



Department of
Aging

ODA PAYROLL PROCESSING

Greenbelt Project



Rob Feldmann
Performance Center Division

3/11/2013

AGENDA



💰 Problem Statement

- Project Goals

💰 DMAIIC Process

- **D**efine
- **M**easure
- **A**nalysis
- **I**mprove

💰 Next Steps



THE OHIO DEPARTMENT OF AGING



- 75 Employees
 - 21 Managers
 - 17 Union Members
- \$8.8 Million in Payroll
- 2 Payroll Officers



PROBLEM STATEMENT

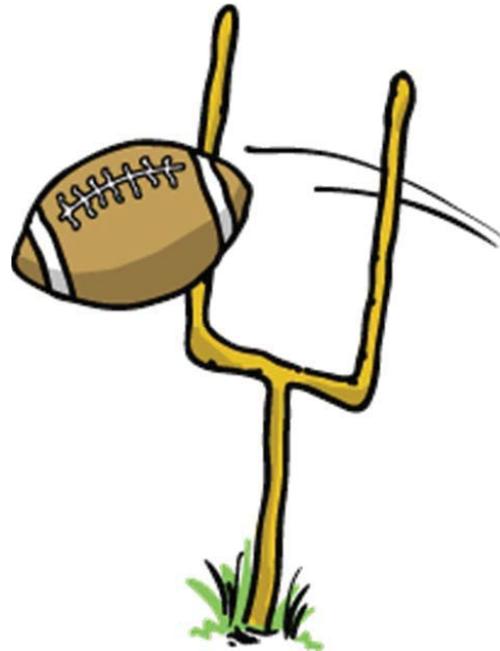


Our current employee payroll process is time-consuming and error-prone. With far fewer Human Resource staff, we must improve somehow, somewhere.

GOALS



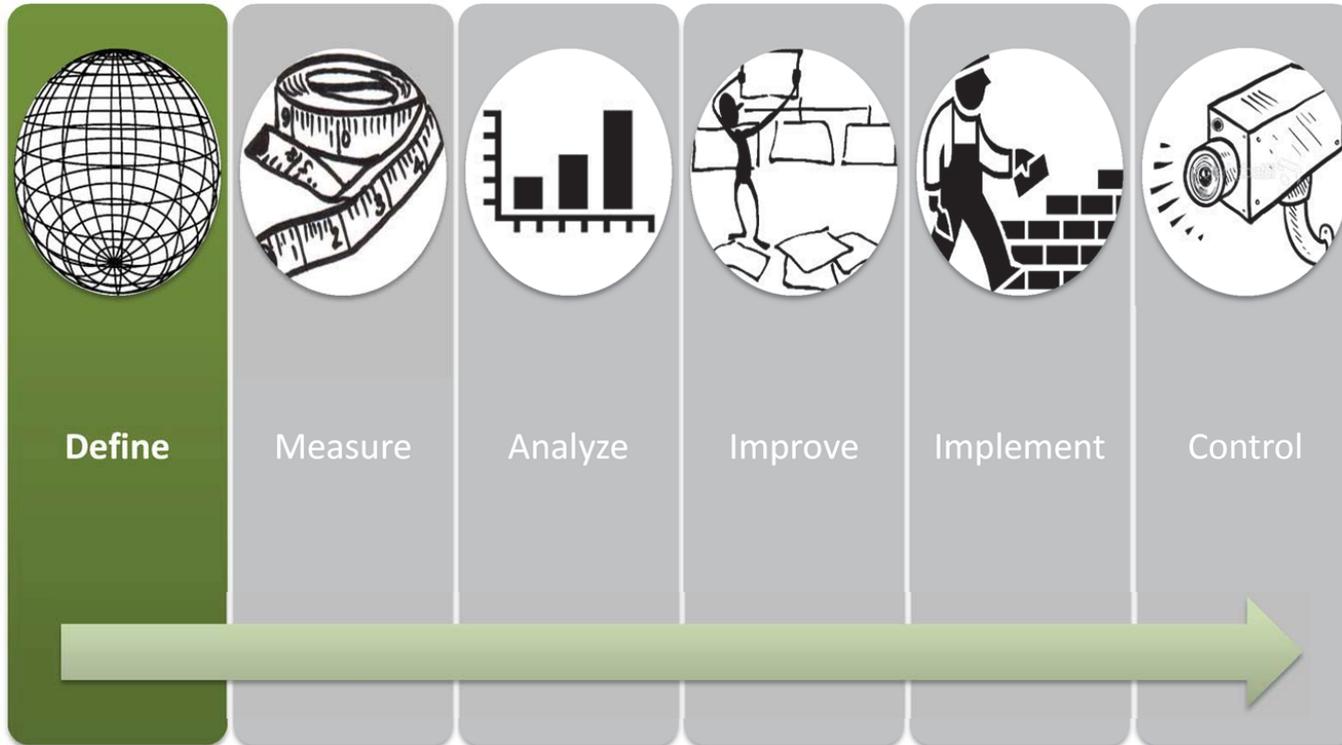
- 💰 Learn
- 💰 Reduce time
- 💰 Prevent errors



THE DMAIC PROCESS



Define



DEFINITIONS



Timestudy



Timesheet

Ohio Admistrative Knowledge System

Suppliers

Inputs

Process

Outputs

Customers

Receive
Employee's
Timestudy;
Compare to OAKS
Timesheet



Handle Any
Errors/
Adjustments



Approve
Payable Time



Review Pay
Calc; Compare
to
Spreadsheet(s)

Suppliers

Inputs

Process

Outputs

Customers

- Employee
- Manager

- Timestudy
- Timesheet
- RFL
- Supplemental Materials

Receive Employee's Timestudy; Compare to OAKS Timesheet

- Correct Data
- Correct Payable Time

- Employee
- Manager
- ODA Payroll Staff
 - Future Selves

- ODA Payroll Staff
- OAKS
- Employee
- Manager

- OAKS Exceptions
- Emp/Mgr
- Timestudy/ Timesheet/ RFL

Handle Any Errors/ Adjustments

- Correct Data
- Correct Payable Time
- (Paper) RFL

- Employee
- Manager
- DAS

- DAS/OAKS

- Bargaining Units
- Insurance
- Taxes
- Steps/Longevity/etc.

Approve Payable Time

- Calculated Pay

- Manager

- ODA Payroll Staff
- DAS/OAKS E-Mail

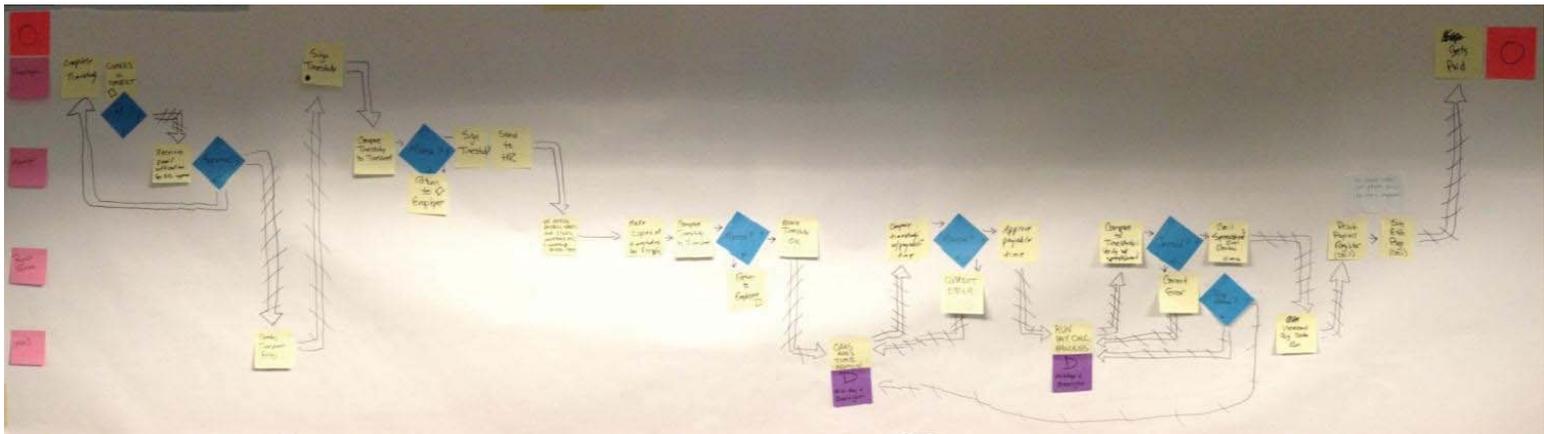
- Spreadsheets
 - Rev. Paycheck Data
- Final Rev. Paycheck

Review Pay Calc; Compare to Spreadsheet(s)

- Employee's Paycheck

- Employee
- Agency (ODA)

PROCESS MAP



THE DMAIC PROCESS



Measure



DATA COLLECTION PLAN



Performance Measure	Operational Definition
Timely submission of Timestudy/Timesheets	Difference between official deadline & time rec'd by HR staff
Number of employees who submit materials with errors	Number of employees with submissions containing errors ¹
Total time to process payroll per employee	Difference (time) between first and final actions ² by HR
Total number of "steps" per employee	Number of times HR staff "handle ³ " each Timestudy

Data Measurement Plan

Project Title: *Legal Planning Process*
 Name: *John Doe*
 Start Date: *01/01/2013*
 End Date: *01/31/2013*
 Reviewer: *John Doe*
 Project Lead: *John Doe*

Measure	Operational Definition	Data Source	Data Type	Collection Date	Collection Method	Status
Time to process payroll per employee	Difference between first and final actions by HR	HR Staff	Time	01/01/2013 - 01/31/2013	HR Staff	Approved
Number of employees who submit materials with errors	Number of employees with submissions containing errors	HR Staff	Count	01/01/2013 - 01/31/2013	HR Staff	Approved
Total time to process payroll per employee	Difference between first and final actions by HR	HR Staff	Time	01/01/2013 - 01/31/2013	HR Staff	Approved
Total number of "steps" per employee	Number of times HR staff "handle" each Timestudy	HR Staff	Count	01/01/2013 - 01/31/2013	HR Staff	Approved

1. Time to process payroll per employee is defined as the time from the first action to the final action by HR staff.
 2. Time to process payroll per employee is defined as the time from the first action to the final action by HR staff.
 3. Time to process payroll per employee is defined as the time from the first action to the final action by HR staff.

Page 1

DATA COLLECTION METHOD



Payroll Processing Data Tracking Sheet

Handling:
Place a "tick" mark at each new handling.

Employee Is: Union Exempt Manager Exec

Received by HR: ___/___/___ @ ___:___ AM|PM
mm dd hh mm circle

Start Time: ___/___/___ @ ___:___ AM | PM
mm dd hh mm circle
Start time is when you begin to actually review this employee's Timestudy and/or Timesheet.

End Time: ___/___/___ @ ___:___ AM | PM
mm dd hh mm circle
End time is when you are completely finished reviewing this employee's Timestudy and/or Timesheet.

Contains Errors:

- 1. Timestudy and Timesheet Do Not Match
- 2. Incomplete Timestudy or Timesheet
- 3. RFL-Related Error
- 4. Other-Employee
- 5. Other-OAKS

Over processing?

Late submissions

Time to process per employee

Most common errors

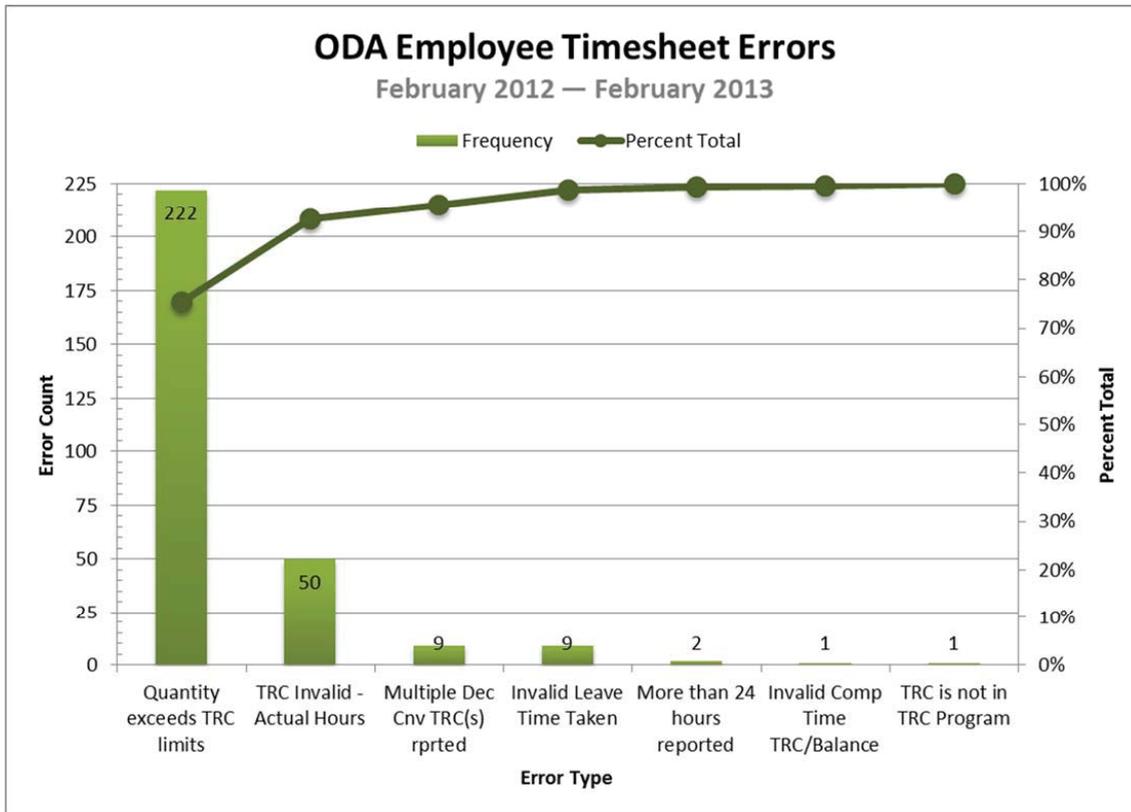
THE DMAIC PROCESS



Analyze

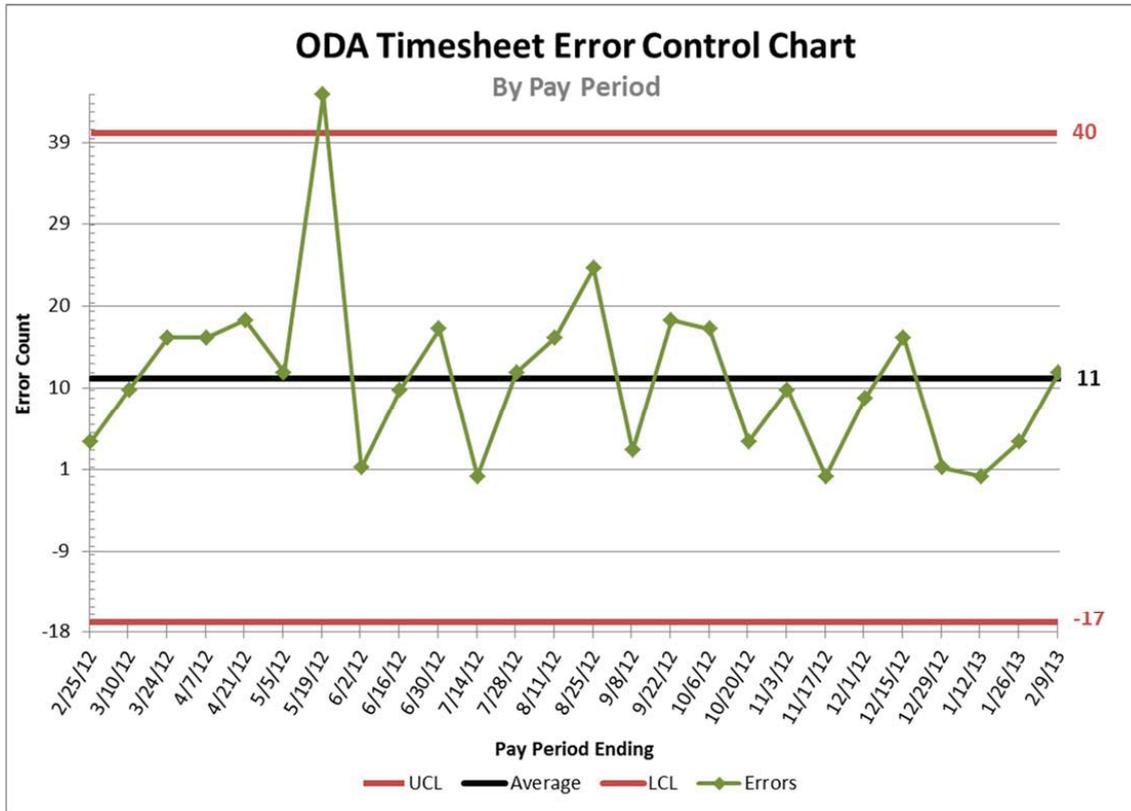


PARETO CHART



Data Source: DAS/HRD OAKS Application and Reporting Group

CONTROL CHART



Data Source: DAS/HRD OAKS Application and Reporting Group

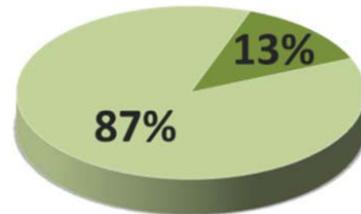
MANUAL DATA COLLECTION: PART 1



February						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	1	2



Late



Errors

11

Errors

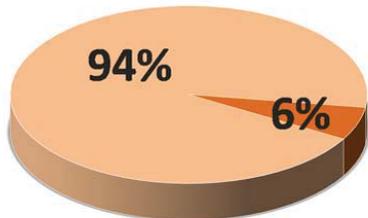
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Average
Handlings

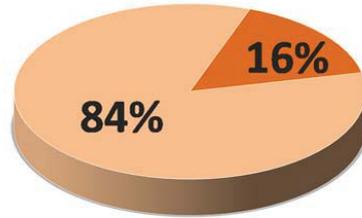
MANUAL DATA COLLECTION: PART 2



February						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	1	2



Late



Errors

15

Errors

4

Average
Handlings

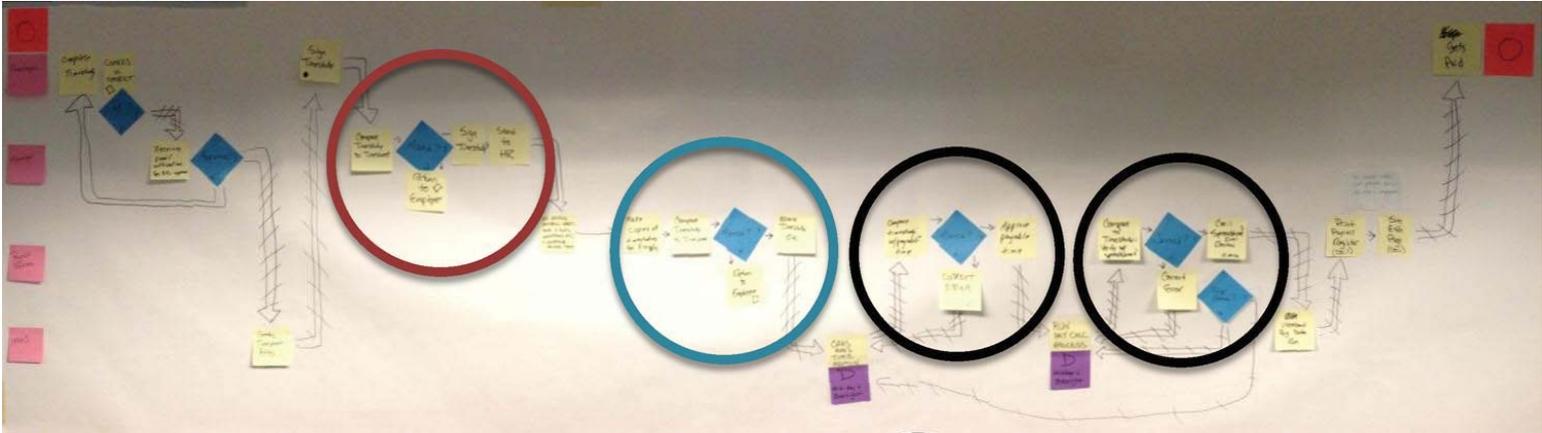
THE DMAIC PROCESS



Improve



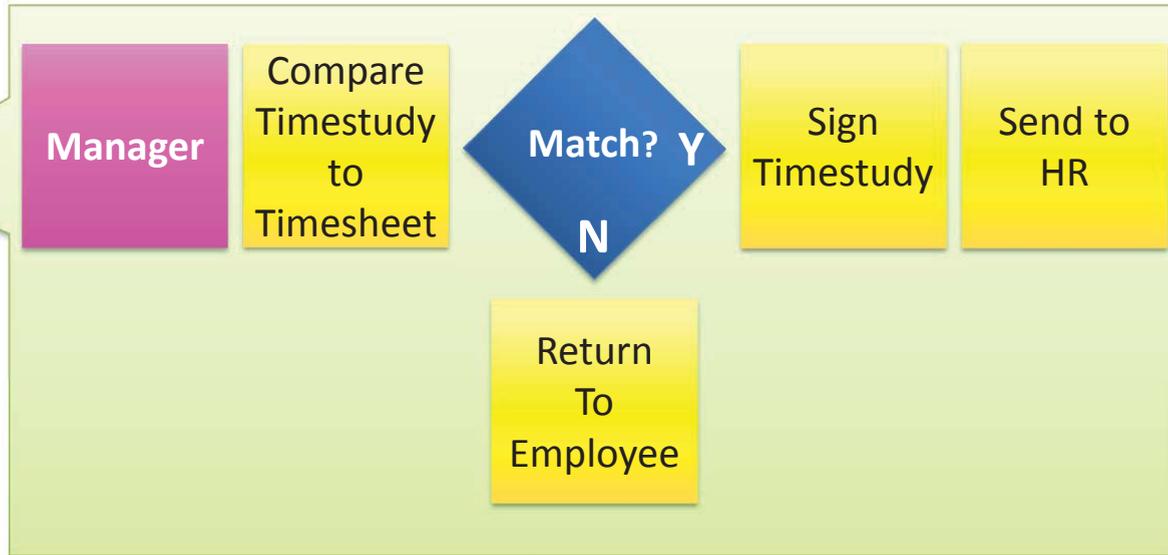
TIM WOOD



Error Prone

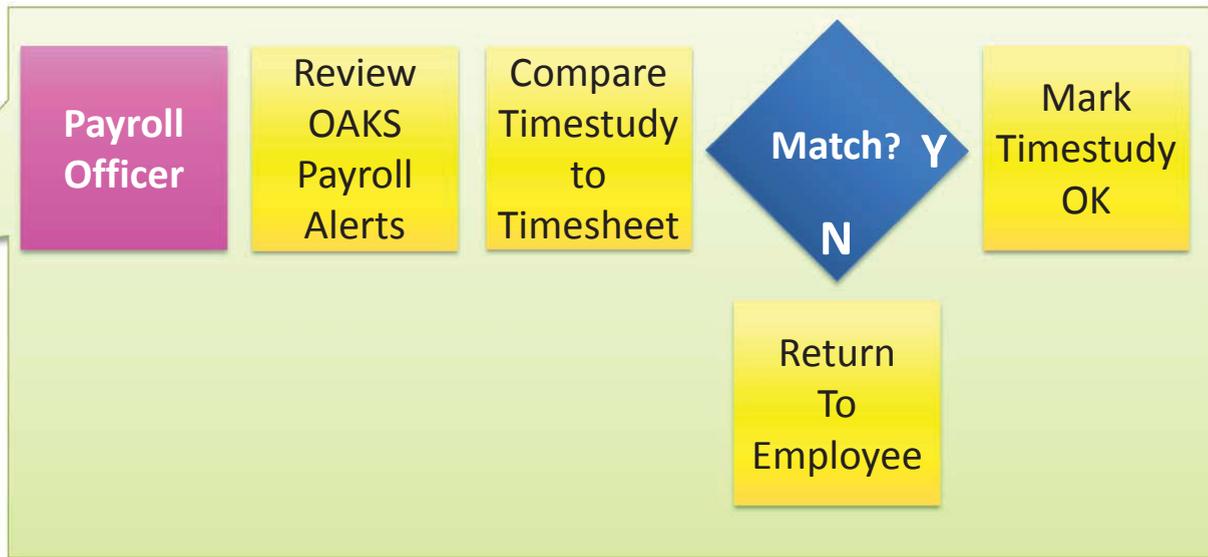
Over processing?

MANAGER REVIEW



- Enforcement
- Targeted training

INITIAL HR CHECK



- **Remove this check?**

REVISE TIMESTUDY

Current Version



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
1	Name:										Total Hours Reported	3.2														
2	Monday:	11-Mar-13																								
3		Operational Activities	Medicaid Programs				State Programs				Federal Programs															
4		Paid Leave Time	General Meetings / Issues / Administration	Medicaid Long Term Care	Medicaid Nursing Home Quality Incentive	FMS Contract Management	PASRR	Resident Services Coordinator	Alzheimer's Respite	Long Term Care Consumer Guide	Ombudsman	Senior Farmers Market Nutrition Program	Title III/Senior Community Service	Unified Prevention & LTC System Initiative (Part A)	HEAP	ADRC: Aging & Disability Resource Center	RSC/VRP3	SCSEP/Title V Senior Employment	Civic Engagement - Support	ADSSP-EDDI	ADSSP-ROAD Expansion	Chronic Disease Self Management Program (ARSA)	Legal Services Development	Lifespan Respite Initiative	Validation Area	
		Time - Each row is 6 minutes -- From --																								
143		1:48 PM	X																							
144		1:54 PM	X																							
145		2:00 PM	X																							
146		2:06 PM	X																							
147		2:12 PM	X																							
148		2:18 PM	X																							
149		2:24 PM	X																							
150		2:30 PM	X																							
151		2:36 PM	X																							
152		2:42 PM	X																							
153		2:48 PM	X																							
154		2:54 PM	X																							
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156		3:06 PM	X																							
157		3:12 PM	X																							
158		3:18 PM	X																							
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164		3:54 PM	X																							
165		4:00 PM	X																							
166		4:06 PM	X																							
167		4:12 PM	X																							
168		4:18 PM	X																							
169		4:24 PM	X																							
170		4:30 PM	X																							
171		4:36 PM	X																							
172		4:42 PM	X																							
173		4:48 PM	X																							
174		4:54 PM	X																							

REVISE TIMESTUDY

Current Version



	A	B	C	D	E	F	G
1	Name						
2	Monday	11-Mar-13					
3		Operational Activities		Medicaid Programs			
4		Paid Leave Time	General Meetings / Issues / Administration	Medicaid Long Term Care	Medicaid Nursing Home Quality Incentive	FMS Contract Management	PASRR
4	Time - Each row is 6 minutes -- From --						
143	1:48 PM		X				
144	1:54 PM		X				
145	2:00 PM		X				
146	2:06 PM		X				
147	2:12 PM		X				
148	2:18 PM		X				
149	2:24 PM		X				
150	2:30 PM		X				
151	2:36 PM		X				
152	2:42 PM	X					
153	2:48 PM	X					
154	2:54 PM	X					
155	3:00 PM	X					
156	3:06 PM	X					
157	3:12 PM	X					
158	3:18 PM	X					
159	3:24 PM	X					
160	3:30 PM	X					

	A	B	C	D	E	F	G
1	Name						
2	Monday	11-Mar-13					
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4		Paid Leave Time	General Meetings / Issues / Administration	Medicaid Long Term Care	Medicaid Nursing Home Quality Incentive	FMS Contract Management	PASRR
4	Time - Each row is 6 minutes -- From --						
143	1:48 PM		X				
144	1:54 PM		X				
145	2:00 PM		X				
146	2:06 PM		X				
147	2:12 PM		X				
148	2:18 PM		X				
149	2:24 PM		X				
150	2:30 PM		X				
151	2:36 PM		X				
152	2:42 PM	X					
153	2:48 PM	X					
154	2:54 PM	X					
155	3:00 PM	X					
156	3:06 PM	X					
157	3:12 PM	X					
158	3:18 PM	X					
159	3:24 PM	X					
160	3:30 PM	X					

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143	1:48 PM		X				
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147	2:12 PM		X				
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154	2:54 PM	X					
155	3:00 PM	X					
156	3:06 PM	X					
157	3:12 PM	X					
158	3:18 PM	X					
159	3:24 PM	X					
160	3:30 PM	X					



Poka-yoke

fail-safing; mistake-proofing;
behavior-shaping constraint



REVISE TIMESTUDY

Proposed Version



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	
1	Name:													Total Hours Reported	0.9														
2	Monday:	11-Mar-13																											
3		Operational Activities				Medicaid Programs			State Programs			Federal Programs																	
4		Paid Leave Time																											
5		Holiday	Vacation	Sick	Other	General Meetings / Issues / Administration	Medicaid Long Term Care	Medicaid Nursing Home Quality Incentive	FMS Contract Management	PASRR	Resident Services Coordinator	Alzheimer's Respite	Long Term Care Consumer Guide	Ombudsman	Senior Farmers Market Nutrition Program	Title III/Senior Community Service	Unified Prevention & LTC System Initiative (Part A)	HEAP	ADRC: Aging & Disability Resource Center	RSC/VRP3	SCSEP/Title V Senior Employment	Civic Engagement - Support	ADSSP-EDDI	ADSSP-RDAD Expansion	Chronic Disease Self Management Program (ARSA)	Legal Services Development	Lifespan Respite Initiative	Validation Area	
144	Time - Each row is 6 minutes -- From --	1:48 PM				X																							
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174		4:48 PM	X																										
175		4:54 PM	X																										

REVISE TIMESTUDY



Proposed Version

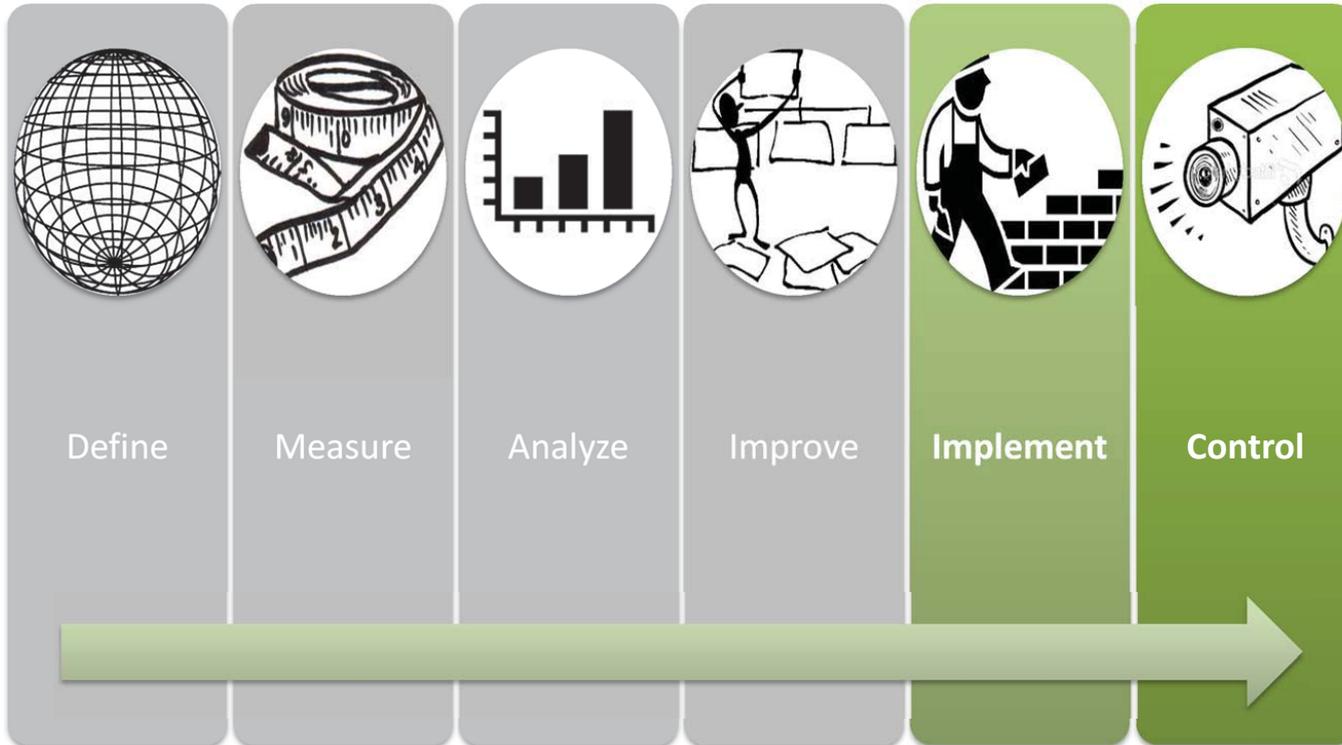
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152		2:36 PM				X					
153		2:42 PM		x							
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161		3:30 PM	X								

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155		2:54 PM			x						
156		3:00 PM	X								
157		3:06 PM	X								
158		3:12 PM	X								
159		3:18 PM	X								
160		3:24 PM	X								
161		3:30 PM	X								

THE DMAIC PROCESS



Implement & Control



PROJECT TEAM



 Michael Luers

– Assistant Director, Ohio Department of Aging

 Deborah Buckley

– Payroll Officer, Ohio Department of Aging

 Cecil Fields

– Payroll Officer, Ohio Department of Aging

*Thank
you*

- **Betsy Bashore** Mentor, OBM
- **Felicia Sherman** Blackbelt, ODA
- **Stephanie Loucka** Deputy Director of HRD, DAS
(formerly Assistant Director, ODA)

QUESTIONS?



SIPOC

TIM WOOD

Error Prone

Over processing?

DATA COLLECTION METHOD

- Over processing?
- Late submissions
- Time to process per employee
- Most common errors

PARETO CHART

ODA Employee Timesheet Errors
February 2012 — February 2013

Data Source: DAS/HRD OAS Application and Reporting Group

MANUAL DATA COLLECTION: PART 1

70% Late

30% Errors

87% Errors

13% Late

11 Errors

4 Average Handlings

REVISE TIMESTUDY

Proposed Version