

Strategic Payroll Practices Course Outline*

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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

- Organizing through delegation
- 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
- Internet use by payroll professionals
- Employee and manager self-service
- Internet-based technologies
- Biometrics
- GPS technology
- Imaging and document storage
- Bots, process automation, and chatbots

Payroll Technology Selection

- System selection
- Processing environments
 - Hardware considerations
 - Cloud-based computing

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
 - 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 from executive compensation
 - 37% supplemental wage 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

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