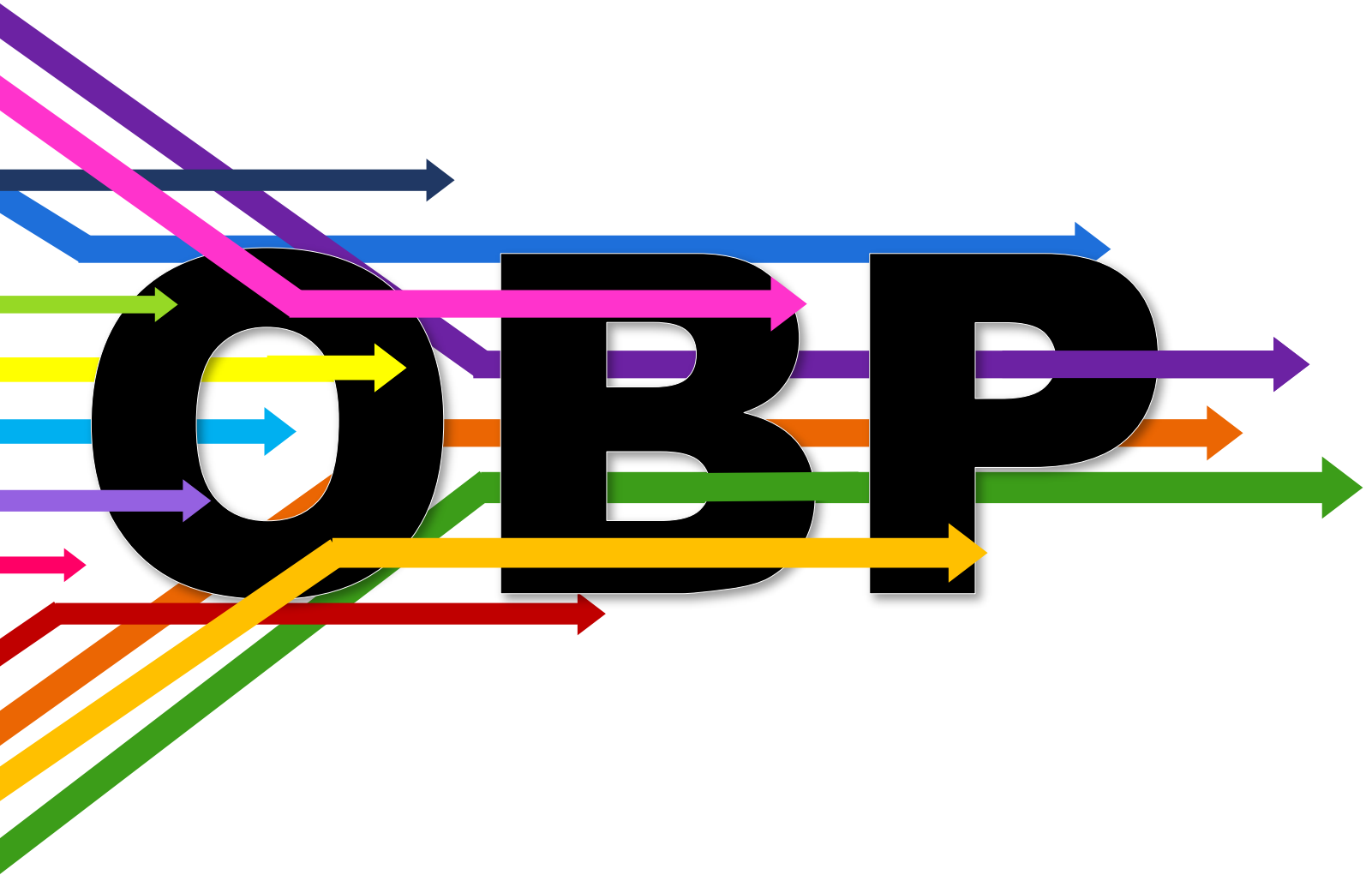


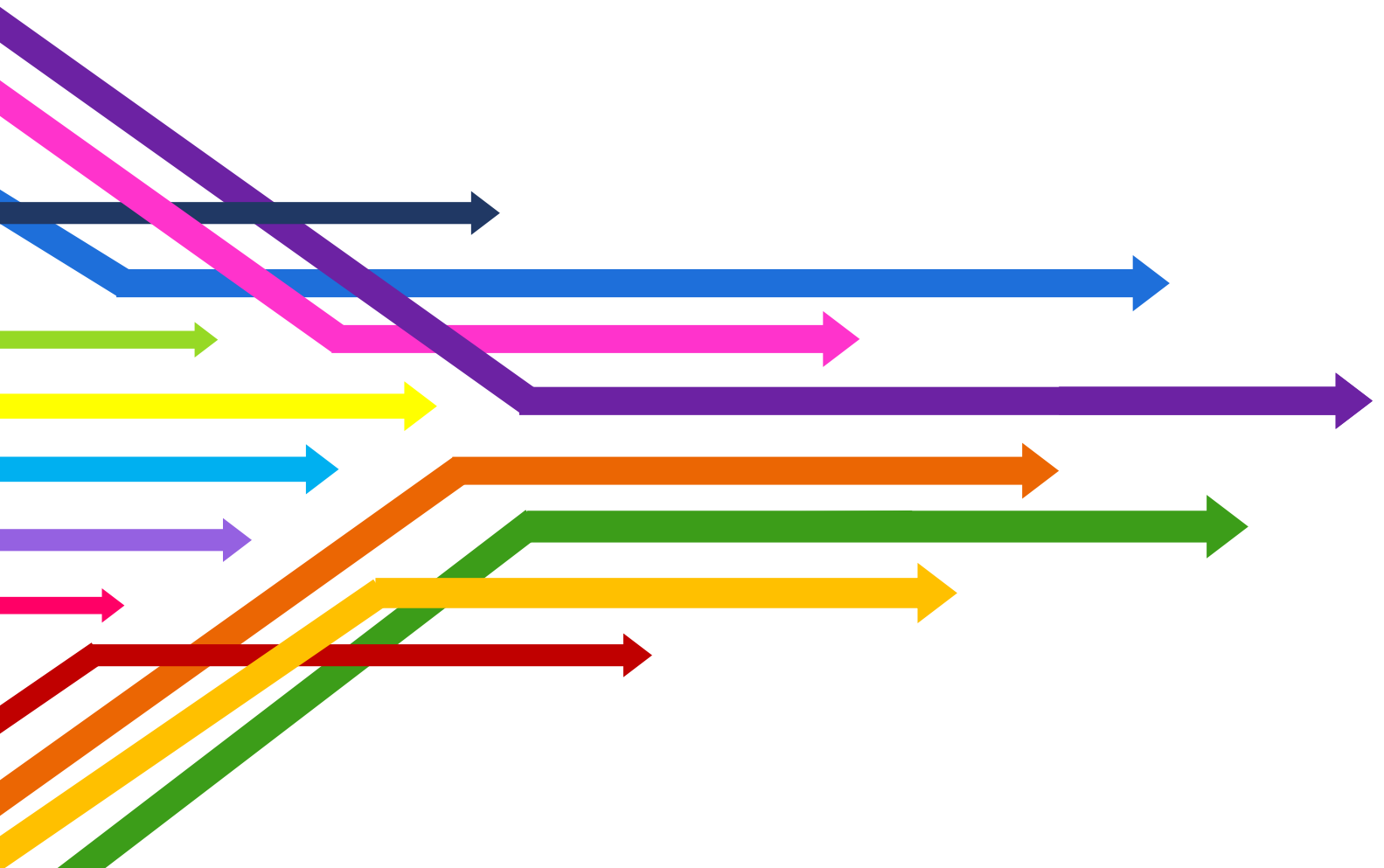
Office of **B**udgets & **P**ersonnel



FY17 Annual Report

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Executive Summary

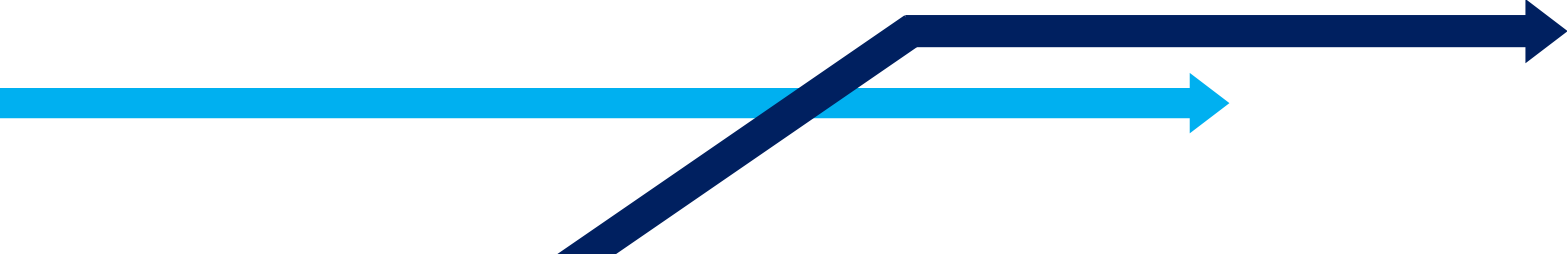


For the Office of Budgets & Personnel (OBP), FY17 was exceptionally marked by change. A UMD HR&EO organizational restructuring brought new faces to all functions within the organization. Well-worn paths of institutional knowledge were obliterated. While this change provided abundant opportunity to build fresh partnerships, the agility of the daily interplay between our offices was impacted as our new colleagues familiarized themselves with their roles and the needs of our business. We've made great progress repaving those paths, and will continue to nurture the relationships we've made.


March brought the departure of the Chief of Staff and Director of Budgets & Personnel; the new director joined in April. While uncertainty and lack of formal leadership could reasonably grind operations to a halt in the interim, the OBP team, consummate professionals they are, stepped up to keep operations running smoothly during this doubly challenging time. Shortly before the HR&EO reorganization and the change in leadership, in FY16 OBP underwent an internal restructuring as well in which workloads were redistributed, professional reclassifications occurred, and a part-time principal accounts specialist was introduced. The OBP team has aptly weathered significant changes over the past 18 months, thus the overarching theme of FY17 for the Office of Budgets & Personnel was **transitional resilience**.

Transitions tend to reveal areas of opportunity to look at historical processes and procedures with fresh eyes and evaluate what's working and what could be done differently based on current needs. To make the implicit explicit and document the rote. To refresh and revamp the way things have always been done. The recent change in directors brought to light a handful of such opportunities we will endeavor to leverage in FY18. One is to engage Student Life leadership in taking a more proactive, consultative approach to addressing payroll issues rather than having to resolve issues retroactively. Another is to evaluate the dollar threshold of acceptable imbalance between transactions and receipts, as considerable time is currently spent to recover small dollars. A third is to facilitate student-worker onboarding by group, which is more efficient than individually. Another is to revamp our internal resource directory categorized by subject versus expert so customers can easily identify whom to contact. Areas in which a shared services model could be implemented will be explored as well.

The change in directors also validated the proposed restructuring of responsibilities the former director had planned to set in motion. In FY18 the new director will continue to redistribute responsibilities in alignment with roles and capacity and to provide internal development opportunities for the OBP team. It is worth noting that the team is highly supportive of these upcoming changes and eager to learn other aspects of the work the department does.



Executive Summary *continued*

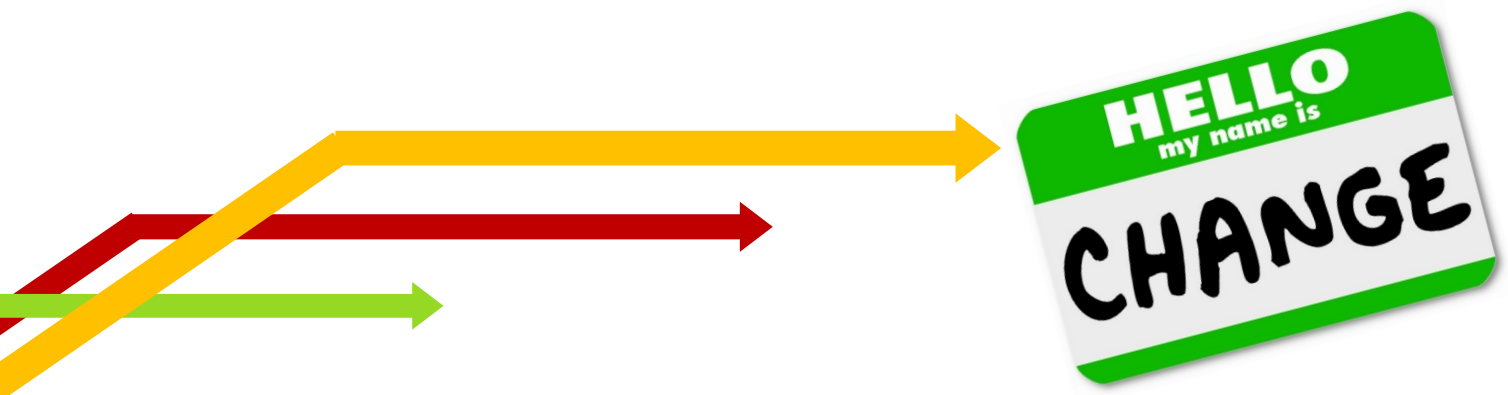


The fundamental mission of OBP is to provide human resource and financial services to all 15 units which comprise The Office of Student Life. Essential functions of the department include accounts payable, payroll, time and absence administration, purchasing card and cash reconciliation, departmental deposits, processing travel and expense reimbursements, recruiting, hiring and onboarding new employees and student-workers, budget management and financial planning, labor relations, and performance management. A snapshot of the services provided in FY17 includes:

- Processed 431 purchase orders totaling over \$2.9M in transactions for Dining Services
- Recovered over \$3,100 in vendor credits owed to Dining Services
- Reviewed and reconciled 1,045 PCard reports
- Identified and corrected errors in travel reimbursements resulting in savings of \$3,880
- Processed 649 departmental deposits totaling \$517,860
- Monitored Commuter Meal program transactions and liaised with bank to recover lost revenue
- Manually tracked and processed 87 step increases and 38 stability payments for teamster employees
- Managed new hire paperwork and onboarding for 54 employees and 459 student-workers
- Leveraged \$224,700 work-study dollars to offset department cost of 149 student-worker wages
- Developed tailored performance management training and resource for department supervisors
- Managed Champ's closet; solicited donations from retailers and marketing the student-centric resource

In addition to the internal and external changes in personnel OBP experienced in FY17, the department initiated a project to implement a new payroll system with more agile reporting capabilities to minimize the manual labor required of the current system. The new system will ensure greater accuracy and timeliness in processing step increases and stability payments and eliminate paper records. OBP is piloting the new system, developing and providing feedback on functionality with potential for system-wide implementation. While this project has been a colossal undertaking, it has provided welcome opportunity to address our needs, influence decision-making and build relationships with colleagues here at UMD and in the Twin Cities. It has been quite an empowering and enriching experience!


By practicing transitional resilience, embracing a spirit of continuous improvement and possessing a healthy appetite to learn new things, OBP is well-positioned to nimbly adapt to the changes FY18 inevitably brings!



OBP Guiding Principles


Mission

The Office of Budgets & Personnel supports the Division's mission by providing a conduit to the financial and HR resources necessary for Student Life staff to meet the needs of students





Vision

Providing creative solutions and expertise to financial and personnel complexities



Values

- **Student Centered** – We place students at the heart of all we do
 - **Excellence/High Quality Service** – We provide high quality service and programs developed with creativity, innovation and a commitment to continuous improvement
 - **Inclusiveness** – We respect and celebrate the diversity of individuals, perspectives and ideas while promoting social justice
 - **Learning** – We support the engagement of students in opportunities that promote and support their growth, development and well-being
 - **Collaboration** – We foster partnerships and build community
 - **Sustainability** – We contribute toward a sustainable future and model sustainable practices
- 
- 

OBP Goals



1

Provide Stellar Services - Provide expert human and fiscal resource support for Student Life programs in recognition that together we build a community that fosters the intellectual, emotional, cultural and physical development of our students.

2

Maximize Relationships - Develop and sustain collaborative relationships, both within Student Life and beyond, that improve the overall effectiveness of the processes leveraged to provide our services.

3

Drive Change - Promote a shared sense of purpose, identifying opportunities for shared services that will result in increased efficiency, productivity, and ultimately cost savings. Promote wellness, diversity, and inclusion as we provide our services.

FY17 Objectives

- 1 OBP will work with campus partners to develop processes for successful onboarding of staff

Status: In Progress, FY18 target completion



- 2 OBP will revise procedures to implement electronic submission of all PCard activity



Status: Complete

- 3 OBP will work with campus partners to develop processes for improved utilization of Work Study Awards



Status: Complete

- 4 Completion of unique job descriptions for Bargaining Unit Employees



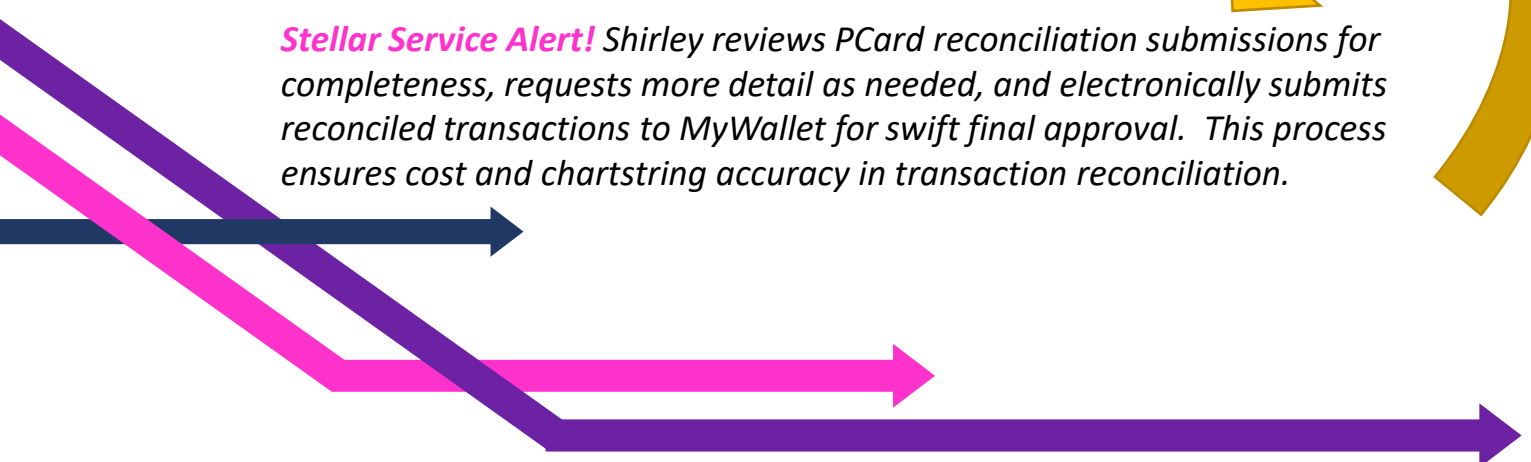
Status: Complete

- 5 Provide detailed organizational chart identifying subject matter experts within the OBP structure



Status: Complete

***Stellar Service Alert!** Shirley reviews PCard reconciliation submissions for completeness, requests more detail as needed, and electronically submits reconciled transactions to MyWallet for swift final approval. This process ensures cost and chartstring accuracy in transaction reconciliation.*



FY17 Highlights

PAYROLL SYSTEM CHANGE

PeopleSoft  Compass  Kronos

Background: After 8 years of petitioning the University to implement a system that better suits our payroll needs, UMD Dining Services has been selected to pilot Kronos payroll system for potential system-wide rollout.

Challenges:

- Two-step implementation process, first to Compass, then to Kronos
- Challenged team pay rules knowledge; had to learn functionality of 2 new systems
- Kronos implementation date is a moving target
- Collaborating with UMD Facilities Management & Twin Cities; business needs are not the same
- Duplication of efforts: 3 systems overlap for period of time
- Ensuring pay rules comply with bargaining unit contracts and student-worker payroll requirements
- Access hierarchy development
- Communicating unique needs of sole self-operating dining unit in UMN system; decision makers in Twin Cities removed from operational needs

Opportunities:

- Electronic swipe and prox card (chip) capability (versus paper time cards)
- Provide feedback on functionality; influence product for UMN system-wide implementation
- Development opportunity; new exposure for OBP team
- Eliminate inaccuracies and paper timecards of manual time-keeping
- Centralized stability/step increase processing
- Electronic storage (versus paper storage); enhanced ease and accuracy of reporting; audit trail
- Nurture collaborative partnership with Facilities Management, Twin Cities, and ITSS colleagues

Stellar Service Alert! Rather than installing Compass software on supervisor machines and training staff to use the intermediary system, OBP made the cost-saving decision to have Linda, Shirley & Jen input time weekly for 80 employees during transition period of 5 months.

FY17 Highlights

FREEDOM PAY

Background: Freedom Pay, Dining Services' credit card system, was implemented in FY16 to secure credit card data and maintain PCI compliance.

Challenges:

- Communication between system and registers is problematic; tally imbalances occur
- System upgrades aren't communicated timely impacting daily operations
- Many swipe transactions do not go through resulting in lost revenue
- Double charges occur frequently requiring labor intensive reconciliation
- Commuter Meal participant plans regularly undercharged to due to system limitations

Opportunities:

- Collaborate with IT and vendor to receive advanced notice of system upgrades for planning
- Review and refresh at-a-glance resource for cashiers to reference when completing nonstandard transactions
- Partner with Dining Services leadership to advance annual training compliance
- Develop system functionality wish list and prioritize needs
- Perform cost-benefit analysis of manually identifying and correcting tally imbalances

Stellar Service Alert! The Cash Room team reviews every Commuter Meal slip to ensure program participant accounts are charged 100%, not 1% or 10% which occurs frequently due to system limitations. Since FY14 the number of participants has steadily increased from 37 in year one to 700 in FY17. Participation increased 363% between FY16 and FY17 alone!

FY18 Objectives

1 Implement new payroll system- Kronos- for Dining Services

- Continue to assess functionality, working with payroll experts from Kronos and the Twin Cities and make system adjustments as needed
- Develop and deliver tailored group and individual hands-on trainings for Dining Services staff and supervisors on Kronos and swipe functionality

2 Finalize development of comprehensive onboarding program and resources for new Student Life employees

- Incorporate activities of the Student Life Welcome Team

3 Evaluate dollar threshold required to research Freedom Pay credit card transaction history to reconcile imbalances

4 Build content for OBP page on Student Life website

- Develop timeline of annual busy seasons and deadlines
- Revamp internal resource directory categorized by subject versus expert

5 Continue to redistribute responsibilities in alignment with roles and capacity

- Enhance transparency and knowledge-sharing within OBP to provide internal development opportunities
- Document processes and procedures for future transitions

6 Streamline hiring process for student-workers; facilitate group onboarding

7 Partner with Student Life leadership to identify and implement proactive internal human resource and financial process improvements

- Explore opportunities to adopt a shared services model

