

# Metric Of The Month: 50% of Top Performers have a centralized structure for Time & Attendance

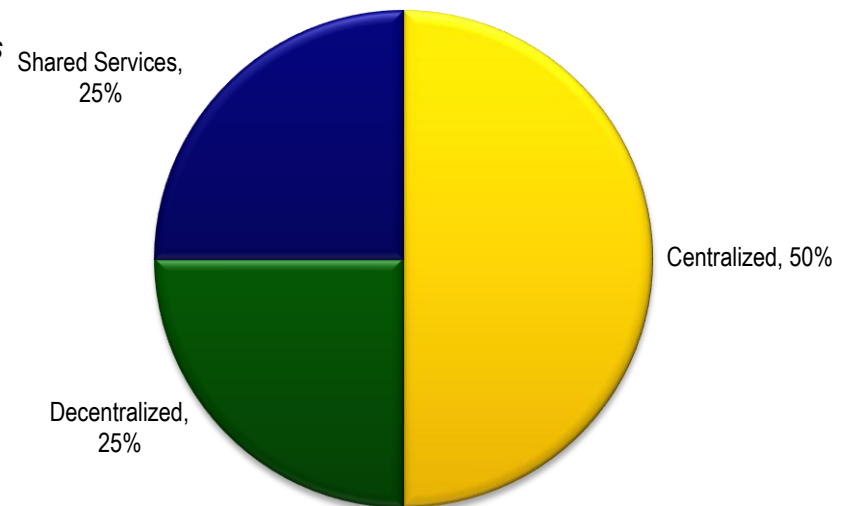
*In recent years, more companies have recognized a need for clear ownership of the Time & Attendance process. In almost all cases, time and attendance issues are the root cause of payroll productivity and cost overages. Therefore Time & Attendance is top of mind for most payroll organizations.*

*Fifty percent of our Top Performers operate in a centralized environment vs. 39% of the peer group. Just a few years ago, Time & Attendance was always managed in a decentralized environment, primarily by the business units or operations. A common characteristic of a decentralized environment is no enterprise wide standardization, system usage, and work rules. They are all determined and measured at the business unit/operations level. The centralized structure has enabled companies to focus on standardizing work rules, time collection methods and systems across the enterprise. Consolidation on this level definitely has a positive impact on efficiency. We have also found the additional governance and influence a shared services structure brings enables the payroll organization in the areas of executive support and change management. These are key components when considering mandating usage of manager self service and linking Time & Attendance management to performance goals. All of which have a positive impact on effectiveness.*

*Globally, Time and Attendance is almost always served at the local country level due to the differences of local legislative requirements. As a result, most companies have multiple systems, usually one system per country and are operated in a decentralized environment.*

*In the future, we expect to see clear ownership of the Time and Attendance function as well as more companies operating in a Shared Services environment or even a Center of Excellence or Expertise, in which the resources possess a high level of skills and knowledge in Time & Attendance. Companies that recognize Time & Attendance as a key component to payroll's success will be best positioned for optimal performance in payroll.*

**Structure of Time & Attendance**



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