

Payroll Office

Operational Performance Dashboard

December 2011

FY 2011 Quarter 2 (Oct - Dec 2011)

Financial management Mission:

To manage the University's payroll system, to ensure that employees are paid on time, administer tax issues and payments, and provide payroll information efficiently and accurately.

Key processes include:

Pay People
Provide Customer Service
Administer Financial Reporting
Manage Money
Develop Staff

For questions about this report, contact Carrie Lewis in the Payroll Office, calewis@uw.edu

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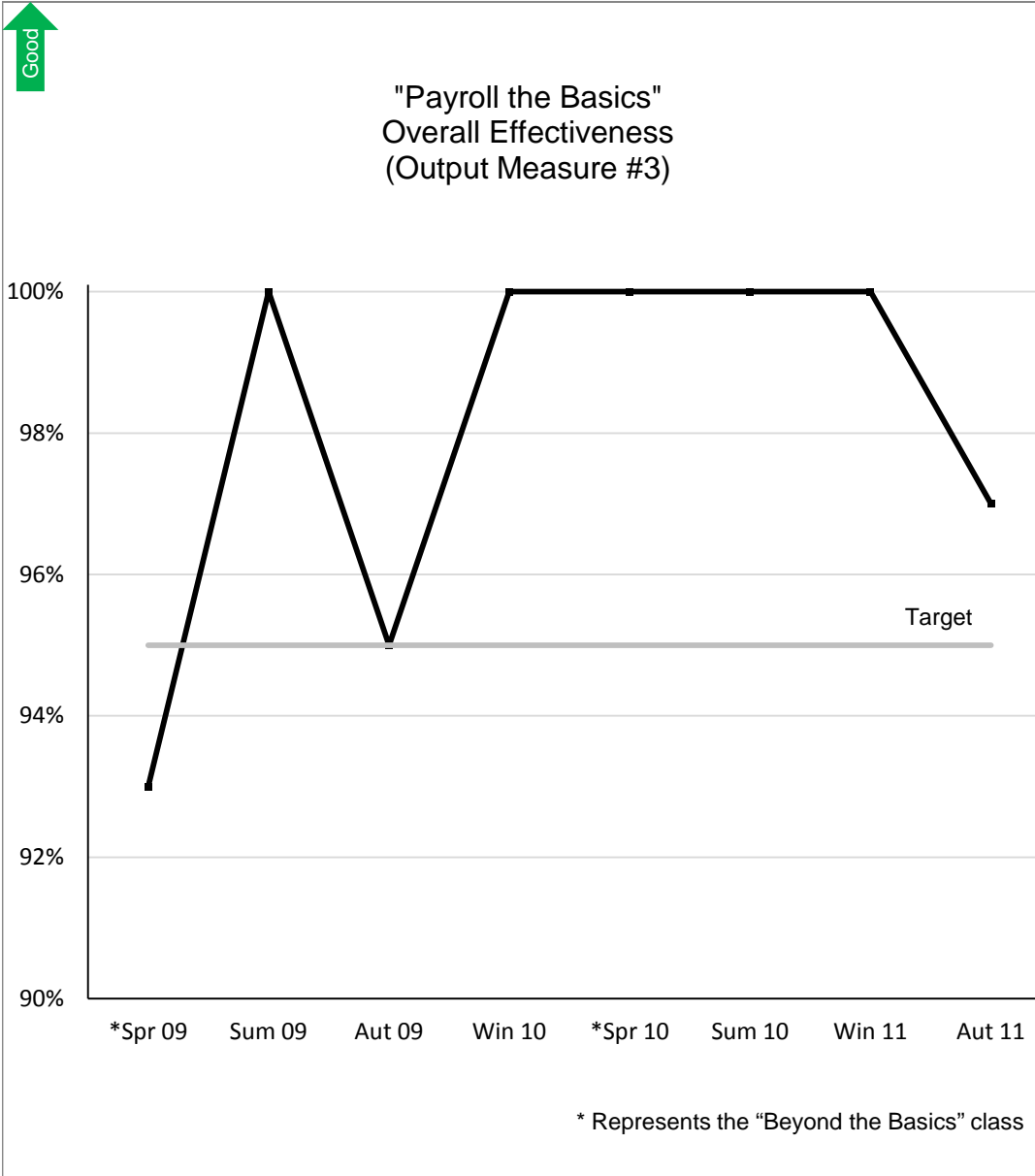
PAYROLL OFFICE

Operational Performance Dashboard - FY 2011 Quarter 2 (Oct - Dec 2011)

	Measure	Current Output Measure	Target		Gap (Target-Output)	Process	Measure	Current Output Measure	Target		Gap (Target-Output)
CUSTOMER						FINANCIAL					
Provide Cust. Service	1) Effectiveness of the Payroll Coordinator Meetings (Payroll Coordinators' Customer Service Survey)	88% 2010	90%	↑	-2%	Manage Money	13) Overpayments pre-collections processing not completed in 90 days. (monthly)	12	5	↓	7
	2) Payroll's Service Effectiveness (Payroll Coordinators' Customer Service Survey)	100% 2010	90%	↑	No Gap		14) % of GL accounts reconciled monthly by due date	49%	100%	↑	-51%
	3) Payroll the Basics and Beyond the Basics overall effectiveness based on POD evaluation (Agree or Strongly agree rating-quarterly measure)	97%	95%	↑	No Gap						
	4) Payroll the Basics and Beyond the Basics course materials are clearly organized based on POD evaluation (quarterly measure)	89%	95%	↑	-6%						
INTERNAL BUSINESS PROCESS						LEARNING & GROWTH					
Pay People	5) I9s outstanding 14 days after hire date (monthly)	188	50	↓	138	Develop Staff	15) % of EDPs on file incorporating knowledge worker skills	100%	100%	↑	No Gap
	6) % of ETRs not Approved by 3pm on Cutoff (monthly average of 2 pay cycles)	7%	2%	↓	5%		16) Payroll employees knowledge about Payroll Systems (Payroll Coordinators' Customer Service Survey)	97% 2010	95%	↑	No Gap
	7) % of PTRs not Approved by 3pm on Cutoff (monthly average of 2 pay cycles)	6%	2%	↓	4%		17) Payroll employees knowledge about Payroll Services (Payroll Coordinators' Customer Service Survey)	98% 2010	95%	↑	No Gap
	8) Number of Visas that are not suspended or updated from the 3 day notice letter (monthly)	6	3	↓	3						
	9) % of direct deposits processed online (monthly)	84%	85%	↑	-1%						
	10) % of W4s processed online (monthly)	63%	65%	↑	-2%						
	11) % of identified Payroll procedures that are reviewed (quarterly)	46%	50%	↑	-4%						
Manage Money	12) Productivity - % yearly increase	2.6% 2011	5%	↑	-2%						

Provide Customer Service - Measure 3

Customer



Definition:

This graph shows the percentage of class attendees that chose Agree or Strongly Agree on Overall Effectiveness on the course evaluations. Payroll: The Basics is currently taught by select Payroll Staff twice a year to employees who sign up through Professional and Organizational Development. Payroll: The Basics is a core class for the Fiscal Certificate Program.

Analysis:

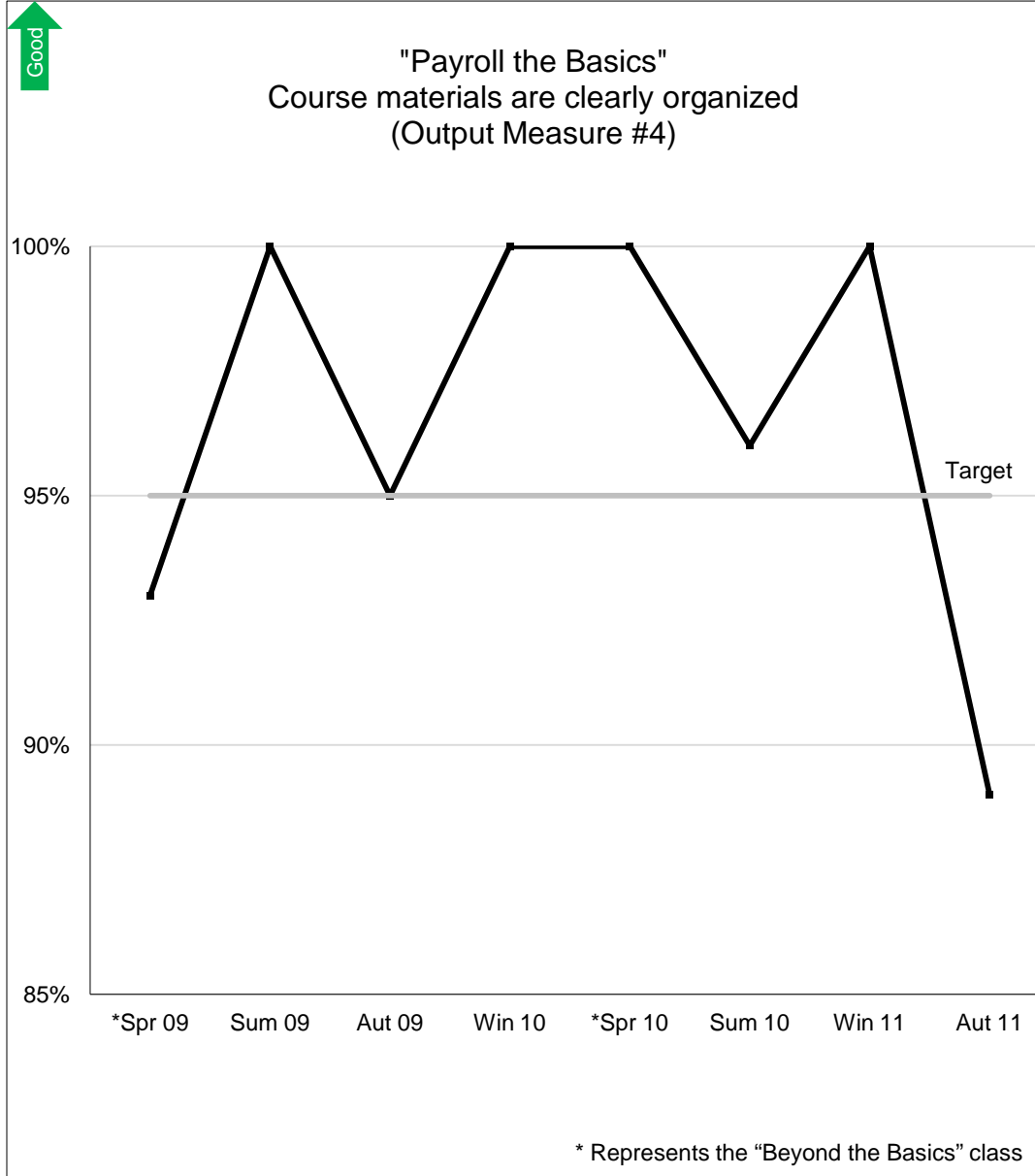
Of 34 participants, 27 completed an evaluation. Even with the transition of new instructors, overall effectiveness rating continues to be high for this course. Participants comment that the class was informative and examples/scenarios were helpful.

Next Steps:

The new instructors (Client Service & Training Team) will look at providing more interactive activity such as scenarios to the class as participants comment that they like the hands-on activities. Webinars and Camtasia to be explored again by the new team in 2012.

Provide Customer Service - Measure 4

Customer



Definition:

This graph shows the percentage of class attendees that chose Agree or Strongly Agree on the Course Materials on the course evaluations. Payroll: The Basics is currently taught by select Payroll Staff twice a year to employees who sign up through Professional and Organizational Development. Payroll: The Basics is a core class for the Fiscal Certificate Program.

Analysis:

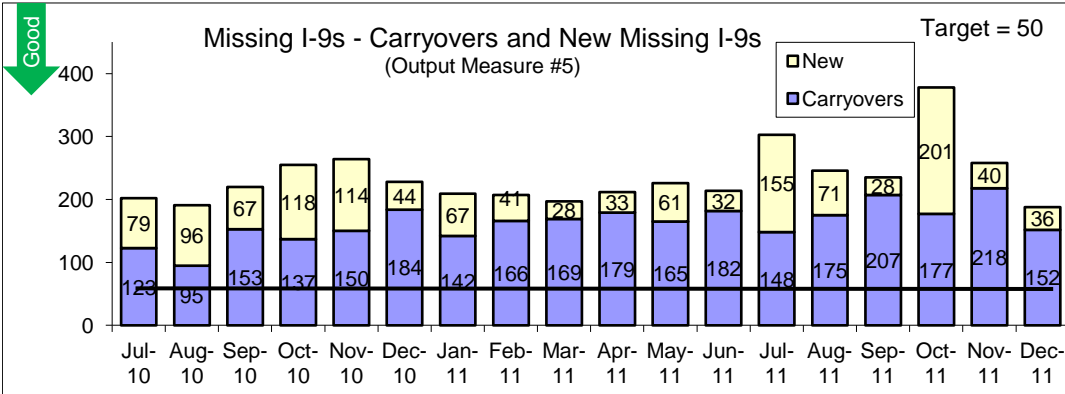
Of 34 participants, 27 completed an evaluation. Evaluations indicated handouts or the power point presentation be printed for class. Team will continue to provide handout information via email.

Next Steps:

The new instructors (Client Service & Training Team) will look at providing more interactive activity such as scenarios to the class as participants comment that they like the hands-on activities. Webinars and Camtasia to be explored again by the new team in 2012.

Pay People - Measure 5

Internal Business Perspective



Definition:

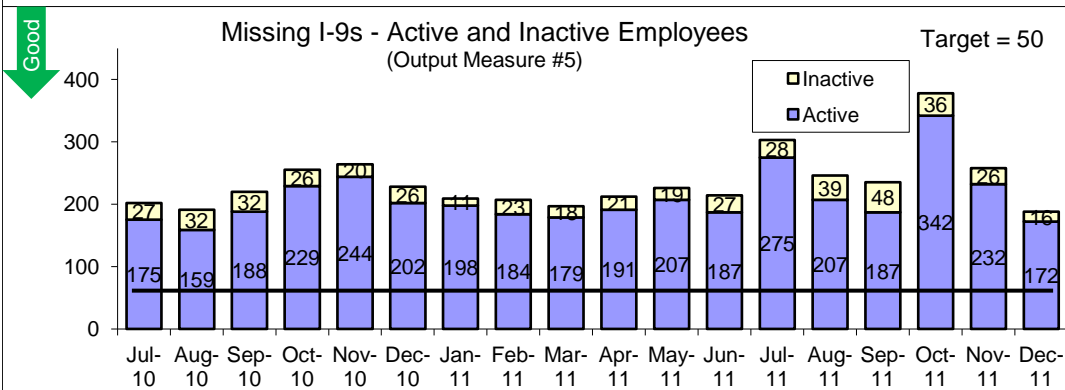
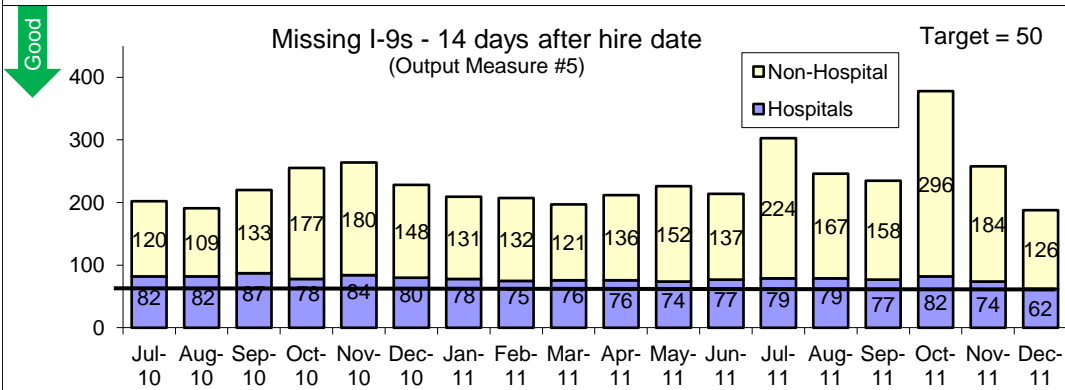
This graph shows the number of employees currently active or inactive in paid appointments that do not have a valid I-9 on file in the Payroll Office. The fines are the same for Citizens and Immigrants as for Non-Resident Aliens.

Analysis:

Big numbers to start the academic year. New effort to clean up is working. Program Coordinators have been calling and talking with departments to get the I9s turned in. This effort is reflected in the continued decrease in the numbers. There are 4 campus departments that make up 78 of the 126 missing I9s from December.

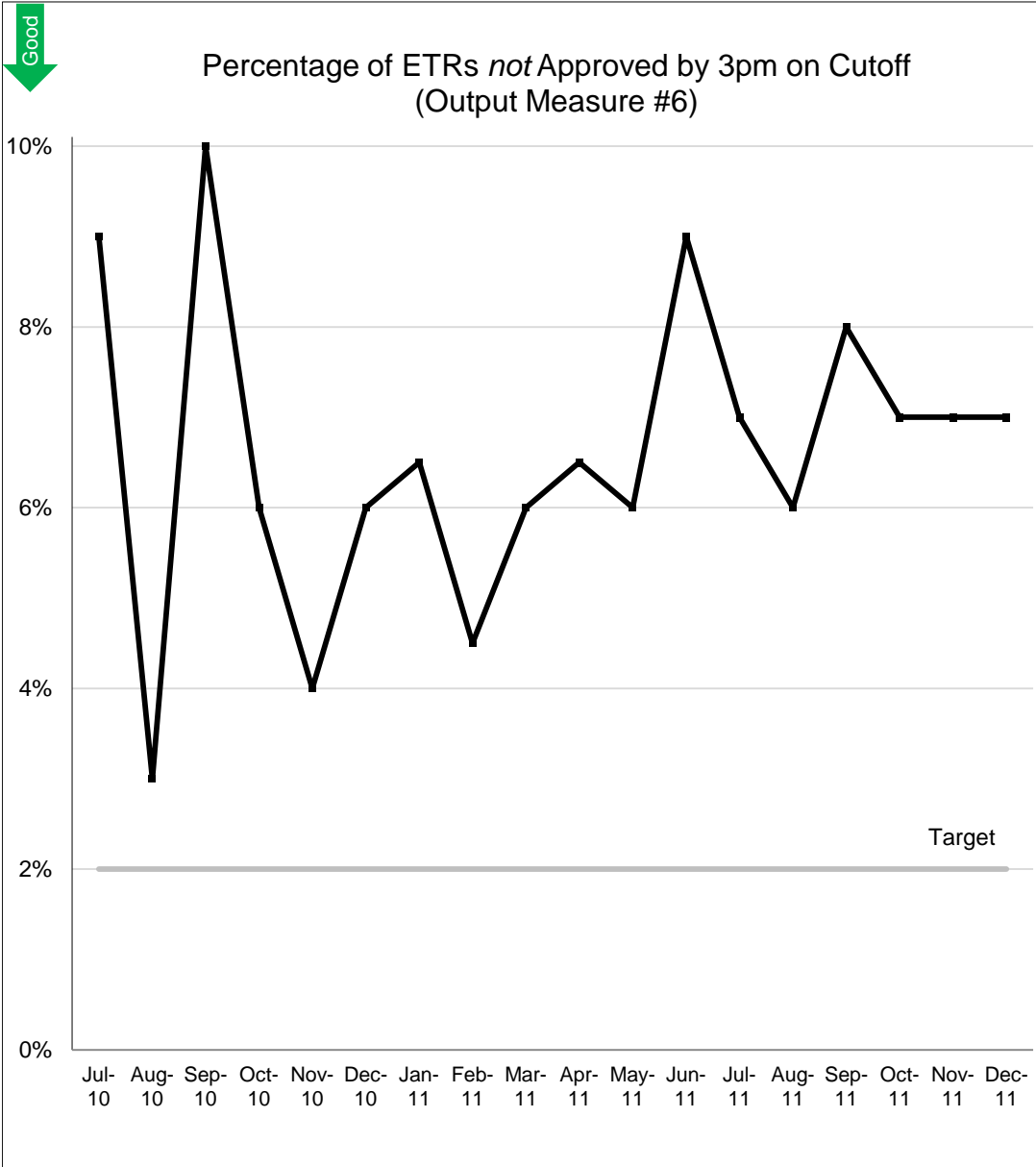
Next Steps:

Med Centers are getting closer to cleaning up their backlog of missing I9s. HR and AHR has agreed to make calls beginning in February for any departments with an outstanding backlog of I9s.



Pay People - Measure 6

Internal Business Perspective



Definition:

This measure tracks the percentage of Exception Time Reporting (ETRs) that are not approved by 3pm on Cutoff. This is time entry for salaried employees.

Analysis:

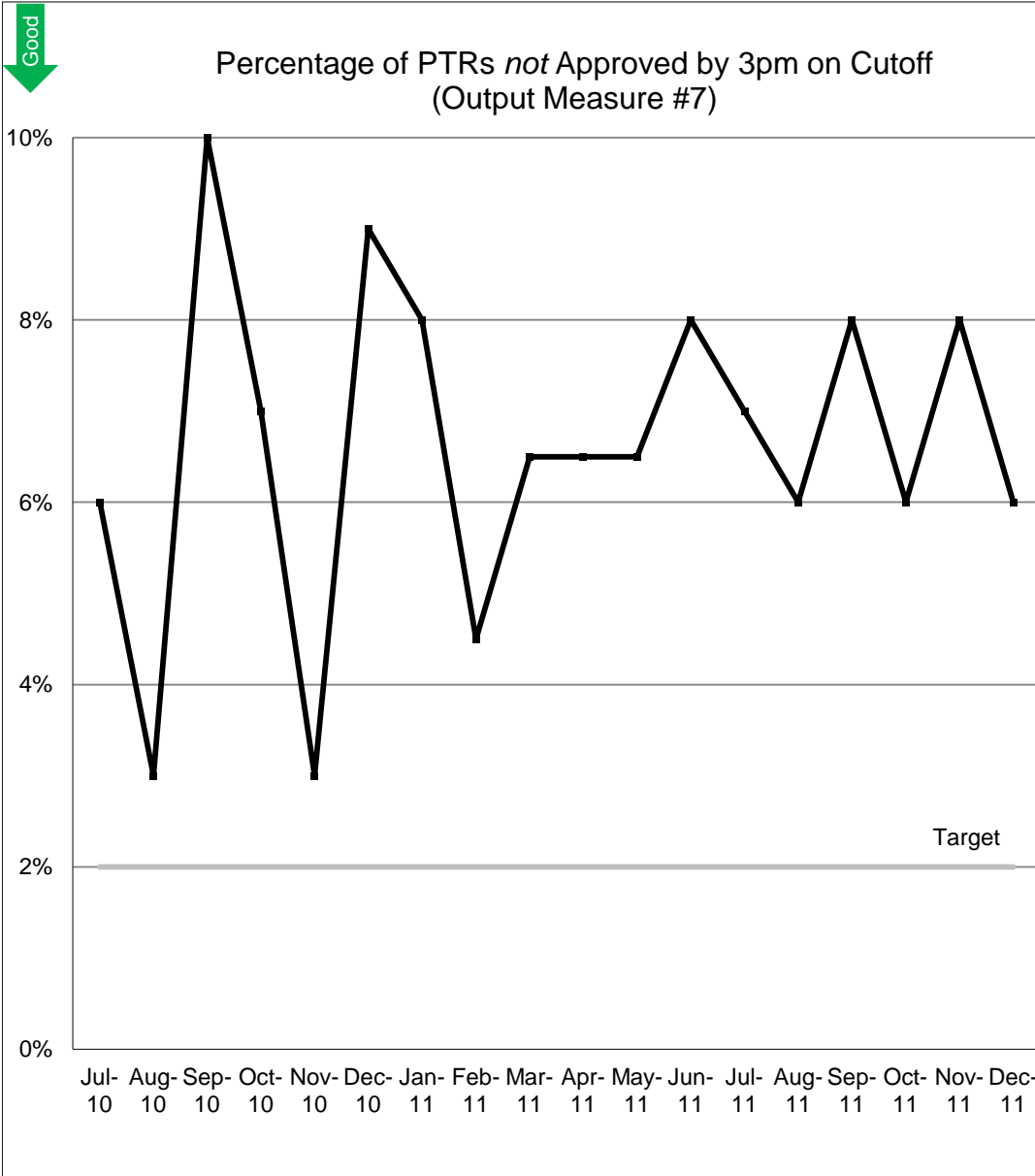
We are coming up against the holiday season in which many of the typical people that process payroll are on vacation leaving their back-ups who aren't familiar with payroll deadlines. Also, late OPUS changes and timesheet reviews still make up most of the reason the departments don't complete their units by 3pm. For the PPE 11/15/2011, we did lose the ability to update in Time Reporting for a couple hours on Final Cutoff. This affected many departments in processing on time.

Next Steps:

Continual Client Service outreach to departments with a focus on new payroll coordinators or those units that struggle to complete by 3:00pm as well as continual reminders during cutoff of deadlines and importance of completing sooner than later.

Pay People - Measure 7

Internal Business Perspective



Definition:

This measure tracks the percentage of Positive Time Reporting (PTRs) that are not approved by 3pm on Cutoff. This is time entry for hourly employees. Same as measure 6, except this is for PTRs.

Analysis:

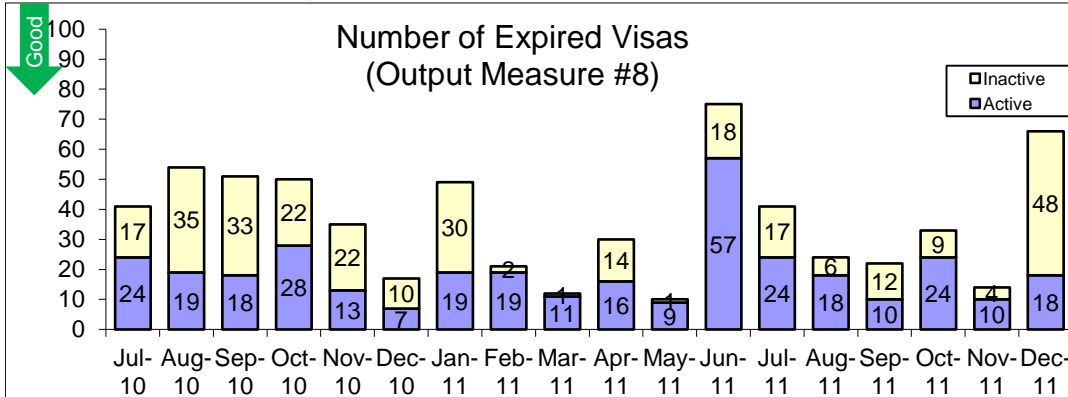
We are coming up against the holiday season in which many of the typical people that process payroll are on vacation leaving their back-ups who aren't familiar with payroll deadlines. Also, late OPUS changes and timesheet reviews still make up most of the reason the departments don't complete their units by 3pm. For the PPE 11/15/2011, we did lose the ability to update in Time Reporting for a couple hours on Final Cutoff. This affected many departments in processing on time.

Next Steps:

Continual Client Service outreach to departments with a focus on new payroll coordinators or those units that struggle to complete by 3:00pm as well as continual reminders during cutoff of deadlines and importance of completing sooner than later.

Pay People - Measure 8

Internal Business Perspective

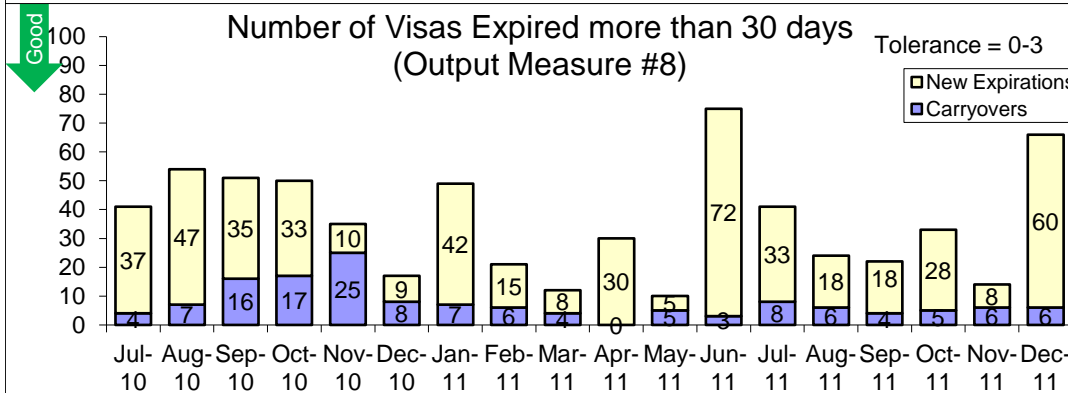


Definition:

This is a measure of the number of foreign nationals that have an expired visa work authorization. The effect of not having a valid I-9 on file is a \$40,000 fine per person out of compliance if audited by the Department of Homeland Security.

Analysis:

There are approximately 3500 foreign national employees at the University at a given time. June is the end of the academic year and many students and faculty have expiration dates that coincide with the end of the quarter.

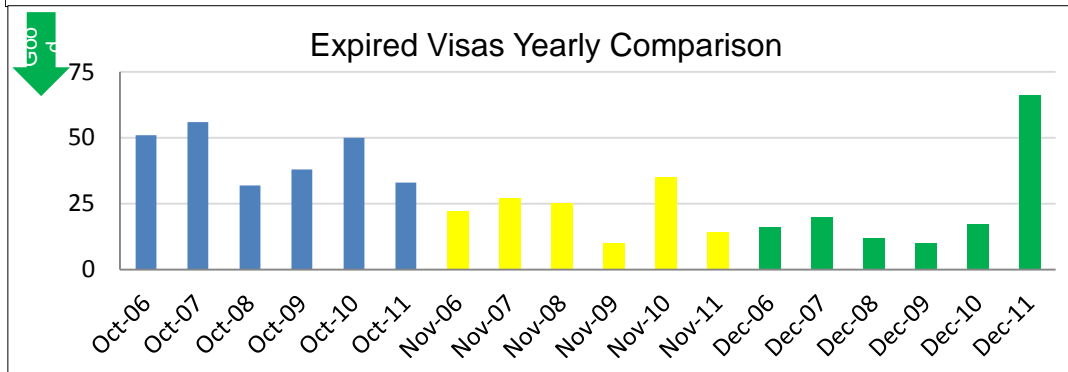


of 90 day notices in Dec = 37
 # of 60 day notices in Dec = 40
 # of 30 day notices in Dec = 76

Dec 2011: Number of TN Visas on the expired list = 4

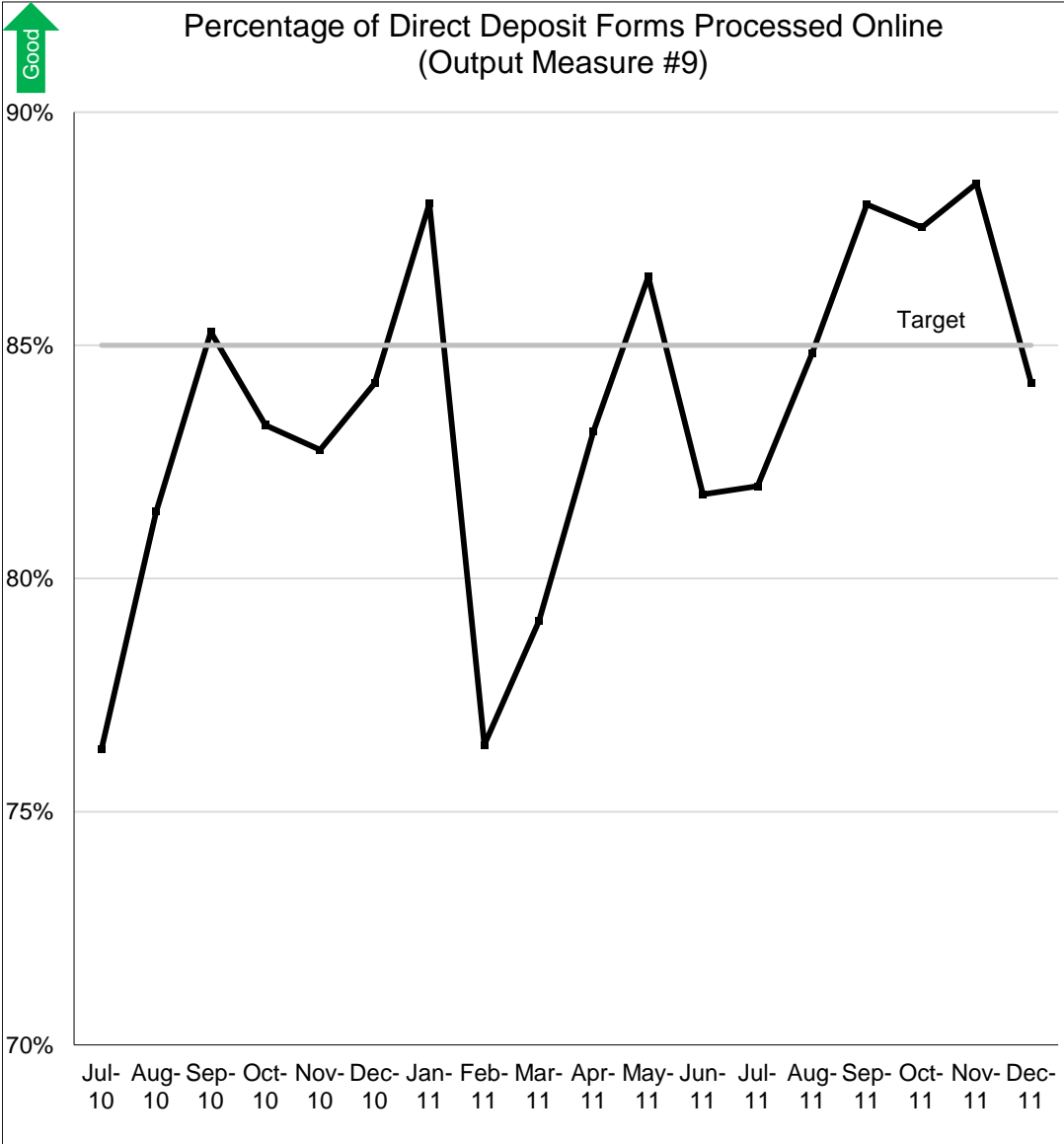
Next Steps:

Departments on the carryover list are contacted every month by the Assistant Director two weeks after the list is sent. HR is now included on the emails. HR has assisted by following up with contacts they have in the departments. Although there is a high volume of expired visas at the beginning of the academic year, the new procedure seems to be encouraging a faster response from departments.



Pay People - Measure 9

Internal Business Perspective



Definition:

Direct Deposit starts, stops and changes that are made online in ESS instead of via paper and data entry in the Payroll Office.

Analysis:

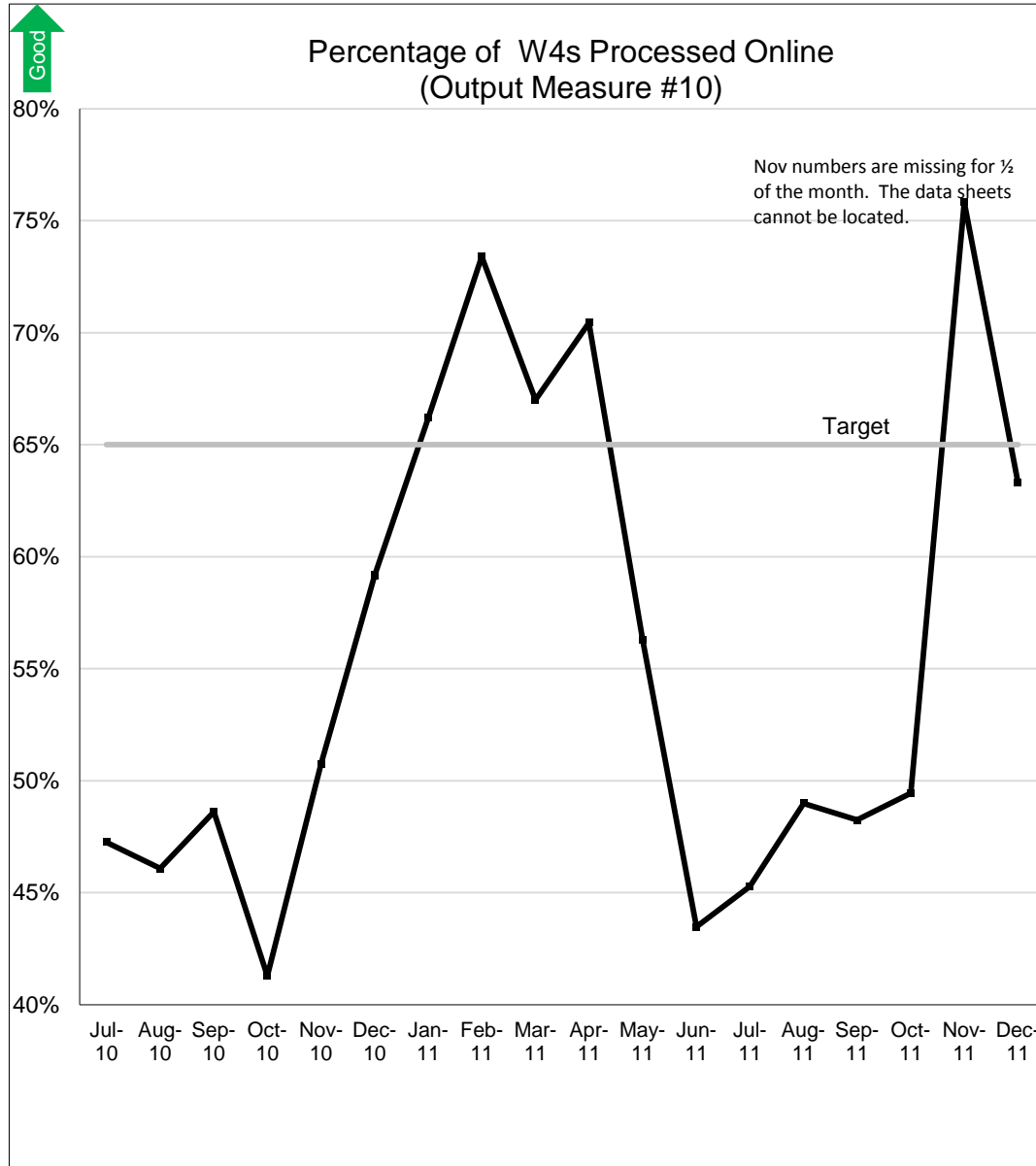
No dip in the numbers for the academic year! Great News!

Next Steps:

Continued reminders to process these changes online.

Pay People - Measure 10

Internal Business Perspective



Definition:

This measure shows the percentage of W4 changes that are made online in ESS instead of via paper and data entry in the Payroll Office. Online W4 changes are not allowed for Non-resident alien employees.

On average, 90 paper W4s are returned each month as invalid

Analysis:

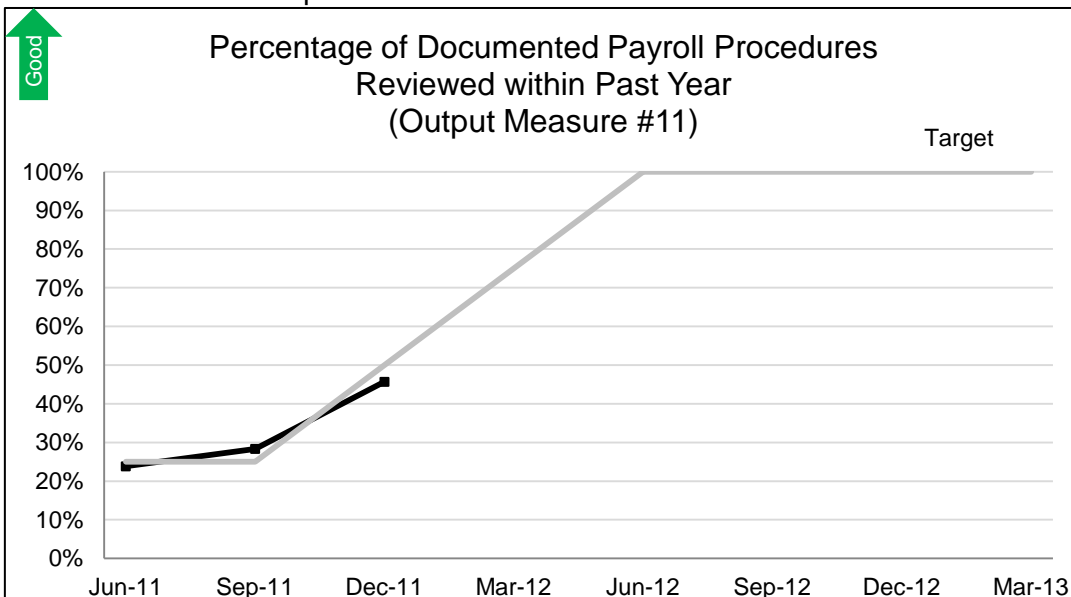
Numbers appear to be getting better. Fall Quarter does show that most paper forms are from New Hires. Oct was 88% and Nov was 85%.

Next Steps:

Carefully monitor next quarter to see if we really are improving or if the data is skewed due to missing information.

Pay People - Measure 11

Internal Business Perspective



Definition:

The purpose of this measure is to keep the department on track as we review and document all Payroll processes for backup, cross-training and disaster recovery purposes. This also is part of the department's knowledge worker initiative.

The first graph shows the percentage of identified Payroll processes that have been reviewed in the past year. The second graph highlights issues where procedures documented or have not been reviewed in over two years.

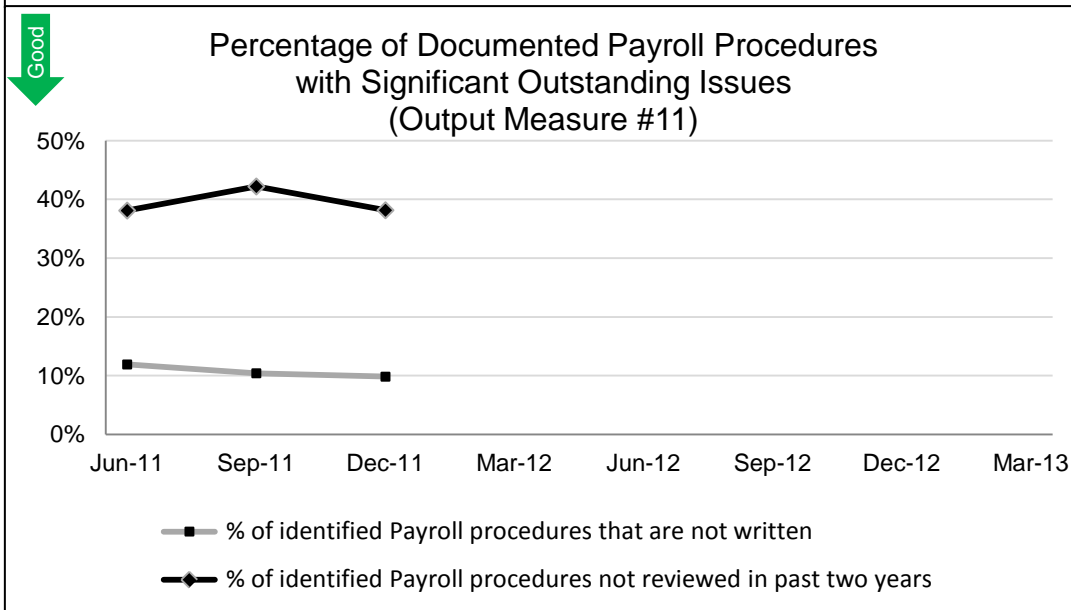
The total number of identified procedures is 173.

Analysis:

Many of these procedures were written several years ago. As such, this first year may be more difficult than in subsequent years. The goal is to review 25% of the procedures each quarter with eventually all procedures being reviewed within the last year.

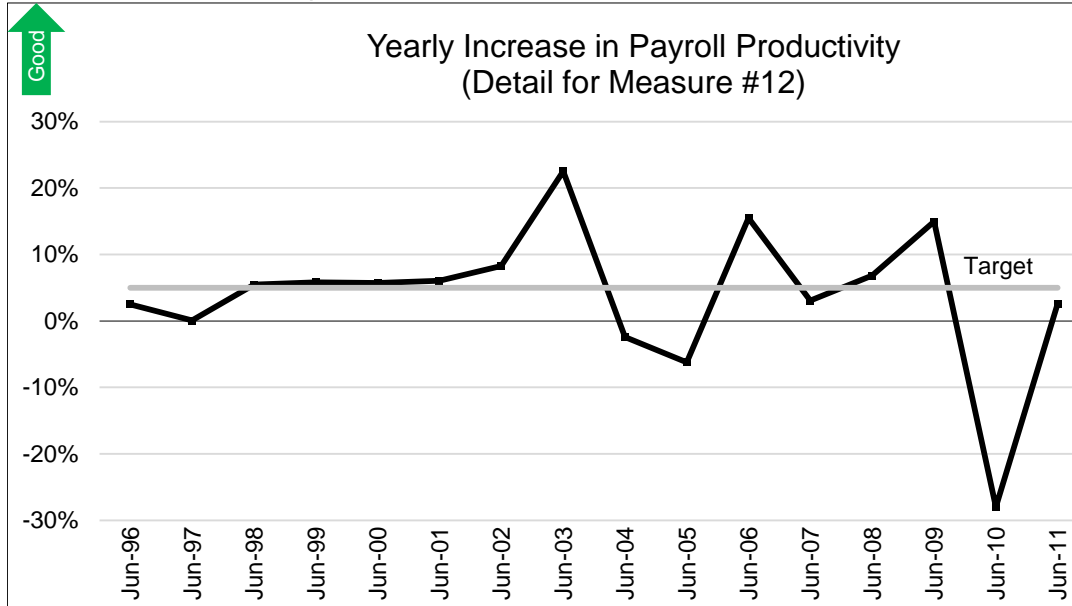
Next Steps:

Areas to specifically target are those with where the procedure has not been reviewed within the past two years or the procedure has not yet been written.



Manage Money - Measure 12

Internal Business Perspective



Definition:

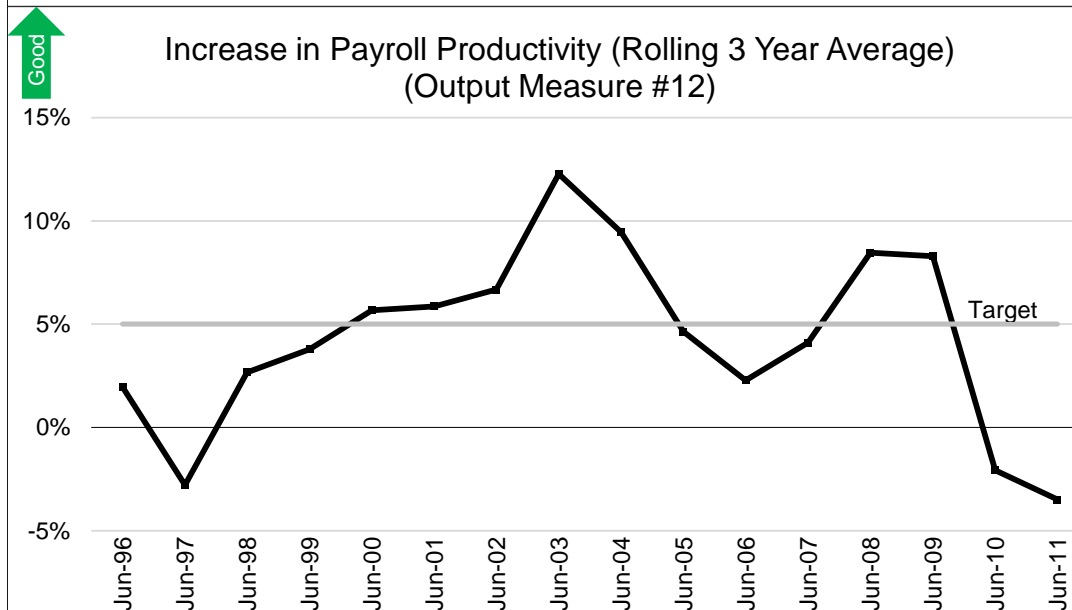
The Payroll Productivity measure compares the total number of Payroll employees to the total number of employees at the University of Washington.

Analysis:

Annual measure based on Payroll's FTE/number of employees paid in our October count.

This number can fluctuate each year based on the number of active employees when calculating the October count.

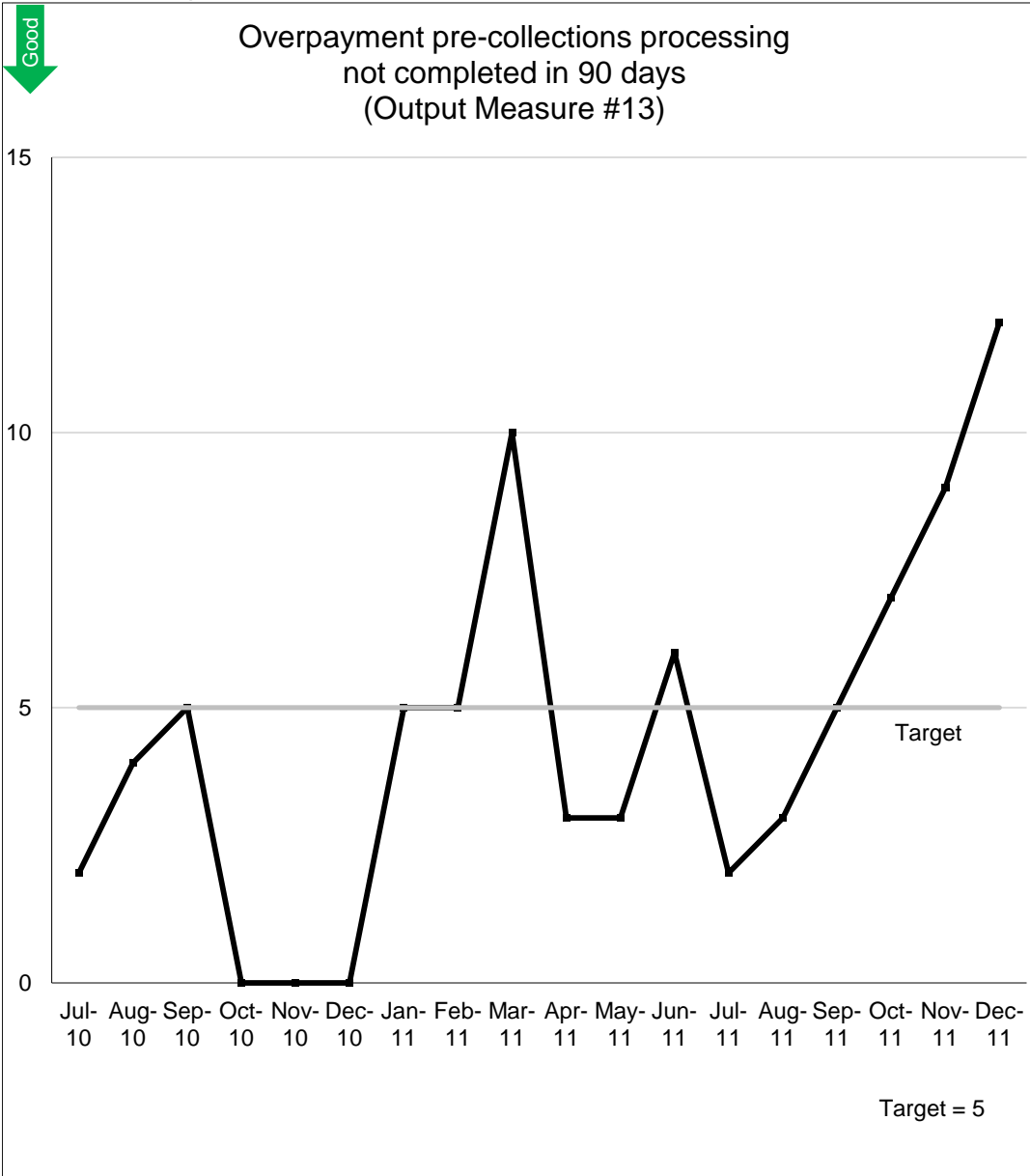
Payroll has no influence or control over the number of active employee listed in the October count.



Next Steps:

Manage Money - Measure 13

Financial Perspective



Definition:

This measure highlights any overpayment accounts that are not on a payment schedule or sent out to the outside collection agency. There is a better chance of recovering the funds if the collection efforts are timely.

Analysis:

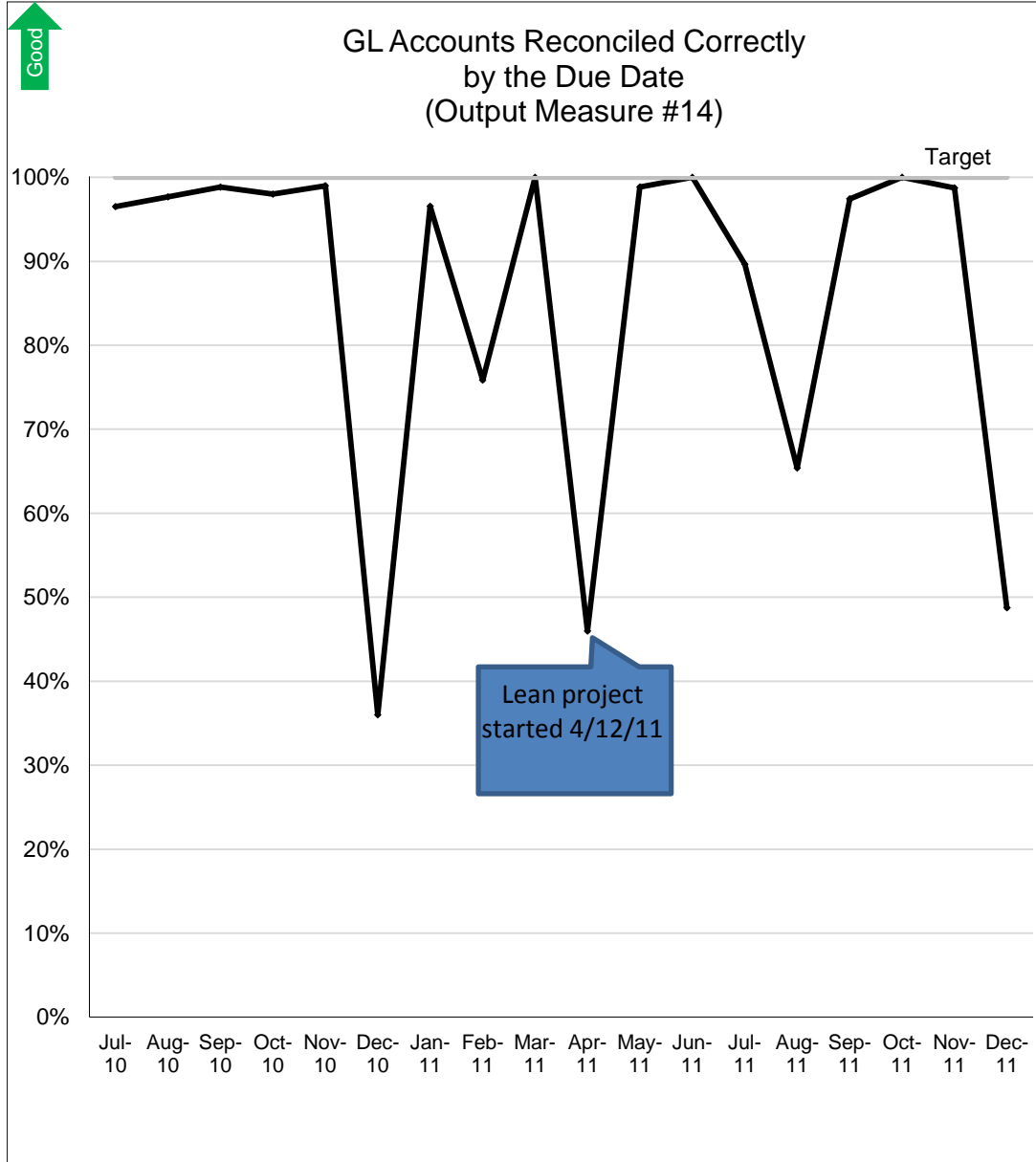
The collection agency was in the process of being changed during this quarter. Despite meetings with the old agency, accounts were not being pursued diligently and the reporting methods did not meet expectations. A new agency was selected but was not yet ready to accept accounts. There is also a history of not sending accounts to collections during the holidays.

Next Steps:

The backlog of accounts will be sent to the new agency. There will be a transition period where there will be accounts at both agencies.

Manage Money - Measure 14

Financial Perspective



Definition:

This is a measure of the percentage of active Payroll Office general ledger accounts that are reconciled accurately by the due date.

Analysis:

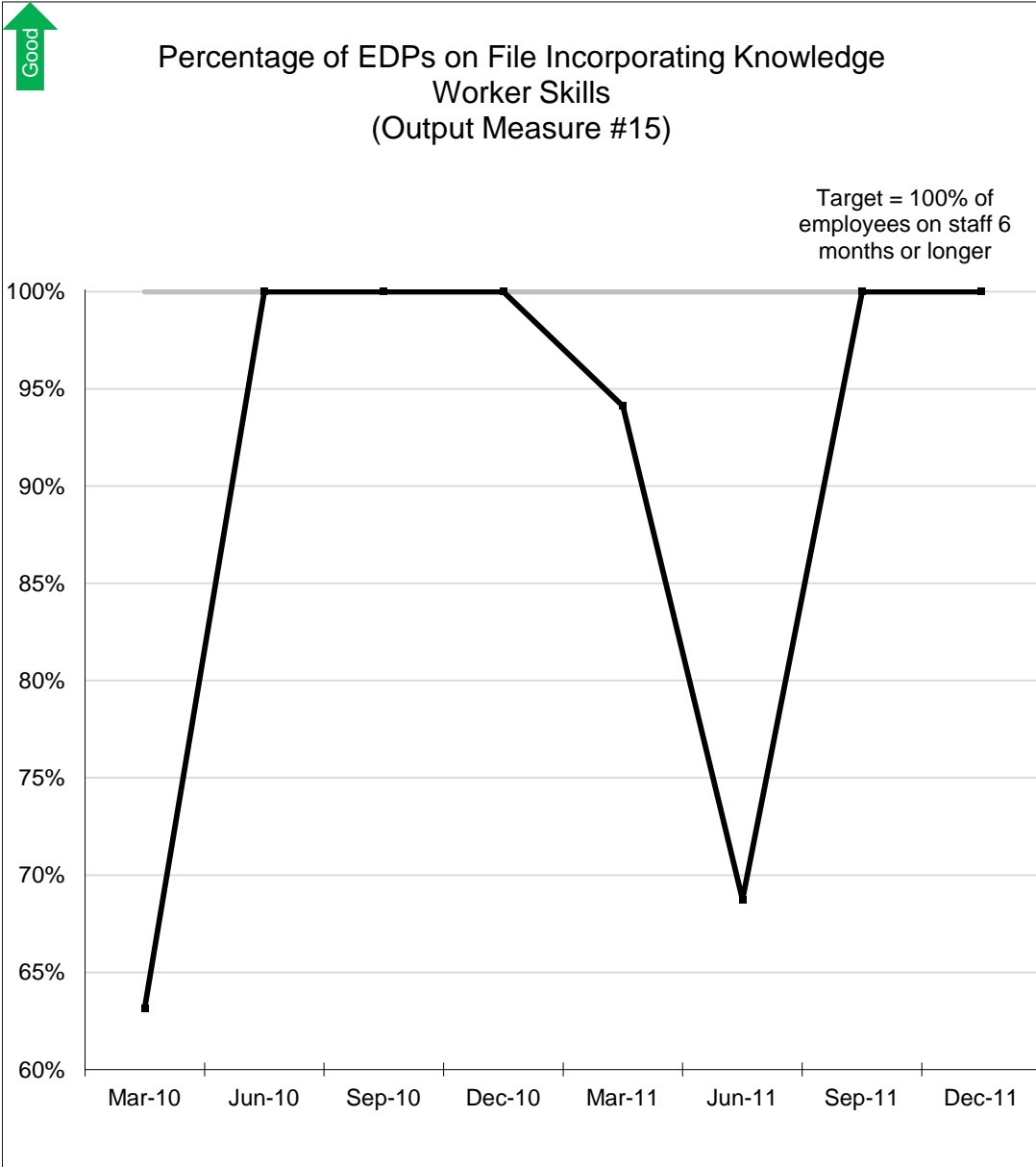
The General ledgers are now processed and approved electronically. During November a new general ledger for AFT dues was added bringing the electronic general ledger total to 79. The Bank reconciliation is still in process of being improved and updated to a streamlined electronic process. The bank reconciliation was late for both November and December due dates. Recons due in December were late due to yearend processing.

Next Steps:

The General Ledger Lean process improvements will be reflected in third quarter dashboard numbers with the merge/purge of 12 general ledgers for the May reconciliation. The deadline for turning in the reconciliations has been moved up which may effect compliance.

Develop Staff - Measure 15

Learning & Growth Perspective



Definition:

This measure tracks the number of Employee Development Plans turned in to the TAP team that have incorporated Knowledge Worker Skills. Employees that have worked in the Payroll Office for 6 months or longer are tracked.

Analysis:

15 out of 15 employees have an active EDP that incorporates Knowledge Worker Skills.

Next Steps:

Continue to review knowledge worker skills and EDPs with employees every quarter. Supervisors will monitor if employees are taking action on their EDPs.