The Higher Learning Commission Action Project Directory

State Fair Community College

Project Details		
Title Payroll Process Improvement	**Status** ACTIVE	
Category 3 - Valuing Employees	**Updated**	
Timeline	**Reviewed**	
Planned Project Kickoff 09-11-2015	**Created** 01-20-2016	
Target Completion 06-30-2016	**Version** 1	

1: PROJECT SUMMARY

A: The Payroll Process Improvement project will address issues surrounding payroll complexity, payroll errors, payroll automation, and employee onboarding processes. Kaizen teams will be formed to identify and implement actions that will improve processes with the goal of increased employee satisfaction, confidence and trust.

2: PROJECT RATIONALE

A: Valuing employees undergirds SFCC's ability to realize its vision of being an exceptional student-centered college. The Payroll Process at SFCC is complex, requires significant employee intervention to correct errors, and has received numerous complaints from faculty and staff over many years. Pay processes vary depending upon classification of the employee: full-time faculty, part-time faculty, exempt, and hourly. Process improvement is essential to improving employee satisfaction and restoring trust. This project directly impacts SFCC's 2020 Vision Strategic Plan priority: being recognized as a great place to work.

3: PROJECT GOALS AND DELIVERABLES

A: The project is being led by the President with supporting team members of faculty, staff and administration from throughout the institution. A process-improvement consultant will direct the initial exercise of Value Stream Mapping the payroll process. Findings and conclusions from the VSM will be used to establish Kaizen events and teams. Project goals include: 1. automating new employee information intake process; 2. automating pay authorization process; 3. reducing payroll error; and 4. implementing twice-monthly pay. The overall goal of this project is to contribute to the improvement of employee satisfaction as measured by the Campus Quality Survey.

4: INSTITUTIONAL INVOLVEMENT

A: Members of the Payroll Process Improvement Team and the subsequent Kaizen Teams will collaboratively address payroll issues using the institution's Quality Management Review System. SFCC's President is the overall project champion; each Kaizen team has a process owner, team leader and team members who are responsible for completing actions and meeting goals within established deadlines. Because this project will impact every employee at SFCC, the Executive Leadership Team will provide oversight and ensure that appropriate communication and resources are dedicated to its success.

5: PROJECT CONTROL

A: Each Kaizen Team will complete a project charter that includes: problem statement, scope of work, project goals and estimated benefits. Action items will be created with milestone and completion dates. SFCC employees and Board of Trustees will be provided regular updates on each team's progress. Smartsheet, a project management software tracking tool, will be used to document and monitor project status.

6: ANTICIPATED CHALLENGES TO PROJECT SUCCESS

A: Multiple institutional resources will be required for this project to be successful including: budget for consultant and team meetings, time and effort commitment by team members, timely and appropriate employee communication and dedicated resources from

Information Technology Services. Ultimately, employee buy-in will be critical for this project to be successful in improving employee satisfaction.

7:	ADDITIONAL INFORMATION

A: The Payroll Process Improvement project is significant because it touches the pocketbook of every employee. This big project will be divided into smaller and more focused efforts of the Kaizen teams formed during the process.