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## STRATEGIC PAYROLL PRACTICES Course Outline\*

### PLANNING AND ORGANIZING PAYROLL OPERATIONS

- Values
- Vision
- Mission
- Aligning payroll's visions and missions
- Objectives/key results
- Management by planning
- Third-party relationships management (service vendors – contract management)
- Understanding business partners
- Project management
- Managing international relationships

### MEASURING PAYROLL OPERATIONS' EFFECTIVENESS

- Cost analysis/cost of payroll check
- Benchmarking
- Performance metrics
- How to identify the cost of your payroll – what are the components?
- Impact of new benefits/establishing policies
- Auditing the payroll process and efficiency
- Writing a business case
- Budgeting payroll operations
- Service level agreements
- Quality assurance
- Measuring quality in the payroll department

### EMPLOYEE DEVELOPMENT

- Career path
- Identifying job requirements
- Developing job requirements and staffing
- Writing job descriptions
- Interviewing candidates
- Performance feedback
- Taking corrective action
- Measuring employee development

### PRIORITIZING YOUR TIME

- Planning and leading a meeting

### CHANGE MANAGEMENT

- Change vs. transition
- Crisis management
- Measuring success

### TRENDS IN PAYROLL PRACTICES AND TECHNOLOGY

- Shared services
- Call centers
- Outsourcing considerations
- Employee and manager self-service
- Internet-based technologies
- Biometrics
- GPS technology
- Imaging and document storage
- Artificial intelligence/machine learning
- Bots, process automation, and chatbots

### PAYROLL TECHNOLOGY SELECTION

- Technology and system selection considerations
  - Identifying the requirements
  - Common mistakes to avoid
  - Factors driving outsourcing

### BUSINESS CONTINUITY PLANNING

- Benefits of a business continuity plan
- Creating a business continuity plan
- Updating the plan
- Testing the plan

### COMPLEX TAXATION ISSUES

- Social security/Medicare taxation
  - Common paymaster
  - Agent reporting
  - Supplemental unemployment benefits
  - Railroad Retirement Tax Act
- Dealing with the IRS and SSA
  - Penalty notices
  - Audits
  - Reconciliation issues
  - Penalties/abatement/reasonable cause
  - Preventing penalties
  - IRS' Taxpayer Advocate Service
  - SSA reconciliation letters

- Mergers and acquisitions overview
  - Unemployment insurance
  - Transfer of experience rating
  - State issues
  - Standard and alternate tax and reporting procedures
  - Social security tax issues
  - Forms W-2 and 941 reporting issues
- Discrimination testing
  - Retirement (401(k)) plans
  - Group-term life insurance

### TAXING EXECUTIVE COMPENSATION

- The IRS' executive compensation compliance strategy
- Additional Medicare tax
- Withholding requirements
  - Mandatory flat rate withholding
  - Gross-ups of executive compensation
- Chauffeur services
- Aircraft (SIFL calculation)
- Stock compensation
  - Section 83(b) and 83(i) elections
  - Restricted stock
  - Phantom stock
  - Nonstatutory stock options
- Golden parachute payments
- Nonqualified deferred compensation plans
  - Section 409A requirements
- Split-dollar life insurance contracts
- Clawbacks

### SECURITY ISSUES

- Payroll fraud
- HIPAA requirements

### PAYROLL AUDITING

- Accounting records
- System operations
- Third parties (benefit administrators)
- Managing outside auditors
- Auditing the payroll process
- Optimizing the use of consultants