



Town of Westport

IA 21-02 Payroll and Human Resources Systems Utilization Assessment

Finding and Recommendations



September 2021 – Final Report

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II. Town of Westport – Payroll & HR Systems Utilization Assessment – Project Overview

Project Overview

A. Background

The Town of Westport (hereinafter referred to as the “Town”) engaged CliftonLarsonAllen LLP (hereinafter referred to as “CLA”) to conduct a systems utilization assessment of Human Resources (HR) and Payroll functions for both the Town and Westport Public Schools (WPS). In addition to reviewing software contracts and packages, CLA interviewed staff from both the Town and WPS who directly support/interact with HR and/or Payroll functions and operations.

B. Project Approach & Tasks

This assessment included the following project tasks/activities:

1. Assess the current state of system(s) utilization for Human Resource/Payroll activities, with the goal of identifying opportunities for greater utilization and/or process efficiency and improvement
2. Identify all applications/systems that are used to account for employee-related data, along with their costs
3. Assess the adequacy and utilization of these systems in effectively meeting the current and future informational needs and functions of the Town/WPS
4. Assess the adequacy of employee training and support associated with these systems
5. Assess the overall system security and infrastructure/stability of these applications
6. Determine the implementation status of prior audit recommendations as they related to systems/applications
7. Document findings and gaps as part of the review
8. Provide constructive and practical recommendations

C. Acknowledgements

CLA would like to thank the Town and WPS staff for their participation, support, on-going dialogue, and feedback during this assessment.



III. Town of Westport – Payroll & HR Systems Utilization Assessment – Process Overview

Payroll/HR Departments & Processes Overview

Below is a description of the Human Services/Payroll Department operations within the Town of Westport and WPS:

1. Town of Westport
 - a. The payroll and HR functions are combined into a single Personnel Department
 - i. The Department includes a Payroll Administrator, HR Coordinator (currently vacant), a Deputy Director and Director
 - b. The Finance Department funds the payroll (does wire transfer, positive pay, etc.)
 - c. The Deputy Director is the designated backup for payroll processing at this time, but it was noted that there is no identified backup person who could seamlessly run payroll in place of the Payroll Administrator without any difficulty, potential payroll errors or training
 - d. As part of current payroll processing, the Department has two (2) staff involved in processing, one (1) to enter and a second person to review
2. Westport Public Schools
 - a. The payroll and HR functions are managed by two departments, HR and the Business Office
 - i. There are 2.5 FTEs in HR, the Assistant Superintendent for Human Resources & General Administration, Executive Assistant/HR Manager, part-time Clerical Secretary, and a part-time employee shared with the Superintendent's Office
 - ii. There are 2.5 FTEs in payroll (Payroll reports to the CFO)
 - b. The current payroll process includes having a second person review before processing
3. Hiring
 - a. Town of Westport
 - i. The hiring process is managed by the Personnel Department



III. Town of Westport – Payroll & HR Systems Utilization Assessment – Process Overview

- ii. All tax forms, direct deposit setup, and new hire documents are completed manually (physical paper)
 - iii. Employee files are collected and stored in paper form in a Personnel filing cabinet
 - b. Parks and Recreation
 - i. The Town has a large number of seasonal hires during the year (e.g., 300-400 hires in May/June)
 - ii. Currently, the Administrative staff in the Parks and Recreation Department initiates the hiring process for all seasonal hires. This includes the onboarding (paperwork collection/completion, new hire documents, I-9s, direct deposit, etc.) process
 - iii. These files are then provided to the Town Personnel Department for entry/setup in MUNIS (a coversheet/checklist is completed to ensure complete documentation)
 - Copies of I9s and employee IDs are maintained both in the Parks and Recreation Department and Town Personnel Department
 - c. Westport Public Schools
 - i. The hiring process is managed by the HR Department
 - ii. Some new hire forms and data are collected electronically via the WPS Frontline system and DocuSign (there is capacity within Frontline for additional onboarding documents to be paper-less)
 - iii. To initiate payroll for a new hire, and for Payroll to create the employee in eFinancePLUS a Payroll Change Notice (PCN) is created. The PCN is a paper document (also stored on shared WPS network drive) that is emailed to the payroll department for processing/instructions each pay period
4. Terminations
- a. Town of Westport
 - i. Terminations are initiated with a paper Personnel Change Notice (PCN). PCNs are also used for position/pay changes



III. Town of Westport – Payroll & HR Systems Utilization Assessment – Process Overview

- ii. The Personnel Department utilizes the Personnel Change Notice to coordinate employee exit/offboarding and closing of payroll (final payouts, prorated pay calculations, etc.)
 - iii. Currently, the Finance Director signs off on the physical PCN paper and three (3) copies are made (Personnel file, Payroll, and the Employee)
- b. Westport Public Schools
- i. Terminations are initiated with a Payroll Change Notice (PCN). The PCN is a paper document (also stored on shared WPS network drive) that is emailed to the payroll/benefits staff for processing/instructions each pay period as well as to the Town for pension plan information
 - ii. The HR and Finance Departments utilize the Payroll Change Notice to coordinate employee exit/offboarding and closing of payroll (final payouts, prorated pay calculations, etc.)

5. Time Entry and Payroll

- a. Town of Westport – Payroll is processed twice per month (the 15th and last day of month)
- i. Each Department has their own Administrative staff who serves as a designated entry person for time and attendance into MUNIS
 - Paper timesheets are used to capture employee hours at the Department-level
 - Completion and collection of timesheets is handled individually by each Department
 - ii. The Town’s Payroll Administrator collects and enters timesheets for approximately 10 municipal employees
 - iii. Once entered into MUNIS, the Department Supervisor approves the payroll batch
 - iv. The Town Payroll Administrator then performs the full MUNIS payroll process (the documented workflow is included in the Appendix of this report)
- b. Westport Public Schools – Payroll is biweekly
- i. Department heads review and sign off on timesheets for their employees



III. Town of Westport – Payroll & HR Systems Utilization Assessment – Process Overview

- Manual, paper timesheets are collected for secretaries, paraprofessionals, health assistants, subs, bus monitors, maintainers, continuing education employees and extended school year employees
- Timecards (punch clock cards) are collected for custodians
- ii. The Payroll staff then manually enter the timesheet hours into eFinancePLUS (a second Payroll employee reviews the entry)
- iii. The Payroll staff then run the full eFinancePLUS payroll process (workflow included in the Appendix of this report)
 - As part of the WPS’ process, a packet of payroll reports and tax information is compiled, reviewed, and signed by the CFO, and then sent to the Town

6. Employee Accruals

a. Town of Westport

- i. Accruals are tracked in several systems including:
 - MUNIS (primary accrual tracking and used as the “book of record”), MUNIS paystubs show employee accrual balances
 - POSS (Police Department) – integrates into MUNIS, reconciled fairly frequently
 - FireHouse (Fire Department) – integrates into MUNIS, reconciled fairly frequently
 - Spreadsheets – some Departments keep an Excel sheet for their own employees
- ii. Employee leave balances are printed on their paystubs, but they do not have access to this information “on demand.” In addition, their Department Admin staff also do not have access so they must contact Personnel for any questions
- iii. Requests for time off are typically handled via paper



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b. WPS

- i. Accruals are tracked in Frontline and are available for employee review (online). Department Administration staff do not have access to employee accrual totals and must contact HR for that information
 - Employees can see accurate, real-time on-demand absence balances in Frontline Absence & Substitute Management (formerly AESOP); Supervisors cannot see the individual employees' absence balances
- ii. Most requests for time off (aside from Professional Development) are submitted through Frontline Absence and are routed through an approval process



IV. Town of Westport – Payroll & HR Systems Utilization Assessment – Applications & Costs

Applications and Costs

CLA reviewed the applications used by both the Town and WPS to manage payroll and human resources. Associated software costs were also assessed. The tables below identify each system and respective cost(s):

Town of Westport

#	System	Purpose	One-time Cost	Ongoing Cost Per Yr.	Contract Details
1	MUNIS	Payroll and HR		Payroll w/ESS: \$15,200 HR & Talent Management: \$6,000	3 Year Contract, ends 3-31-22
2	NOVAtime		\$15,740 implementation	\$16,400	5 Year Contract, ends 3/2023
3	POSS	Police Scheduling	\$5,309.53 training fees	\$10,071.60	
4	FireHouse	Fire Dept. Operations & Scheduling		No ongoing cost, installed on hard drive	
5	MS Excel	Spreadsheets to manage payroll and personnel data (Departments); billing for Parks and Recreation	Part of Town's Microsoft suite		Part of Town's Microsoft suite
6	MS Access	Database to manage personnel (Parks and Recreation)	Part of Town's Microsoft suite		Part of Town's Microsoft suite



IV. Town of Westport – Payroll & HR Systems Utilization Assessment – Applications & Costs

Additional Application Information:

1. MUNIS (Tyler Technologies) Financial Management System (Includes Payroll and HR)
 - a. The MUNIS Payroll and HR modules include position control and Employee Self-Service (unused features)
2. NOVAtime (Andrews Technology) timekeeping solution
 - a. The Town has been unsuccessful in effectively implementing and utilizing this software Town-wide. The contract was signed in March of 2018.
 - b. The system was never properly integrated into MUNIS (an electronic “bridge” needs to be completed). The NOVAtime contract states that the MUNIS interface is an existing interface, and that Andrews Technology has “Complete Responsibility” for configuration of the software installation of the MUNIS interface.
 - c. The Finance Department was noted as the only Department that continues to enter their time with this system (clock in/out).
 - d. Public Works was using NOVAtime initially and did not have significant issues with this method of timekeeping but has since abandoned its use (Spring 2019) and returned to the previous method of paper timesheets.
 - e. Based on our interviews with other Town Departments, it is not believed that NOVAtime is a strong fit for several Departments including Parks and Recreation (particularly for seasonal staff), Police and Fire. Many interviewees expressed that they were not consulted regarding their unique configuration needs as it relates to timekeeping and the selection of NOVAtime.
3. POSS (Police Officer Scheduling System)
 - a. The Police Department has been using POSS for many years. This software is unique to Police Departments and is a common software solution in the industry. It is integrated with MUNIS (Excel file import)
4. FireHouse
 - a. The Fire Department has been using FireHouse for several years. It is integrated with MUNIS (CSV file import)
 - b. The Fire Department has expressed interest in moving off of this solution and plans to look into new or alternative products. The Town is also planning to create shared dispatch with Fairfield and a shared platform



IV. Town of Westport – Payroll & HR Systems Utilization Assessment – Applications & Costs

for dispatch will also be necessary. Therefore, the timing to abandon FireHouse and seek alternative solutions is contingent upon other software decisions relative to the merging of dispatch, etc.

5. Excel

- a. Many Departments continue to use Excel spreadsheets to manage employee pay rates, certifications, accrual balances, and other personnel/employee data
- b. In many instances, the data in these spreadsheets is duplicative (or redundant) to what is captured in MUNIS
- c. Parks and Recreation currently uses Excel to create a bill for services that is then sent to the Inn at Longshore (the Inn is billed for use of Parks and Recreation staff)

6. Access

- a. The Parks and Recreation Department has an Access database that captures and stores employee information including name, social security number, address, email address, phone number, pay rate, associated org-object, T-code for payment, description of job, and hire date)
 - i. The database is secured with a password limited to Parks and Recreation management and is stored on a Town server that is backed up

7. All Town systems, at the time of this assessment were noted to be stable platforms, supported, and secure



IV. Town of Westport – Payroll & HR Systems Utilization Assessment – Applications & Costs

Westport Public Schools

#	System	Purpose	Costs	Contract Details
1	eFinancePLUS	Payroll and HR	\$35,785.03 annually	3 Year Contract, ends 3-31-22
2	Frontline Recruiting & Hiring	Job postings, applicant submissions, onboarding	\$5,434.87 annually	Combined agreement for Frontline suite
3	Frontline Central	Employee management, forms, training	\$17,260.31 annually	Combined agreement for Frontline suite
4	Frontline Absence & Substitute Management	Employee absences, substitutes, time and attendance	\$21,751.95 annually	Combined agreement for Frontline suite
5	QuickBooks	Retiree payments (medical, dental, life insurance)	Under \$500 annually, cloud version is between \$15-75 a month	Off-the-shelf product, no contract
6	MS Excel	Spreadsheets to manage payroll, tax totals, pension, FMLA, & other data	Part of WPS' Microsoft suite	Part of WPS' Microsoft suite

Additional Application Information:

1. eFinancePLUS (PowerSchool) Financial Management System (Includes Payroll and HR) – v.19.4
 - a. The eFinancePLUS Payroll and HR modules include position control and Employee self-service capabilities via the Employee Access Center
2. Frontline Recruiting & Hiring (formerly AppliTrack)



IV. Town of Westport – Payroll & HR Systems Utilization Assessment – Applications & Costs

- a. This system is used to post job openings and receive applications/capture initial employee data
3. Frontline Central
 - a. Frontline Central is used to manage employee training, forms, and data
4. Frontline Absence & Substitute Management (formerly AESOP)
 - a. This system manages employee time off requests and includes electronic approval process
 - b. This system will also find substitutes for WPS when needed
5. QuickBooks (Intuit)
 - a. WPS uses QuickBooks to bill retirees for medical, dental, and life insurance costs
6. Excel
 - a. The Payroll Department currently maintains gross payroll data, tax totals, and pension data in an Excel spreadsheet
 - b. Excel spreadsheets are also used to keep track of retiree payments, COBRA payments, insurance deductions, health insurance calculations, life insurance calculations, and monthly insurance claims tracking (Health insurance and life insurance calculations for active employees are later entered into eFinancePLUS)
7. All WPS systems, at the time of this assessment were noted to be stable platforms, supported, and secure



V. Town of Westport – Payroll & HR Systems Utilization Assessment – Adequacy & Utilization

Systems Utilization and Adequacy

CLA reviewed all applications involved in the Payroll and HR functions at both the Town and WPS for two (2) key areas. One (1) – System Utilization – how strongly/thoroughly the Departments use the software and two (2) – How adequate the application meets the needs of the Town or WPS as it pertains to Payroll and HR.

Utilization Key	
Low	System is minimally utilized
Medium	System is moderately utilized
High	System is completely utilized

Adequacy Key	
Inadequate	System does not offer full functionality needed by users
Adequate	System has necessary capabilities to meet needs of users. Although current setup/configuration may not be optimal or correct, capability (potential) exists

#	System	Users	Utilization	Adequacy	Evaluation
1	MUNIS	Town Personnel & Departments	Medium	Adequate	The Town is significantly behind on software version. A number of features are not currently being used and training is needed
2	eFinancePLUS	WPS Human Resources	High	Adequate	System is near maximally used and meets most current needs of WPS aside from reporting
3	NOVAtime	Town Timekeeping (currently only used in Finance)	Low	Adequate	System was not properly configured to meet the needs of all Town Departments and is not used by most. With proper configuration and implementation, this system has the capability to meet the needs of the Town



V. Town of Westport – Payroll & HR Systems Utilization Assessment – Adequacy & Utilization

4	POSS	Police Department	High	Adequate	POSS is an effective system for the Police Department
5	FireHouse	Fire Department	Medium	Inadequate	Although FireHouse is lacking in certain areas for Fire Department management, the Town is using it as effectively as possible and there are no immediate alternate systems. (FireHouse is a long-standing industry platform)
6	Frontline Recruiting & Hiring	WPS Applicants and HR Department	High	Adequate	Software is effective and meets WPS needs
7	Frontline Central	WPS Staff and HR Department	High	Adequate	Software is effective and meets WPS needs
8	Frontline Recruiting AESOP	WPS Staff and HR Department	High	Adequate	Software is effective and meets WPS needs
9	QuickBooks	WPS Business Department (retiree billing)	High	Adequate	Software is effective and meets WPS needs



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

Status of Prior Audit Recommendations

CLA reviewed prior audit and assessment reports for the Town and Westport Public Schools that evaluated systems related to payroll and human resource functions. The following recommendations were identified, and the status of their implementation is noted for each.

Town

1. Reports:

- a. [November 2016 - IA 17-01 Payroll Extra Help and Overtime Audit Assessment \(blumshapiro\)](#)
- b. [January 2014 - IA 13-01 Audit of Payroll Time & Attendance](#)

Recommendation: Eliminate extraneous systems for employee and payroll management across the Town or integrate systems (where possible).

Detail: This recommendation noted that the Town should no longer need to utilize outside systems and Excel spreadsheets to manage personnel accruals and leave time and that after a meeting with Town Payroll to ensure uniformity between MUNIS records and individual Department records, the need to manage in multiple places should be eliminated.

Additional Note: [IA 13-01 Audit of Payroll Time & Attendance](#) identified a similar finding and recommendation. **Finding:** Multiple Systems Used for Time and Attendance (Needs Improvement) and **Recommendation:** The Town's payroll time and attendance processes must be streamlined as soon as possible, with the end goal of abandoning older systems.

Status: Not Implemented

Detail: Per our interviews with Town staff, most Departments continue to maintain accrual and employee information in spreadsheets or databases within their individual Department. Public Works and the Fire Department both continue to utilize Excel spreadsheets for managing accruals and employee time (in addition to MUNIS). The Parks and Recreation Department has an Access database that contains employee data like name, social security number, address, employee number, job title, and other basic employee information.



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

2. **Report:** [November 2016 - IA 17-01 Payroll Extra Help and Overtime Audit Assessment \(blumshapiro\)](#)

Recommendation: Hold Mandatory User Training on the MUNIS System

Detail: This recommendation identified that MUNIS training was significantly lacking across the Town and noted that the Payroll Coordinator had been self-taught via online manuals and user guides. It recommended that mandatory, on site, in-person training from a Tyler Technologies professional occur for Department Heads, the Personnel Department, and any data-entry personnel. In addition, it explained that the system was not being fully or optimally utilized and a number of configuration issues may exist with pay rates, tables, and codes. Issues with Parks and Recreation overtime calculations (system not identifying overtime automatically for those who work multiple positions) was noted as a problem that required manual intervention/review by Parks and Recreation Supervisors and Admin staff.

Status: **Not Implemented**

Detail: Per our interviews with Town staff, MUNIS training continues to be informal (in addition to not formally required) and the new, current Payroll Administrator has also been “self-taught” thus far for how to configure and utilize all payroll functions. The particular issues related to configuration and calculations for Parks and Recreation overtime continues to be a problem (or area that requires manual review and calculation) for the Department.

3. **Reports:**

- a. [November 2016 - IA 17-01 Payroll Extra Help and Overtime Audit Assessment \(blumshapiro\)](#)
- b. [January 2014 - IA 13-01 Audit of Payroll Time and Attendance \(Internal Auditor\)](#)
- c. [February 2013 - Payroll/HR Investment Assessment \(Tyler Technologies\)](#)

Recommendation: Train employees on and implement the Employee Self-Service capability in MUNIS.

Detail: This recommendation identified that the Town was not using the Employee Self-Service capability but that based on a prior Town annual audit, the Town was paying approximately \$8,000 annually for this feature. The report further cited that the Town had agreed with the recommendation to implement and had intended to implement in 2014.

Additional Note: [IA 13-01 Audit of Payroll Time & Attendance](#) identified a similar finding and recommendation. **Finding:** MUNIS Employee Self-Service (Needs Improvement) and **Recommendation:** The Town should endeavor to fully implement this feature.



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

Additional Note: This initial finding and key recommendation was first documented in the *Payroll/HR Investment Analysis* performed by a representative from Tyler Technologies in February 2013.

Status: **Not Implemented**

Detail: Per our interviews, there was an attempt to utilize Employee Self-Service, but it was never fully completed or rolled out to staff.

4. **Report:** [November 2016 - IA 17-01 Payroll Extra Help and Overtime Audit Assessment \(blumshapiro\)](#)

Recommendation: Train employees on and implement Position Control within in MUNIS.

Detail: This recommendation identified that the Town was not using the Position Control functionality which allows better management of people, positions, and budgeted payroll amounts in the Town.

Status: **Not Implemented**

Detail: The Town continues to not use Position Control.

5. **Report:** [November 2016 – IA 17-01 Payroll Extra Help and Overtime Audit Assessment \(blumshapiro\)](#)

Recommendation: Annually perform data reconciliations between individual departments and Town payroll.

Detail: This recommendation further suggested that during this annual reconciliation, pay rate, associated pay code changes (per employee), step, increases/added wages, and accruals data all be validated between Town department and Town Payroll. Additionally, any extraneous spreadsheets or systems outside of MUNIS that were used for managing employee information (pay rates and accruals) were also to be reviewed/ensured in balance with MUNIS data.

Status: **Not Implemented**

Detail: Per our interviews with Town staff, there is no regular, annual review between individual Departments and Town Payroll to reconcile the data between systems and spreadsheets in addition to an evaluation/reconciliation of employee data (and pay increases, etc.) for the upcoming year.



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

6. Reports:

- a. [November 2016 - IA 17-01 Payroll Extra Help and Overtime Audit Assessment \(blumshapiro\)](#)
- b. [October 2015 - IA 15-04 Compensatory Time Off \(Internal Auditor\)](#)

Recommendation: Implement Electronic Timekeeping system.

Detail: This recommendation encouraged the Town to finalize a decision on a timekeeping system as the Town has been seeking a solution since a 2014 audit recommendation. At the time of the 2016 report, the Town was then reviewing Kronos, NOVAtime, and TimeClockPlus as options. The recommendation advised the Town to contact Tyler Technologies to ensure that whatever system selected would integrate seamlessly with MUNIS and that once implemented, policies and procedures related to employee timekeeping and time-entry be updated.

Additional Note: [IA 15-04 Compensatory Time Off](#) identified a similar finding and recommendation. **Finding:** Time Capture Process and **Recommendation:** The Town should investigate town-wide electronic time and attendance system solutions that will work with the MUNIS system to directly capture all attendance data.

Status: Partially Implemented

Detail: The Town selected and purchased the NOVAtime system in 2018 (5-year contract term). The system implementation was not successful in that many Departments did not utilize the tool and the “bridge” or electronic integration into MUNIS was never fully completed. The value of the system was never fully realized and the formal usage Town-wide was put on “pause” since approximately March 2020. Currently, only Town Finance employees are entering time into NOVAtime. The Town continues to pay \$23,715 per year for the system. Interviewees within Personnel did express interest in resuming the setup and implementation of the timekeeping tool (and repairing/completing the electronic bridge) but no formal timeline, project owner, etc. has been identified.

7. Reports:

- a. [November 2016 - IA 17-01 Payroll Extra Help and Overtime Audit Assessment \(blumshapiro\)](#)
- b. [September 2011 - IA-02 Personnel Audit \(Internal Auditor\)](#)

Recommendation: Designate, document, and fully train a backup for the Payroll Coordinator.



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

Detail: This recommendation cited that the Personnel Manager would serve as the designated backup but that this person was not fully versed or trained in the intricacies of the Payroll Coordinator’s job and that a single individual had not been fully cross-trained.

Additional Note: [IA 11-02 Personnel Audit](#) identified a similar finding and recommendation. **Finding:** Cross-Training and

Recommendation: The Benefits Coordinator and Personnel Administrator should be cross-trained to ensure that key personnel-related functions will continue to be performed in the event of an unanticipated absence within the department. At least one other individual in Finance should be trained to perform payroll functions for the same reason.

Status: Partially Implemented

Detail: Per interview with Town Personnel Department, the Deputy Personnel Director would be able to get payroll processed (if needed) should the Payroll Administrator not be available. However, it was noted that it would not be an easy role to assume (on demand) and detailed instructions for how to process payroll are not complete. The Payroll Administrator typically schedules vacations around payroll cycles.

8. **Report:** [November 2016 - IA 17-01 Payroll Extra Help and Overtime Audit Assessment \(blumshapiro\)](#)

Recommendation: The Fire Department should fully implement scheduling systems that will integrate with MUNIS.

Detail: This recommendation detailed that the Fire Department had purchased the Firehouse software package and has been phasing in various modules with the payroll integration to be completed by the 1st quarter of 2017.

Status: Implemented

9. **Report:** [November 2016 - IA 17-01 Payroll Extra Help and Overtime Audit Assessment \(blumshapiro\)](#)

Recommendation: The Police Department should integrate the POSS system with MUNIS.

Detail: This recommendation detailed that the integration was available and had been recommended to the Town in prior years’ audits but had not yet been completed.

Status: Implemented



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

WPS

1. **Report:** [January 2014 - IA 13-01 Audit of Payroll Time & Attendance \(Internal Auditor\)](#)

Recommendation: Review the work-flows and create solutions to the lack of interactivity between systems.

Detail: This finding and recommendation identified that employee information was kept in three web-based applications (AppliTrack, AESOP, eFinancePLUS) and that little interaction existed among the three. Data was re-entered into several systems when an employee was hired.

Status: **Implemented**

Detail: Since the 2014 report, a single vendor, Frontline, now owns AppliTrack and AESOP. AppliTrack is now known as Frontline Recruiting and Hiring and AESOP is now called Frontline Absence and Time. In addition to Frontline Central, all three applications work seamlessly together. The Frontline Absence and time component is integrated with eFinancePLUS as well.



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

New Findings and Recommendations - Town

CLA has identified the following additional/new findings and recommendations for the Town of Westport.

1. **Finding** – MUNIS software version significantly outdated

- a. The Town is currently on version 11.3.25; the current version of MUNIS is 2021
 - i. Since version 11.3.25, there have been five (5) upgrades
 - 2017, 2018, 2019, 2020, and 2021
- b. There have been significant changes and upgrades to the software (particularly in the area of payroll functionality) over the years through these new software enhancements that the Town has not capitalized on

1. **Recommendation** – Upgrade the system to at least version 2019

- a. The Town should upgrade to at least the 2019 version of MUNIS
 - i. As a best practice, CLA does not recommend the Town ever be on the very latest (newest release) as bugs, errors, etc. can occur early in a release that typically are resolved over time
- b. Upgrading the software will greatly enhance payroll and human resources features and functions
- c. Necessary training on the new version will be important

2. **Finding** – MUNIS Employee Self-Service (ESS) not utilized

- a. As part of the payroll modules within MUNIS, Employee Self-Service (ESS) is available to Town users
- b. ESS offers employees the ability to view and edit a number of personal payroll and HR-related employee data/files online including:
 - i. View and reprint W-2s
 - ii. Access to pay/tax information and accrual balances



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- iii. Submit demographics changes/edits/additions (HR approval required before change is committed)
- iv. View prior paystubs/paychecks
- v. Request time off
- vi. Run “what if?” scenarios and calculations on deductions and benefits
- vii. Submit deduction/election changes (HR approval required before change is committed)

2. **Recommendation** – Implement Employee Self-Service

- a. The Town should implement the Employee Self-Service tool and provide training to employees so that their personal employee and pay data is readily available to them
- b. In addition, this should decrease the number of calls/emails and requests made directly to Personnel
- c. From the 2013, Tyler Technologies Payroll/HR Investment Analysis Implementation Plan, the entire length of time to implement Employee Self-Service was estimated to take 7-13 days

3. **Finding** – Position Control not utilized

- a. As part of MUNIS payroll and personnel/HR modules, the system offers Position Control functionality
- b. Position control allows control over several areas in payroll, HR, and Financials including:
 - i. Eliminates overfilling positions/over-hiring without available position/budget
 - ii. Identifies vacancies
 - iii. Prevents GL accounts from changing
 - iv. Provides workflow for adding and changing positions
 - v. Assists with budgeting, salary/benefit projections



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

3. **Recommendation** – Implement Position Control

- a. The Town should implement Position Control functionality to enhance controls for payroll, budgeting, and HR

4. **Finding** – Electronic Personnel Action Forms (PAFS) not used

- a. The Town is not using MUNIS' automated PAF workflow (the equivalent to the Town's Personnel Change Notice process) for changes to employee information (pay changes, role changes etc.)
 - i. This paper-based process involves signatures throughout the Town/Finance Department and HR

4. **Recommendation** – Implement electronic PAFs within MUNIS

- a. The Town should automate the PAF process with MUNIS
 - i. This will allow for appropriate electronic workflow in which the Department Heads, Finance, and HR can each electronically approve a change in the system (with notifications when their attention is needed etc.)
 - ii. The change recorded in the PAF will automatically take effect in the appropriate HR/Payroll modules once the necessary electronic approvals (properly routed workflows) are completed
 - iii. Electronic personnel action forms can also expedite and automate the hiring/onboarding process
 - iv. The software will also capture/log who approved the change and when for historical purposes

5. **Finding** – Payroll configurations and setup need further review

- a. Based on our interviews with staff, particularly with the Town Fire Department, it seems some payroll configurations may be inaccurate
 - i. It was noted that the Fire Department frequently experiences errors in their payroll and that their incentive program and multiple pay rates (base amounts) may not be setup in the software correctly



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

- ii. Specifically, there have been errors with fire pay rates, job codes attached to wrong rates, old job classifications attached to employees, and rounding

5. **Recommendation** – Review MUNIS configurations with MUNIS training support personnel for proper setup

- a. The Town’s Payroll staff is relatively new and should receive formal training in MUNIS (not online self-learning) to make sure there are no key functions going unused or misused. The software has many capabilities for configuring unique rates (base, overtime, FSLA, differentials, etc.) per employee and there may be features that are not fully utilized for the complexities of particular payrolls like the Fire Department
- b. Additional Personnel staff (and relative Finance staff) should also partake in the formal training and configuration reviews with MUNIS support/configuration staff to ensure that capabilities for payroll and employee management are maximized

6. **Finding** – NOVAtime has not been implemented or used Town-wide

- a. As mentioned above, only the Finance Department uses NOVAtime currently
 - i. The Town is currently paying approximately \$16,000 per year for this system
 - ii. The contract was priced for 500 users/employees but approximately 10 employees actively use the application
- b. There is no intention of using it to manage employee time for Police and the Fire Department
- c. Based on the complexities of Parks and Recreation (e.g., employee positions/locations changing “day-of” and throughout the day, lack of internet access throughout Parks and Recreation locations for employee app clock in/out, etc.) it is unlikely that NOVAtime will be successful for the Parks and Recreation Department (as the program is currently configured)
- d. Some staff expressed concerns about using personal cell phones for work
- e. It is unclear on who was the formal project owner/manager for the implementation and configuration/rollout of NOVAtime



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- i. The vendor agreement indicates that the customer (Westport) was responsible for providing a customer service project manager to participate in meetings and status calls as well as review and approve all project plan phases”
 - ii. In reviewing the contract and three phases (software, hardware, and go-live), no signatures from Westport were noted
- f. One of the common reasons we heard for NOVAtime installation not being complete was the lack of “bridge” between NOVAtime and MUNIS

6. **Recommendation** – Make a final determination about the implementation and use of NOVAtime town-wide

- a. The Town has paid \$15,740 for implementation and is currently paying approximately \$16,400 annually for a system that is not being used by most employees. Based on its current status of implementation, it is not valuable to the Town
- b. The Town has approximately 1.5 years remaining on the contract. Contract language indicates that the “Town, within 30 days’ notice, may terminate this agreement if Andrews Technology fails to perform the services contracted for herein”
 - i. It is not clear if the vendor failed to perform as agreed or if there was a lack of project management and coordination overall
- c. The contract with Andrews Technologies also offers a number of guarantees and terms including:
 - i. “Complete responsibility for configuration of the software installation of MUNIS interface”
 - ii. “Unlimited training of all administrators and supervisors”
 - iii. “Unparalleled customer service”
 - If a project manager is put into place that can coordinate with the NOVAtime vendor, many of the current challenges and configuration issues will likely be resolved



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

- d. Should the Town determine that this system is going to continue to be used, it needs to be fully implemented (e.g., bridge to/integration with MUNIS needs to be completed and tested) and its use needs to be enforced Town-wide (aside from Police and Fire who already have specialized scheduling and time software)
 - i. Wi-fi may be needed in additional Town locations to allow employees to use mobile phones for punching in/out. Alternatively, NOVAtime offers “call-in” options for employee punch in/out
 - ii. Policies will need to be constructed that require employees to use personal devices for timekeeping, etc.
 - iii. Training for how to use the system (included in NOVAtime contract) will also be needed
7. **Finding** – Parks and Recreation uses Excel to bill the Inn at Longshore
- a. The Parks and Recreation Department currently charges the Inn at Longshore for traffic control and parking services performed by Parks and Recreation staff
 - b. The Department creates a bill in Excel that they provide to the Inn
 - c. It is unclear how (and when) the receivable is recorded in MUNIS (potentially after the fact/collection of funds)
 - d. MUNIS has billing (A/R) capability
7. **Recommendation** – Transition billing to MUNIS
- a. Parks and Recreation should be performing billing via MUNIS to keep better up-to-date financials and receivables within the financial management system as opposed to Excel



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

New Findings and Recommendations - WPS

CLA has identified the following additional/new findings and recommendations for the Westport Public Schools.

1. **Finding** – QuickBooks is used for retiree billing

- a. WPS bills retirees for insurance using QuickBooks
- b. QuickBooks is not considered to be a very secure financial system (lack of audit trail, ability to alter data/posts “after the fact,” etc.)
- c. QuickBooks is not integrated with eFinancePLUS

1. **Recommendation** – Consider using AR/Billing functionality within eFinancePLUS

- a. WPS should determine if eFinancePLUS can be used to handle the billing for retirees
- b. By using the existing financial system, the receivable will be automatically booked (or anticipated) in the system; there will be no need for a manual recording/entry

2. **Finding** – eFinancePLUS reporting not optimal

- a. Based on feedback from several interviewees, the reporting inherent to eFinancePLUS is not optimal for the WPS
 - i. WPS relies on Cognos for most of their payroll and HR reporting needs but there have been some issues identified with Cognos as well (e.g., inability to run a report for past data/prior periods)
 - ii. Some employees have had training and others have not

2. **Recommendation** – Contact eFinancePLUS for further formal reporting training & opportunities

- a. With further training, it is possible that the payroll staff may be able to create the reports needed



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

3. **Finding** – eFinancePLUS and Frontline not fully integrated

- a. The eFinancePLUS system and Frontline suite are not integrated (Absence and Time is integrated)
 - i. As a result, some employee data (e.g., demographics) must be entered and maintained in two places

3. **Recommendation** – Contact eFinancePLUS and Frontline to configure full integration (if possible)

- a. WPS should contact the software vendors to determine if a complete integration between systems is possible to reduce the need for duplicate entry and maintenance of data in multiple systems

4. **Finding** – Electronic forms-based workflow not utilized

- a. WPS is not using eFinancePLUS' automated forms-based workflow tool for changes to employee information
 - i. This paper-based process involves circulation through WPS Departments and signoffs by Supervisors

4. **Recommendation** – Automate the PCN process using eFinancePLUS

- a. WPS should contact the software vendors to determine how to automate their internal approval and workflow process for personnel changes through the software

5. **Finding** – WPS HR data within Excel

- a. Based on our discussions there are a significant number of Excel spreadsheets used and relied upon by HR/Payroll
- b. It is unclear if these calculations and data captures/reports could be better kept or tracked in eFinancePLUS
- c. Excel, with manual formula entry and calculations, has the potential for human/data entry errors

5. **Recommendation** – Review all miscellaneous HR/Payroll Excel files and determine if they can be reduced or tracked within eFinancePLUS



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

- a. WPS should review the numerous HR/Payroll spreadsheets currently used by staff to determine if they are necessary or are redundant to what is captured in the financial system
- b. In addition, WPS should determine if the software they have has the capabilities to track, calculate, and report on the types of information that the WPS is currently using Excel to do



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

New Findings and Recommendations – Town and WPS

CLA has identified the following additional/new findings and recommendations for the Town and WPS jointly.

1. **Finding** – The Town has no access rights to eFinancePLUS software

- a. The Town and WPS coordinate HR/Payroll functions in multiple areas including quarterly and year-end reporting, management of a shared pension plan, shared defined contribution plan, some retirees' management and OPEB
 - i. The Town currently processes all non-certified Board of Education retirees. Many retirees contact the Town Personnel Department for information/to ask retirement questions, but Town Personnel does not have access to their earnings, wage data, etc. (eFinancePLUS) so they cannot easily help
- b. Town Payroll and Finance staff do not currently have access to the WPS eFinancePLUS system. As a result, they require the WPS to run reports, email/send data, etc. to the Town as opposed to being able to access the information on an on-demand or as-needed basis

1. **Recommendation** – Provide “read-only” or “inquiry-only” access to the eFinancePLUS system for relevant Town Payroll/Finance employees

- a. WPS can limit permissions to data in their system and lock-down capabilities so that the relevant Town Payroll and Finance staff may only read, or inquire on, data in eFinancePLUS
 - i. This will decrease the need for file requests and sending back and forth and allow Personnel staff to be more helpful to retiree inquiries

2. **Finding** – Training, Cross-training and Employee back-ups are needed

- a. Nearly all those interviewed felt that increased training would be useful (both at the Department and Payroll/HR level)
- b. Formal backups who can easily, without hesitation, step in and complete payroll in times of need do not exist



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

- i. Both WPS and the Town have experienced turnover in payroll processing positions, and this has been an area where true, documented backups and formalized processes are needed

2. **Recommendation** – Provide formal training, identify and cross-train Payroll backups

- a. Both the Town and WPS need to select suitable backups for payroll processing and cross-train as soon as possible
- b. The payroll process should be formally documented in a step-by-step manual
- c. Formalized training should occur for the current payroll/HR staff for their respective software; the designated backups should attend

3. **Finding** – Town and WPS operate on separate databases/systems

- a. The Town and WPS use two (2) different software systems currently for payroll and HR data which can make shared reporting, data sharing, and transparency sometimes more difficult
- b. Working out of two different systems makes it more difficult for payroll and HR staff to integrate (when they need to)
 - i. Data is presented differently, reports are not identically formatted, etc.
 - ii. Additionally, staff from one Department (Town or WPS) can less easily assist the other in data retrieval, system functionality, etc.

3. **Recommendation** – Consider a shared software solution, long-term

- a. Because both the Town and WPS share some retiree employee management, report in single submittals, and integrate in a number of payroll/personnel capacities, it may make sense to consider a shared software solution for payroll/personnel management long-term



VI. Town of Westport – Payroll & HR Systems Utilization Assessment – Recommendations

- b. Integrating software solutions is a sizeable task and would require an update and cleanup to the Town and School's chart of accounts; a single, shared chart would be recommended as well as a single, software database
- c. A shared system also provides almost immediate backups (multiple individuals who know how to process payroll, run reports, access data, etc. all using the same tool)



VIII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

Appendix A – Interview List

As part of this audit, the following individuals were interviewed:

Town of Westport	Westport Public Schools
Ralph Chetcuti – Personnel Director	John Bayers – Assistant Superintendent for Human Resources & General Administration
Debra Ferrante – Deputy Personnel Director	Diana Christiano – Executive Assistant for Human Resources
Terrina Shepard – Payroll Administrator	Jan Mello – Payroll and Absence Management Coordinator
Sheila Carey – Controller	Elio Longo – Chief Financial Officer
Jaime Krajewski – Systems Manager Financial Analyst	Richard McArdle -Assistant Director of School Business Operations
Lynn Scully – Audit Manager, Senior Accountant	Carole Leahy – Payroll Coordinator
Anthony Prezioso – Police Lieutenant	Eileen Ahearn – Benefits Coordinator
Mike Kronick – Deputy Chief, Fire Department	Natalie Carrignan – Director of Technology
Jen Fava – Parks and Rec. Department Director	
Rick Giunta – Deputy Director Parks and Rec. Department	
Claudia Wildstein – Clerical Assistant, Parks and Rec. Department	
Liz Lyons – Public Works Administrative Assistant 2	
Eileen Zhang – Director of IT	



VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

Appendix B – Process Workflows

CLA mapped a number of operational/process workflows relating to operations of the payroll and human resources. The following workflows are mapped on the continuing pages:

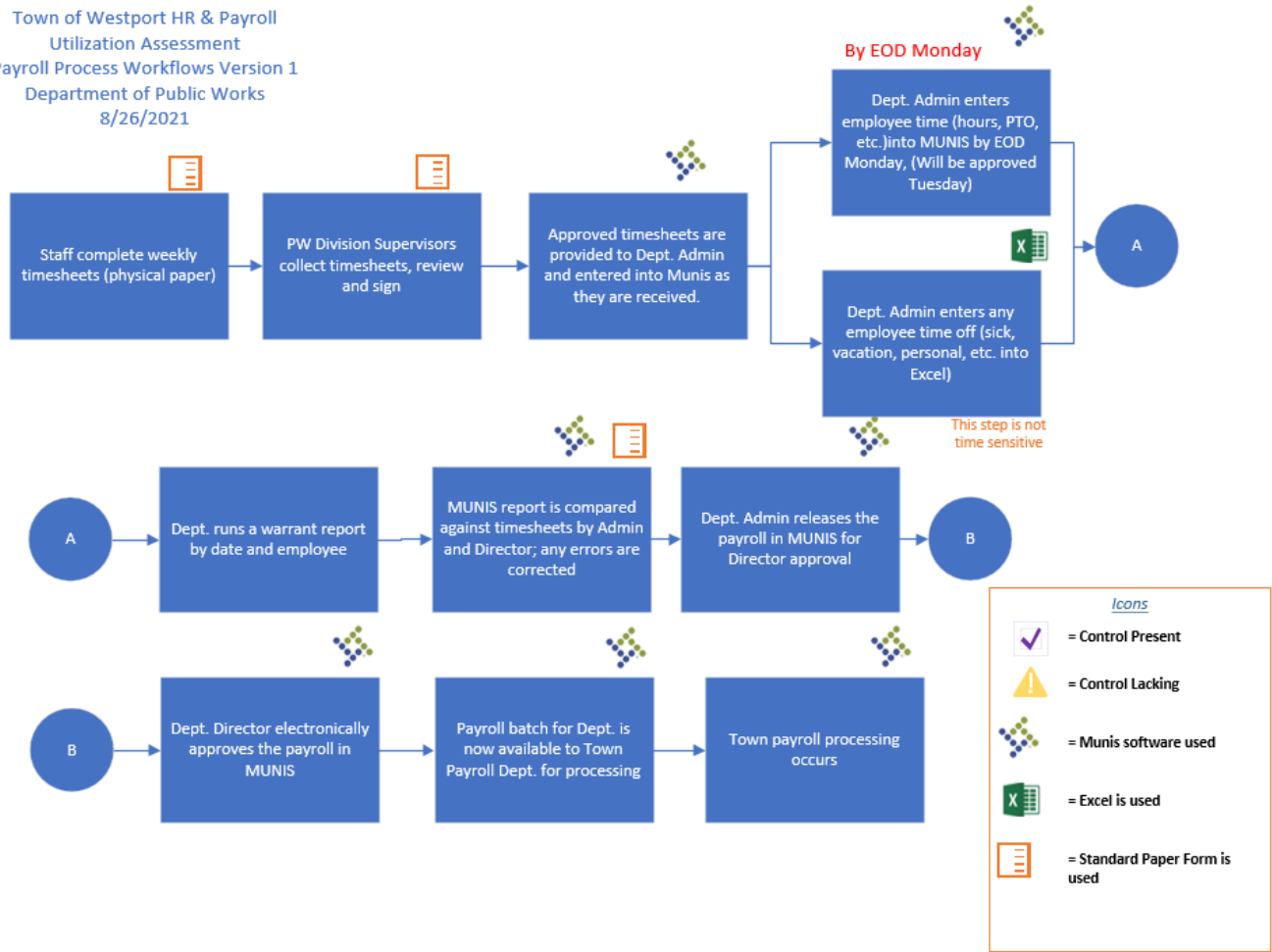
- Public Works Payroll Process
- Parks and Rec Payroll Process
- Parks and Rec Onboarding Process
- Fire Department Payroll Process
- Police Department Payroll Process
- Town Payroll Process
- Town Onboarding Process
- Town Offboarding Process
- BOE Payroll Process
- BOE Onboarding Process
- BOE Offboarding Process



VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

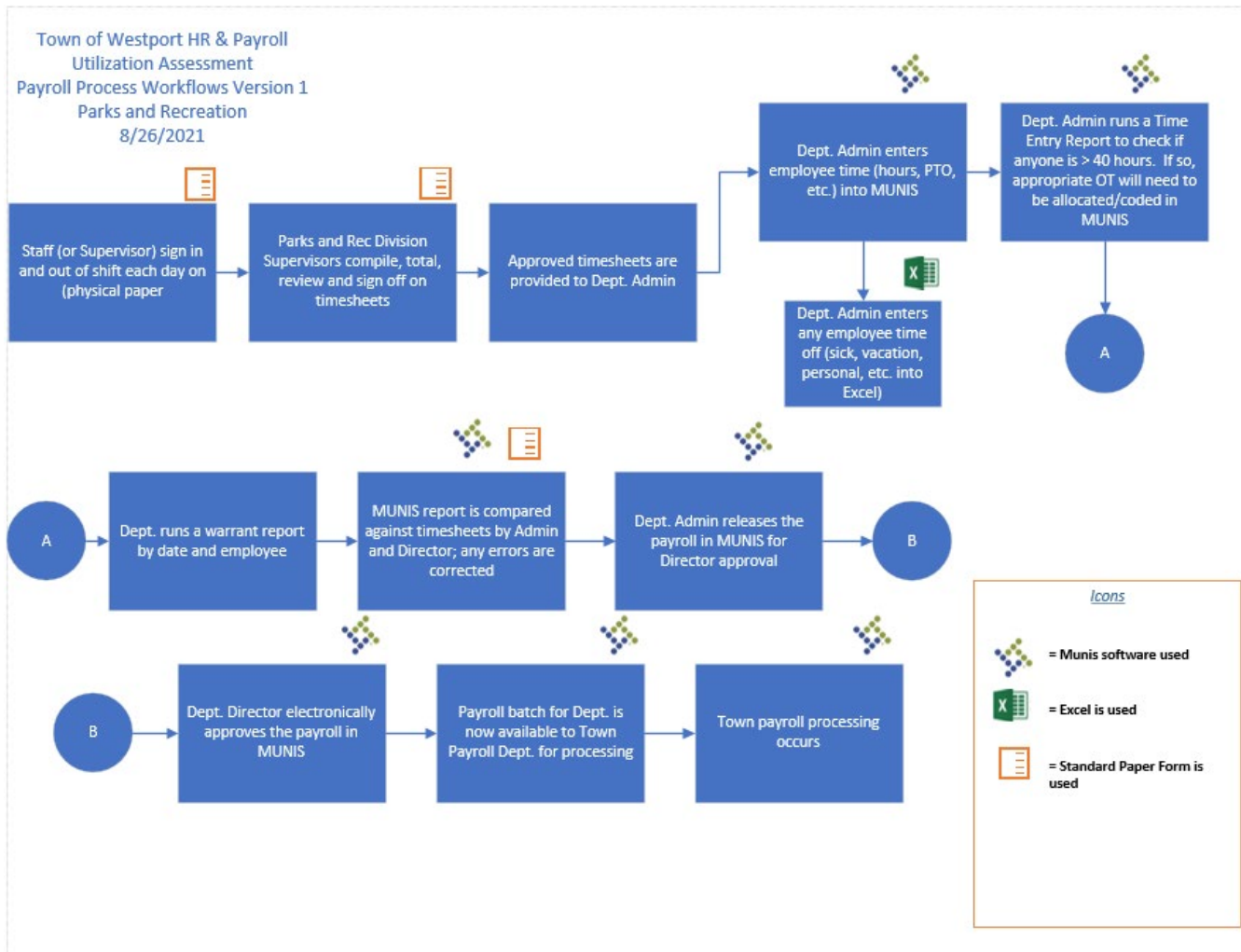
1. Public Works Payroll Process

Town of Westport HR & Payroll Utilization Assessment
 Payroll Process Workflows Version 1
 Department of Public Works
 8/26/2021



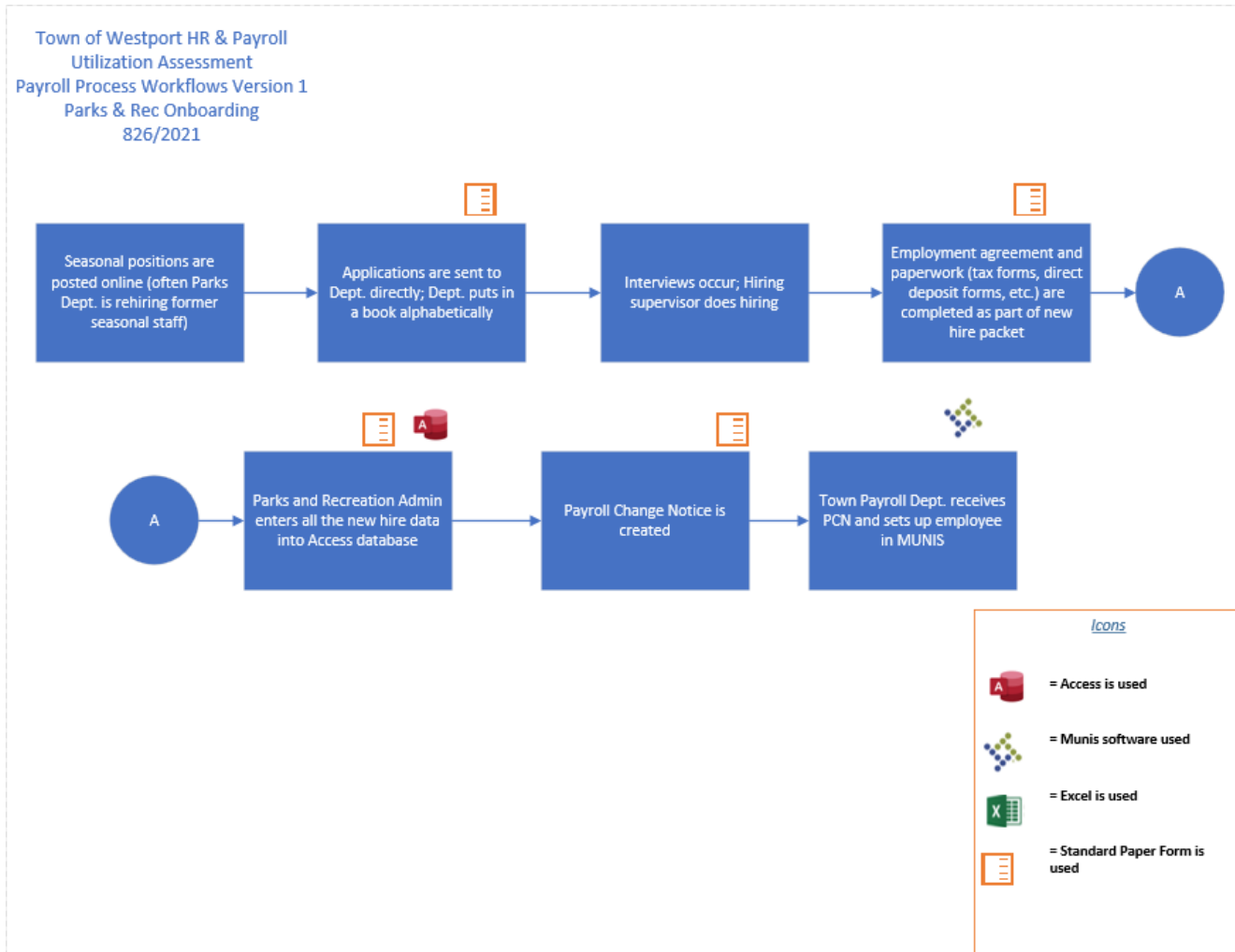
VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

2. Parks and Rec Payroll Process



VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

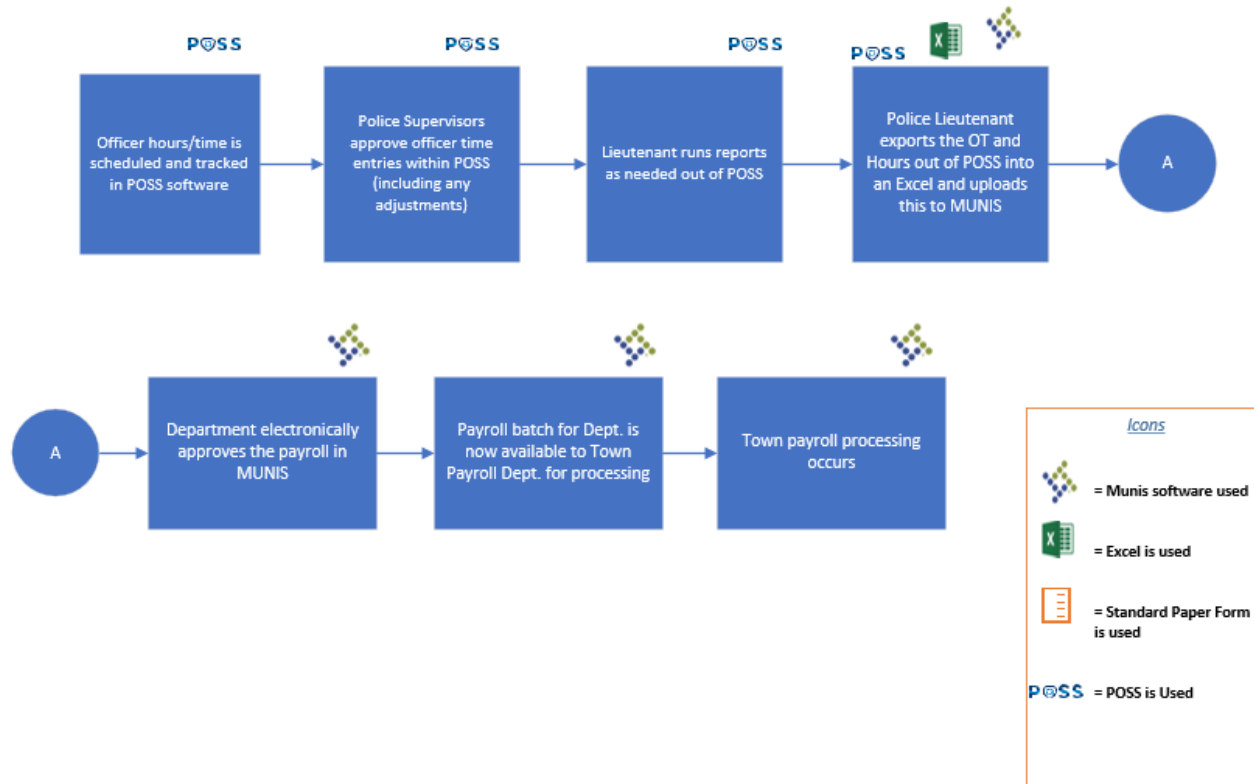
3. Parks and Rec Onboarding Process



VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

5. Police Department Payroll Process

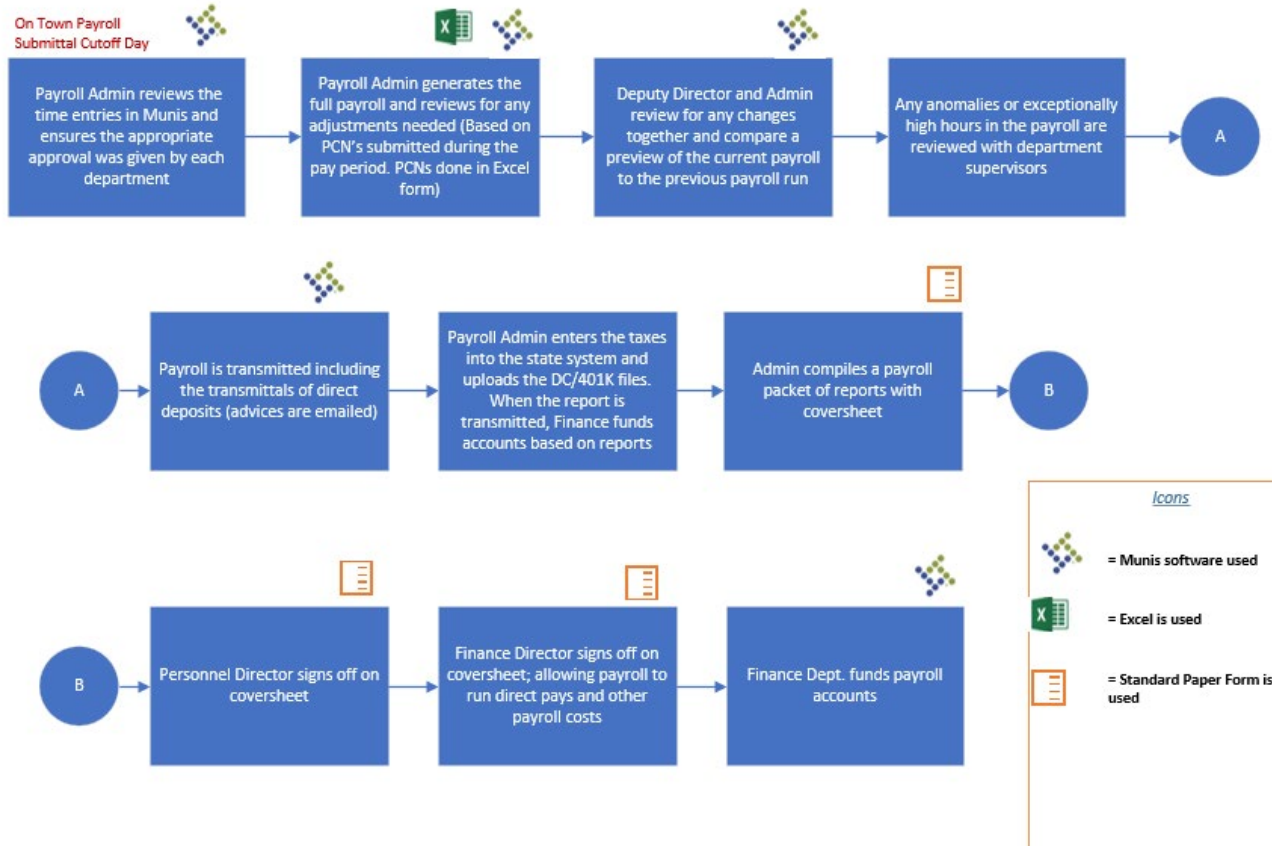
Town of Westport HR & Payroll
Utilization Assessment
Payroll Process Workflows Version 1
Police Department
8/27/2021



VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

6. Town Payroll Process

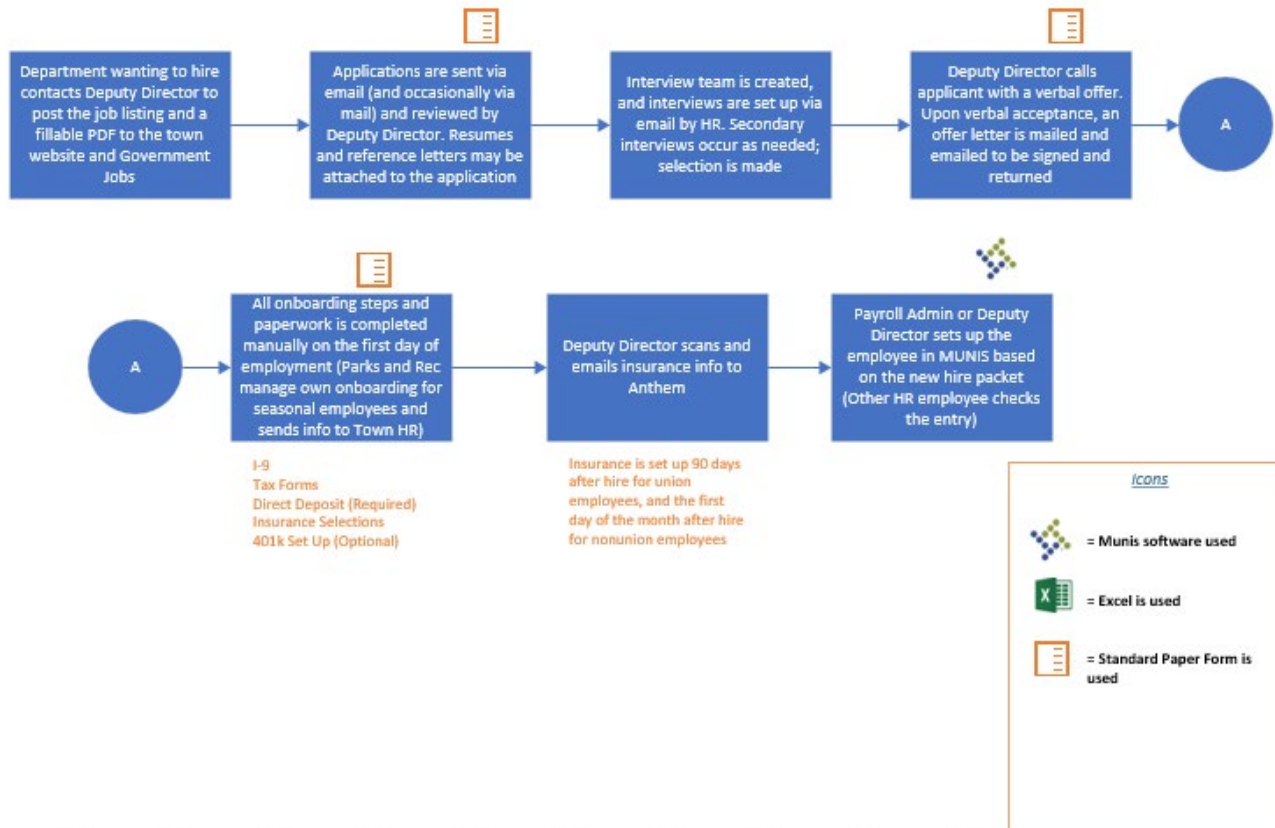
Town of Westport HR & Payroll Utilization Assessment
 Payroll Process Workflows Version 1
 Town Payroll
 826/2021



VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

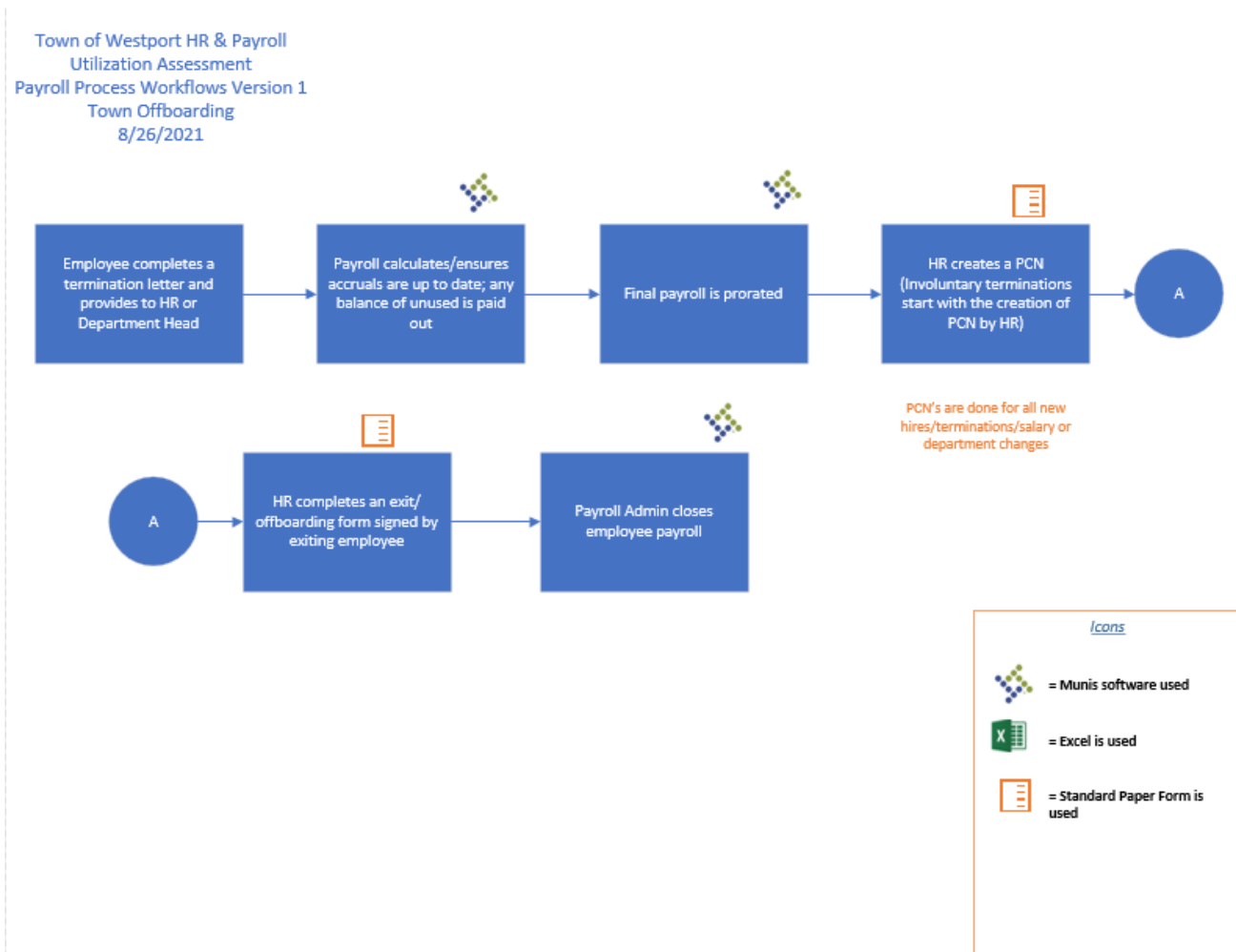
7. Town Onboarding Process

Town of Westport HR & Payroll
Utilization Assessment
Payroll Process Workflows Version 1
Town Onboarding
8/26/2021



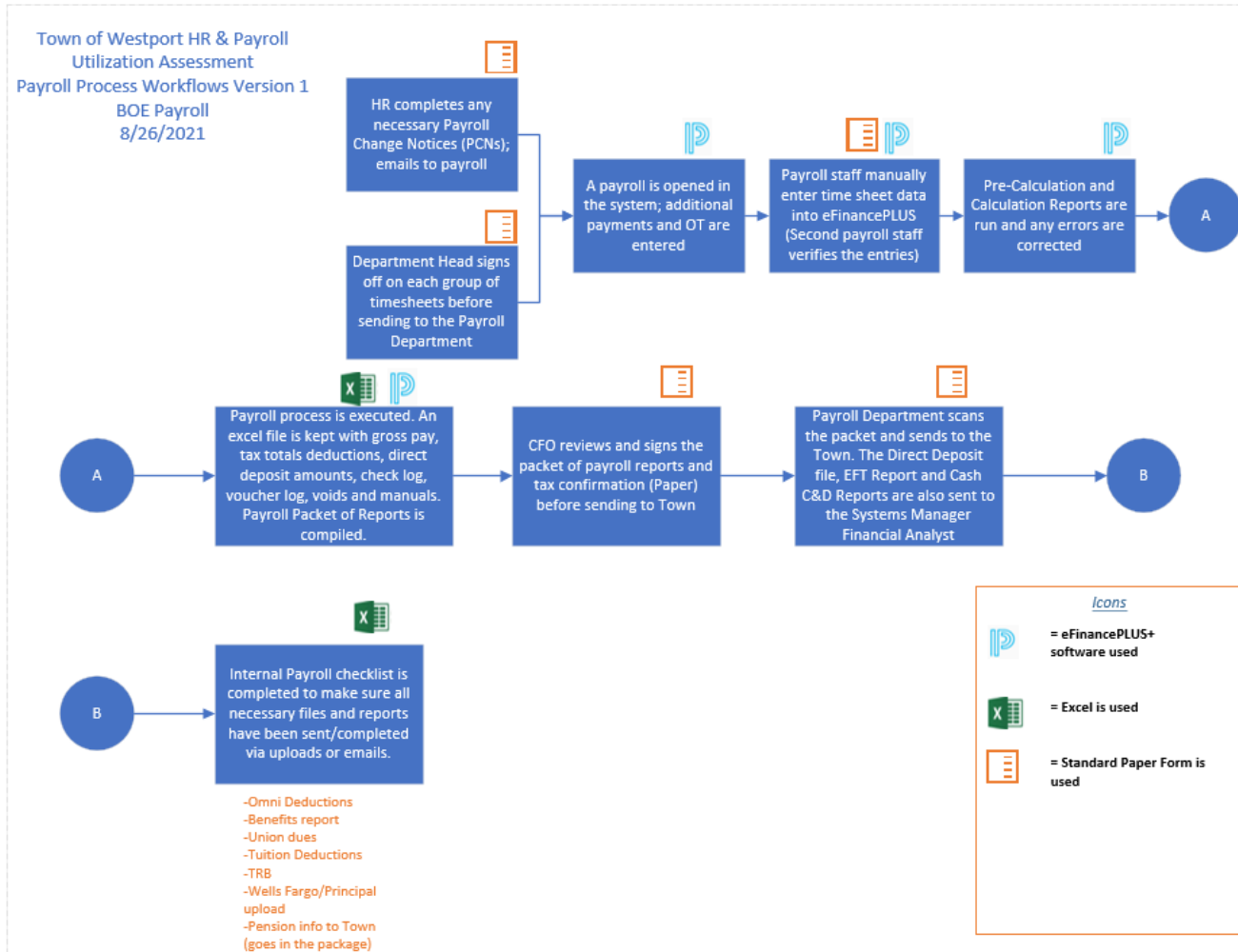
VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

8. Town Offboarding Process



VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

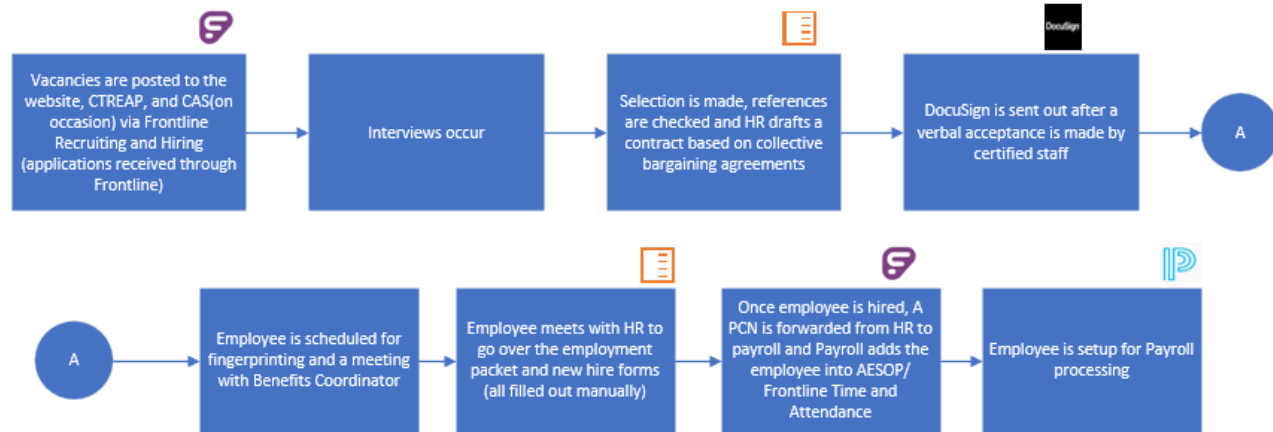
9. BOE Payroll Process








VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

10. BOE Onboarding Process

Town of Westport HR & Payroll
Utilization Assessment
Payroll Process Workflows Version 1
BOE Onboarding
8/26/2021



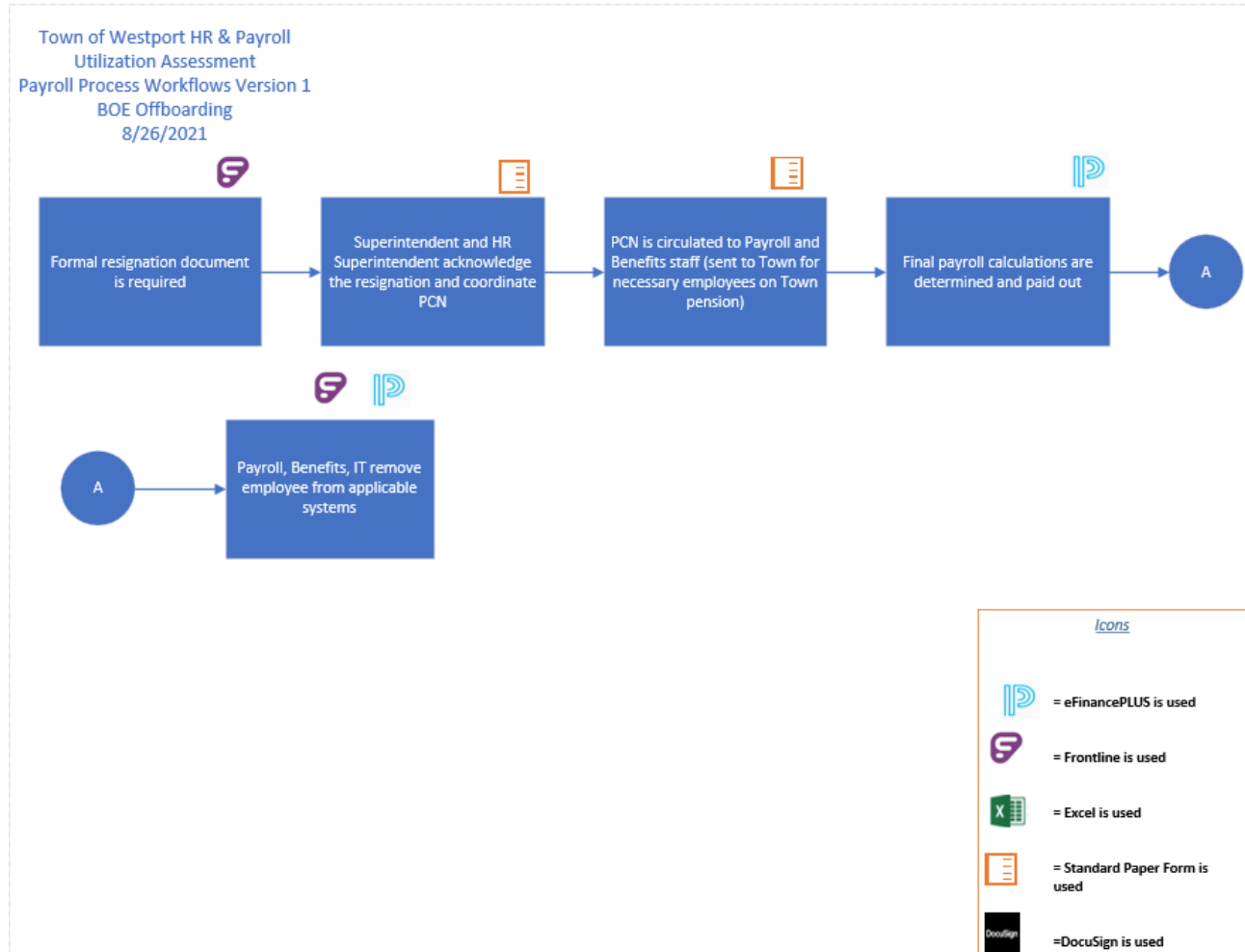
Icons

-  = eFinancePLUS is used
-  = Frontline is used
-  = Excel is used
-  = Standard Paper Form is used
-  = DocuSign is used



VII. Town of Westport – Payroll & HR Systems Utilization Assessment – Appendix

11. BOE Offboarding Process



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