Payroll Data Analysis, Costing and Controls Course

21 – 25 June 2027
Paris (France)



Payroll Data Analysis, Costing and Controls Course

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Payroll data analysis, costing and controls is the practice of examining pay records to show what the workforce costs, why that cost moves from one period to the next, and whether each payment is correct and authorised. This one-week course is for payroll leads and HR finance analysts, and its final deliverable is a payroll cost and controls pack: a variance dashboard, a gross-to-net reconciliation and a control matrix.

Introduction

The course rests on three references. The COSO Internal Control – Integrated Framework sets out five components of internal control, from the control environment to monitoring. IAS 19 Employee Benefits is the accounting standard that governs how wages, leave and bonuses are recognised as cost and liability. The Three Lines Model of the Institute of Internal Auditors separates who owns, oversees and assures a control. Delivery is at practitioner depth: delegates work through case studies built on sample payroll registers from a hospital group and a logistics company, and build each piece of analysis in a spreadsheet model.

Course Objectives

- Define payroll cost elements, from basic pay and allowances to employer contributions and accruals, and map each one to the general ledger
- Distinguish gross-to-net reconciliation from payroll-to-ledger reconciliation and state which error each one detects
- Compare price, volume and mix effects in a payroll variance and explain movement against budget to budget holders
- Interpret headcount, overtime and turnover data to locate the drivers behind rising employment cost
- Apply preventive and detective payroll controls to starters, leavers, pay changes and bank file release
- Justify a payroll exception threshold and a review routine that balance assurance against processing time

Target Audience

- Payroll team leads who sign off each pay run and must decide which exceptions stop a payment
- HR finance and reward analysts who report employment cost and must judge which variance needs an explanation
- Management accountants responsible for staff-cost budgets who must choose how to accrue and allocate payroll cost
- HRIS and payroll system administrators who maintain pay data and must decide which changes need a second approval
- Internal control and compliance officers covering the pay cycle who must judge whether a control is designed and operating well



Course Outline

Day 1: Payroll Data and Cost Structure Defined

- Payroll Register Anatomy: Fields, Pay Elements and Codes Held per Employee
- Gross Pay vs Total Employment Cost: What Each Figure Includes
- Fixed and Variable Pay Elements: Basic Salary, Allowances, Overtime and Bonuses
- Employer On-Costs: Pension, Social Insurance and Benefit Contributions Added to Pay
- IAS 19 Short-Term Employee Benefits: Recognising Wages, Leave and Bonus Accruals

Day 2: Reconciliation Methods Compared

- Gross-to-Net vs Payroll-to-Ledger Reconciliation: Purpose and Errors Each Detects
- Period-on-Period Pay Reconciliation: Explaining Starters, Leavers and Pay Changes
- Bank Payment File Matching: Agreeing Net Pay to Released Funds
- Suspense and Clearing Accounts: Tracing Unreconciled Payroll Balances to Source
- Payroll Journal Mapping: Posting Cost Centres and Accruals to the Ledger

Day 3: Payroll Cost Variance and Headcount Analysis

- Price vs Volume Variance: Separating Pay Rate Effect From Headcount Effect
- Mix Variance: Grade and Location Changes Shifting Average Cost per Employee
- Full-Time Equivalent Measurement: Converting Contracts and Hours Into Comparable Headcount
- Overtime and Allowance Trend Review: Spotting Drift Across Departments and Shifts
- Turnover and Vacancy Effects: Linking Leavers and Open Posts to Budget

Day 4: Payroll Controls and Exception Testing

- Preventive vs Detective Controls: Where Each Sits in the Pay Cycle
- COSO Internal Control Components: Applying Five Components to Payroll Processing
- Segregation of Duties: Splitting Master Data, Calculation and Payment Approval
- Exception Reports: Duplicate Bank Accounts, Ghost Employees and Unusual Pay Spikes
- Three Lines Model: Payroll Ownership, Oversight and Internal Audit Assurance

Day 5: Payroll Cost and Control Review in Practice

- Exception Thresholds vs Full Population Testing: Choosing Review Depth
- Payroll Cost Dashboard Build: Variance, Headcount and Overtime Views Combined
- Control Matrix Drafting: Risks, Controls, Owners and Evidence for Pay Runs
- Reconciliation Pack Assembly: Gross-to-Net, Ledger and Bank Results Together
- Payroll Cost and Controls Pack: Final Review and Management Commentary



Skills You Will Gain

- Gross-to-net reconciliation
- Payroll variance decomposition
- Full-time equivalent measurement
- Payroll accrual calculation
- Segregation of duties design
- Payroll exception reporting
- Control matrix documentation

Why Attend This Course

- From reporting a single payroll total to explaining each movement by rate, headcount and mix
- From ticking reconciliations after the pay run to closing them with a clear trail to ledger and bank
- From relying on system settings to testing pay data for duplicate accounts, ghost records and outliers
- From scattered spreadsheets to a payroll cost and controls pack with dashboard, reconciliation and control matrix

Conclusion

Put another way, payroll review turns a monthly pay file into evidence: evidence of what staff cost, why that cost changed and whether each payment was due. The course makes three distinctions clear: gross pay against total employment cost, rate effects against volume effects, and preventive against detective controls. It suits payroll leads, HR finance analysts and management accountants who already run or report payroll and now need to explain and defend the numbers, rather than newcomers learning how to process a pay run.

Course FAQs

What is payroll data analysis?

Payroll data analysis is the review of pay records to measure employment cost, explain changes over time and confirm that payments are accurate and authorised. It combines reconciliation, variance work and exception testing on the payroll register.

What is the difference between price and volume variance in payroll cost analysis?

A price variance measures the cost change caused by different pay rates, such as an increment or a new allowance. A volume variance measures the change caused by more or fewer employees or hours. Separating them shows whether cost moved through pay decisions or staffing levels.



Which framework does the Payroll Data Analysis, Costing and Controls Course follow?

It follows the COSO Internal Control – Integrated Framework for control design, IAS 19 Employee Benefits for accruing short-term pay, and the Three Lines Model for assigning ownership and assurance across payroll, finance and internal audit.

Is payroll data analysis training right for a management accountant?

Yes, where the accountant owns staff-cost budgets or month-end payroll journals. The variance, accrual and ledger reconciliation sessions apply directly, and the control sessions show how checks in the payroll team affect the reliability of reported cost.

What do delegates produce in payroll data analysis training?

Delegates produce a payroll cost and controls pack: a variance dashboard covering rate, headcount and overtime, a gross-to-net and ledger reconciliation, and a control matrix listing risks, controls, owners and evidence for each pay run.

