

Managing a Payroll Department

Chapter 13
(2018)



Basic Management Theories

- Situational leadership
 - Task behavior (guidance)
 - Relationship behavior (support)

Supporting Low Task High Relationship	Coaching High Task High Relationship
Delegating Low Task Low Relationship	Directing High Task Low Relationship

Basic Management Theories

- Principle-centered leadership
 - Treat people how you want to be treated
 - Based on integrity, justice and ‘do right by others’
 - Focus on strengths rather than weaknesses
 - Sources of organization’s strength:
 - Security – sense of self esteem and strength
 - Guidance – direction on which we base decisions
 - Wisdom – ability to maintain balance & perspective
 - Power – energy to decide, act, change

Basic Management Theories

- Empowerment

- Give employees the tools to succeed
- Encourage employees to take ownership
- Steps:
 - 1) Establish the desired results
 - 2) Provide guidelines
 - 3) Identify resources available to accomplish the task
 - 4) Hold people accountable
 - 5) Identify consequences

Management Skills – Planning

- Strategic planning and organizing
 - Define goals and objectives
 - Define time frame
 - Define tasks, subtasks and dependencies
 - Analyze and shuffle resources
 - Evaluate costs
 - Capture lessons learned

Management Skills – Staffing

- Staff management
 - Hiring the right employees
 - Starts with the job description
 - Summary
 - Key responsibilities
 - Education requirement
 - Specialized skills required
 - Specific responsibilities
 - Contacts with others
 - Problem solving
 - Recruiting – internal or external
 - Interviewing – open ended questions

Management Skills – Staffing

- Staff management continued
 - Staff leveling
 - Give employees opportunities to progress
 - Delegating tasks and responsibility
 - Assign responsibility
 - Assign authority
 - Hold on to accountability
 - Strike a balance

Management Skills – Staffing

- Staff management continued
 - Training
 - Can improve skills and knowledge, but not attitude
 - Link training to your mission
 - Types of training opportunities
 - Classroom
 - Giving feedback
 - Coaching
 - Demonstrations
 - Goal setting

Management Skills – Directing

- Directing employees
 - Provide feedback
 - Know when to say something and when to let it pass
 - Be specific and give examples for improvement
 - Be timely and encouraging
 - Don't make it personal or based on rumor
 - Listen
 - Give your full attention
 - Reflective listening – repeat back for clarification
 - Coaching – one-on-one or on the job
 - Counseling – for non-skill related issues

Management Skills – Directing

- Directing employees continued
 - Leadership
 - Having a vision
 - Building team support
 - Seeking partners
 - Accepting accountability
 - Making decisions and taking action
 - Leading by example

Management Skills – Control

- Controlling performance
 - Set standards
 - Monitor actual progress
 - Compare standards with progress
 - Take corrective action

Management Skills – Control

- Improving performance
 - Employee motivators
 - Money
 - Achievement
 - Leadership
 - Affiliation
 - Recognition
 - Controls over the payroll process
- Any performance problem usually fits into one of these areas:
 - Skills and knowledge
 - Rewards and incentives
 - Environment
 - Leadership

Management Skills – Reporting

- Written communications
 - New legislative developments
 - Monthly statistics, e.g. labor costs, OT hours, etc.
 - Budget variances
 - Payroll metrics / KPIs
 - Project updates
- Tailor to audience and include only relevant info
- Provide timely
- Use of an executive dashboard can make reporting more efficient

Specific Management Issues

- Conduct and attend meetings
 - Prepare
 - Keep on track
 - Promote participation
 - Keep record
- Keep written policies and procedures
 - Company policies
 - Payroll procedures / user manuals
 - Disaster recover plans
 - Job descriptions

Specific Management Issues

- Crisis management
 - Be proactive and try to prevent
 - Manage and control
 - Share and implement lessons learned

Specific Management Issues

- Time management

- Prioritize
- Schedule and delegate
- Control email

Urgent and Important	Not Urgent but Important
Crisis mgmt, immediate attention needed	Planning and prevention activities
Urgent but Not Important	Not Urgent and Not Important
Pressing activities that may be easy to accomplish	Easily accomplished, time wasting activities

Specific Management Issues

- Team building
 - Stages of team development
 - Forming
 - Storming
 - Norming
 - Performing
 - Managing different employee styles
 - Contributors
 - Collaborators
 - Communicators
 - Challengers

Specific Management Issues

- Performance evaluations
 - Formal, usually annual process
 - Compare performance against objectives / goals
 - Should be an ongoing process
 - Provide continuous feedback and coaching
 - Employees should always know where they stand
 - No surprises approach

Specific Management Issues

- Promoting quality customer service in payroll
 - Considerations
 - Reliability
 - Responsiveness
 - Assurance
 - Empathy
 - Tangibles
 - How
 - Role plays
 - Case studies

Specific Management Issues

- Shared service environments
 - Consolidation of related functions and integration of processes throughout entire organization
 - Advantages
 - Better customer services
 - Reduced costs
 - Increased efficiency / economies of scale
 - Reduced error rates
 - Considerations
 - Cost / benefit analysis
 - Focus on process management, rather than function
 - Get buy in from all stakeholders

Research Needs

- To ensure compliance with tax laws and regulations
 - IRS
 - State agencies
 - DOL
 - Reputable websites
 - Research companies
 - Internal requirements
 - Union contracts
 - Company policy changes