

**Payroll Office  
University of Washington  
Operational Performance Dashboard for  
March 2008  
Quarter 3 FY 2008 (January – March 2008)**

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**Our key processes include:**

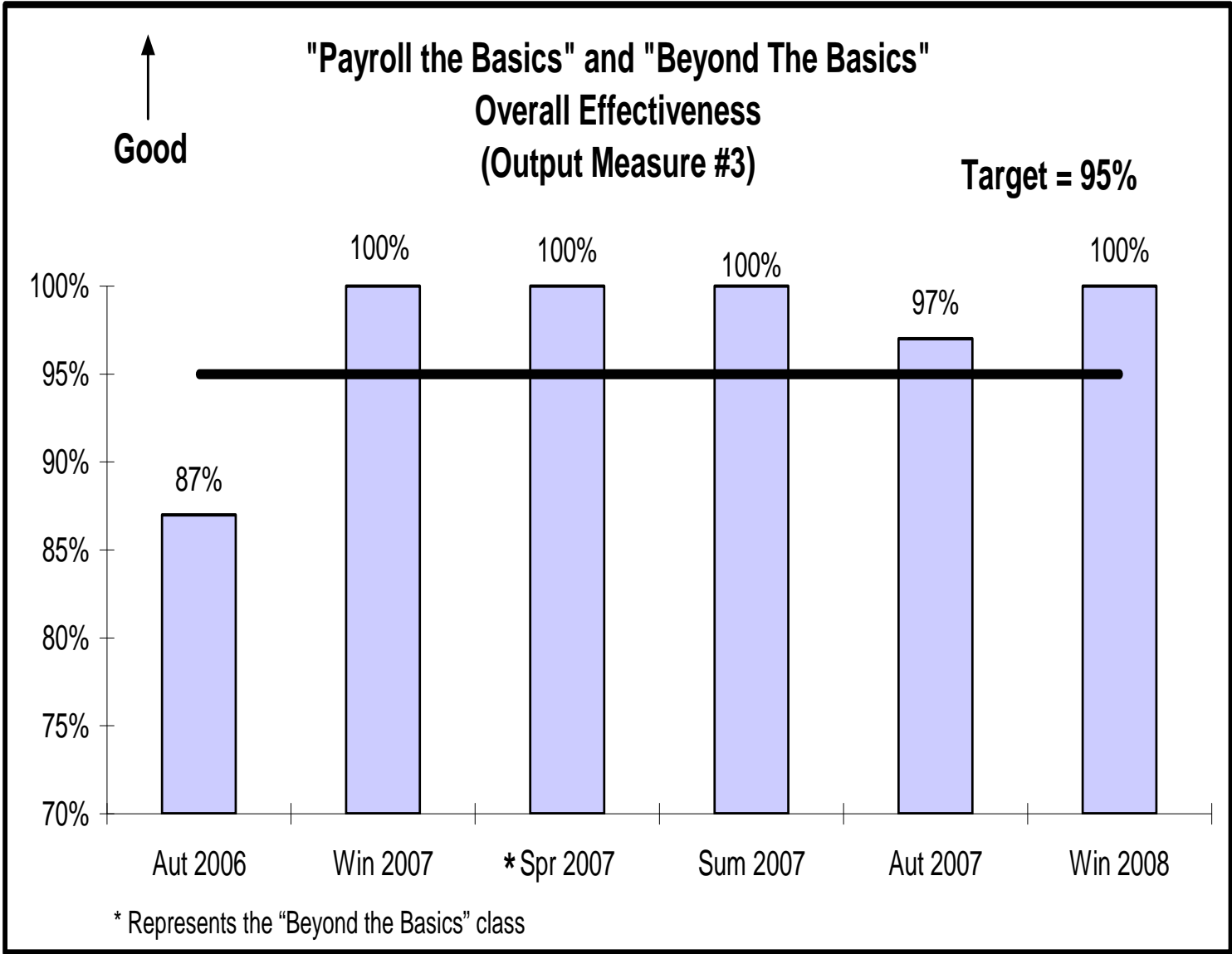
*Pay People  
Provide Customer Service  
Administer Financial Reporting  
Manage Money  
Develop Staff*

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**Payroll – Operational Performance Dashboard**  
**March 2008 — Quarter 3 FY 2008 (January – March 2008)**

Customer Perspective					Financial Perspective				
Process	Measure	Current Output Measure	Target	Gap (Target-Output)	Process	Measure	Current Output Measure	Target	Gap (Target-Output)
Provide Customer Service	1) Effectiveness of the Payroll Coordinator Meetings (Payroll Coordinators' Customer Service Survey)	85% 2006	90%	5%	Manage Money	13) Overpayments pre-collections processing not completed in 90 days. (monthly)	5 03/08	5	No Gap
	2) Payroll's Service Effectiveness (Payroll Coordinators' Customer Service Survey)	85% 2006	90%	5%		14) % of GL accounts reconciled monthly by due date	78% 03/08	100%	22%
	3) Payroll the Basics and Beyond the Basics overall effectiveness based on POD evaluation (Agree or Strongly agree rating-quarterly measure)	100% 03/08	95%	No Gap					
	4) Payroll the Basics and Beyond the Basics course materials are clearly organized based on POD evaluation (quarterly measure)	100% 03/08	95%	No Gap					
Internal Business Perspective					Learning & Growth Perspective				
Process	Measure	Current Output Measure	Target	Gap (Target-Output)	Process	Measure	Current Output Measure	Target	Gap (Target-Output)
Pay People	5) I9s outstanding 14 days after hire date (monthly)	1065 03/08	50	1015	Develop Staff	15) % of EDPs on file incorporating knowledge worker skills	100% 03/08	100%	No Gap
	6) % of ETRs not Approved by 3pm on Cutoff (monthly average of 2 pay cycles)	7% 03/08	2%	5%		16) Payroll employees knowledge about Payroll Systems (Payroll Coordinators' Customer Service Survey)	92% 2006	95%	3%
	7) % of PTRs not Approved by 3pm on Cutoff (monthly average of 2 pay cycles)	6% 03/08	2%	4%		17) Payroll employees knowledge about Payroll Services (Payroll Coordinators' Customer Service Survey)	92% 2006	95%	3%
	8) Number of Visas that are not suspended or updated from the 3 day notice letter (monthly)	8 03/08	0	8					
	9) % of direct deposits processed online (monthly)	72% 03/08	70%	No Gap					
	10) % of W4s processed online (monthly)	52% 03/08	50%	No Gap					
	11) % of identified Payroll procedures that are documented (quarterly)	11% 03/08	10%	No Gap					
Manage Money	12) Productivity - % increase over 3-year period	4% 2007	5%	1%					

## Provide Customer Service – Measure 3



**Definition:**

This graph shows the percentage of class attendees that chose Agree or Strongly Agree on the “Payroll the Basics” and “Beyond the Basics” Class course evaluations. “Payroll the Basics” is a class taught by select Payroll Staff 3 times a year and “Beyond the Basics” is taught once a year in the spring to employees who sign up through Professional and Organizational Development.

**Analysis:**

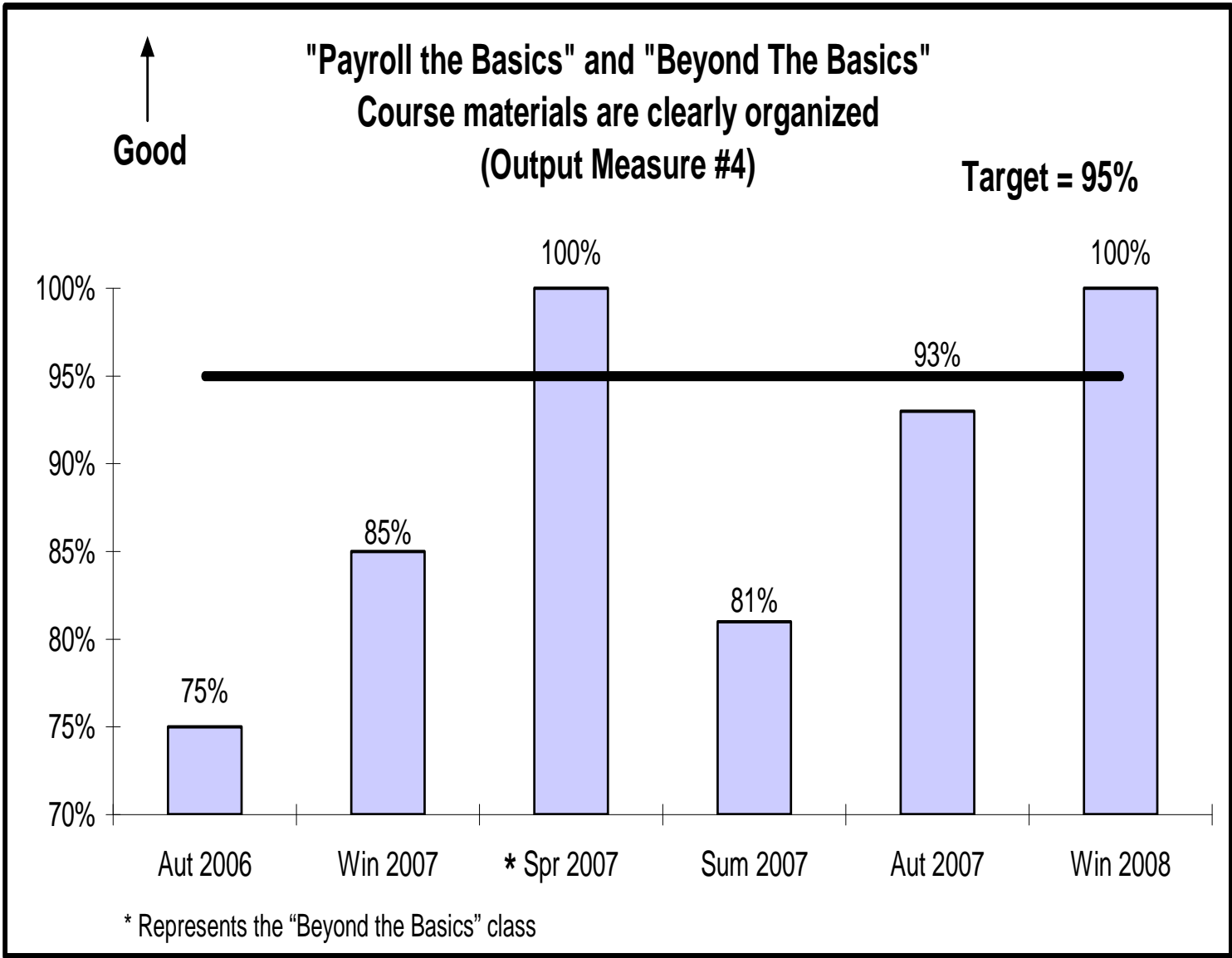
The Overall Effectiveness rating of the call has been fairly consistent since the winter 2007 class.

**Next Steps:**

We will continue to review and update our materials as needed, read evaluations for comments/suggestions and continue looking at ways to streamline how we present our in-class materials to the participants.

We are also increasing communication to the participants before each class so that participants are informed of our expectations.

## Provide Customer Service – Measure 4



**Definition:**

Same graph as above but the question is regarding the course materials.

**Analysis:**

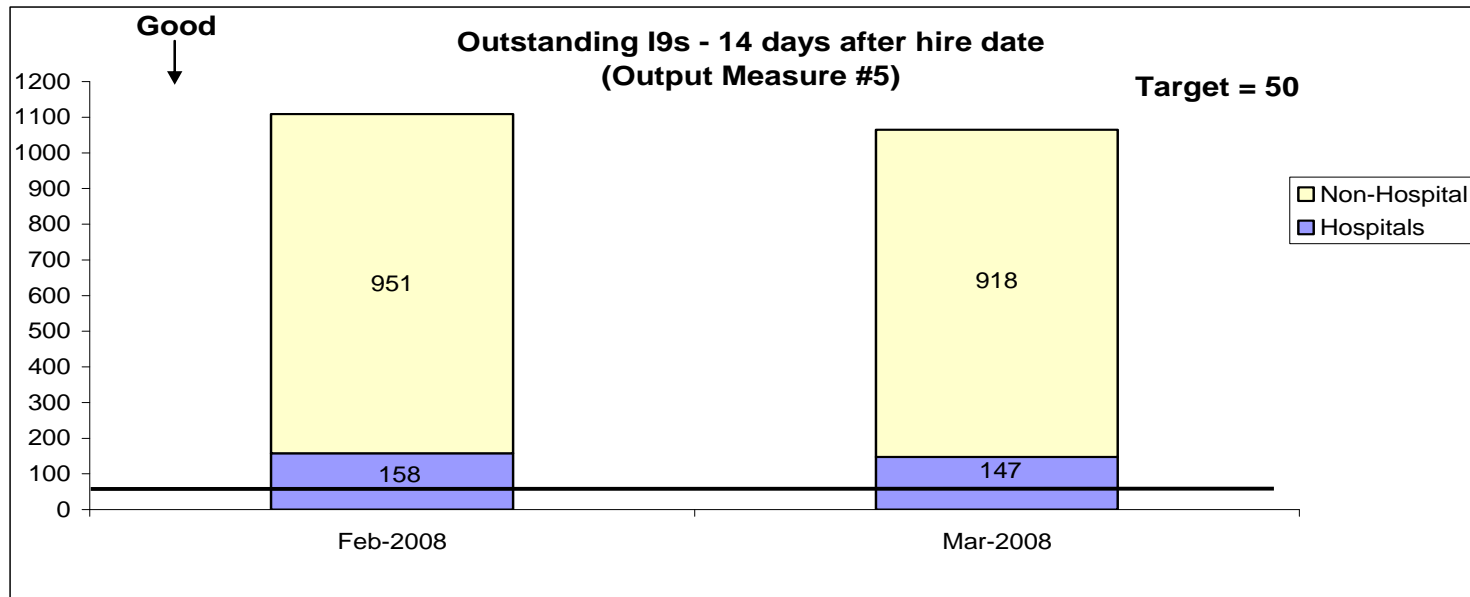
The evaluations of the quality of the course materials for this class continue to vary, except for the "Beyond the Basics" classes. These classes have consistently rated the class materials high.

We have started compiling and sectioning our in-class materials in a folder for each class participant, which may have helped in the increase of our numbers. We will monitor future numbers to look for consistency.

**Next Steps:**

We will continue to review and update our materials as needed, read evaluations for comments/suggestions and continue looking at ways to streamline how we present our in-class materials to the participants.

## Pay People – Measure 5

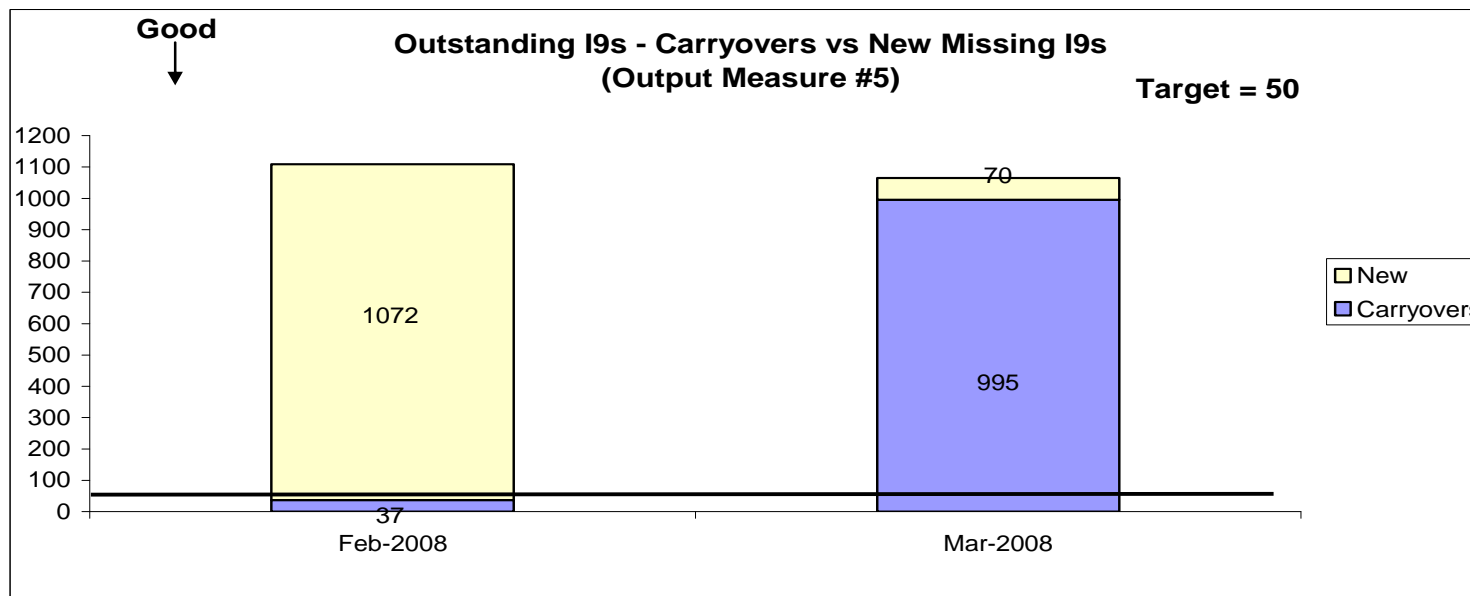


### Definition:

This graph shows the number of employees currently active or inactive in a paid appointment that does not have a valid I9 on file in the Payroll Office. The fines are the same for Citizens and Immigrants as for Non-Resident Aliens.

### Analysis:

The team determined that a field used for the query was not being updated correctly in HEPPS, therefore creating an incomplete list of missing I9s. Non-resident aliens were not being captured either. The query has been updated to correctly capture all employees with no I9 on file.



### Next Steps:

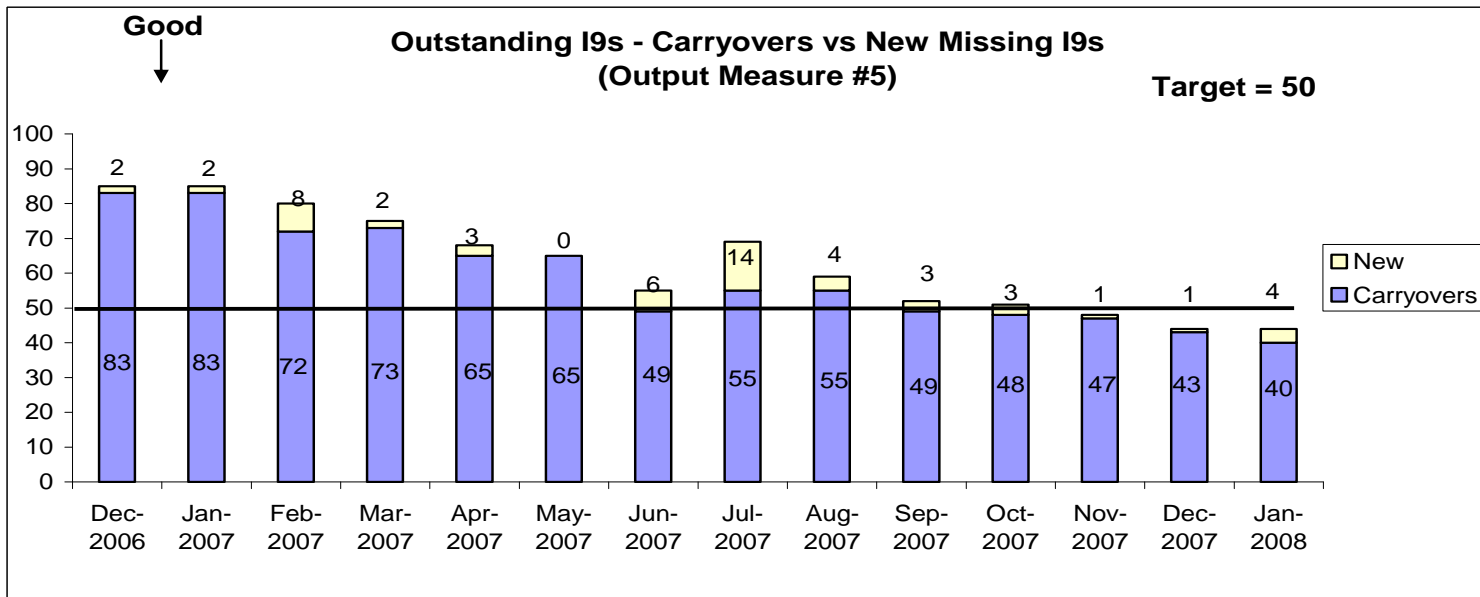
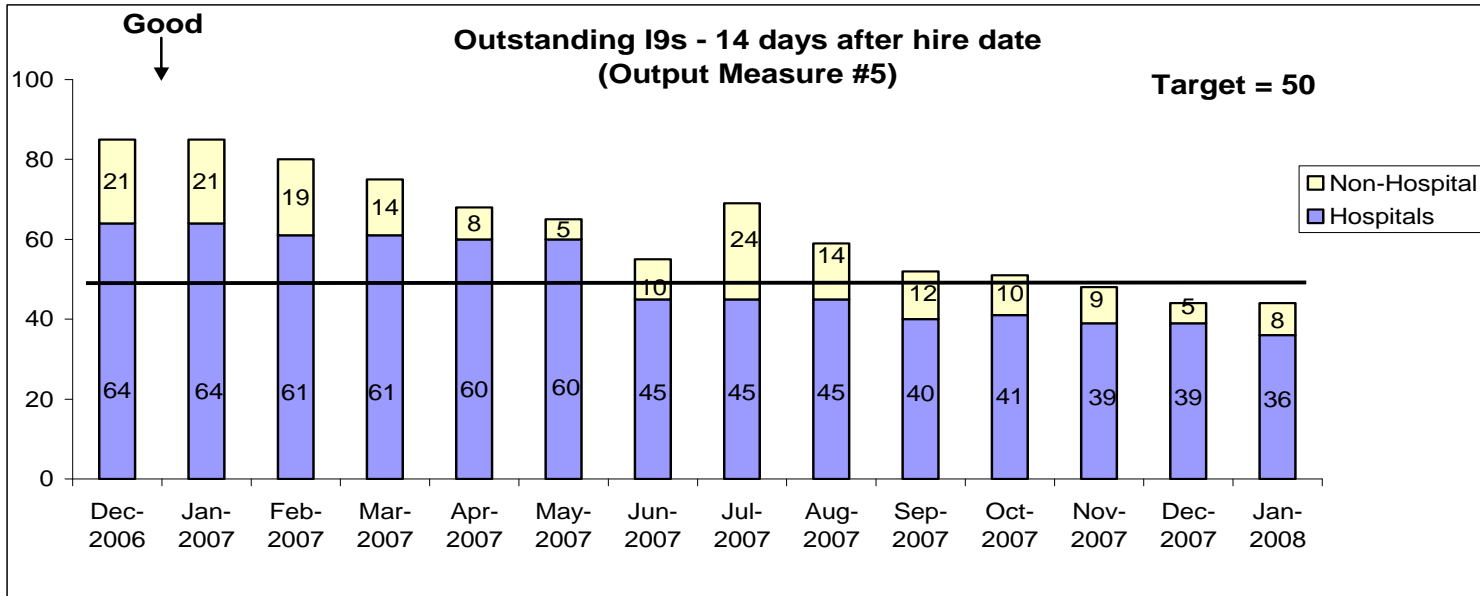
Work with departments with large numbers of missing I9s to get them completed correctly and submitted to the Payroll Office.

Continue reviewing the data collection process to validate that we have a complete list.

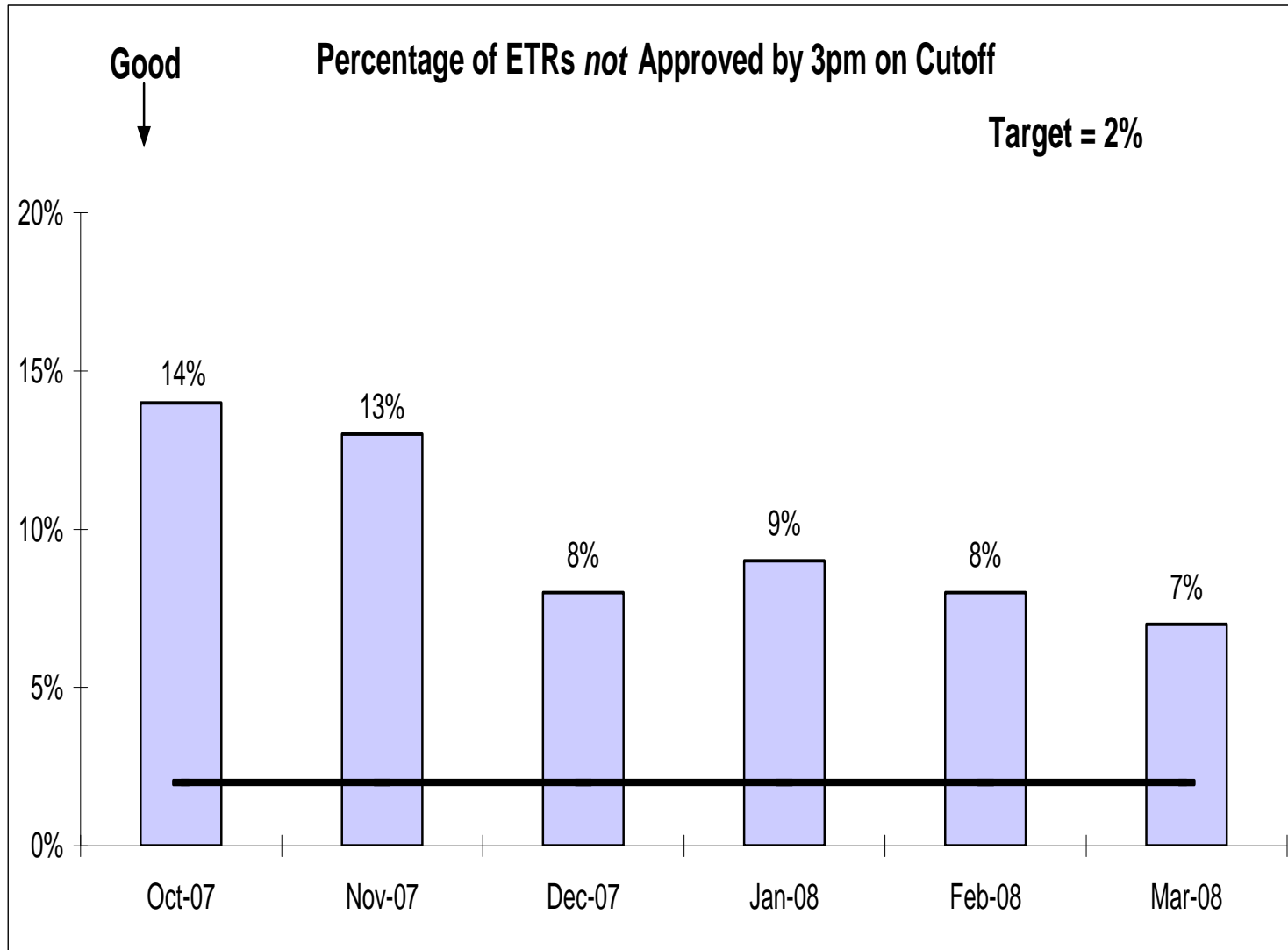
# Pay People – Measure 5

**Definition:**

These graphs show the previous efforts to bring down the missing I-9 numbers. Departments were responsive to our efforts and we expect that this cooperation will continue.



## Pay People – Measure 6



### **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:**

Although we would like to see 100% of campus completed by the 3:00pm deadline, for some departments this isn't possible (Hospitals). We've determined after contacting those departments that haven't finished, that many understand the timing of the systems, 5:00 deadline, some are "waiting for last minute" changes to be made in OPUS, and others simply still working on it and "my approver is in a meeting".

Departments have 4 days to complete their time entry. They should not be waiting to the last day to process the majority of their payroll.

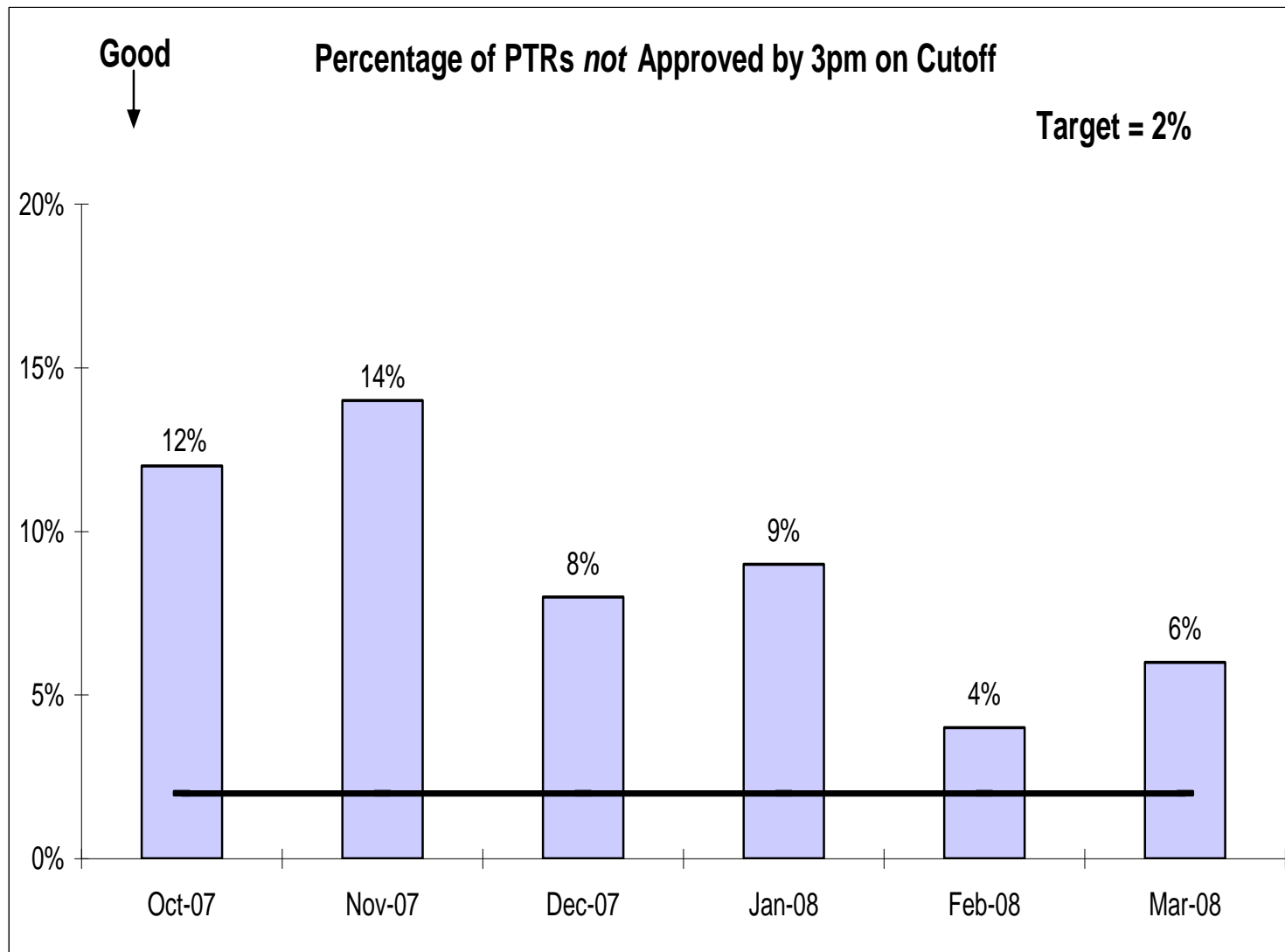
### **Next Steps:**

Continue to monitor departments and make follow up calls to departments that are falling short of the 3:00 deadline.

Track reasons why departments aren't finished and track frequent offenders.

Make necessary contact with higher levels to those departments that do not follow deadlines.

## Pay People – Measure 7



### **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.

### **Analysis:**

Although we would like to see 100% of campus completed by the 3:00pm deadline, for some departments this isn't possible (Hospitals). We've determined after contacting those departments that haven't finished, that many understand the timing of the systems, 5:00 deadline, some are "waiting for last minute" changes to be made in OPUS, and others simply still working on it and "my approver is in a meeting".

Departments have 4 days to complete their time entry. They should not be waiting to the last day to process the majority of their payroll.

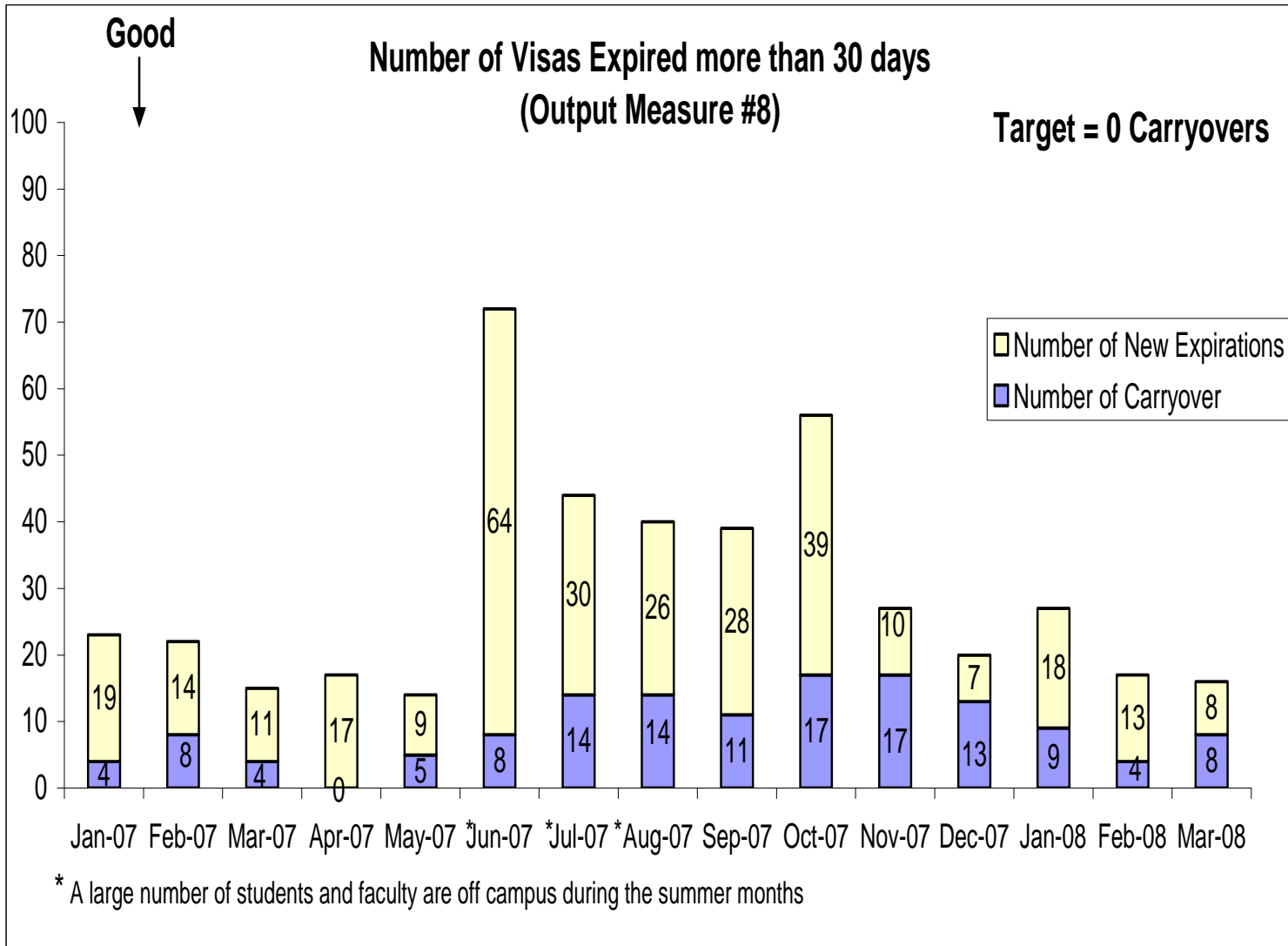
### **Next Steps:**

Continue to monitor departments and make follow up calls to departments that are falling short of the 3:00 deadline

Track reasons why departments aren't finished and track frequent offenders.

Make necessary contact with higher levels to those departments that do not follow deadlines.

## Pay People – Measure 8



### Definition:

This is a measure of the number of non-resident alien employees that have an expired visa work authorization. The effect of not having a valid I9 on file is a \$40,000 fine per person out of compliance if audited by the Department of Homeland Security.

### Analysis:

Many work authorizations are based on the academic calendar and cannot be updated until students and faculty return to campus.

**Mar 2008:** the number of TN Visas on the expired list = 5

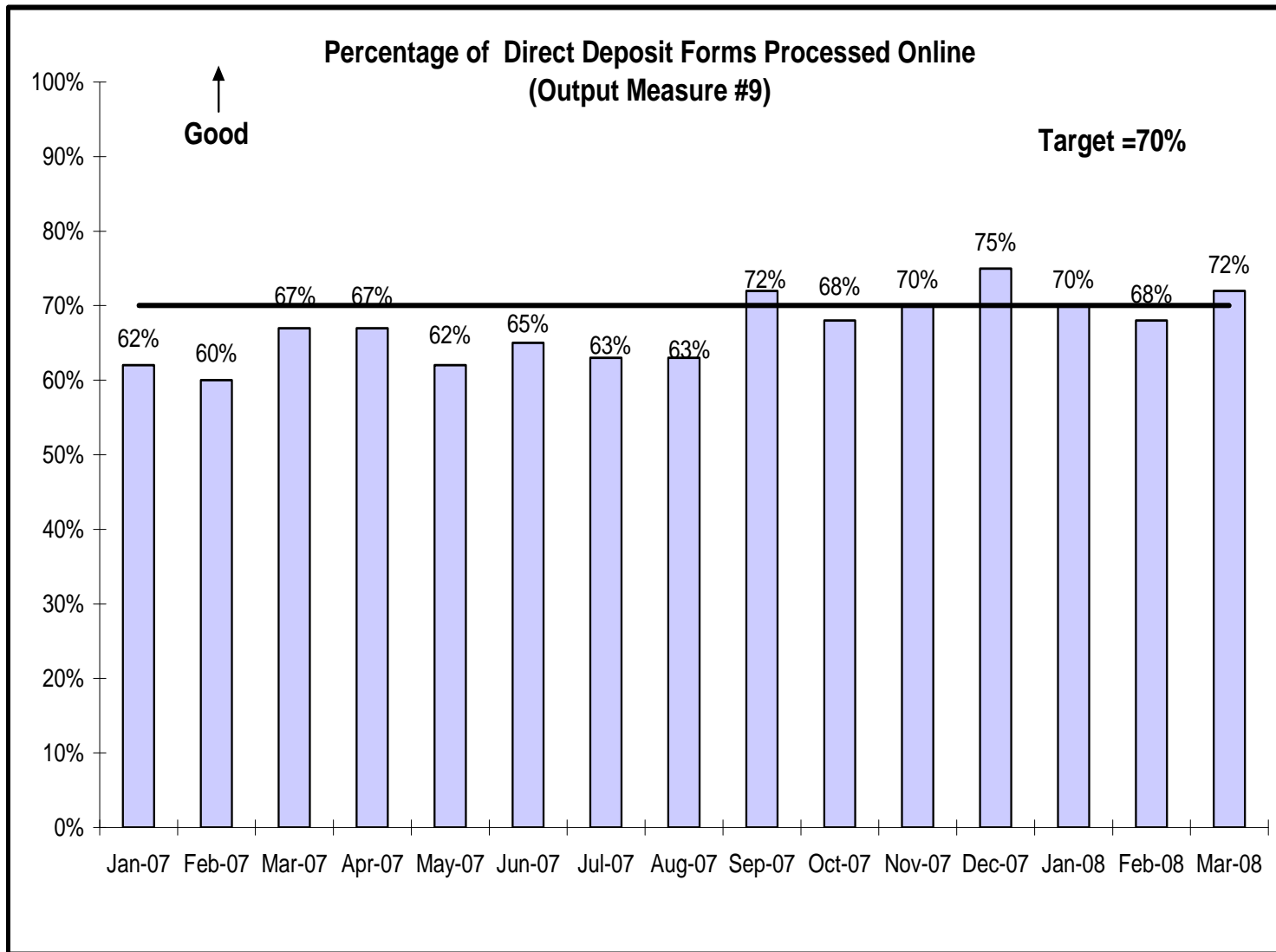
**On the carryover list:** Active=6, Inactive=0, Unpaid Leave=2

### Next Steps:

The work this quarter has been on continuing to strengthen relationships with other departments through the NRAPT work and the Global Initiative.

The NRAPT webpage and training will ensure that all offices on campus are giving out the same information for NRAs and will hopefully result in full compliance.

## Pay People – Measure 9



**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:**

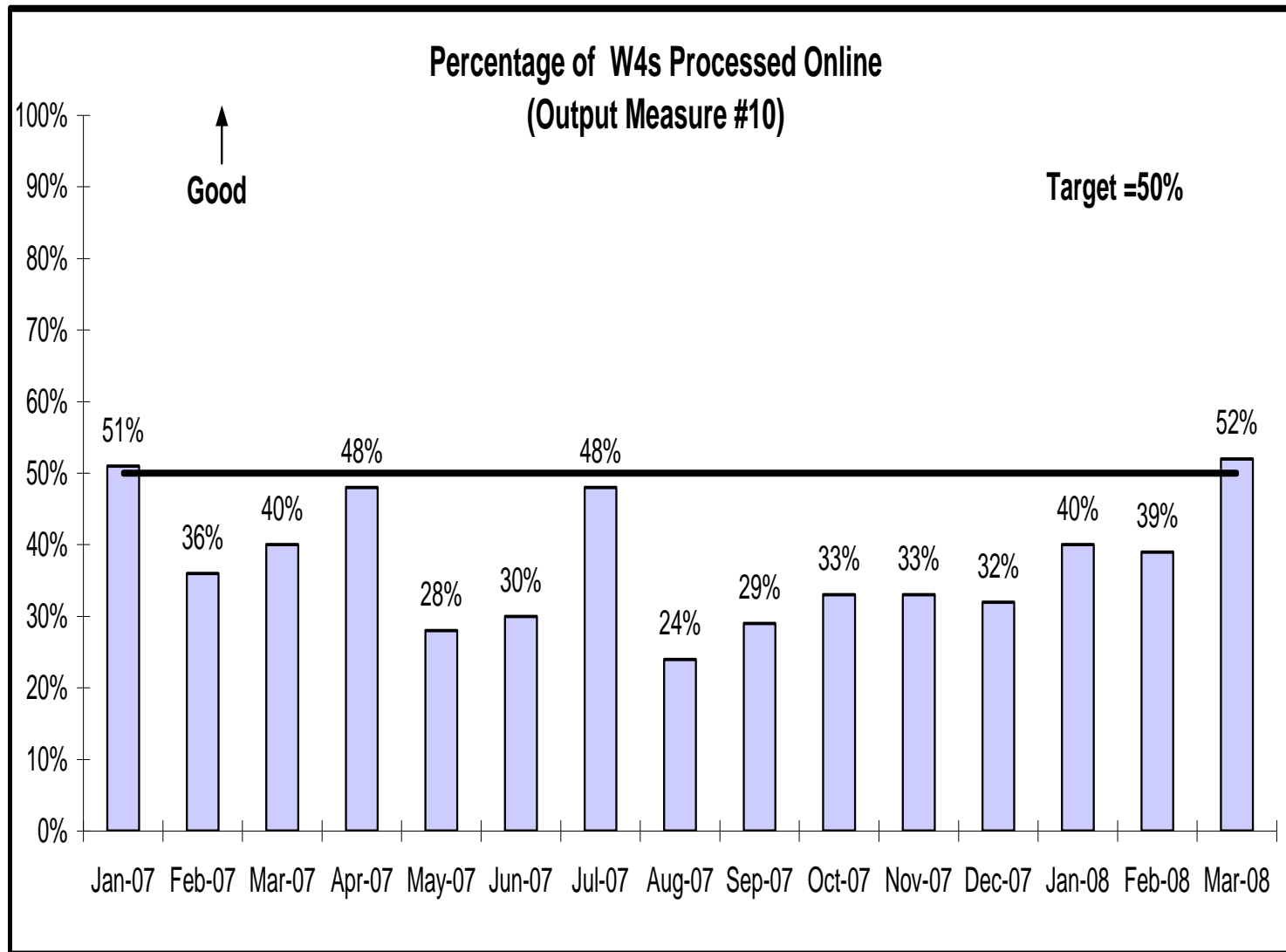
The majority of the direct deposit forms still processed in the Payroll Office is from new medical center and facilities employees.

**Next Steps:**

The Payroll Office is encouraging employees to use the online form in ESS for their direct deposit changes by giving them the web address when their paper direct deposit form is returned to them for corrections or when they call on the phone. These instructions are also on the Payroll website.

The team will be reviewing this process over the next few months for potential process improvements.

## Pay People – Measure 10



**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 NRA employees.

**Analysis:**

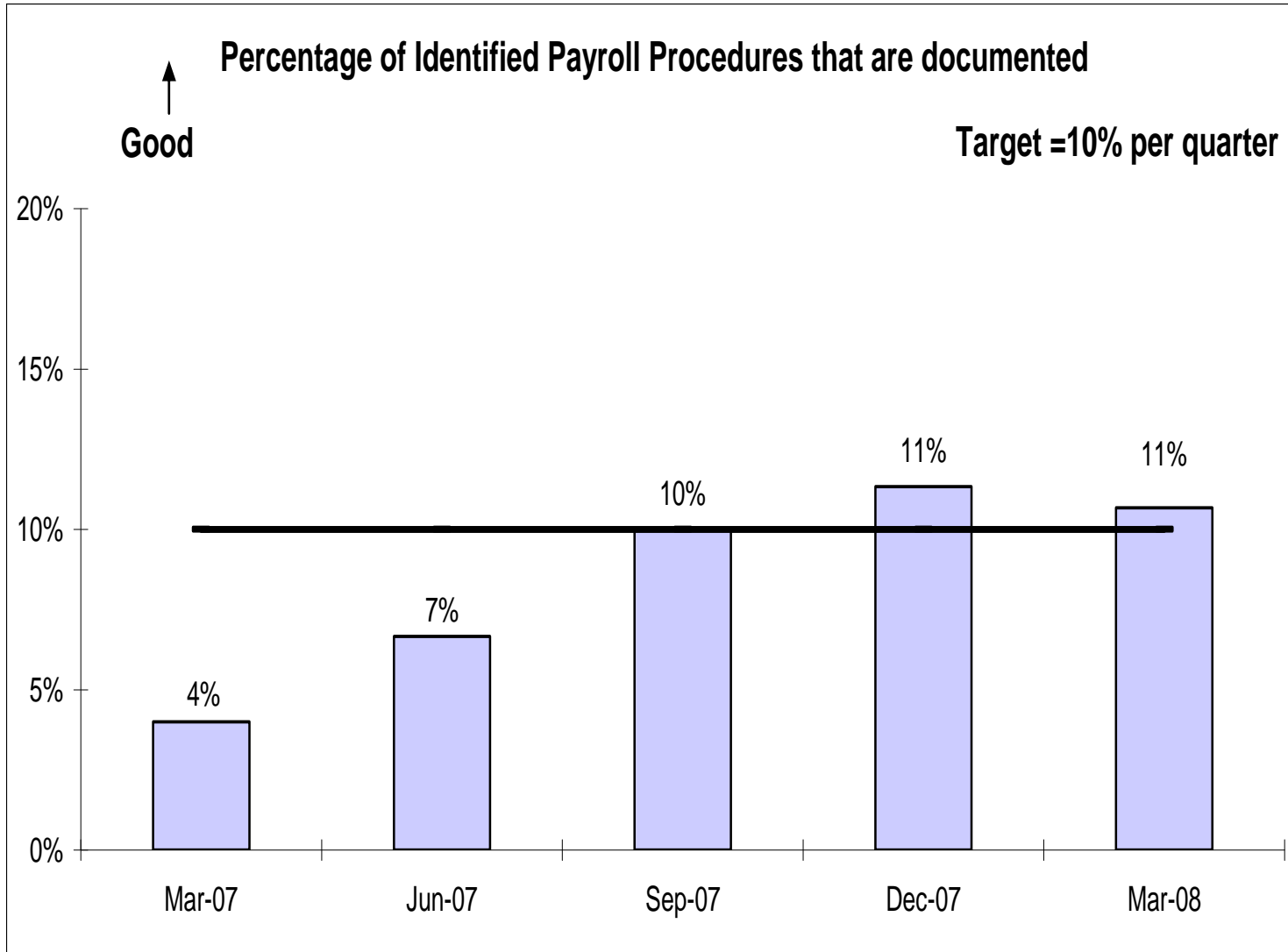
The majority of the W4 forms still processed in the Payroll Office are from non-resident aliens, medical center and facilities employees.

**Next Steps:**

In order to increase the number of forms processed online, a reminder notice has been added to the Payroll website. Also a reminder notice was added to ESS and an article was written for the Controller’s Newsletter.

The team will be reviewing this process over the next few months for potential process improvements.

# Pay People – Measure 11



## Definition:

This measure shows the percentage of identified Payroll Processes that are documented per quarter. The total number of identified procedures is 150.

## Analysis:

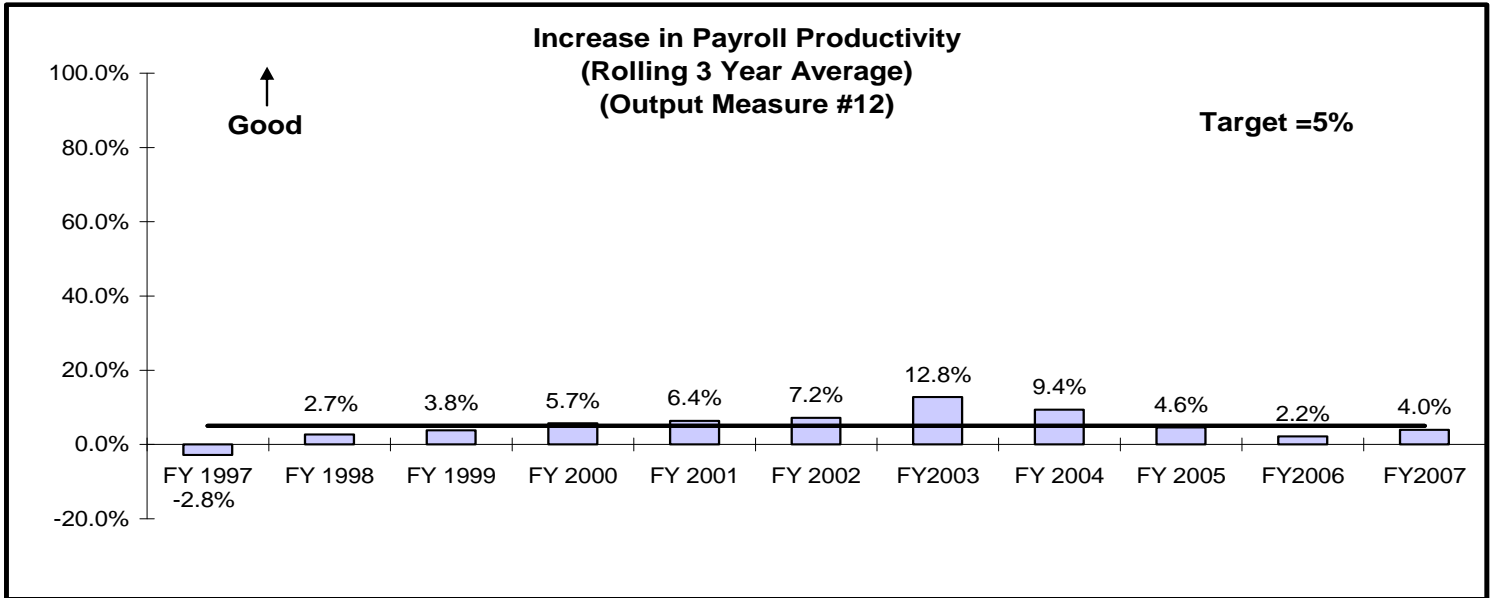
The department completed **16** procedures during Q3 2008 (Jan-Mar 2008).

A total of **64** procedures have been completed.

## Next Steps:

Continue the hard work. Each unit fills out an assignment sheet at the beginning of each quarter of the procedures they plan to complete.

# Manage Money – Measure 12



**Definition:**

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

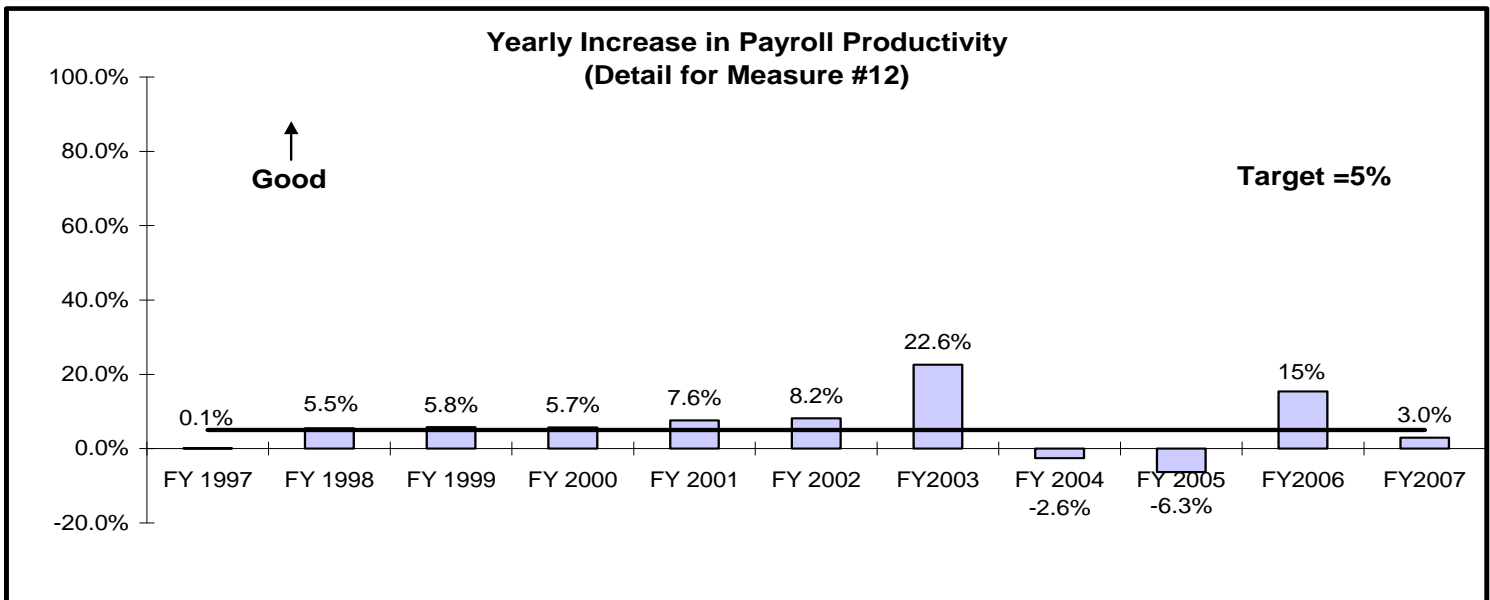
**Analysis:**

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

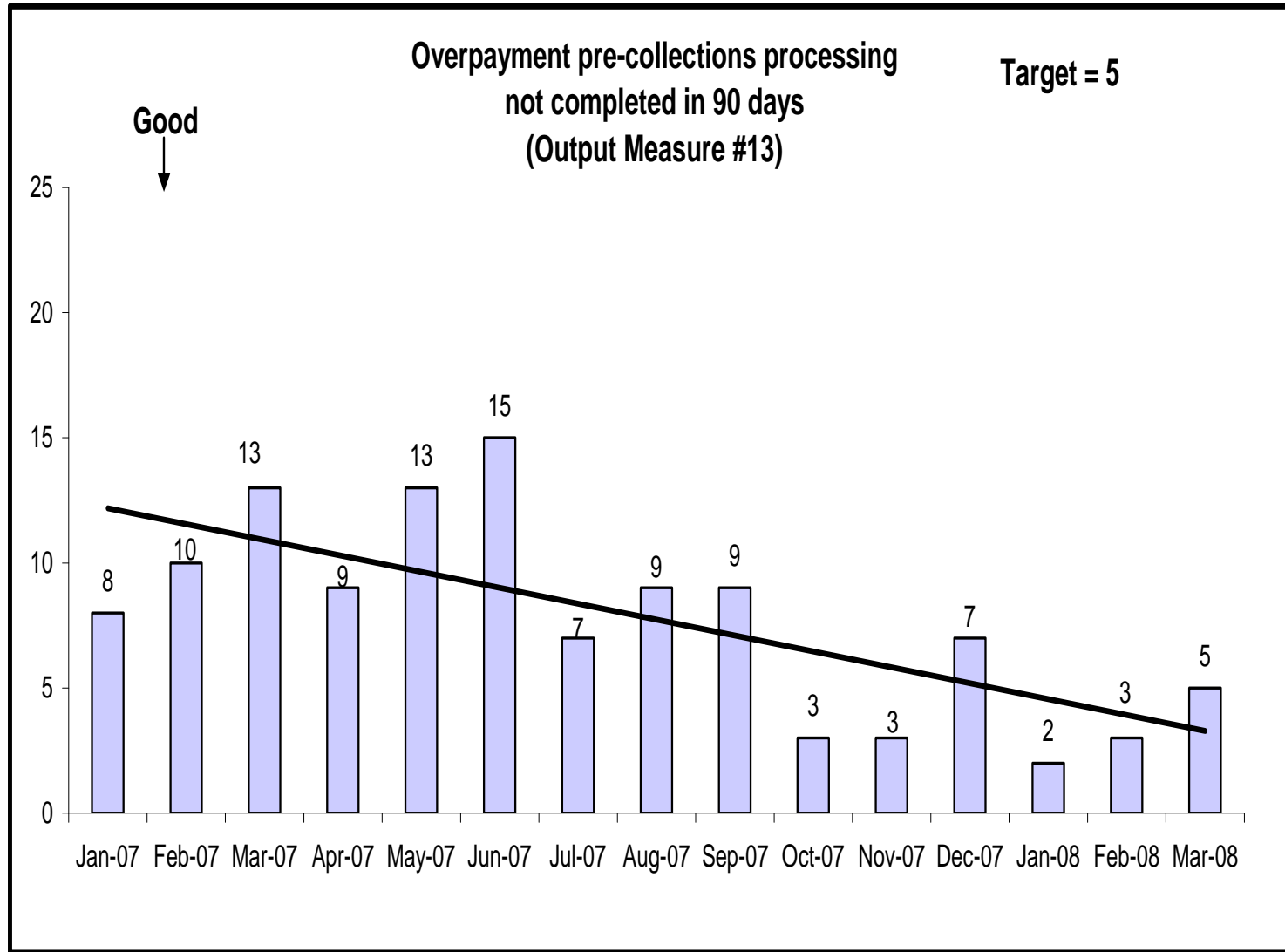
This number can fluctuate each year based on the number of active employees when calculating the October count.

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

**Next Steps:**



## Manage Money – Measure 13



**Definition:**

This measure tracks the cycle time for overpayments ultimately sent to an outside collection agency. There is a better chance of recovering the funds if the collection efforts are timely.

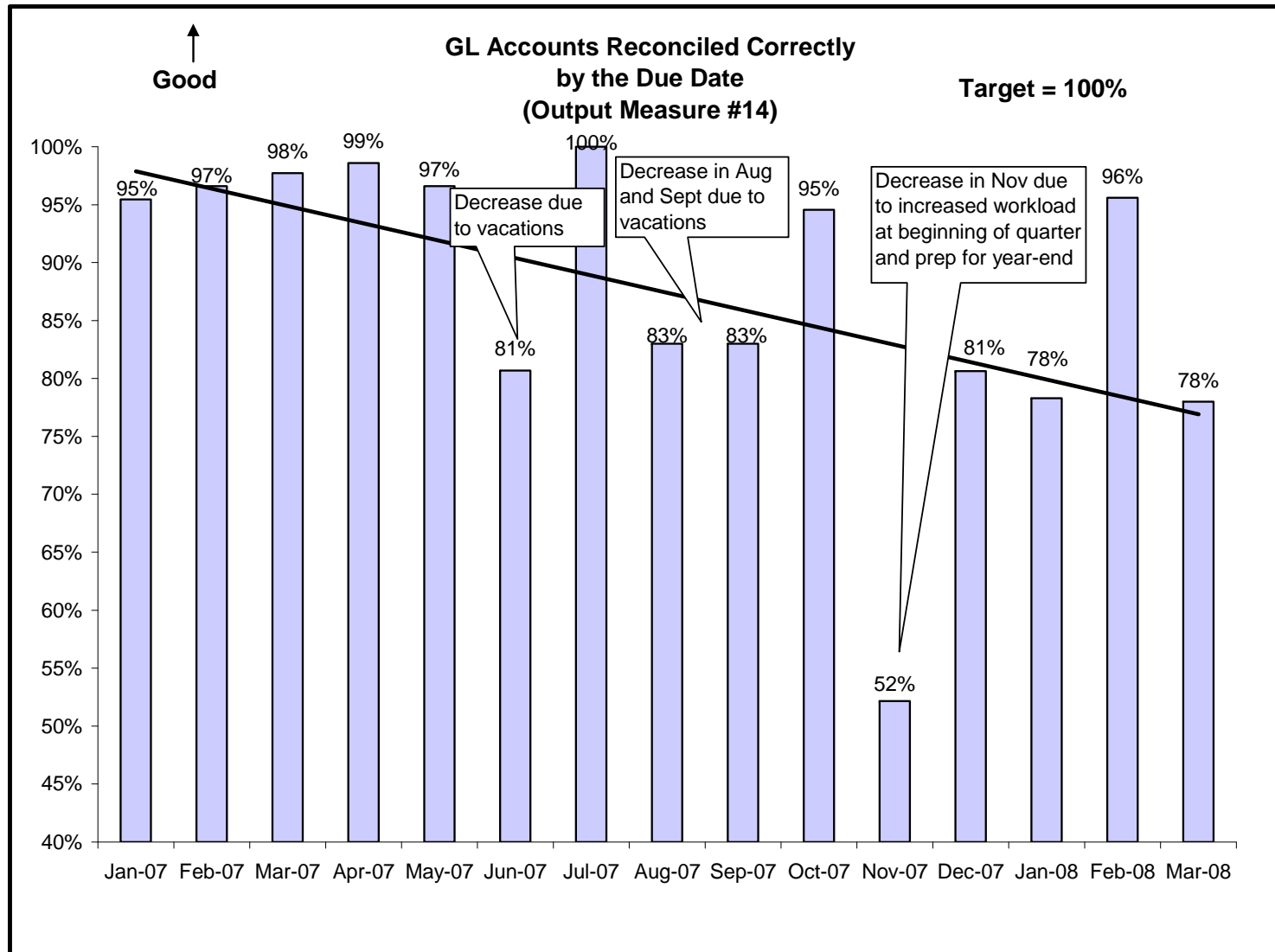
**Analysis:**

The target was met this quarter. Overall the numbers have been decreasing due to consistent review of the overpayment reports according to the set timeline. The remaining outstanding overpayments are those that have broken net installment payment plans. These are now being pursued again with collection efforts.

**Next Steps:**

Continue consistent review of the overpayment reports.

## Manage Money – Measure 14



### Definition:

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

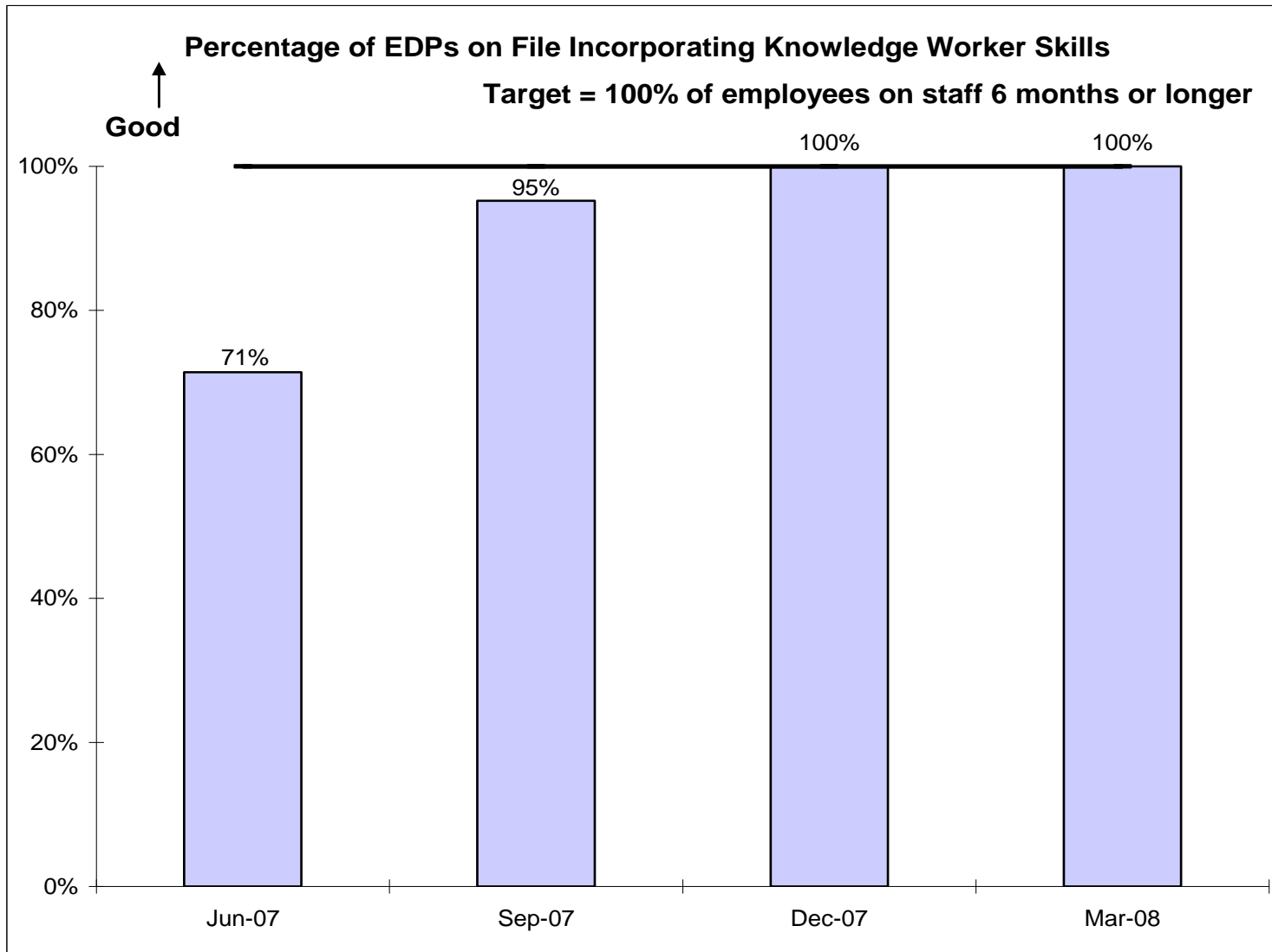
### Analysis:

Total number of Active General Ledger Accounts = **92**. Most reconciliations are submitted within a few days of the actual due date.

### Next Steps:

The A-Team continues to discuss and brainstorm possible solutions to meet the target goal. Both calendar reminders and secondary email reminders helped improve the February numbers, but employee absences due to illness caused the March numbers to drop. Recent team meetings have again reemphasized the importance of this measurement.

## Develop Staff – Measure 15



### **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:**

All 20 employees have turned in an 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.