



G GARDEN CITY
COMMUNITY COLLEGE

**NON-ACADEMIC
DEPARTMENTAL REVIEW**

May 2019

PAYROLL DEPARTMENT



Non-Academic Departmental Review Self-Study

Department: Payroll
Department Head: Pamela Harms

Submitted by:

Submission Date:

INSTRUCTIONS:

Complete this form using department documentation and your own observations. This self-study is designed to be a narrative document and all responses to questions should be supported by rationale, explanation and or specific documentation.

All documentation provided for the Non-Academic Departmental Review Self-Study should include the previous five years, beginning with the 2014-2015 academic year.

Adapted from Azusa Pacific University, Arizona State University, & Tyler Junior College, 2017.

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1: Non-Academic Departmental Review Participants

List the names of **your department personnel** who contributed to the writing of this report and their position/association within your department.

Name	Association
Dallas A. Crist	Payroll Coordinator
Pamela S. Harms	Payroll Coordinator

Adapted from Azusa Pacific University, Arizona State University, & Tyler Junior College, 2017.

2: Departmental Profile

A. Mission/Purpose

1. What is the mission of the department and how does it align with the institutional mission and other strategic priorities?

Payroll Department Mission Statement

The Garden City Community College Payroll Department promotes economic and social well-being of our student, part-time, adjunct, and full-time employees by providing payroll specific training for employees, in addition to reliable, responsive, and timely service in support of the college's compensation, benefits, payroll tax related and reporting requirements.

The Payroll Department 's mission aligns with the institutional mission and other strategic priorities in directly and indirectly helping students with lifelong learning techniques in gathering information and documentation for student employment forms, training in our time and attendance system, educating in Wage and Hour laws

B. Human Resources

Combine all Sub-units for analysis.

1. How does the department assure that all personnel are qualified for their position?

Personnel considered for employment in the payroll department must pass a background check, must meet minimum criteria of position job description and have a thorough reference check before hiring.

2. Include an organizational chart with names and titles.

Karla Armstrong
VP Administrative Services /
Chief Financial Officer

Dallas Crist
Payroll Coordinator

Pamela Harms
Payroll Assistant

3. List departmental, divisional, College, professional, or community committee or board activities and leadership roles, if applicable, of each full-time employee for the past **five** years.

Pamela Harms

Work-study Orientation Presenter
 GCCC Endowment Auction Volunteer
 Church Board of Trustee
 Student Quizzing Leader – Church
 Swim Team Parent
 Band Booster Member
 ACT Monitor

Dallas Crist

Work-study Orientation Presenter
 GCCC Endowment Auction Volunteer
 GCCC Benefits/Wellness Committee
 GCCC Negotiating Team for BOT-2018-19
 GCCC Commencement Volunteer
 Church Volunteer

4. List names and anticipated dates of retirement (month, year) within the next five years.

NAME	MONTH	YEAR
Dallas Crist	Jan	2019

5. How are the results of employee evaluations used in identifying professional development needs?

The employee has the opportunity to evaluate their accomplished goals and goals for the next year. This is a great time to discuss available webinars and seminars available to enhance their professional development.

The employee evaluation is one tool in helping to identify professional development. Because two people run this department, we work collaboratively in informal learning opportunities, attend relevant webinars and conferences, and stay well informed of changes to state and federal reporting requirements.

6. What department-specific professional development opportunities are offered/provided by the department?

As time permits multiple sites offer recorded webinars (i.e. KPERS, Department of Labor) and monthly subjects offered through Time Clock Plus to enhance professional development at no additional charge.

7. Show evidence that employees have continued their professional development by attaching a list of current full-time employees who participated in professional development activities during the past **five** years, and those activities.

Pamela Harms -	KPERS Seminar Garnishment Webinar Payroll newsletters
Dallas Crist-	Ellucian Users Group Conference KPERS Seminar Garnishment Webinar Employment Law Workshop FMLA Workshop Federal Wage and Hour Webinars FLSA Webinars Multi-state Taxation Training KPERS Designated Agent Workshop Health Care Reform Seminars and Webinars Payroll newsletters

C. Description of the Department and the Customers/Clients Served

1. What are the key functions, processes and services provided by the department? Include production level data such as students/customers served, transactions processed, etc. Explain any compliance duties or responsibilities.

The Payroll Office exists primarily to compensate all GCCC employees and work study employees within the statutes of GCCC policies, state and federal laws.

We serve approximately 200 full time benefitted employees, 90 part-time employees 35 Adjunct faculty and 90 Work-Study employees. We pay once a month and process a minimum of 4 payrolls per month.

The total gross payroll processed in 2018 was \$11,358,666 and issued 632 W-2's.

2. What impact do those services have on students and other key stakeholders? What are the department's enhancements to the institution?

The impact that payroll has on students and employees is educating them on benefits offered. The ability to self serve their needs by offering them forms for benefits and taxes on the GCCC webpage as well as their pay advices.

3. Discuss how the department utilizes appropriate technology to provide services to its stakeholders.

Within the last two years the payroll department has moved about 400 employees from handwritten timesheets and handwritten leave requests to an automated time keeping and leave system that employees have up to date information.

4. Describe any existing continuous improvement activities.

We are moving the education of benefits to the Human Resource office so our focus can be more on the calculation of payroll. We have recently moved to be part of the Business Office operations.

5. Provide any other relevant information needed for a complete understanding of your department.

The Payroll Department manages all the changes to any calculations of the employees pay advice. We work with Human Resources to make sure employees are in compliance with policies and following the appropriate procedures. This includes but is not limited to IRS compliance laws, Fair Labors Standards Act, Wage and Hour, GCCC policies.

3: Departmental Resources

1. Describe the overall adequacy of resources (human, technological, capital, facilities, and fiscal) available to the department for providing effective service delivery and achieving outcomes. If additional resources are needed, please provide data and describe how those resources would improve services.

There are currently 2 full time staff that are working with employees and data to maintain and ensure all laws, policies and procedures are being followed. We have computers, printers and all technological, capital and facilities we need to provide excellent customer service to our employees, and student employees.

The Payroll Department would like to be able to offer more self service options to our employees, such as access to the IRS W-4, Employee's Withholding Allowance Certificate. The recent tax reform the IRS will be changing this form as well as many states will be changing their withholdings forms.

An option provided by the college is the report writing department. We would like to utilize this function. The Payroll Department receives many requests from different entities, i.e. KPERs, Worker's Comp Insurance Providers, Department of Labor, for a variety of ways to collect data.

4: Departmental Innovation

1. Does the department engage in extracurricular activities as a service to the students and community (yes or no)?

When work-study students and part-time students fill out paperwork payroll will go through detailed description of the paperwork they are filling out. For example, we explain that providing documentation to show they are eligible for employment is something they will need for any job. For many students this is their first job and the payroll department is providing them with life skills.

Both payroll employees volunteer their time to help with the Annual Endowment Auction. This is a community event that raises money for GCCC scholarships.

Both employees are active in their community church with various functions.

2. What innovative ideas have been incorporated into the operation of the department during the last five years? Discuss the results and provide documentation.

Payroll has setup meeting with a KPERS representative for those within 5 years of retirement. The result has been the education of employees understanding all their benefits and making knowledgeable decisions about their financial future.

Payroll has incorporated an Electronic Time Keeping system within the last few years. This gives employees and supervisors immediate access to their time worked and leave balances. They are able to put in requests for leave and see what is available immediately.

Email Sent: 7/14/17

Dear Employees,

Your leave Balances have been imported to TimeClock Plus (TCP). All requests and approvals will now be made through TCP.

Please do not fill out any hard copy leave requests from now on, unless your supervisor requests it. All requested leave and approvals

will need to be made through your TCP account.

You are invited to come to the training TODAY at 10:50 in the Academic Lecture Hall to learn more.

Here is a sample of how to get to your balances: Log in to your Dashboard, View – Accruals

Accrual Bank	Accrued	Accrual Forecast	Used	Used Forecast	Remaining
Sick	692.0000	28.0000	0.0000	0.0000	720.0000
Vacation	160.0000	10.0000	0.0000	0.0000	170.0000

Please feel free to contact Pam or me in Payroll with questions. Thank you!

Dallas A. Crist
Payroll Coordinator

GCCC Non-Academic Program Review Template
Office of Institutional Effectiveness, Planning & Research

JMM

Email Sent 4/19/2018

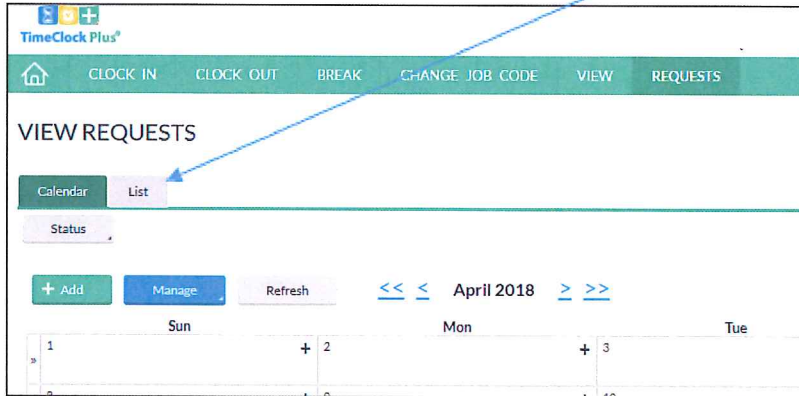
Have you ever wondered how to check your leave balance on Time Clock Plus?

Here are some instructions and hints on how to check this information.

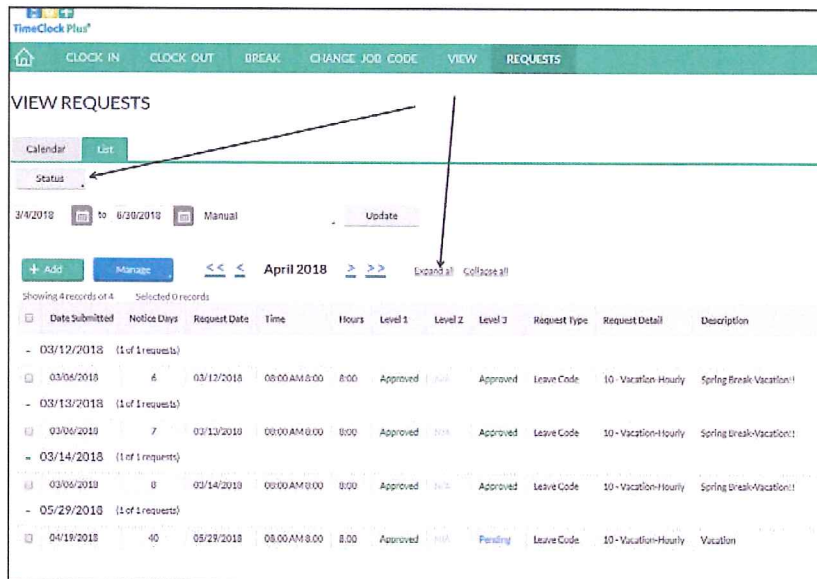
****REMINDER: IF YOUR LEAVE HAS **NOT** BEEN APPROVED AND STILL SHOWS AS PENDING IT IS NOT REFLECTED IN YOUR BALANCE.****

To check and see if you have any pending requests:

1. Sign in to the Employee side Time clock Plus (not Manager)
2. Click the Requests (In the Green Menu bar)
3. On the far left you will see Calendar and List Tabs



4. Click on the List
The Status Button lets you chose the status for just pending.
The Expand All will open all dates and let you look at the approval status.
5. Change the dates. Our Leave year is the fiscal year, July 1 to June 30.



As you can see in the above example the 5/29/2018 is still pending and **will not** be reflected in the balance. One approval does not approve the request. It must be approved at ALL Levels.

6. This should give a list of all leave and show if anything is pending

To View your Leave Balances

1. Go to View (in the Green Menu bar)
2. Accruals
3. Look at the remaining balance.

4. In the example below the forecast date has been changed to 6/30/18 and it shows how many hours are remaining . This includes the vacation accrual that will happen on April 1, May 1 and June 1 (staff only).

The screenshot shows the 'ACCRUALS' section of the TimeClock Plus interface. It includes a navigation bar with options like 'CLOCK IN', 'CLOCK OUT', 'BREAK', 'CHANGE JOB CODE', 'VIEW', and 'REQUESTS'. Below the navigation bar, there are tabs for 'Hours', 'Accruals', and 'Messages'. The main content area displays the 'ACCRUALS' table with a 'Select forecast date' dropdown set to '6/30/2018' and an 'Update' button. The table shows three records of accruals.

Accrual Bank	Accrued	Accrual Forecast	Used	Used Forecast	Expired	Expired Forecast	Remaining
Comp Time	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Sick	272.0000	0.0000	46.0000	0.0000	0.0000	0.0000	226.0000
Vacation	225.5000	24.0000	16.0000	24.0000	0.0000	0.0000	209.5000

5. If you change the forecast date to 7/1/2018 it will show the sick leave accrual of 96 hours per policy under the Accrual Forecast and add this to the Remaining Column.

POLICY FOR CARRYOVER BALANCES TO NEXT YEAR (7/1/2018):

Sick Leave--Unused sick leave may accumulate to a maximum accumulation of 720 Hours (90 days).

Vacation Leave-- Vacation leave may be accumulated. No more than 160 hours (20 days) of accumulated vacation leave may be carried forward to the next fiscal year, July 1.

It is the employee's responsibility to request and receive approval to use vacation leave prior to June 30.

****REMINDER: IF YOUR LEAVE HAS **NOT** BEEN APPROVED AT ALL LEVELS AND STILL SHOWS AS "PENDING" IT IS NOT REFLECTED IN YOUR BALANCE. ****

Please let me know if you have questions or if something does not look correct.

Thank you!

Pam Havms
 Payroll Assistant
 Phone: 620-275-3213
 Garden City Community College
 801 Campus Drive • Garden City, KS 67846

5: Outcomes, Assessment Measures, Targets of Achievement, and Prior Results

1. If data has previously been gathered, list the intended outcomes for the department for the past three years and cite the institutional Essential Skills and other Strategic Plan priorities that each outcome supports.

Historical Data:

CALENDAR YEAR	2014	2015	2016	2017	2018
Gross Payroll		10,743,127	10,765,274	11,089,624	11,358,666
Form W-2/Total Employees	674	680	657	672	653
Employees Served:					
Full-Time Employees	248	239	238	238	248
Work-Study Student Employees	202	233	222	215	179
Adjunct & Part-time Employees	241	226	226	238	267
Full Time Separations					
Retirements	4	8	4	5	3
Coaches Separated	14	11	6	9	27
Full Time Separations (Including retirements & Coaches)	51	51	36	37	52

Note: The difference between the number of customers served and the number of W-2s generated for each CY is a result of counting employees whose classification changed from part-time or adjunct instructor to a full-time position. Students with more than one assignment were only counted once.

Employees Enrolled in Benefits:					
403(b)-TIAA-Cref	129/201=65%	128/199=64%	137/204=67%	145/205=71%	140/207=68%
Group Health/Dental Ins	165/201=83%	165/199=83%	167/204=82%	167/205=81%	171/207=83%
Early Retiree Enrolled in Health Ins	17	17	20	11	10

2. Describe the data gathering process and give results.

Gross Payroll –Pulled from the datatel report GLBR for the Fiscal year.

W-2 data-This data was pulled through various reports and datatel information. W-2 information is gathered from the actual information reported to the SSA and forms issued by following the Datatel processes and tying the numbers back to the IRS 941 form.

Separations—this is pulled from a spreadsheet that has been in existence since 2000 of all employees that have separated from the college.

Employees Served—A PHSR report was pulled from datatel for 1-1 to 12-31 by pay cycle and then subtotaled by GCCC ID to calculate the number of different employees paid in the year.

The benefits information was pulled from the 12/31 payroll information of the total # of employees paid that month and collected data from the number of employees that were sent to each benefit company referenced.

3. Analyze the data by comparing the actual results to the targeted levels of achievement and document what was learned.

The actual results are consistent throughout the years In 2018 we issued 653 W-2 the least number issued in 5 years. The number of full-time employees has stayed within 5% within the last 5 years.

Work Study Students-The decline in work study students from 2017-2018 is due to not all Federal Work Study positions being filled and to eliminate coaches as work study supervisors. This took the athletics positions from approximately 40 students to 18 students allowing the students to work more than 3 hours per week. There are now 2 supervisors instead of a coach supervising their athletes.

The college has committed to grow their online program and have increased the number of online adjunct instructors. As of 12/31/2018 there were 18 out of state adjunct instructors teaching for GCCC. This accounts for the significant increase in the number of adjunct and part-time employees.

Full time Separations: In 2015 there was a large number of retirees due to the average age of employees beginning to reach retirement age.

In 2018 football, men's basketball, track, cross-country, golf, cheer, and volleyball lost their head coaches and 18 assistant football coaches.

GCCC Board of Trustees has also been committed to provide a match for a 403(B) retirement fund. When Payroll and Human Resources were fully staffed and took the time to explain the retirement benefit to employees there was a jump to 71% of the employees contributing to the 403(b).

This shows that the employees even with the turnover has remained consistent on the percentage of employees who utilize the health insurance benefit. GCCC Board of Trustees has remained committed to paying a portion of the health insurance for the employee. They provide an option to the employees at no cost to the employee.

4. The department will gather feedback regarding expectations and performance from stakeholders through interviews, surveys, focus groups or other appropriate measures. This feedback shall be considered when selecting performance measures and when continuous improvement plans are developed. Describe what changes have been made in response to these measures.

Customer Service Survey:

Payroll survey results from the first 100 responders using the free version of SurveyMonkey.

Percentage of participants in the survey breakdown: Employee-Full-time (74.75%); Employees-Part-time (5%); Employees-Student (19.2%); Employee-Retired (1%).

Scale

1 star=Unacceptable; 2 stars=Unfavorable; 3 stars=Acceptable; 4 stars=Favorable; 5 stars=Exceptional

	<u>2016-17 Stars Rating</u>	
Friendliness/Customer Service	4.43	★★★★★
Accuracy/Thoroughness of Information	4.44	★★★★★
Response Time to Inquiries	4.42	★★★★★
Access to Payroll Personnel	4.46	★★★★★
Privacy/Confidentiality	4.57	★★★★★
Management of Payroll Deductions	4.30	★★★★★
Management of Leave Recording	4.23	★★★★★
Overall Rating of Payroll Department	4.40	★★★★★

Trust, Transparency and Accountability are part of GCCC strategic priorities. The payroll department a 4.57 in the survey about on privacy and confidentiality. The payroll department works extremely hard to maintain the employees trust by letting them know they can speak with us and the information will remain confidential. This is huge requirement for the payroll department staff.

Payroll is transparent as possible by releasing only legally approved information and providing information in the form of whole numbers for surveys and audits.

Accountability-The payroll department is accountable to the Comptroller and the Vice President of Administration. Both of these positions review the full time benefitted payroll. There is a dialogue between the Comptroller and the payroll department on a daily basis to ensure proper accounting principles are being followed.

5. Use the results to develop a Continuous Improvement Plan for the department, improving efficiencies based on targeted outcomes. Include consideration for resources, processes, data collection, analysis and timelines for monitoring and assessing the results. List intended outcomes for the department that insure alignment with institutional Essential Skills and other strategic priorities.

For each outcome identify at least one method of measurement that will be used to assess progress toward the outcome. Assessment is strengthened when multiple measures are used. An assessment measure should provide meaningful, actionable data that the department can use to assess efficiency and improve processes.

Describe the target level of achievement for each measure. Levels of achievement shall be:

- Specific and measurable.
- Stated in numerical terms.
- Stated in realistic terms.
- Directly related to the outcome.
- Inclusive of all aspects of the outcome.
- Manageable and practical.

To demonstrate efficiency, determine if external or internal benchmarks are available for comparison.

Trust—a survey is being developed to indicate whether employees feel like they can trust the payroll department. On the last survey done in 2017 the response indicated that 4.57 out of a 5.0 scale that the payroll department can be trusted for privacy and confidentiality.

Transparency—The payroll department releases all requested information to our audit firm of Lewis, Hooper and Dick on an annual basis. There have been no notable deficiencies on any of the audits in the last five years. Payroll will be as transparent as possible within the constraints of the law. Not only do we have an annual audit with a CPA firm but we also complete payroll audits with our worker's compensation and KPERS.

Accountability—The goal is for payroll to run 4 payrolls each month. In the event that more than 4 are ran it could either be to correct an error or to process information received after the cut-off time for processing payroll.

6: Additional Comments

This space is for the department to add any additional comments to help clarify or explain its functions, if applicable.

7: Executive Summary

1. Briefly describe how the department review was conducted:

This review has been a process. Dallas Crist started the process and attended meeting to understand what is needed. Dallas retired in Jan 2019 from the payroll department. The payroll department has undergone some changes by now reporting directly to the Business Office and physically moving their offices. Brooke Garvey began her employment in the payroll office on Feb 11, 2019. Pam Harms has been in the payroll department since 2104 and has finished the narrative and data collection on this report.

2. Describe the MAJOR conclusions regarding the present state of the department:

The present state of the department is currently evolving. With a new leadership team that has been hired within the last 6 months the payroll department is excited about some of the changes being implemented.

3. Briefly describe the goals and objectives of the department:

- *Compensate GCCC employees respective of college policies*
- *Maintain and comply with all auditing requirements*
- *To follow sound payroll administration principles*
- *To obey and comply with all Federal and State Employment Laws*

4. Comment on the progress on previous Departmental Review Action Plans or Recommendations

Departments completing the review for the first time will not have these items and need not answer this question.

5. Describe the department strengths:

- *There are two full time employees who have payroll experience and know how to stay up to date with current employment laws.*
- *We have proven processes to enter time and attendance in the system.*
- *The payroll department is accessible to employees who have questions or issues with their paycheck.*

6. Describe what areas need improvement:

- *We are a department that is in transition and need to work on training and education of staff.*
- *We have proven processes, but need to document them so others can know how to get the data.*
- *As the department transitions there needs to be clear lines of department duties.*

7. State the recommendations for the department:

- Supervisor training with the Time Clock Plus System
- Employee training with the Time Clock Plus System
- Education on Multi-state Taxation
-

8: Departmental Action Plan (with timelines for recommendations)					
	Year 1	Year 2	Year 3	Year 4	Year 5
<p>Recommendation 1: Measure of Success: The number of approvals will be decreased by the payroll deadline.</p>	<p>Actions & Budget Implications Actions: Training with supervisors and employees Budget Implications: none Timeline: Additional training for supervisors/employees will be completed by 12/31/19.</p>	<p>Actions & Budget Implications Actions: Continuous training for new supervisors and employees Budget Implications: none Timeline: 12/31/2020</p>	<p>Actions & Budget Implications Actions: Continuous training for new supervisors and employees Budget Implications: none Timeline: 12/31/2021</p>	<p>Actions & Budget Implications Actions: Continuous training for new supervisors and employees Budget Implications: none Timeline: 12/31/2022</p>	<p>Actions & Budget Implications Actions: Continuous training for new supervisors and employees Budget Implications: none Timeline: 12/31/2023</p>
<p>Recommendation 2: Measure of Success:</p>	<p>Actions: Budget Implications: Timeline:</p>	<p>Actions: Budget Implications: Timeline:</p>	<p>Actions: Budget Implications: Timeline:</p>	<p>Actions: Budget Implications: Timeline:</p>	<p>Actions: Budget Implications: Timeline:</p>
<p>Recommendation 3: Measure of Success:</p>	<p>Actions: Budget Implications: Timeline:</p>	<p>Actions: Budget Implications: Timeline:</p>	<p>Actions: Budget Implications: Timeline:</p>	<p>Actions: Budget Implications: Timeline:</p>	<p>Actions: Budget Implications: Timeline:</p>

9: Signature Page and Archiving

Pamela Abrams 5-24-2019
 Department Head/Director Date

Deb Nielsen, Comptroller 5/24/19
 Dean/next level supervisor (if applicable) Date

Karla Armstrong, VP for Administrative Services 5/29/19
 VP of Student Services or VP of Administrative Services Date

Dr. J. M. Manning 6/24/19
 Vice President of Institutional Effectiveness & Accountability Date

Ryan J. Rade 7-24-19
 President Date

Archiving:

Division Leader submits to VP of Institutional Effectiveness & Accountability.

1. A complete electronic version of the Academic Comprehensive Program Review
2. All documentation (electronic)
3. A signed signature page