

CITY OF GOODYEAR

Recommendations and Management Response

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Payroll Audit Response Plan

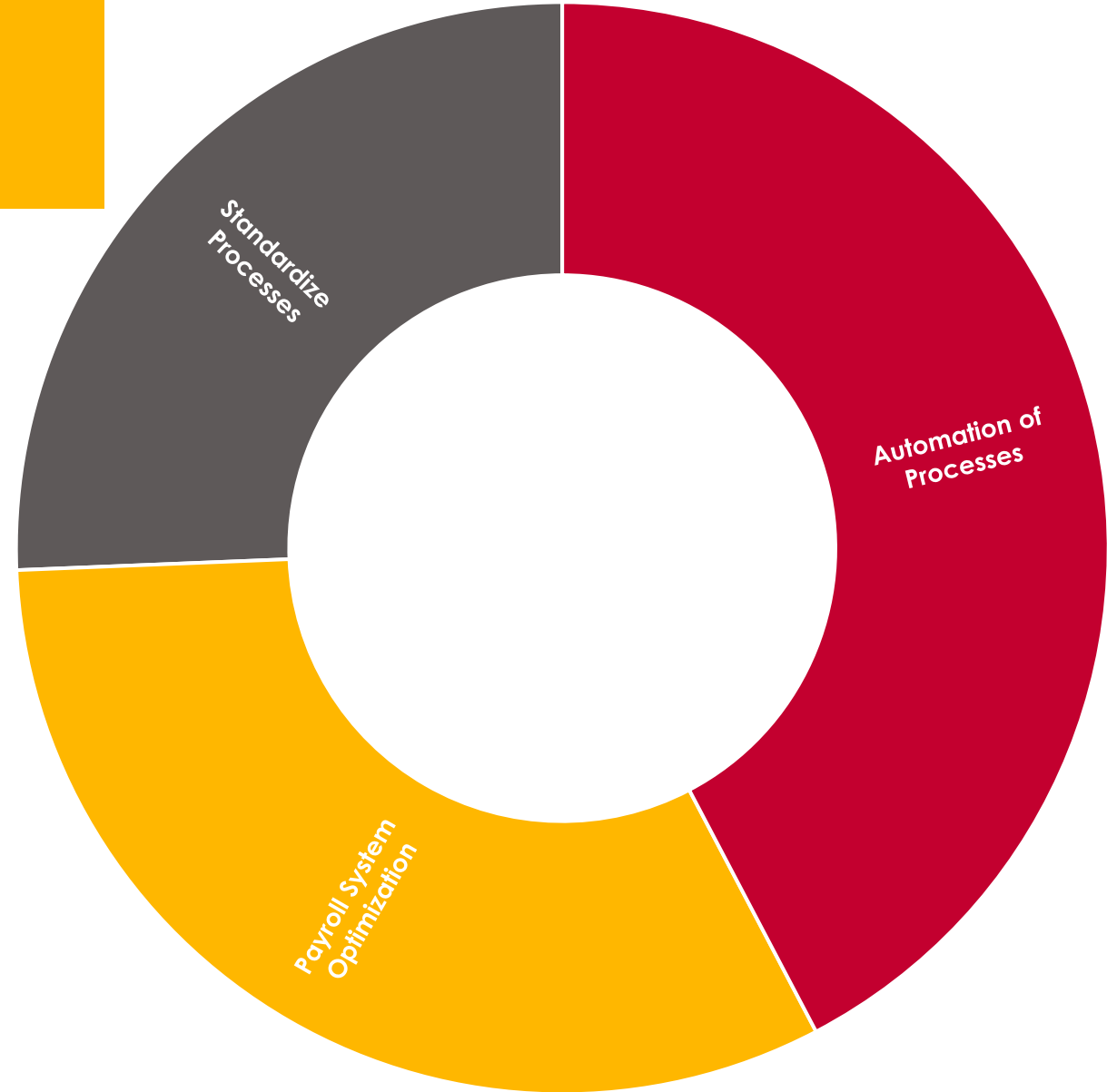




Payroll and Timekeeping Audit Response Plan

Summary of Findings

- 3 Categories
 - Standardize Processes
 - Automation of Processes
 - Payroll System Optimization





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 - Standardize Processes
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 - Payroll System Optimization
- 12 Recommended Themes
 - Processes: #1, #2, #5, #9 and #10
 - Automation: #7, #11, #12
 - Optimization: #3, #4, #8, #9

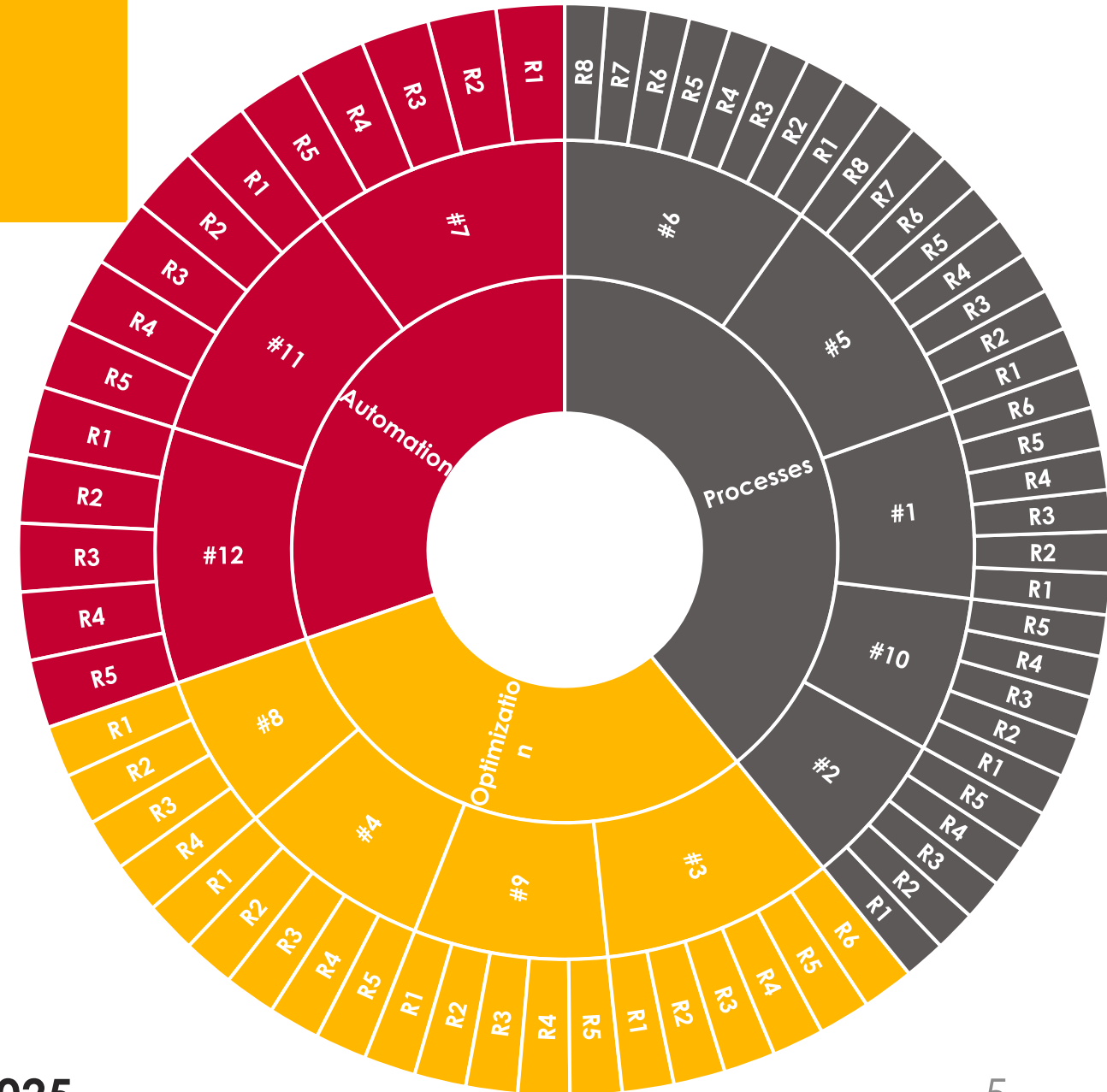




Payroll and Timekeeping Audit Response Plan

Summary of Findings

- 3 Categories
 - Standardize Processes
 - Automation of Processes
 - Payroll System Optimization
- 12 Recommended Themes
 - Processes: #1, #2, #5, #9 and #10
 - Automation: #7, #11, #12
 - Optimization: #3, #4, #8, #9
- 70 Tactical Recommendations



Categories	Recommended Themes	City of Goodyear Action Items	Completed by
Standardize Processes	6.0 – Cross-Departmental Payroll Collaboration	Improve collaboration and feedback loops between payroll, finance and stakeholders.	May
	10.0 – Strengthening Employee Communication and Transparency	Improve communication channels and feedback loops with employees.	June
	2.0 – Standardized Payroll Timelines and Processes	Document processes and create guidelines with clearly defined timelines.	August
	1.0 – Comprehensive Payroll Training Program	Training for all key payroll processes.	September
	5.0 – Process Improvement in Compliance Tracking	Establish compliance processes to include dashboarding for real time visibility.	September
Automation of Systems	12.0 – Standardizing Access Credentials & Monitoring Payroll Systems	Implement standard roles and automate processes with feedback loops.	June
	11.0 – Payroll Compliance & Risk Mitigation	Create a dashboard to manage compliance and risk issues during a payroll cycle.	November
	7.0 – Streamlining Onboarding and Offboarding Processes	Streamline workflows and automation of onboarding and offboarding processes.	January 2026
Payroll System Optimization	8.0 – Enhancing Payroll Data Accuracy Through Validation	Identify and implement opportunities to incorporate validation into payroll processes.	October
	3.0 – Automation of Processes in Payroll System	Integration of data and automation of payroll systems.	April 2026
	4.0 – Payroll System Optimization	Optimize the payroll systems based upon vendor recommendations.	April 2026
	9.0 – Optimizing Timekeeping System Integration and Usability	Integrate and automate data to improve efficiency of the various workforce management solutions.	April 2026



Standard Payroll Timelines and Processes

Standardize Payroll Timelines and Processes

Recommendations	City of Goodyear Action	Priority	Effort	Complete by
6.0 – Cross-Departmental Payroll Collaboration	Improve collaboration and feedback loops between payroll, finance, timekeepers and stakeholders.	M	L	May
10.0 – Strengthen Employee Communication and Transparency	Improve communication channels and feedback loops with employees.	M	L	June
2.0 – Standardized Payroll Timelines and Processes	Document processes and create guidelines with clearly defined timelines.	H	M	August
1.0 – Comprehensive Payroll Training Program	Training for all key payroll processes.	M	M	September
5.0 – Process Improvement in Compliance Tracking	Establish compliance processes to include dashboarding for real time visibility.	M	M	September

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.



Standardize Processes

Payroll and Timekeeping Audit Response Plan

Standardize Payroll Timelines and Processes

Recommendations	City of Goodyear Action	Priority	Effort	When
6.0 – Cross-Departmental Payroll Collaboration	Improve collaboration and feedback loops between payroll, finance, timekeepers and stakeholders.	M	L	May

Management Response

- Improve meeting management and structure to existing bi-weekly stakeholder meetings
- Improve collaboration between timekeepers and payroll staff for improved collaboration on issues, errors or general questions related to the payroll processes.
- HR, Finance, department timekeepers and labor union representatives will establish a quarterly stakeholder group to meet, review and discuss activities from the prior quarter.



Standardize Processes

Payroll and Timekeeping Audit Response Plan

Standardize Payroll Timelines and Processes

Recommendations	City of Goodyear Action	Priority	Effort	When
10.0 – Strengthen Employee Communication and Transparency	Improve communication channels and feedback loops with employees.	M	L	June

Management Response

- Establish dedicated channels for communication between employees and payroll staff to offer greater access to information, solutions, and better understanding of the issues at hand
- Conduct ongoing surveys to identify pain points of the payroll process and systems used
- Developing a comprehensive FAQ section based on commonly asked questions for employees
- Establish ongoing training to clarify common procedures and deadlines
- Explore solutions for automating payroll notifications, providing important updates, and sharing important payroll information



Standardize Processes

Payroll and Timekeeping Audit Response Plan

Standardize Payroll Timelines and Processes

Recommendations	City of Goodyear Action	Priority	Effort	When
2.0 – Standardized Payroll Timelines and Processes	Document processes and create guidelines with clearly defined timelines.	H	M	August

Management Response

- Timelines for payroll processes will be compiled and made available for all employees
- Performance of the delivery of services based upon those timelines will be reported and tracked on a regular basis
- These reports will be analyzed to identify appropriate actions to avoid repeated issues
- Standard guidelines for payroll and timekeeping systems will be developed



Standardize Processes

Payroll and Timekeeping Audit Response Plan

Standardize Payroll Timelines and Processes

Recommendations	City of Goodyear Action	Priority	Effort	When
1.0 – Comprehensive Payroll Training Program	Training for all key payroll processes.	M	M	September

Management Response

- Create a training curriculum for all key payroll processes
- Responsible parties and required knowledge for each of the key payroll processes will be identified
- Skills and knowledge will be assessed against the requirements to identify areas for improvement
- A feedback loop will be established by surveying staff and analyzing issues reported as described in Recommendation Theme 2.0 to continually improve the training program



Automation of Systems

Payroll and Timekeeping Audit Response Plan

Automation of Processes in Payroll Systems

Recommendations	City of Goodyear Action	Priority	Effort	Completed by
12.0 – Standardize Access Roles & Monitoring Payroll Systems	Implement standard roles and automate processes with feedback loops.	M	M	June
11.0 – Payroll Compliance & Risk Mitigation	Create a dashboard to manage compliance and risk issues during a payroll cycle.	H	M	November
7.0 – Streamlining Onboarding and Offboarding Processes	Streamline workflows and automation of onboarding and offboarding processes.	M	M	Jan. 2026

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.



Standardize Processes

Payroll and Timekeeping Audit Response Plan

Automation of Processes in Payroll Systems

Recommendations	City of Goodyear Action	Priority	Effort	When
12.0 – Standardize Access Roles & Monitoring Payroll Systems	Implement standard roles and automate processes with feedback loops.	M	M	June

Management Response

- Logins will be standardized between all systems through automated processes
- All part-time staff will get an individual login to streamline processes
- Training and how-to-guides will be made available
- Proactive real-time monitoring will be implemented to allow focused training and communication to staff and timekeepers about current issues.



Standardize Processes

Payroll and Timekeeping Audit Response Plan

Automation of Processes in Payroll Systems

Recommendations	City of Goodyear Action	Priority	Effort	When
11.0 – Payroll Compliance & Risk Mitigation	Create a dashboard to manage compliance and risk issues during a payroll cycle.	H	M	November

Management Response

- Compliance related tasks will be documented and reviewed for potential risks to prioritize efforts for improvement
- This will include identifying areas of non-compliance and performing detailed audits of associated rules, processes, and system setup.
- Current system functionality will be identified to integrate tax and benefit calculations to ensure compliance.
- The compliance dashboard created as a part of Recommendation Theme 5.0, will incorporate features to allow proactive monitoring throughout the payroll cycle.
- Training identified in Recommendation Theme 1.0, will include specific, regular compliance training.



Standardize Processes

Payroll and Timekeeping Audit Response Plan

Automation of Processes in Payroll Systems

Recommendations	City of Goodyear Action	Priority	Effort	When
7.0 – Streamlining Onboarding and Offboarding Processes	Streamline workflows and automation of onboarding and offboarding processes.	M	M	Jan. 2026

Management Response

- Streamline and automate onboarding and offboarding processes.
- Explore the expansion of onboarding tools within the recruitment system (Neogov) to optimize onboarding tasks and notifications to new employees.
- Automate new hire setups and notifications to facilitate prompt action by various stakeholders across the city.
- Integrate the recruitment system (Neogov) and human resources information system (Munis) to enhance automation and minimize manual tasks.



Payroll System Optimization

Payroll and Timekeeping Audit Response Plan

Payroll System Optimization				
Recommendations	City of Goodyear Action	Priority	Effort	Completed by
8.0 – Enhancing Payroll Data Accuracy Through Validation	Identify and implement opportunities to incorporate validation into payroll processes.	M	L	October
3.0 – Automation of Processes in Payroll System	Integration of data and automation of payroll systems.	H	M	April 2026
4.0 – Payroll System Optimization	Optimize the payroll systems based upon vendor recommendations.	H	H	April 2026
9.0 – Optimizing Timekeeping System Integration and Usability	Integrate and automate data to improve efficiency of the various workforce management solutions.	H	H	April 2026

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.



Standardize Processes

Payroll and Timekeeping Audit Response Plan

Payroll System Optimization				
Recommendations	City of Goodyear Action	Priority	Effort	When
8.0 – Enhancing Payroll Data Accuracy Through Validation	Identify and implement opportunities to incorporate validation into payroll processes.	M	L	October

Management Response

- Identify all current validation efforts. Then standardize and centralize the validation processes
- Identify opportunities to incorporate validation into the payroll-related systems
- Validation processes will be tested in line with all changes to the system
- Training identified in Recommendation Theme 1.0 will include the use of validation methods



Standardize Processes

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Payroll System Optimization				
Recommendations	City of Goodyear Action	Priority	Effort	When
3.0 – Automation of Processes in Payroll System	Integration of data and automation of payroll systems.	H	M	April 2026

Management Response

- Identify processes which are manual today and evaluate system integrations across all systems in the payroll process
- Development system alerts and system notification capabilities
- Automation of audit trail creation
- Develop analytics to identify payroll discrepancies and highlight trends
- Explore the use of AI where it is available within existing systems
- Standard testing will be conducted to validate automation performance and validate processes



Standardize Processes

Payroll and Timekeeping Audit Response Plan

Payroll System Optimization				
Recommendations	City of Goodyear Action	Priority	Effort	When
4.0 – Payroll System Optimization	Optimize the payroll systems based upon vendor recommendations.	H	H	April 2026

Management Response

- Evaluate and Implement the recommendations from Tyler Technologies of the recently completed health check and investment assessment of our Tyler Munis system.
- Engage Telestaff to perform a health assessment and optimization initiative.



Standardize Processes

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Payroll System Optimization				
Recommendations	City of Goodyear Action	Priority	Effort	When
9.0 – Optimizing Timekeeping System Integration and Usability	Integrate and automate data to improve efficiency of the various workforce management solutions.	H	H	April 2026

Management Response

Conduct a needs assessment for timekeeping and review the functionality of the timekeeping softwares (Executime, Telestaff and SubItUp). The needs assessments and functionality review will include evaluations of the user interfaces, notifications, and time clocks. The results will be analyzed to determine the needs, available functionality, priority, and timing of optimizations to the timekeeping systems.



Next Steps:

- These initiatives will be managed as a project within CMO
- Monthly updates will be provided to the City's Executive Team
- Quarterly reporting to the Audit Committee and then to Council
- Regular meetings with unions and stakeholders including quarterly updates
- Oversight on progress of the management responses by the City Auditor