: none"> <li>Improved access to information</li> </ul>				ware has the capability to meet requirements, or if upgrade is required	<ul style="list-style-type: none"> <li>Resistance from departments - we've always done it this way</li> </ul>		
Execute Human Resources and Payroll validation runs every night	<ul style="list-style-type: none"> <li>Reduced process turnaround time</li> <li>Reduced risk of errors in transactions requiring multiple, sequential changes to complete</li> <li>Reduced adjustments/manual checks</li> <li>Expedited error correction process</li> </ul>	<ul style="list-style-type: none"> <li>Process time</li> <li>Number of errors</li> <li>Number of adjustments</li> <li>Number of manual checks</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Additional executions of system</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> <li>Support/help desk constraints will necessitate a phased department-by-department implementation plan</li> <li>Need to update the Payroll Master as well as POL on a nightly basis as well to realize full benefit of this opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> </ul>	<ul style="list-style-type: none"> <li>Payroll execution policies would need to be modified</li> <li>Service Level Agreements with departments would need modification</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>
Research the necessity of "paper trails" with an eye on eliminating as many as possible. As well, communicate the justification	<ul style="list-style-type: none"> <li>Reduced process turnaround time</li> <li>Reduced cost through reduction in or elimination of pa-</li> </ul>	<ul style="list-style-type: none"> <li>Process time</li> <li>Costs associated with paper used, storage space, shredding, recycling</li> </ul>	<ul style="list-style-type: none"> <li>Culture change</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Need to ensure that the intention of the paper trail policies continues to be served when determining</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> </ul>	<ul style="list-style-type: none"> <li>Policies required current paper trails would need to be modified</li> </ul>	<ul style="list-style-type: none"> <li>None Identified</li> </ul>

Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
for those considered to be necessary to employees who are charged with their creation to improve job satisfaction	per used, storage space, shredding, recycling and manpower devoted to administering the process	and manpower devoted to administering the process			paper trails to be eliminated or replaced with electronic storage			
Review the reasons for non-implementation of MSA Position Control, and implement if justified	<ul style="list-style-type: none"> <li>• Reduced process turnaround time</li> <li>• Improved access to information</li> <li>• Would provide automated tool for current process performed manually or not at all</li> <li>• Reduce department ad hoc systems</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of department ad hoc systems</li> </ul>	<ul style="list-style-type: none"> <li>• Culture change</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of MSA Position Control module</li> </ul>	<ul style="list-style-type: none"> <li>• Need to ensure that currently owned MSA Position Control software has the capability to meet requirements, or if upgrade is required</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Resistance from departments</li> <li>• Resistance from unions</li> </ul>	<ul style="list-style-type: none"> <li>• Use of Position Control would need to become policy</li> </ul>	<ul style="list-style-type: none"> <li>• Non-usage if not policy</li> </ul>
<b>MSA – Cycle Reporting</b>								
Develop Web-based payroll reports similar to those provided to departments by PeopleSoft including alternative data	<ul style="list-style-type: none"> <li>• Reduced process turnaround time</li> <li>• Improved access to information</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Costs of administering manual reports</li> </ul>	<ul style="list-style-type: none"> <li>• Culture change</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Policies regarding report distribution may require modification</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
formats, i.e., standard report format, Excel spreadsheet, and raw data	<ul style="list-style-type: none"> <li>• Elimination of the pick-up/delivery manual cycle</li> <li>• Elimination of manual sorting/merging of printed reports</li> </ul>							
Improvement could be realized by routing all payroll cycle reports via InfoPak to local distribution centers, but a better solution is described in the bullet above	<ul style="list-style-type: none"> <li>• Same analysis as previous opportunity with an implementation consideration that MSA Online may be required for effective service delivery</li> </ul>							
Conduct an analysis of the optimum payroll cycle reporting generations necessary to effectively support customer requests based on past demand, and acquire sufficient data storage upgrades to accommodate this demand	<ul style="list-style-type: none"> <li>• Reduced process turnaround time</li> <li>• Improved accessibility to data</li> <li>• Improved ability to replace reports that are lost – reprint rather than recreate</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of lost/reprinted reports</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Acquire sufficient data storage to support solution</li> </ul>	<ul style="list-style-type: none"> <li>• Need to complete analysis to determine currently needed storage expansion and estimates of future storage expansion requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>

## Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<p>Migrate from using microfiche for large payroll cycle reports and archiving purposes, to a more user-friendly and storage-friendly medium, i.e., CD-ROM, DVD or fiber-optic disks</p>	<ul style="list-style-type: none"> <li>• Reduced process turnaround time</li> <li>• Improved storage medium</li> <li>• Enhanced usability</li> <li>• Reduced storage space requirements</li> <li>• Ease of access</li> <li>• Easier and wider availability of information</li> <li>• Reduction of filing errors</li> <li>• Reduced risk of data loss due to damaged storage medium</li> <li>• Reduced need for reader machines</li> <li>• Reduction in data storage cost</li> </ul>	<ul style="list-style-type: none"> <li>• Process time</li> <li>• Number of microfiche reader machines</li> <li>• Cost of data storage</li> <li>• Number of filing errors</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Culture change</li> </ul>	<ul style="list-style-type: none"> <li>• ITS hardware/ software needed to support storage medium</li> <li>• PC storage medium access hardware/ software</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Definition of new filing and access methods</li> <li>• Privacy/security considerations need to be addressed</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Resistance by departments</li> <li>• Resistance by employees</li> <li>• Resistance from management</li> </ul>	<ul style="list-style-type: none"> <li>• May require change in standard PC configuration policies</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitive data on disks</li> </ul>



## Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<b>PeopleSoft – Payroll Reconciliation and Tax Balancing</b>								
No opportunities identified								
<b>PeopleSoft – W-2 Processing, Reconciliation, and Printing</b>								
Perform W-2 reconciliation on a quarterly basis to catch W-2 problems early and, therefore, reduce correction effort and avoid potential disaster	<ul style="list-style-type: none"> <li>Reduced process turnaround time</li> <li>Reduced error correction effort</li> <li>Increased data accuracy</li> <li>Reduced risk of errors going unidentified until after end of year</li> </ul>	<ul style="list-style-type: none"> <li>Process time</li> <li>Number of errors</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>
<b>PeopleSoft – Payroll Processing</b>								
Eliminate or reduce cut-offs to allow transactions to be entered until payroll run is executed	<ul style="list-style-type: none"> <li>More time for users to enter data</li> <li>Reduced need for adjustments/manual checks</li> <li>Supports 24/7 system availability goal by eliminating “lockout” periods</li> </ul>	<ul style="list-style-type: none"> <li>Number of adjustments</li> <li>Number of manual checks</li> <li>Hours that system is available to users</li> </ul>	<ul style="list-style-type: none"> <li>Culture change</li> </ul>	<ul style="list-style-type: none"> <li>Existing payroll system</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> <li>Objective would be to reduce or eliminate current lock-out periods of one week for HR and two days for Payroll</li> </ul>	<ul style="list-style-type: none"> <li>Resources</li> </ul>	<ul style="list-style-type: none"> <li>Modification to current policies regarding PeopleSoft system lockouts</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>

# Discussion Draft

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> <li>Reduces errors since users not rushing</li> </ul>							
<b>PeopleSoft – Cycle Reporting</b>								
No opportunities identified								
<b>PeopleSoft – Periodic Reporting</b>								
Review necessity of IBIS month-end reporting with stakeholders with an eye toward reducing, eliminating or expediting requirement	<ul style="list-style-type: none"> <li>Reduced month-end manual effort required by single department</li> </ul>	<ul style="list-style-type: none"> <li>Number of month-end reports</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Need to complete analysis to determine necessity of month-end reports for Transit and to determine if viable alternatives exist</li> </ul>	<ul style="list-style-type: none"> <li>Resistance from departments</li> </ul>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	<ul style="list-style-type: none"> <li>Transit's needs for financial reporting are not met</li> </ul>