

Payroll System Selection and Implementation

Course Outline

Doing Your Homework

- The Do's and Don'ts
- Determining a System Change is Needed
 - Growth potential of company/system
- Doing the legwork
 - Develop / update process flows
 - Examine each step to determine risks or challenges
 - Review each decision within a process
 - Examine the rework (or return) loops within each process
 - View the process from the customer's perspective
 - Gap/efficiency analysis
 - Prepare a current situation analysis
 - Current system data
 - Conversion
 - Archiving
 - Accessibility

Technology Selection – Setting the Stage

- Approach to system/technology selection
 - Establish the project team
 - Select a hardware platform
 - Determine where/how the technology will be developed or delivered
 - In-house systems
 - Vendor-licensed systems

- Service providers/ASPs
- Cloud Computing
- Select a processing environment
- Select interfacing versus integration
- Prepare a high-level project plan
- Prepare a Request for Information
- Prepare a Request for Proposal
- Perform the evaluation
 - Vendor evaluation matrix
- Select the system/technology
- Negotiate contract terms
- Revise the project plan
- Integration and interfaces
 - Payroll and human resource systems
 - Working with other systems, departments and vendors
 - Benefits
 - General ledger/cost accounting
 - Banking
 - Time and attendance/workforce management
 - Retirement
 - Budget
 - Labor cost data collection
 - Tax compliance
 - Tax deposits and third-party payments
 - Third-party agencies
 - Social Security

- Administration
 - Accounts payable
 - Vendor interfaces
- Customers
- The project team
 - Effective teams
 - The review committee
 - Executive support
- Project plan
 - Project management
 - Determine who, what, when, and how
 - Timeline
 - Communication
 - Status meetings
 - Risks
 - Establish the overall project plan
 - SWOT analysis
 - New system analysis
 - Document functional requirements

System Selection – Selecting the Vendor

- Request for Information
- Request for Proposal
- System selection
 - Demonstrations
 - Scorecard
 - Interview other users
- Vendor evaluation
 - Analysis of the report cards
 - Mistakes to avoid
 - Negotiate contract terms

System Implementation – Designing the System

- Project plan – redone!
 - (Re)organize the project, both plans and teams

Payroll System Selection and Implementation *Cont'd*

- Using six sigma or lean for process improvements
- Create the implementation plan
- Defining objectives/key results
- Sample implementation project team
- performance objectives
- Escalation management process
- Train the project team
- Install the technology
 - Define the technical infrastructure
 - Install the software
- Gap analysis
 - Perform the gap analysis
- Prototype the system

System Implementation – Developing the System

- Data mapping and specifications
- Testing
 - Unit testing
 - Integration testing
 - System testing
 - Stress testing
 - Conversion validation/functional testing
 - User acceptance testing
 - Regression testing
 - Vulnerability testing

System Implementation – Implementing the System

- Documentation
 - Create end-user procedures and documentation

- System documentation for end users
- User training and support
 - Develop training material
 - Schedule and train the users
 - Set up Hot Line/Help Desk
- Parallel testing and cut over
 - Conduct parallel testing
 - Run final conversion
 - Cut over
- Business continuity planning
 - Don't make recovery too difficult
 - Making disaster recovery more comprehensive
 - Benefits of a business continuity plan
 - Steps to create a business continuity plan
 - Obtain top management commitment
 - Establish a planning and implementation committee
 - Perform a risk and business impact analysis
 - Establish priorities for processing and operations – “critical needs”
 - Determine recovery strategies

- Perform data collection
- Organize/document a plan and procedures
- Develop testing criteria and procedures
- Test the plan
- Approve the plan
- Get involved and get results
- Controls and security
 - Putting controls into the process
 - Providing security for the system

System Implementation – Supporting the Live System

- Supporting the system
 - Wrap-up meeting
 - Provide user support
 - Ongoing processes
 - Meetings and other communications
 - Continuous process review leading to improvements
 - Escalation procedures
 - Root/cause analysis
 - Cross-training
 - Monitoring compliance/external impacts to processes
 - Service-level agreements
 - Ongoing evaluation
 - System upgrades
 - Evolve, enhance the system
 - System lifecycle strategy