



## Project Title: Payroll

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**Project Sponsors:** Heidi Sann, Cathy Hasenpflug

**Recommended Stakeholder Groups to Engage:** University Shared Services Enterprise (USSE), Budget and Resource planning, Audit Risk and Compliance, Beaver Works Core Group, experts processing payroll, Central Payroll, human resources consultants, unit/department contacts (liaisons), subject matter experts on grant-related tasks, forms, processes and systems (OSRAA/business centers), business analytics/financial planners subject matter expertise, tax-related tasks subject matter expertise

### Introduction/Background:

This project stems from comments collected in the focus groups for payroll processes from the perspectives of Human Resources, Central Payroll, Business Center, and unit representatives. The purpose is to identify and address challenges and pressure points, specifically related to the roles, responsibilities, and functions of payroll and how they impact activities and processes.

### Problem Statement:

Misalignment between people, processes, systems, and tools for processing payroll for OSU's size and complexity. Ineffective interactions/collaborations, lack of consistency, and inefficient processes across Human Resources, Central Payroll, Business Centers, and units adds confusion, frustration, and increased workload. In addition, there are insufficient communication channels, lack of process transparency, and unclear roles and responsibilities. These have resulted in strained relationships and mistrust.

### Standard Operational Excellence Team Expectations:

- Balance the business needs with security/compliance considerations (apply accepted risk tolerances)
- Identify and design consistent tasks, forms, processes, and systems
- Define ideal state roles and responsibilities and individualized training plans for those roles
- Identify and recommend an ongoing, structured, and consistent training plan that incorporates the full procurement cycle
- Assess current policies against proposed processes and make policy recommendations for modified or new policies that are easily accessible
- Propose possible IT/IS solutions to Steering Team for improved system functionality and multi-system integration
  - Note: if an IT/IS solution is to be proposed, the team MUST still re-design processes, revise policies, and propose a plan to implement consistent processes before an IT solution is adopted.
- Develop training and communication plans for the implementation of the proposed solution(s)

### Specific Operational Excellence Team Expectations:

- Identify the root cause of the misalignments between people, processes, systems, and tools.
- Align new roles and responsibilities for payroll processes and functions across Human Resources, Business Center Payroll, Central Payroll, and units.
- Seek innovative solutions to reduce time intensive manual Payroll related activities.