Project Statement:

The purpose of this Banner Initiative is to evaluate existing budgeting tools and processes based on need requirements within the Campus Community. The initiative goal is to clarify processes, evaluate existing tools, research options and recommend alternatives that will maximize efficiency by alleviating manual processing, duplication of effort, inconsistencies, data entry errors, and delays in the position control and budget load processes.

Created and submitted by: Linda Teater and Carrie Thurman

Process Owners: Linda Teater, Kirk England, Carrie Thurman, and James Schade

Date Created: 11/05/2014

Date Modified: 01/06/2015

Version: 5
Current Situation

Current usage of the Salary Planner and Budget Development (SP/BD) software has not alleviated the need for lengthy, manual budgetary preparation processes by the Budget Office (tBO) as well as campus end users. Position and budgetary data is currently downloaded from Banner, placed into spreadsheets for manual manipulation by tBO, distributed to divisional budget staff (and then to some departments by the divisional budget staff) for further manual manipulation prior to any data entry into SP/BD. Campus users are not able to easily identify changes or reconcile entries in the spreadsheets or in SP/BD, enabling multiple types of errors. This then lends to incorrect budget totals being uploaded to Banner, causing delays in processing the budget load and producing the annual budget publication (affectionately known as the Green Book).

While SP/BD are often discussed in the same conversations and erroneously used synonymously, they are two distinct applications used in tandem for budgeting. Salary Planner (SP) is a Human Resources module application designed to allow analysis of salary data, and more efficiently enable changes to salaries with the potential to update both the position control (budget) and jobs (human resources) records in Banner. Western currently only uses SP to update the budget recorded in position control. Budget Development (BD) is a Finance module application used to build the budget in the non-salary accounts or “operating” accounts (e.g. goods and services and fringe benefits).

It is difficult, if not almost impossible, to view an organization’s overall budget (combining salary and non-salary accounts) using SP/BD, or to easily associate the individual “residing” in any given position; the two main reasons for providing spreadsheets to the divisions for budgeting purposes. Recent upgrades made to BD (after Western’s initial implementation) have allowed the linkage of SP data into BD, but the tracking of changes is not intuitive, so BD is not currently used for reconciliation purposes by the departments, divisions, or tBO. If this linking feature is used during the budget building process, the linkage provides additional potential for error, as the salary accounts must be removed prior to the budget load, or the salary accounts will duplicate what is posted through SP using Western’s current process.

Adding to the complication of the budget process is Western’s current usage of Position Control. Throughout the fiscal year, campus budgeters (including tBO) are responsible for maintaining two separate budgets: the recurring budget (aka permanent budget, base budget, future or continuing budget) and the nonrecurring budget (aka temporary budget, current budget, or fiscal budget). The recurring budget is maintained to account for recurrent future expenses (e.g. salary and benefits for a faculty position currently vacant until the replacement faculty member is hired) which can be redirected on a temporary basis during the current budget cycle and used for other nonrecurring needs (e.g. replacement of computer or other equipment needs). Position Control is used to track the number of recurring positions in the institution’s budget (filled or vacant), and Banner Position Control is designed to only track one of the two budgets (recurring or nonrecurring). Western has implemented a unique workaround to capture both recurring and nonrecurring changes within position control by designating one payroll cycle during the month to post with a recurring budget rule, and the other payroll cycle to post with a nonrecurring budget rule. While this provides some benefit to the campus community for tracking both recurring and nonrecurring salary budgets, it eliminates the analytical functionality SP could provide tBO during the fiscal year, and causes additional manual work in the preparation of the budget building process, when tBO must reverse out all nonrecurring changes entered throughout the year, to return to the recurring budget at year end.
Additionally, the manual rotation of the rule codes can result in errors in recurring and nonrecurring budget levels that can often go unnoticed and cause imbalances which need to be resolved before the future budget build.

The final complication to Western’s budget process is the number of mechanisms currently used to change a unit’s recurring and nonrecurring budgets. A budgeter can currently change a budget using the following mechanisms:

<table>
<thead>
<tr>
<th>Mechanism</th>
<th>Recurring/Nonrecurring</th>
<th>Type of Transfer</th>
<th>Process Complications</th>
</tr>
</thead>
</table>
| Personnel Action (PA) Form | Recurring Only         | Position to Position; Position to Operating | • Manual extraction from HR records  
• Data entry performed centrally by tBO into Banner (duplicative of entry into PA)  
• Often requires follow up conversation to understand intention since budget info can be entered by a different source than originator of PA  
• Non-monetary changes to Position Control (e.g. FTE, Appt %, Org transfers, etc.) are not included in the Budget section of PA so Budget (NBAPBUD) and HR (NBAJOBS) records don’t stay consistent. This adds additional manual cleanup prior to budget building  
• Can only be processed during recurring payroll cycle |
| eSign Budget JV Form   | Both                   | Position to Position; Position to Operating; Operating to Operating | • Only mechanism for processing a nonrecurring Position to Position transfer; can only be processed during nonrecurring payroll cycle  
• Requires manual routing via eSign functionality  
• Data entry performed centrally by tBO into Banner (duplicative of entry into eSign) |
| Banner Budget JV       | Both                   | Position to Operating; Operating to Operating | • Requires manual entry by tBO into Position Control while direct posting to Operating; can cause timing differences in posting  
• Routing via Banner queues places tBO at the beginning of the approval process, entry can be changed or denied after tBO approval; this is |
problematic if entry affects position control
- If affecting Position Control, entry must be approved during appropriate payroll cycle (recurring or nonrecurring)
- No distinguishing between Accounting JVs and Budget JVs on Web4U Approval List

Scope

It is anticipated that this will be a two-phase project:

Phase 1:
Timeline: January 1, 2015 through February 2015
Dependent on initial approval of Steering Committee.

a) Complete campus needs assessment including Budget Office, Human Resources, Accounting Services, Divisional Budget Representatives and Representative from Campus Community.

b) Evaluate current tools for meeting documented needs of Campus Community.
   - Salary Planner
   - Budget Development

c) Research options for replacement software if current tools are deemed inadequate. For example:
   - Millennium Budget and Forecasting
   - XLerant
   - Axiom
   - Hyperion
   - Adaptive Insights
   - Tidemark

d) Make recommendations to Banner Initiative Steering Committee.

e) Provide a one-time funding and permanent request to Budget Office for FY2015-17.
Phase 2: (To be further defined after completion of Phase 1)
Timeline: Subject to Budget & Approval of recommendations by Steering Committee

a) Complete current business process analysis.

b) Implement changes to current business processes to better utilize current tools.

c) Design initial and ongoing training for campus community to utilize current tools.

OR

a) Complete RFP process for replacement budget software

b) Complete future business process analysis based on replacement software

c) Implement replacement software with corresponding changes to business processes

d) Design initial and ongoing training for campus community to utilize new budget tools

1. Business Processes To Be Reviewed

To be completed in Phase 2, dependent on recommendations from Phase 1 and evaluation by Steering Committee:

- Position Control process – from creation of position to termination of position
- Process to transition data from Banner to Budget Tool(s)
- Salary Planner set-up, entry and outcomes
- Budget Development set-up, entry and outcomes

2. Functional Areas That Will Be Impacted

<table>
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<tr>
<th></th>
<th>Academic Affairs</th>
<th>Business Services</th>
<th>Capital, FM, Safety &amp; Parking</th>
<th>Enrollment &amp; Student Services</th>
<th>Financial Services</th>
<th>Human Resources &amp; Payroll</th>
<th>Information Technology</th>
<th>Internal Audit</th>
<th>Internal Control</th>
<th>Legal &amp; Policies</th>
<th>Outside Consultant</th>
<th>Planning &amp; Budgeting</th>
<th>University Advancement</th>
<th>University Relations</th>
<th>All Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impacted</td>
<td>X X X X</td>
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<td>All Others</td>
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<td>Resources Required</td>
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<td>X X X X X X X X X</td>
<td>All Others</td>
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</table>
3. Identify Stakeholders
   Entire Campus community.

4. Identify Team Members

   **Academic Affairs**
   - Angela Andreassen, College of Business and Economics
   - Lise Fitzpatrick, Extended Education
   - Sheri Kaufman, Academic Technology
   - Nancy McLaughlin, Huxley College of the Environment
   - Ichi Kwon, Divisional Budget Representative
   - Emily Sasnett, Woodring College of Education
   - Catherine Shornick, College of Humanities and Social Sciences

   **Business and Financial Affairs**
   - Lea Aune, Division HR Representative
   - Sharon Colman, Business& Financial Systems (functional expertise in Banner)
   - Kirk England, Process Owner
   - Nicole Goodman, Divisional Budget Representative
   - Teresa Hart, Financial Services
   - Julie Larmore, Facilities Management
   - Donna Mason, HR Data Administrator
   - James Schade, Process Owner
   - Linda Teater, Process Owner
   - Carrie Thurman, Process Owner
   - Michael Ulrich, Financial Services
   - David Weiss and/or Vic Kiel, Human Resources (functional expertise in Banner)

   **Enrollment & Student Services**
   - Linda Beckman, Divisional Budget Representative
   - Lori Larkin, Enrollment and Student Services
   - Janet McLeod, Enrollment and Student Services
   - Debora Short, Enrollment and Student Services

   **University Advancement**
   - Mark Brovak, Divisional Budget Representative

   **University Relations and Community Development**
   - Lorie McNeill, Divisional Budget Representative

5. Relationship to Banner Initiatives Objectives

   Reviewing and Evaluating Westerns Budget Tools and Processes achieves the following Banner Initiatives Objectives:
   - *Simplify and automate business processes by implementing best-in-class practice*
     - Improve data integrity and accuracy by minimizing the opportunity for errors when budget changes occur and remove the manual aspect of the budget build process.
• **Improve services to campus and boost customer satisfaction**
  o Improve services to campus by creating transparency in the budget build and position control processes as well as improving tools for managing budgets.

• **Improve reporting capabilities**
  o Improve reporting capabilities by providing reconciling tools and speed up process to Green Book published to Budget Office website

• **Deliver effective training program to all identified end-users across different departments**
  o Project will include training to campus users for either improved usage of current budget tools or new tools

• **Provide efficient post implementation support to end-users**
  o Project will include ongoing training and support to campus users for either improved usage of current budget tools or new tools

### 6. Risk Assessment

*Identify each project risk, including its impact and mitigation.*

<table>
<thead>
<tr>
<th>Risk</th>
<th>Impact</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departments with differing needs will not agree on best budget tool(s).</td>
<td>Project will either stall or we will not achieve desired outcome.</td>
<td>Communicate clearly and frequently; address each area’s needs maintaining focus on the commonalities, attempt to find most flexible tool(s), and then find tool(s) that serve the most users.</td>
</tr>
<tr>
<td>Lack of Communication</td>
<td>Fear of change, misconceptions</td>
<td>Involve multiple end users in process. Attend unit meetings to discuss plans. Communicate project status through multiple avenues.</td>
</tr>
<tr>
<td>Team members are unable to devote sufficient time to the project.</td>
<td>Project will stall.</td>
<td>Seek support from division VP, manager and/or supervisor.</td>
</tr>
<tr>
<td>Inadequate testing results in changes not working as designed</td>
<td>Project will stall.</td>
<td>Develop testing matrix to ensure all outcomes are as anticipated.</td>
</tr>
<tr>
<td>Inadequate training results in dissatisfaction with the project and inaccurate data input and reporting.</td>
<td>Potential for producing inaccurate data.</td>
<td>Develop training program, including on-line. Direct Budget Office resources for outreach to end-users.</td>
</tr>
</tbody>
</table>

### 7. Research

Other Universities that use Banner for budget and position control. Outside consultants as necessary.

### 8. Process Review Budget

Possible Consultant costs - $30,000