

Administrative Modernization and Shared Services



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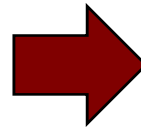
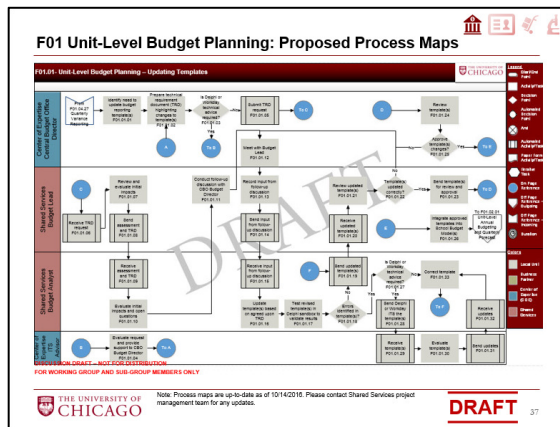
Spring 2017 AMSS Process Summaries

DISCUSSION DRAFT

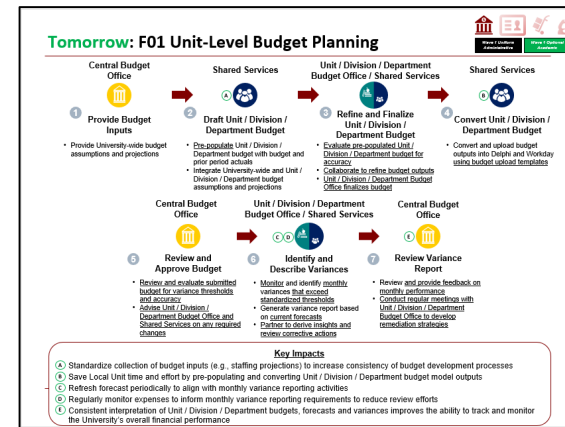
Today / Tomorrow Comparison Overview

Today / Tomorrow Comparisons were created based upon proposed future state processes as designed by the Staff Working Groups. These materials were developed to summarize the impact of proposed changes or updates (i.e., technology enhancements, policy changes, process changes, and roles and responsibilities).

Process Maps Created / Validated with Working Groups













Today / Tomorrow Comparisons



These comparisons were developed in accordance with the following guidelines.

- Process maps were simplified to communicate the key process steps. Lower level details such as specific hand-offs, routing protocols for electronic forms, links between processes, etc. were removed.
- The comparisons reflect the most common process scenario. References to decisions, feedback loops, and scenario routing were removed.
- While members of the Staff Working Groups identified a number of pain points and improvements, the comparisons highlight some of the largest and most common pain points experienced in these processes. Given the quantity of information discussed and the purpose of these comparisons, not all process steps are included.
- The comparisons provide an overview of a select set of the activities that are included in each process. The comparisons demonstrate key activities and changes in each process.

How to Read This Document – Icon Reference

	Local Unit Staff / Requestor / Approver / Manager / Leadership		Central Budget Office		Invoice 3 rd Party Processor
	Division / School Senior Administrators		Chief Financial Officer (CFO)		Local Business Center
	Center of Expertise		Contract Administrator		Payment Services
	Shared Services / Enhanced Services		Employee / Applicant		Payroll
	Additional Approvers		Expense Approver		Principal Investigator
	Authorized Signer		External Vendor / Payee		Procurement
	Bank		Faculty / Department Chair		UChicago Time
	Bursar's Office		HR Operations / Central HR		Unit / Division / Department Budget Office
	Business Intelligence Team		Information Technology Services (ITS)		Unit Individual / Admin
					Workday

HUMAN RESOURCES



Wave 2 Uniform
Administrative

Wave 2 Optional
Academic

Today: H01 Staff Planning

Faculty / Department
Chair / Local Unit
Manager



1 Create Goals

- Finalize goals with Local Unit Leadership



Division / School Senior
Administrators / Faculty / Department
Chair / Local Unit Manager



2 Analyze Goals

- Analyze current goals and compare with current staff
- Identify staffing needs



Division / School
Senior Administrators
/ Local Unit Manager



3 Outline Role Parameters

- Define the parameters of the new role
- Review current job description and make changes (as necessary)
- Determine job profile



Division / School
Senior Administrators



4 Set Pay Parameters

- Review market data and select pay parameters for the role
- Create and submit recruitment plan (optional) to unit senior leadership for approval (as necessary)

Local Unit Leadership



5 Leadership Approval (if required)

- Assess new role and approve budget (as necessary)
- Review and approve recruitment plan (as necessary)



Division / School
Senior Administrators



6 Perform Equity Analysis

- Perform internal equity analysis to ensure alignment with other current positions

Key Pain Points

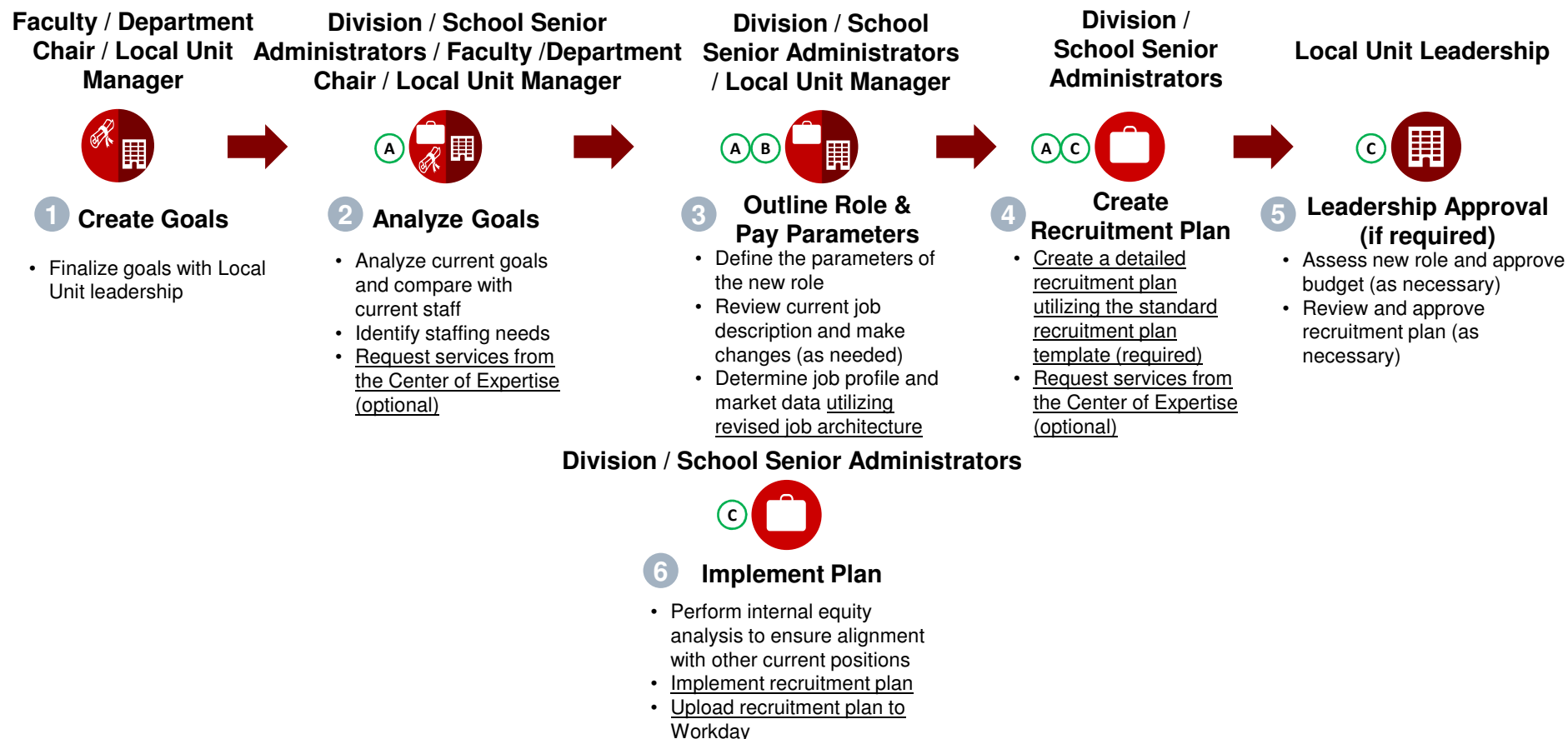
- A** Unclear handoffs between when and how COE can assist Local Units during staff planning
- B** Inconsistent job descriptions and market data lead to pay equity issues
- C** Lack of a standardized recruitment plan creates unclear expectations and noncompliance that puts the University at risk with Equal Opportunity and Affirmative Action policies



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Tomorrow: H01 Staff Planning



Key Impacts

- A** Clarify roles and responsibilities to provide clear handoffs where COE can provide assistance (i.e. analyzing current staff needs, drafting job descriptions, creating recruitment plans, etc.)
- B** Revise current job architecture, update job profiles, and create job description templates to ensure consistency and accuracy in market data
- C** Create and disseminated standard recruitment plan templates for Division / School Senior Administrators to use, this will mitigate discrepancies, compliance issues, and ensure all units follow an approved recruitment method

Today: H02 Compensation Activities (New Hire & Merit Increases)

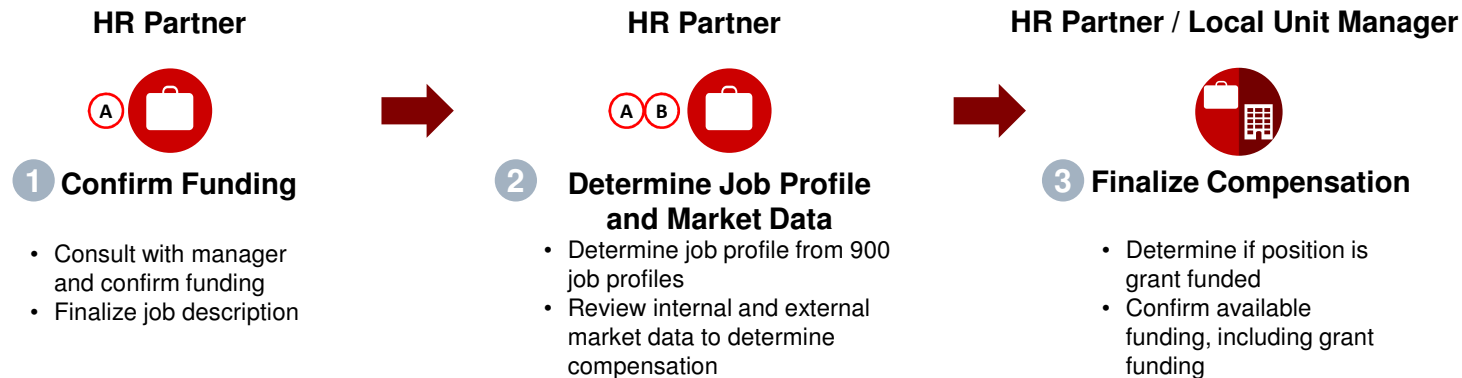


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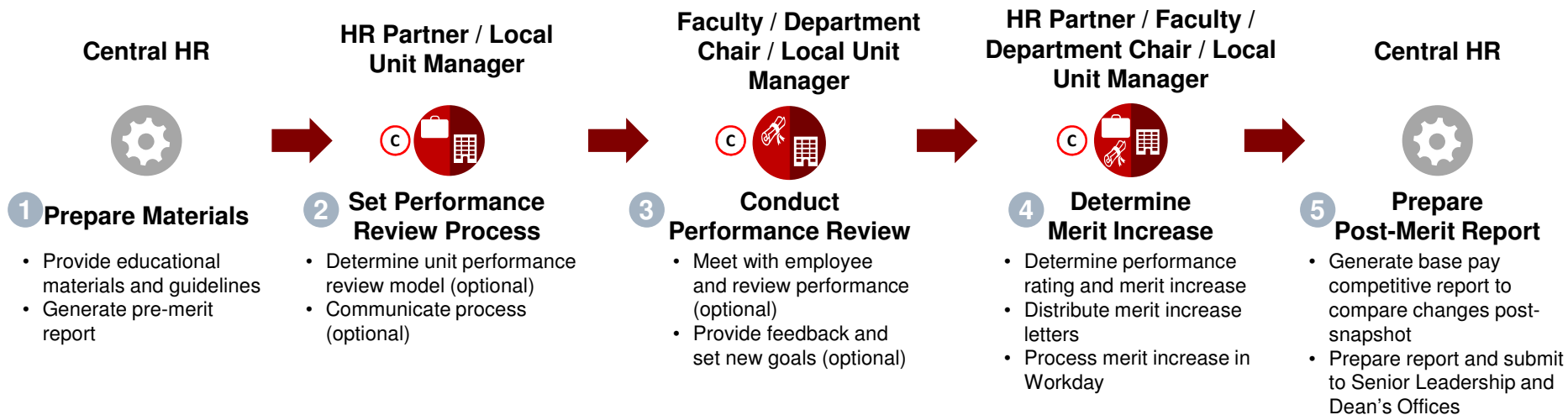


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New Hire:



Merit Increases:



Key Pain Points

- A** Lack of standardization across the University with over 900 job profiles and no standard job descriptions
- B** Limited market data (internal and external analysis) for all job profiles in Workday leads to pay inequity
- C** Inconsistent performance review process leads to performance issues, retention and inconsistent merit increases across the University

Tomorrow: H02 Compensation Activities (New Hire & Merit Increases)

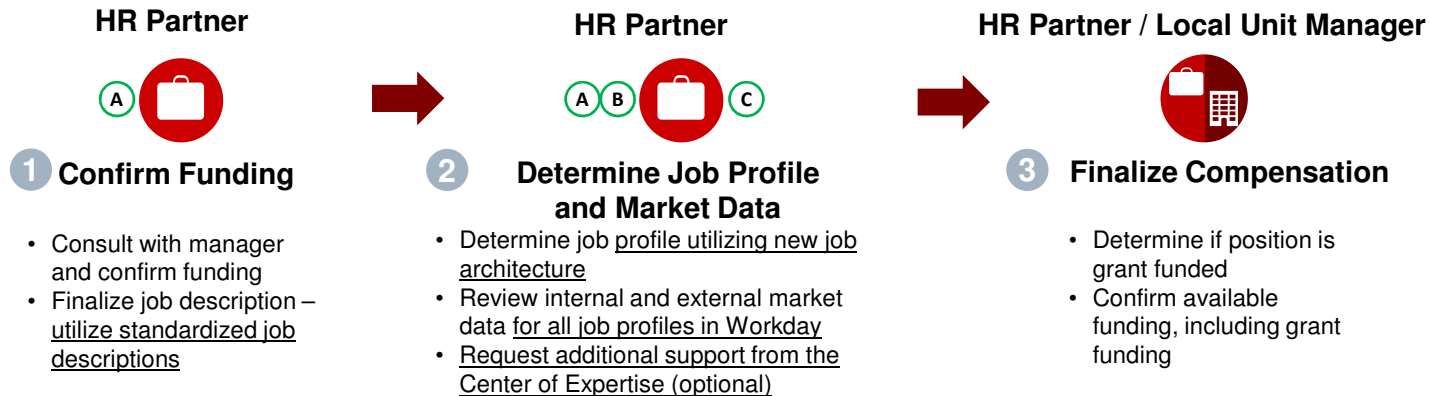


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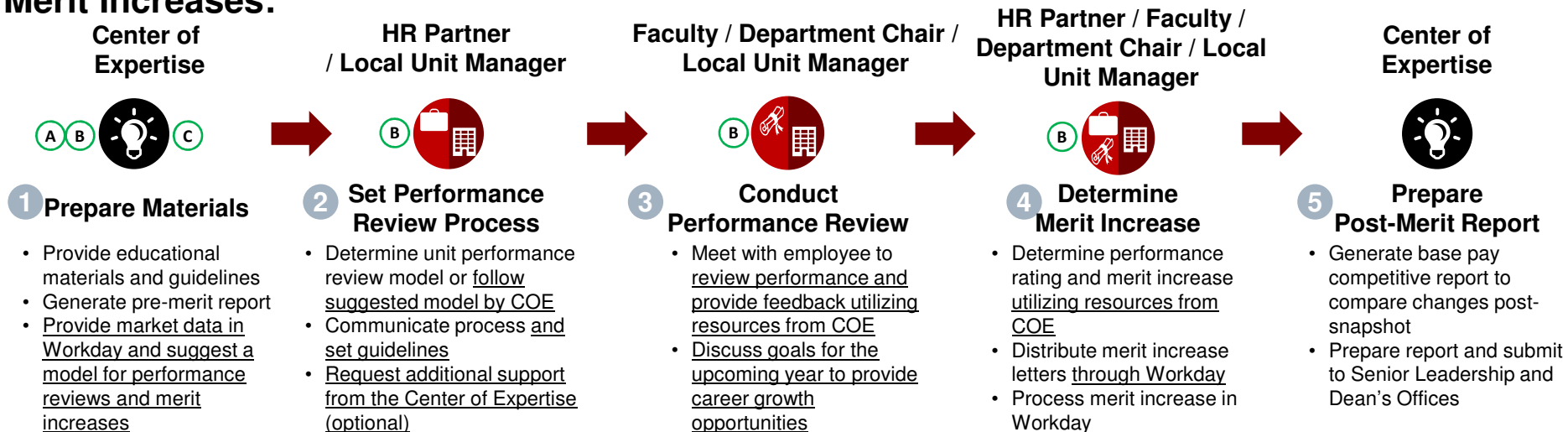


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New Hire:

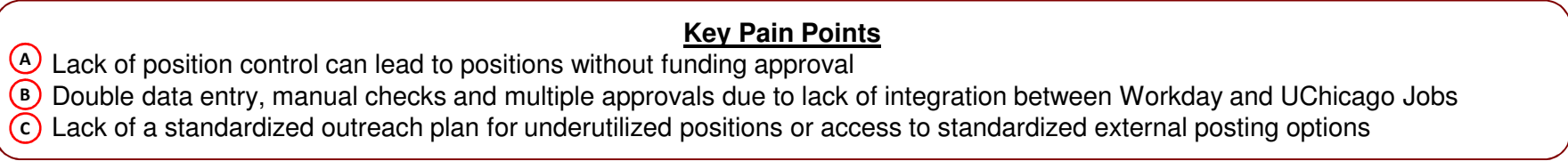


Merit Increases:



Key Impacts

- A** Implement University-wide job architecture to increase compliance with job profiles, pay equity, and create standardized job descriptions
- B** Clarify roles and responsibilities to provide clear handoffs where COE can provide assistance (i.e. determining job profile, performance model or merit increases, etc.) and create resources for the University (i.e. performance review model, manager and employee toolkit for performance reviews, etc.)
- C** Update information in Workday with the updated job profile details and make market data (internal and external) more relevant for all jobs

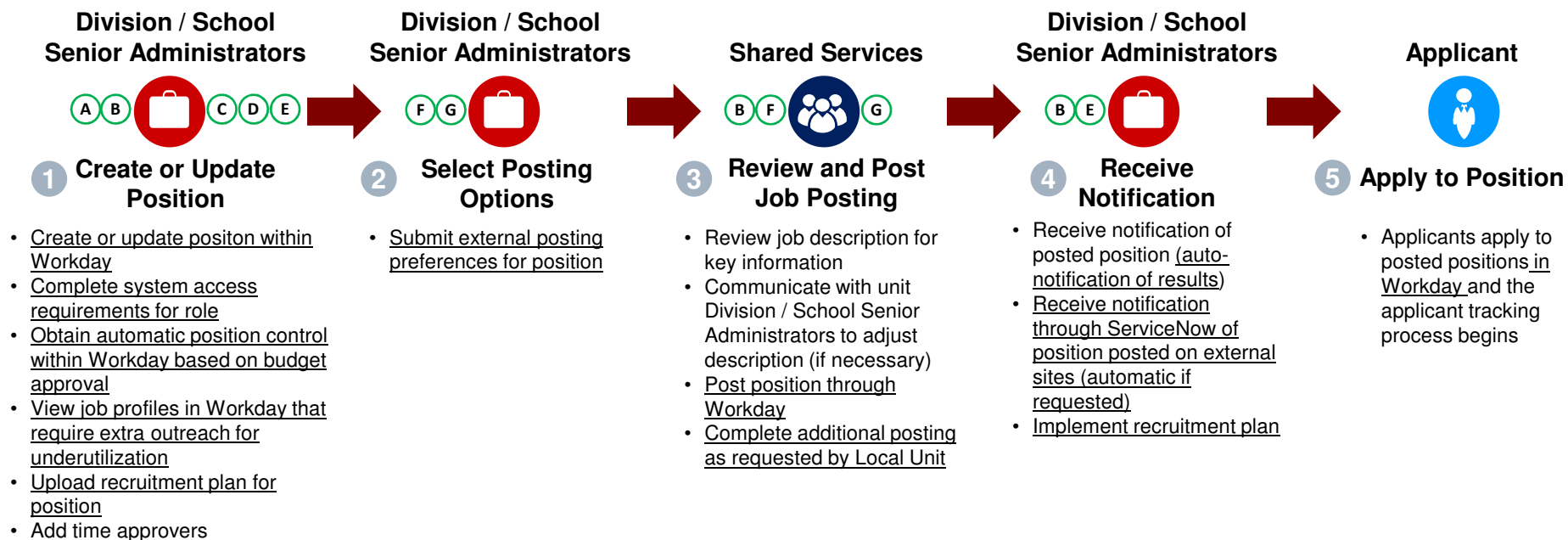




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Tomorrow: H03 Staff Recruitment*



Key Impacts

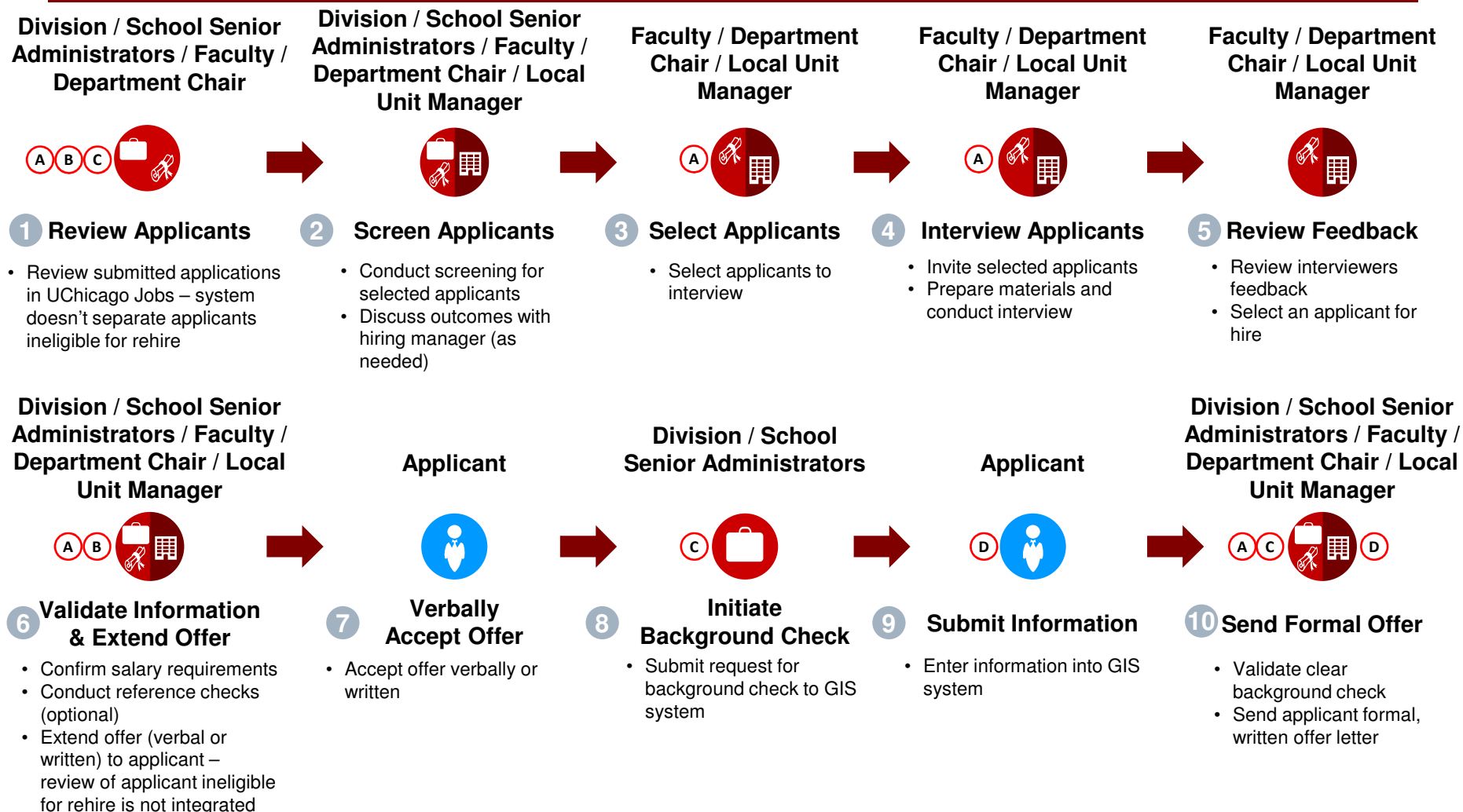
- A** Improve internal controls by implementing position control and linking Delphi and Workday
- B** Eliminate duplicate data entry for staff recruitment in two systems (e.g., Workday and UChicago Jobs) by utilizing one system (e.g., Workday Recruitment module) and increase auto-notifications
- C** Automatically highlight job profiles that will require extra outreach for underutilized positions (minorities and females)
- D** Create role-driven system access requirements to ensure a smooth onboarding process
- E** Create standardized recruitment plan in order to ensure each position has a recruitment strategy
- F** Increase access to external posting options and remove unit burden of completing extra posting
- G** Eliminate steps of adding time approvers and obtaining budget approvals by adding these steps to business process of creating position in Workday and obtaining approvals through Delphi and Workday



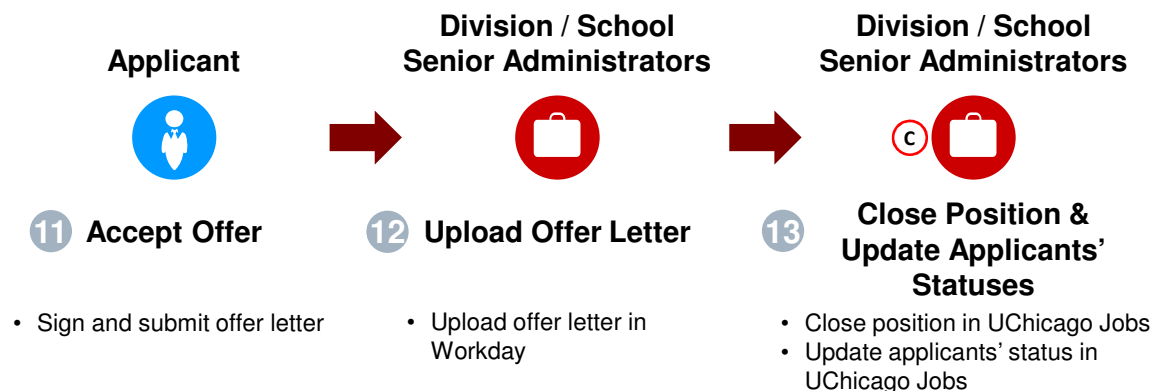
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Today: H04 Applicant Tracking*



Today: H04 Applicant Tracking*



Key Pain Points

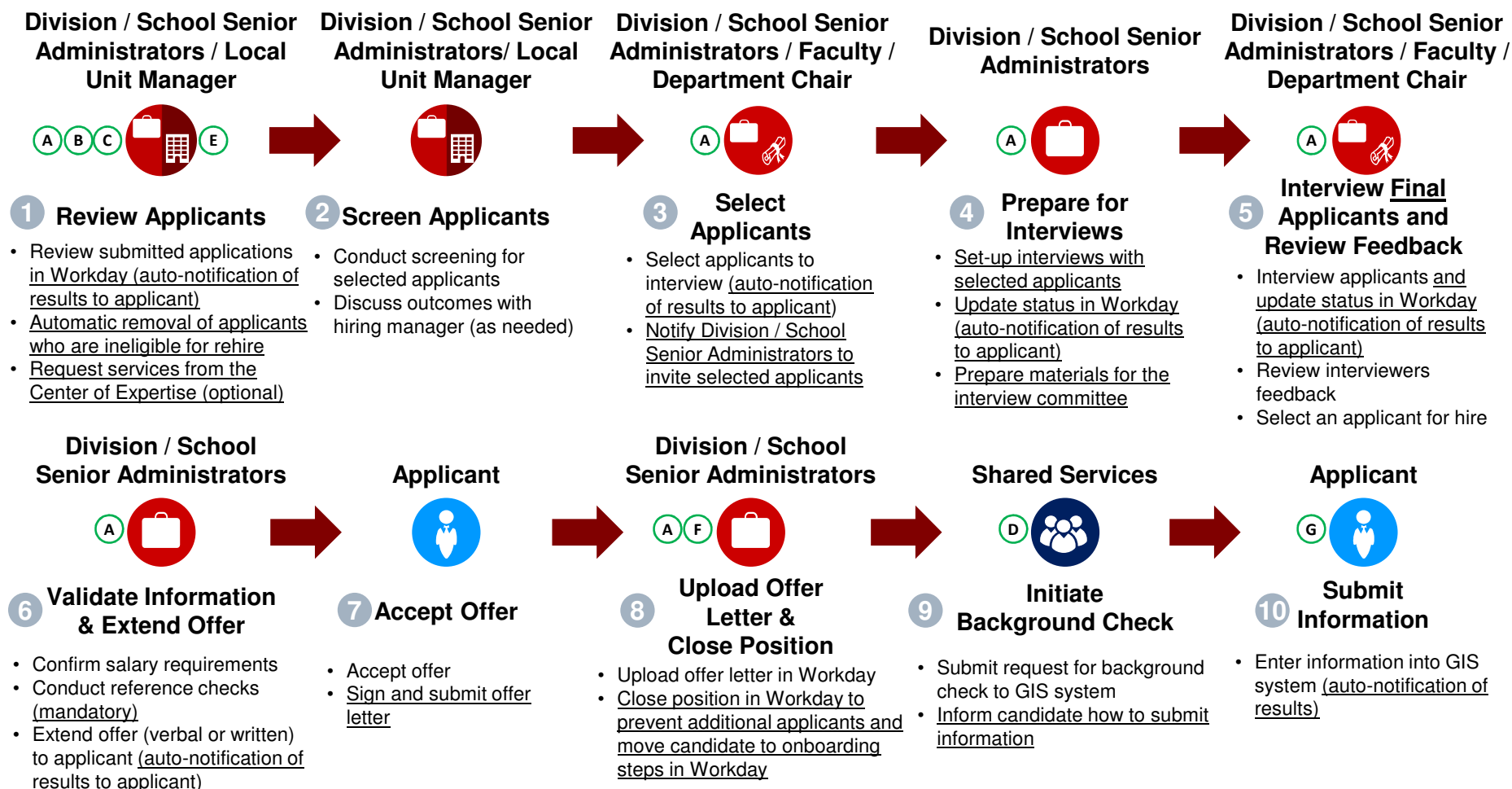
- A** Lack of communication to applicants about the hiring status leads to many inquiries (i.e., indicating when position is filled, when applicants have been selected for interview)
- B** Review of applicant eligibility for rehire is not integrated into the process
- C** Insufficient reporting availability and inefficient applicant review process due to an inability to generate reports in UChicago Jobs because data is being stored in two systems
- D** Lack of communication regarding background check delays



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Tomorrow: H04 Applicant Tracking*



Tomorrow: H04 Applicant Tracking*

Shared Services



Division / School Senior Administrators



11 Send Clearance to Division / School Senior Administrators

- Send notification of clear background to Division / School Senior Administrators

12 Update Applicants' Status

- Close position in Workday
- Update applicants' statuses in Workday (auto-notification of results to applicant)

Key Impacts

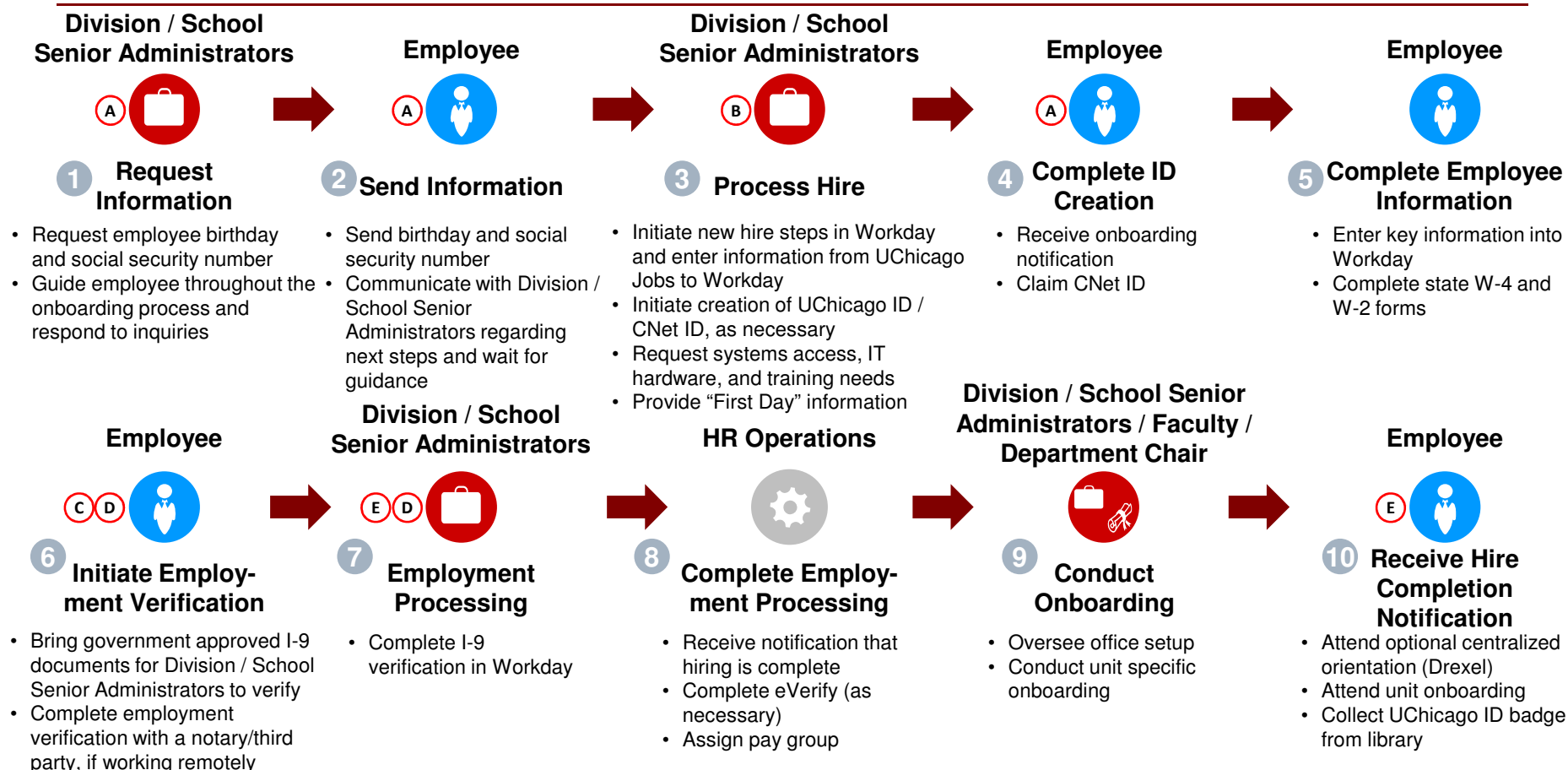
- (A) Reduce applicant inquiries by communicating throughout the process
- (B) Increase compliance of applicant eligibility for rehire by implementing Workday Recruitment to simplify the process
- (C) Increase reporting capabilities by implementing Workday Recruitment. This will allow all applicant information to be stored in one system and offers improved reporting and applicant search functionality
- (D) Create and standardize background check notifications to selected candidates and Division / School Senior Administrators
- (E) Define roles and responsibilities throughout the process and promote services offered by the Center of Expertise
- (F) Eliminate duplicate data entry in two systems (e.g., Workday and UChicago Jobs) by utilizing one system (e.g., Workday Recruitment module) for applicant tracking
- (G) Eliminate one hand-off to the applicant



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Today: H05 Onboarding (Centralized Staff)



Key Pain Points

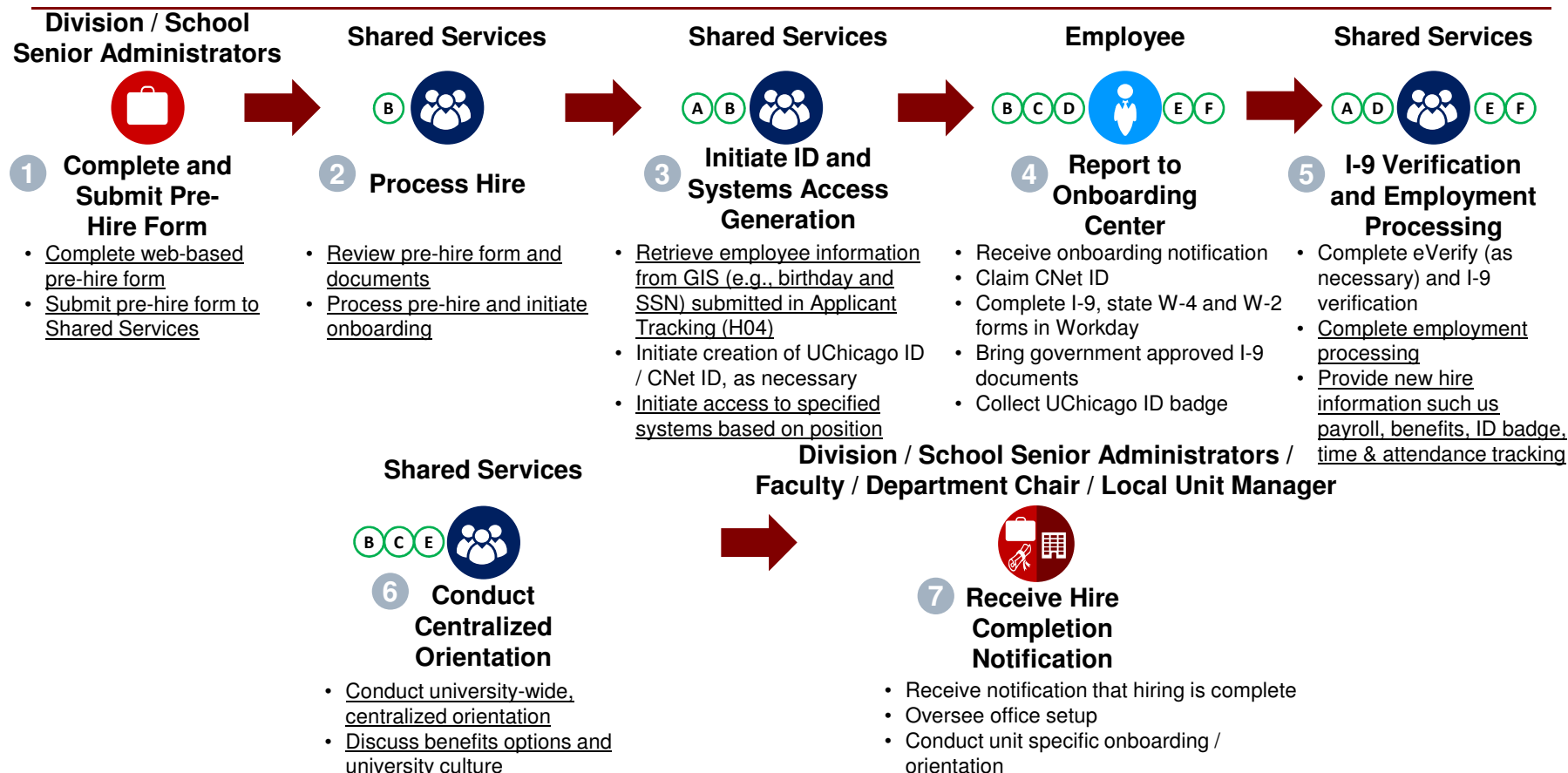
- A** Lack of standard onboarding process leads to confusion for new hires surrounding next steps, which places a large burden on Local Units and Division / School Senior Administrators to guide employees throughout the process and to respond to inquiries
- B** Limited integration between Workday and UChicago Jobs and UChicago Time leads to time delays in pre-hire and hire process
- C** Lack of processes / policies for remote onboarding as they happen outside of the University
- D** Lack of compliance with I-9 verification and collection of documents increases risk for audit findings and penalties
- E** Employees must go to at least two locations to complete onboarding, this process may take upwards of a week



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Tomorrow: H05 Onboarding (Centralized Staff)



Key Impacts

- A** Improve University controls and standardization of the following processes: I-9 verification, foreign national employment verification, centralized onboarding, and initiation of UChicago ID / CNet ID / badge
- B** Eliminate three handoffs in the process due to utilizing one integrated HR system (e.g., Workday)
- C** Create one centralized, University-wide onboarding process to improve standardization, compliance, and create a cohesive onboarding experience for all employees
- D** Eliminate paper based I-9 process and create a streamlined electronic process (i.e., for on campus or remote new hires)
- E** Employees can now complete onboarding at one place within the first 3 days of hire as per federal requirements
- F** Create an engaging experience for all new hires to start their employment at the University. Provide clear communication and one point of contact for new hire questions

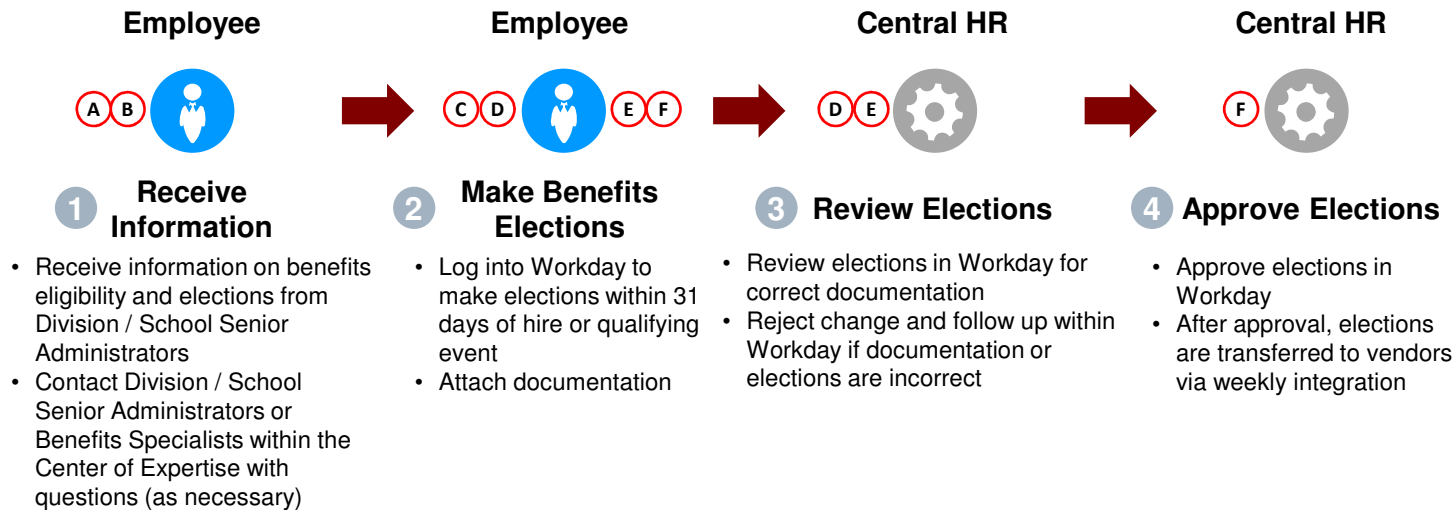
Today: H06 Benefits (New Hire Benefits & Qualifying Changes)



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Key Pain Points

- A** Division / School Senior Administrators often spend time walking employees through enrollment due to confusion and lack of standardization
- B** Division / School Senior Administrators have to submit inquiries to central resources
- C** Delay in new hire onboarding process leads to delays for employees signing up for benefits
- D** Employees often miss the deadlines or upload incorrect documentation
- E** Lack of system prompt for documentation within Workday allows employees to submit without attaching documentation
- F** Lack of reminders to update tax documentation increases downstream affects of out-of-state employee tax information

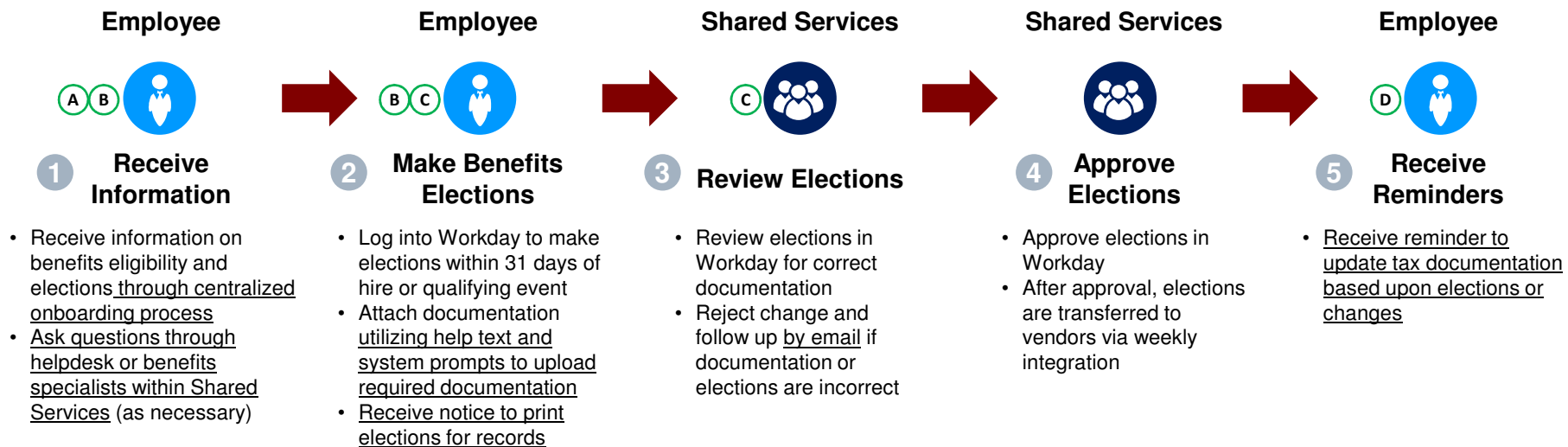
Tomorrow: H06 Benefits (New Hire Benefits & Qualifying Changes)



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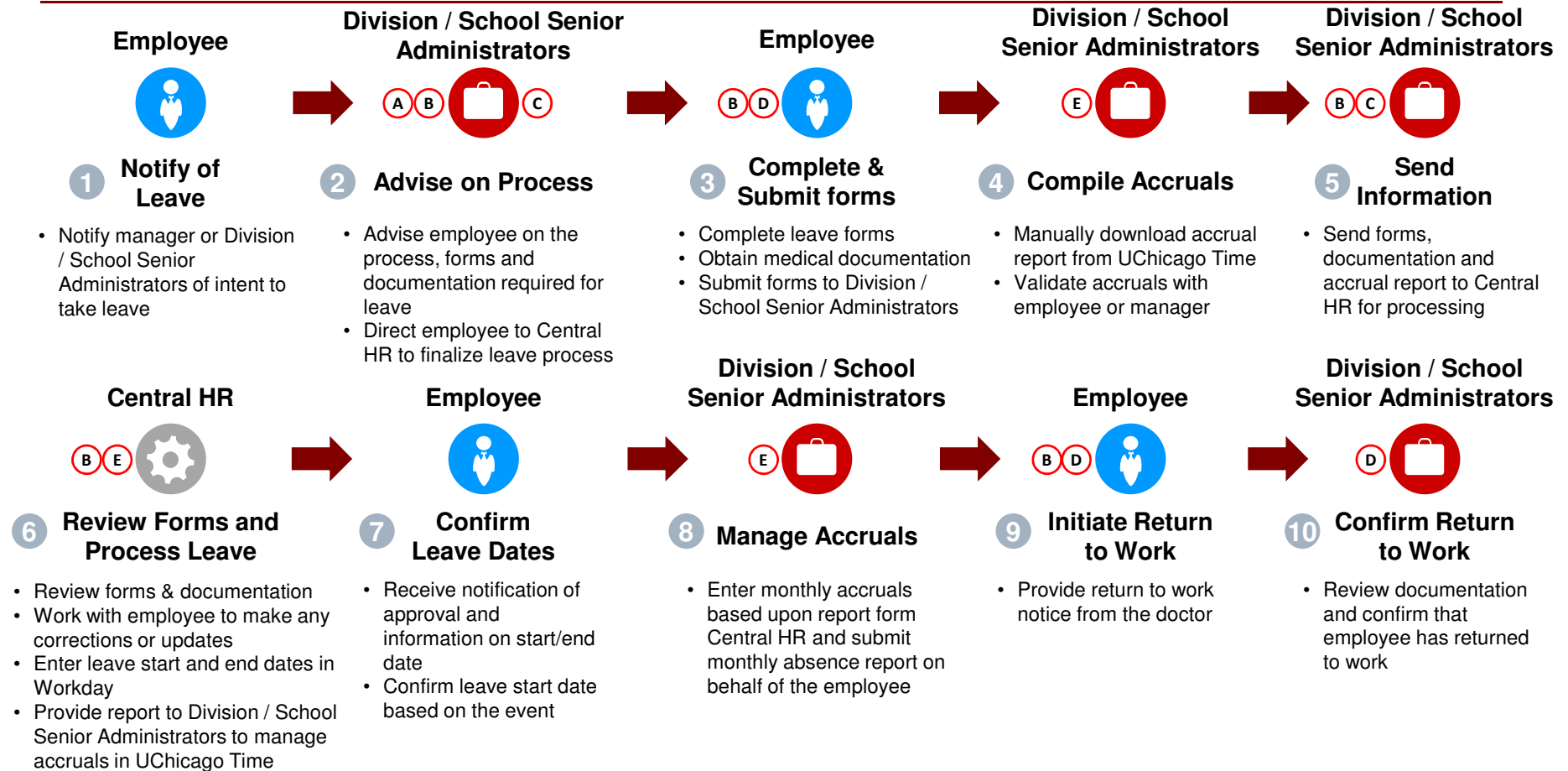
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Key Impacts

- A** Standardize benefits election and streamline onboarding process allow benefits election to come earlier with help text and links to video resources on how to select and choose a benefits plan
- B** Create a centralized helpdesk to provide quick response and resources when employees select or update their benefits
- C** Utilize system prompts for documentation within business processes to ensure proper documentation during benefits selections and changes
- D** Utilize reminders to update tax documentation to decrease downstream affects of out-of-state employee tax information

Today: H07 Leaves



Key Pain Points

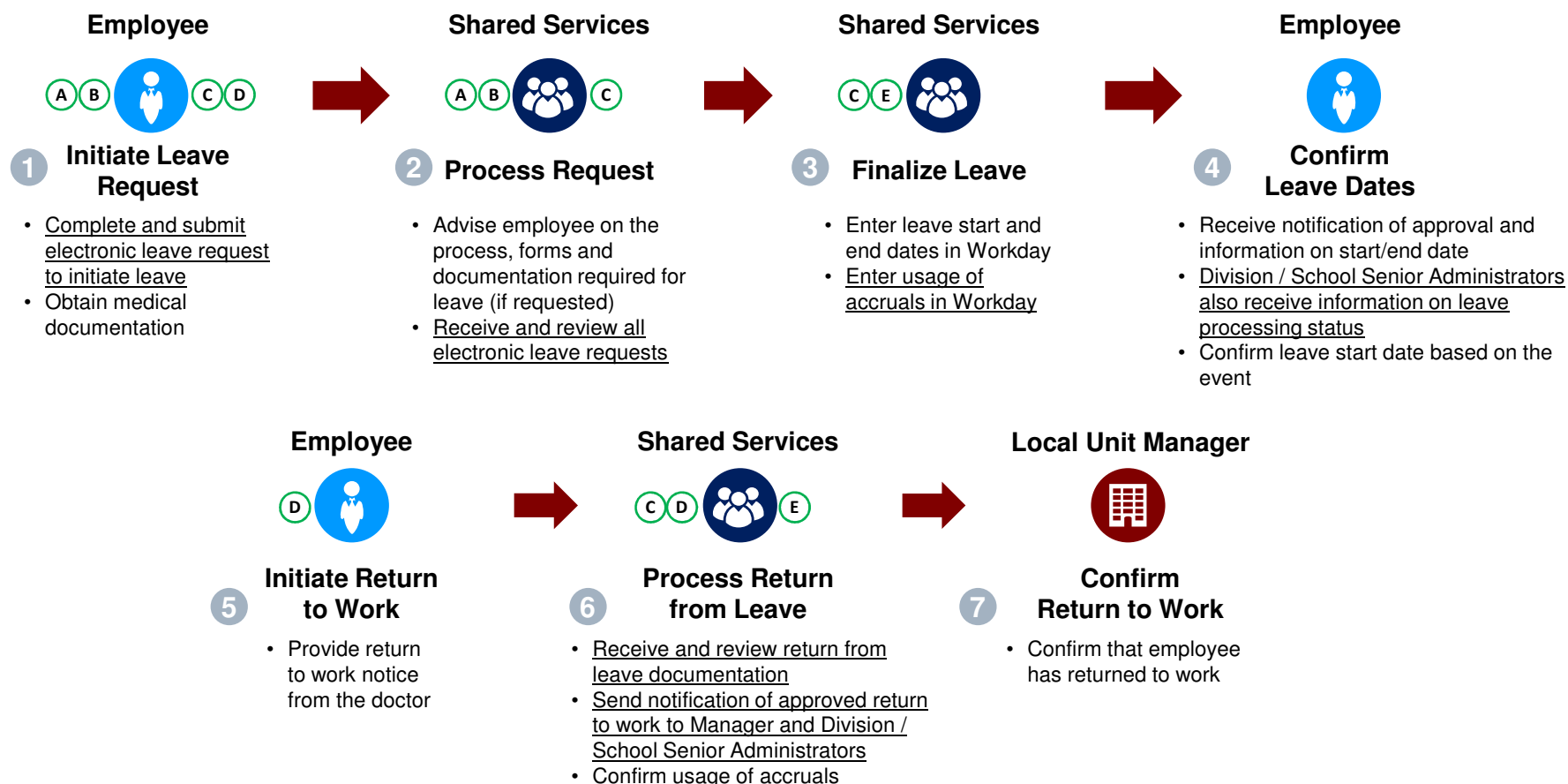
- A** Division / School Senior Administrators often spend time advising employees through the process and have to reach out to Central HR to find information to provide to employee
- B** Forms and documentation are paper-based, leading to a manual process and delays with review
- C** Division / School Senior Administrators have to submit inquiries to central resources
- D** Documentation required for leaves is not standardized or always enforced which leads to additional follow-up and delays
- E** Accruals are stored in UChicago Time and not always accurate due to delayed approvals



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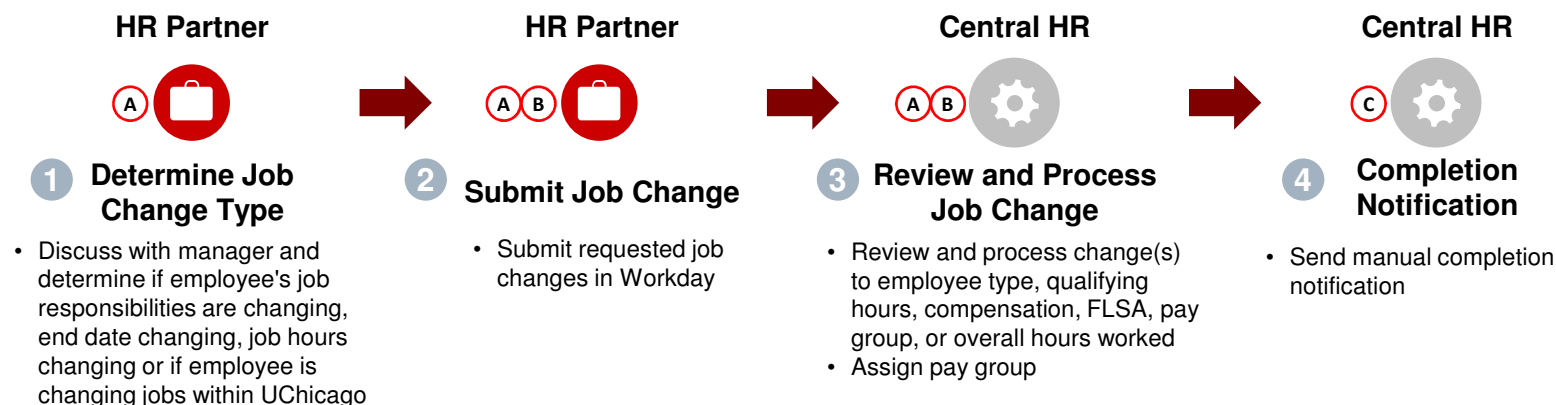
Tomorrow: H07 Leaves



Key Impacts

- A** Streamline the process of requesting and submitting documentation for a leave and create ability to track all leave requests
- B** Automate forms and routing of leaves requests to expedite the process and increase accuracy
- C** Review leaves centrally within Shared Services to reduce burden on Division / School Senior Administrators and provide quick
- D** response to employees
- E** Standardize and automate documentation requirements for requesting a leave and returning to work
- F** Process usage of accruals during leave in Workday and manage this process through Shared Services to reduce inconsistencies and incompliance

Today: H08 HR Data Management



Key Pain Points

- A** Lack of standardized processes often lead to Division / School Senior Administrators initiating unnecessary job changes and delaying the process of internal transfers
- B** Approvals between Units and Central HR for Workday processes are not standardized
- C** Lack on notifications when process is completed or delayed lead to confusion and errors

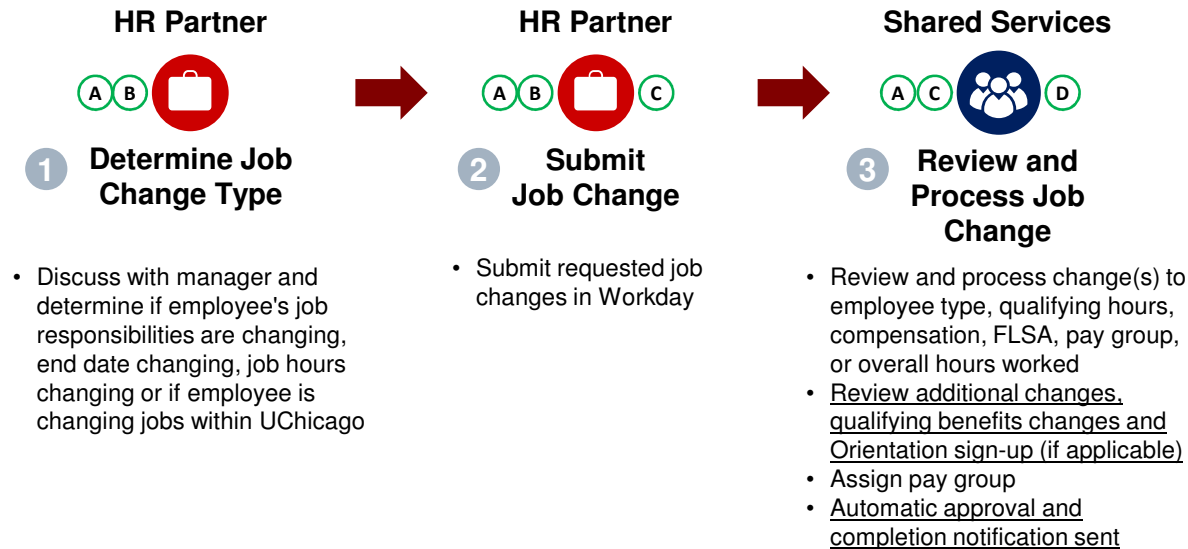
Tomorrow: H08 HR Data Management



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Key Impacts

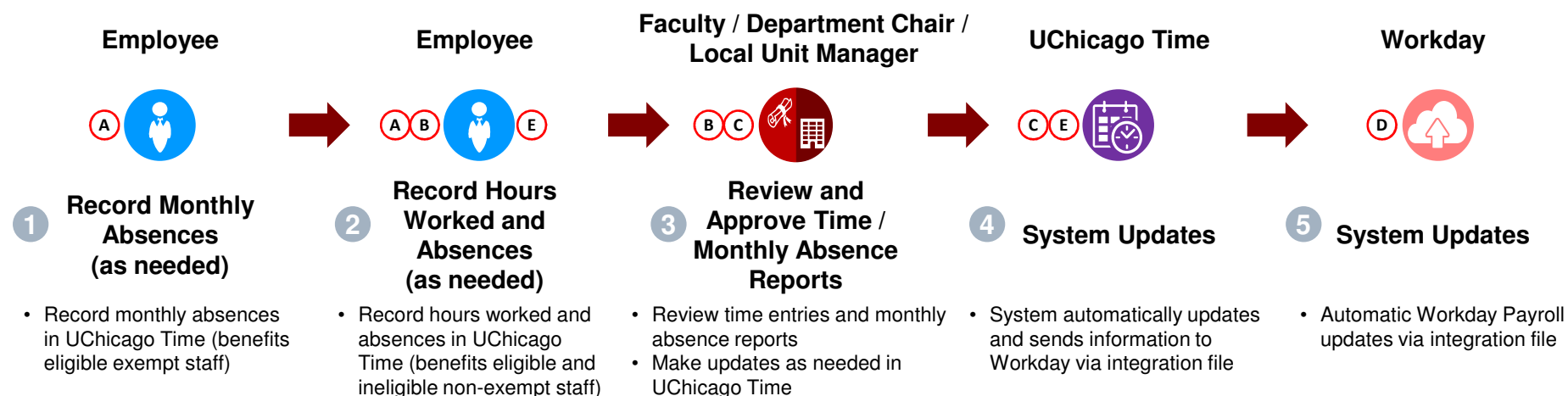
- A Create a standardized process for all job changes that clarifies roles and responsibilities, and approval process
- B Create training on job changes to increase compliance and efficiency
- C Increase communication and notifications surrounding approvals to provide transparency and reduce confusion
- D Eliminate sending a manual notification by implementing system-triggered notification of completion



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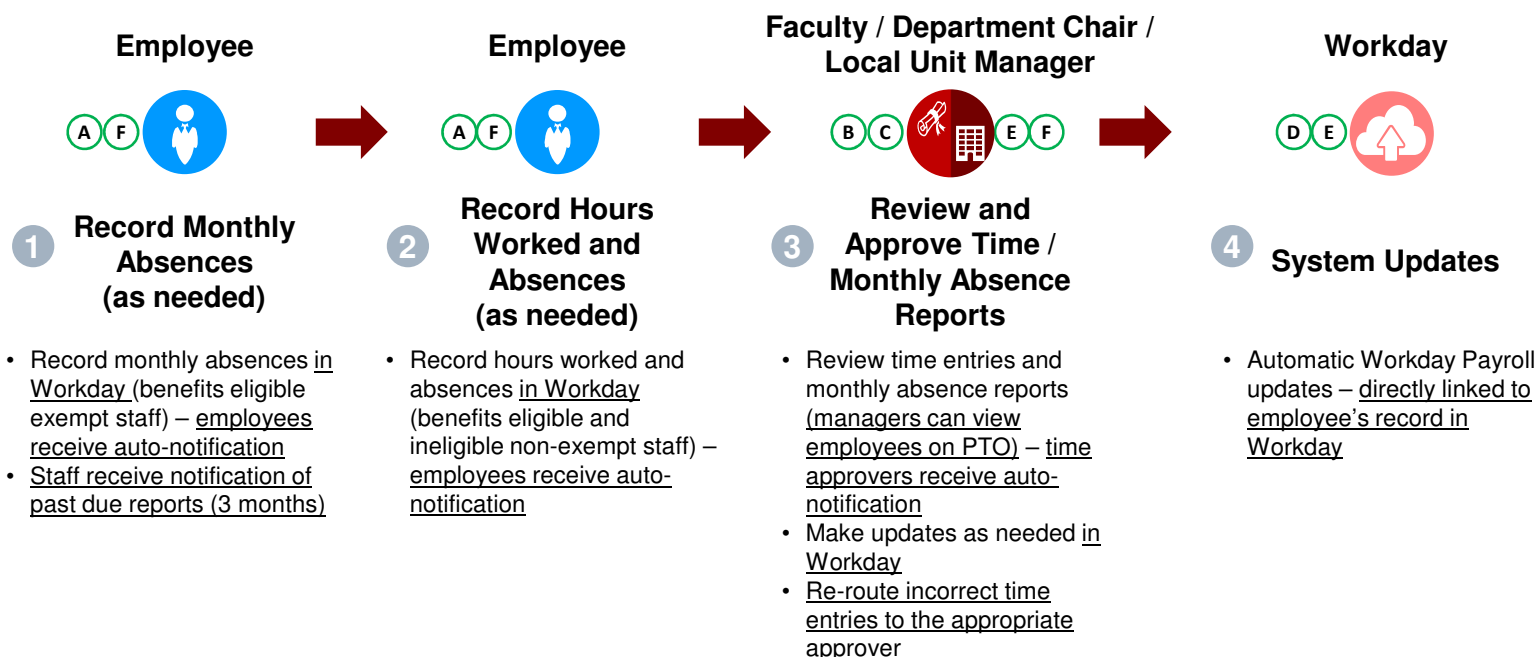
Today: H09 Time & Attendance



Key Pain Points

- A** Student employees have multiple jobs and often record hours on the wrong job in the system; this increases the need for retroactive FAS / payroll system adjustments and increases delayed payments
- B** Lack of compliance as PTO requests and monthly absence reports are often recorded and approved retroactively
- C** Lack of reporting available in UChicago Time means Local Units have to generate their own audit reports to catch mistakes
- D** Incorrect PTO accruals often cause the University to lose money when employees leave due to wrong pay out amounts
- E** Lack of integration between UChicago Time and Workday systems leads to the need for paper time cards and manual time entry of new hires

Tomorrow: H09 Time & Attendance



Key Impacts

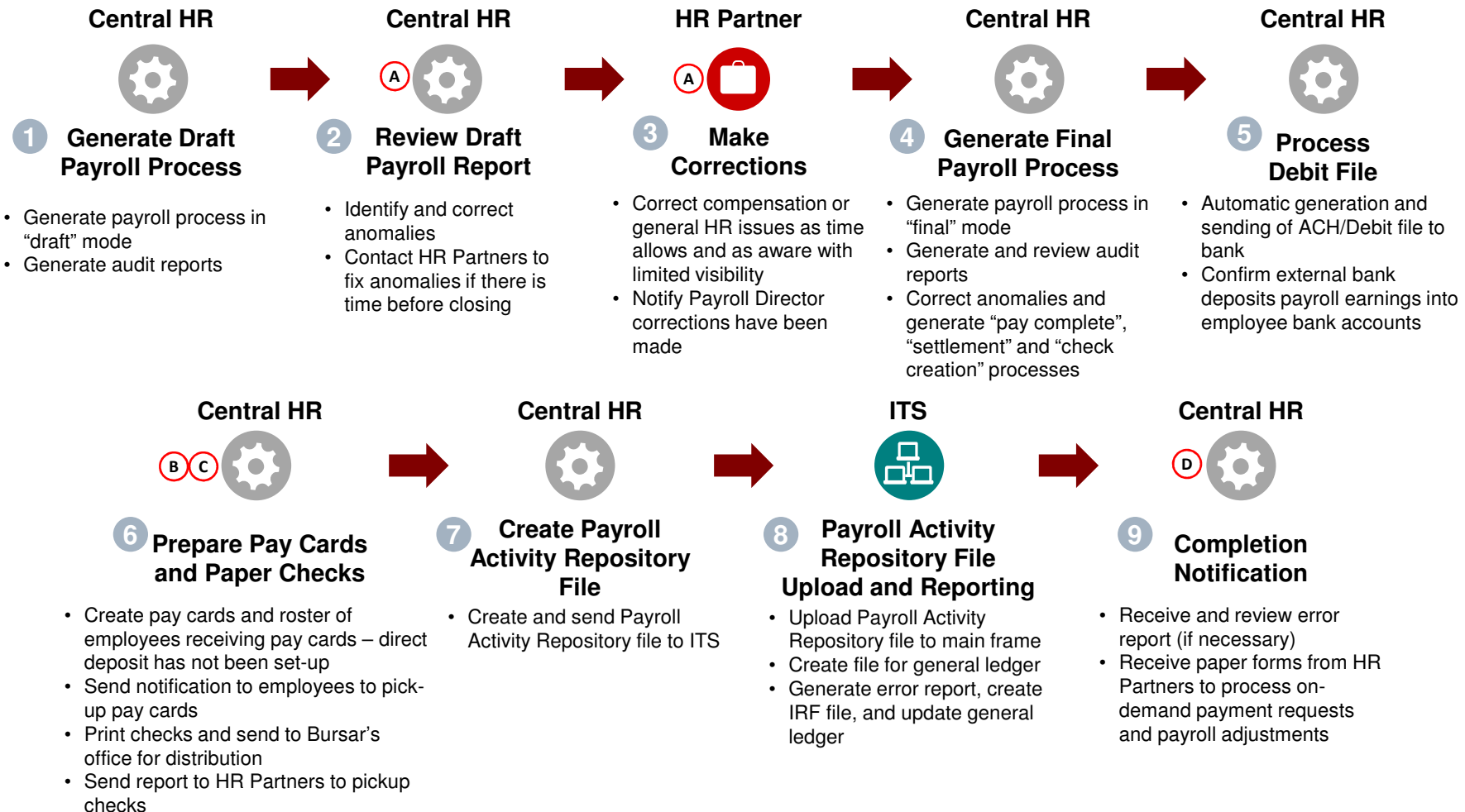
- A** Increase compliance by reminding employees to enter time / absences proactively and by notifying employees when a change has been made
- B** Enhance the approval process and increase time submission accuracy by allowing managers to correct hours and re-route to correct time approvers when hours are recorded on the wrong job (i.e., student employees with multiple jobs) by implementing Workday Time & Attendance module
- C** Increase usability of monthly absence report which will allow managers to have an accurate monthly view of their workforce availability
- D** Improve accuracy of PTO accruals, time entry, and payroll information by managing in the same system (e.g., Workday)
- E** Eliminate duplicate systems, manual entries/paper time cards, and delayed payments due to the limited integration between Workday and UChicago Time system by implementing Workday Time & Attendance module
- F** Increase communication and notifications to enhance transparency and encourage responsibility

Today: H10 Payroll



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Key Pain Points

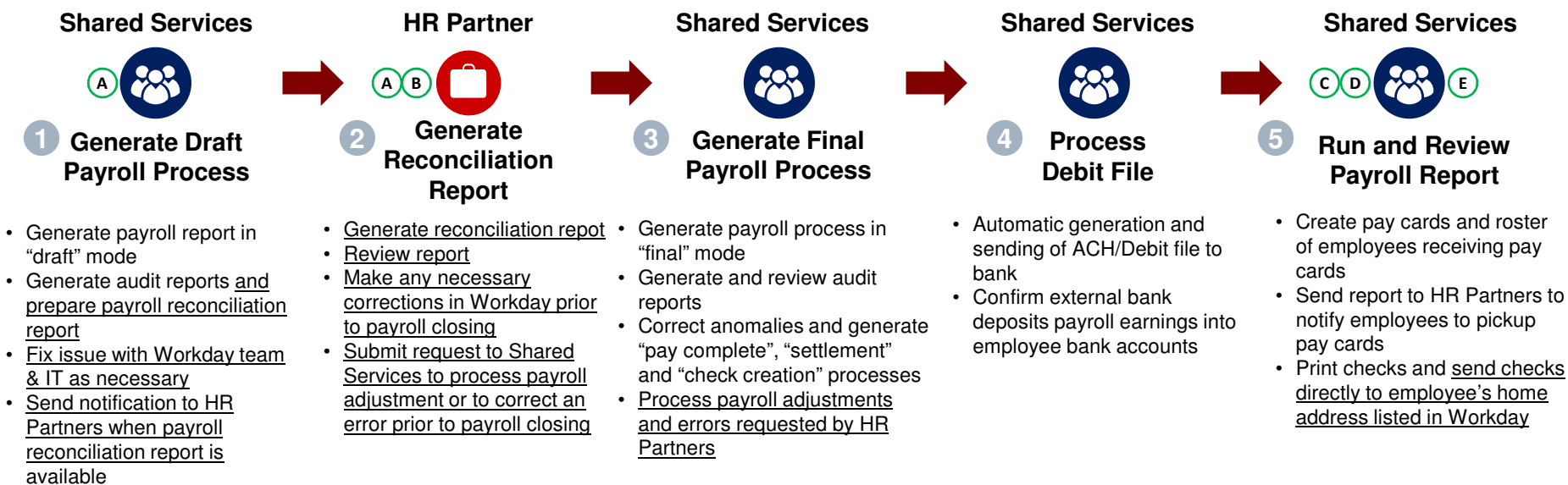
- A** Lack of payroll reports during the “draft” payroll mode lead to high volume of corrections, on-demand payment requests, and challenges for HR Partners to analyze and report errors within a timely manner
- B** Inconsistent instructions and lack of communication to employees to sign up for direct deposit lead to high volume of pay cards
- C** Responsibility on HR Partners to collect and disseminate checks for employees
- D** Payroll adjustment and on-demand payment requests are all paper-based processes



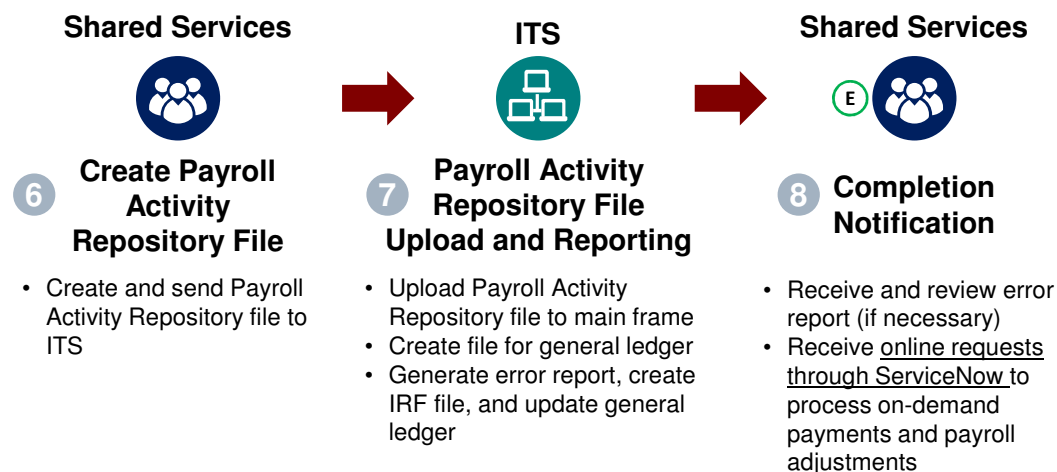
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Tomorrow: H10 Payroll



Tomorrow: H10 Payroll



Key Impacts

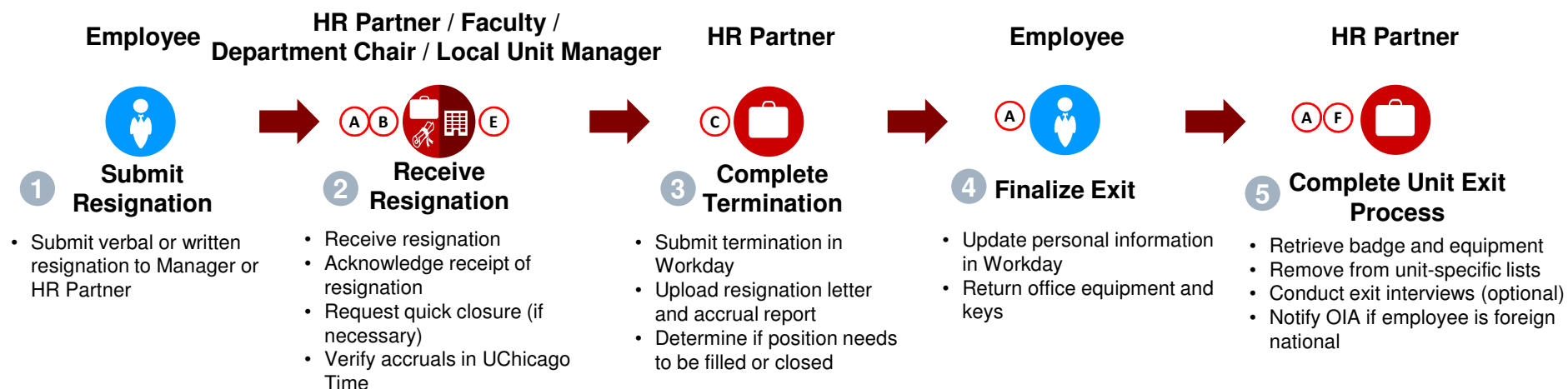
- A** Create payroll reconciliation report for HR Partners to have visibility of payroll results and make corrections prior to payroll closing
- B** Centralize correction process for transparency, response time, and reduction of costly on-demand payments
- C** Promote direct deposit during onboarding to limit pay card usage
- D** Mail checks to employees' home address to reduce the responsibility of HR Partners and eliminate handoffs and delays with getting payment
- E** Automate all payroll forms and centralize receipt and processing of adjustments, on-demand payments, and overpayments collection within Shared Services



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Today: H11 Exits (Voluntary Exits)



Key Pain Points

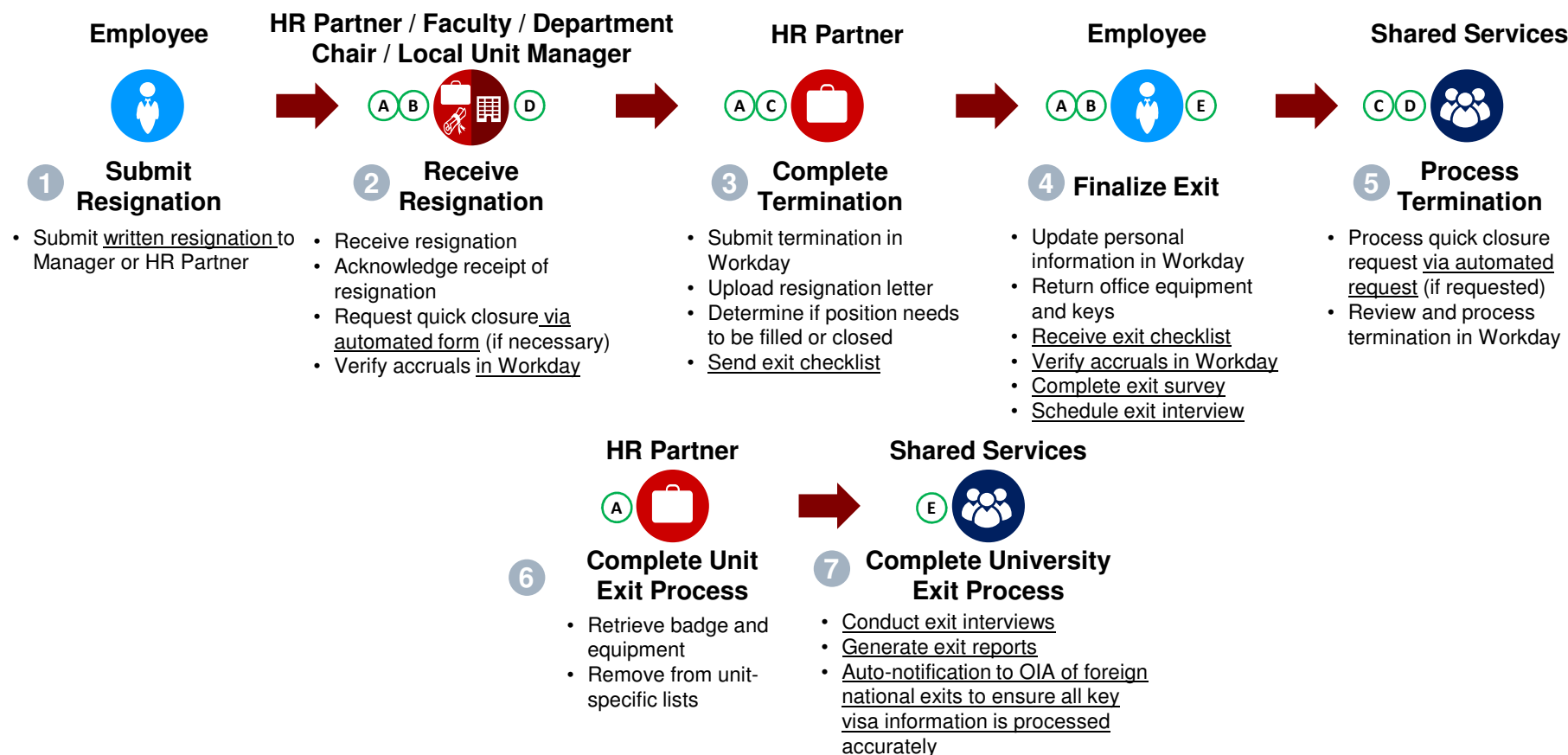
- A** Items collected and checklists are not standardized across units, and difficult to track all the items an employee has received and needs to return before departure
- B** Accruals are not always accurate due to inconsistent approvals, leading to manual verification by Division / School Seniors
- C** Obtaining accruals report from UChicago Time and then upload into Workday is a manual process
- D** Termination reasons coded into Workday are not standardized leading to incompliance and inaccurate coding for rehire
- E** Quick closure list is not comprehensive or well-maintained leading to delays and exposure of confidential information
- F** Exit interviews are not standardized nor do all units conduct them which leads to no insights into voluntary staff turnover



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Tomorrow: H11 Exits (Voluntary Exits)



Key Impacts

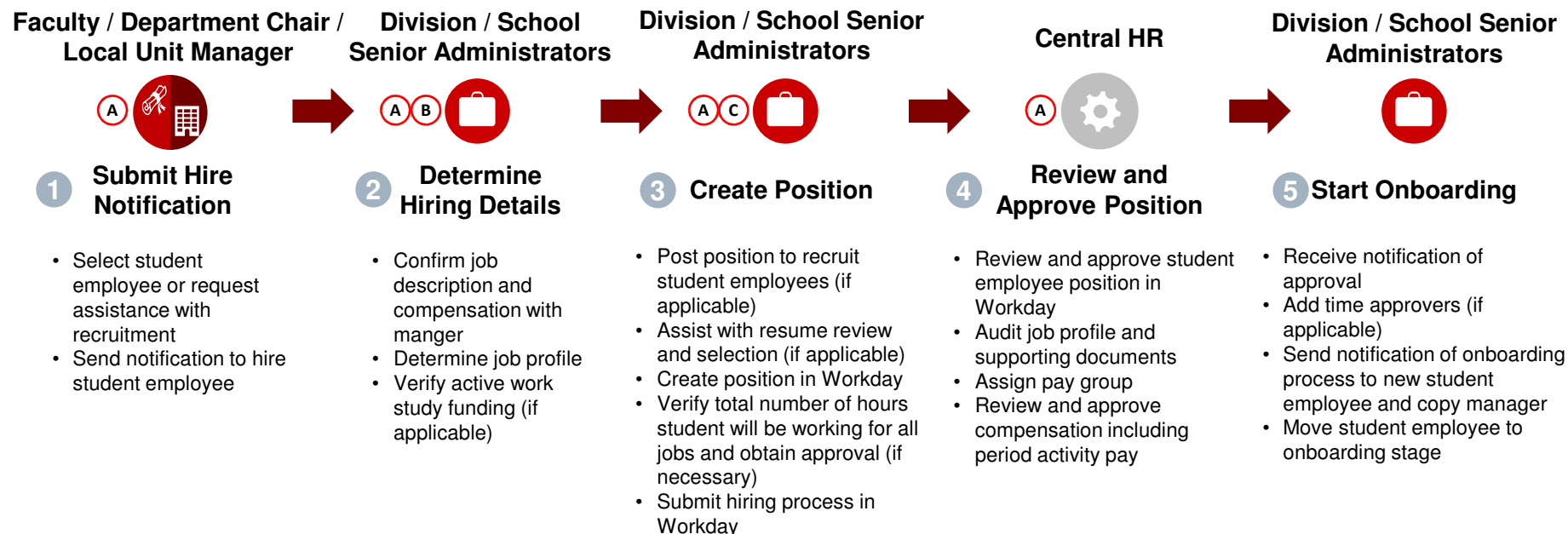
- A** Create a comprehensive checklist to standardize exit process across units and provide employees with key information
- B** Implement Workday Time & Attendance module to eliminate manual upload of accruals from UChicago Time to Workday
- C** Enforce standard termination codes in Workday
- D** Create streamlined and automated quick closure request process
- E** Centralize the exit interview process and create a standardized survey to collect exit data and make insights into voluntary staff turnover

Today: H12 Student Employment (Hiring New Student Employee)



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Wave 2 Uniform
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Key Pain Points

- A** Lack of standardized procedures to hire student employees lead to incompliance and delays with payroll
- B** Unclear handoffs between when and how Central HR can assist Local Units during student employment
- C** Lack of process for obtaining approval for student employee's working hours beyond the designated policy hours

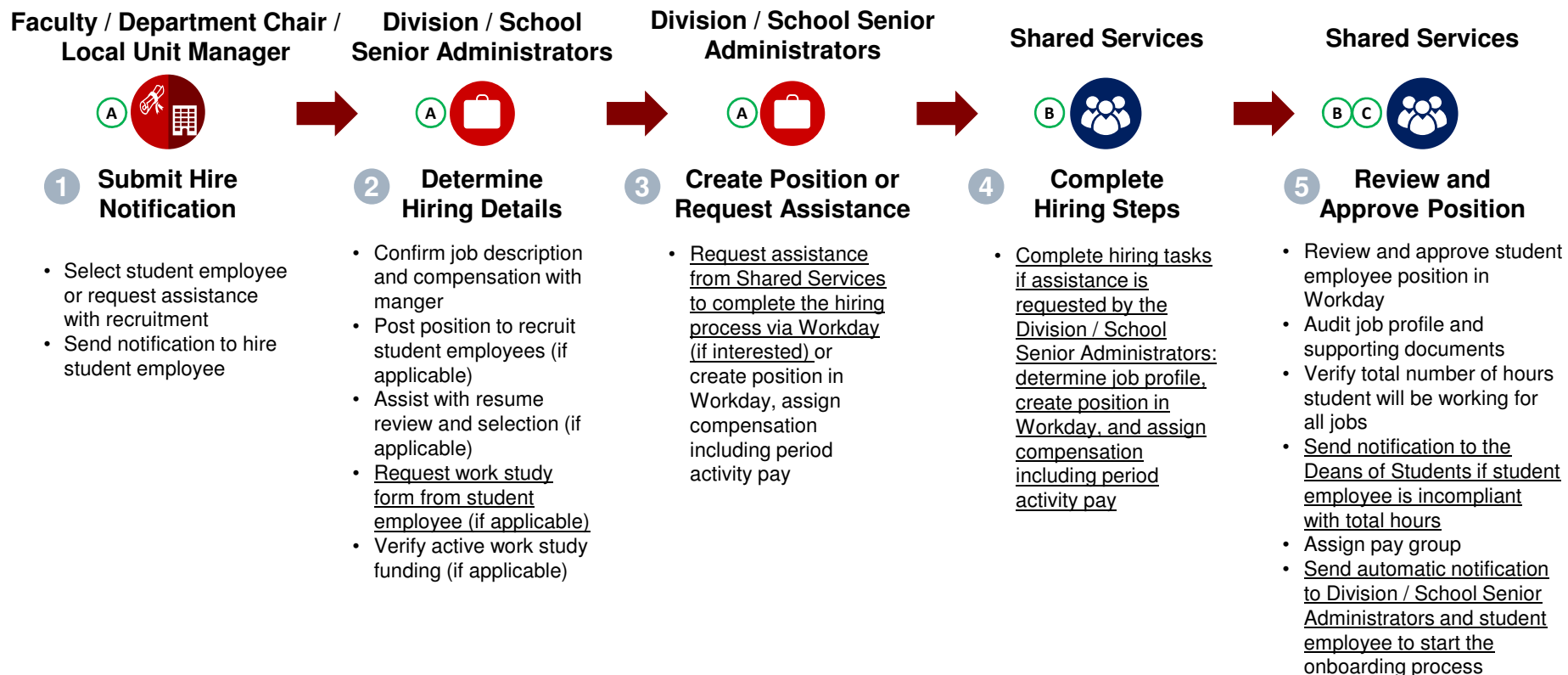
Tomorrow: H12 Student Employment (Hiring New Student Employee)



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Administrative



Wave 2 Uniform
Academic



Key Impacts

- A** Create standardized procedures to hire student employees and revamp processes in Workday
- B** Clarify roles and responsibilities to provide clear handoffs where Shared Services can provide assistance (i.e. process hiring steps)
- C** Streamline approval for student employee's working hours beyond the designated policy hours adding Shared Services to review all hours and send notification to the Deans of Students

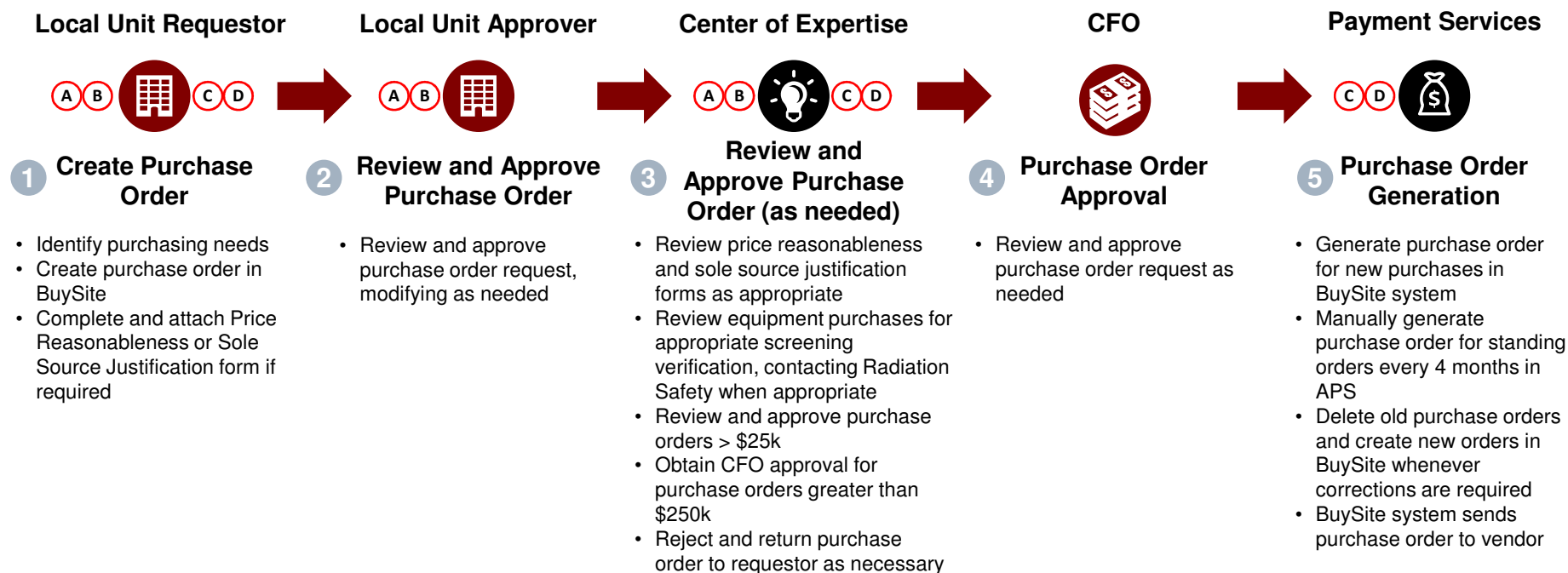
PROCURE-TO-PAY*



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Administrative

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Today: P02 Purchase Orders*



Key Pain Points

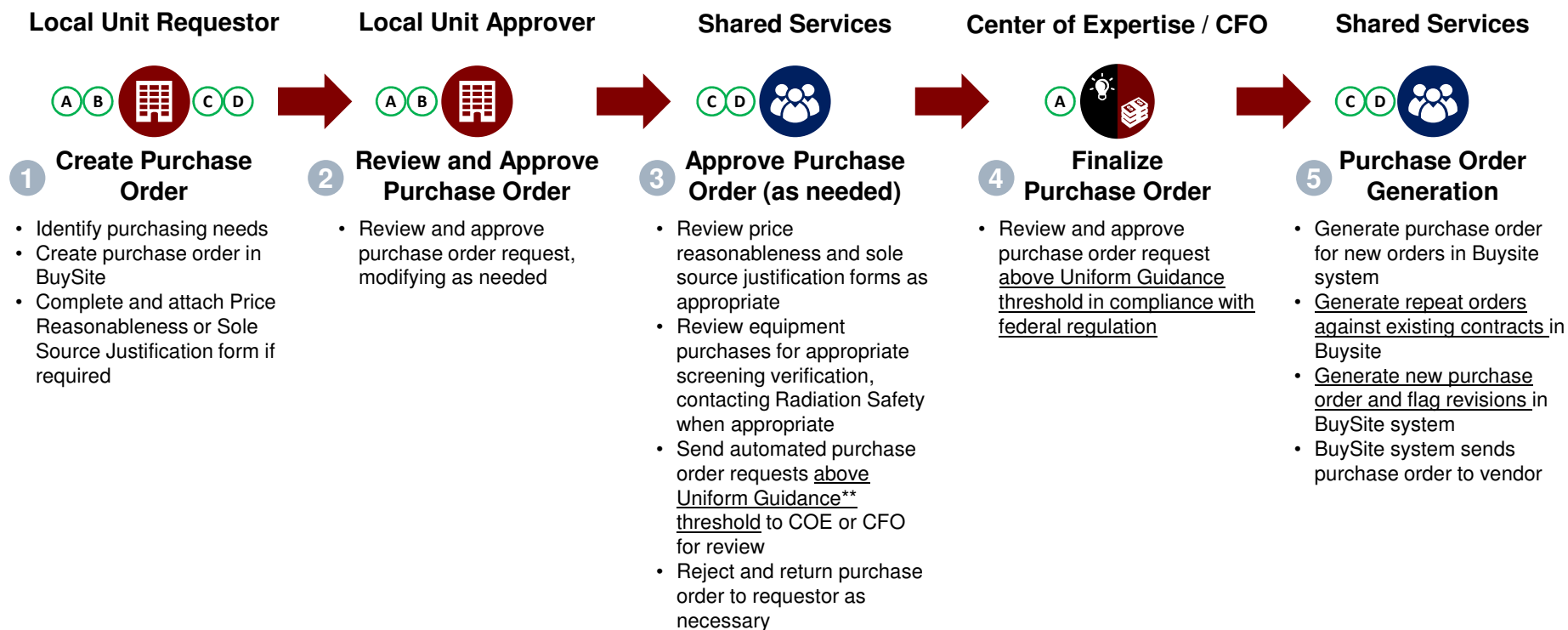
- A** Lack of standard approval thresholds create legal exposure for certain transactions that should follow Uniform Guidance
- B** Lack of account-based approvals limit an account owner's visibility into what and how much is spent against an account until after expenses have been incurred
- C** Procurement system is not configured to handle standing purchase orders, forcing manual workarounds for repeat purchase orders against existing contracts
- D** Procurement and financial system are not configured to handle purchase order revisions, preventing an audit trail for purchase order changes and creating the need for a manual workaround to make these revisions



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Tomorrow: P02 Purchase Orders*



Key Impacts

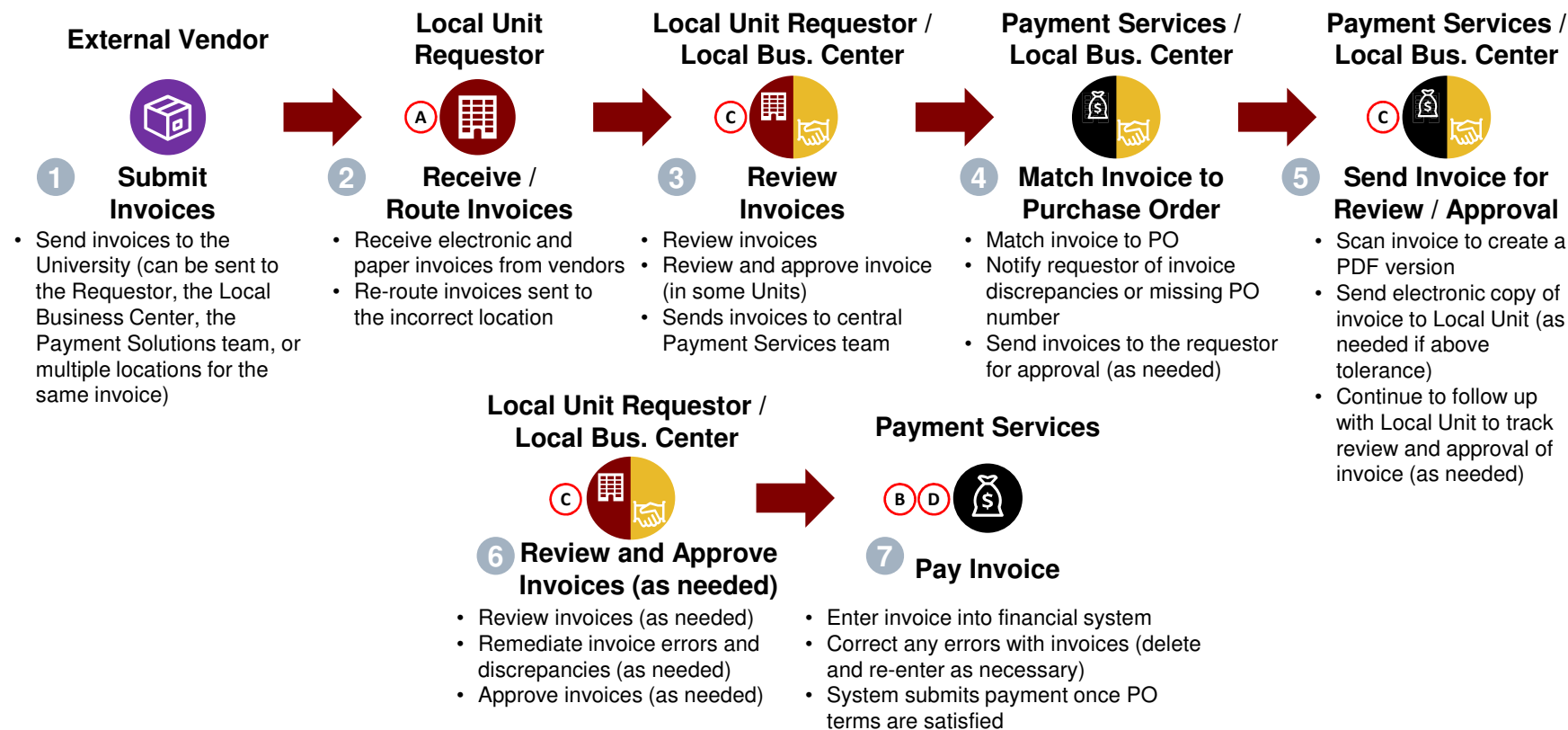
- A** Standardize approval structure across procurement systems by setting approval thresholds based on Uniform Guidance
- B** Create transparency by implementing account-based approvals, requiring account owner to approve all transactions
- C** Configure procurement system to handle standing purchase orders, allowing for repeat orders against existing contracts
- D** Configure financial and procurement system to handle purchase order revisions to create an audit trail for purchase order revisions and eliminate manual workarounds



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Today: P03 Receipt & Invoice Processing



Key Pain Points

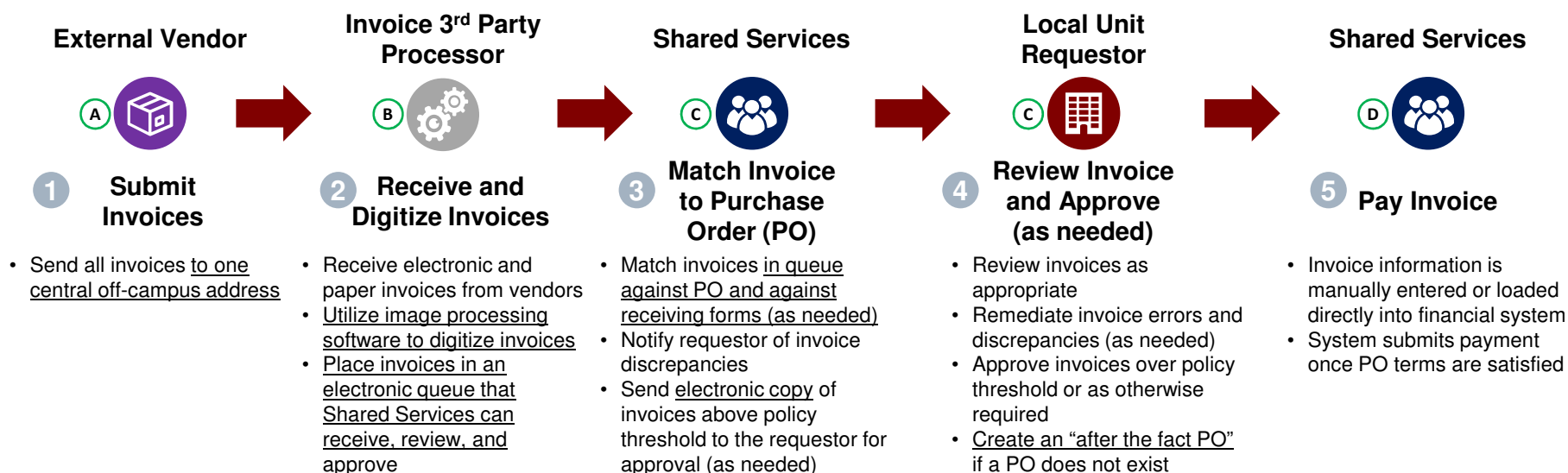
- A** Invoices are sent to multiple locations on campus leading to vendor confusion, payment delays, and “lost” invoices
- B** Invoice entry is a manual process that can lead to data entry errors
- C** The approval process for invoices is inconsistent across Local Units and time intensive leading to lack of accountability, confusion, wasted time, and in some instances late payment penalties
- D** System limitations do not allow revisions to invoices. Instead the invoice must be deleted and then manually re-entered



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Wave 3 Uniform
Academic

Tomorrow: P03 Receipt & Invoice Processing



Key Impacts

- A** Create one single location for all invoices to be sent to in order to better track and manage invoice receipt and processing
- B** Remove manual data entry and associated errors by replacing these steps with automated scanning and data entry technology
- C** Standardize invoice review and approval process, which in some instances will help avoid late payment penalties, and remove duplicative approvals and allow the University to take better advantage of discounts
- D** Remove duplicative data entry that occurs when incorrect invoices need to be deleted and re-entered by altering the APS technology to allow for these edits



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Administrative

Wave 2 Uniform*
Academic

Today: P04 Contracts



Key Pain Points

- A** Form 100 is a paper form than cannot be transmitted electronically, thus it must be routed in person to collect signatures, creating processing delays
- B** Procurement contract experts review a high volume of standard contracts, limiting the amount of time that can be dedicated to reviewing complex, non-standard contracts



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* Processes in blue will have been piloted with Administrative Units in a previous Wave and then they will be implemented uniformly with Academic Units.

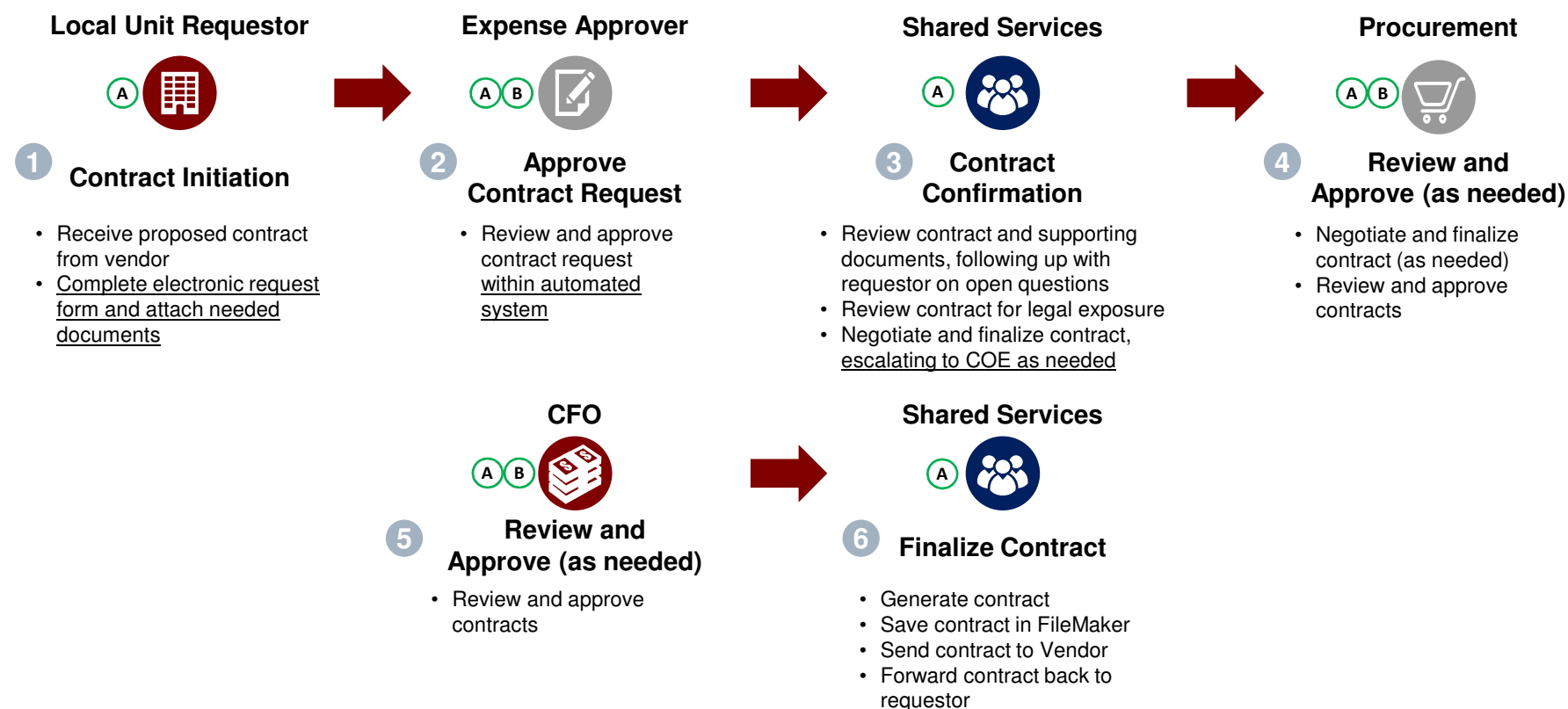
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Tomorrow: P04 Contracts



Key Impacts

- A Reduce the need for manual handoffs and paper based approvals, making both electronic in ServiceNow
- B Add additional resources to contract team to process standard, non-complex contracts that do not require negotiation of non-standard terms to reduce the workload on the CoE. The CoE in turn is then able to focus on larger, more complex strategic contracts



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* Processes in blue will have been piloted with Administrative Units in a previous Wave and then they will be implemented uniformly with Academic Units.

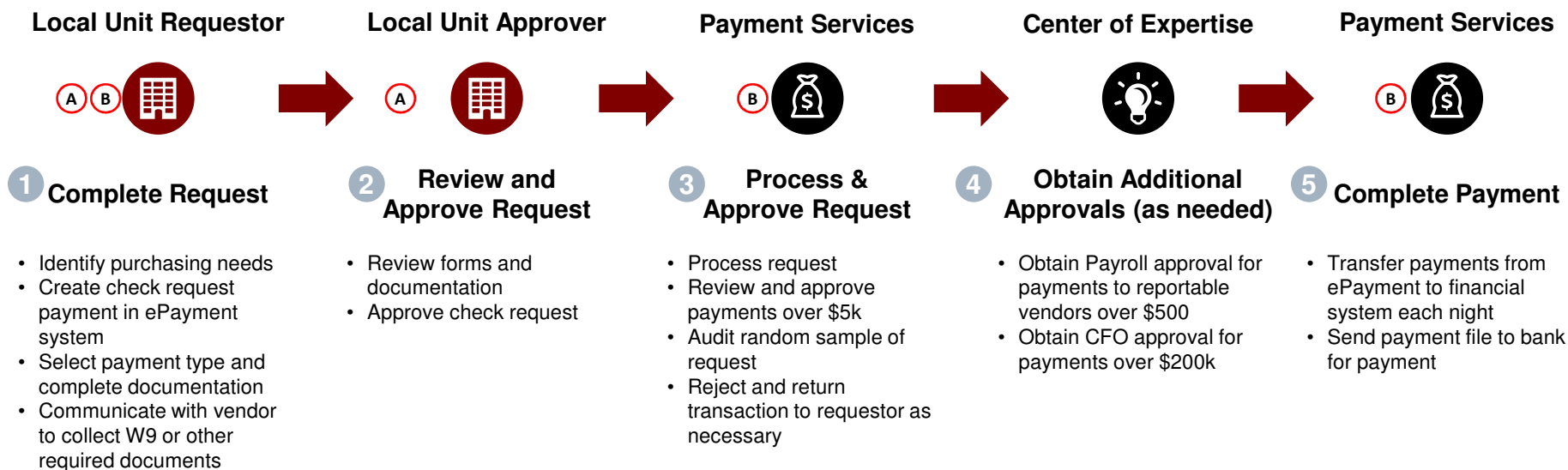
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Wave 1 Uniform
Administrative

Wave 1 Uniform
Academic

Today: P05 Non-Purchase Orders



Key Pain Points

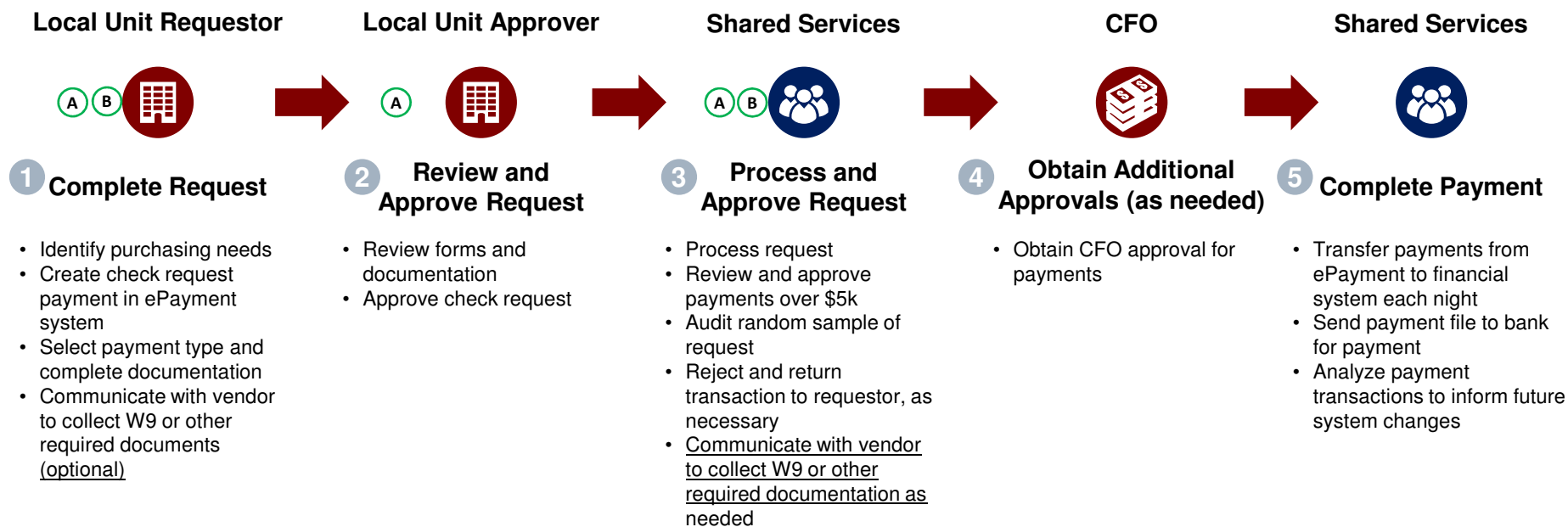
- A** Local unit has to collect W9 which can be time consuming and causes confusion
- B** Employees sometimes use ePayment to make purchases that should be processed on a purchase order (PO) through BuySite leading to legal exposure for certain transactions



Wave 1 Uniform
Administrative

Wave 1 Uniform
Academic

Tomorrow: P05 Non-Purchase Orders



Key Impacts

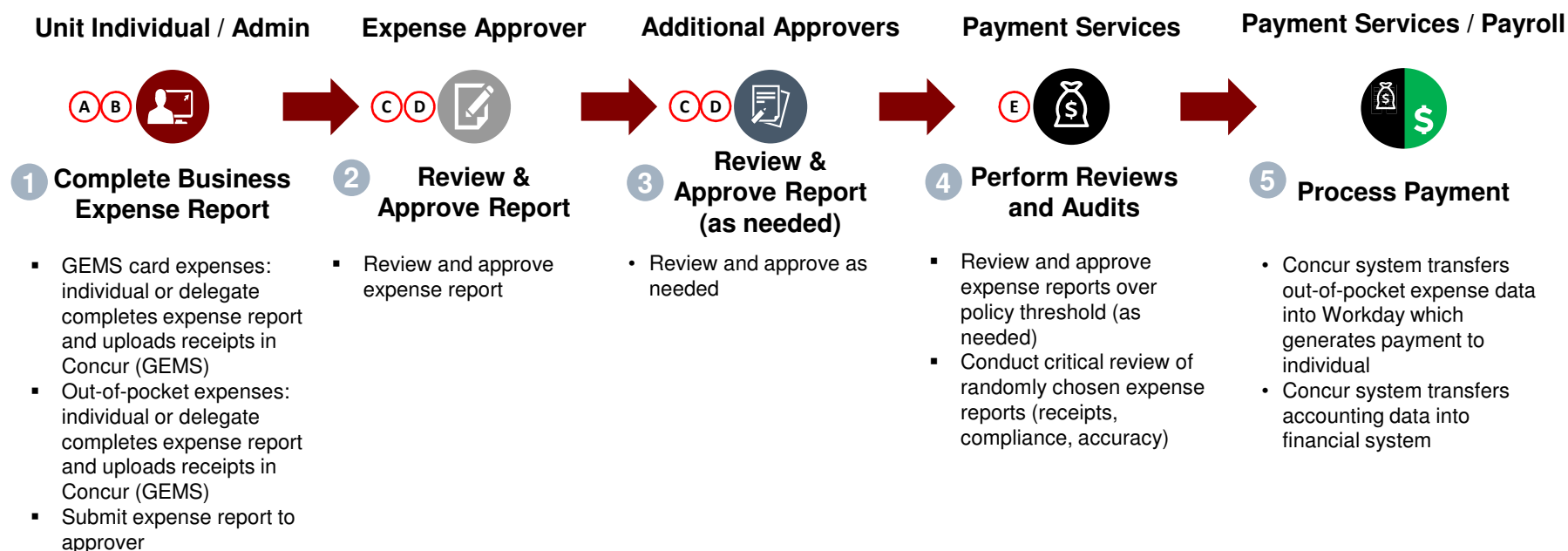
- A** Reduce the administrative burden on local units and increase compliance by having Shared Services assist with the collection of W9 and tax documentation for payees
- B** Encourage and educate employees to shift certain types of purchases from ePayment to purchase orders (POs) in BuySite in order to limit legal exposure



Wave 2 Uniform
Administrative

Wave 2 Optional
Academic

Today: P06 Expense Reporting*



Key Pain Points

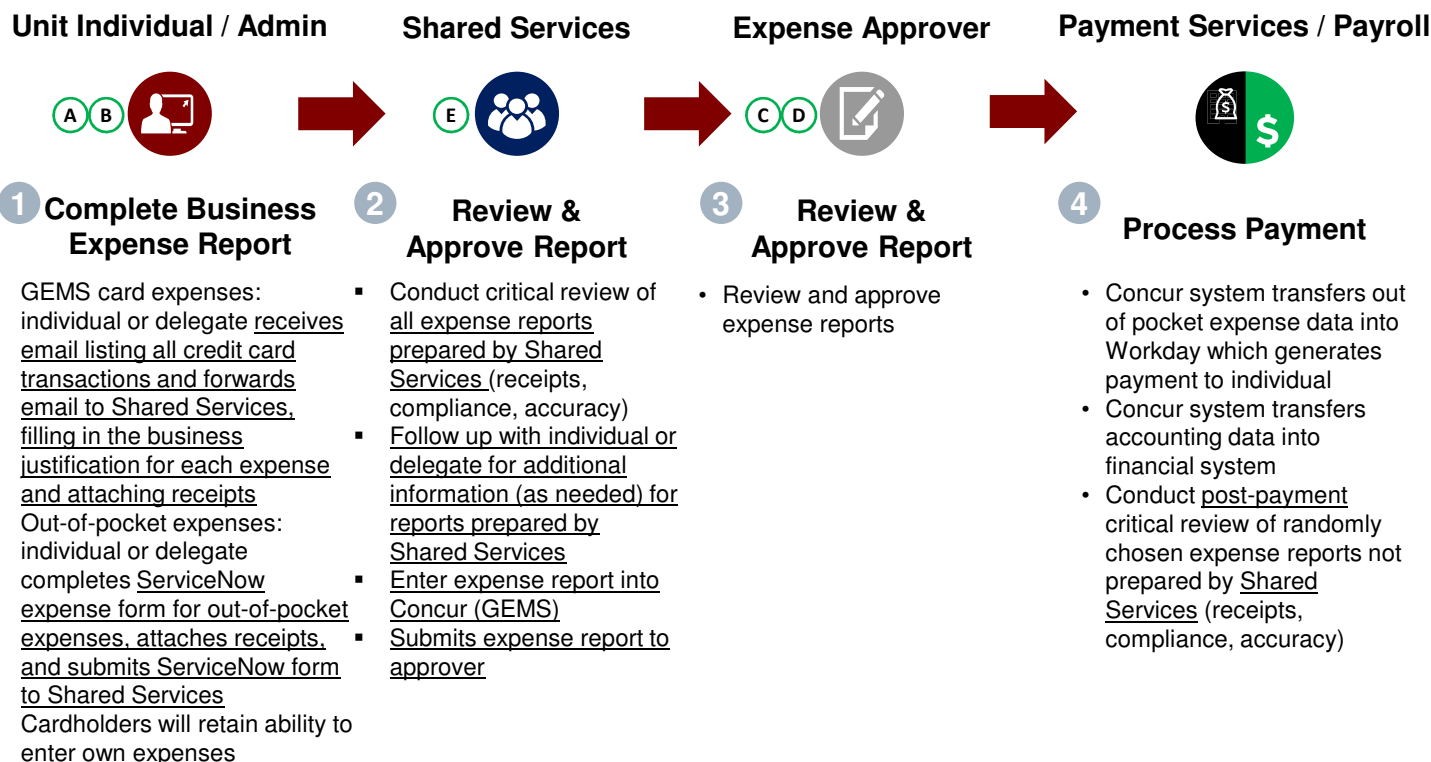
- Ⓐ Expense report generation is a cumbersome process that requires several unnecessary details for expenses, such as itemization of hotels and business purposes for travel meals (i.e., not required by policy)
- Ⓑ Completing expense report requires end users to log into and navigate an unfamiliar system
- Ⓒ Inconsistent approval requirements between Local Units leads to delays in processing times
- Ⓓ Lack of account based approvals limits account owner visibility into spend until after expenses have been incurred
- Ⓔ Payment Services audits a small portion expense reports which means expense reports may contain errors or are not compliant with University or Federal policies



Wave 2 Uniform
Administrative

Wave 2 Optional
Academic

Tomorrow: P06 Expense Reporting*



Key Impacts

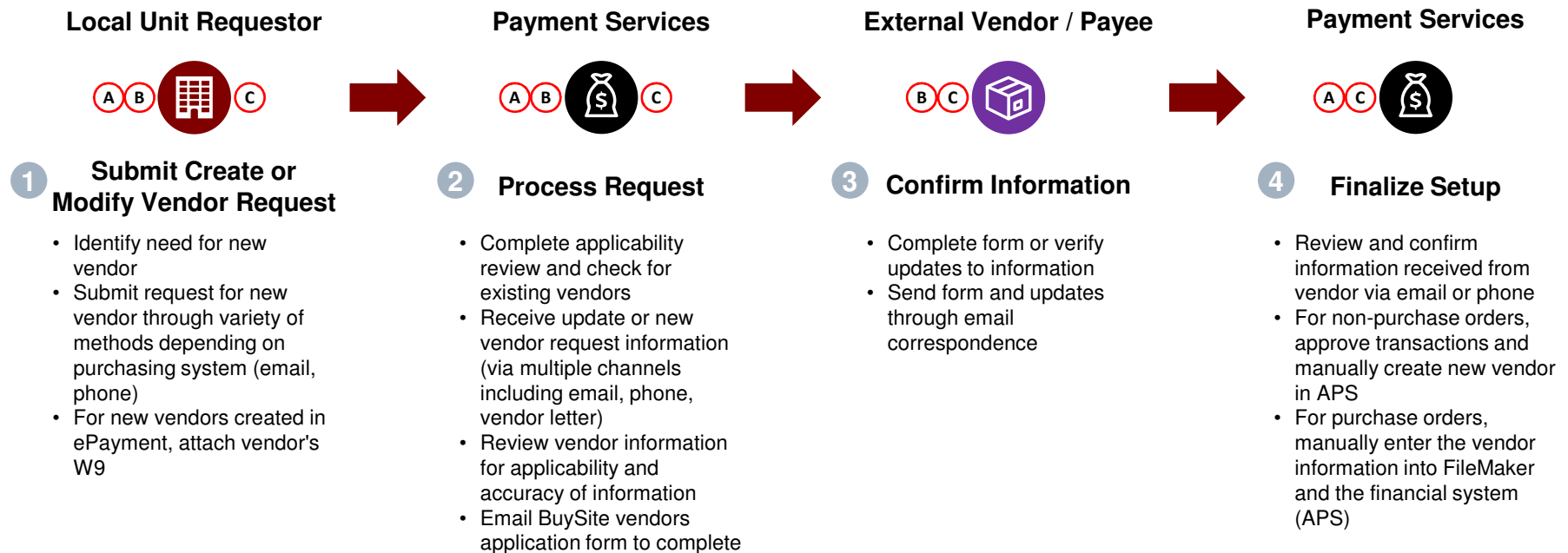
- A** Simplified required information for expenses, such as eliminated itemization for hotels and justification for travel meals
- B** Create an improved customer experience through enabling expense report submission in ServiceNow or via email
- C** Standardize approval requirements between Units
- D** Create transparency by implementing account-based approvals, requiring account owner to approve all transactions
- E** Increase compliance and accuracy by having expense reports reviewed by Shared Services (when Shared Services is the expense report delegate)

Today: P07 Vendor Creation



Wave 1 Uniform
Administrative

Wave 2 Uniform*
Academic



Key Pain Points

- A** Local units communicate with vendor to collect W9, which can be time consuming and cause confusion as local units are not clear on requirements for setting up independent contractors
- B** Information collected for vendors is limited and inconsistent across systems
- C** Taxpayer Identification Numbers (TINs) are not required for all vendors causing duplicate entries and potential IRS B-notices (fines)



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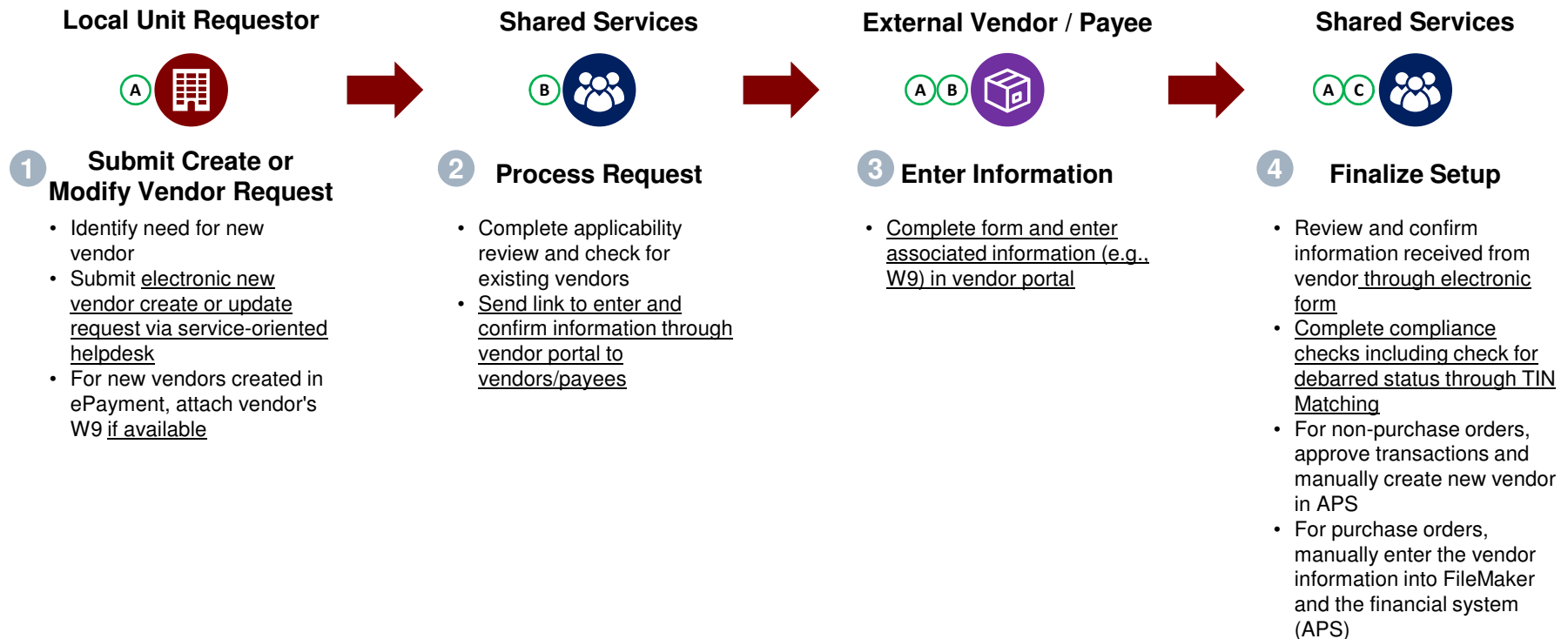
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Tomorrow: P07 Vendor Creation



Wave 1 Uniform
Administrative

Wave 2 Uniform*
Academic



Key Impacts

- (A) Reduce the administrative burden on local units by having the Shared Services Office assist in communicating with vendors, including the collection of W9 and tax documentation for payees
- (B) Create vendor portal where vendors will enter complete information regardless of payment method. Information collected will form basis of vendor repository for new financial system
- (C) Perform additional audits on vendor information and enforce TIN matching for all new vendors



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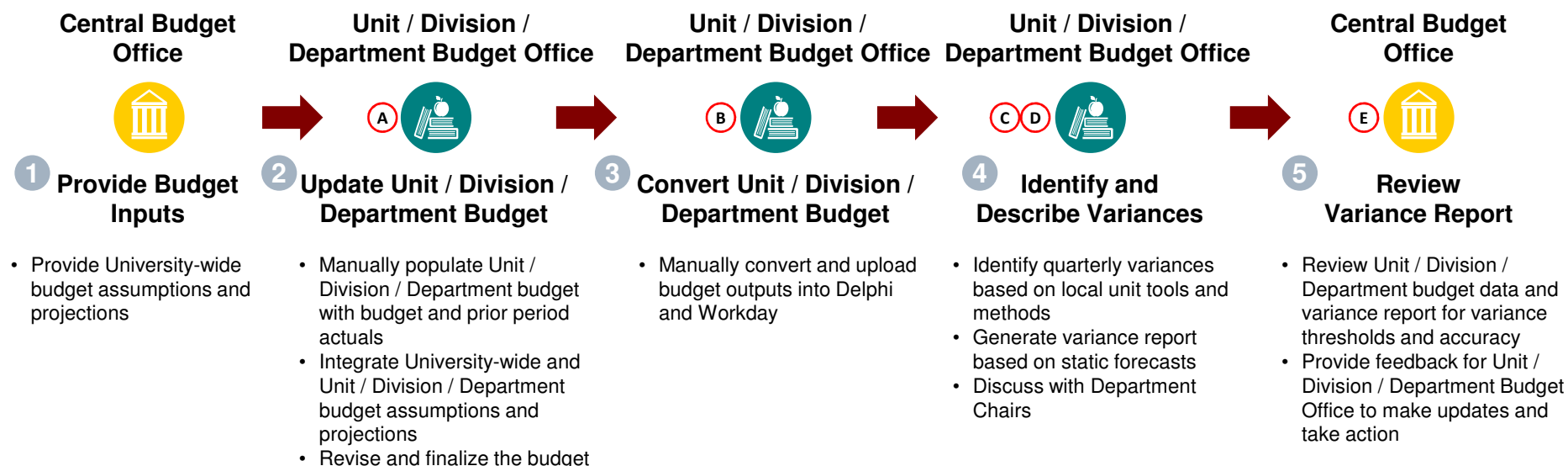
FINANCE



Wave 1 Uniform
Administrative

Wave 1 Optional
Academic

Today: F01 Unit-Level Budget Planning



Key Pain Points

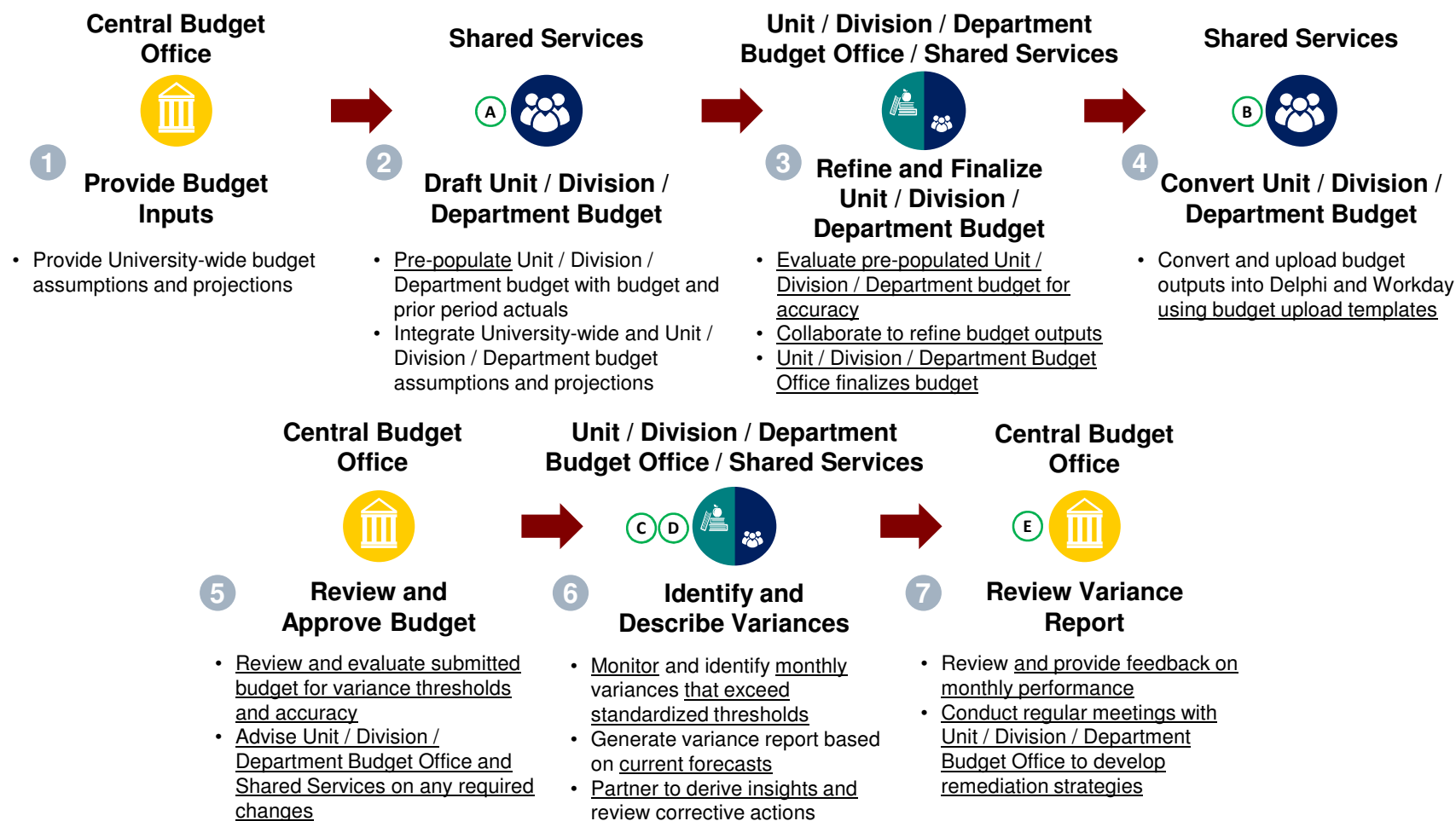
- A** Inconsistent identification and use of budget inputs (e.g., staffing projections) leads to varied budget outputs
- B** Manual effort to convert and upload budget information into Delphi and Workday
- C** Forecasts not consistently updated on a periodic basis leading to less impactful quarterly variance reporting
- D** Resource intensive effort to complete quarterly variance reporting activities due to detailed nature of required review
- E** Inconsistent interpretation of Unit / Division / Department budgets, forecasts, and variances leads to an inability to track the University's overall financial performance and results in decisions based on incomplete data



Wave 1 Uniform
Administrative

Wave 1 Optional
Academic

Tomorrow: F01 Unit-Level Budget Planning



Key Impacts

- A** Standardize collection of budget inputs (e.g., staffing projections) to increase consistency of budget development processes
- B** Save local unit time and effort by pre-populating and converting Unit / Division / Department budget model outputs
- C** Refresh forecast periodically to align with monthly variance reporting activities
- D** Regularly monitor expenses to inform monthly variance reporting requirements to reduce review efforts
- E** Consistent interpretation of Unit / Division / Department budgets, forecasts and variances improves the ability to track and monitor the University's overall financial performance

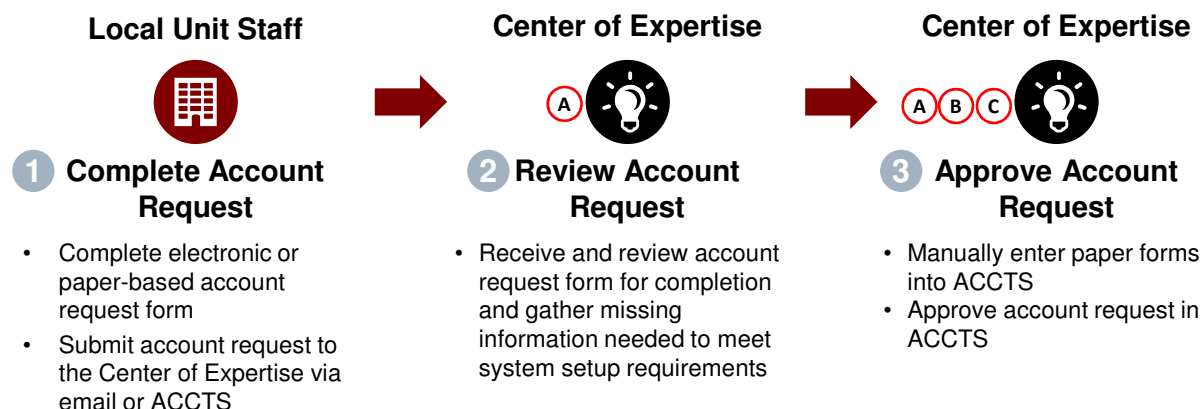
Today: F02 Account Management



Wave 2 Uniform
Administrative



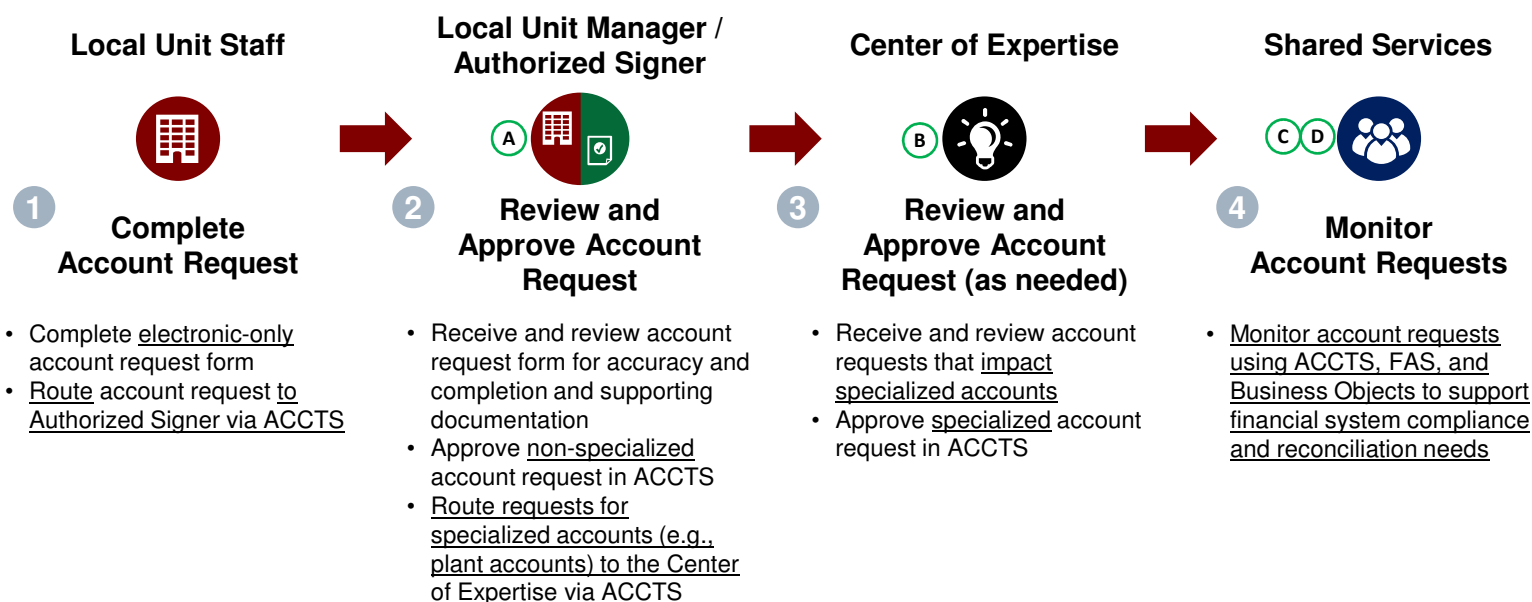
Wave 2 Uniform
Academic



Key Pain Points

- A** Individuals without direct knowledge and accountability for an account's financial performance review and approve account requests
- B** Center of Expertise is involved in approving account requests regardless of funds type (e.g., department funds) resulting in workload volume and capacity issues
- C** Limited formal procedures or compliance reporting exists to effectively monitor changes in authorized signers

Tomorrow: F02 Account Management



Key Impacts

- A** Establish clear standards of who can be an authorized signer and align authority for reviewing and approving account requests to those individuals with direct knowledge and accountability for the financial performance of the account
- B** Filter only the specialized account requests (e.g., plant, debt accounts) through the respective Centers of Expertise to reduce workload volume / bottleneck issues and align account activity to accountable personnel
- C** Improve systems access compliance by proactively monitoring critical University systems to ensure appropriate system controls and policies are being followed and enforced
- D** Provide recommendations on how to more effectively structure Local Unit accounts to improve visibility into financial results leading to greater awareness of account portfolio and to better management decisions

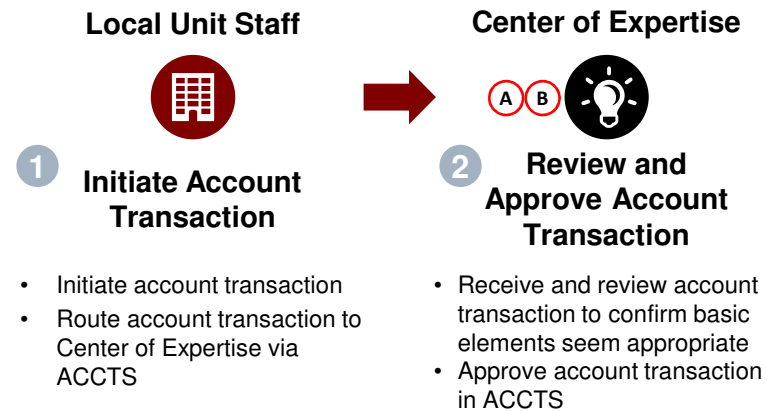
Today: F03 Account Transactions



Wave 2 Uniform
Administrative



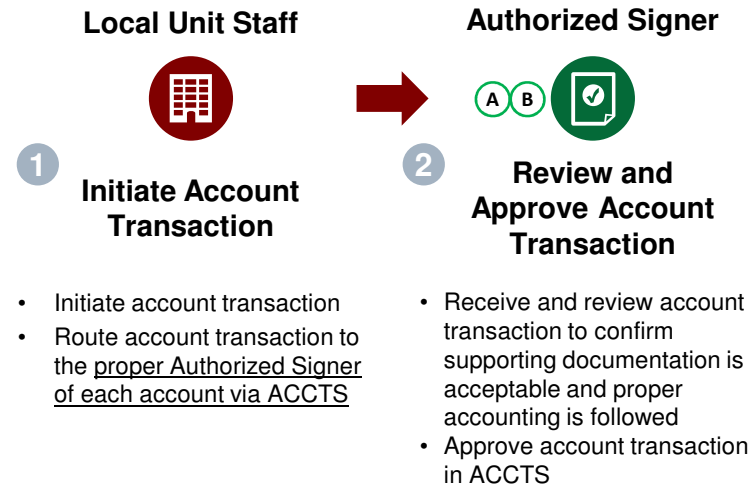
Wave 2 Uniform
Academic



Key Pain Points

- A** Individuals without direct knowledge and accountability for an account's financial performance review and approve account transactions which can lead to unauthorized or unknown postings to accounts
- B** Center of Expertise is involved in all account transactions regardless of fund type (e.g., department funds) resulting in workload volume and capacity issues

Tomorrow: F03 Account Transactions



Key Impacts

- A** Authorized signers, those individuals with direct knowledge and accountability for the financial performance of the account, review and approve account transactions, which improves audit trails and strengthens internal controls
- B** Authorized signers review and approve all transactions before they post and the Centers of Expertise only review and approve transactions that are more specialized (e.g., debt transactions, higher risk transactions), leading to reduced workload volume and capacity issues within the Centers of Expertise

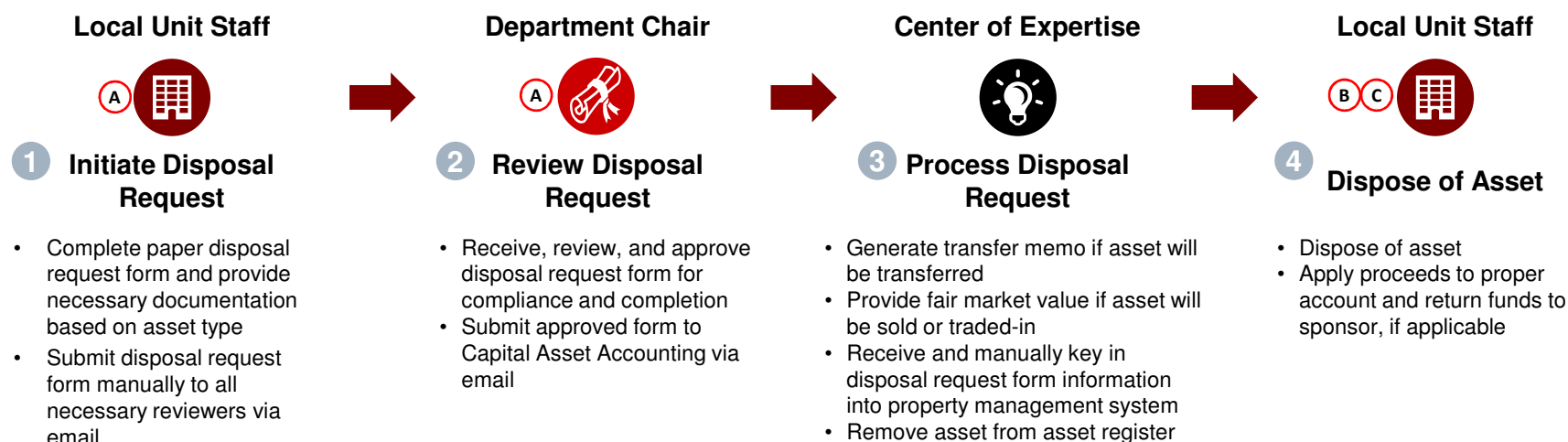
Today: F04 Capital Asset Accounting



Wave 1 Uniform
Administrative



Wave 1 Optional
Academic



Key Pain Points

- A** Time-consuming effort to complete and manually submit paper request form
- B** Limited oversight and guidance to track that local units properly dispose of assets
- C** Inconsistent processes and lack of oversight for the collection and return of proceeds from asset sale and trade-in

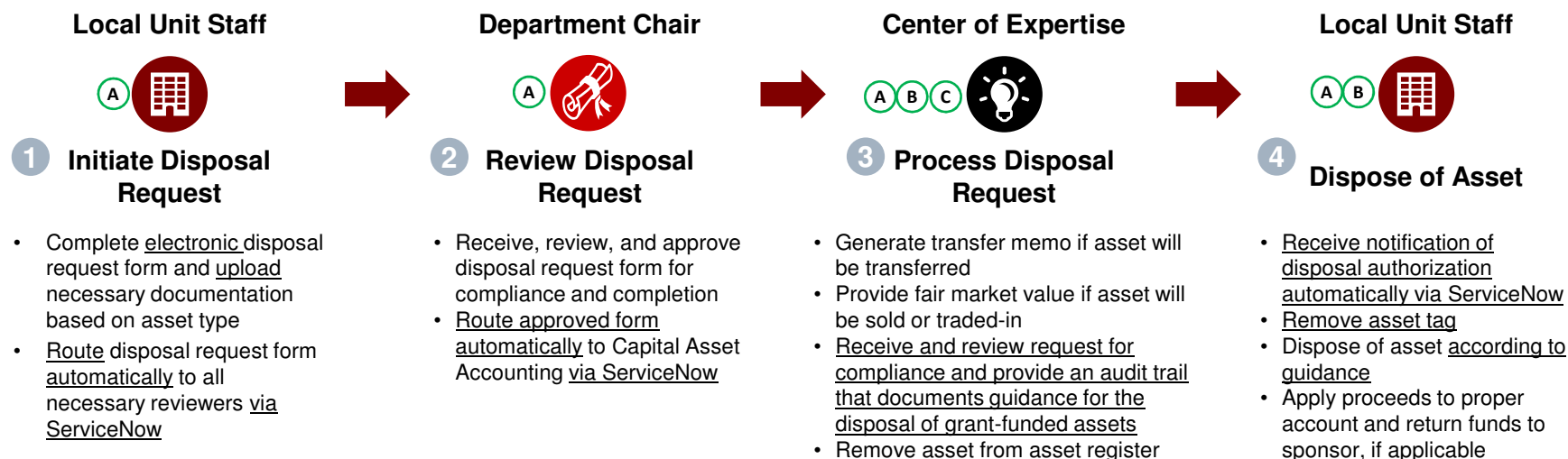
Tomorrow: F04 Capital Asset Accounting



Wave 1 Uniform
Administrative



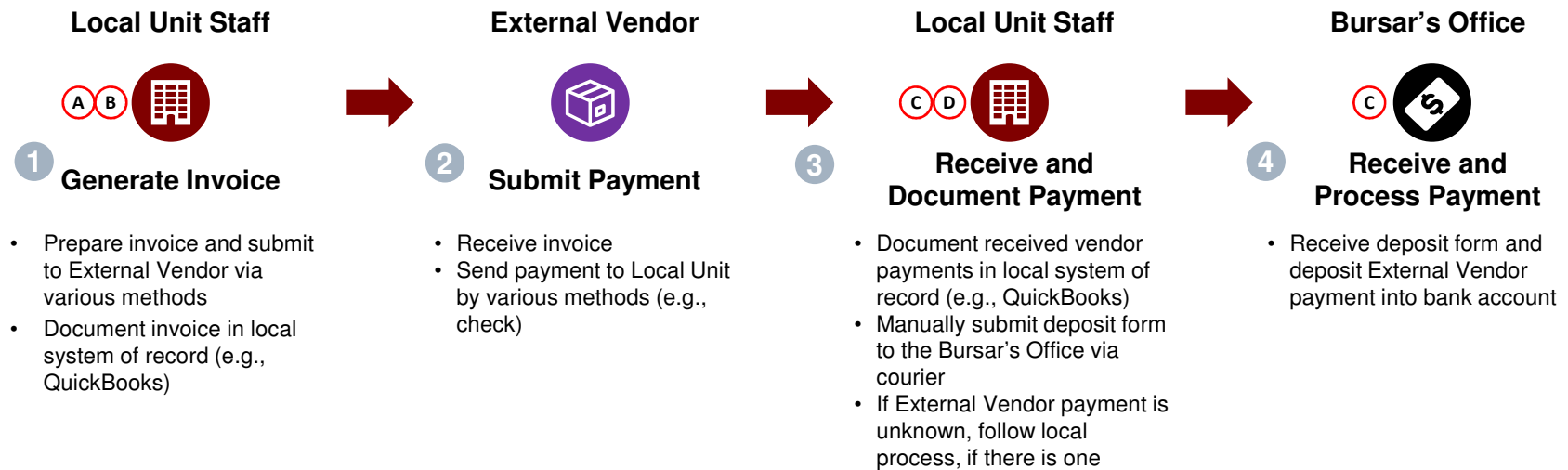
Wave 1 Optional
Academic



Key Impacts

- A** Electronic asset disposal form created in ServiceNow
- B** Improve the visibility of local unit asset disposal authorizations by enabling automated approval workflows in ServiceNow
- C** Provide guidance to local units on asset disposal and track the collection and return of proceeds from sale and trade-in

Today: F05 Accounts Receivable



Key Pain Points

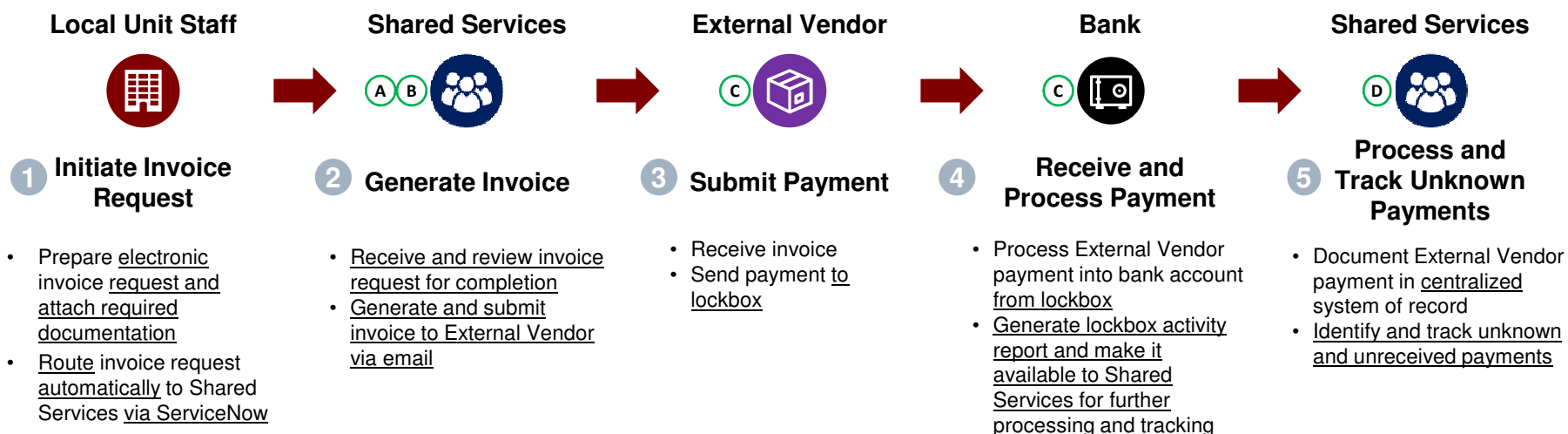
- A** Use of shadow systems that are not linked to the main financial system results in lack of visibility into the accounting and financial status for non-grant receivables
- B** Resource intensive invoice creation process due to existing manual invoice creation and distribution processes
- C** Time consuming deposit process due to the requirement to complete a paper form and submit it outside of any system
- D** Lack of centralized receivables process reduces transparency into the collection and aging activities of accounts receivables and unidentified receipts



Wave 1 Uniform
Administrative

Wave 2 Optional
Academic

Tomorrow: F05 Accounts Receivable



Key Impacts

- A** Standardize accounting and tracking for non-grant receivables by leveraging automated system in Shared Services, eliminating the need for shadow systems
- B** Reduce Local Unit effort by automating and centralizing the generation of External Vendor invoices using an automated system in Shared Services
- C** Replace manual deposit process with automated and centralized recording, collection, and processing of A/R payments
- D** Actively monitor and report on collection and aging of outstanding receivables and unidentified receipts to increase A/R transparency and improve timeliness of Local Unit cash flows

Today: F06 Financial Reporting



Wave 1 Uniform
Administrative



Wave 1 Optional
Academic

Unit / Division / Department
Budget Office / Local Unit Staff



1 Develop Financial Reports

- Generate internal financial report using standard financial reports
- Conduct ad hoc analysis on financial reports
- If no standard report is available and if aware of how to do so, create customized financial report that may contain customized report fields

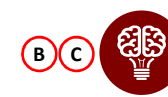
Unit / Division / Department
Budget Office / Local Unit Staff



2 Request Financial Reports

- Request assistance from the Business Intelligence Team to develop customized financial reports via email

Business
Intelligence Team



3 Generate Financial Reports

- Create customized financial reports based on local unit and Unit / Division / Department Budget Office requests
- Distribute financial reports to the requesting party via email and/or Business Objects

Key Pain Points

- A** Limited knowledge of existing financial reporting capabilities and varying degrees of local unit reporting needs drive frequent and time-consuming creation of customized financial reports
- B** Frequent use of customized financial reports contributes to inconsistent interpretations of reporting outputs across different local units and Unit / Division / Department Budget Offices, significantly increasing the level of effort needed to derive consistent data-driven insights and negatively impacting financial decision-making ability
- C** The process to request new financial reports between local units and Unit / Division / Department Budget Offices and the Business Intelligence Team is time-consuming and prone to delays

Tomorrow: F06 Financial Reporting



Wave 1 Uniform
Administrative



Wave 1 Optional
Academic

Shared Services / Business Intelligence Team



1 Develop Financial Reports

- Partner with the Business Intelligence Team to develop standard and customized internal financial reports
- Conduct standardized analysis on financial reports
- Generate and distribute standard and customized financial reports to local units and Unit / Division / Department Budget Offices via email and/or Business Objects



Unit / Division / Department Budget Office / Local Unit Staff



2 Review and Request Financial Reports

- Evaluate analysis conducted by Shared Services for accuracy and request necessary changes
- Request additional financial reporting assistance, as needed, via ServiceNow



Shared Services / Business Intelligence Team



3 Generate Financial Reports

- Partner with the Business Intelligence Team to refine standard and customized financial reports

Key Impacts

- A** Creation and distribution of standardized reporting templates reduces administrative burden of Unit / Division / Department Budget Office and local units, leading to uniform reporting outputs while reducing effort on building customized reports
- B** Standardized financial reporting packages not only unify reporting methods, but also support consistent data interpretations and improves financial decision-making
- C** Partnership between Shared Services and the Business Intelligence Team provides robust and timely support to local units and Unit / Division / Department Budget Offices, including a timely process for requesting new financial reports