University of Victoria – Payroll Business Process Review Project
Final Report and Findings

Report Date: July 7, 2013
Prepared By: Millennium Professional Services Ltd.
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Executive Summary

Context
University of Victoria engaged Millennium Professional Services Ltd. to review business and payroll processes to identify process and service gaps, inconsistencies and opportunities for streamlining processes and enhancing service. The goal was to review workflow processes (electronic and manual) and document current state of business processes from point of hire – recommendation of appointment to point of pay – first payment made through payroll for all employee groups and pay change processes. Recruiting, hiring processes and decisions are made at the department/faculty level with information flowing to Human Resources, Payroll and the Office of the Vice President Academic. The project focused on identifying significant workflow streams, creating detailed process maps and linking documentation of significant business processes to gaps, opportunities and best practices with respect to forms, data entries, electronic feeds, change management, training and communication mechanisms and to prioritize and recommend business process changes.

The project was approached in 4 phases:

- **Phase 1:** Project Setup and Discovery: Assess current process and business models to determine areas to focus the review on.
- **Phase 2:** Detail Review and Analysis: identify workflow streams and create detailed process maps linking documentation of significant business processes.
- **Phase 3:** Opportunity Identification: utilize results from Phase 1 and 2 to identify opportunities for streamlining and improving efficiency and effectiveness.
- **Phase 4:** Recommendations: Provide strategy to implement recommendations for improvement.

Key personnel from all areas associated with Payroll processes at UVIC were consulted and worked collaboratively to review business processes to identify opportunities to improve services and reduce risk. Many of the “Quick Win” recommendations documented in this report have already been implemented and appropriate solutions put in place. As part of the review process, the team consulted broadly with both academic and administrative units. The following areas were consulted as part of this process:

- VP Academic & Provost
- Department of Biochemistry & Microbiology
- School of Nursing
- Faculty of Engineering
- University Library
- School of Business
- Island Medial Program
- Faculty of Fine Arts
- Division of Continuing Studies
- Dean’s office Faculty of Science (written)
- Dean’s office Faculty of Social Science (written)
- Human Resources
- Labour Relations
- Residence Services (in person and written)
- University Systems
- Facilities Management
- University Food Services
- Budget Office
- Institutional Planning and Analysis
- Payroll
- Benefits
- Pensions
- Work Life Consultants
- HR Systems and Work Analytics
The following provides a comprehensive list of processes and forms that were reviewed and raised from the departmental inputs (administrative and academic departments) and administrative outputs (HR, VPAC, Payroll, Benefits, Budget, Work Life and HR Analytics):

- Time Sheets
- Study Leaves
- Payroll Benefits
- Department Time Entry
- Web Time Entry
- Leave Time Entry
- Advice of Separation
- Recommendation for Appointment
- Position Status Change Form
- Internal VPAC Processes
- Overpayments
- Mass Salary Changes
- Salary Planner
- Sessional Lecturers
- Annual Salary Increment
- Work Life
- Long Term Disability
- HR Benefit Enrolment
- Record of Employment
- Budget integration
- Pension integration
- Research Grant in Lieu of Salary
- Audit Desk
- Pre-paid Benefits
- One Time Payments
- Leave administration
- Extra to Load

The review process has informed the summary and details the recommendations that follow. As part of the consultation process, the team also identified strengths, weaknesses, opportunities and threats (SWOT) that were associated with the various processes.

This information has been captured in high level and detailed process maps in Appendix B – Project Documentation.
Recommendations
The following are the primary recommendations to address risks, opportunities and process inefficiencies identified during the process review:

1. **Review existing technologies and the marketplace for a possible solution or develop a prototype to automate the submission, approval and upload of information currently collected on paper forms for Position Status Change, Advice of Separation and Recommendation for Appointment (non-Applicant tracking employees)** to streamline the collection, processing, tracking and approvals for the originating and processing departments. These new processes could be intuitive to prompt for appropriate information and backup documentation depending on the type of appointment or change which would eliminate some of the back and forth chasing that occurs between the departments and Payroll, Human Resources (Benefits, Work life, Employee Services) and VPAC offices.

2. **Develop a cross institutional training, education and coaching model** that will enable departments to seek out training assistance and clarification of process. As part of the project, standard operating procedures will need to be established for payroll related activities. Coaches from Payroll, VPAC and Human Resources would actively work with department heads and administrative staff who have repetitious issues and errors with paperwork and process.

3. **Establish a Roles, Responsibilities Matrix related to the generation and administration of Payroll activities** to clearly articulate the responsibility, accountability and roles of the parties involved in the generation and administration of payroll (initiator, verification, approval, processor, and auditor) and outline the functions and focus expected by each of these roles.

4. **Review some key areas that appear to have service and process fragmentation more deeply to determine if there are opportunities for optimization and streamlining.** There are a few areas critical to Payroll processing where there appears to be process and service fragmentation causing confusion for employees on where to seek advice or clarification and causing duplication and inefficiencies.

5. **Develop a document management strategy for Payroll related documents and rollout Banner Document Management to manage these documents across Payroll, Human Resources, VPAC, Originating Departments, Pensions and Budget Office** to eliminate the duplicate copying, mailing, emailing, shuffling and filing of documents in all of the departments across the institution. Often these documents are only partially complete or not accurate as they are copied or filed at various stages of the payroll process. UVic has the toolset to manage these documents and needs to leverage it to streamline the document management process.

6. **Develop an institution wide implementation and training plan for FAST HR** to provide end user departments and key business units with the reports and information they need in a timely way. As part of this strategy, a new report would be developed to provide all departments with the information currently on the Appointment Status form so that the Appointment Status form could be eliminated and key stakeholders could get needed information immediately. To implement the product, consultation with the user areas would be needed, to define their information and reporting requirements.

7. **Explore the opportunity of utilizing more fully the Faculty Tracking Module in Banner** to collect and store data currently being stored in the VPAC Access Database to enable cross institutional reporting and single source of data.
8. **Explore the opportunity of working with Institutional Analysis, Human Resources, Payroll, VPAC and Registrar’s Office** to create a single data and reporting source for Sessional Lecturer information.

9. **Establish a Process Improvement team** to implement improvement initiatives and evaluate efforts. The team would adopt a continuous improvement methodology and resources from key areas would need to be identified to work on the team to implement improvement and streamlining initiatives.

10. **Complete implementation of web time and leave time entry** across the remaining departments that did not participate in the pilot project. Several areas are still submitting paper timesheets and these areas should be transitioned to web time entry and the pilot project for leave time entry expanded to include all departments.

The following recommendations are based on discussions that occurred during the review process. While we did not delve into each of these sub projects with any depth, it is recommended that these projects are successfully completed.

11. **Proceed with UHIRE project replacement with integration to Banner HR** to streamline the recommendation for appointment process and ensure the application is integrated with Banner HR to streamline data processing and eliminate duplicate entry.

12. **Complete the provisioning and de-provisioning project** to determine the appropriate processes and scenarios for provisioning and de-provisioning accounts and associated system privileges.

13. **Complete the work of the Immigration Working Group** to streamline and clearly outline the requirements of the immigration process and tracking of immigration paperwork.
Conclusion

In a collaborative approach, key personnel from all areas of UVic are working together to streamline payroll business processes, improve services and reduce risk. Many of the risks, redundancies, and inefficiencies that were uncovered can be resolved with better training and education, communication, clear identification of roles and responsibilities, addressing service and process fragmentation, automating critical processing functions and providing appropriate reporting to departments.

Payroll and other departmental staff are chasing paperwork and departments for supporting documentation. Accountability and responsibility for the information is not clear, and as a result, payroll and VPAC are at times playing the role of gatekeeper and guardian of the input and intent of data to process payroll. Department Heads and Managers, Deans and Budget Holders need to be very clear on the role they play in the payroll process and the responsibility and accountability that their role and signatures on source documents imply. The role of payroll needs to be clarified in relation to the validation and verification of documentation received from departments and consistent processes to address these inconsistencies.

While we recognize that these recommendations will not address all of the issues and opportunities, these are foundational areas that need to be addressed prior to considering focusing on broader issues. These strategies are significant implementation and change management initiatives that may be considered if warranted once these other areas have been addressed. With the implementation of many of these recommendations, the perceived need for these strategies may diminish or the focus may change. While we had some other areas raised throughout the consultation process, the recommendations in this report represent the major areas of concern and focus by the largest group of stakeholders.

The recommendations in this report are intended to provide guidance to UVic for process improvements and service streamlining with the goal to eliminate redundancy, service lags and confusion; enhance communication, training, document management and reporting and to clearly define roles, responsibilities and accountability. Next steps for consideration are identifying priorities from the list of recommendations, matching recommendations that have dependencies, creating a project road map, including initiatives already on going and identifying high level resources required to move forward.
### Appendix A - Recommendation Detail

**R1 - Review the marketplace for a possible solution or develop a prototype to automate the PSCR, RFA and AoS forms**

<table>
<thead>
<tr>
<th>Current State</th>
</tr>
</thead>
<tbody>
<tr>
<td>The three most commonly used forms for input into Payroll, VPAC and HR created by departmental units both administrative and academic are the – Recommendation for Appointment, Position Status Change and Advice of Separation and are for the most part managed manually for both input, signature, transfer, verification and data entry. The current state of collection, distribution, data input and authorization are:</td>
</tr>
<tr>
<td>- Paper based (All)</td>
</tr>
<tr>
<td>- Requested information not available at time of submission (AoS)</td>
</tr>
<tr>
<td>- Multiple versions (All)</td>
</tr>
<tr>
<td>- Required scenario information missing (All)</td>
</tr>
<tr>
<td>- No document tracking and versioning (All)</td>
</tr>
<tr>
<td>- Physical form transfer from office to office by hand, suitcase or intercampus mail (All)</td>
</tr>
<tr>
<td>- 3-8+ photocopies of same input form in multiple campus locations (All)</td>
</tr>
<tr>
<td>- Input of information stored on department file spreadsheet or physical file in input and output offices (All)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommendation(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the marketplace for a possible solution or develop a prototype to automate the submission, approval and upload of information currently collected on paper forms for Position Status Change, Advice of Separation and Recommendation for Appointment (non-Applicant tracking employees) to streamline the collection, processing, tracking and approvals for the originating and processing departments. These new processes could be intuitive to prompt for appropriate information and backup documentation depending on the type of appointment or change which would eliminate some of the back and forth chasing that occurs between the departments and Payroll, Human Resources and VPAC.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Critical</td>
<td>Short term</td>
</tr>
<tr>
<td>☒ High</td>
<td>1. Identify high level key functional and technical elements (not content) required for electronic form functionality including but not limited to:</td>
</tr>
<tr>
<td></td>
<td>- Work flow and work view functionality</td>
</tr>
<tr>
<td></td>
<td>- Using and/or integrating existing work flow approval hierarchy</td>
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<tr>
<td></td>
<td>- Integration with current suite of tools including Banner, FAST if appropriate</td>
</tr>
<tr>
<td></td>
<td>2. Review marketplace for electronic form solution</td>
</tr>
<tr>
<td></td>
<td>Possible approaches include:</td>
</tr>
<tr>
<td></td>
<td>- Revisit Banner Personal Action Forms</td>
</tr>
<tr>
<td></td>
<td>- Reengineer and repurpose existing WebReq functions (currently not available product)</td>
</tr>
<tr>
<td></td>
<td>- Repurpose existing internal electronic forms</td>
</tr>
<tr>
<td></td>
<td>- Issue RFI for existing software bolt on options in market</td>
</tr>
<tr>
<td></td>
<td>- Develop prototype with other institution(s) and vendor(s)</td>
</tr>
<tr>
<td>☐ Medium</td>
<td>Medium term – once solution identified</td>
</tr>
<tr>
<td>☐ Low</td>
<td>1. Select electronic form solution</td>
</tr>
<tr>
<td></td>
<td>2. Reengineer Functionality of - Position Status Change Form, Advice of Separation and Recommendation for Appointment (for cases not covered by Applicant Tracking System) for content, approval, tracking, reporting and Banner upload</td>
</tr>
</tbody>
</table>
3. Design workflow, work view, reporting, information and data elements – determine pilot or big bang implementation strategy

**R2 - Develop a Cross Institutional Training, Education and Coaching Model for Payroll Processes**

**Current State**
Throughout the course of the interviews and process mapping with various units, it was evident that there is not a clear training or education model in place related to HR/Payroll related activities. There is significant confusion and lack of clarity on form completion and approval, which form to use for what payroll event, where to send them for approval, how to use the systems that are currently in place or how to access the information they need to do their jobs. This lack of clarity and understanding is significantly contributing to some of the issues that are being experienced in both the VPAC and Payroll areas. Inaccurate, duplicate or incomplete forms, lack of supporting documentation or the correct documentation and inability to use some of the existing tools are resulting in areas chasing information, correcting or changing source documents to reflect their understanding of the document, processing of changed documents without the appropriate approvals and processing duplicate or not needed paperwork due to a lack of understanding.

**Recommendation(s)**

Conduct a needs assessment, using the observations from this process review as a starting point, to develop a training and education program that would address the training and education opportunities that are identified.

Develop a structured training plan and an associated coaching model that would allow Coaches to work hand in hand with some of the departments and users that are having issues with payroll functions and processes on a continual basis. This would allow the general training and education program to provide a baseline of knowledge focused in the areas identified in the needs assessment and the coaches to work more intensively with those areas that require more assistance.

**Priority**

- ☐ Critical
- ☒ High
- ☐ Medium
- ☐ Low

**Action Items**

**Short term**

1. Conduct a needs assessment, using the areas identified through the process review as a starting point, of the departments across UVic to identify the area of focus for training and education

2. Investigate the feasibility of using a Process Coach role to augment the training and education strategy and determine if this is a role that could be incorporated into an existing job within the institution.

**Medium term**

1. Develop a training and education plan using various modes and modalities to address the identified training and educational requirements.

2. Develop a coaching model and processes to address training gaps for specific users, departments and functions

3. Pilot a few targeted training areas with associated coaching in place for users and departments that exhibit additional training or coaching requirements.

4. Scale training, education and coaching model to address all identified areas from the needs assessment to address the knowledge and process gaps related to payroll processing.

5. Evaluate the model – both the pilot and the full scale model – to identify any aspects of the model that you may want to leverage and expand or areas that might need to be revised to be more effective.
**R3 - Establish a Roles, Responsibilities and Accountability Matrix for Payroll Activities**

### Current State
The roles, responsibilities and accountability for each step and associated documentation in the payroll process is not clearly defined or understood. There is ambiguity at all levels of the organization related to authorization and approval of source documents and the associated pay processing. Modifications to paperwork occur that change the overall intent of the initial documentation and forms without appropriate re-approval and authorization. While it is clear that the intent of the changes are to facilitate payroll processing and ensure people are paid in a timely way, the overall approval process needs to be reviewed to ensure that the original intent is not lost.

### Recommendation(s)
To develop a payroll processing responsibility matrix that clearly outlines each of the various roles, responsibilities and accountability. The matrix will need to be clear and provide the most common scenarios within Payroll so that all parties involved in the processing of the transaction are clear on the roles that they are playing in the completion of that work. The matrix should outline the roles each of the parties play in the generation and administration of payroll (document initiator, verification, transaction approval, transaction processor, transaction auditor) and what level of responsibility each of these roles have in various circumstances. As we work through the definition and establish content requirements in recommendation 1, this matrix will inherently emerge as a byproduct of that definition process.

### Action Items

#### Short term
1. Generate a matrix that clearly defines the roles of the parties involved in the generation and administration of payroll (document initiation, document verification, transaction approval, transaction processor, transaction auditor)
2. Clearly articulating what approval means to the approver, one up signatory and payroll and the expectations related to validation and verification of payroll documentation or payroll documentation changes after submission.

#### Medium term
1. Define the roles and responsibilities of all parties involved in the LTD and RTW process – there is ambiguity on the roles of the WL Consultants and an assumption that the departments are positioned to track and deal with these complicated claims – this process also seems fragmented, so definition of roles as well as process streamlining is needed
2. Who decides on what access to the various systems people can have and who is accountable – this recommendation should be addressed within the scope of the provisioning and de-provisioning working group.
3. Review the requirement for signing of each of the forms to determine if 3 signatures are needed for faculty related forms.
R4 - Review some key areas that appear to have service and process fragmentation more deeply to determine if there are opportunities for optimization and streamlining

**Current State**
In reviewing the current processes and service areas, a few areas were identified that seemed to have fragmented processes that are causing duplication of effort, lack of clarity of roles and responsibilities for key parts of the process and overall confusion for service users.

**Recommendation(s)**
Conduct an in-depth analysis of the current service delivery methods related to HR and Payroll benefits enrolment and payment to pinpoint the areas of duplication and possibilities to streamline the contact for the staff and reduce double entry and checking between HR and Payroll. Conduct an in-depth analysis of the medical short and long term leave and return to work processes to clearly outline the areas of fragmentation and confusions as well as the roles that each stakeholder holds in the overall process. These areas need to be streamlined and optimized to reduce confusion, clearly articulate roles and ultimately manage the overall process better. Current processes result in overpayments, missed claims and fragmented services to the clients. VPAC is currently not doing any direct entry in Banner. Once the initial implementation of Faculty tracking is complete, review of additional entry functions needed should be done to streamline the entry and processing of paperwork they are handling.

**Priority**
- ☐ Critical
- ☑ High
- ☐ Medium
- ☐ Low

**Action Items**

**Short term**
1. HR and Payroll Benefits
   a. Review the benefits enrolment and benefits payment processes in detail to identify duplicate effort, service gaps and potential process optimization.
   b. Review the identified areas and work with the two groups to revise and redefine a new work process and potential work assignment.

2. Medical Leave (short and long term) and Return to Work
   a. Review the benefits enrolment and benefits payment processes in detail to identify duplicate effort, service gaps and potential process optimization.
   b. Review the identified areas and work with the two groups to revise and redefine a new work process and potential work assignment to ensure the staff needs are met and to reduce risk related to overpayments/missed claims.

**Medium term**
3. HR and Payroll Benefits:
   a. Revise communication for employees on the new work processes and communication contact points.
   b. Implement new process design and appropriate resources to pilot the new work processes and evaluate the revised process for 3 to 6 months.
   c. Review and revise process based on feedback from staff and HR/Payroll Benefits staff.

4. Medical Leave (short and long term) and Return to Work
   a. Revise communication for employees on the new work processes and communication contact points.
   b. Implement new process design and appropriate resources to pilot the new work processes and evaluate the revised process for 3 to 6 months.
   c. Review and revise process based on feedback from staff and Work Life Consultants, HR and Payroll.
5. Investigate the opportunity for VPAC to do direct entry of payroll paperwork once the implementation of Faculty Tracking and paper forms is completed.

**R5 - Develop a Document Management Strategy for Payroll related documents and rollout Banner Document Management**

**Current State**
Currently, source document management for payroll and benefit related forms are copied and stored in employee files within various offices in HR, Payroll, VPAC, Benefits, Pensions, Budget and originating departments. Information relating to some fields on these forms is also stored in electronic shadow systems. There is also a risk to privacy given how paperwork or electronic records may be stored.

**Recommendation(s)**
To develop a document management and imaging strategy for Payroll related documents and rollout Banner Document Management to manage these documents across Payroll, Human Resources, VPAC, Originating Departments, Pensions and Budget Office to eliminate the duplicate copying, mailing, emailing, shuffling and filing of documents in all of the departments across the institution. Often these documents are only partially complete or not accurate as they are copied or filed at various stages of the payroll process. UVic has the toolset to manage these documents and needs to leverage it to streamline the document management process.

**Priority**
- ☐ Critical
- ☒ High
- ☐ Medium
- ☐ Low

**Action Items**

**Short term**
1. Identify document imaging approach with core group of stakeholders—staged or full rollout versus pilot stakeholders with one form selection for prototyping
2. Identify document types that could be candidates for document imaging
3. Confirm with and identify technical requirements—physical hardware, security, access protocol and hardware configuration requirements (suggest scoping this component as an initial step prior to project plan creation based on lessons learned from the Faculty of Graduate Studies project)
4. Meet with Student Systems and Student Client account manager to review and understand BDM capability, functionality and information set up and requirements prior to creating a BDM Employee Project Plan

**Medium term**
1. Determine scope of Employee Document management/imaging project
2. Create multi-stakeholder project team with operational, technical and departmental representatives
3. Create project plan
R6 - Develop an institution wide implementation and training plan for FAST HR

Current State
Distributed reporting for faculties and departments is somewhat ad hoc way and has not been approached from a holistic requirements driven perspective. As urgent or specific needs emerge or departments identify specific reporting needs, a report is either developed using ViewCat or provided to the user group in FAST. Training and education on user driven adaptation of standard or custom reports has not been conducted widely and FAST HR has been implemented piecemeal to the various user areas.

Recommendation(s)
To provide end user departments and key business units with the reports and information they need in a timely way. To implement, product consultation with the user areas would be needed to define their information and reporting requirements and develop a security and access model that would facilitate appropriate access to the information they require.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Critical</td>
<td>1) Create an inventory of current FAST HR users, departments and report requirements</td>
</tr>
<tr>
<td>☑ High</td>
<td>2) Conduct a further assessment consultation session with a variety of new reporting clients in both academic and administrative departments to determine common data needs and compare to the needs of existing users</td>
</tr>
<tr>
<td>☐ Medium</td>
<td>3) Establish a top 10-15 cross institutional HR reports incorporating data elements established in the consultation sessions</td>
</tr>
<tr>
<td>☐ Low</td>
<td>4) Review on line training requirements and match with the FAST HR training module identify other training methods (one to one, group lab sessions, train the trainer program)</td>
</tr>
<tr>
<td>☑ Critical</td>
<td>5) Determine if current access and approval model for FAST Finance can be transferred to FAST HR approval authorities</td>
</tr>
<tr>
<td>☑ Critical</td>
<td>6) Establish privacy and personal information guidelines for viewing, storage, sharing and usage of HR report data and encryption requirements</td>
</tr>
<tr>
<td>Medium term</td>
<td>1. Develop and test with both an academic and administrative department a sample model of the top 10-15 reports</td>
</tr>
<tr>
<td>Medium term</td>
<td>2. Create a training program for primary data users as well as high level dashboard training for managers and other consumers</td>
</tr>
<tr>
<td>Medium term</td>
<td>3. Document training methods</td>
</tr>
<tr>
<td>Medium term</td>
<td>4. Create a training program</td>
</tr>
<tr>
<td>Medium term</td>
<td>5. Create a communication plan</td>
</tr>
<tr>
<td>Medium term</td>
<td>6. Pilot and evaluate report results, ease of use and data usage with sample departments</td>
</tr>
<tr>
<td>Medium term</td>
<td>7. Create an implementation roll out plan including training</td>
</tr>
</tbody>
</table>
## R7 - Explore the opportunity of utilizing more fully Faculty Tracking Module in Banner

### Current State
The Vice President Academic’s Office (VPAC) is currently capturing extensive faculty data related to demographics, tenure, promotion, appointments and contracts in an access database that is used for generating payroll and faculty reports. This information is collected via the Recommendation for Appointment, Position Status Change Form and Advice of Separation forms that are submitted to the VPAC manually for validation and approval.

### Recommendation(s)
Explore the possibility of using the Banner Faculty tracking module in Banner to capture the information that is currently being stored in the VPAC access database. This will provide VPAC with the ability to access this data in combination with other Banner data and develop reports using FAST HR. Transition to use this toolset will also eliminate some of the duplicate entry that is occurring and scanning of key documents into BDM will allow for the capture and retrieval of important documentation related to the appointment, change or termination activities for the faculty member. This will also allow the faculties and department to report on information related to their faculty members that is deemed appropriate for sharing and reporting purposes.

### Priority
- Critical
- ☒ High
- ☐ Medium
- ☐ Low

### Action Items
#### Short term
1. Establish a small working group to review the Banner Faculty Tracking module and its existing functionality as well as the current access database that is being used to store this information now.
2. Conduct a gaps analysis of the functionality and data storage needed and Banner Faculty Tracking and other Banner modules and determine the feasibility of using Banner Faculty Tracking.

#### Medium term – Faculty Tracking is a viable solution
1. Establish a project team in the VPAC office to implement the Faculty Tracking module to capture the key information required within Banner
2. Define the ongoing reporting requirements and leverage the FAST HR reporting initiative to develop the needed custom reports for the VPAC area
3. Liaise with Institutional Planning and Analysis to identify the fields and data stored related to faculty in the Faculty Tracking module for use in Institutional Reports.
4. Determine data in Banner Student that may be coupled with Faculty information to augment reporting for both VPAC and IRP.
## Current State
To facilitate reporting and tracking of academic units taught, the Payroll department is tracking sections taught on green post it notes on the Payroll file. The appointment forms are being forwarded to HR and entered into the Sessional Lecturers access database. The data being captured, with the exception of the academic units, is already being housed within Banner. HR indicated that they try to ensure all forms are entered but there are times when there may be forms missed or not sent to them. There is a feeling that academic units can’t be determined based on the course schedule because courses that are cancelled or instructors changed are not being accurately captured in Banner Student.

## Recommendation(s)
Consult with the Office of the Registrar on the capture and maintenance of sessional instructors associated with courses taught as well as the process for cancelling course sections. Work with the Institutional Planning and Analysis department to determine a method for calculating academic units taught on a semester and annual basis. Work with the FAST Reporting group to replicate the reporting needed for Labor Relations and the academic units into FAST HR and to be distributed to the appropriate users.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Critical</td>
<td>1. Analyze and document in detailed specification the functionality and reporting currently being done in the Sessional Lecturer’s Database</td>
</tr>
<tr>
<td>☒ High</td>
<td>2. Meet with the Office of the Registrar to discuss process for maintaining the course schedule and depicting course section changes or cancellations.</td>
</tr>
<tr>
<td>☐ Medium</td>
<td>3. Meet with Jill Stringer, Systems, to determine what data elements are already being captured in Banner HR and other modules and denote any missing data and what it is used for in the Sessional Lecturer’s database.</td>
</tr>
<tr>
<td>☐ Low</td>
<td>4. Meet with Institutional Analysis and Reporting to determine how to calculate academic units taught and determine if the data needs to be stored. If so, review the faculty tracking module to see if there is a suitable data element to store the academic units.</td>
</tr>
</tbody>
</table>

**Short term**
1. Determine feasibility, based on the results of the short term actions, of transitioning this function from a separate database to the FAST HR reporting toolset. This could include potentially liaising with the Banner Student group to discuss modification of practices within the course schedule.
2. Revise processes in Office of the Registrar, if required, to capture data needed to calculate academic units.
3. Create needed reports in FAST HR, based on the reporting analysis and test with Labor Relations.
4. Implement the new reports in FAST HR within Labor Relations and eliminate the entry in Sessional Lecturers database; retain database for transition period to validate.
5. Scale report access to academic departments after initial testing and use has been completed.
6. Archive the Sessional Lecturer’s database.
**R9 - Establish a Process Improvement and Automation team**

**Current State**
Consultation and consideration of system changes in an institution the size of UVic is critical to ensure that new initiatives, system changes and enhancements have been fully discussed and implications vetted prior to implementation. During Project Nova the teams met regularly to review these types of changes and enhancements but the practice is no longer followed. As a result, some changes have been implemented without full consultation or understanding of the business and process effects to other departments.

**Recommendation(s)**
To implement improvement initiatives and evaluate new functionality, enhancement and system use. The team would adopt a continuous improvement methodology and consist of cross institution resources representatives from key areas to implement improvement and streamlining initiatives and address data stewardship, consistency and accuracy. This team would review new initiatives, functionality, proposed process or technology use changes to ensure that all implications and cross institutional impact has been addressed.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Critical</td>
<td>Short term</td>
</tr>
<tr>
<td>☒ High</td>
<td>1. Establish a terms of reference and key department area stakeholders for process and automation team</td>
</tr>
<tr>
<td>☐ Medium</td>
<td>2. Select champions in each area (VPAC, HR, Payroll, IT, Academic and Administrative departments) with a senior manager holding the chair position</td>
</tr>
<tr>
<td>☐ Low</td>
<td>Medium term</td>
</tr>
<tr>
<td></td>
<td>1. Select an improvement recommendation and project from list of recommendations</td>
</tr>
<tr>
<td></td>
<td>2. Create an implementation template driven by client requirements with a focus on project communication, training, change management and project effectiveness and evaluation</td>
</tr>
<tr>
<td></td>
<td>3. Insert team into the project management charter to enhance implementation team accountability and client service</td>
</tr>
<tr>
<td></td>
<td>4. Once priority list of recommendations is complete, redefine terms of reference to be proactive working with internal and external stakeholders and facilitators to establish the next set of improvements</td>
</tr>
</tbody>
</table>
Appendix B – Project Documentation

Project Methodology
The review and analysis of the Payroll functions and the related business processes involved a series of full-day sessions with the members of the university with representation from the Vice President Academic & Provost, Payroll, Human Resources, Pensions, Academic and Administrative departments, Ancillary areas, Work Life Consultants and the Budget Office.

- A systematic assessment and documentation of current systems, paper flow, procedures and processes;
- The identification of business processes identified by the working team;
- A detailed business and impact analysis of processes identified in Phase II as a priority;
- The identification and documentation of integration points with other business units;
- The identification of obvious bottlenecks and redundancies;
- The identification of issues and opportunities which impact the operations of the Payroll department; and
- The development of a set of recommendations that address the requirements outlined in the project request for proposal and documented in this report.

As a starting point for review of the functions and associated Payroll processes, we reviewed the key inputs and the areas that generate the inputs for Payroll. We reviewed the generation of these documents, approval and supporting documentation, submission of these to payroll and all the processes and associated processes that occur to process these documents within the Payroll, Benefits and HR departments. The key focal areas and processes reviewed for this report were identified through a consultative process and based on feedback from key areas such as Payroll, Human Resource, Benefits, Pensions, VP Academic & Provost, Academic and Administrative departments.
Process Mapping
The business functions and processes associated are very complex and reach across the institution. Inherent in administrative functions and processes is often a lack of knowledge and understanding about the up and downstream impact one process or function has on another. In looking at the various Payroll related processes and the processes and functions that directly affect payroll from end to end it was quite enlightening and educating for various stakeholders about the interdependencies and effect on downstream processes. Increasing this knowledge and awareness is a tangible benefit of the process and will undoubtedly help some of these areas whose functions are so interdependent be more aware of the full effect of changes in process, documentation or approvals.

As part of the current state and situational analysis we reviewed many of the payroll and corollary processes. Detailed process mapping has been completed for each of these areas.
Project Timeline

The project was delivered based on the following estimated timelines:

- **Phase 1**  November 2012 to March 2013
- **Phase 2**  February 2013 to May 2013
- **Phase 3**  April 2013 to May 2013
- **Phase 4**  May 2013 to July 2013

Based on the high level information provided in our initial consultations with the user area, we drafted the following high level schedule for the project.
Themes and Opportunities for Consideration

Documentation of the various process areas and the identification of various opportunities throughout the course of the interviews and subsequent meetings helped to identify various themes and areas of focus that were used in developing the recommendations associated with this report. These broad based themes have more granular opportunities for consideration and areas that were observed as part of this process.

1. **Training, Education and Communication**
   - Layoff Protocols/Process for ESL Instructors
   - Encumbrance processing for VPAC and Payroll Staff
   - Provide education on generation and information needed for inclusion to support the RFA, PSCR and AoS forms
   - Provide detailed information to departments on when each of these forms are required and what supporting documentation is needed
   - Work Study student training on Web Time entry
   - Timesheet completion and accuracy training and follow up for repeat offenders
   - PSCR completion training and documentation on when a PCSR is needed, and what backup
   - Provide education for all staff involved in the pay processing on their role/accountability as it relates to the pay processing function; changes to source documents should be rationalized and approved and this is not occurring consistently
   - Provide documentation on process and information needed as it relates to vacation payouts
   - Conduct new manager training and provide coaching to new managers and repetitious offenders
   - Provide clear procedures and process related to STD, LTD and RTW processes clearly outlining roles and responsibilities of all parties involved (see below)
   - A clear policy related to the ability to view and access DOB (or components of it) needs to be developed and articulated to all parties
   - Create a formal standardized checklist that would be used for most appointments
   - Provide FAST HR and Banner 101 training to all staff with access and provide coaching/mentorship on use of these toolsets – standardized training is not sufficient so coaching is likely a needed component to develop competencies
   - Educate departments on the generation of the second PSCR and eliminate the generation of this form – nothing happens with it unless there is a true change but it requires Payroll to review and determine if any processing is needed
   - Evaluate information and design of the Payroll website – there is a lot of information on this website but it is difficult for a non-payroll person to find the information that they are looking for
   - Provide training within payroll on correct method for entry of date and other information on the Jobs record – audit entries and coach staff on proper approach to facilitate report generation and decision making; discuss appropriate circumstances for source document changes and the associated implications of changes to the originator and other departments.
   - Create a set of “how to” and “tutorials” checklists for things like retirements, changes in benefits, sick leave, long term disability, etc.

2. **Roles, Responsibilities and Accountability**
   - Clearly define the roles of the parties involved in the generation and administration of payroll (document initiation, document verification, transaction approval, transaction processor, transaction auditor)
   - Clearly articulate what approval means to the approver, one up signatory and payroll
• Define the roles and responsibilities of all parties involved in the LTD and RTW process – there is ambiguity on the roles of the Work Life Consultants and an assumption and perception that the departments are positioned to track and deal with these complicated claims – this process also seems fragmented so definition of roles as well as process streamlining is needed
• Who decides on what access people can have and who is accountable
• Review the requirement for signing of each of the forms to determine if 3 signatures are needed for faculty related forms

3. System and Process Opportunities

• Should we look at implementing the use of timesheets for ESL Instructors
• Investigate amalgamating the SA and SM payrolls; this is a longer term consideration
• Rework Study Leave automation process; the current process using Workflow is fraught with issues and complicated and not really fulfilling the requirements from the VPAC perspective.
• Provide data load process for PHATIME for Department Leave and Time entry
• Separate departure checklist items from Advice of Separation and use Advice of Separation as a processing document only and the Checklist as an exit signoff tool
• Migrate Work Study students to use web time entry
• Review the method used to calculate MAT and PAR leaves – does this need to be captured and entered via timesheet or could this be done through an earning code as part of the CALC process – PR Timesheet desk reenters this each pay that a person is on MAT leave
• Review the method being used to request and record one time payments
• Add a specific change reason type in Banner to denote Layoffs/recall
• Evaluate need of Deans signatures on RFA’s for PEA951 and determine if these are required and determine the times where it might be appropriate to have a proxy approve the new employee WF
• Add a probationary indicator to the RFA form
• Arrange for Benefits provider to send out Benefits Cards to employees
• Could we provide training on PEN/Ins calculator to look at who determines continuation amounts for layoffs
• Setup employees into multiple jobs so that default coding works for WTE
• Departments often do not send notification or forms when employees go on leave so education and coaching is needed to ensure that repeat offenders are addressed

4. Service Model Fragmentation/Optimization

• Benefits enrolment versus benefits payment and calculations – this process is very fragmented and needs to be reworked to provide end to end continuity – consider amalgamation
• LTD and Return to Work processes – fragmented, unclear roles, lots of mistakes and missed leaves/dates/overpayments
• Review the functionality of the Sessional Lecturers database – this data is stored elsewhere and more accurate – look to automate using FAST reports that can be accessed broadly across campus and how to calculate academic units
• Evaluate the use of web versus department time entry and migrate employees to WTE wherever possible – this may include an education and coaching component but the long term benefits of WTE over DTE are significant as DTE is labor intensive and prone to error

5. Error Rate/Ratio and In Process Auditing

• Develop and implement weekly and daily variance auditing
• Work to reduce timesheet errors and editing of these prior to submission to payroll – pre-audit function
- Completely duplicate checking for entry errors within Payroll is highly resource intensive and could potentially be addressed through training and coaching
- Implement pre and post pay run audits to catch errors prior to processing pay

6. Duplication and Redundancy
- Use of the sessional lecturers database needs to be further investigated and possibly replaced with reports that can be generated from already existing data sources
- VPAC enters much of the payroll data related to faculty, in addition to Faculty specific data, into their Access database. Rather than having this data re-entered into Banner by payroll we should look at the feasibility of storing this data in Banner and having this office directly enter this information into Banner Faculty tracking – this might reduce some duplicate processing and entry of information.
- Implement sufficient pre pay run audits and education within the departments to eliminate the need for duplicate data entry checking within payroll; timesheet audits prior to pulling into PHATIME to catch errors at the source
- Eliminate the generation and distribution of the Appointment Status Form
- Eliminate immaterial adjustments between employer codes – it adds no value – set threshold and don’t make adjustments below the thresholds

7. Access Administration and Authorization
- There is ambiguity and lack of clarity on the process for requesting access, approving access and removing access for users to key systems
- Users that would like access to some of the enterprise and reporting systems seem unable to gain access but are not clear on the process to receive approval and the staff administering access are not clear on who or where to seek approval for access
- Investigate the possibility of cloning access for new person from person they are replacing or a person in the same job
- Provide appropriate FAST and Banner access for VPAC staff

8. HR/Payroll Reporting
- Departments are often chasing information or operating blind in the absence of this information in relation to Payroll processing. Departments receive very little information or confirmation related to source document submission or status. Institutional Rollout and comprehensive training for FAST HR needs to be completed and the toolset leveraged by incorporating reports using VIEWCAT and other data sources to accommodate distributed reporting needs
- Generation and distribution of the Appointment Status forms is creating very little value for the effort required to sort and distribute them – this process should be stopped. This information could be provisioned via a customized report in FAST HR that is available to departments once the source document has been processed
- Provide the equivalent Pinned report to provide the entered information associated with PSCR, RFA and AoS
- Evaluate the Sessional Lecturers database and migrate this to established institutional data sources and eliminate entry into this database – all data captured in this database is stored institutionally. Some verification with the AREG is needed to ensure that cancelled courses are being denoted and the reporting will need to eliminate these in the calculation of the courses taught.
- Provide report to departments to be able to look up V#’s as soon as they are generated so they are not constantly chasing this information and calling departments to get it.
- Replace the spreadsheet for tracking faculty hiring with reports that are pinned in FAST
- Create a report for expiring appointments that is available to both Payroll and the department in which the expiry is occurring
- Provide sick leave related information via a report to Work Life Consultants for action and follow up
- Create FAST equivalent report to NBPMASS
- Create custom FAST report for Heidi on Faculty data reporting
- Create report for VPAC for faculty members that are put on leave to allow them to extend their tenure clock automatically
- Enhance or create custom report in FAST to enable it to show multiple changes per employee or position per day
- Once UHIRE replacement is implemented run audit report of RFA entries that don’t have a corresponding Recommendation to Recruit
- Create Top 10 reports for Klaudia and Payroll staff

9. **Record Management and Imaging**
- Implement Banner Document Management (BDM) for HR, VPAC, Budget and Payroll – forms are being copied, sorted, mailed and scanned hundreds of times – this is a huge time waster and inefficient for both the generating department and the receiving department. This will also address some of the risk associated with transfer of key information via campus mail, email and the VPAC suitcase – there is no consistency in approach related to how documents are transitioned between departments
- Review and determine the appropriate process for transferring files between key departments (VPAC, HR, Payroll, Budget, etc.) as the process is inconsistent between the areas (suitcase versus internal mail versus scanning/emails)
- Review of the VPAC Access database should be completed and this data should be migrated to use functionality in Banner if available or the application ported to store this data in the Oracle database. This will ensure access and continuity of this mission critical data.
- Benefits needs access to the Offer letters via BDM
- Provide VPAC access to information related to Benefits assessment via BDM
- Provide LTD related information that is appropriate to VPAC via BDM
- Add earning code for retirement allowance and severance and review all the earning codes in place and determine need for them and scenarios for use of each

10. **Workflow Automation**
- Automation and integration with UHIRE replacements – need to feed information into Banner on successful applicants; if not integrated with new ATS then need to automate this form and approval process to then feed into a form in Banner that can be matched and loaded.
- Automation of the PSCF and approvals – ability to track the status, approvals and drill into the documentation in FAST – provide the opportunity to view the status of the form as it makes its way through the approval and payroll process
- Streamline the automation of the Study Leave process – current automation is fragmented and not meeting the needs of the departments or the VPAC
- Automate the AoS form – include smart selection in the form so that based on criteria and fields specified we collect appropriate information for that separation event.
- Automate the method for tracking Vacation and Sick time for ME and PEA; the institution does not know the liability or the vacation/sick burden as this information is either not collected consistently or not reported
- Look at opportunity to use an upload for shift differentials in Facilities, F&I and Residence
- Provide an easy to use, online method for extension of appointments and re-appointments
Investigate the feasibility of automating the Annual Increment Process in a more streamlined way
Complete implementation of Web Time and Leave Time entry

11. **Other Opportunities**
- Review use of the Reports To field and use the Org Charting functionality in FAST
- Investigate the opportunity for enhancing use of Self Service for functions such as Benefits enrolment, and TD1 completion
- Research the use of and population of the ‘Units’ field in the Sessional Lecturers database – can this be pulled from Student or table used by Institutional Planning and Analysis
- Need forum to discuss and make decisions related to data standards and oversight
- Need to review access to DOB for VPAC (Quick Win)
- Separate exit checklist from Advice of Separation form
- Need a forum to look at opportunities for innovation and efficiency
- Lack of consistency in the use of the Advice of Separation which results in clawbacks and is a significant risk for UVic
- Lack of consistency in data changes – changes are made in jobs but need to be reflected in position but Budget Office is not advised
- Need forum for investigating possible options and alternative/solutions that span across the stakeholder areas
- Formalize the process for enrolling Visiting Scholar/Scientist and Adjuncts
Appendix C – Recommendations Planning Roadmap

The following is a pictorial representation of the project priorities and a potential timeline to implement the given recommendations.
Appendix D – Project Status Reports

Throughout the course of the project we generated monthly status reports to keep key stakeholders apprised of progress and work to date. Attached are the Status Reports generated for the project:

December 2012
# Uvic Payroll Process Review Status Report

<table>
<thead>
<tr>
<th>Project Name</th>
<th>University of Victoria Payroll Process Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Number</td>
<td>UVIC PFR-01</td>
</tr>
<tr>
<td>Reporting Date</td>
<td>January 2013</td>
</tr>
</tbody>
</table>

## Overall Project Update

**Project Management**
- Initial project documentation created; revisions underway
- Identified key inputs and established project approach for process review
- Revised timeline to accommodate shifts in Payroll schedule
- Developed Project Bulletin template, Status Reports
- Began documentation on quick wins and project considerations/risks
- Reviewed initial project implementation Risk and Control reports provided from Payroll

## Process Review/Activity Update

**Faculty**
- Began documentation of key processes for Vice President Academic (VPAC) area up to Payroll
  - Reviewed and documented all Recommendation for Appointments (RFA) that relate to academic areas
  - Reviewed and documented RFA process as it relates to Budgets for VPAC
  - Reviewed and documented process map for Advice of Separation
  - Reviewed and documented process map for Annual Salary Process
  - Reviewed and met with VPAC area to review detailed daily workflow for Heidi and Catalin's areas
- Discussed and arranged process consultation for the Academic Departments with Pam – this is arranged for February 27/28

**Non Faculty**
- Not started; work to begin in late February 2013

## Objectives Next Reporting Period (February 1 to February 28, 2013)

**Project Management**
- Continue to document emerging themes and consideration
- Complete Project Framework and Schedule
- Prepare Project documentation as needed – status reports, bulletins, process maps
- Document and outline quick wins as they emerge
- Conduct some basic tools training for VPAC area (Banner and FAST) to provide context for some of the discussions
- Meet with Project Sponsors to provide update on progress to date

**Process Reviews**
- Meet with VPAC areas to document Access database work and Study Leave process as well as detailed work process for Julie and Asad
- Meet with Benefits, Pensons, Human Resources, University Systems, Institutional Planning, VPAC and Long Term Disability and Return to Work areas to document processes as they relate to RFA, Advice of Separation and Position Status Change Request.

**Communications**
- Revise and finalize bulletin
- Discuss with Project Sponsors and draft further project communication documentation

---

**Legend:**
- **Green:** Progress on Track
- **Orange:** Issue Needs Direction
- **Red:** Critical Issue

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February/March 2013

UVIC PAYROLL PROCESS REVIEW
STATUS REPORT

<table>
<thead>
<tr>
<th>Project Name</th>
<th>University of Victoria Payroll Process Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Number</td>
<td>UVIC PPR-01</td>
</tr>
<tr>
<td>Reporting Date</td>
<td>February 1 to March 15, 2013</td>
</tr>
</tbody>
</table>

**Overall Project Update**

- Initial project documentation completed.
- Identified key inputs and established project approach for process review.
- Revised timeline to accommodate shifts in Payroll schedule.
- Prepared Project Bulletins, Status Reports, Meeting Agendas.
- Began documentation on quick wins and project considerations/risks – initial risk register completed.
- Reviewed existing process maps for budgets.

**Process Review/Area Update**

- **Faculty**
  - Completed documentation of key processes for Vice President Academic (VPAC) area up to Payroll.
  - Reviewed and documented all Recommendation for Appointments (RFA) that relate to academic areas.
  - Reviewed and documented RFA process as it relates to Budgets for VPAC.
  - Reviewed and documented process map for Advice of Separation.
  - Reviewed and documented process map for Annual Salary Process.
  - Reviewed and documented process maps for VPAC areas (Heidi, Catalin, Julie, Asad) including Study Leave and their access database.
  - Met and began documentation of processes within the Academic Areas (Dean, Departments, Library) to the point of submission to VPAC.
  - Areas that have been consulted include:
    - Department of Biochemistry
    - School of Nursing
    - Faculty of Engineering
    - University Library
    - Faculty of Business
    - Island Medical Program
    - Faculty of Fine Arts
    - Division of Continuing Studies
    - Deans office Faculty of Science (written)
    - Deans office Faculty of Social Science (written)

- **Non Faculty**
  - Met with Non Academic departments and began mapping process from Departments to until submission to Payroll.
  - Reviewed payroll specific processes completed within some of the CUPE departments including Housing, Food Services and Facilities.
  - Met with benefits office to document and map the processes related to benefits administration.
  - Met with institutional analysis and Planning to understand inputs and key data sources for their work.
  - Areas that have been consulted include:
    - Residence Services (in person and written)
    - University Systems
    - Facilities Management

Legend: **Green**: Progress on Track  **Orange**: Issue Needs Direction  **Red**: Critical Issue
# UVIC Payroll Process Review Status Report

**Project Name:** University of Victoria Payroll Process Review  
**Project Number:** UVIC PFR-01  
**Reporting Date:** March 15, 2013 – April 10, 2013

## Overall Project Update

### Project Management
- Comprehensive documentation of March and April sessions
- Validation of process flow charts in person
- Follow up validation with Payroll via WebEx to confirm process flows and swim lanes
- Facilitation of 9 separate data gathering sessions – multiple stakeholders
- Facilitated update session with University Controller
- Facilitated session with Director, Labour Relations
- Update with two project sponsors and internal Auditor

## Process Review/Area Update

### Payroll/VPAC
- Completed documentation of key processes for Payroll (April 8, 9, 18, 19)
  - Time Sheets
  - Study Leave
  - Payroll Benefits
  - Department Time Entry
  - Web Time Entry
  - Advice of Separation
  - Recommendation for Appointment
  - Position Status/Change Form
  - Sectional Lecturers
  - Review of Payroll Process Review Brainstorming List

### HR Benefits and Payroll Benefits
- Met with HR Benefits and Payroll Benefits to confirm common processes
- Identified areas of intersection
- Confirmed mutual understanding of each of the processes within HR and Payroll

### Work Life Consultants
- Met with Work Life consultants to confirm process flow and identify roles, responsibilities and accountability
- Reviewed work tools and communication pathways

### Employment Services HR
- Met with Employment Services staff and Manager HR Systems and Work Analytics
- Reviewed processes and guidelines that drive information distribution to HR and Employment Services
- Created process review flow chart with the functions that pass through HR to other areas
- Revised training and communication pathways

## Objectives Next Reporting Period (May 1 to June 15, 2013)

**Project Management**
- Prepare project documentation as needed – status reports, bulletins, process maps, risk register, quick wins

---

**Legend:**  
- **Green:** Progress on Track  
- **Orange:** Issue Needs Direction  
- **Red:** Critical Issue

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**Version:** 1.10  
**Page:** 32
<table>
<thead>
<tr>
<th>Project Name</th>
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<tbody>
<tr>
<td>Project Number</td>
<td>UVIC PPR-01</td>
</tr>
<tr>
<td>Reporting Date</td>
<td>May 1 to June 30, 2013</td>
</tr>
</tbody>
</table>

### Overall Project Update

- **Project Management**
  - Completed the status reports
  - Prepared initial template of the Project Reports for review with Janice
  - Worked on the draft of the report and reviewed recommendations summary/details with Murray, Kane, Pam and Janice
  - Completed the initial draft of the report for review by team (July 3) and project sponsors

### Process Review/Area Update

- **VPAC**
  - Completed documentation of key processes and incorporated changes; sent final version to Pam and included in report

- **HR Benefits and Payroll Benefits**
  - Met with HR Benefits and Payroll Benefits to review and complete the documentation of the process and to review the duplication between areas
  - Completed documentation of key processes and incorporated changes; sent final version to Janice for review, develop rolled up or summary process maps

- **Payroll**
  - Met with Payroll several times – in person and remote – to review and incorporate changes to the various process maps and provided to Janice, Klaudia and Susan
  - Completed documentation of all processes and incorporated changes to swim lane maps; created summarized payroll process map and included in report

### Objectives Next Reporting Period (July 1 to July 31, 2013)

- **Project Management**
  - Meet with sponsors and teams to review report recommendations
  - Modify report to incorporate feedback and changes, submit final report to Janice for distribution and follow up

- **Process Reviews**
  - Break out process maps into logical file groups and provide to Janice for distribution and storage at UVIC

- **Communications**
  - Prepare final Project Bulletin

### Items for Consideration/Direction

- None at this time

### Budget Summary

- **Project Budget:** $70,000.00
- **Spending To Date (June 30, 2013):** $40,000.00
- **Remaining Spend Projections:** $30,000.00 (we will absorb any overage)
Appendix E – Process Flows

The following is a pictorial representation of the project process flows.

1. Advice for Separation

1.1. Advice for Separation Regular and Hourly

![Process Flow Diagram]

- **Acad Unit**
  - 1. Completed form by Acad unit (filled out)
  - 2. Chair for Approval (Sign)
  - 3. Dean for approval (full package, signoff)
  - 4. Director initials approval of AofS and package
  - 5. Coord sends email to parting (admin) advising of termination (Fac and Lib)
  - 6. Director initials approval of AofS and package
  - 7. Provost receives for signature and approval
  - 8. CLA Enter in MS Access information from AofS into database
  - 9. AofS and Supporting Documentation put in 'Briefcase 1'
  - 10. At night put 'Briefcase 1' in Payroll's office and lock

- **VPAC**
  - 1. SUBPROCESS
  - 2. VPAC MS Access Subprocess

- **Payroll**
  - 3. Payroll Process
  - 4. Payroll collects 'Briefcase 1' on daily basis and swaps with 'Briefcase 2'

Note: Follow up with Budgets...how does the vacant position be filled

---

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Page: 34
1.2. Advice for Separation Faculty

Advice for Separation – Faculty

- Retire: Go to Acting Website and pull information from file & letter.
- Fill out form and indicate reason for separation (pick right code, can be confusing).
- Admin or sign form on behalf of chair.
- Chair for review & signature.
- Dean for review and signature.

Note:
- Why do we need Chair Signature for TA (AofS do we need them).
- Why does payroll need this to generate ROE.
1.3. Advice for Separation Library

Advice for Separation – Librarian

- Start
- Retiree/TA/Leave of Absence (have advised ahead & have plan) – sometimes does not happen
- Resignation Letter
- Acting Website
- Go to employee file & pull information from file & letter
- Fill out form & indicate reason for separation (pick right code, can be confusing)
- Associate Director/Admin and sign form on behalf of chair
- Supervisor approval
  - N
  - Y
- Human Resources
- Chair for review & signature
- Dean/Librarian for review and signature

Note:
- Why do we need Chair Signature for TA (AofS do we need them)
- Why does payroll need this to generate ROE

VPAC

1.4. Advice for Separation CUPE 951/917/PEA

AofS – CUPE 951/917/PEA

- DAO
- Data files and backup forms
- Department
- Resignation/End of Appt/Leave of Absence (Letter with dates)
- Go to Website or get form online
- Fill out AofS form
- Copy/Scan
- File and put in file or office

Where does this go in the payroll flows

Where does this go in the payroll flows
1.5. Advice for Separation Payroll Regular and Hourly

Advice of Separation (Regular and Hourly)

1. Clerk picks up mail and date stamp.

2. Enter end date on NBAJOBS.

3. Calculate Vacation Payout or Sick Time Allotment.

4. Review of Form and Complete (Employee file pulled - other than C1, grant funded, SI, casual).

5. Look for End date on NBAJOBS, and compare to AofS to determine if money owing.

6. Review Hours Sick and Vacation, and reduce balances (PEALEAV).

7. Shut down PEA/ME/PLAN.


9. Enter end date on NBAJOBS, and send to required departments.

10. Make final payment and close PD.

11. Notify department of employee's last payment.

12. Final payment sent to employee.

13. End of process.
2. Annual Increment Process

Annual Increment Process

- **Callin**
  - BANNER (Faculty/ Payroll)
  - FAST
  - Viewcat
  - Download to Excel and compare
  - Viewcat
  - Excel Download
  - Faculty data pull
  - Current Jobs Report

- **Pam / VPac**
  - Review spreadsheet for anomalies
  - Create template e.g. number of M1
  - with instructions and summary
  - Tab for each Dept and one for Excluded
  - Filter out some data e.g. Stipend Positions
  - Pam reviews approx 800 letters
  - Letter: Old Salary CPI and MI R.A. and M.S. equals New Salary

- **Dean / Chairs / Departments**
  - Input M1's from Dean M1 request from pool
  - Input single awards comments
  - Letter: Old Salary CPI and MI R.A. and M.S. equals New Salary

- **Faculty Member**
  - Faculty can appeal on CPI
  - and MI
  - Letter: Old Salary CPI and MI R.A. and M.S. equals New Salary
3. Benefits

3.1. New Benefits

New Benefits

Version: 1.10  Page: 39
## 3.2. Benefits Change

### Benefits Change

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>PSCF is copied and sent to Benefits</td>
</tr>
<tr>
<td>2.</td>
<td>Send appt to Benefits to build, (1 of 7 copies)</td>
</tr>
<tr>
<td>3.</td>
<td>Set employee form any changes</td>
</tr>
<tr>
<td></td>
<td>Payroll Setup (EI, CPP, Union, Tax, Pension, etc)</td>
</tr>
<tr>
<td></td>
<td>Payroll calculates amount</td>
</tr>
</tbody>
</table>

### Eligibility Checklists

- **Eligible**
  - Contact Employee on Options
- **Not Eligible**
  - Payroll calculates amount

### Error with BANNER/MSP/PBC

- Report back from PBC to show discrepancies
- Follow up on list of discrepancies

### Payroll Calculates Amount

- Payroll File
  - Log on to MSP and make changes manually
  - Enter banner (PEABEN, BDBOC)
  - Email the Payroll on the Retro Premium Adjustment

### Pacific Blue Cross

- PBC evaluates

---

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**Page:** 40
3.4. Leave (Layoff/Maternity/Personal)

Leaves (Layoff/Mat/Personal)

Phase

PAYROLL

- Dept./VPAC→PSCR→PAYROLL
  - Payroll Prepaid

- Payroll follows up for payment
  - Eligibility Assessment determine impact
    - Generate Letter outlining what they are eligible to do (options)
      - Wait for Employee to Respond
        - Email Letter back with benefit Options and Cheque.
          - N
            - Cheque
              - Photocopy letter / Cheques and put in benefits file
                - Sessional Layoffs
                  - Benefits File

- Payroll Deposit
  - Original Cheques go to Payroll
    - Payroll holds onto the Post dated cheques and deposit on a monthly basis

BENEFITS

- N
  - Leave options from LTD
    - Letter back with benefit Options and Cheque.
      - N
        - Response
          - End PDABCOV and End Medical Services plan if required
            - EMAIL Payroll to terminate for end benefits in BANNER
              - Email PR BENEFITS FORM
                - Y
                  - Cheque
                    - Letter with options
                      - D

PAYROLL

- Collection Amount
  - S51 Medical without Pay.
    - UNION

EMPLOYEE

- D
  - Employee Chooses options
    - Employee Reviews benefits

---

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3.5. Permanent Leave

**Permanent Leave on LTD**

- **Employee**
  - BC Life
  - BC Life requires employee to apply for CPP disability if medically appropriate
  - BC Life sends notification to Employee

- **BCLIFE**
  - Permanent Leave
  - BC Life Letter
  - Benefits Notification of LTD Changing to CPP disability
  - Benefits Notifies PR/Dept/WL coord, VPAC/Budget on CPP Leave
  - Annual Calc of CPI/Salary increase in spreadsheet (At 1 yr on LTD)
  - ASCO Cola spreadsheet
  - Email Spreadsheet
  - Employee

- **Benefits**
  - Notification to BC Life of increase in benefits
  - Notify payroll to adjust in BANNER

- **Payroll**
  - Change NBAJOBS to CPP Leave
  - Email Notification
  - PAYROLL
  - BANNER

- **VPAC**
  - Email Notification
  - Email Spreadsheet

- **Work-Life**
  - Work-Life

**BC Life requires employees to apply for CPP disability if medically appropriate.**

**BC Life sends notification to Employee.**
3.6. Termination

Termination of Employee Benefits

External

PAYROLL

START

Advice for separation

Get copy of Advice from PR or sometimes letter from emp

Update Banner PDARENE PDABCOV and PDADEDN for Payroll End

11. Auto process Friday at 4. Send data file to Blue Cross

12. Log on to MSP and make changes manually

Retirement

Send Email Letter outlining Retirement options

Optional Life available to NRD

Less than 65 Years old

Employee

Keep Active in BANNER and transition of Benefits

PBC

MSP

Employee Retirement Options Letter

Early Retirement

UVIC Voluntary Retiree benefits application to PBC

PBC

MSP

Employee

IF Employee opts for early retirement and keep Optional Life Insurance contact Benefits

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3.7. Transfers between Employee Groups

Payroll Benefits Transfers (Permanent) Between Employee Groups – Cupe to PEA

PAYROLL

START
1. Appt Clerk sends Copy of RFA to PR Benefits Clerk
   RFA Copy
   PR Benefits

2. Verify NBAJOBS entry

3. Determine which benefits they are getting in PHICHEK

4. Look at what they are eligible for and date of eligibility checked on PDABCOV

Transfer date

Transfer occurs on 1st or 16th

Within pay period

5. Go into PDADEDN and end the deductions that are for old plans and start new

6. Determine Pension deduction for Staff plan/partial pay period and enter on PDADEDN

7. On subsequent pay, change employee group and enter the catch up pension deduction for PEA Plan

8. Put paper into file for checking at pay

9. Wait for PHAHOUR day

10. Check deduction in PHICHEK

11. Put in filing END

Phase
3.8. Payroll Benefits Enrolment

Payroll Benefits Transfers (Permanent) Between Employee Groups – Cupe to PEA

Phase

START

1. Appt Clerk sends Copy of RFA to PR Benefits Clerk
2. Verify NBAJOBS entry
3. Determine which benefits they are getting in PHICHEK
4. Look at what they are eligible for and date of eligibility checked on PDAEDCV
5. Go into PDADEDN and end the deductions that are for old plans and start new
6. Determine Pension deduction for Staff plan/partial pay period and enter on PDADEDN
7. Wait for PHAHOUR day
8. Put paper into file for checking at pay
9. Look at what they are getting for PHICHEK
10. Check deduction in PHICHEK
11. Put in filing

End

Transfer date

Transfer occurs on 1st or 16th

Within pay period
3.9. Prepaid Benefits

Prepaid Benefits

**Flowchart:**
- **START**
  - Payroll Prepaid benefits
  - Employee sends Cheque to HR Benefits Payroll
  - Prepaid Benefits from Layoffs
  - Cheque
  - Future Dated
  - Write Employee Number on cheque (Bottom Left hand corner)
  - Cheque Desk
    - Due – process deposit
    - 6. PR Benefits Clerks stores Cheques in a metal Cash Box at desk
    - 7. Pull Prepaid File
      - Review Correspondence regarding Collection
      - 8. Photocopy Cheque and submit to Acct Services for Deposit
      - 9. Record deposit on prepaid benefits SS (include month of payment)
      - 11. Wait for Payroll TO Run
      - 10. Setup prepaid codes in BANNER
      - 12. Reconciliation Process
        - PR Benefits checks all codes and amounts are correct on PHAHOUR day
      - 13. Run Deductions Not Taken Report (View Cat)
      - 14. Review Report by Audit desk for immediate follow-up
    - Union Paid Benefits
      - N
      - 15. Check the prepaid account balance and do the appropriate entries in BANNER
      - Prepaid account balance
      - N
      - 16. End of Approval Period
        - Union Paid Benefits Excel document with the total monthly charges recoverable.
      - 17. Benefits desk must update the Union Paid Benefits Excel document with the total monthly charges recoverable.
      - 18. Payroll Accounting Desk prepares it’s to charge the union
    - Employee in arrears 2 Months or more
      - Y
      - 19. Attempt to contact employee (memo)
      - 20. If no response cancel benefits (Contact HR Benefits)
      - N
      - Employee Prepaid account balance
      - N
      - 16. End-of-Approval Period
        - Union Paid Benefits Excel document with the total monthly charges recoverable.
      - 17. Benefits desk must update the Union Paid Benefits Excel document with the total monthly charges recoverable.
      - 18. Payroll Accounting Desk prepares it’s to charge the union
    - Union Paid Benefits
      - Y
      - Payroll Prepaid benefits

**Notes:**
- Payroll Prepaid benefits
- Future Dated Cheque
- Due – process deposit
- Payroll Prepaid benefits
- Future Dated Cheque
- Due – process deposit
- Payroll Prepaid benefits
- Future Dated Cheque
- Due – process deposit
- Payroll Prepaid benefits
- Future Dated Cheque
- Due – process deposit
4. Budgets

Budgets – Recommendations for Appointment (RFA) – Faculty

1. BA – Receipt of RFA in Budget office
   - RTR Exists
     - A RTR can be waived.
     - BA - Contact VPAC to inquire where funding for position is coming from.
   - RTR

2. Budget Analyst (BA) - Reviews RFA for errors or anomalies/changes (acct no, etc.) and compare with RTR or Funding Source Documentation
   - RTR

3. BA - Pull up spreadsheet and look for appropriate info for original RTR or funding source
   - Regular Faculty Posn (Not LT)
   - Y
     - BA re-verify the budget allocation still is intact and sufficient (Enter the Appt Information)
   - N
     - Position Number (XLS)
     - Turn Over Log (XLS)

4. BA - Copy RFA and any supporting documents for internal appointment
   - Y
     - Budget Analyst (BA)
     - Review s RFA for errors or anomalies/changes (acct no, etc.) and compare with RTR or Funding Source Documentation
   - N
     - FAST: FAST Budgets
     - 11. BA - Put into Budget file (mid year turnover and new year turnover)

5. Update information on Turn Over Log
   - Turn Over Log (XLS)
   - Position Number (XLS)

6. Create a position number, go to spreadsheet last number given and give them the next.
   - Only office to assign position number
   - Budget Office Filing

7. Enter information in NBAPOSN/PBUD
   - BANNER

8. BA - Copy RFA and any supporting documents for internal appointment
   - Y
     - FAST: FAST Budgets
   - N
     - Budget Office Filing
     - 11. BA - Put into Budget file (mid year turnover and new year turnover)

9. Original send to VPAC

10. Provost receives for signature and approval
    - END

11. BA - Provost receives for signature and approval
    - VPAC

12. Enter into FAST Budgets
    - FAST

START

ACAD UNIT

Budgets

VPAC
5. Extra to Load

Extra To Load Process

Various Depts
- Continuing Studies
- Academic Depts
- Faculty Member
- Faculty Member
- Island Medical Program
- HR
- ETL Form

Heidi
- Receives forms. Some take a lot of work (ETL wrong or HR timesheets)
- Logs in MS Access "BFRF and Contracts Tracking Table"
- To Kim for Approval
- Unapproved return to Originator
- Deny
- MS Access Subprocess

Kim / ?
- Review and Approve (send signed document) or Deny
- Approve
- Approved
- Forward on to Payroll or AP
- For processing via Payroll
- For Cheque processing by AP

Other

- Need to be signed by Dean, Chair, Kim
- C.R.A. issue
- Might require significant investigation and discussions with originator (if this can be determined) to clarify if this is truly ETL or not
- Also some should really be a Recommendation for Appointment Limited Term
- Real Extra to Load (Kim has to sign)
- ETL form wrongly used e.g. honorarium
- From HR: Re: timesheets they don’t know what to do with
- Talk or a lecture done on side for C.S. Signature often illegible and missing details
- Often Faculty they work for is not the one they did work for
- Receives forms. Some take a lot of work (ETL wrong or HR timesheets)
- Logs in MS Access "BFRF and Contracts Tracking Table"
- To Kim for Approval
- Unapproved return to Originator
- Deny
- MS Access Subprocess

- Example of a denial request: Talk or Lecture has nothing to do with UVic
- For processing via Payroll
- For Cheque processing by AP

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6. Pension

FAST Pension System

Point of Hire
- Enrollment Form
  - Money Purchase
    - Combination
    - Staff
  - None (Not Eligible)
  - Waiver if Opting out
- Additional Forms
- Benefits/HR
- Track in Fast
- Create Paper File

Adjustments
- Susan
  - Payroll
  - Susan performs Reasonableness Test
  - Sutti
    - Pension Adjustment Spreadsheet (Annually)
    - Sutti prohibits monthly reconciliation and edit tests
  - Sutti Sends PA to Payroll

Advice of Separation
- Payroll
  - PAYROLL
  - Employee or Beneficiary or Spouse
- Payroll Contributions
  - Electronic
    - Contributions
      - (Imported Monthly)
  - FASTHR
- Terminate the Employee in plan
- Send out Statement of Benefit Options

Change in Status (Position Status Change)
- Eligibility Status
  - No Change
  - END

Update plan and switch to MPP
- Temporary
  - Why did FTE change
  - Permanent
    - Other (E.g. Phased Retirement, Study Leave, Partial LTD)
  - HR
    - Remains in Combination
  - PAYROLL
    - Sutti Calculates the top up and notifies Payroll

Change Plan
- Communication with employee and responds back to pension on decision
- PAYROLL
  - EMPLOYEE
    - Position Status Change (HR Eligibility)
    - Change
      - HR Eligibility
      - Permanent
      - Temporary

Position or Appit FTE change
- Yes
  - Position status Change (HR Eligibility)
- Sutti
  - Payroll
  - Sutti performs monthly reconciliation and edit tests
  - Sutti creates Pension Adjustment Spreadsheet (Annually)

NOT ELIGIBLE
- Less than .5
  - FTE Change
  - New FTE GE .5 and LT 1.0
  - Prev FTE 1.0 and LT 1.0
  - Pension Plan
    - Combination
    - MPP or Staff
    - NO CHANGE

NO CHANGE
- Prev FTE 1.0 and LT 1.0
  - NO CHANGE
# 7. Payroll

## 7.1. Payroll 1

**PAYROLL – SWIM – Page 1**

- **VPAC/DEPT**
- **Start**
- **All Classes**
- **Depts**
- **Payroll Sessional**
- **RFA Faculty Desk Payroll**
- **Wait (week to a month)**
- **2a. Mail picked up and date stamped**
- **3b. Pull Employee File and Paperwork for VPAC. Track in Spreadsheet**
- **3c. Confirm pay calc correct and do calculation**
- **Wait (week to a month)**
- **4a. Email budget to unfreeze before entering data**
- **Wait (1 day)**
- **Freeze**
- **Does not exist**
- **4b. Mail Check for position number**
- **4c. Send Position Number request to Budget Office**
- **Wait for Position Number (1-4 days)**
- **5a. Contact Department/ VPAC via phone and email on updates**
- **5b. Department makes adjustments**
- **5c. Wait (1 or more days)**
- **Complete**
- **Enter Employee into Banner**
- **5d. Code and enter appt forms in BANNER for specific pay run by date sensitivity.**
- **PAGE 2**

For CUPE 4161 (1-2, 4), credit and noncredit, grant funded, SI, C3, agency, or if applicable.
### 7.2. Payroll 2

#### PAYROLL – SWIM – Page 1

**Other**

1. **RFA Faculty Desk Payroll**
   - VPAC/DEPT
   - Start: All Classes

2. **VPAC**
   - Payroll

3. **Payroll – SWIM**
   - VPAC Approves

**Phase**

1. **VPAC Approves**
   - Payroll

2. **RFA**
   - Form and enter appt forms in BANNER for specific pay run by date sensitivity

3. **Do not exist**
   - Enter Employee into Banner
   - Wait for Position Number (1 day)
   - Send Position Number request to Budget Office

4. **Complete**
   - PR Check for position number
   - Frozen
   - Email budget to unfreeze before entering data
   - Wait (1 day)
   - Wait (1 or more days)

5. **Wait (week to a month)**
   - Review form and verify for completion and approvals
   - Pull Employee file (other than C1, grant funded, SI, Casual) if existing
   - Create Faculty Employee file if does not exist
   - Contact Department/VPAC via phone and email on updates.
   - Wait (1 day)

6. **Appt Clerk**
   - Mail picked up and date stamped
   - Enter Employee into Banner

7. **RFA – Original Piece**
   - 3a. Confirm pay calc correct and do calculation
   - Semi Monthly Pay Calc Tool

8. **Y**
   - N
   - For CUPE 4163 (1,2,4), credit and noncredit, grant funded, SI, C3, agency, or if applicable

9. **WAIT (week to a month)**
   - N

10. **Apt Clerk picks up**
    - Check VPAC Approval
    - VPAC Approves
    - Wait (week to a month)

11. **5b. Full Employee file and paperwork for VPAC, Track in Spreadsheet**
    - Files to VPAC

12. **4b. Pull Employee file and paperwork for VPAC, Track in Spreadsheet**
    - Check VPAC Approval

13. **PAYROLL – SWIM**
    - PAGE 2

7.3. Payroll 3

PAYROLL – SWIM – Page 3

- **Phase 8**: PEAEMPL (Emp Class and Start Dates)
- **Phase 9**: NBAJOBS (Enter position and create jobs record)
- **Phase 10**: PVATD - tax info for TD 1 form (if no form use default)
- **Phase 11**: PDAFACT, PPAGENL (Rank, Date)
- **Phase 12**: PEABARG (Emp Group, end date, Posn #, Emp Job date for seniority)
- **Phase 13**: PEALEAV (Sick and Vacation as fys)
- **Phase 14**: Enter into GOAINTL
- **Phase 15**: Clerk initials form and waits for Status Form to print (except Agency)
- **Phase 16**: Pensions Offices
- **Phase 17**: Page 4 Print Appt Status
- **Phase 18**: Adjunct
- **Phase 19**: Limited Term or Extra to Load
- **Phase 20**: CSPE 917/951/PEA
- **Phase 21**: Faculty
- **Phase 22**: 11a. PEABAMG (Emp Group, end date, Posn, Emp Job date for seniority)
- **Phase 23**: 9b. Generate app status form
- **Phase 24**: 9c. Copy of RFA/PSCR to Pensions office to make determination of pension plan
- **Phase 25**: New Benefits Setup
- **Phase 26**: Payroll 14 Return From New Employee Entry
- **Phase 27**: Payroll 15 Employee File
- **Phase 28**: 15. Clerk initials form and waits for Status Form to print (except Agency)
- **Phase 29**: Agency
- **Phase 30**: Payroll 19 Review ASF
- **Phase 31**: Payroll 18 Put in Verification file
- **Phase 32**: Grantee
- **Phase 33**: Page 4
7.4. Payroll 4

PAYROLL – SWIM – Page 4

15b. Email audit clerk with details

15c. Audit Clerk will adjust CPP using PHAADJT or add and replace.

PAYROLL

Phase

Wait Overnight

17. Match status form with Input


Payroll 16

New Benefits

Payroll to HR

Printed ASF

Match status form with Input

Payroll 17. Match Appt Status to RFA.


Payroll 19. Match status form with Input.

Page 4 Print Appt Status

Main Overnight

Only for Appointed employees

Page 4 Print Appt Status

Any

19c. Go into Appt Status Screen and ask for a reprint

19b. Clerk Makes adjustments

19a. Back to Clerk for adjustments

19b. Clerk Makes adjustments


19. Second clerk (Partner position) verifies BANNER input

19d. Signoff with Clerk Initials on input (PSCR or RFA form)

19e. Copy of the Appt Status gets sent to HR for tracking teaching FTE

19d. Signoff with Clerk Initials on input (PSCR or RFA form)

19e. Copy of the Appt Status gets sent to HR for tracking teaching FTE

Printed ASF

Major

Minor

Determine correction type (New form required)

17b. Copy of the Appt Status gets sent to HR for tracking teaching FTE

Payroll 10. Review ASF

Page 5

Y/N

HR

Page 4 Print Appt Status

3 Batch processes to print Appt forms at night (One for Grant funded)

Appt Status form prints (nightly at 4:00 pm)

19c. Audit Clerk will adjust CPP using PHAADJT or add and replace.

16b. Distributed to specific desk by employee group

16b. Distributed to specific desk by employee group

16a. Clerk picks up from printer (multiple clerks) – sorted by employee

Y

16a. Clerk picks up from printer (multiple clerks) – sorted by employee

Y

Printed ASF

Payroll - 16

New Benefits

16b. Distributed to specific desk by employee group

16b. Distributed to specific desk by employee group

16a. Clerk picks up from printer (multiple clerks) – sorted by employee

16a. Clerk picks up from printer (multiple clerks) – sorted by employee

15b. Email audit clerk with details

15b. Email audit clerk with details

Is EE switching from SM to SA and will be paid 3 times during month?

EE switching from SM to SA and will be paid 3 times during month?

EE switching from SM to SA and will be paid 3 times during month?

EE switching from SM to SA and will be paid 3 times during month?

EE switching from SM to SA and will be paid 3 times during month?
7.5. Payroll 5

PAYROLL – SWIM – Page 5

Phase

19e. Take HR copy of RFA plus appt status form (Staple mail to HR)

Page 5

HR

CUPE 917/915/PEA/ME

Y/N

Note: sometimes filing can be backed up a few weeks.

21. Put in for filing (by emp)

22. Mail to departments

23. HR Benefits are put into an envelope and sent to Benefits

24. Employee copy put in envelope (confidential) and sent to department

25. Three copies sent to Dept, including one each for the Grantor and Grantee. 3rd copy is signed by both and returned to HRIS

26. SHRED HR copy for 4163(1, 2, 5)

26a. SHRED Dean’s copy of output for those departments not part of a Faculty (approx. 40)

27. Look on list and send to Dean contact

Y

N

Some Dean’s areas need the copy, some don’t need a copy. Ask question to see if we can remove.

Dean’s

Grant Funded

20. PR Copy stapled to input form

8 copies sent out to various depts.

END

20. Look on list and send to Dean contact

Y

N

Dean’s

Signed copy is sent back to PAYROLL SWIM. Payroll does not do anything with this.

This could be signed before HRIS gets the copy and processes appt, and move this to the front. HR QUESTION

Interoffice Mail

Employee

HR Benefits

23. HR Benefits are put into an envelope and sent to Benefits

22. Mail to departments

21. Put in for filing (by emp)

20. PR Copy stapled to input form

8 copies sent out to various depts.

This could be signed before HRIS gets the copy and processes appt, and move this to the front. HR QUESTION
7.6. Reclassifications

Reclassifications – 951/917/PEA/ME

[Flowchart diagram with steps and decision points]

- **START**
  - HR or Dept.
  - Verify
  - Send to Budget Clerk for approval

- **Continue Emp** (Base Funded)
  - Y
  - NBAJOBS – enter new effective date
  - N
  - Get Re-Class from HR or department
    - Y
    - NBAJOBS – enter new effective date
    - N
    - Calculate any retro pay

- **Reclass Form**
  - Mail picked up and date stamped
  - 3. Appt Clerk - Separate forms A-L and M-Z
  - 4. Review of Form and Complete (Employee file pulled - other than C5, grant funded, SI, Casual)

- **Budget email signing authority to get source of budget funding**
  - Wait for approval (up to a week)

- **Payroll**
  - 15b Employee File
  - Enter Retro into default earnings task in NBAJOBS
  - Payroll – 15b
  - If Retro
    - Y
    - Payroll – 15b Employee File
    - N
  - Calculate any retro pay

- **Other**
  - Verification
  - Send to Budget Clerk for approval

- **Pending**
  - Continue
  - Appraisal Clerk
  - Payroll

---

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### 7.7. One-Time Payment

**One Time Payment**

- **VPAC**: START
  - Dept.
  - Send timesheet to HR for approval
  - Mail picked up and date stamped
  - Review of Form and Complete (Employee file Pulled - other than C1, grant funded, SI, Casual)
  - Payment over $1000
  - WAIT for PHAHOUR to key timesheet
  - Payroll Put in Verification file

- **Faculty**: Has been noted to wait up to 8 months
  - Payment over $1000
  - Timework for CTD
  - Send timesheet to HR for approval

- **VPAC**: 1-2 weeks
  - Faculty
  - Payroll

- **AUDIT CLERK**: Give copy of paperwork to Audit Clerk
  - Y: T5 for paper based
  - N: 1 week

- **HR**: 1 week

---

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7.8. End of Probation

End of Probationary Period – 951/917/PEA/Exempt

**Phase**

- **START**
  - Supervisor conducts Review (we hope)

- **HR**
  - Batch process to send reminder to Dept. Supervisor
  - 60 day or 80 days for PEA after hire
  - HR Reminder system

- **PAYROLL**
  - NBAJOBS Calculate adjustment and setup Default Earnings
  - NBAJOBS
  - PEA formerly 951/917 and has termination account
  - Pay out – Termination account
  - Term Acts Supervisor

**RISK:** no consequence if form not returned, 95/917/Exempt may not be paid on a timely basis, and a benefit implication on their status.

**Phase**

- **START**
  - Original probation form sent to HR after checking process
  - Photoscopy of 1st and last page for EE file
  - End

**HR Monitors Reminders to Supervisor thru VIEWCAT**

**PAYROLL**

- Mail picked up and date stamped
- Appt Clerk – Separate forms A-L and M-Z
- Review of Form and Complete (Employee file Pulled – other than C1, grant funded, S1, Casual)
- NBAJOBS (Eff date with change reason and change the step if needed)

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7.9. Termination/Separation Accounts

Termination Account Payouts (951 and 917), Severance Payouts For All Groups

Phase

**Department**
- Advice of Separation for any employee group
- Termination Accts Payout Process

**HR Pension**
- PR Appt Clerk checks with Department for sick leave and vacation used. PEALEAVE updated and number of hours in term account calculated
- Terms Accts time entry
- Severance Calculation from HR
- Calculate 5 year rate average for Termination only
- Contact employee with payout amount (ask for options: cheque or RRSP)
- Go to Supervisor

**PAYROLL**
- Payroll sends to bank
- Cheque from Accounts Payable comes to Payroll
- Wait 1-2 days for AP to provide cheque

**END**
- Manual Cheque
- PHAADIT Manual check generated
- Enter any extra for payment if not all RRSP
- Go into PHAADIT to capture earning
- Request Accounts Payable Cheque for RRSP portion
  - [Cheque Rec]
- Payroll sends to bank
- Cheque from Accounts Payable comes to Payroll
- Wait 1-2 days for AP to provide cheque
- Request Accounts Payable Cheque for RRSP portion
  - [Cheque Rec]
- Return form to supervisor
- WAIT 1 week
- Employee takes form to bank

**SEND**
- Cheque or RRSP
- Send Employee form TD2 To fill out
- Cheque or RRSP
- Send Employee form TD2 To fill out

**WAIT FOR**
- EMPLOYEE TO DECIDE
- Severance Calculation from HR
- Termination and Accts Payout Process
7.10. Record of Employment (ROE)

Appointment Clerks complete ROE’s for Leaves, Dismissals, Quits, Mat leaves and Parentals. Timesheet Clerks prepare End of Term for Salaried staff and all others for Hourly workers.

PAYROLL

START

Employee Requests (email, call) for ROE

Receive the Advice of Separation from Department

Apt Employee

PEAEMPL Terminate Employee

Got to PXAROEC form

Enter employee ID pick EMPR Code and complete form

Make adjustments as needed and SAVE

Supervisor runs PXRROEC process

Save output file network drive (SAVE for 3 months – manually purge)

Follow-up with Department to request an AoS

Pause 1-2 days

Verify last day worked To AoS

PAYROLL receives an Advice of Separation

Hourly

Y

Log into Service Canada

Upload PXRREOC file

Log out of Service Canada

N

Review list of failures and Advise clerks

Upload PXRREOC file

Log into Service Canada

END

Y

Clarks logs in and Makes Changes to Correct ROE on ROE site

N

sequences

Record of Employment (ROE)

Phase

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7.11. HR – Mass Salary Changes – All Groups

**Mass Salary Changes – All Groups**

**Phase 1: Build all the tables (Grade + level)**
- Salary change directive based on Collective Agreement
- Run process to create jobs and increase salaries (Lynne Checklist)

**Phase 2: Check Errors**
- Look at why errors occurred and manually update NBAJOBS records
  - Check Errors
  - 951/917 exempt term
  - Faculty phased in retirements
  - Faculty filed retirements
  - Recalculate salary percentages and update NBAJOBS
  - Recalculate PRV adjustments and update default earnings on NBAJOBS

**Payroll Updates**
- Payroll Benefits updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)
- Payroll updates all future dated NBAJOBS records (over 100 hours worth of work on a yearly basis for all employee classes)

**Phase 3: Calculate amount owing**
- Retro
- Payroll updates for Mat/Parental/Prepaid benefits

**Phase 4: Calculate Owing**
- Payroll Benefits
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 5: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 6: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 7: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 8: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 9: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 10: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 11: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 12: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 13: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 14: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 15: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 16: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 17: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 18: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 19: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 20: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 21: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 22: Payroll Benefits updates for Mat/Parental/Prepaid benefits**
- Payroll updates for Mat/Parental/Prepaid benefits (approx. 7 hrs)

**Phase 23: Payroll Benefits updates for Mat/Parental/Prepa...
7.12. Study Leaves

**Study Leaves**

**VPAC**
- Code onto letters all the amounts and details for BANNER
- Letter to each faculty member's leave

**Payroll**
- Enter detail from letter into SS to calculate the study leave salary
- Process Study leave which span July 1 salary increase
- Send SS-PR to BUDGET 2x per year
- Put file and file letter into PR empfile
- Enter in NBAJOBS, enter study leave by earning
- Put in folder for partner to check
- Verified by Partner
- Put into Filing

**Work study spreadsheet**
- Scan prior year spreadsheet and identify faculty which require adjustments in the current year

**VPAC study spreadsheet**
- Original

**Phase**
- VPAC study spreadsheet

---

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7.13. NGLS – Research Grant in Lieu of Salary

Research Accounting

START

Research Accounting fills out a RGLS App Approval form

RGLS

PAYROLL

NBAJOBS – adjust job records and enter effective dates

Enter RGLS into spreadsheet

File folder for partner to check

Payroll Mgr: Compare to FAST for T4A’s (Sept) and make adjustments on NBAJOBS

Study Leave SI

Payroll 18 Put in Verification file

END
7.14. Overpayment

Appt clerk notifies both Supervisors about overpayment, and information is tracked on a spreadsheet.

Assess the reason and rationale for overpayment.

Inform dept. and determine who is going to let emp know.

Calculate gross overpayment.

Do a net calc if in current year.

Current year overpayment.

Calculate gross for prior year.

Contact emp or dept. w/ amt owing.

Negotiate repayment schedule and set up via Default Earnings or if EE paying by cheque, advise of net calc.

Wait for cheque (typically wait till collections).

Request cheque from emp.

Audit clerk reverses payment in Banner for current and prior year for all repayments by cheque.

Check received.

Send Cheque to deposits.

Issue Letter for adjustment CRA.

Prior year repayment made.

N

Y

End.

Y

N

Current Emp.
7.15. **Union Leave**

**UNION LEAVE (PEA/951/917)**

**UNION**

- **START**
- Department reports that employee has been away on Union Business
- PEA

**DEPT.**

- CUPE 951/917
- HR sends monthly report of UNION business for total amt by emp
- Copy to Dept.

**HR**

- Payroll deposits cheques
- PEA is sent an invoice
- Payroll deposits cheques
- Appt desk is doing calculation for Leave (Quarterly)

**PAYROLL**

- JV credit dept. for total & charge in UNION
- END

**Flowchart**

- PEA sends cheque to HR to pay back time
- Payroll deposits cheques
- WAIT (2-3 weeks)
7.16. Provisional Pay

Provisional Pay – 951/917/PEA/Exempt Support

If a position is less than 22 days Dept. fills out Provisional Pay form (951/917/Exc)

START

Less 22 d

PP Form

PP Form from Dept.

PSR Form

Less 22 days – PP Form

More 22d – PSCR

2. Complies into the Payroll. App. Clerk – Date Stamp


4. Review of Form and Complete [Employee file Pulled – other than CL, grant funded, St. Casual]

PEA

Email HR for Approval

WAIT 1-2 Days

Y

N

Calculate the amt of PPR Pay

Payroll 18 Put in Verification file

NBA/JOB enter in default earnings

Retain Copy at CUPE 951/917 desk

Copy PP form

Calculate additional earnings

Less than 22 days – PP Form

More 22d – PSCR

1. Provisional Pay – 951/917/PEA/Exempt Support

PAYROLL

Dept.

Phase

START

PP Form

PSR

PP Form forwarded to Time Entry desk for keying.

WAIT for PHA HOUR

10. Timesheet PHA HOUR

PAYROLL

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### Manual Cheque

**Phase 1: Payroll**
- Payroll, PR Benefits, Dept., Benefits, VPAC, HR

**Multiple Processes**
- Manual Cheque
- Request form found on PR website
- Memo from HR

**Request from HR**
- Email Request

**Request from HR**
- APpt Clerk sets up JOBS record
- Appt Clerks advises Supervisor to complete JOBS setup
- TE Supervisor uses PHAADJT to setup a payment (Disp 40)

**Sent directly to the TE Supervisor**
- IS NBAJOBS RECORD REQUIRED?
  - Y: Payroll taken to DISP 70
  - N: JE Assistant Manager

**PR Error, Severance, Termination, lost and stale dated cheques**
- Do not require a manual cheque request

**Send to HR**
- Email to General Accounting to post manuals to finance and CC audit clerk
- Email AP to request the macro (Intellecheque)

**Finance to Post to Ledgers**
- WAIT for Confirmation From AP to use MACRO
- Payroll Manager has to switch the MACRO
- Audit clerk researches issue and makes corrections

**TE Supervisor will print Intellecheque Process**
- TE Supervisor will run
- Cheques Printed

**TE Supervisor**
- Brought to TE Supervisor for Reviewed against original request
- Correct

**Cheques Printed**
- Folded and Sealed then call/email (emp or dept), then based on response send to dept or leave at front counter for employee/dept

**Jerry Only**
- Dept.

**Lost Stale dated Cheque**
- Comes from 1st/2nd dated cheques

**Cheque Void Process**
- Asst Manager prepares JE for Charge back

**Note:** Lost or stale dated cheques need a service fee charged back to Payroll to cover process charges.
7.18. Lost/Stale Dated Cheque

Lost/Stale Dated Cheques

PAYROLL

AP

BANKING CLERK (AP)

Lost Stale Dated Cheques

Time Entry Supervisor emails Banking Clerk to determine if the cheque has been cashed.

Lost Stale Dated Cheques

PAYROLL

AP

BANKING CLERK (AP)

Lost/Stale Dated Cheque

PAYROLL

AP

BANKING CLERK (AP)
7.19. Failed Direct Deposits

Failed Direct Deposits

- TE Supervisor downloads Returned Items Report from RBC
- Send copy to Banking Clerk (AP)
- Inactivate Employee Bank account info in GXADRD
- Re-issue payment via PHAADIT
- Give to Asst Manager
- Failed Direct Deposit to manual cheque

Returned Items Report

BANKING CLERK (AP)
7.20. **Audit Desk**

Audit Desk and Year End Reconciliation

PAYROLL Phase

START Audit

- Run ViewCat/BANNER/FAST Reports at Disp=40
  - Look for errors, oddities, proportional areas, trends and variances
  - Balance Emergency Pay Report at Disp=70
  - Balance Benefits Rounding Errors (Salaried runs only)

END

Errors?

- Contacts Department for verification
- Incorrect Pay

Errors?

- Print audit reports and provide binder to Asst Mgr for signoff
- TE Supervisor issues stop payment

WAIT (overnight) for BANNER to post to finance

IF POSTING ERRORS

- Run HR FAST reports to calculate remittance (Send to mgr)
- Source Remittances to CRA
- Manually entered

Send Source Remittances to CRA

Manager logs onto RBC to transmit

Send back to Audit Clerk

Note: this process happens when DISP=70 is reached and General accounting has been posted in payroll

END

REISSUE PAY?

Y

RBC

END

IF POSTING ERRORS

N

WAIT (overnight) for BANNER to post to finance

Run HR FAST reports to calculate remittance (Send to mgr)

Source Remittances to CRA

Send Source Remittances to CRA

Manager logs onto RBC to transmit

Send back to Audit Clerk

Note: this process happens when DISP=70 is reached and General accounting has been posted in payroll

END

PHAHOUR TO PAYROLL AUDIT

SD Accounts are reconciled on a Monthly and at YE

START Reconciliation

END

T4 Reconciliation (Dropbox)

End

- Run FAST and BANNER reports
- Look for differences and anomalies, investigations

END

New process improves efficiency to move accruals and adjustments

- Adjust final remittances to carriers (request AP cheque)
- Run ViewCat, FAST reports, and create internal reports
- Investigate
- Correct Errors via PHAADJT

END

Errors?

- Contacts Department for verification
- Incorrect Pay

Errors?

- Print audit reports and provide binder to Asst Mgr for signoff
- TE Supervisor issues stop payment

WAIT (overnight) for BANNER to post to finance

IF POSTING ERRORS

- Run HR FAST reports to calculate remittance (Send to mgr)
- Source Remittances to CRA
- Manually entered

Send Source Remittances to CRA

Manager logs onto RBC to transmit

Send back to Audit Clerk

Note: this process happens when DISP=70 is reached and General accounting has been posted in payroll

END

REISSUE PAY?

Y

RBC

END

IF POSTING ERRORS

N

WAIT (overnight) for BANNER to post to finance

Run HR FAST reports to calculate remittance (Send to mgr)

Source Remittances to CRA

Send Source Remittances to CRA

Manager logs onto RBC to transmit

Send back to Audit Clerk

Note: this process happens when DISP=70 is reached and General accounting has been posted in payroll

END
**7.21. PHAHOURL**

**PHAHOURL Day**

START

- PHAHOURL (should be done 5 times)

**Salary**

- A. Run PRTIME
- B. Run PRTIME

**Timesheet**

- A. Run PRTIME

- Advance Payroll

PREVIOUS

- PREVIOUS

DUPLICATE

- DUPLICATE

NEXT

- NEXT

END

END

**More**

- More
Phase 19e. Take HR copy of RFA plus appt status form (Staple, mail to HR)

HR

Y

Y/N

Note: sometimes filing can be backed up a few weeks.

20. PR Copy stapled to input form

21. Put in for filing (by emp)

22. Mail to departments

23. HR Benefits are put into an envelope and sent to Benefits

24. Employee copy put in envelope (confidential) and sent to department

25. Three copies sent to Dept. including one each for the Grantor and Grantee. 3rd copy is signed by both and returned to HRIS

Y

DEAN'S

N

Y

Grant Funded

Some Dean's areas need the copy, some don't need a copy. Ask question to see if we can remove.

24a. SHRED Dean's copy of output for those departments not part of a Faculty (approx. 40)

24b. SHRED HR copy for 4163 (1, 2, 3)

26. Look on list and send to Dean contact

PAYROLL

END

Dean's

Interoffice Mail

Employee/Grant holder

Employee

HR Benefits

Dept

Note: 8 copies sent out to various dept.

27. Look on list and send to Dean contact

DEAN'S

END

Employee copy put in envelope (confidential) and sent to department

Signed copy is sent back to PAYROLL WHY??? Payroll does not do anything with this.

This could be signed before HRIS gets the copy and processes appt, and move this to the front. HR QUESTION

PAYROLL – SWIM – Page 5

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8. Payroll Setup

8.1. Salaried Employee Payroll Setup

Payroll Processing SA (Salary Employees)

**Phase**

- **Semi Monthly Start**
  - Ask all clerks to get out of NBAJOBS
  - Data loads complete? File Run: CA. Last run of the Month = BUS/EEB/HML/TXR

- **NBPMEN** (recasting – Report Mode)
  - Confirm Random salaries against NBAJOBS
  - Do for the first of the month only for CLA, BUS/EEB/HML/TXR

- **PRFIR**
  - The date entered must be the first day of the pay period (save output)

- **PDRDERR**
  - Error report indicates employees at disposition 05 or 15. Distribute corrections (PHAHOUR) and run PHPTIME again for re-extracts.

- **PHRJOBS** (Search for DISP = 05 and 15)

- **PHPTIME**
  - to generate default hours in PHAHOUR
  - for the first of the month only
  - for CLA, BUS/EEB/HML/HMR

- **PDPLIFE**
  - The date entered must be the first day of the pay period (save output)

- **PHHTIME**
  - Generates default hours in PHAHOUR
  - Recalls individuals deleted earlier from NBAJOBS

- **PHIJOBS** (Search for DISP = 05 and check count)

- **PHPPROF**
  - Proofs the payroll

- **PHIJOBS** (Search for DISP = 25 and check count)

- **PHPLEAV**
  - Processes leaves

- **PHIJOBS** (Search for DISP = 30 and check count)

- **PHPJOBS**
  - Listings of terminated employees: Termed, PW (Ret)}
8.2. Salaried Employee Payroll Page 2

Payroll Processing Page 2

Access query to check for employees with gross G Drive >3,500 and < 1.
Open Access IPayrollIPayroll queries. Click on Reports tab. Run reports named YTD >3,500 and G Drive. Give report to Betty.

Access IPayrollIPayrollIPayroll queries. Click on Reports tab. Run reports named Gross >3,500 and < 1.
Give report to Betty.

Click on Reports tab. Run reports named Gross >3,500 and < 1.
Give report to Betty.

Point of No Return

PHRCISS
Prints cheque issue report. Give Marie a printout of totals.

PHRCDIST
Sacks up Payroll (print out last page ref. Cora FTP)

PHIQOB (Search for DISP = 50 and check count)

PHIQOB (Search for DISP = 40 and check count)

PHPDCM
Calculates cheque and direct deposit amounts.

PYPCHKL
Select 0 for Deposit. Creates a direct deposit file to move to G Drive

PYPSTRP
Enter DO PYPCHKL job number. Will create a "PYPCHKL.bch" output file to move to G Drive

PYPCSBF
Reformats bank file

PYPCXPN
Reformats bank file

PYPCXPN
Reformats bank file

PHRTREG
Creates direct deposit transmittal register

PHRDIRD
Creates report of direct deposits. Give Marie a printout of totals. (Print in MS Word)

PHRCDST
Sacks up Payroll (print out last page ref. Cora FTP)

PRINT DIRECT DEPOSITS and CHEQUES

PYPCHKL
Select 0 for Deposit. Creates a direct deposit file to move to G Drive

25-100

REVIEW BANK TRANSMISSION FOR ERRORS

Errors

N

PHPUPDT
Updates payroll records.

SEND BANK TRANSMISSION

PHIQOB (Search for DISP = 60 and check count)

Notify Finance to Continue

Payroll Page 3

Direct Deposit Report

PHIQOB (Search for DISP = 60 and check count)

SEND BANK TRANSMISSION and REPORTS

REVIEW BANK TRANSMISSION FOR ERRORS

Errors

N

PHPUPDT
Updates payroll records.

Notify Finance to Continue

Payroll Page 3

Direct Deposit Report
8.3. Salaried Employee Payroll Page 3

Payroll Processing Page 3 (Finance)

NBPBUDM: Generates salary and fringe encumbrances and encumbrance changes.

NBPENC: Generates salary and fringe encumbrances and encumbrance changes.

NHPFIN1: Feeds new/changed encumbrances to NHRFINC table.

NHPFIN2: Feeds new/changed encumbrances to SURGFINC table.

FURFEED: Inserts payroll records from SURGFINC into FGBTRNI.

PHIJOBS: (Search for DISP = 62 and check count)

FURFEED: Inserts payroll records from SURGFINC into FGBTRNI.

FGRACTG: Posts transactions to Finance.

FGRTRNI: Creates journal voucher and runs system edits.

FGRTRNR: Feed Errors

PHIJOBS: (Search for DISP = 70 and check count)

PHIEXP: .shl

NHPFIN2: Extracts labor distribution and inserts to SURGFINC.

FGRTRN: Creates journal voucher and runs system edits.

FGRTRNI: Feed Errors

Marie starts reviews

Adjustments

Report Distribution

We may need to investigate FAST
9. PSCR-PSCF Position Status Change Processes

9.1. Position Status Change Request (PSCR) – Department Stream

Position Status Change Request (PSCR) – Department Stream

1. Completed form by Acad unit (filled out)

2. Chair for Approval (sign)

3. Dean for approval (signoff)

4. Sent to VPAC office (verify its complete)
   - Documents become Part of their payroll file

5. CLA liaise with Acad unit to get info needed and reflect updates on package

6. CLA reviews PSCR form against what VPAC understood of the framework agreement and validates with Director

7. CLA reviews PSCR form

8. VPAC if incorrect / incomplete then change PSCR form / discuss with Director and notify unit

9. Director initials approval of PSCR and package

10. At night put ‘Briefcase 1’ in Director’s office and lock

11. Provost receives for signature and approval

12. Tutor in MS Access and enter information from PSCR

13. Generate letter from Provost for some changes and put on employee file

14. Put copy of letter in ‘Briefcase 2’

15. PSCR put in ‘Briefcase 3’

16. Payroll collects ‘Briefcase 1’ on daily basis and swaps with ‘Briefcase 2’

17. Payroll puts ‘Briefcase 1’ in Director’s office to get info needed and reflect updates on package

Note the PSCR is a generic form which needs to be reviewed.
9.2. Position Status Change Form (PSCF) – Faculty

PSCF – FACULTY

Phase

Activities in Dept. that trigger you need to initiate the form

Got to accounting website

Get form and fill in information (got file/BANNER/FAST to pull up info)

Fill out reason for form

Attach info as needed (Mat Leave/ Sudey, etc.) mkt adjustment

Dept. heads for signature

Not always clear to attach

Accounting/forms

Start

Got to accounting website

Fill out reason for form

Attach info as needed (Mat Leave/ Sudey, etc.) mkt adjustment

HRIS

Dean reviews it and signs

End

File

Back to department

Edits

Appt status form

Edits

HRIS

Dean reviews it and signs

End
9.3. Position Status Change Form (PSCF) – Librarians

PSCR – Librarians

- Start
  - Change in PR or HRIS
  - Fill out form
  - Fill out form re employee (Straight fwd)
  - Fast
  - Position Spreadsheet

- Send to Dean/Lib for signature

- Faculty
  - Generate Supporting Documentation
  - VPAC for review and signing
  - Send form to Payroll

- Payroll
  - HRIS/Payroll

Eg. Beginning of a leave or end of a leave
- Let fall into
- Notes in calendar to remind of follow up actions
- Send PSCF at beginning and END

What are we sending here

PSCR

PSCR – Librarians
Dept.
VPAC
PAYROLL
9.4. Position Status Change Form (PSCF) – CUPE 951/PEA/917

PSCF – CUPE 951/PEA/917 (FS, FACIL, US)

- **Emp/Mgr Manager notifies about Leave**
- **Fill out the PSCF form**
- **FS for layoffs**
- **Director/Mgr signs off**
- **Send to Payroll**
- **PAYROLL**

MS Access: Grab old form and duplicate or go to database to get info.
9.5. Position Status Change Request (PSCR) – VPAC

Position Status Change Request (PSCR) – VPAC

1. VPAC completes PSCR form to directors of payroll on a change
2. Attach supporting documentation to PSCR
3. Director/CLA review the PSCR form
4. Director initials approval of PSCR and package
5. Provost receives for signature and approval
6. Enter in MS Access and enter information from PSCR
7. Letter generated from Provost or letter in department would Kickoff VPAC access
8. File letter in VPAC Employee file
9. Put PSCR in “Briefcase 1”
10. At night put “Briefcase 1” in Director’s office and lock
11. Payroll collects “Briefcase 1” on daily basis and swaps with “Briefcase 2”

Note: The PSCR is a generic form which needs to be reviewed.

Copy of PSCR and Recruitment package go to Budgets

This is sent from payroll; or do both send?

File in VPAC

File in VPAC

File in VPAC

File in VPAC

Phase

PAYROLL

ACAD UNIT

VPAC

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9.6. Position Status Change Request (PSCR) – Extensions to term

**Note:** Can this be sent to HR first for approval.

**Payroll – 116 Employee File**

1. Mail picked up and date stamped
2. Mail picked up and date stamped
3. Appt Clerk - Separate Forms A L and M

**EXPEDITED Payroll**

- Wait 1-2 days, and comments are required
- Email HR and WLC for Approval

**PAYROLL**

- Email union/HR for approval
- Non Union/ME/Faculty/Grant Funded/Agency
- Enter comments onto the Appt status
- Suitcase

**Summary Card**

- Notify HR office and wait for copy of signed letter from Dept./Employee to tell them their OBN is terminated
- Remove OBN from default earnings tab, and change PAYSTEP PEAEMPL – Change Emp Group and Ben Cat.

**PDABDSU – Setup Pension**

- Wait for HR for approval and Dept. to Post (1+ week)
- Department from dept.

**PEAEMPL – Switch Emp Group and Ben Cat.**

- Notify HR
- Payroll

**Agency**

- More than 3 yrs and no backfill
- Employment more than 2 yrs
- Notify HR office

**End**

- Check for posting, if not contact HR to POST and not backfill on leave
- Check for posting, if not contact HR to POST and not backfill on leave

**PSCR – Extensions to Term**

- Copy of RFA/PSCR to Pension office to make determination of pension plan

**PAYROLL**

- Enter Revised Leave entitlement in NBAJOBS (if applicable)
- Notify PR and HR Benefits clerks to notify them of Status Change

**Employee File**

- Put aside in holding file and wait for advice
- Employment more than 6 mos and no backfill
- Notify HR

**Extension takes Employment to 7 months or greater**

- Put aside in holding file and wait for advice
- Employment more than 3 yrs

**PSCR – Extensions to Term**

- Send Email to PR and HR to notify them of Extension
- Grant desk makes copy of PSCR for PR Benefits clerk to extend coverage for those employees with benefits
- Extension takes Employment to 5 months or greater than 8 yrs
- Extension takes Employment to 7 months or greater than 6 yrs

**PAYROLL**

- Email union/HR for approval
- Non Union/ME/Faculty/Grant Funded/Agency

**PAYROLL**

- Do not take it to HR first for approval
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR

**PAYROLL**

- Notify HR
- Notify HR
9.7. Position Status Change Request (PSCR) – Leave/Transfer (Maternity/Parental)

PSCR – Leaves/Transfers (Maternity/Parental)

1. Creation of PSCR
   - Dept./Faculty
   - Mail

2. Mail picked up and date stamped
   - Paperwork from doctor
   - ROE

3. Appt Clerk - Separate forms A-L and M-Z
   - Wait for dept. reply (1-2 days)
   - Contact dept. for note
   - Doctor’s Note
   - Faculty and not signed

4. Review of Form and Complete (Employee file Pulled - other than C1, grant funded, St. Casual)
   - PSCR

5. Send copy PSCR to HR Benefits Clerk (for unpaid leave)

6. Give copy to PR Benefits Clerk (top-up)
   - Payroll
   - 1-2 days
   - 15th Employee File
   - PR Benefits Clerk prepares timesheets to pay top-up on a pay period basis over period of leave
   - Waits for EE to contact/ provide EI confirmation of benefit amount

7. Appt Clerk
   - NBAJOBS enter Eff date and mat, parental and return to work date
   - PEAEMPL – Change to leave w/o pay w/ benefits
   - ROE
   - On Return Switch PEAEMPL – Back to active
   - WAIT to Return (1 yr approx)
   - WAIT for PHA/HOUR (Salaried runs only)
   - Places timesheet in basket for TE desk for keying
   - Submits to TE Supervisor for signoff
   - Notify PR on changes.

8. Bring fwd file to be done at a later time – ROE to be generated & PEAEMPL updated
   - PEAEMPL – Change to leave w/o pay w/ benefits
   - OE
   - WAIT to Return (1 yr approx)
   - Places timesheet in basket for TE desk for keying
   - Submits to TE Supervisor for signoff
   - Notify PR on changes.

HR Benefits

- Notify PR on changes.
- Update PDA/EDN when appropriate
- Benefits Office adds dependant on PDABCDV and PDABENE

Payroll

- Mail
- Dept./VPAC/Faculty
- Paperwork from doctor
- ROE
- 1-2 days
- 15th Employee File
- PR BENEFITS FORM
- Notify PR on changes.
- Update PDA/EDN when appropriate
- Benefits Office adds dependant on PDABCDV and PDABENE

VPAC

- Mail
- Doctor’s note retained by VPAC
- Faculty and not signed

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PSCR – FTE/Salary Change

START

Dept./Faculty

Mail

PSCR

2. Mail picked up and date stamped

3. Asst Clerk – Separate forms A-L and M-Z

4. Review of Form and Complete (Employee file Pulled: other than CL, grant funded, Sr. Casual)

Continuing Emp (Base Funded), Permanent Change to FTE

WAIT – (up to a week)

Budget sends email to signing Authority requesting:
1) Budget Source
2) VP approval

Scan and Email to Budgets for approval

Written confirmation needed from Employee to confirm acceptance of change in FTE (Increase or Decrease)

Y

CUPE 951/917/FEA/Exempt Support

N

Email to HR that FTE changed

Salary change, fte change

Email HR that FTE changed

Send copies of PSCR

Recalculate sick and vacation allotment and update PEALEAV

N

Email employee (new eff date, Salary change, fte change)

Send PR Benefits copy of PSCR

Pensions

PR Benefits

Prof Dev

Email PR Benefits

Send Payroll Prepaid Benefits Flow

VPAC

Payroll – 15b Employee File

Pensions

FTE drops below .5 FTEN

Y

Email to HR and PR Benefits

Email HR

Payroll

Prepaid

Benefits

Flow

Update PDADEDN

Email HR

Payroll Prepaid Benefits Flow

Update PDADEDN

Y

FTE drops below .5 FTEN

N

Review of Form and Complete

Employee file Pulled: other than CL, grant funded, Sr. Casual

Payroll – 15b Employee File

FTE drops below .5 FTEN

N

Send PR Benefits copy of PSCR

Email PR Benefits

Send Payroll Prepaid Benefits Flow

Update PDADEDN

Y

Payroll

Prepaid

Benefits

Flow

Update PDADEDN

N

Rewrite of Form and Complete

Employee file Pulled: other than CL, grant funded, Sr. Casual

Continue Emp (Base Funded), Permanent Change to FTE

1) Budget Source

2) VP approval

Scan and Email to Budgets for approval

Written confirmation needed from Employee to confirm acceptance of change in FTE (Increase or Decrease)
9.9. Position Status Change Request (PSCR) – Account Changes

Accounting Changes – FOAPAL Acct Changes

START

VPAC

Dept./Faculty

PSCR

2. Mail picked up and date stamped

3. Appt Clerk - Separate forms A1 and M-Z

4. Review of Form and Complete (Employee file Pulled - other than CL, grant funded, SI, Casual)

CFI Grant not from VENUS/NEPTUNE/ONCS

Y

N

Send for signoff by research

Continue Emp (base funded)

Y

N

Send to Budget for Approval

Wait for Signoff (1-2 days)

Send to VPAC for Approval

Wait for Signoff (1 week)

Faculty

Y

N

Salary Reallocation form - which pay periods - which emp

Retro for Prior Fiscal Year

Retro Changes

N

Y

N

Contact dept. and direct them to General Accounting

Payroll – 15b Employee File

NBAJOBS (Change Reason, Eff Date, JLBD data, Change Acct, with new eff date)

Wait for Signoff (1 week)

End

PAYROLL

VPAC Dept./Faculty
9.10. Position Status Change Request (PSCR) – STD Medical Leave

STD Medical Leave with/without Pay (PEA/Faculty/ME, CUPE 951/917/Exempt Support)

RISK – Because of the lengthy sick allotments that are not tracked for some groups, we do not know in most cases if the EE is on leave because they continue to receive pay (can we get an idea of IMPACT).

RISK – HR reports on active and non-active employees. If employee on medical leave and it is not reflected in Banner, HR reporting is inaccurate (IMPACT).

Communications on leave with/without Benefits need to be reviewed

Each area can come back with a different outcome
9.11. Position Status Change Request (PSCR) – Secondments

Secondments

<table>
<thead>
<tr>
<th>Dept.</th>
<th>START</th>
<th>Dept.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1-2 days</td>
</tr>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Mail picked up and date stamped</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Desk sort A-L, M-Z</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Review of Form and Complete (Employee file Pulled – other than C1, grant funded, S1, Casual)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No RFA or no PSCR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>N</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Hold and call dept. for missing paperwork</td>
</tr>
<tr>
<td></td>
<td></td>
<td>V</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NBAJOBS: Place Current Job on Leave</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Current or New</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New job</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Copy of paperwork to PR Benefits Clerk</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Payroll – 15b Employee File</td>
</tr>
<tr>
<td></td>
<td></td>
<td>END</td>
</tr>
</tbody>
</table>

NBAJOBS: Place Current Job on Leave
Payroll – 15b
Employee File
Copy of paperwork to PR Benefits Clerk
Payroll – 15b
Employee File
END

NBAJOBS (Change Reason, Eff Date, JLBD data, Change Acct, with new eff date)

- The flowchart does not seem to be capturing the benefit implications
- Benefits Office sends letters to employee with option to continue with benefits (except pension)
- Employee who chooses to continue their benefits during layoff must pre-pay the premiums
- Post dated cheques provided by employee to PR. Or provided to HR. HR makes copies and sends to payroll.
- PR sets up PDADJ for prepay deductions and processes payments. Benefits terminates in PDABCOV anything not being prepaid.
10. Request for Advice (RFA)

10.1. RFA – Faculty - Reg/Librarians

<table>
<thead>
<tr>
<th>Phase</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>START</td>
<td>Completed form by Acad unit (filled out)</td>
</tr>
<tr>
<td></td>
<td>Chair for Approval (Sign)</td>
</tr>
<tr>
<td></td>
<td>Dean for approval (full package, signoff)</td>
</tr>
<tr>
<td></td>
<td>Dean retains copy of electronic documents and may have system to track the info (employee and position data)</td>
</tr>
<tr>
<td></td>
<td>Offer Letter</td>
</tr>
<tr>
<td></td>
<td>Complete VPAC only information on RFA form from offer letter and recruitment file to complement</td>
</tr>
<tr>
<td></td>
<td>Director/CLA review the package and RFA form</td>
</tr>
<tr>
<td></td>
<td>VPAC Director initials approval of RFA and package</td>
</tr>
<tr>
<td></td>
<td>Copy of RFA and Recruitment package go to Budgets</td>
</tr>
<tr>
<td></td>
<td>Provost receives for signature and approval</td>
</tr>
<tr>
<td></td>
<td>Budget Office approves once funding is verified</td>
</tr>
<tr>
<td></td>
<td>CLA finds RTR number in MS Access and enters information from RFA into database</td>
</tr>
<tr>
<td></td>
<td>Payroll collects ‘Briefcase 1’ in Director’s office and locks</td>
</tr>
<tr>
<td></td>
<td>At night put ‘Briefcase 1’ in Director’s office and lock</td>
</tr>
<tr>
<td></td>
<td>Payroll collects ‘Briefcase 1’ on daily basis and swaps with ‘Briefcase 2’</td>
</tr>
<tr>
<td>END</td>
<td>Stored in VPAC</td>
</tr>
<tr>
<td></td>
<td>Stored in VPAC</td>
</tr>
<tr>
<td></td>
<td>VPAC MS Access Subprocess</td>
</tr>
<tr>
<td></td>
<td>Payroll collects ‘Briefcase 1’ on daily basis and swaps with ‘Briefcase 2’</td>
</tr>
</tbody>
</table>

Reg/Perm, all fac/lib appointments must go through Budget Office to obtain position

---

Notes to find out what the Dean’s Area does with this

Budget process is documented below we need to link to it

 Payne Letter

Recommendation for APT

Recruit Form

Facility Orientation

Regulatory Form

Vendor Form

Request Letter

Offer Letter

RFA – Faculty (Reg / Librarians)

Acad Unit

VPAC

PAYROLL

---

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10.2. RFA – Faculty – Academic Unit

**RFA – Faculty**

**Phase**

**Faculty Dept.**

**Dean’s Area**

- START: Dean’s office starts Process
- Dean’s office starts Process
- Provide copy to dept. (finalized & signed)
- Dept. starts paperwork & paper file. Might leave blank if don’t know & Dean fills in
- Chair Reviews and Signs
- Goes back to Dean’s Office
- Update spreadsheet of all faculty members
- Dean completes final details on form (Verifies the form)
- Change Form
- Send to VPAC
- VPAC BUDGET Approval
- Present to Dean for review and sign
- Dean Signs
- Copy of Final goes to Dept

**VPAC**

- Change Form
- Copy of Final goes to VPAC
- VPAC BUDGET Approval
- Present to Dean for review and sign
- Dean Signs
- Copy of Final goes to Dept

**Payroll**

- Change Form
- Copy of Final goes to VPAC
- VPAC BUDGET Approval
- Present to Dean for review and sign
- Dean Signs
- Copy of Final goes to Dept

- Dept.

**Candidate**

- Space, Salary, negotiations with Candidate
- Create Paper file
- Chair Reviews and Signs
- Goes back to Dean’s Office
- Update spreadsheet of all faculty members
- Dean completes final details on form (Verifies the form)
- Present to Dean for review and sign
- Dean Signs
- Copy of Final goes to Dept

- Dept.

**Create Paper file**

**Employee Status Form**

- Payroll
- Form back to department for verification (Acting)
- Copy of final goes to VPAC
- Put in file

- Dept.

**Create Paper file**

**VPAC BUDGET Approval**

- Present to Dean for review and sign
- Dean Signs
- Copy of Final goes to Dept

- Dept.

- Dept.

**Letter of Offer**

- Provide copy to dept. (finalized & signed)
- Chair Reviews and Signs
- Goes back to Dean’s Office
- Update spreadsheet of all faculty members
- Dean completes final details on form (Verifies the form)
- Present to Dean for review and sign
- Dean Signs
- Copy of Final goes to Dept

- Dept.

**Letter of Offer**

- Provide copy to dept. (finalized & signed)
- Chair Reviews and Signs
- Goes back to Dean’s Office
- Update spreadsheet of all faculty members
- Dean completes final details on form (Verifies the form)
- Present to Dean for review and sign
- Dean Signs
- Copy of Final goes to Dept

- Dept.

**Letter of Offer**

- Provide copy to dept. (finalized & signed)
- Chair Reviews and Signs
- Goes back to Dean’s Office
- Update spreadsheet of all faculty members
- Dean completes final details on form (Verifies the form)
- Present to Dean for review and sign
- Dean Signs
- Copy of Final goes to Dept

- Dept.

**Letter of Offer**

- Provide copy to dept. (finalized & signed)
- Chair Reviews and Signs
- Goes back to Dean’s Office
- Update spreadsheet of all faculty members
- Dean completes final details on form (Verifies the form)
- Present to Dean for review and sign
- Dean Signs
- Copy of Final goes to Dept

- Dept.
**RFA - NURSING**

**Phase 1: VPAC**
- **Budget Approval**
- **Gather CV, Ref Lett, App**
- **VPAC Advises Range**
- **Fill out RFA Form**
- **For salary info on form – discussion with Director and Dean; they determine salary, start (Range from VPAC)**
- **Salary Adjust based on discussions on final form**
- **Indicate add mkt adj on form but not actual (VPAC adds is final offer)**

**Phase 2: Director**
- **Wait for Signature and Approval**
- **Director signs**
- **VPAC Advises Range**

**Phase 3: Deans Office**
- **Finalizes Letter of Offer**
- **HRIS**

**Phase 4: US Applicants**
- **Contact via Email or Phone, frustrating, U**

**Phase 5: Director**
- **Back to Asst**

**Notes:**
- Non-Canadian Visa, extra docs to work in Canada.
- US Applicants need confirmation from VPAC (delays status)
- Create Paper File
- Change Form
- Dean sends straight to VPAC
- WaIIT for Signature and Approval
- Deans Office Finalizes Letter of Offer

---

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10.3. RFA – Faculty - Librarians

RFA - Librarians

START

Package Reviewed

Complete RFA with information (From CV, faculty info, SIN, Citizenship, DOB)

Review RFA package & signed by Dean

Scanned (Photocopy)

Create Paper File on network drive or put in binder

May need to contact VPAC for checklist

Enter information in Spreadsheet LOG

Name, Position, Date

Letter, CV, Rec Letters

VPAC

END

Update spreadsheet on Sp Acad

Forward to candidate for confirmation

Candidate

VPAC – BUDGET APPROVAL

sometimes librarian sends a copy to PR

FAX doc with signatures

Electronic confirmation of appointment from VPAC (foreign only)

Position Spreadsheet

Need to Confirm action

Originals

Letter, CV, Rec Letters

Electronic confirmation of appointment from VPAC (foreign only)

PDF doc with signatures

Forward to candidate for confirmation

Update spreadsheet on Sp Acad

Letter, CV, Rec Letters

Candidate

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10.4. RFA – Faculty - CUPE 951/PEA

RFA – CUPE 951/PEA

Limited Term < 1yr

<table>
<thead>
<tr>
<th>Phase</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>START</td>
<td>Complete RFA with information (enter V# what has changed, offer letter for IMP/LAW, add POS details, salary consult with HR if offer letter not complete)</td>
</tr>
<tr>
<td>Dean/Lib reviews and signs</td>
<td>Employee file created at time we initiate recruitment</td>
</tr>
<tr>
<td>Send to payroll (Walk, Mail, Email)</td>
<td></td>
</tr>
</tbody>
</table>

Personnel File

Recr (Posn)

Other

<table>
<thead>
<tr>
<th>Phase</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>START</td>
<td>Complete RFA with information from Offer letter, Demographic Information (SIN, DOB, etc.), POS info</td>
</tr>
<tr>
<td>Email/Phone Candidate</td>
<td></td>
</tr>
<tr>
<td>Candidate</td>
<td></td>
</tr>
<tr>
<td>Payroll</td>
<td></td>
</tr>
</tbody>
</table>

Payroll

<table>
<thead>
<tr>
<th>Phase</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>START</td>
<td>Offer Letter</td>
</tr>
<tr>
<td>Offer Letter</td>
<td>Review and Sign by Dean/Lib</td>
</tr>
<tr>
<td>Complete RFA</td>
<td>If joint app/</td>
</tr>
<tr>
<td></td>
<td>Send to payroll (Walk, Mail, Email)</td>
</tr>
<tr>
<td></td>
<td>Send to other department for signing</td>
</tr>
</tbody>
</table>

Payroll

<table>
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<th>Action</th>
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<tr>
<td>Review and Sign by Dean/Lib</td>
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</tr>
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<td></td>
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<td>Offer Letter</td>
</tr>
<tr>
<td>Offer Letter</td>
<td>Complete RFA</td>
</tr>
<tr>
<td>Review and Sign by Dean/Lib</td>
<td>If joint app/</td>
</tr>
<tr>
<td></td>
<td>Send to payroll (Walk, Mail, Email)</td>
</tr>
<tr>
<td></td>
<td>Send to other department for signing</td>
</tr>
</tbody>
</table>

Payroll

<table>
<thead>
<tr>
<th>Phase</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>START</td>
<td>Offer Letter</td>
</tr>
<tr>
<td>Offer Letter</td>
<td>Complete RFA</td>
</tr>
<tr>
<td>Review and Sign by Dean/Lib</td>
<td>If joint app/</td>
</tr>
<tr>
<td></td>
<td>Send to payroll (Walk, Mail, Email)</td>
</tr>
<tr>
<td></td>
<td>Send to other department for signing</td>
</tr>
</tbody>
</table>

Payroll
10.5. RFA – CUPE 951/917/PEA

RFA – CUPE – 951-917 – PEA

Phase

Food Services

- Food Services Mgr
  - Employee must come in
  - Union deduction forms, Direct deposit/Demographics, SIN
  - Orientation and enrollment form

- Verbal offer (Retirement, Resignation, LTD, etc.)
  - Facilities Mgr, contacted
  - Contact Employee with verbal offer

- Mgr/Directors Signature
  - Create RFA
  - Send to Payroll

University Services

- University Services
  - Hiring Package to Employee
  - Employee fills out and
  - US has new employee policy Key Check

- Electronically Scan and file employee documents
  - Log of what and when it happens.
  - Once it shows up in BANNER then they remove the record

- Update MS Access data... has links into BANNER
  - 25 fields auto populated with internal notes and links
  - (Tracking position, leaves, etc. from the MS Access DB)

Payroll

- Payroll Creates V#
  - Ask for V# for netlink ID

- Employee confirmation email for access and information
  - Sometimes does not go to employee or manager

- Appt Status, comes later
  - Sometimes later such as 3-6 months

- Call – Everyone is waiting for V# holds up process, sometimes look in BANNER
10.7. RFA – Limited Term (Under 1 year)

Recommendations for Appointment – Limited Term Under 1 Year

1. Completed form by Acad unit (filled out)
2. Chair for Approval (Sign)
3. Dean for approval (CV and appointment form)

PAYROLL

ACAD UNIT
10.8. RFA – Extra to Load

Recommendations for Appointment – Extra to Load

<table>
<thead>
<tr>
<th>Phase</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>START</td>
<td>1. Completed form by Acad unit (filled out)</td>
</tr>
<tr>
<td></td>
<td>2. Chair for Approval (Sign)</td>
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<tr>
<td></td>
<td>3. Dean for approval (full package, signoff)</td>
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<td>4. Send to VPAC office (AVP Faculty Relations verify its complete)</td>
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<tr>
<td></td>
<td>Package becomes part of their payroll file and possible VPAC functional file???</td>
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<td>5. AVP Fac Rel Office liaise with Acad unit to get info needed and reflect updates on package</td>
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<td>6. Kim Validate request is reasonable for faculty member, Send to Kim for review and approval</td>
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<td>7. Send back with instructions to dept</td>
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<td>8. CLA to log it in MS Access</td>
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<td>9. Original Package is put into 'Briefcase 1'</td>
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<td>10. Payroll collects 'Briefcase 1' on daily basis and swaps with 'Briefcase 2'</td>
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<td>96. Payroll collects 'Briefcase 1' on daily basis and swaps with 'Briefcase 2'</td>
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</tbody>
</table>

We need to follow up on the payroll flow.

CLA to log it in MS Access

Memo/email of explanation or contract to justify expense

Note is Kim a CLA
11. Sessional

Sessionals/Non Union Sessionals/Credit/Non Credit/External Mgt/Extra to Load

- Dept.
- START
- VPAC

- Payroll
- Other Dept.

2. Mail picked up and date stamped
3. Appt Clerk - Separate forms A-L and M-Z
4. Review of Form and Complete (Employee file Pulled - other than C1, grant funded, SI, Casual)

FACULTY Extra to Load

Grad Studies for Approval
Grad Studies Wait (Couple weeks)
Contacts Wait (1wk - 3mts)
Contact dept.

Incomplete docs

Semis Monthly PP calculator

If related, there is a conflict of interest and needs approval of VPAC or HR

Grad Level Sessional

Clerk verifies pay step (Check CV to Verify)

Incomplete docs

PR BENEFITS FORM

Wait for Form to send back completed benefit forms

C3 Benefits Process Flow

C3 Benefits

C3 Sessional

PR Sessional

Payroll

Karen

Enter Employee into Banner

Email HR benefit clerk or add to spreadsheet and send to HR benefit clerk and copy PR benefit clerk

Review and put post units taught to date

7.5 units for year

Employee into Banner
12. Study Leave

Study Leave Process

Note: Post Approval there are often changes which complicate matters and must be handled manually.

- Four Types of Leave governed by F.A.
  1. Admin Leave
  2. Librarian Study Leave
  3. Faculty Member Study Leave
  4. Senior Instructor Study Leave

  Requirements vary, also pay
  Administrators are:
  1. Chairs
  2. Deans
  3. Associate Deans (separate document)
  4. Directors of Schools

- Faculty member initiates workflow from My page and receives an email advising him/her that the application is ready for completion.
  - Was advised by email
  - Was required to add attachments
  - Must apply Sep-Oct

- Dean/Chair/Director
  - Chair/Dean/Director receives an e-mail asking them to review and provide recommendation on the application.
  - Must complete by Oct 31

- VPAC
  - VCAP run VivaCat Study leave appr
  - Study leave data
  - Study leave approval

  - Dean Approves Workbook in Workflow

  - VPAC Approval (Pam)

  - VPAC approves Approval Letter for Provost and Spreadsheet

  - VPAC imports Final Excel Copy to MSAccess

  - VPAC prepares Approval Letter

  - VPAC distributes Letters

- Provost
  - Headnotes, comments, initials spreadsheet, signs letter

  - Headnotes, comments, edits spreadsheet

  - Printed Spreadsheet and Letters

  - Signed Approval letters

- Other
  - Budget Office
  - University Secretary Office

  - Payroll also gets a copy via interoffice:
    - Excel printout initiated by Provost
    - Signed memo from Provost
    - Letter to Faculty Member

  - Payroll
13. Time Entry

13.1. Departmental (New or Rehire)

Department Or Web Time Entry – New or Rehire

START

Dept. Rep completes New or Rehire Forms / Account Services Website

Campus Mail or Send Electronically (Email), Excel spreadsheet

Send to Payroll process

Received by Payroll (1-4), (HRIS box)

Payroll 7 New Employee

Wait for payroll processing to complete

Payroll 84 Return From New Employee Entry

RETURN FOR PAYROLL RUN

END

New Employee

7a. PPAIDEN updates to demographic

Update PEAEMPL

Send Notification to dept. (respond to email)

Check PHATIME

Send Notification to dept.

7b. Create employee in QDAMETH/PPAIDEN, PEAHIRE

EMPLOYEE PAID

Susan is Documenting BF System (Double Work of Photocopies)

Employee #
Name
Address
SSN
Mailing
DOB
Citizenship
TS Org
Position No
Rate
Vacation Pay/Sage
First Day worked
Dept.
EE Class
FOAPAL

7
b.
Create employee
in QDAMETH/ PPAIDEN, PEAHIRE

7. Search for Employee

Update PEAEMPL

PVATD 1s

Send Notification to dept.

PPAIDEN, PEAHIRE

PVATD 1s

Send Notification to dept. (respond to email)

Check PHATIME

Send Notification to dept.

PVATD 1s

Send Notification to dept.

PVATD 1s

Send Notification to dept.

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PVATD 1s

Send Notification to dept.
13.2. Departmental or Web Time Entry

**Department Or Web Time Entry**

**Employee**

- **START**
  - Employee go to MyPage
  - Choose Time Entry
  - Select Job
  - Enter hours/day by earn code for pay cycle
  - Submit for approval to designated representative

**Designated Keyer**

- **START**
  - D2. Go into PHATIME
  - D3. Choose not started
  - D5. Scroll down to employee
  - D6. Enter Earn code and time daily
  - D7. Save entries
  - D8. Submit for approval at end of pay period to designated representative

**Approver**

- Approver logs into MyPage or Banner
  - BANNER
  - Go into PHADSUM
  - Pull in timesheets pending
  - Review each timesheet
  - Accurate
    - Y
      - Correct Record
    - N
      - Approve each or approve all
  - MyPage
    - N
      - Review each timesheet
      - Login to timesheet approval
      - Return to employee/Keyer
    - Y
      - END

---

**NOTE:** Employee, Keyer, and Approver must be setup in Time Entry Prior to this process. PETE to take Susan’s process and document into new TAB.

We may need to cover the setup of keyers and approver in Web and Department time entry.
13.3. Web Time Entry – User Setup

Department Web Time Entry (WTE) USER Setup

Phase

START

Email request

Request from Dept. or Approver for WTE setup

Approver

Dept.

N

Approver sets up proxy by going to MYPAGE employee services

Email

Payroll Receives request for WTE setup

Check to see if approved has signed and has Signing Authority for ORGN

Approver OK

Approver cannot hold a shared or pooled position number

Dept. Approver

Email

Check for required information

Verify/Setup Keyer/Approver in PTRUSER for Dept Time Entry

Approver setup

Y

Setup user in PSA ORGN (note: some depts have multiple ORGS, e.g. athletics

END

Y

Advice Time Entry Clerks

Update Dept. Time Entry Listing

N

Advise Dept. including approver

Setup Approver in NTRRIQUE

Keyer or proxy

N

HRIS ADMIN

Payroll

Department

Email

HRISADMIN@UVIC.CA

WAIT for Setup

NAME

V#

POSITION #

NETLINK ID

ORGN

Keyer or proxy

Y

Verify/Setup Keyer/Approver in PTRUSER for Dept Time Entry

Approver setup

N
13.4. **Leave Entry**

<table>
<thead>
<tr>
<th>Leave Entry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>START</strong></td>
</tr>
<tr>
<td>Employee go to MyPage</td>
</tr>
<tr>
<td>Choose Leave Entry</td>
</tr>
<tr>
<td>Select Job</td>
</tr>
<tr>
<td>Enter hours/day by leave code for pay cycle</td>
</tr>
<tr>
<td>Submit for approval supervisor</td>
</tr>
<tr>
<td><strong>END</strong></td>
</tr>
</tbody>
</table>

- Job Title
- Position Number
- Organization

---

**Version:** 1.10  
**Page:** 102
13.5. Leave Time Entry – Central 951/917/Except

Leave Time Entry – Central Entry (951/917/Exempt)

- Benefits runs leave reports
- Benefits reconciles leave balances
- Benefits processes sick bank applications to determine which employees can continue on paid leave
- Benefits reverses WorkSafe BC entries
- Benefits determines overdrawn leave balances and prepares salary deduction notices. Copies to employee and PR.

Phase

- **START**
  - Excel spreadsheet from all departments on campus
  - Name
  - ID
  - Time used by leave code

- **Benefits run Leave Reports**

- **Benefits reconciles leave balances**

- **Benefits Process sick bank applications**

- **Continue on paid leave**
  - Y
    - 1. Logs into Banner
    - 2. PHATIME enters each entry by department by leave code and approves

- **N**
  - Benefits Reverses WorkSafe BC entries
  - Benefits Determine overdrawn balances
  - Prepare salary deduction notices

- **END**

- **Sick Bank Applications**

- **Benefits run Leave Reports**

- **Benefits reconciles leave balances**

- **Benefits Process sick bank applications**

- **Continue on paid leave**
  - Y
    - 1. Logs into Banner
    - 2. PHATIME enters each entry by department by leave code and approves

- **N**
  - Benefits Reverses WorkSafe BC entries
  - Benefits Determine overdrawn balances
  - Prepare salary deduction notices

- **Deduction Notices**

- **PR**

- **Employee**
13.6. Leave Time Entry – Departmental Entry

HR Benefits

Phase

START

1. Logs into Banner

2. PHATIME enters each entry by department by leave code and approves

END
14. Time Sheets

14.1. Faculty Time Sheets

**Time Sheet – Work Study**

- **Start**
  - Fill out Paper form (Time Sheet)
  - Dept supervisor signs
    - Dept supervisor signs (Reviews and Verifies)
- **Timesheet**
  - TS put into Interoffice Mail or given back to employee to walk down
- **PAYROLL/HRIS**
  - PAYROLL

8-12 timesheets per week for each area
14.2. Residential Services Time Sheets

Residential Service – Leave Adjustments

Residential Service

- START
- SS Entry of Time from 917
- Calc Accruals for SIC/VAC
- Dept. Time Entry
- Submit to PAYROLL
- Run Pay for Person
- PEALEAVE
- Lookup EMP
- Adjust Accrual Code

PAYROLL

- END

Food Services

Excel Spreadsheet

<table>
<thead>
<tr>
<th>Timesheet BOB</th>
<th>Sick BOB</th>
<th>Vacation BOB</th>
</tr>
</thead>
<tbody>
<tr>
<td>M T W T S S M T W T S S</td>
<td>Accrual – 1.5</td>
<td>Accrual – 7</td>
</tr>
<tr>
<td>TIME</td>
<td>VAC</td>
<td>LEAVE</td>
</tr>
<tr>
<td>7 7 0 7 7</td>
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</table>

Monthly Report

PHATIME Information (Time, Sick, Vac)

PHATIME

PEALEAVE
14.3. Timesheets (Paper Based) - Hourly/Salary Employees

Phase

1. Forms / Account Services Website: Employee or Dept.
   Fill out timesheet

2. Timesheet goes to Supervisor for review
   Fill in:
   - Earn Code
   - Position No
   - Salary
   - Vacation %
   - Pay Rate
   - Account No
   - EE Name
   - Vnumber
   - Number hrs and dates worked
   - Dept.
   - Org.

3. Supervisor / Account Holder signs timesheet

4. Interoffice mail or dropped off to PR inbox
   Sometimes employees can drop their own timesheets, also
   dropbox exits which anyone can drop TS
   RISK: HRIS verifies signature, but the Signing authority database
   is not up to date

5. (Payroll) Data Stamp and given to supervisor TE

6. TE Super Review for obvious or glaring errors
   Y
   6a. Research Admin
   (Additional Signature may be required)
   wait for VPAC
   approval (1-2 wks)

   6b. VPAC approves if Faculty

   6c. Shortage

   N
   6d. If BIG errors
   send them back or call the department

7. Put into ‘To be Sorted’ box
   This may cause the TS
   to miss pay run and
   cause a manual cheque

8. TE Desk sorts by pay run type (SA or SM)

9. TE Desk Code and review the timesheets

10. Timesheet PHAHOURL

11. WAIT for PHAHOURL
    to OPEN

12. PHAHOURL – clerks key
    timesheets

PAYROLL

N

PAYROLL AUDIT

RISK: HRIS verifies signature, but the Signing authority database
is not up to date
### Appendix F – Document Revision Summary

<table>
<thead>
<tr>
<th>Version</th>
<th>Revision Date</th>
<th>Summary of Changes</th>
<th>Changes Made</th>
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<tr>
<td>1.0</td>
<td>May 15, 2013</td>
<td>Initial Template</td>
<td>Lynda Pattie</td>
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<td>1.1</td>
<td>June 2, 2013</td>
<td>Revisions based on meeting with JJ</td>
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<td>1.2</td>
<td>June 8, 2013</td>
<td>Addition of Recommendation Details</td>
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<td>1.3</td>
<td>June 22, 2013</td>
<td>Addition of Recommendation Details</td>
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<td>June 25, 2013</td>
<td>Recommendation/Roadmap</td>
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<td>June 27, 2013</td>
<td>Recommendation/Roadmap</td>
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<td>1.6</td>
<td>July 1, 2013</td>
<td>Final Edits and Linked Files</td>
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<td>1.7</td>
<td>July 7, 2013</td>
<td>Feedback and edits from meetings</td>
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<td>1.8</td>
<td>August 14, 2013</td>
<td>Addition of Roadmap</td>
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<td>1.9</td>
<td>Sept 5, 2013</td>
<td>Insert Revised Roadmap</td>
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<td>1.10</td>
<td>Sept 2014</td>
<td>Inserted all process maps</td>
<td>Pete Siermacheski</td>
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