

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

Presented by

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# APA NEWS

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#PAYCON

# PROVERBS

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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

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- ✘ 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

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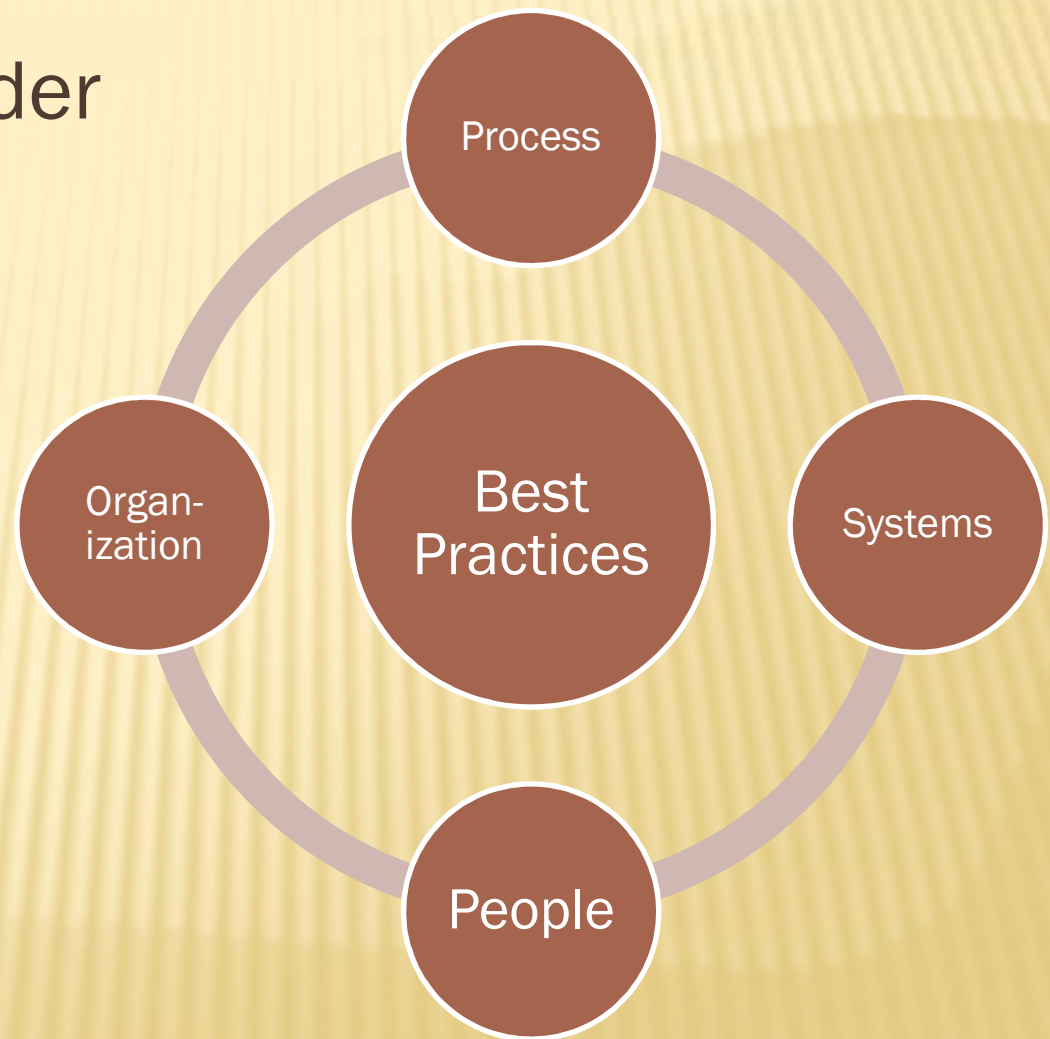
- ✘ What are Payroll “Best” Practices?
- ✘ What are good, better, and best for me?
- ✘ Do I want good, better, or best?
  - + Cost/Benefit
    - ✘ Implementation
    - ✘ Ongoing
  - + Risk
  - + Organizational Culture

# 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 adaption
  - + Organization
  - + Process
  - + Systems
  - + People



# ORGANIZATION BEST PRACTICES

- ✘ Organizational decisions
  - + Consolidate payroll organization
  - + Centralize/decentralize
  - + Outsource/in-house
  - + Shared Services





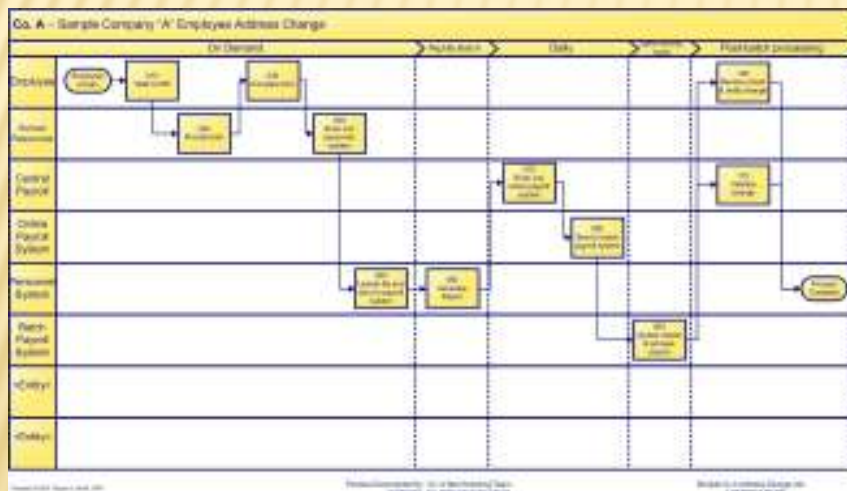
# PROCESS BEST PRACTICES

- ✘ 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



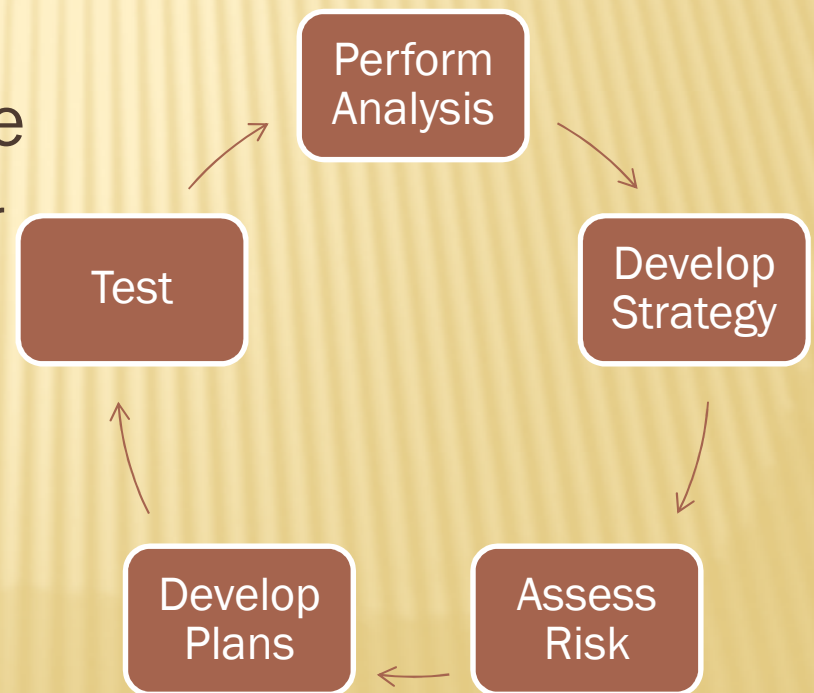
# PROCESS BEST PRACTICES

## ✘ Disaster Recovery and Business Continuity

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



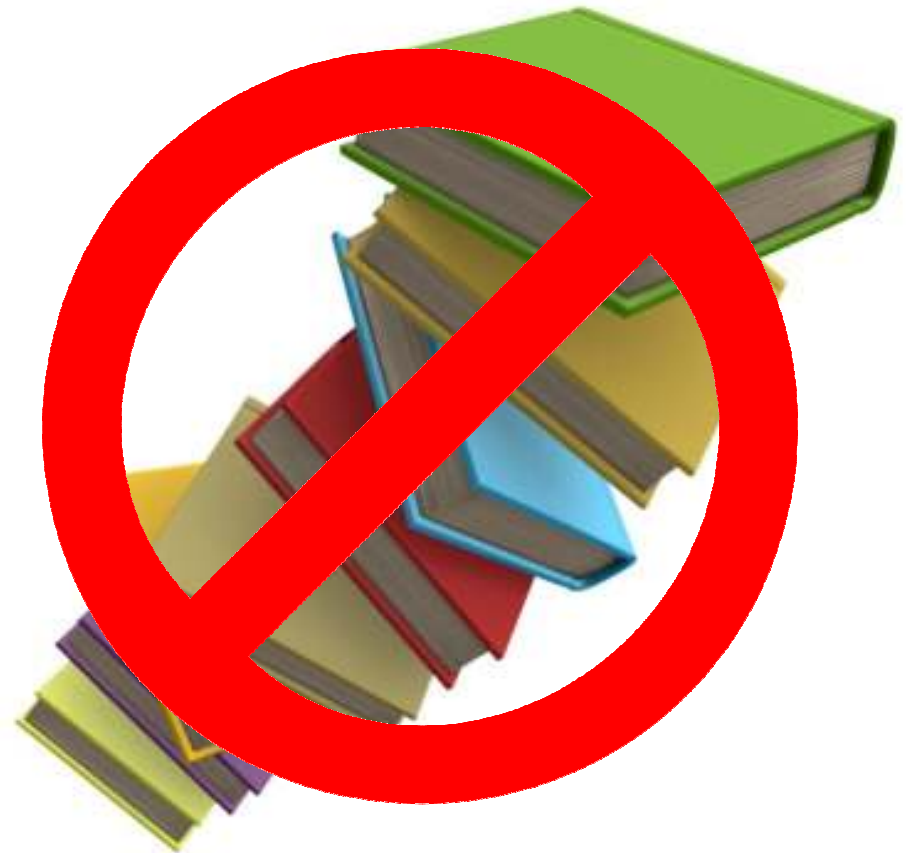
## – Planning Cycle



# 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
  - ÜberConference
  - 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



# 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

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- ✘ 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?



## WRAP-UP

- 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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