

## 'Making a Difference'

### Project Case Study 'Payroll Productivity'

Deborah Fullick of Thomas Recruitment, enrolled onto our LEAD Management Programme. Her personal objective was to become more in control and organise herself effectively by prioritising and achieving set objectives in a realistic time scale, either by herself or delegated to a member of her the team.



As Head Office Manager at Cardiff based Thomas Recruitment, she decided for her 'Making a Difference' project to focus on improving her teams efficiency to process payroll and meet their set deadlines with minimal errors, whilst also learning to be able to 'let go' as a Manager and empower her team to carry out the payroll independently.

When she embarked on her 'Making a Difference' journey she found it difficult to delegate work, preferring to see the task through herself including the processing of up to 700 client time sheets a week. Her team also lacked stability as it struggled to cope without a key member on maternity leave, whilst others very much had tunnel vision and there was very little interaction between them.

Deborah's first implementation was to introduce a weekly meeting with her team, which immediately improved communication and rapport between them. She also handed over the payroll supervision responsibilities, a task which previously she had been reluctant to delegate out to her team.

### Development Matrix

		PAYROLL										CREDIT CONTROL									
		Team	Processors	Processors	Processors	Processors	Processors	Processors	Processors	Processors	Processors	Processors									
Team	Team	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 1	Team 1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 2	Team 2	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 3	Team 3	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 4	Team 4	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 5	Team 5	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 6	Team 6	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 7	Team 7	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 8	Team 8	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 9	Team 9	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 10	Team 10	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 11	Team 11	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 12	Team 12	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 13	Team 13	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 14	Team 14	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 15	Team 15	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 16	Team 16	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 17	Team 17	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 18	Team 18	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 19	Team 19	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Team 20	Team 20	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

The team meetings were also used to create a development matrix with the aim of training her team members to be Level 4 competent in completing core tasks. Included in the matrix were tasks such as 'Processing Time sheets' and 'Completing References' for their clients. The matrix was an excellent focal point for all team members and allowed Deborah to engage in supportive coaching as opposed to direct managing.

Keys:	
1	Minimal Knowledge, requires coaching/training
2	Undergoing C&T, develop knowledge, can do under instruction
3	Limited Knowledge, can do with support
4	Competent, can do without support
5	Specialist, can train others

Pieter Credit Controller  
Becky Payroll  
Kelly Payroll

Deborah felt she overcame several personal benefits from implementing this 'Making a Difference' project:

- Development of personal effectiveness – able to concentrate on one task at a time.
- Planning time to coach and develop her team members.
- Controlling behaviour, less directive style of management.
- Stepping back and reflecting
- Improved listening skills and ability to remain calm in stressful situations.

Over the next six months Deborah plans to continue to coach and develop her team to ensure all are Level 4 competent on the development matrix in their core tasks. This will continue to ensure that her team operates efficiently and effectively. She also has the challenge of implementing International Organization for Standardization (ISO). However, now that she has been able to lighten her workload through her 'MaD' project she can give this task her full attention and dedication.

