

CITY OF GOODYEAR

Recommendations Read-Out

March 2025

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Global Business Consulting



Agenda

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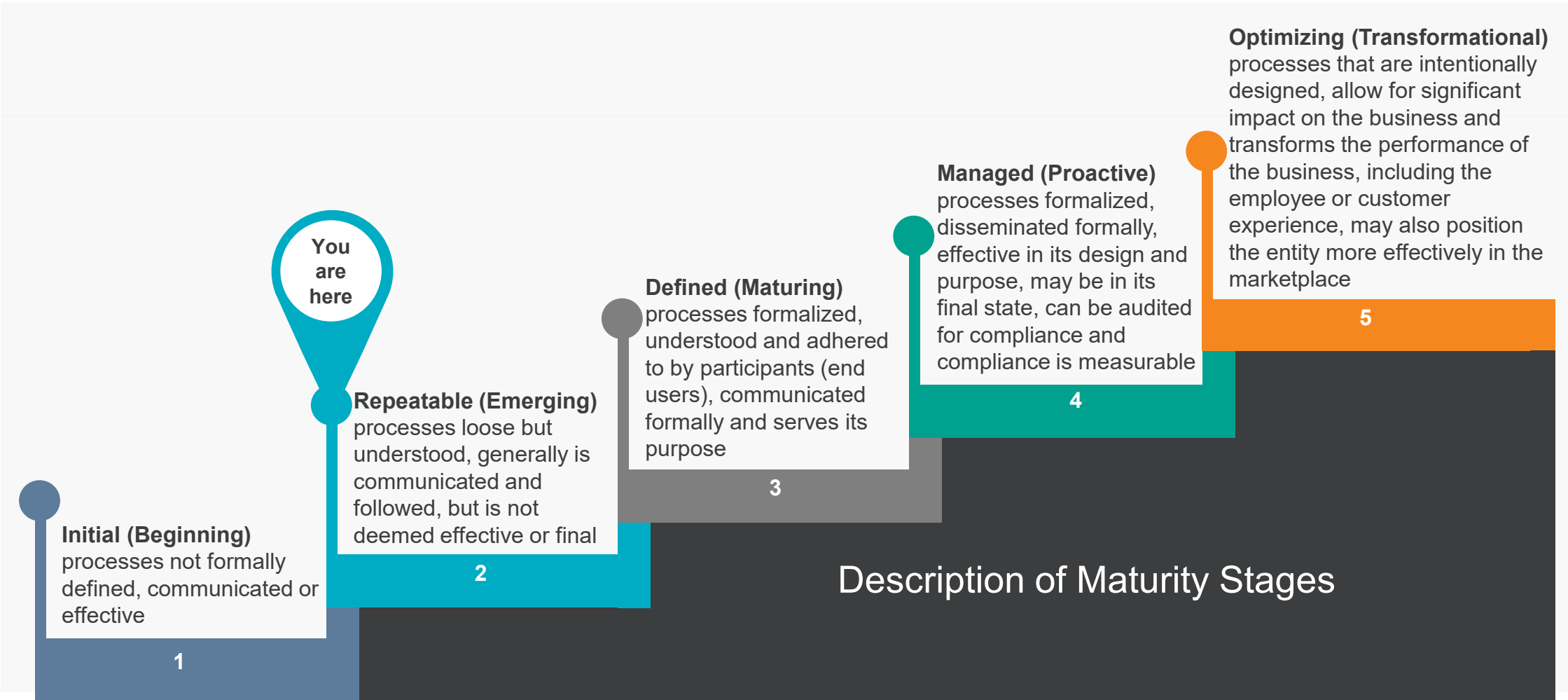
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Capability Maturity Model (CMM)

The Capability Maturity Model was used to classify each process step of the payroll operation. We did this using the below descriptions to inform prioritized efforts to improve and inform risk and value of each change.



What We Did: A Tactical Roadmap For Payroll Optimization

Below is an overview of the steps we took to assess the City of Goodyear’s payroll system.



Executive Summary: RECOMMENDATION Themes

Below is an overview of the total number of recommendation themes, including a breakdown of tactical recommendations, priority levels, and top recommendation themes.



12

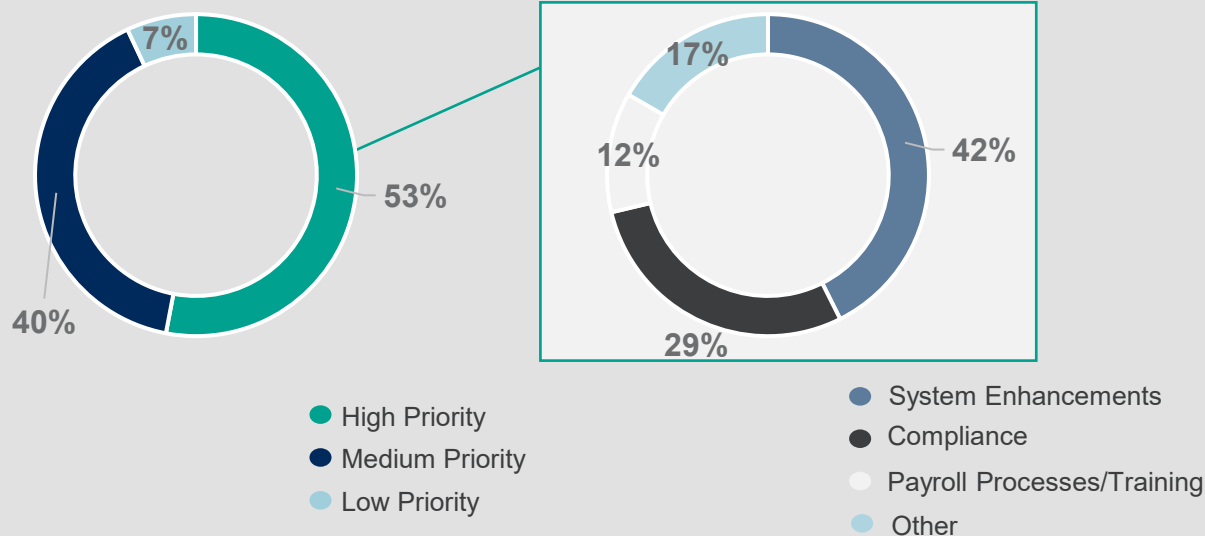
Recommendation themes were developed through brainstorming sessions with various stakeholders, reviewing vulnerability observations, and using the perspective of a payroll subject matter expert.



70

Tactical recommendations were developed to assist with navigating through completing the reported recommendations.

Our analysis shows that **53%** of the suggested tactical recommendations are classified as high priority, with **42%** of these high priority recommendation themes focused on System Enhancements.



Top 3 Recommendation Themes



Payroll System Optimization

Review payroll systems to identify inefficiencies and enhancements. A few examples entail: integration between systems and utilization of payroll system features to optimize the process.



Automation of Processes in Payroll System

Automate payroll processes to reduce manual work, improve accuracy, and increase efficiency. Key actions include implementing time-off automation, termination workflows, AI-driven reporting, and staff training.



Standardized Payroll Timelines and Processes

Standardize payroll timelines, approvals, and systems to enhance consistency and efficiency. Key actions include clear payroll guidelines, seamless data flow, issue resolution, and centralized communication. A uniform approach improves accuracy and coordination.

Recommendation Themes Summary by Focus, Priority, and Effort

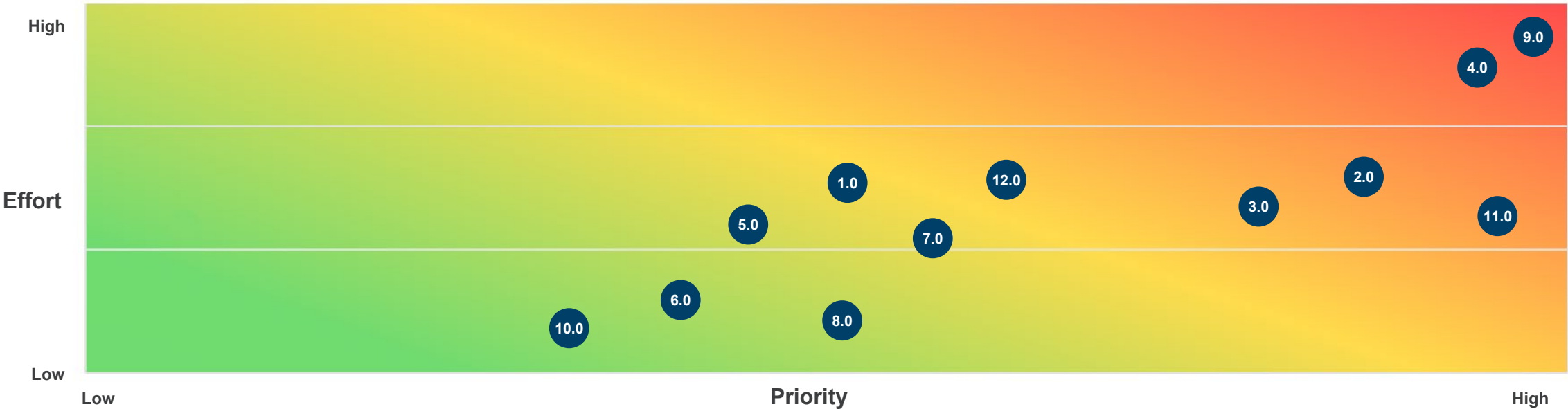
Focus	Recommendations Themes	Priority	Effort
People	1.0 – Comprehensive Payroll Training Program	M	M
	6.0 – Cross-Departmental Payroll Collaboration	M	L
	10.0 – Strengthening Employee Communication and Transparency	M	L
Process	2.0 – Standardized Payroll Timelines and Processes	H	M
	5.0 – Process Improvement in Compliance Tracking	M	M
	7.0 – Streamlining Onboarding and Offboarding Processes	M	M
	11.0 – Payroll Compliance & Risk Mitigation	H	M
	12.0 – Standardizing Access Credentials & Monitoring Payroll Systems	M	M
Technology	3.0 – Automation of Processes in Payroll System	H	M
	4.0 – Payroll System Optimization	H	H
	8.0 – Enhancing Payroll Data Accuracy Through Validation	M	L
	9.0 – Optimizing Timekeeping System Integration and Usability	H	H

Effort = The level of effort required to remediate or implement recommended strategic plans

Priority = The positive priority or impact the given recommendation would give the organization

Recommendation Themes Heat Map

There are several opportunities to significantly increase priority across the Payroll and Timekeeping Process.



Recommendation Themes	
1.0 – Comprehensive Payroll Training Program	7.0 – Streamlining Onboarding and Offboarding Processes
2.0 – Standardized Payroll Timelines and Processes	8.0 – Enhancing Payroll Data Accuracy Through Validation
3.0 – Automation of Processes in Payroll System	9.0 – Optimizing Timekeeping System Integration and Usability
4.0 – Payroll System Optimization	10.0 – Strengthening Employee Communication and Transparency
5.0 – Process Improvement in Compliance Tracking	11.0 – Payroll Compliance & Risk Mitigation
6.0 – Cross-Departmental Payroll Collaboration	12.0 – Standardizing Access Credentials & Monitoring Payroll Systems

Detailed Description of Recommendation Themes

The following slides contain the 12 recommendation themes highlighting improvement areas, priority and areas of impact.

Recommendation Theme 1.0 – Comprehensive Payroll Training Program

Brief Solution Description		Priority	Effort
Developing a structured payroll training program will improve payroll staff's knowledge and efficiency, reducing errors and ensuring compliance. This initiative includes assessing current skill levels, creating online resources, gathering feedback, introducing mentorship programs, and conducting quarterly refresher courses. By providing ongoing education and hands-on learning opportunities, payroll staff will be better equipped to handle complex payroll scenarios with accuracy and confidence.		M	M
Observations Impacted		Detailed Tactical Recommendations	
Observation 1 – Missed Approval Deadlines Observation 2 – Time-off Notifications Missed Observation 16 – Skill Gaps Observation 18 – Team Skills Inefficiencies		• Develop a comprehensive training curriculum: Create a structured training curriculum covering payroll processes, compliance requirements, and system functionalities. • Conduct skill assessments to identify knowledge gaps: Assess payroll staff's current skills and knowledge to identify areas needing improvement. • Develop online resources and tutorials: Create resources, including tutorials and FAQs, to supplement classroom training and provide self-paced learning opportunities. • Gather feedback to improve training modules: Collect feedback from payroll staff after each training session to improve and refine future training modules. • Introduce a mentorship program for on-the-job training: Pair less experienced payroll staff with more experienced mentors for real-world, hands-on learning. • Implement a refresher course every quarter: Offer quarterly refresher training sessions to keep HR and Finance payroll staff's knowledge current and compliant with new regulations or system changes.	
Key Stakeholders	Key Dependencies		
• Finance staff • Police staff • Fire staff • Parks & Recreation staff • HR staff • IT staff	• Content development • Feedback collection system		

Recommendation Theme 2.0 – Standardized Payroll Timelines and Processes

Brief Solution Description		Priority	Effort
Standardizing payroll timelines, approval deadlines, and system interfaces will ensure consistency and efficiency across departments. This recommendation includes developing clear payroll guidelines, aligning systems for seamless data flow, reviewing historical issues to create proactive solutions, and centralizing communication for clarity. A uniform approach will reduce delays, improve payroll accuracy, and streamline coordination among teams.		H	M
Observations Impacted	Detailed Tactical Recommendations		
Observation 1 – Missed Approval Deadlines Observation 3 – Department-Specific Approval Deadlines Observation 6 – Effective Dating Observation 8 – Manual Offboarding/Onboarding Processes Observation 19 – Standardized Process Observation 22 – Manual Entry from Shared Inbox to Munis Observation 26 – Delineation of Responsibilities Observation 28 – Manual Setup of Executime for Employee Changes Observation 33 – Workflow Management Challenges for Time Off Requests Observation 34 – Manual Generation of Holiday Schedules Observation 37 – Monitoring System Observation 43 – New Hire Onboarding Delays Observation 46 – Department-Specific Challenges Observation 47 – New Hire Data Entry Process Observation 50 – High Volume of Special and Off-Cycle Runs Observation 51 – Off Cycle Payroll Process	• Standardize payroll timelines across departments: Set clear, uniform payroll deadlines for all departments to streamline payroll processing and reduce delays. • Align system interfaces across departments: Ensure payroll and timekeeping (Executime, Telestaff and SubitUp) systems are aligned and can seamlessly interface with one another to improve efficiency. • Create standardized guidelines for timekeeping entries: Develop a uniform set of rules for how timekeeping entries should be recorded and submitted across departments. • Review historical issues and standardize the approach: Analyze historical payroll and timekeeping issues and use this data to create a standardized approach to addressing common issues. • Ensure alignment with communication channels: Incorporate updated timelines and approval deadlines into existing communication channels, ensuring clarity and consistency in messaging about payroll and timekeeping policies.		
Key Stakeholders		Key Dependencies	
• Finance • HR • IT • Fire, PD, Parks & Rec • All Employees		• System integration tools • Training and documentation • Issue tracking system	

Recommendation Theme 3.0 – Automation of Processes in Payroll System

Brief Solution Description		Priority	Effort
Enhancing automation in payroll processes will reduce manual work, improve accuracy, and increase efficiency. This initiative includes setting up system alerts, synchronizing payroll data, automating audit trails, leveraging AI-driven reporting, and training staff on new functionalities. Periodic testing and improvements will ensure that automation continues to support payroll operations effectively.		H	M
Observations Impacted		Detailed Tactical Recommendations	
Observation 10 – Leverage Advanced Analytics Observation 11 – Systems Overview Observation 13 – Automation Needs Observation 17 – Manual Processes Observation 21 – Complex and Manual Processes Observation 24 – Lack of Automation and Integration Observation 28 – Manual Setup of Executime for Employee Changes Observation 31 – Data Entry Inefficiencies Observation 39 – System Integration Gaps Observation 44 – Manual Data Entry Observation 48 – Lack of System Integration		• Manual adjustments for termination processes: Establish clear procedures for manual adjustments within Munis to handle termination processes effectively. • Implement system alerts to notify approvers: Configure real-time alerts for managers and payroll teams when action is required for approvals, preventing delays. • Synchronize payroll data between systems: Ensure that all payroll-related data across Munis, Executime, Telestaff, SubltUp, and NeoGov are in sync through system integrations. • Automate audit trail creation for compliance: Enable auto-generated audit logs for payroll transactions, making compliance reporting seamless and transparent. • Introduce AI-driven reporting for payroll trends: Utilize AI analytics within existing systems to identify payroll discrepancies and highlight trends in compensation and overtime costs. • Periodically test and improve automation systems: Conduct bi-annual system testing to validate automation performance and refine processes where necessary.	
Key Stakeholders		Key Dependencies	
• HR • IT • Finance • Supervisors • Fire, PD, Parks & Rec		• System integration • Data integration • Training development • Approval workflows • System performance monitoring	

Recommendation Theme 4.0 – Payroll System Optimization

Brief Solution Description		Priority	Effort
Conducting a comprehensive review of current payroll systems will identify inefficiencies and areas for enhancement. The initiative includes defining essential system functionalities, planning phased migrations and testing, scheduling user acceptance testing (UAT), and implementing new payroll system features with minimal disruption. A structured optimization plan will ensure that payroll systems remain scalable, efficient, and aligned with evolving organizational needs. Additionally, vendor support will be integral to this process, as their involvement is necessary to enhance overall system efficiency.		H	H
Observations Impacted		Detailed Tactical Recommendations	
Observation 5 – Cumbersome System Navigation Observation 12 – Perceptions of Tyler Munis Observation 14 – System Updates Observation 20 – Lack of Technology Upgrades Observation 27 – System Limitations Observation 29 – Outdated Time Clocks Observation 40 – Challenges with System Updates and Upgrades Observation 41 – Peak Season Inefficiencies Observation 45 – System Integration Gaps		• Review current system’s limitations: Conduct a comprehensive assessment of existing payroll system functionalities to identify inefficiencies and areas for improvement. • Define required functionalities to optimize system: Document the must-have features, integrations, and compliance needs necessary to optimize payroll processing within Munis, NeoGov, Executime, Telestaff, and SubltUp. • Begin system migration and testing: When new features are activated, conduct phased rollouts with sandbox testing before full implementation. • Schedule user acceptance testing (UAT): Engage payroll staff in testing to confirm new features meet operational requirements before full deployment. • Involve vendors in the process: Collaborate with vendors during the assessment and migration phases to leverage their expertise and ensure that any limitations are addressed effectively.	
Key Stakeholders	Key Dependencies		
• System Vendors • IT • Finance • End Users • HR	• System assessment, vendor engagement • Requirements gathering • Migration planning • UAT planning		

Recommendation Theme 5.0 – Process Improvement in Compliance Tracking

Brief Solution Description		Priority	Effort
Strengthening compliance processes will minimize risks and ensure accurate statutory reporting. This approach combines enhancing existing manual compliance tracking methods with investigating potential third-party integrations. The initiative includes developing real-time compliance dashboards, auditing past compliance errors, aligning workflows with legal standards, training staff on compliance reporting, and setting up regular audits. Both proactive manual verification and potential automated enhancements will improve transparency and accuracy in payroll compliance.		M	M
Observations Impacted		Detailed Tactical Recommendations	
Observation 15 – Unreliable API's Observation 17 – New Hire Compliance Risk due to Manual Processes Observation 32 – Compliance Risks Due to Data Errors Observation 36 – Compliance and Reporting Capabilities Observation 42 – Compliance Oversight		• Enhance existing manual compliance tracking: Improve the current manual compliance tracking system to ensure all compliance requirements for tax filings, benefits reporting, and labor laws are accurately recorded and monitored. • Explore third-party integrations: Investigate potential third-party tools that could automate or enhance compliance tracking processes within Munis. • Implement a real-time compliance dashboard: Utilize existing system capabilities to create real-time dashboards that provide insights into compliance status and upcoming deadlines. • Review historical compliance errors: Conduct an audit of past compliance discrepancies to identify root causes and prevent recurrence. • Update compliance workflows to reflect current legal standards: Align system workflows with federal, state, and local payroll regulations to avoid compliance risks. • Train staff on compliance reporting: Develop mandatory training sessions to ensure payroll teams understand compliance processes and reporting requirements. • Create a checklist for compliance verification: Establish a standardized checklist to verify payroll compliance before each payroll cycle. • Set regular compliance audits: Conduct quarterly audits to ensure payroll processes align with industry standards and government regulations.	
Key Stakeholders	Key Dependencies		
• HR • IT • Legal • Finance	• System configuration • Compliance updates • Vendor support • Integration testing • Process validation		

Recommendation Theme 6.0 – Cross-Departmental Payroll Collaboration

Brief Solution Description		Priority	Effort
Enhancing collaboration between payroll, HR, and finance will improve payroll accuracy and issue resolution. This includes forming a payroll working group, holding monthly collaboration meetings, defining standardized communication protocols, aligning approval workflows, integrating real-time collaboration tools, tracking interdepartmental issues, and providing joint training sessions. Strengthening communication and teamwork will streamline payroll operations and improve efficiency across departments.		M	L
Observations Impacted		Detailed Tactical Recommendations	
Observation 9 – Improve Cross-Department Collaboration Observation 23 – Communication Gaps Observation 26 – Delineation of Responsibilities Observation 49 – Lack of Communication Channels		• Establish a cross-departmental collaboration committee: Form a payroll working group that includes HR, finance, and department timekeepers to improve communication and coordination. • Hold monthly collaboration meetings to align goals: Schedule recurring meetings where key stakeholders review payroll concerns and propose process improvements. • Define clear communication protocols between departments: Standardize how payroll issues, approvals, and escalations are communicated between teams. • Standardize request and approval workflows: Align payroll and HR processes by creating a single, standardized workflow for payroll actions requiring multiple approvals. • Integrate collaborative tools for real-time updates: Leverage existing tools in Munis to enhance real-time communication and visibility into payroll processes. • Review interdepartmental issues and resolutions: Track common payroll-related challenges and document resolutions to create a knowledge base. • Monitor team collaboration progress: Use feedback surveys and performance metrics to measure how well departments are working together on payroll issues. • Introduce regular feedback mechanisms: Implement structured ways for employees to provide input on payroll and HR processes, such as digital suggestion forms.	
Key Stakeholders	Key Dependencies		
• HR • IT • Finance • Department Timekeepers	• Communication protocols • Protocol development • System integration • Issue tracking system • Feedback tool implementation		

Recommendation Theme 7.0 – Streamlining Onboarding & Offboarding Processes

Brief Solution Description		Priority	Effort
Enhance the efficiency and accuracy of onboarding and offboarding by standardizing workflows and improving documentation within Munis. By focusing on optimizing existing manual processes and exploring potential third-party integrations, the goal is to reduce administrative burdens and ensure timely payroll processing while managing offboarding tasks such as final pay and benefits adjustments.		M	M
Observations Impacted		Detailed Tactical Recommendations	
Observation 4 – Onboarding Challenges Observation 8 – Manual Offboarding/Onboarding Processes Observation 17 – New Hire Compliance Risk due to Manual Processes Observation 43 – New Hire Onboarding Delays Observation 47 – New Hire Data Entry Process		• Review comprehensive onboarding checklist: Update current checklist that includes all necessary steps for new hires, such as document submission, system setup, and payroll information entry. • Define offboarding workflows: Create a structured, standardized offboarding workflow for departing employees, including exit interviews, benefits handling, and final pay processing. • Standardize data transfer protocols for terminations: Establish a consistent protocol for transferring termination data to ensure accuracy in final payroll and benefits adjustments. • Explore third-party integrations: Investigate potential third-party tools that could streamline specific onboarding and offboarding tasks, such as pre-populated templates and automated task tracking. • Improve coordination between departments: Enhance communication and collaboration across departments to ensure a smooth onboarding and offboarding experience.	
Key Stakeholders	Key Dependencies		
• Finance • IT • HR	• Automation configuration • Integration protocols • System customization • Data integrity protocols • Inter-departmental communication protocols		

Recommendation Theme 8.0 – Enhancing Payroll Data Accuracy Through Validation

Brief Solution Description		Priority	Effort
Implement robust data validation mechanisms within the payroll system to ensure completeness and accuracy of critical payroll data. By defining and integrating validation rules, payroll teams can proactively identify errors before they affect payroll calculations. Training staff on these features will help streamline payroll processing, reduce manual corrections, and improve overall data integrity.		M	L
Observations Impacted		Detailed Tactical Recommendations	
Observation 7 – Termination Data Inaccuracy Observation 25 – Data Discrepancies Observation 32 – Compliance Risks Due to Data Errors		• Develop validation rules: Define rules for data entry to ensure all critical payroll data is complete, accurate, and complies with company policies and tax regulations. • Integrate validation features into payroll systems: Incorporate these rules into the payroll system to automatically flag missing or incorrect information during payroll processing. • Test data validation processes: Perform thorough testing of validation rules to ensure they catch all potential errors without causing delays in payroll processing. • Train payroll teams on validation: Provide training to payroll staff on how to use the validation features and address common issues flagged during payroll processing.	
Key Stakeholders	Key Dependencies		
• Finance • HR • IT	• System capabilities • Error-checking mechanisms • System configuration • Testing frameworks • QA protocols		

Recommendation Theme 9.0 – Optimizing Timekeeping System Integration and Usability

Brief Solution Description		Priority	Effort
Improve payroll and timekeeping efficiency by integrating various workforce management systems, automating notifications, and modernizing time-tracking tools. Enhancing system usability, upgrading time clocks with biometric authentication, and granting better access to part-time employees will reduce manual errors and improve accuracy. The introduction of automated data entry and alerts will ensure real-time updates and smoother workflows.		H	H
Observations Impacted		Detailed Tactical Recommendations	
Observation 5 – Cumbersome System Navigation (Time off) Observation 30 – Timekeeping Access for Part-Time Staff Observation 38 – Inefficiencies in Data Entry Observation 41 – Lack of System Integration Observation 43 – New Hire Onboarding Delays		• Integrate systems: Establish seamless integration between SubItUp, Executime, Telestaff, and Munis to reduce manual data entry and ensure real-time updates for timesheets, accruals, sick time, and vacation balances. • Automate notifications and alerts: Implement automated push notifications and alerts through a centralized platform or mobile app, ensuring supervisors and employees are promptly notified of pending requests, approvals, and deadlines. • Upgrade user interface: Improve Executime's user interface by implementing a more intuitive, mobile-friendly design to enhance employee experience and streamline time-off requests, especially for cross-division allocations. • Modernize time clocks: Upgrade the existing time clocks with modern biometric features (e.g., fingerprint or facial recognition) to eliminate buddy punching and reduce payroll inaccuracies. • Improve part-time access: Grant part-time employees access to the system by providing necessary credentials or by introducing an access management solution that aligns with city guidelines. • Automate data entry: Introduce automated data entry solutions for HR and payroll teams to reduce the burden of manual data entry, especially for temporary and part-time staff. Explore robotic process automation (RPA) to handle routine tasks. • Improve part-time staff data integration: Implement a direct integration between SubItUp and ExecuTime to eliminate duplication of data entry for part-time and temporary staff, particularly during peak seasons, and reduce human error. • Enhance notification mechanism for approvals: Implement multiple alert mechanisms (e.g., text messages, app notifications) to ensure supervisors and employees are reminded of pending approval deadlines and time-off requests.	
Key Stakeholders	Key Dependencies		
• Finance • IT • HR • Supervisors • Parks and Recreation • Police/Fire Department	• System integrations • Biometric equipment installation • User training • Access management configuration • System testing		

Recommendation Theme 10.0 – Strengthening Employee Communication and Transparency

Brief Solution Description		Priority	Effort
Address payroll communication gaps by developing clear channels for employees, such as FAQs, automated notifications, and dedicated support platforms. Regular surveys will identify issues, while employee training will improve interactions with payroll departments. These enhancements will ensure employees receive timely and accurate information, reducing misunderstandings and payroll-related inquiries.		M	L
Observations Impacted		Detailed Tactical Recommendations	
Observation 25 – Data Discrepancies Observation 29 – Outdated Time Clocks Observation 33 – Workflow Management Challenges for Time Off Requests		• Survey staff for communication gaps: Survey employees to understand where communication gaps exist in the payroll processes, gathering feedback on communication barriers. • Develop clear communication channels for payroll: Develop dedicated communication channels such as emails, intranet portals, or messaging platforms to facilitate clear and timely updates regarding payroll. • Train employees on effective communication with payroll departments: Offer training to employees on how to effectively communicate payroll-related questions, clarifying common processes and deadlines. • Create payroll FAQ section: Develop a comprehensive FAQ section that addresses the most common payroll questions and issues. This can be hosted on the company intranet or payroll portal. • Implement automatic notifications for payroll updates: Set up automatic notifications to inform employees of payroll status, including updates on pay dates, deductions, and other payroll-related activities.	
Key Stakeholders	Key Dependencies		
• HR • Finance • Employees	• Communication strategy • Feedback collection • Platform configuration • Training materials • Content creation • Site management • System configuration • Policy updates		

Recommendation Theme 11.0 – Payroll Compliance & Risk Mitigation

Brief Solution Description		Priority	Effort
Enhance compliance by conducting regular audits, implementing automated tax and benefits calculations, and introducing proactive monitoring tools. By continuously assessing compliance risks and providing staff with regulatory training, payroll teams will maintain accuracy in tax filings and benefits management, reducing potential liabilities and ensuring adherence to legal requirements.		H	M
Observations Impacted		Detailed Tactical Recommendations	
Observation 9 – Improve Cross-Department Collaboration Observation 12 – Perceptions of Tyler Munis Observation 18 – Team Capacity Observation 21 – Complex and Manual Processes Observation 28 – Manual Setup of Executime for Employee Changes		• Assess current compliance risks: Review and identify existing compliance risks within the payroll system, focusing on tax withholdings, benefits, and other regulatory concerns. • Identify potential areas for non-compliance: Perform a detailed audit to highlight any processes that could potentially lead to non-compliance, such as inaccurate tax calculations or benefits eligibility checks. • Implement automated tax and benefits calculations: Integrate automated tax and benefits calculations into the payroll system to ensure compliance with federal and state tax regulations. • Introduce proactive compliance monitoring tools: Implement monitoring tools that track compliance status throughout the payroll cycle, alerting teams to potential issues before they arise. • Provide compliance training for payroll staff: Provide regular compliance training to payroll staff, covering new regulations, filing requirements, and audit procedures.	
Key Stakeholders	Key Dependencies		
• Finance • HR • IT • Legal	• Regulatory updates • Risk management frameworks • Audit resources • Data analysis • Alert system setup • Testing • Training scheduling • Content development		

Recommendation Theme 12.0 – Standardizing Access Credentials & Monitoring Payroll Systems

Brief Solution Description		Priority	Effort
Resolve previous access issues for part-time employees by standardizing credentials, implementing a proactive monitoring system, and conducting staff training on new access procedures. Testing and validating these improvements will ensure seamless payroll and timekeeping operations while maintaining security and accuracy in employee records.		M	M
Observations Impacted		Detailed Tactical Recommendations	
Observation 30 – Access for Part-Time Staff Observation 35 – Guest Credentials Observation 38 – Inefficiencies in Data Entry		• Revisit previous guest credentials issues: Review and analyze past problems with guest credentials for part-time employees to ensure smoother access management in the future. • Standardize access credentials: Implement a uniform access system for part-time staff, especially in the Parks and Recreation department, to ensure all employees have the necessary city credentials for timekeeping and payroll. • Implement proactive monitoring for payroll and timekeeping: Establish a continuous feedback mechanism to monitor payroll and timekeeping systems, ensuring real-time identification of issues. • Test and validate the new system: Run pilot tests to validate that the new access management and monitoring systems work as intended before full-scale implementation. • Train staff on new access procedures: Provide training to all relevant staff on the new access procedures, including part-time employees, HR, and payroll staff.	
Key Stakeholders	Key Dependencies		
• Finance • IT • HR • Parks and Recreation	• System analysis • Vendor collaboration • System setup • Training • Test scenarios • Feedback loops • Training content development		

Questions?



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