



August 12, 2008

MEMORANDUM

TO: Vice Presidents  
Chancellors

FROM: Sam Callejo   
Vice President for Administration

SUBJECT: Improving Timeliness of First Paychecks to Employees

A longstanding problem throughout the University of Hawai'i (UH) is the length of time it typically takes for new employees to receive their first paycheck. This affects all types of employees: faculty, staff and graduate assistants.

The UH Business Process Council (BPC) has taken the lead on studying the problem and identifying opportunities for improvement. Some of the delays are caused by statutory requirements and relate to payroll lags for some employees. Other delays are outside our control and relate to the way the State Department of Accounting and General Services (DAGS) processes the payroll of all State employees.

Nevertheless, there are a number of ways in which we can improve timeliness. Since hiring is decentralized at UH, I'd like to ask for your support in moving forward to eliminate one of the common causes of excessive delays: waiting for all documentation before initiating payroll action.

There are numerous items of documentation required for a new employee. Sometimes, the submittal of the Payroll Notification Form (PNF) to the UH Payroll Office does not take place until all or most of these items are obtained. This may delay the initiation of the payroll action until after the actual start date of the employee and result in employees not receiving their paycheck as soon as statutorily permitted. In fact, only three items of documentation are strictly required to place someone on the payroll. Other information and documentation can be provided by the start date or soon thereafter.

Under the auspices of the BPC, the attached checklist has been prepared by the Office of Human Resources and the UH Payroll Office, with assistance from a number

of campus Personnel Officers, to clearly describe which documentation is required at each stage of the hiring process.

Effective immediately, Personnel Officers should take the necessary actions to obtain these initial items from all new hires as quickly as possible and as far in advance of the start date as possible. Personnel Officers should place all new hires on the payroll as soon as these required initial items are in hand in order to meet the payroll deadlines for new employees to receive their paychecks at the earliest date possible.

We fully understand that placing someone on the payroll before all documentation has been received creates a potential salary overpayment risk. However, complete avoidance of this risk is not an acceptable rationale for the excessive delays commonly experienced by new employees.

In the event that a new employee is placed on the payroll and cannot actually start (e.g., for lack of the statutorily required TB test by the first day at work), or cannot continue (for lack of required eligibility documentation by the 3rd or 30th day after hiring), then the employee should be directed to cease work until the situation is rectified. Personnel Officers should immediately contact the UH Payroll Office for manual intervention and any necessary corrective action.

For your information, the BPC has identified a number of related improvements in processing that will also be implemented over the next year to improve our ability to reduce this lag. These include:

- Automation of the eligibility checks for graduate assistants
- Automation of the submittal of PNFs to the UH Payroll Office
- Automation of the payroll interface between UH and DAGS

Streamlining each of these steps will reduce the processing time inherent in the current manual processes that often contribute to the delays.

In addition, we will be looking for ways to work with DAGS to improve our responsiveness for new employees who do not have Social Security Numbers at the time they are hired.

Thank you for your assistance in improving a critical UH process that is one of the first, and unfortunately most painful, encountered by many of our new employees.

#### Attachment

c: President David McClain  
System Director of Human Resources  
Payroll Supervisor  
Personnel Officers (via web)

**DOCUMENT CHECKLIST FOR NEW EMPLOYEES**

NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

HIRE DATE: \_\_\_\_\_ FTE: \_\_\_\_\_ POS. NO. (Except LEC & CAS): \_\_\_\_\_  
 (Effective date of UH appointment.)

Use check mark ( ✓ ) or date to indicate that the forms have been completed and are attached.

DOCUMENT CHECKLIST	EXEC	FAC	APT	GA	LEC	CASUAL
===== TO INITIATE PAYROLL =====						
PNF/Form 6 with valid SSN – (See schedule of payroll deadlines) (Note #1)						
HW-4, Emp's Withholding Allowance & Status Cert – Hawai'i (Attached to PNF) (Note #2)						
W-4, Emp's Withholding Allowance Certificate - U.S. Treasury (Attached to PNF) (Note #2)						
===== WITHIN 3 DAYS OF HIRE DATE =====						
I-9, Emp Eligibility Verification (With attachments) (Note #3)						
===== AT START DATE (WHEN EMPLOYEE PHYSICALLY REPORTS TO WORK) =====						
Valid Tuberculosis Clearance Certification for Employment (See A9.520) (If applicable)						
<b>FORMS SHALL BE COMPLETED ASAP, BUT NO LATER THAN 30 DAYS OF HIRE DATE</b>						
<b>EMPLOYEE FORMS (FOR EMPLOYEE TO COMPLETE &amp; SUBMIT TO HR OFFICE VIA PROGRAM)</b>						
Photocopy of official Social Security Card (Note #4)						
D-60, Salary Assign/Cancel - State of Hawai'i, Bank Assignment – (See schedule of payroll deadlines) (Attached to PNF) (Note #5)						
EC&B-1, ERS Membership Enrollment Form (Note #6)				NA		NA
Form 1-A: ERS Designation of Beneficiary (Print on golden rod or yellow ) (Click here for Instructions) (Note #6)				NA		NA
EC-1, EUTF Enrollment Application; Premium Conv Plan Notice (Note# 7)						NA
Life Insurance: Standard Insurance Company - Beneficiary Designation/Change (Note #7)						NA
D-90, Employees Designation of Beneficiary -State of Hawai'i (For unpaid wages) (Yellow paper only)						
Form SSA-1945, Statement Concerning Your Employment in a Job Not Covered by Social Security						
Personnel Record Card University of Hawaii						
UH Form 92, General Confidentiality Notice (Click here for Instructions)						
UH Form 22, Work Schedule Disclosure Form (Formerly CC/A&S Form 1) (If applicable)						
UH Form 12, Employee's Claim for Prior Creditable Service (If applicable)						
UH Form 88, Disclosure of the Employment of Relatives (Note #8) (If applicable)						
UH Form 27, Ethnic Background Form						NA
Invention Disclosure & Assignment Agreement (See E5.500) (If applicable)						
Application for Faculty/Staff ID Card (If applicable)						NA
Invitation to Identify Disability or Veteran Status				NA	NA	NA
Vacation Addendum for Extramurally Funded Employees (See A8.950)				NA	NA	NA
PTS Deferred Compensation Retirement Plan (Form, Letter and Booklet)	NA	NA	NA			
Graduate Assistant Tuition Exemption	NA	NA	NA		NA	NA
Vacation/Off-Duty Election Form (For faculty who are eligible to earn vacation)	NA		NA	NA	NA	NA
===== EMPLOYER FORMS (FOR PROGRAM TO ATTACH & SUBMIT TO HR OFFICE) =====						
Original Applications for Employment: Executives or Faculty or APT Application Form (UH 64) and resume						
Original Transcripts (If applicable)						
Approved Authorization to Hire, Letters of Offer and Acceptance					NA	
On-line UH EEO/AA Form 17, BOR Recruitment/Selection (See A9.540)					NA	NA
SF-1, Request for Position Action (Approved copy)					NA	NA
Establish Employee ID Number						NA
Approved Exception to DNHR / IT Salary Recommendation	NA	NA		NA	NA	NA
Hawaii State Employment Service Job Order Form	NA	NA	NA	NA	NA	

DOCUMENT CHECKLIST	EXEC	FAC	APT	GA	LEC	CASUAL
===== NOTICES GIVEN TO EMPLOYEES =====						
Collective Bargaining Agreement (Unit 07/Unit 08)	NA			NA	NA	NA
Official Notice to Faculty, Staff and Students re: Substance Abuse						
Smoke Free Workplace						
State Ethics Guidelines						
Sexual Harassment and Related Conduct Policy						
Nondiscrimination and Affirmative Action Policy						
Information on Importation/Shipments of Chemicals and Hazardous Materials (If applicable)						
Campus Guide						
Equal Employment Opportunity/Affirmative Action Brochure						
Dean Smith's Memo (June 2000) Regarding Temporary Employee's on Extramural Funds (If applicable)					NA	NA
Workplace Non-Violence Policy (See E9 210)						
Campus Security Brochure						
Establish ITS email account < <a href="http://www.hawaii.edu/help/accounts">http://www.hawaii.edu/help/accounts</a> >						
Federal Tax Limit on Pension Compensation (If applicable)				NA	NA	NA
Hybrid Materials (Note #6)				NA		NA
EUTF Booklet (Note #7)						NA
Premium Conversion Plan flyer (Within 90 days of a qualified change of status) (Note #7)						NA
The Standard: Group Life Insurance Benefits Booklet (Note #7)						NA
The Standard: MedEx Travel Assist Brochure (Note #7)						NA
Employee Benefits Summary Sheet						NA
===== VOLUNTARY PROGRAMS (FOR EMPLOYEE TO COMPLETE & SUBMIT) =====						
Pre-Tax Bus Pass Program (O'ahu employees only) (May enroll within 60 days from hire date) (Note #9)				NA		NA
Campus parking (If applicable)						NA
Island Flex Brochure (contact CFP for enrollment kit: <a href="http://www.compfplan.com">http://www.compfplan.com</a> ) (May enroll within 90 days from hire date) (Note #9)				NA	NA	NA
Savings Bond Form (May enroll at anytime)						
403(b) Tax Sheltered Annuity Program (May enroll at anytime)						
Island Savings Plan (May enroll at anytime) (Note #9)				NA		NA

**NOTES:**

- (1) A completed and fully executed PNF with a valid SSN is the absolute minimum requirement for payroll.
- (2) If a PNF is submitted to Payroll without tax forms, the marital status will default to "single" and exemptions will default to "0". Upon submitting tax forms, the marital status and exemption will be updated.
- (3) Employee must complete section 1 of the I-9 before or at the time of hire. The employer must complete section 2 by examining evidence of identity and employment eligibility within three (3) business days of the hire date.
- (4) A photocopy of Social Security Card or duplicate receipt shall be submitted within 30 days of hire and kept at the department level to be provided to Payroll upon request.
- (5) State law requires all employees to direct deposit their paycheck. Departments may choose to delay submittal of the D-60 until all required documentation is provided.
- (6) Employees with appointments of 50% FTE or more and more than 3 months duration are eligible. Completed form shall be submitted to ERS within 30 days of hire.
- (7) Employees with appointments of 50% FTE or more and at least 3 months duration are eligible. Completed form shall be submitted to EUTF within 30 days of hire.
- (8) Required only when a supervisory-subordinate relationship exists between relatives in same department. "NA" if not applicable.
- (9) Eligible to participate in the Employees' Retirement System.

SUBMITTED BY: \_\_\_\_\_ DEPT: \_\_\_\_\_ DATE: \_\_\_\_\_