

November 17, 2020

**MT. SAN ANTONIO COLLEGE**

Human Resources

**REQUEST TO FILL - STAFF and ADMINISTRATIVE POSITIONS****\*\*This form is used to gain approval prior to recruiting for a position.****Instructions for completing this form are located on the back.**Position: Payroll CoordinatorDepartment: Fiscal Services/PayrollTime (FTE): 1.00 Term (months/year): 12Work Schedule (Days, Hours): Mon-Fri 7:30am - 4:30pmSalary Schedule (Range): 105

Background and Rationale (use back of form if additional space is needed): Replace vacant Fiscal Tech II position with Payroll Coord. position. As technology and payroll processing complexity has evolved over time, the need for manual data entry has diminished and the need for higher level skills and abilities in Payroll has increased significantly. (See attached for further explanation of background and rationale.)

Please list any changes in the budgeted position as described above (i.e., title, time, term, etc.). Change from Range 88 Fiscal Tech II to Range 105 Payroll Coordinator. Difference of ~\$9,000 will be pulled from overtime budget (see attached explanation).

Please list the Account Number(s) and Budget Amount(s) that is/are being used to fund this Position. **This section MUST be completed in order to provide budget for the position.**

Account Number(s): 11000-613000-211000-672000-2100100 % Amount \$ 103,473

Account Number(s): \_\_\_\_\_

% Amount \$ \_\_\_\_\_

**Funding:** (check all that apply) ☒ General Fund Unrestricted ☐ Restricted Funds ☐ Categorical ☐ Grant ☐ Temporary  
☐ Annual renewal of this position is contingent upon the College's receipt of continued funding

**Duration (if grant/temporary funded):** Beginning date: \_\_\_\_\_ End date: \_\_\_\_\_

Comments: \_\_\_\_\_

**Signatures:**

1. Requesting Manager Signature

11/13/2020

Date

4. Human Resources Signature

Date

2. Division Vice President Signature

Date

5. Vice President, Human Resources

Date

3. Chief Compliance/Budget Officer Signature

Date

☐ Funding available ☐ Funding not available Position Number: \_\_\_\_\_ Contract Number: \_\_\_\_\_

Comments: \_\_\_\_\_

**Reviewed by President's Cabinet, the following action was taken on the above request:**☐ Approved to fill immediately ☐ Denied ☐ ModifiedIf position **does not have funding**, provide funding directions: \_\_\_\_\_

Rationale: \_\_\_\_\_

6. Signature of President/CEO

Date

☒ Continued Funded Position (ex. Vacancy)  
Former Employee (if applicable): Kasteel Gumban  
Last day of employment: 12/04/2020  
Reason for vacancy: Promotion  
(Attach **Existing** Job Description)

Newly Funded Position Fiscal Year \_\_\_\_\_

No Existing Job Description

(Attach Draft of **New** Job Description)☒ Classified

Confidential

☐ Supervisory

Administrative

**\*\*For Temporary Special Project Administrators only**☐ Temporary Special Project Administrator  
(Refer to AP 7135)

Temporary Special Project Administrators can only be hired through the end of the current fiscal year. These positions can be renewed each fiscal year, for up to five (5) years maximum with a status change form.

Funding From: \_\_\_\_\_

## **Request to Fill Process:**

### **A. Before completing the form:**

- a. The requesting manager consults with their Vice President as well as departmental budget staff and with Fiscal Services, as necessary, to identify the appropriate funding source for the position.
- b. The requesting manager consults with Human Resources, as necessary, to determine the appropriate position/job description. Human Resources (HR) works with the requesting manager, as necessary, to develop the positions description. HR will advise the requesting manager of any collective bargaining related obligations or other required processes.
- c. The requesting manager obtains final verbal approval from their department Vice President or designee.

### **B. Completing the form:**

1. **Requesting Manager (RM)** establishes that there is a continuing need for the position, that it is funded, and that it is appropriately classified. The RM then completes the top portion of the Request to Fill and submits to their Division Vice President.
2. **Division VP** reviews the request and verifies that the position meets the hiring needs. The VP then approves/denies the Request to Fill; may consult with HR. Forwards the approved Request to Fill to Fiscal Services.
3. **Fiscal Services (Budget & Accounting Technician and AVP)** reviews account information, ensures Position Number, and determines budget availability, whether currently available or future availability. The AVP, Fiscal Services signs the Request to Fill when accounting and budget information is determined. It is then forwarded to the VP of HR. If information is incomplete, the Request to Fill is returned to the Division VP for consultation.
4. **Human Resources** verifies the information and resolves discrepancies, if necessary and forward to the Vice President of Human Resources.
5. **VP of HR** reviews the request and takes the Request to Fill to President's Cabinet (PC) for approval.
6. **College President/CEO** evaluates the request to fill to ensure it meets the needs of the college and its institutional goals and determines whether the Request to Fill, is approved to fill, denied, modified, or on hold until further notice. Returns the Request to Fill, to the VP of HR. VP of Human Resources notifies Fiscal services the decision made at President's Cabinet.
7. **HR Recruiter** is assigned the approved Request to Fill, contacts the hiring manager and begins the recruitment process. If not approved in PC, the HR Director informs the Hiring Manager/Division VP of PC's decision.

## **Request to Fill Definitions:**

**Continued Funded Position:** This box is checked if the Request to Fill is for an already funded position. This position may or may not be replacing a previous employee. If it is, the employee's name and last date of employment are indicated accordingly.

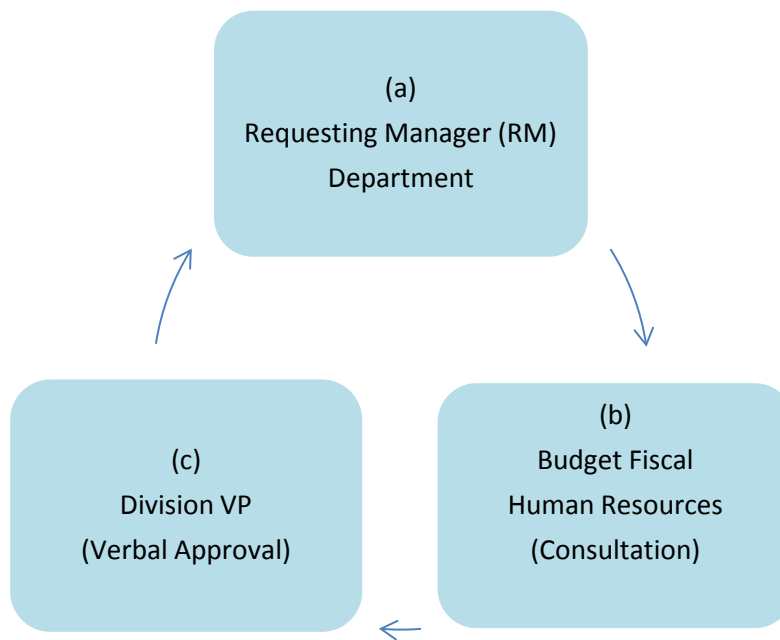
**Newly Funded Position:** This box is checked if the Request to Fill is for a newly funded position in this year's budget or has been approved for funding in the next fiscal year.

**No Existing Job Description:** This box is checked if no current job description meets the needs of the desired position. Please note, if a Classified position, the proposed job description must be reviewed and approved by CSEA prior to the position being recruited.

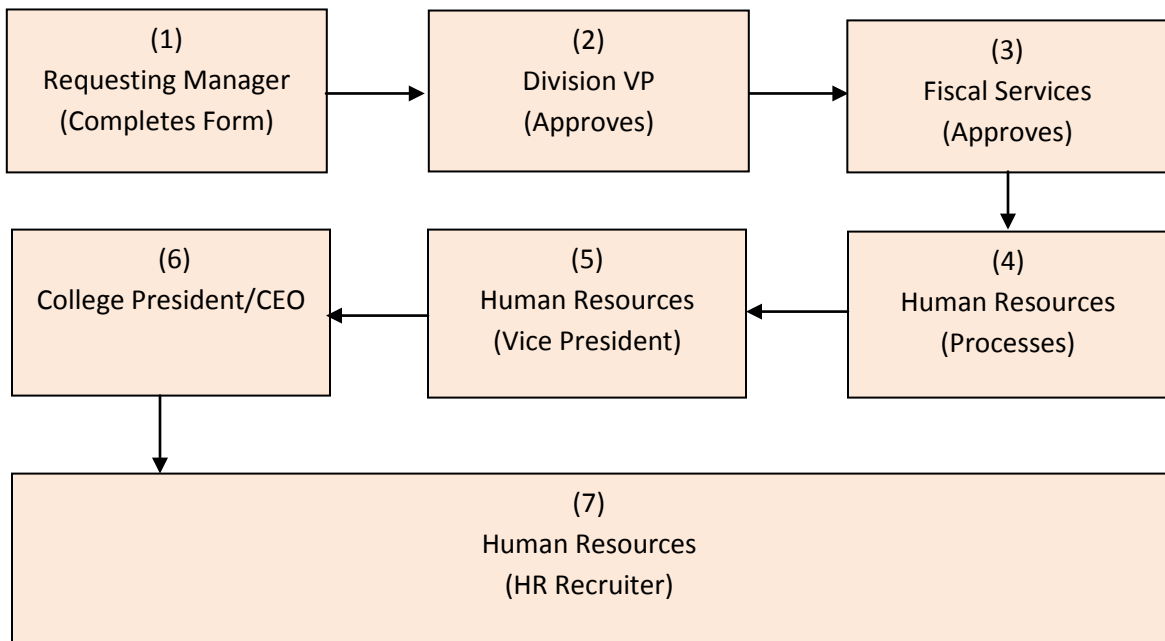
**Temporary Project Administrator:** This term refers to a temporary management employee appointed in accordance with AP 7135. These positions are hired on an annual basis, up to a maximum of five (5) years.

## Work Flowchart for Request To Fill (RTF) Process Overview

### A. Prior to Completing RTF Form



### B. Routing the RTF Form



## Rationale for Supporting the Replacement of a Future Fiscal Technician II Vacancy with a Payroll Coordinator Position

The ongoing Coronavirus pandemic and the subsequent Stay-at-Home Order issued by the Governor in March 2020 required the Payroll Department to make rapid changes in the way it collected and processed employee time sheets. However, even before these recent events, there has been a gradual shift in data migration from manual data entry to a more sophisticated spreadsheet upload methodology. There has also been gradual increase for the need to have additional support and backup (succession planning) for processing the District's 100% in-house payrolls. It is requested that the District replace the next Fiscal Technician II vacancy in the Payroll Department with a Payroll Coordinator position.

### **Shifts in Data Migration (getting data into Banner)**

The Payroll Department looked and operated much different 12 years ago. There was one Payroll Manager and five Account Clerk III payroll staff. In June 2008, the District was in the midst of implementing Banner campus-wide. Payroll was still being processed by the County Office (LACOE). Payroll staff would manually key in 100% of employee compensation including job records. There were no such things as web time sheets or spreadsheet uploads or Argos reports (at least at Mt. SAC).

Banner HR/Payroll went live in March 2009 and with that came a few reductions in the amount of manual data entry. Compensation for permanent staff no longer needed to be manually entered and HR was now solely responsible for job record creation and maintenance. A year or so later, HR took the responsibility of entering adjunct faculty and overload "default" hours to the job records since they were mostly repetitive for each terms. This saved the payroll staff a lot of data entry each month.

A few years after that, the Faculty Load and Compensation module was implemented which automated the adjunct faculty and overload job record creation including default hours. This saved HR a lot of time but required a spreadsheet upload for the default hours from Payroll. The next improvement came a few years after that where the payroll staff would no longer need to enter faculty and temporary hourly employee time sheet hours in Banner, but rather into a much easier to use spreadsheet format. That spreadsheet would then be uploaded into Banner to pay the employees.

The next improvement was the implementation of Workforce Time and Attendance in June 2019. This program modernized the web time sheet experience for the Classified Staff and Managers. It also eliminated the need for paper time sheets for overtime and comp time. Instead, the overtime and comp time hours are exported from Workforce into a spreadsheet that is then uploaded into Banner for payment. And that brings us to March 2020 and the Coronavirus pandemic.

Just prior to the pandemic, approximately 1500 temporary hourly employee **paper** time sheets were processed each month along with about 100-200 faculty **paper** time sheets. These **paper** time sheets required the Fiscal Technician II Payroll staff to manually add up the hours, manually compare the account string, titles, and pay rates with what was entered in Banner by HR, manually enter those hours into a spreadsheet, then cross-check (audit) their colleagues' work.

Once it was realized that paper flowing from employees to their managers and then to Payroll was no longer feasible, a new solution for collecting and receiving time sheet hours was developed. This came in the form of spreadsheets that included employee names, IDs, titles, account strings, and dates being emailed to managers. The time sheet hours would then be entered into this spreadsheet for each employee and the manager would approve the hours by emailing the completed spreadsheet to Payroll with their approval. The spreadsheets from the various managers would be compiled into a master spreadsheet which would then be uploaded into Banner for payment. Payroll staff would no longer need to manually add up the hours, enter the hours into a spreadsheet, nor check their colleagues' work any longer.

The Payroll Department does not expect to go back to **paper** time sheets at any point in the future. Instead, the majority of their work is now comprised of processing web time sheets in Workforce, monitoring and reconciling leave balances, setting up payroll deductions and direct deposits in Banner, and responding to employee questions or concerns (customer service).

### **Payroll Processing Support**

Banner HR/Payroll went live in March 2009 and the District became Fiscally Accountable in July 2009. With those changes came a plethora of additional responsibilities for the Payroll Manager (now Director). Most important of those responsibilities was to process all three payrolls each month. Before Banner, LACOE would be responsible for everything that happened after employee compensation was entered into their system. With Banner, those duties fell onto the Payroll Manager. With only one person knowledgeable and capable (within job description) of processing payroll for the entire District, it was authorized by Cabinet in 2011 to create a new classification called Payroll Coordinator to serve as a backup to the Payroll Manager.

The Payroll Coordinator now handles the numerous spreadsheet uploads in addition to their regular duties which include pre-payroll and final payroll auditing, garnishment processing, payroll deduction reconciliation and remittance preparation, compiling monthly statistical reports, and payroll processing (when not done by the Payroll Director). Most of this is done over the course of a few days for each payroll and requires the participation of the Payroll Director to make the workload manageable. In other words, processing payroll is a minimum two person job if it is to be done accurately and timely.

### **Payroll Processing Succession Planning**

The District does not want to be put into the situation again where only one person is both knowledgeable and capable of processing employee payroll. The District has been fortunate in that there has not been much turnover in the two positions that currently process payroll. However, as the pandemic has recently reminded us, circumstances can change very quickly

leaving little time to adjust or adapt. With about 80% of the District's annual budget comprised of salaries and benefits, obviously, the importance of paying employees timely and accurately cannot be understated.

With the shift from migrating data into Banner manually to using spreadsheet uploads, there has been gradual increase in the workload for the Payroll Coordinator and a corresponding decrease in the workload for the Fiscal Technician II staff. Should a vacancy arise in the Fiscal Technician II ranks within the Payroll Department, the District should greatly consider replacing that position with a Payroll Coordinator position. This would help alleviate some of the workload from the current Payroll Coordinator while simultaneously improving the succession planning for payroll processing.

The annual difference in cost between the salaries and benefits of a Fiscal Technician II (Range 88) and Payroll Coordinator (Range 105) is between \$14,030 (step 1) to \$17,906 (step 6). Much of this additional cost would be offset by the subsequent reduction in the number of overtime hours paid to the current Payroll Coordinator.

Drafted By: Richard Lee, Director Payroll

Review By: Doug Jensen, Associate VP, Administrative Services

Date: September 9, 2020