



Changing Payroll Frequencies: How It Can Be Done

Presented on Wednesday, September 14, 2016

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Today's
topic



Speaker



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Our Focus For Today

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- ❖ Understanding the need for the change
- ❖ The choices available
- ❖ Compliance issues involved
- ❖ The change's impact on payroll
- ❖ The change's impact on employees
- ❖ The change's impact on systems and procedures
- ❖ Key communication factors to include at all stages of the change
- ❖ Formulating the plan to implement the change
- ❖ Testing the change before implementation
- ❖ Implementation and the outcome

About the Speaker

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Vicki M. Lambert, CPP, is President and Academic Director of *The Payroll Advisor*™, a firm specializing in payroll education and training. The company's website www.thepayrolladvisor.com offers a subscription payroll news service which keeps payroll professionals up-to-date on the latest rules and regulations.



The *Payroll Pause* Newsletter from Thepayrolladvisor.com Announces Its Fall Sale!

Our summer sale was so successful we are extending into the fall! Stay up-to-date on the latest payroll news and regulations with *The Payroll Pause*, an annual subscription news service from Thepayrolladvisor.com and its founder, Vicki Lambert. Use code **P6XJ05K3057** for the discounted annual subscription price of \$99, more than 33% off its normal price. This offer is exclusively for Ascentis customers and webinar attendees. But don't delay the sale ends October 5th.



Understanding the Need

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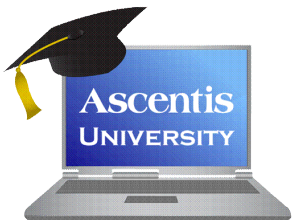
- ❖ What is motivation for change?
- ❖ Who should make decision?
 - ❖ Company leaders
 - ❖ Human Resources
 - ❖ Payroll
 - ❖ Finance
 - ❖ IT



What is the Motivation for Change

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- ❖ May be motivated by competition
- ❖ Maybe by industry standards
- ❖ Possible acquisition or sale in the future?
- ❖ Possible cost savings is expected?
- ❖ Payroll does need to understand why the change is being considered or implemented to provide the correct feedback
- ❖ Maybe the employees are requesting
- ❖ Maybe a union contract change



Who Should Make the Decision

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- ❖ Company Leaders
- ❖ Human Resources
- ❖ Payroll
- ❖ Finance
- ❖ IT



Company Leaders

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- ❖ Leaders-they have the final say so they make the decision
- ❖ They need to have a clear understanding of the consequences of the change from all perspectives



Human Resources

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- ❖ They need to weigh in on the impact on benefits
- ❖ What about employee moral?
- ❖ Will this effect recruiting and retention?
- ❖ Especially if going to longer payroll cycles such as biweekly to semimonthly



Payroll

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- ❖ Of course they should be
- ❖ But not always even in this day and age
- ❖ Later we will cover:
 - ❖ Staffing
 - ❖ Compliance issues
 - ❖ System issues



Finance

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- ❖ Effects on accruals
- ❖ Financial reporting
- ❖ General Ledger deadlines
- ❖ Fiscal year end
- ❖ Managerial and Cost Reporting
- ❖ Sources of information
- ❖ Users of information



Technical Side

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- ❖ Outside service bureau
- ❖ In house system
- ❖ Major change or small adjustment?
- ❖ Staffing available



What Are the Choices?

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- ❖ Weekly – 52 pay periods
 - ❖ Biweekly – 26 pay periods
 - ❖ Semi-monthly - 24 pay periods
 - ❖ Monthly – 12 pay periods
-
- ❖ Pros and cons for each
 - ❖ Changing to each has its own unique set of challenges

2016

Jan	Feb	Mar	Apr
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Weekly

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Pros:

- ❖ Consistent pay cycles and pay dates
- ❖ Overtime calculations are exact
- ❖ No compliance issues with states



Weekly

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Cons:

- ❖ Higher costs:
 - ❖ More payrolls more processing costs
 - ❖ More check stock used
 - ❖ More vendor payments and tax deposits



Biweekly

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Pros:

- ❖ Consistent pay periods and paydays
- ❖ Overtime calculations still simple
- ❖ Generally still compliance with state wage and hour laws
- ❖ More cost effective than weekly
- ❖ Readily accepted by employees including new hires



Biweekly

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Cons

- ❖ G/L accruals may be difficult
- ❖ Costs still high due to frequent processing
- ❖ In two months of the year extra payrolls to account for with fringe benefits



Semi-monthly

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Pros:

- ❖ Easy accounting interface such as accruals and budgets
- ❖ Lower costs than weekly or biweekly for processing



Semi-monthly

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Cons:

- ❖ Overtime compliance becomes difficult and burdensome to payroll
- ❖ Inconsistent pay dates and pay cycles
- ❖ Compliance problems with state wage and hour laws can occur



Monthly

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Pros:

- ❖ Finance interface is a snap
- ❖ Less costly of all methods in terms of processing



Monthly

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Cons:

- ❖ Compliance issue is number one—states may not allow it
- ❖ Calculating overtime is burdensome for payroll due to inconsistent payroll weeks



Compliance Issues

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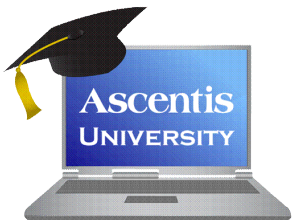
- ❖ Need to verify if in compliance with state wage and hour law unless doing “weekly”
- ❖ Must research each state employee is located or working in
- ❖ No averages, means or accepted generalities
 - ❖ For example: Can’t just pick CA
- ❖ If in all 50 then all 50 need to be checked
- ❖ May also depend on industry in some states



Compliance Issues

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- ❖ First question that must be answered:
 - ❖ Does the state allow the frequency itself?
- ❖ Examples:
 - ❖ NE and PA leave it up to the employer
 - ❖ CA says a minimum of semimonthly
 - ❖ RI demands weekly
 - ❖ Chart from DOL
 - ❖ <http://www.dol.gov/whd/state/payday.htm>



Permitted Payroll Frequencies

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Weekly	Biweekly	Semimonthly	Monthly
CA, CT, IA, MA, MI, NH, NY, RI, VT	CA, IN, IA, LA, MD, MA, MI, MS, RI, VT, VA, WV	AK, AZ, AR, CA, DC, GA, HI, IL, IN, IA, KY, LA, ME, MD, MI, MN, MS, MO, NV, NJ, NM, NY, OH, OK, RI, TN, TX, UT, VT, VA, WY	AK, CO, DE, HI, ID, IL, IA, KS, MI, MN, NV, NJ, NM, ND, OR, SD, TX, UT, VA, WA, WI

AL, NC & SC have no regulations or do not specify

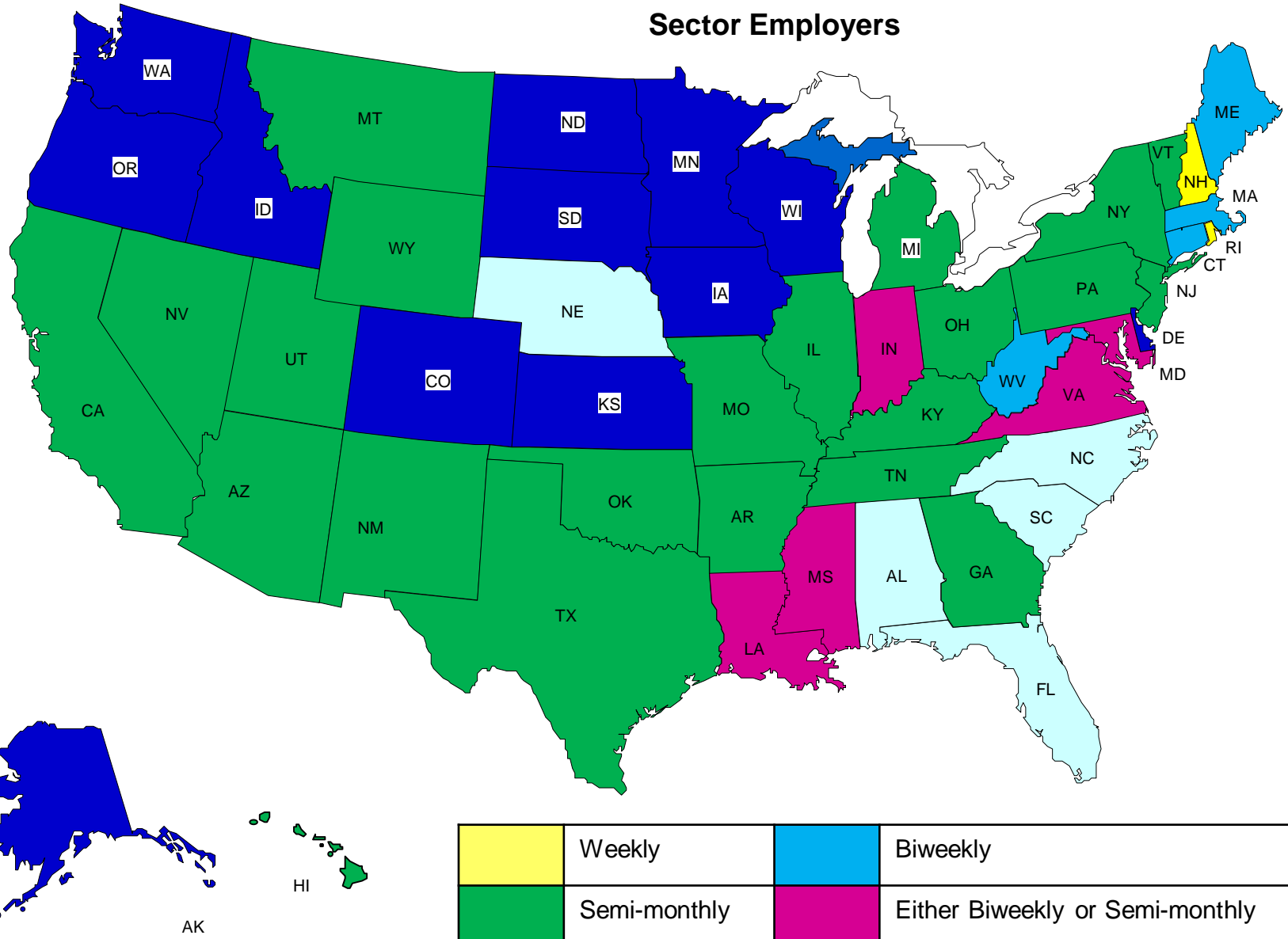
NE & PA are designated by employer

MT presumed semimonthly if not designated

Connecticut will now permit biweekly



Max Period Permitted for Nonexempt Employees for Private Sector Employers



	Weekly		Biweekly
	Semi-monthly		Either Biweekly or Semi-monthly
	Monthly		None specified/designated by employer

Compliance Issues

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Second question that must be answered:

- ❖ Will state allow the frequency under its “permitted days between paydays” rules?
- ❖ Number of days the state allows to go by before the employee must be paid again
- ❖ Example:
 - ❖ AZ & ME: not more than 16 days apart
 - ❖ CA is 10 (actually lists dates in code)



Not More Than 16 Days Apart	Lists Dates in Code	Weekly Paydays	Monthly Paydays	No Requirements
Arizona	California – 10 days	Connecticut—will permit biweekly	Colorado	Arkansas
Georgia (must divide month into equal parts)	Michigan –15 days	New Hampshire	Delaware	Florida
Hawaii – 15 days	Ohio—1 st & 15th	Rhode Island	Idaho	Nebraska
Illinois	Pennsylvania 15 th & Last	Vermont	Kansas	North Carolina
Indiana	Tennessee—20 th & 5th		Minnesota	North Dakota
Iowa	Texas—Split month		Oregon	South Carolina
Kentucky	Wyoming—15 th & 1st		South Dakota	
Louisiana			Washington	
Maine			Wisconsin	
Maryland				
Massachusetts				
Mississippi				
Missouri				
Montana				
Nevada				
New Jersey				
New Mexico				
New York				
Oklahoma				
Utah				
Vermont				
Virginia				
West Virginia				

Compliance Issues

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The next question that needs to be answered:

- ❖ How many days will pass from end of pay period to pay day? This is known as “lag time”. Will the state allow this time frame?
- ❖ If not paying through payday this needs to be addressed
- ❖ Example:
 - ❖ AZ allows 5 for in state employers and 10 for out of state
 - ❖ CA, DE, HI, NY, and WA allow 7 days



Compliance Issues

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Even if the states have the same payroll frequency requirements does not mean they have the same lag time.

For example: TN which requires a semi-monthly pay frequency dictates the following lag time:



TN Example

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All wages or compensation earned and unpaid prior to the first day of any month shall be due and payable not later than the 20th day of the month following the one in which the wages were earned.

All wages or compensation earned and unpaid prior to the 16th day of any month shall be due and payable not later than the fifth day of the succeeding month.

TN therefore permits a 20-day lag or processing time for the employer



Compliance Issues

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But OH which also requires a semi-monthly pay frequency dictates the following lag time:

Every employer doing business in the state shall, on or before the first day of each month, pay all its employees the wages earned by them during the first half of the preceding month ending with the fifteenth day therefor, and shall, on or before the fifteenth day of each month, pay such employees the wages earned by them during the last half of the preceding calendar month.

So OH, though semi-monthly, only permits a 15-day lag time for processing the payroll.



Within 5 Days	Within 6 Days	Within 7 Days	Within 8 Days	Within 9 Days	Within 10 Days
Arizona	Vermont	California	Connecticut	Rhode Island	Colorado
		Delaware	Maine		Indiana
		Hawaii	New Hampshire		Louisiana
		Illinois--weekly			Mississippi
		Massachusetts			Montana
		New York			New Jersey
		Washington			New Mexico-in state
					Utah
Illinois: If biweekly or semimonthly within 13 days					
Wisconsin: 31 days					

Within 11 Days	Within 12 Days	Within 14 Days	Within 15 Days	Within 16 Days	Within 20 Days	No Requirements
Oklahoma	Iowa	Michigan	Alabama	Missouri	Tennessee	Alaska
		Virginia	Idaho			Arkansas
		West Virginia	Kansas			Georgia
			Nevada			Maryland
			New Mexico-out of state			Minnesota
			Ohio			Nebraska
			Pennsylvania			North Carolina
			Texas			North Dakota
			Virginia			Oregon
			Wyoming			South Carolina

Compliance Issues

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Final question that needs to be answered:

- ❖ Is there any employee notification requirement?
- ❖ Some states require employees to be notified in writing if the payroll frequency is going to be changed.
- ❖ Some also require postings be done prior to change
- ❖ Examples include CT, DE, HI and IL



Items to Consider

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- ❖ The impact on payroll
- ❖ The impact on employees
- ❖ Are there additional costs?
- ❖ Make up of the transition team
- ❖ Preparing the plan
- ❖ Testing the plan



Impact on Payroll

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- ❖ Change will increase/decrease number of payrolls in a year
- ❖ Are any earnings impacted?
- ❖ How will deductions be handled?
- ❖ Changes to benefits such as PTO
- ❖ What about GL accruals?
- ❖ What about tax deposits?
- ❖ Department impact on staffing needs and system support
- ❖ Timekeeping issues



Change to Number of Payrolls In the Year...

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- ❖ Must pick most opportune time to change
- ❖ Is it January 1? Or end of a quarter? Or fiscal year end?
- ❖ What is best for your company
- ❖ Avoid system change tie in if possible

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Are Any Earnings Impacted?

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- ❖ If not Jan 1 what about salaried employees?
 - ❖ Example: 6 months at semimonthly and now biweekly
- ❖ Salaried paid so far vs. rest of annual salary has to be taken into account
- ❖ May have to make a change at beginning of following year to salary amounts as well



How Will Deductions Be Handled?

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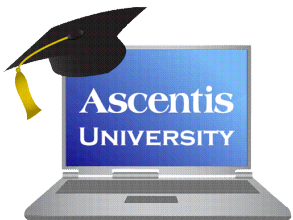
- ❖ Health Insurance premiums may have to be recalculated
- ❖ Flexible spending amounts or Cafeteria plans may be affected
- ❖ Garnishments, especially child support hardest hit
 - ❖ If going semimonthly to biweekly keep at 24 deductions with 2 “free” paydays or;
 - ❖ Notify agencies for new IWOs



Benefit Changes—PTO?

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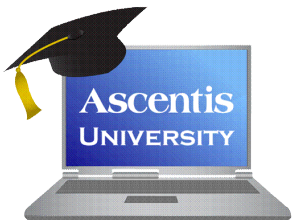
- ❖ How are they currently calculated?
 - ❖ By the hour?
 - ❖ By the pay period?
 - ❖ By the month?
- ❖ May need to adjust accruals for vacation or sick pay



What About G/L Accruals

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- ❖ Which items are accrued?
 - ❖ Wages, Payroll Taxes, Liabilities to employees, Liabilities to vendors, Cost and managerial data
- ❖ When are accruals made?
 - ❖ Each pay period, Monthly, Quarterly, Annually



What About G/L Accruals

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- ❖ Why are accruals made?
 - ❖ Cash basis to accrual basis – financial reporting
 - ❖ GAAP, SOX – effect on estimates
 - ❖ Cash basis to accrual basis – managerial reporting
 - ❖ Cost assignment or allocation
 - ❖ Variance analysis
 - ❖ Cash flow analysis and planning



What About Tax Withholding and Deposits-Federal?

45

- ❖ Will it increase the tax deposit frequency?
 - ❖ May need to go from semiweekly to next day depending on liability
 - ❖ Employees using different charts? They will have different amounts this could increase or decrease total amount of taxes per payroll
- ❖ Increase number of payrolls increases number of deposits



What About Tax Withholding and Deposits-State(s)?

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- ❖ Will it increase the tax deposit frequency?
 - ❖ May need to go from semiweekly to next day depending on liability
 - ❖ Employees using different charts? They will have different amounts
- ❖ Increase number of payrolls increases number of deposits
- ❖ Are there withholding implications for local jurisdictions?



Department Impact-Staffing

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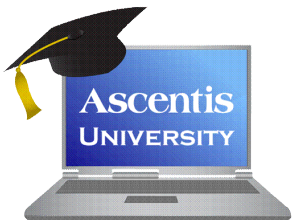
- ❖ Increased payrolls may mean increased staff is needed
- ❖ If changing to semimonthly may need more time for overtime calculations
- ❖ Interfaces with vendors—FTP drops done more often? Reports submitted more often?
- ❖ How are these files created? Will more payrolls mean more time to create them is needed?



Department Impact—System

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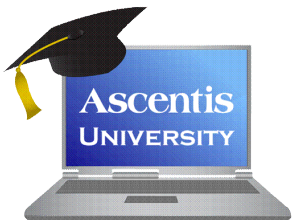
- ❖ Is the system support there to actually handle the change?
 - ❖ In house
 - ❖ Outside service
- ❖ Tables need updating?
- ❖ Changing calendars and schedules for processing
- ❖ May need to adjust for holidays if going to semimonthly from biweekly



From a Timekeeping Perspective

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- ❖ What will the new pay period be
 - ❖ Any overlapping days from prior pay period?
- ❖ Will employees be paid current (through pay day) or through end of pay period?
- ❖ How will OT be tracked and paid?
- ❖ Will the timekeeping system need to be changed?
- ❖ Need to change export frequency?
- ❖ Applies to paper as well



Impact on Employees

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- ❖ How will employees be affected?
- ❖ Hardship loans
 - ❖ Bridge longer-than-usual gap between paychecks
 - ❖ Cash in vacation, sick or PTO time
 - ❖ Bridge loans to be paid back in small increments over the course of the year
- ❖ Phase in
 - ❖ Every employee all at once?
 - ❖ Section by section, state by state?



Impact on Employees-Communication

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- ❖ Ask – start asking early
 - ❖ Managers—Employees—Influencers--Doers
- ❖ Positive – information seeking
 - ❖ Be positive – plant seeds
 - ❖ Welcome objections – forewarned is forearmed
 - ❖ Welcome additional ideas



Additional Cost Considerations

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- ❖ Vendor/Bank Fees
 - ❖ Increased number of payrolls and processes increase fees with vendors
- ❖ Increasing tax depositing frequency
 - ❖ If using outside service take this into account as well



Additional Cost Considerations

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- ❖ Interfaces
 - ❖ Charges for more in a month?
- ❖ Reports need to be rewritten to pull correct data
- ❖ Need to map it all out on spreadsheet



The Decision is Made – How to Plan

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Form a team

- Payroll
- Accounting
- Benefits
- Finance
- Human Resources



- IT
- Union
- Vendors
- Legal
- Communications



Make Up of the Transition Team

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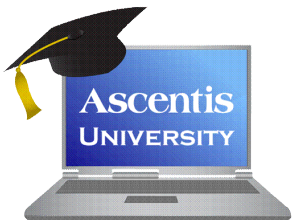
- Recruit from influencers and doers
- Try for stakeholder representation
- Rumor control
- Core team v. peripheral team



Create the Written Project Plan

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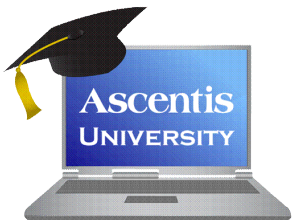
- ❖ Budget for the change
 - ❖ Include communication
 - ❖ Testing
 - ❖ Contingencies
- ❖ Determine timing—set the date in stone
- ❖ Create test system—well before testing is needed
- ❖ Develop a test plan
- ❖ Have status meetings—weekly if need be



The Test Plan

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- ❖ 2 tests should be conducted
- ❖ Use only “playground” or testing site on your payroll system
- ❖ First test finds all the errors
- ❖ Second test is error free or keep testing
- ❖ Test vendor exports as well—set up as test!
- ❖ Test NACHA, check printing, electronic statements and all reports
- ❖ Keep all testing documentation



Test Plan Continues...

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❖ Deductions

- ❖ Know what you are looking for test, should be increase or decrease from previous frequency
- ❖ Actually do manual calculations first to compare
- ❖ Test all deductions not a sample

❖ Earnings

- ❖ Same applies as deductions

❖ Taxes

- ❖ Same applies as deductions

❖ PTO accruals

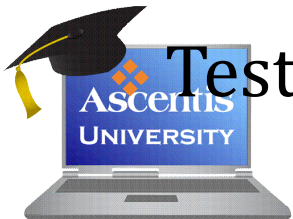
- ❖ Same applies as deductions



Test Plan Continues...

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- ❖ GL accruals
 - ❖ Timing
 - ❖ Adjustments for pay period amounts
 - ❖ Based on days or hours
 - ❖ Feedback on reports (run by users)
- ❖ Interfaces
 - ❖ Will frequency change or not
- ❖ Child support/garnishments
 - ❖ Test calculations
- ❖ Test interfaces to banks, vendors etc.



Communication Strategy

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- ❖ Notify employees
- ❖ Notify other departments
- ❖ Notify vendors
- ❖ Notify child support agencies
- ❖ Don't forget other types of garnishments
- ❖ Notify early and often
- ❖ Especially on the actual payroll change run



Notify Employees

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- ❖ Let employees know well in advance
- ❖ Communicate often
- ❖ Provide samples
- ❖ Will loans be an option
 - ❖ Rumor control
 - ❖ Continue to gather feedback

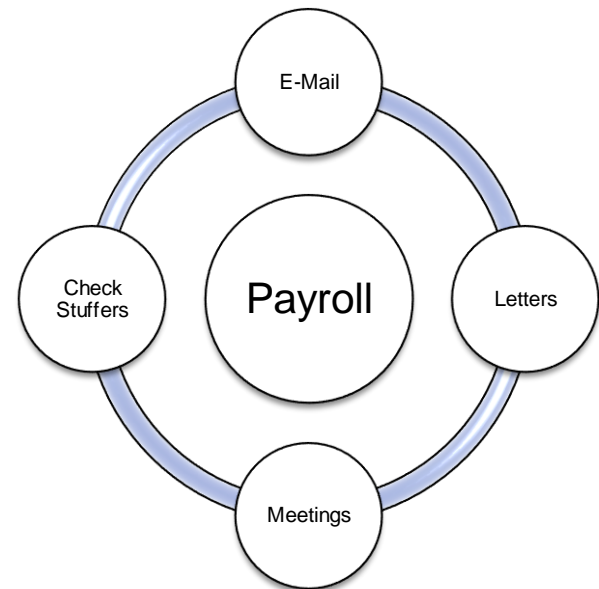


Notify Employees

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Determine the best methods for communicating (Caution: check state laws)

- ❖ E-mail
- ❖ Letters
- ❖ Meetings
- ❖ Sample stuffed with paycheck



Sample From SHRM

63

This form advises you that effective 30 days following the close of this pay period or [INSERT DATE] your pay frequency will be changed as noted below:

Current Prior Pay Frequency

Your New Pay Frequency

☐ Weekly

☐ Weekly

☐ Bi Weekly

☐ Bi weekly

☐ Bi monthly

☐ Bi Monthly

☐ Monthly

☐ Monthly

Following the effective date of this change, you will complete your first new pay cycle and receive your pay on [DATE].

Please acknowledge and date this form and return to the Human Resources Department by [CONTACT NAME].

Employee:

Date:

Employee #:



Notify Other Departments

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- ❖ They will be notified individually as employees
- ❖ Need to relate the change to their department not their paycheck
- ❖ How it affects reports or information received or transferred to payroll
 - ❖ Back up for testing team notices
 - ❖ Examples:
 - ❖ New hire input or paperwork
 - ❖ AP checks



Notify Vendors

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- ❖ Minimum 2 month notice if you have it to give
- ❖ All vendors no matter how small
 - ❖ Insurance
 - ❖ Pension
 - ❖ 401(k)
 - ❖ Credit union
 - ❖ NACHA, ACH or bank for direct deposit
 - ❖ Portal vendors for self service
- ❖ Vendor meetings may be needed
- ❖ Ask what the vendor needs to be successful



Notify Child Support Agencies

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- ❖ Contact each agency you have on record of the change in writing
- ❖ Get any compliance issues between withholding order and new pay frequency corrected prior to first payroll of new frequency
- ❖ Review all payment set up such as ACH or web portals that you use to make payments for changes needed



Other Garnishments

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- ❖ IRS is a vendor and needs to know in writing as well
- ❖ Creditor garnishments may be affected
- ❖ Student loans
- ❖ Bankruptcy courts need to be notified



Implementation Day

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- ❖ Be prepared with sufficient staffing needs to answer phones, e-mails, in person lines
 - ❖ No vacations or sick permitted if possible
 - ❖ Especially at lunch times
 - ❖ Come in early and stay late if needed
- ❖ Be prepared for the bridge loans on this day even if you told them it needed to be done in advance



Implementation Day

69

Be prepared to explain ALL THE MATH

- ❖ How deductions were arrived at for garnishments, fringe benefits, etc.
- ❖ How taxes are changed due to change of IRS tax charts
- ❖ How PTO or accruals are now handled if they were changed



Beyond Implementation Day

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- ❖ Still be prepared to explain ALL THE MATH
- ❖ Will get questions for up to two payrolls for items like PTO, fringe benefits, garnishments etc.
- ❖ Be prepared to explain to vendors and handle their questions when the first payroll is run
- ❖ Be prepared to explain to A/P, Human Resources, Finance etc. on accruals, interfaces, etc.



Are There Any Questions?

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How Can Ascentis Help Me?

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Process payroll

- Real time flexible processing
- 100% accuracy
- Reduce processing time by up to 30%

Employee portal

- Paycheck data
- Paystubs
- Tax forms
- Paycheck simulation tools



To earn RCH credit you must

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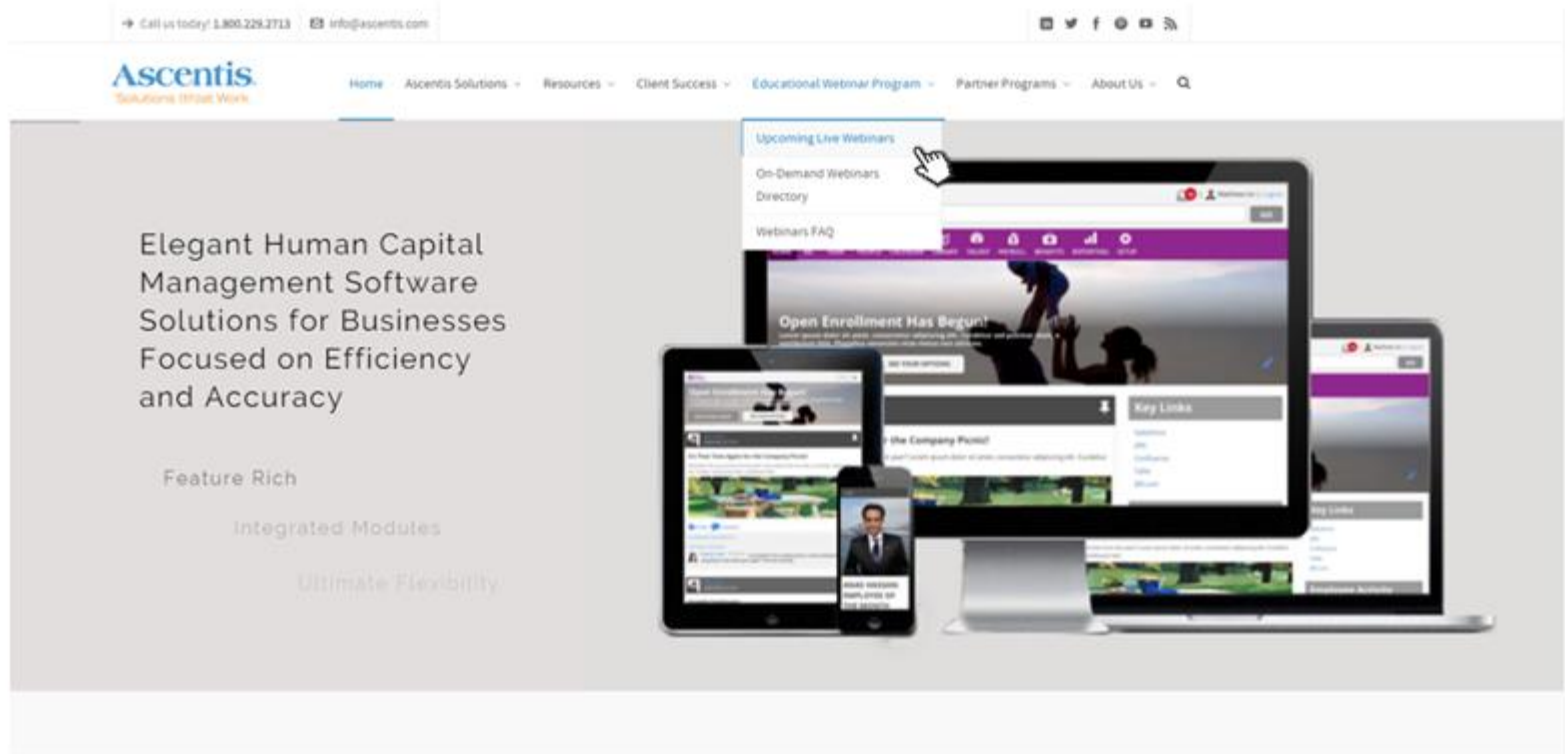
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