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From: Colis Chambers

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To: Project Management Group

Re: Process Improvement Paper Budget Revisions

Scope:

Review current policies, practices, and processes related to paper-based Finance budget revisions (excluding grants and regular position-related budget revisions); improve the Finance budget revision process, maximizing existing technology to the extent possible. Expand training and documentation.

Basic Assumptions:

- Paper Revisions, by their nature are the exceptions to the budget revision process and thus are time intensive to produce and ultimately get approved
- Which revision form to use is not easily identifiable from Financial Planning website
- Training is provided by Financial Planning, but users do not take advantage
- There isn't a way to track the location of the paper budget form in the approval process
- Some incorrect forms are corrected by Financial Planning and not returned to requestor, therefore some people aren't aware they are not completing forms correctly

Team Review:

- The team reviewed the following paper budget revisions and identified a possible TO BE process for each one of the following: (See attached spreadsheet)

Type	Volume (FY 12)
Base Budget Revisions	166
Revenue Budget Revisions	64
One-sided Carry Forwards	59
Transfers between Orgs	
Transfers between Funds	
Plant Funds/Projects/R&R Budget	

- Each scenario of the proposed TO BE process (from the least steps of implementation to the most steps of implementation) will require **significant** resources from BFSS to develop, test and implement each new online budget revision, as well as the need for additional resources for other areas within Business & Finance
- As some of the proposed on-line budget revisions would have major implications to the university's financial reconciliations and reporting, we would seek input from Internal Auditing and the AVP of Finance in the development phases...
- A major theme that has continually been apparent during the reviews and discussions is the need for **training ,accountability and commitment**, as well as some sort of assessment of **Knowledge, Skills and Abilities (KSA)**.
- Identified a need for IT assistance to improve process for creating approval queues for orgs with BFSS staff
- Opinion of the team is that the suggestion that paper revisions be on-line were perhaps, concerns from those who were thinking broadly about all types of paper budget revisions, including position and grants
- Concerns about the Return on Investment – time and resources to implement online budget revisions for less than 500 paper revisions

Synopsis of Quick Hits and Proposed Changes:

- Rename the forms to improve clarity
- Update name of the forms on BF forms page for clarity which form to use
- Add direct links from Financial Planning webpage to the budget revision forms (currently accessible by clicking to BF form page)
- Enhance training materials with additional examples of budget revisions
- Communicate that access to additional orgs is available to process budget transfers between org codes. There are varying levels of access that includes the ability to view only, enter budget transfers without access to view financial data
- Improve training materials and documentation – including web base delivery of training
- Evaluate possibility of redesign of paper form (possibly an online version to pull data from Banner)
- Create a new report that identifies rejected on-line budget revisions for departmental information
- IT resource to work with team to generate an automated email notification when an on-line budget revision is waiting in someone's' queue to approve