GOOD, BETTER, BEST.
WHAT PAYROLL BEST PRACTICES SHOULD I ADOPT?

Presented by
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“Good, better, best. Never let it rest. Until your good is better and your better is best.”

— As found in Julia Richman’s “Graded Work in Dictation for all Grades” (1904)

"Le mieux est l'ennemi du bien. (The best is the enemy of the good.)"

— Voltaire
AGENDA

- Good, better, best – no single recipe
- Adapt, don’t adopt - fit to your org.
- Examples of Payroll Best Practices
  + Organization
  + Processes
  + Systems
  + People
- What's right for my organization?
- Implementing Payroll Best Practices
- Summary/Q&A
GOOD, BETTER, BEST

- What are Payroll “Best” Practices?
- What are good, better, and best for me?
- Do I want good, better, or best?
  + Cost/Benefit
    - Implementation
    - Ongoing
  + Risk
  + Organizational Culture
ADAPT, DON’T ADOPT

- Straightforward adoption may be problematic
- Adapt to your organization
  - Current environment
    - Organization
    - People
    - Process
    - Technology
  - Cost tolerance
  - Risk Tolerance
  - Culture
  - ROI
PAYROLL “BEST PRACTICE” EXAMPLES

- Examples to consider for adaptation
  + Organization
  + Process
  + Systems
  + People
ORGANIZATION BEST PRACTICES

- Organizational decisions
  + Consolidate payroll organization
  + Centralize/decentralize
  + Outsource/in-house
  + Shared Services
PROCESS BEST PRACTICES

- Standardized, Shared Services
  - Call center
  - Common processes, pay policies, pay periods, etc.
  - Standardize & minimize
    • Pay/Deduction codes
    • Pay frequency
    • Pay dates
  - Eliminate non-value add (e.g. many voluntary deductions)
  - Case tracking
  - Consider profit/loss incentives
PROCESS BEST PRACTICES

- Optimize Workflow
  - Standardized
  - Technology-enabled
PROCESS BEST PRACTICES

- Performance Measurement
  - “Nothing measured; nothing managed”
  - What are key performance indicators
  - Gathering metrics
  - Sharing metrics
  - Recalibrating
PROCESS BEST PRACTICES

- Service standards
  - Communicate
  - Measure
  - Benchmark
  - Recalibrate
PROCESS BEST PRACTICES

- Save the trees
  - Review all paper usage
  - Concentrate on largest uses
  - Minimize/Eliminate
  - Cost/Benefit Analysis
  - Utilize Technology
PROCESS BEST PRACTICES

- Audit/security/controls
  - Data is corporate asset
  - Access controlled by provider
  - Responsibility cannot be delegated
- Audits
  - Internal
  - External
- Sarbannes-Oxley
Disaster Recovery and Business Continuity

- Disaster definition
- Disaster recovery purpose
  - Re-establish operations
- Business continuity purpose
  - Keep running during disaster

PROCESS BEST PRACTICES

- Planning Cycle
  - Perform Analysis
  - Develop Strategy
  - Test
  - Develop Plans
  - Assess Risk
**PROCESS BEST PRACTICES**

- Documentation
  - Who
  - What
  - Where
  - How
  - When
TECHNOLOGY BEST PRACTICES

- Standardized, common systems
  + ERP vs. Interfaced Payroll & HR
  + SaaS vs. traditional
  + Workforce Management
  + Reporting
  + Strategic sourcing
TECHNOLOGY BEST PRACTICES

- Save the trees
  - Imaging
  - Direct deposit/paycards
  - Electronic pay advice, W-2s
  - Electronic interaction with employees, vendors, courts, taxing authorities, etc.
    - Employee Self-service
    - Manager Self-service
    - Workflow
  - Electronic Documentation
TECHNOLOGY BEST PRACTICES

Audio/video conferencing

- Low End
  - Free audio conference calling services
  - Skype

- High End
  - Cisco WebEx
  - Citrix GoToMeeting
  - Adobe Connect
  - Fuze Meeting Pro
TECHNOLOGY BEST PRACTICES

Audio/video conferencing

- **Low End**
  - Free audio conference calling services
  - Skype
- **Mid-tier**
  - ŬberConference
  - Google+ Hangouts
  - Zoom
- **High End**
  - Cisco WebEx
  - Citrix GoToMeeting
  - Adobe Connect
  - Fuze Meeting Pro
PEOPLE BEST PRACTICES

- Training
  - Initial
  - Ongoing
  - Cross-training
  - Job-related
  - Developmental
  - Budgeting
PEOPLE BEST PRACTICES

- Multi-generational workforce
  - Traditionalist
  - Baby Boomers
  - Generation X
  - Millennials

- Generational differences

- Focus on individuals
  - Strengths
  - Mentoring
PEOPLE BEST PRACTICES

- **Flex hours**
  - Flexible Scheduling
    - Pre-determined work hours
    - May extend over more than 7 days
    - Usually the same every period
    - Example: 9/80 workweek
  - Flex Time
    - Work required hours at employee’s convenience
    - Usually requires attendance during “core hours”
PEOPLE BEST PRACTICES

- Telecommuting
  - Definition
  - Statistics
  - Advantages
  - Disadvantages
  - Enabling Technologies
PEOPLE BEST PRACTICES

- Self-directed work teams
  + Mission statement provided by management
    - Goals
    - Resources
    - Measurements
    - Boundaries
  + Team jointly responsible
  + Team decisions
    - Who, what, where, when, how
    - Measurement
    - Compensation
  + Success factors
PEOPLE BEST PRACTICES

- People management
  - Communication
  - Coaching/mentoring
  - Ongoing assessment
  - Compensation
PEOPLE BEST PRACTICES

- Career Planning
  + Introduce Process
  + Counsel
  + Benefits
    - Retention
    - Mobility
    - Succession

- Self-evaluation
- Explore Options
- Evaluate Actions
- Take Action
- Make/Revise Plans
WHAT'S RIGHT FOR MY ORGANIZATION?

- Adapt to your organization
  - Current environment
    - People
    - Process
    - Technology
  - Organization
    - Culture
    - Cost tolerance
    - Risk Tolerance
IMPLEMENTING PAYROLL BEST PRACTICES

- Pilot project
- Project organization
  + Sponsor
  + Team members
  + Success measurement
- ROI
- Risk assessment
- Celebrate success
SUMMARY/Q&A

- Best practices for your organization
- Learn from others
- Adapt to your situation
- Implementation strategy
- Remember
  “Good, better, best. Never let it rest…” and
  “The best is the enemy of the good.”

What are your questions?
- If we didn't get to your specific question or your question was too specific to bring up in a public session, simply contact the presenter.

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