



accentureoperations

GLOBAL MANAGEMENT CONSULTING FIRM

REDUCING OVERPAYMENT LOSSES THROUGH PAYROLL MANAGED SERVICES

A global management consulting company engaged Accenture to provide managed payroll services. By proactively identifying and correcting gaps in the processes which were leading to overpayments, Accenture's payroll services team helped the client achieve approximately US\$1.8 million savings annually.



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OPPORTUNITY

Accenture Operations supports the client—a global management consulting, technology services and business process services company—with payroll services in North America, Italy, Brazil and Spain, issuing more than 1.8 million paychecks each year. As part of its effort to continuously improve operations, Accenture proactively identified gaps in the North America payroll processes that were leading to overpayments in salary, bonuses, tax adjustments, etc.

Given the scale of its operations, the client was eager to plug this wastage as 16% of overpayments were sent to collections due to the employees not returning the funds.

SOLUTION

Our Talent and HR BPS team proactively identified gaps in the North America processes that were leading to overpayments. To address these, it followed a three stage process—identification of the cause, mitigation and continuous improvement.

RESULTS

Apart from managing payroll services for more than 50,000 North America employees, we helped identify and mitigate process gaps that were leading to overpayments. The percentage of overpayments sent to collections dropped from 16 percent to 4 percent. From 2015 to 2016 the volume of overpayments dropped by 46 percent. This has led to approximately US\$1.8 million annual savings, including:

- \$905,000 in Global Careers Program (GCP) overpayment avoidance

- \$250,000 in signing bonus recovery
- \$160,000 in GCP time report compliance
- \$150,000 in termination overpayment avoidance
- \$112,000 in salary advance repayment
- \$30,000 in PTO overpayment avoidance
- \$56,000 in stop pay check overpayment avoidance
- \$166,000 in exempt employee taxation avoidance

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