

# PAYROLL



## VALUE PROPOSITION

*I expect payroll information and payment to be accurate and timely, compliant with relevant legislation, and provided in a cost-effective way.*

### KEEP IN MIND:

## Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and from municipality-to-municipality.



### Organizational Form

*Centralized vs. Decentralized*



### Policy & Practices

*In-house vs. contracted-out services, different payroll structures & responsibilities*



### Processes & Systems

*The number of pay periods, pay schedules, manual cheques, direct deposits and payments and/or adjustments*



### Staffing Mix

*Salary vs. hourly rate and/or part-time vs. full time*



### Unionization

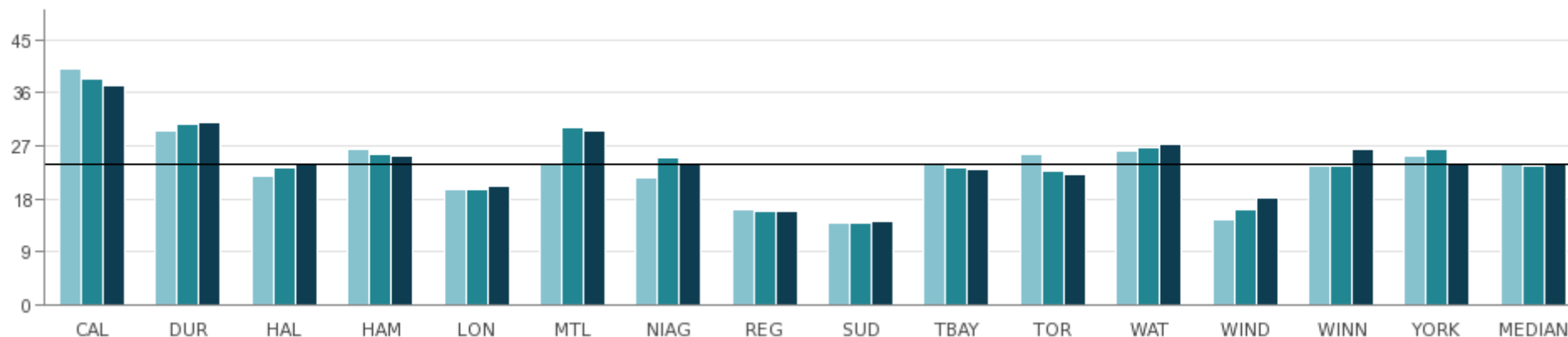
*The number of unions, the complexity of the Collective Bargaining Agreements, contract settlements and Corporate Policies*

*For a full description of influencing factors, please go to: [www.mbncanada.ca](http://www.mbncanada.ca)*

# Payroll

Figure 23.1 Number of Payroll Direct Deposits and Cheques per Payroll Full Time Equivalent (FTE)

(In Thousands)



2017	40,089	29,422	21,854	26,520	19,519	24,184	21,659	16,049	13,894	23,852	25,439	26,238	14,340	23,629	25,231	23,852
2018	38,309	30,561	23,300	25,573	19,639	30,264	24,891	15,865	13,977	23,214	22,683	26,615	16,234	23,495	26,558	23,495
2019	37,327	31,062	23,790	25,401	20,241	29,584	23,918	15,889	14,232	23,125	22,073	27,183	18,078	26,370	24,051	23,918

Source: FPRL318 (Efficiency)

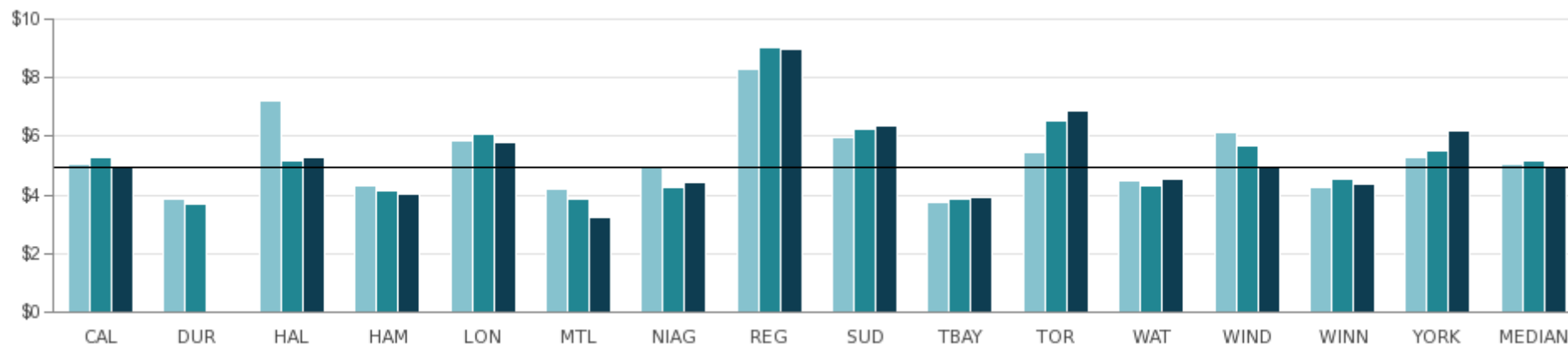
Montreal: Increased number of collective agreements requiring Payroll Direct Deposits and Cheques in 2018 (4 more off-cycle manual payments than in 2017).

Niagara: In 2018, there was a reduction of payroll FTE.

Winnipeg: 2019 increase due to a position vacancy resulting in reduced FTE's.

# Payroll

Figure 23.2 Operating Cost per Payroll Direct Deposit or Cheque



2017	\$5.04	\$3.85	\$7.25	\$4.30	\$5.84	\$4.21	\$4.94	\$8.28	\$5.98	\$3.77	\$5.48	\$4.48	\$6.14	\$4.25	\$5.31	\$5.04
2018	\$5.28	\$3.68	\$5.15	\$4.13	\$6.09	\$3.86	\$4.26	\$9.05	\$6.26	\$3.87	\$6.52	\$4.31	\$5.68	\$4.52	\$5.51	\$5.15
2019	\$4.93	N/A	\$5.26	\$4.04	\$5.79	\$3.25	\$4.45	\$9.00	\$6.36	\$3.89	\$6.86	\$4.53	\$4.97	\$4.36	\$6.18	\$4.95

Source: FPRL300 (Efficiency)

Durham: Data entry for 2019 is delayed due to COVID-19 pandemic.

Montreal: Decrease in 2019 a result of cuts in the institutional payroll team (salaries and technical services). Costs related to pensions cannot be removed from cost.

York: Addition of FTEs contributed to a higher total operating cost for payroll in 2019.

