

# 1. Assessment Plan - Three Column

## PIE - Administrative Services: Payroll Unit

### 2. Where We Are Now: Year at a Glance

*2019-20*

**Contact Person:** Richard Lee

**Email/Extension:** ralee@mtsac.edu/x5520

**Summary of Notable Achievements:** Hired a 100% FTE Retirement Specialist to handle all SISC related retiree health insurance invoicing and reconciliation as well as CalPERS and CalSTRS enrollments, separations, and payroll reporting. Hired a 100% FTE Fiscal Technician II to fill a vacancy due to promotion. COVID Related: Swiftly transitioned from time reporting on paper time sheets to excel spreadsheets for faculty and temporary hourly employees. Enabled online W4 updates via the Portal. Coordinated with HR to handle document processing via Microsoft Teams.

**Program Planning (Equity, Retention and Success):** Not Applicable

**External and Internal Conditions Analysis:** Internal: 3.26% COLAs approved in April and May 2020 retroactive to July 1, 2019 needed to be paid on separate checks by June 30, 2020. This proved to be quite the challenge due to the lengthy retroactive period as well as the separate check requirement and the looming June 30th deadline.

Internal: Agreement to pay classified employees "call back" pay for working on campus during the Stay at Home Order required modifications to Workforce and Banner. Fortunately, we have a very talented Tech Services manager who received specialized training from Workforce and was able to make these modifications timely.

Internal: Changed to SISC benefits for the 2020 benefit year. This required new deduction codes in Banner and initiated the change from a tenths deduction schedule to a monthly deduction schedule. This is ultimately better for the employees but required a lot of work to implement.

External: The W4 form was significantly changed for 2020 leading to numerous questions from employees on how to complete it. This was a challenge because Payroll cannot give tax advice and the form is very tax-planning centric.

External: Working from home is not ideal for employees with small children who are not able to attend school or child care.

**Critical Decisions Made by Unit:** Transitioned all remaining paper time sheets to excel spreadsheets due to the COVID related Stay at Home Order.

**Contributors to the Report:** Richard Lee, Amy Cheung, Lakshimi Fontecha, Evelyn Ramirez, Ron Titus, Kasteel Gumban, JenMay Anol

<i>Unit Goals</i>	<i>Resources Needed</i>	<i>1. Where We Make an Impact: Closing the Loop on Goals and Resources</i>
<p><b>Time and Leave Reporting Enhancements (IT/Payroll)</b> - The Banner system has web time and leave reporting functionalities, however, there are numerous inadequacies with both. Our goal is to utilize an alternative method of collecting and maintaining this</p>	<p><b>Report directly on Goal</b></p>	<p><b>Reporting Year:</b> 2019-20  <b>% Completed:</b> 50                      In the process of implementing an enhancement that will add the capability for automatic approval of certain types of time off categories, which will provide support and relief for managers. (08/03/2020)</p> <hr/> <p><b>Reporting Year:</b> 2018-19</p>

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<p>important data while at the same time improving efficiency of the overall process as well as the accuracy of the data maintained.</p> <p><b>Status:</b> Active</p> <p><b>Goal Year(s):</b> 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21</p> <p><b>Goal Entered:</b> 06/14/2016</p>	<p><b>Report directly on Goal</b></p> <hr/> <p><b>In Progress</b> - Using Oracle's APEX (Application Express) software, create a web-based time reporting system and database from scratch, that mimics the way the current paper time sheets are completed, submitted, and routed for approval without the constraints of the Banner web time sheet system.</p> <p><b>Describe Plans &amp; Activities</b></p> <p><b>Supported (Justification of Need):</b> IT programmer(s) to build and script the program.</p> <p><b>Lead:</b> Richard Lee (Payroll)</p> <p><b>What would success look like and how would you measure it?:</b> We can measure the success of this project by counting the number of paper time sheets we process each month. Currently, that number hovers between 1,000 and 1,500.</p> <p><b>Type of Request:</b> IT SUPPORT: Requests for projects related to the implementation, integration, application, delivery, and support of information and instructional technologies.</p> <p><b>Planning Unit Priority:</b> High</p> <p><b>One-Time Funding Requested (if applicable):</b> 0</p> <p><b>Related Documents:</b></p> <p><a href="#">APEX Short Term Hourly Time Sheet Project.pdf</a></p>	<p><b>% Completed:</b> 75</p> <p>With the implementation of Workforce in June, continual progress is being made to improve the system functionality. Thus far, it is a vast improvement over the Banner time keeping system. (07/08/2019)</p>

Customer Service - To provide

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<p>excellent customer service to the campus community.  <b>Status:</b> Active  <b>Goal Year(s):</b> 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21  <b>Goal Entered:</b> 06/30/2015</p>	<p><b>Report directly on Goal</b></p>	<p><b>Reporting Year:</b> 2019-20  <b>% Completed:</b> 100            Employees can now update their W-4 federal income tax withholdings via the Portal which provides convenience and efficiency. (08/03/2020)</p> <hr/> <p><b>Reporting Year:</b> 2018-19  <b>% Completed:</b> 100            With the implementation of Workforce Time and Attendance system, employees can now see real time leave balances, which has been an ongoing request and something that was not possible with our previous system. (06/03/2019)</p>
	<p><b>In Progress</b> - Modify Payroll Department's service window.  <b>Describe Plans &amp; Activities Supported (Justification of Need):</b>            Funds and Project Manager to replace the front counter window with a sliding window similar to Human Resources. The front desk at the window will also need to be modified so that the reach from the desk's sitting area to the sliding window is not too distant and hopefully avoiding the need to stand up each time someone comes to the window. Our intent is to keep the sliding window closed when no customers are present to reduce hallway noise coming into the office. We have not received an official estimate for the cost of such alterations, but entering \$30,000 in the field below allows me to submit this request.  <b>Lead:</b> Roger Sneed or other Project Manager  <b>Type of Request:</b> FACILITIES: This section includes minor building improvement projects and alterations</p>	

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to specific rooms or operational areas.

**Planning Unit Priority:** Medium  
**One-Time Funding Requested (if applicable):** 30000

**In Progress** - The Payroll Department has an ongoing need for one student hourly position. With the use of the new OnBase document imaging system, more time and attention is needed in order to scan and index all of our various forms and time sheets. This task is best suited for a student worker or other hourly position. In the past, the Work Study program was utilized to fill our hourly support needs. However, the pool of talent in the Work Study program over the years has been inconsistent and sometimes unreliable. Having dedicated funds for this support would allow us to select the best candidate for the job and hopefully retain them for longer than a semester.

**Describe Plans & Activities Supported (Justification of Need):**  
Ongoing Student Hourly Support  
**Lead:** Richard Lee  
**Type of Request:** STAFFING: Requests for permanent employee positions or temporary/hourly employees.  
**Planning Unit Priority:** Medium  
**One-Time Funding Requested (if applicable):** 10000  
**On-Going Funding Requested (if applicable):** 10000

**In Progress** - A need has arisen to hire one additional full-time permanent position within the

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Payroll Department. This position would be an Administrative Assistant I and would be responsible to working at our front counter window. Currently, the Payroll staff rotate manning the front counter on a daily basis. Over the past few years, they have encountered the following issues: 1) They are often interrupted by visitors looking for the Bursar's Office or Fiscal Services window looking to pay fees or those looking for the restrooms. This can be especially concerning when they are in the midst of auditing time sheets or entering payroll into Banner. 2) Each day they are assigned to work the front counter they must "bring their entire desk" with them, meaning all of the time sheets, W4/DE-4's, direct deposit authorizations, folders containing payroll adjustments, etc. they will be working on for the day. 3) There are concerns with hygiene having to share the keyboard and mouse with fellow staff as well as having to reposition workstation equipment (chair, monitors, keyboard) so that they meet their ergonomic needs for the day. Having a dedicated person work at the front counter would enable the existing Payroll staff to focus on their work, especially during busy payroll and audit days as well as provide backup/backfill in the event of leaves or separations.

**Describe Plans & Activities**

**Supported (Justification of Need):**

One (1) new 100% Administrative

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Assistant I position  
**Lead:** Richard lee  
**Type of Request:** STAFFING: Requests for permanent employee positions or temporary/hourly employees.  
**Planning Unit Priority:** High  
**On-Going Funding Requested (if applicable):** 72500  
**Completed -** New position (1 FTE) "Payroll Specialist"  
**Describe Plans & Activities Supported (Justification of Need):**  
 The College now directly reports its monthly retirement files to CalPERS and CalSTRS. While this is better for the College in the sense it can now control the accuracy of the data being reported, it did create an additional workload burden. A new "Payroll Specialist" position would allow this additional workload to be absorbed as well as relieving current staff from doing time-consuming tasks that add little value overall to the College such as: verifications of employment, CalPERS service credit purchase requests, CalSTRS Express Benefit forms, Employment Development Department benefit audits, Metlife withdrawal requests just to name a few. This new position would also serve as a second layer of redundancy for the processing of our 3 monthly payroll cycles (first layer being the Payroll Coordinator).  
**Lead:** Richard Lee  
**What would success look like and how would you measure it?:** Hiring a new Payroll Specialist.

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**Type of Request:** STAFFING: Requests for permanent employee positions or temporary/hourly employees.

**Planning Unit Priority:** High

**On-Going Funding Requested (if applicable):** 93097

**Total Funding Requested:** 93097

**Request - Partial Funding Requested**

- One 100% Payroll Coordinator Position to Replace One 100% Fiscal Technician II Position

**Describe Plans & Activities**

**Supported (Justification of Need):**

As technology and the complex nature of processing payroll continue to evolve, the need for data-entry level positions lessens, while the need for higher level analytical positions increases. It would therefore make perfect sense to replace one of our Fiscal Technician II positions with a Payroll Coordinator position. This would give the Payroll Department two (2) Payroll Coordinators and leave us with three (3) Fiscal Technician II positions. This could be done with our next Fiscal Technician II vacancy whenever that might be. There is about a \$15-\$20k total annual cost difference (including benefits) between the two assignments (Range 88 vs. Range 105).

**Lead:** Richard Lee

**What would success look like and**

**how would you measure it?:** When the next Fiscal Technician II vacancy occurs due to retirement, resignation, or promotion, that vacant position would be replaced with a Payroll

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Coordinator position. Once a new Payroll Coordinator is hired into that position, we would consider this a successful completion.  
**Type of Request:** STAFFING: Requests for permanent employee positions or temporary/hourly employees.  
**Planning Unit Priority:** High  
**On-Going Funding Requested (if applicable):** 20000  
**Total Funding Requested:** 20,000

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**Implement New Technologies** - The Payroll Department is always searching for ways to improve efficiencies in our processes through the adoption of new technologies.  
**Status:** Active  
**Goal Year(s):** 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21  
**Goal Entered:** 06/30/2015

**Report directly on Goal**

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**Completed** - The College has a need to comply with the Employer Mandate provisions of the Patient Protection and Affordable Care Act of 2010 (commonly referred to as Obamacare or ACA). This requires the College to track and maintain hours for all employees to determine ACA eligibility for health insurance. The College must also issue Forms 1095-C to employees each January and submit an electronic file with the same data to the IRS each year. The Worxtime service allows the College to more

**Reporting Year:** 2019-20  
**% Completed:** 100  
 The Payroll Department has replaced the pink paper time sheets previously used for temporary hourly employees with a mass time entry spreadsheet. The spreadsheet is filled out by the department and the manager then forwards it to Payroll via email, with their approval of the hours. A similar process is used for faculty time sheets. (08/03/2020)

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**Reporting Year:** 2018-19  
**% Completed:** 100  
 The implementation of Workforce was a major upgrade. (09/13/2019)



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easily identify those employees who should be offered health coverage and also creates and distributes a Form 1095-C to each eligible employees as well as transmits the required data to the IRS.

**Describe Plans & Activities**

**Supported (Justification of Need):**

AFCOMPLY (formerly Worxtime)  
Affordable Care Act (ACA)  
Compliance Service

**Lead:** Richard Lee

**Type of Request:** OTHER OPERATING EXPENSES AND SERVICES: Requests for contracted, legal/ audit, personal/ consultant, rent/ leases, repairs/ maintenance, and other misc. services. May also include request for travel and conference that does not require the assistance of POD.

**Planning Unit Priority:** High

**On-Going Funding Requested (if applicable):** 40000

**Request - Full Funding Requested -**  
Annual maintenance for Payroll Copy Machine

**Describe Plans & Activities**

**Supported (Justification of Need):**

Funds were previously provided to purchase a copy machine in Payroll but ongoing funds for maintenance were not approved. We are requesting an increase in ongoing funds for the annual maintenance agreement that includes all parts, labor, and toner for the copy machine in Payroll office.

**Type of Request:** OTHER OPERATING EXPENSES AND SERVICES: Requests for contracted, legal/ audit, personal/

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consultant, rent/ leases, repairs/ maintenance, and other misc. services. May also include request for travel and conference that does not require the assistance of POD.  
**Planning Unit Priority:** High  
**On-Going Funding Requested (if applicable):** 1000

<p><b>Implement Workforce Timekeeping Software</b> - In coordination with Technical Services and Information Technology, implement Workforce software to replace the Banner leave reporting timesheets for Classified staff.  <b>Status:</b> Active  <b>Goal Year(s):</b> 2018-19, 2019-20, 2020-21  <b>Goal Entered:</b> 06/30/2018</p>	<p><b>Report directly on Goal</b></p>	<p><b>Reporting Year:</b> 2018-19  <b>% Completed:</b> 100            WorkForce Time and Attendance went live on June 1st for all Managers, Confidential, and Classified Staff and has replaced the following timekeeping systems and processes:</p> <ul style="list-style-type: none"> <li>• Banner web timesheets for classified/confidential staff</li> <li>• Paper overtime/comp-time timesheets</li> <li>• Kronos timesheets currently used by the Facilities Department</li> <li>• Paper management absence forms</li> </ul> <p>As with any new implementation there have been some challenges and we will continue to evaluate the system and how best to utilize it. There are several advantages that WorkForce offers including:</p> <ul style="list-style-type: none"> <li>• Real-time leave balances (leave balances are updated immediately, not when timesheets are approved by all approvers)</li> <li>• Future leave balance projections (future leave accruals and time-off requests can be easily visualized on a graph)</li> <li>• Time-off requests will automatically populate onto the timesheet</li> <li>• Holidays will automatically populate onto the timesheet</li> <li>• Work schedules, when used, will automatically populate regular hours onto the timesheet</li> <li>• Timesheet Corrections (approved timesheets can later be corrected, even after they've been processed) (06/01/2019)</li> </ul>
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**Request - Partial Funding Requested**

- Ongoing funding to support the annual license fees for employees using the Workforce timesheets. Ongoing funding of \$50k has already been set aside for Kronos timesheets, however, these timesheets were never fully utilized due to their limitations. My hope is that Kronos will be replaced by Workforce and that the \$50k funding can be used to support Workforce license fees.

**Describe Plans & Activities**

**Supported (Justification of Need):**

Workforce will replace all of the Banner leave reporting timesheets currently used by the classified staff (approx. 500) and potentially all Kronos timesheets (approx. 100).

**Lead:** Richard Lee

**What would success look like and how would you measure it?:**

Replacing all Banner leave reporting timesheets with Workforce.

**Type of Request:** IT SUPPORT:

Requests for projects related to the implementation, integration, application, delivery, and support of information and instructional technologies.

**Planning Unit Priority:** High

**On-Going Funding Requested (if applicable):** 15000