



Yale

OneFinance

Projects & Impacts

March 2024

Program Mission & Key Deliverables

Yale

NORTH STAR

To enable Yale’s mission, simplify and standardize financial services in order to make life easier where everyone has a role in building a strong culture of financial integrity, insight, and stewardship of Yale resources.



Changing the Work

Building Capability



Cost Transfer Metric - Phase 2 Policy and BP updates

Description

The Cost Transfer Phase 2 project will simplify and clarify the Cost Transfer policy, update related Workday processes, reason codes, and questionnaire, and consolidate the review process to the SPFA compliance team, resulting in enhanced efficiencies and compliance, strengthening controls, decrease in audit findings, and minimizing potential funding losses.

- Update 1305 Cost Transfer Policy, procedures, guides, and forms.
- Engage with the business community to review policy/procedure updates.
- Enhance Workday Configuration to include Business Process routing rules, reason codes, change reasons, and questionnaire.
- Transactions in scope: Accounting Adjustments, Accounting Journals, and Payroll Accounting Adjustments.
- Evaluate the impact on existing functional reports and make updates as needed.

Milestones

- January 2024: Roadshows
- January – March 2024: Communications Distribution
- January 24, 2024: Go Live
- February 2024: Information Sessions

What it means for you

Supports the OneFinance North Star by **making life easier** for the user by:

- Clarifying the existing policy and procedures will help users understand why and when cost transfers are done and how they are being identified.
- Enhancing the partnership between the Department Business Offices and SPFA. Consolidating the review and approval process within SPFA will help identify Cost Transfers earlier in the process. The use of Send Back rather than Deny by SPFA will eliminate rework and save time by eliminating the need to recreate the cost transfer.
- Enhancing transparency and accountability by capturing more data elements on the questionnaire, allowing for informal training opportunities, remediation planning, proactive reporting, and audit readiness.

Key Deliverables

- **Compliance Monitoring**
- Standard Operating Procedures



Cost Transfer Metric - Phase 3 Dashboard

Description

The Cost Transfer Phase 2 project has now allowed more transparency and accountability by capturing more data elements on the questionnaire allowing for proactive reporting that we will be delivering as a dashboard to the community in Phase 3.

Milestones

- February 2024: Project Kick-off
- TBD: Communications Distribution
- TBD: Information Sessions
- January 2025: Go Live

What it means for you

- Establishes compliance monitoring, metrics, and reporting.
- Establishes a framework and best practices on how to monitor and follow-up on data.
- Makes information readily available to inform various levels of leadership
- Promotes change management awareness with appropriate communications and effective training
- Encourages compliance by establishing standard risk-based reporting mechanisms
- Provides a Cost Transfer Dashboard to the community that allows visibility of cost transfer volumes.
 - PAAs
 - Accounting Adjustments
 - Manual Adjustments

Key Deliverables

- **Compliance Monitoring**
- Standard Operating Procedures



IRS Pension Cap Phase 2: Implementation

Description

The goal is to use systematic tools in Workday to significantly decrease the risk of charging grants for more than the NIH salary cap. The IRS Pension Cap Phase 2: Implementation is a prerequisite to NIH Salary Over the cap functionality being turned on in Workday.

Centralization of the IRS Pension Cap Rebate calculation under the Central Controller's Office.

Milestones

FY24: 7/1/24 go-live

- October - Change management efforts will begin to socialize the change
- YBT will keep "old" format for FY25 budget (Note: FY25 budget will not align with FY25 actuals)
- Departments can start removing pension cap costing worktag for costing allocations impacting FY25 payroll after FY25 budgeting is complete

FY25:

- July - Departments will finalize removing pension cap costing treatment worktag for FY25+ costing
- July - Workday will charge full fringe on all base salaries.
- December - Q2 Projections in YBT will shift to new method
- January – FY26 budget in YBT will shift to new method

FY26

Budget and Actuals will be in alignment again as both YBT and Workday will be under new method.

What it means for you

- Simplify, streamline and standardize the process through centralization
- Rebate will be calculated centrally, reducing the burden on DBOs to manually calculate and code salary that is over the pension cap in YBT and Workday
- Reduce errors and payroll accounting adjustment volume
- Shift focus to being compliant with NIH Salary Cap costing

Key Deliverables

- **Compliance Monitoring**
- Standard Operating Procedures



NIH Salary Over the Cap Phase 3: Discovery

Description

The goal is to use systematic tools in Workday to significantly decrease the risk of charging grants for more than the NIH salary cap. The NIH Salary Cap Phase 3 – Discovery is a prerequisite to NIH Salary Over the Cap functionality being turned on in Workday. We will be documenting the current state business process, pain points, future state business process, and requirements and testing.

Milestones

- Document current state, pain points, and future state business processes
- Document requirements
- Testing in a new environment

What it means for you

This project does not affect the community until Phase 4 – implementation

Supports the OneFinance North Star by making life easier for the user by:

- Simplifying and streamlining the process
- Reducing the burden on DBOs
- Reducing errors
- Complying with NIH Salary Cap costing

SPFA will understand the effect of turning on the Salary Over the Cap Functionality in Workday in a new environment.

Key Deliverables

Compliance Monitoring



Description

Comprised of 94 members across the university community, the Think Tank, working with the program team, will provide valuable insights to help inform the initiative's work.

Milestones

- Ongoing Think Tank participation in providing valuable insights to help inform the initiative's work.
- Refreshing and expanding membership to include subject matter experts in grant compliance and other financial processes.

What it means for you

Allows for more in-depth community engagement on an ongoing basis and an opportunity to participate in developing solutions.

Key Deliverables

- Stronger Culture



Financial Review Enhancement (FRE)

Description

- The FRE Project will assess the current state of Yale's distributed financial processes, focusing first on the Financial Review Checklist (FRC)
- The FRE Project will prioritize FRC-related business processes, perform a gap analysis of those processes, identify areas for improvement, and determine how we can operationalize change.

Milestones

- Assessing 21 unique end-to-end processes on the FRC
 - ✓ Completed 9 FRC process assessments.
- Enhanced Report: Payroll Dashboard – April 2024
- Human Study Participant Remuneration - Custodian Training to support Advances & Spend Authorizations procedure – March 2024
- Revised procedure 3417 PR.01 (Human Study Participant Remuneration) and developed 5 new complementary forms (3417 FR.01-FR.05) – January 2024
- Clarified Cost Allocation deadlines on Payroll Schedule website – Aug 2023
- Enhanced Find Spend Authorizations Report to include Grant End Date – June 2023
- Provided feedback from subject matter experts that was implemented in Payroll Comparison Interactive report – June 2023

What it means for you

- Create a structure with effective standard procedures, reporting and training to enhance and streamline the way we work. Accomplishing this goal will:
 - Minimize variation in application of process,
 - Gain efficiencies in financial reporting and analysis; and
 - Reduce errors and mitigate financial risk
- While specifics are yet to be determined, examples include new updated policy, procedure, reports, training – promoting consistency in application of processes.

Key Deliverables

- Risk Assessment
- **Standard Operating Procedures (SOPs)**
- Reporting & Analytics
- Compliance Monitoring
- Stronger Culture



Labor and Non-Labor Suspense Reports Phase 1 & 2

Description

Building new report that will help departments execute Financial Review Checklist (FRC) Monthly Step #5, Review Labor and Non-Labor Transactions in Suspense.

What it means for you

The new report will combine two reports (Labor Suspense Review – Yale; and Non-Labor Suspense Review – Yale) into one report, simplifying and streamlining the process of reviewing labor and non-labor suspense.

Milestones

New Report: Suspense Balances Review – Yale – April 2024

Key Deliverables

- Reporting and Analytics



PO Practices & Execution Phases 1 & 2

Description

The Purchase Order (PO) Practices and Execution Project created a comprehensive PO procedure to define best practices for executing and managing POs, clarifying roles and responsibilities throughout the PO lifecycle, to improve adherence to Yale's purchasing policies and procedures. Phase 1 developed and released 3201 PR.01. Phase 2 is the current project and includes all change management activities to socialize the new procedure.

The Purchase Order (PO) Management Dashboards and Reports Project simplified and improved the availability and format of our existing PO data by producing new user-friendly reports and dashboards for PO management by the business units.

Milestones

- ✓ 7/19/23 Phase 1: Published revised 3201 PR.01
- ✓ 10/11/23 Phase 2: 3201 PR.01 Quick Reference Guide available
- ✓ 10/17/23 Phase 2: New Workday PO Dashboard and Reports published
- ✓ 11/1-11/16/23 Live Information Sessions held on 3201 PR.01 and PO Dashboard and Reports
- ✓ 1/3/24 Information Session Recording and Presentation published
- ✓ 3/13/24 3201 PR.01 Frequently Asked Questions (FAQs) & PO Dashboard and Reports Navigation Tip Sheet

What it means for you

- An up-to-date, clear, simplified, and comprehensive Purchase Order (PO) procedure to define and guide users through end-to-end PO processes; eliminating re-work, saving time, and ensuring the timely receipt of purchases.
 - Quick Reference Guide for PO Processing
 - FAQs
 - Tip Sheet to navigate PO Dashboard
- New dashboard and reports for simplified tracking and monitoring of POs.

Key Deliverables

- **Standard Operation Procedures**
- Reporting & Analytics
- Financial Training



Integrated S2P Platform Phase 1

Description

Yale processes ~\$2.5B+ in Source-to-Pay (S2P) transactions annually but does not have an end-end integrated S2P platform solution to manage the S2P services to support these volumes. S2P services include Intake, Supplier Set-up, Supplier Data, Purchasing, Sourcing, Contracts, Accounts Payable, Receiving, Reporting, and Pipeline Tracking. Today, this work is mostly manual, cumbersome, error-prone, and has limited controls and transparency. The Phase 1 project is developing a recommendation on the best approach to addressing the future state of Yale S2P Procurement. If approved, additional phases will complete discovery, system set-up, pilot, and roll-out.

Milestones

- ✓ 3/24/23 Requirements Phase
- ✓ 4/5/23 Think Tank Evaluation
- ✓ 8/9/23 RFP Phase; 30+ hours of product demos with 50 Yale resources
- ✓ 9/8/23 Product Analysis; interviews Ivy+ and peers
- ✓ 11/6/23 Huron engagement start
- ✓ February High level future state process aligned
- June Huron engagement complete
- June Ops Executive Strategy Go / No-Go decision

What it means for you

This is an exploratory phase to build a system that will ultimately:

- **Improve Purchasing Experience:** Reduce pain points and ease Community burdens.
- **Process Improvement:** Improve transparency, reduce redundancy, simplify the user experience (i.e., reducing the number of clicks).
- **Strengthen Internal Controls:** Policy and procedures built into workflows, approvals, notifications, reporting, etc.
- **Systems Integration:** Increased automation and reduced manual handoffs in the process.

Key Deliverables

- **Standard Operating Procedures**
- Reporting & Analytics
- Compliance Monitoring
- Financial Training



AP Supplier Onboarding and Management Phase 1 & 2

Description

Our current supplier processes are slow, inefficient, full of re-work, and rely too heavily on department business offices to resolve issues between the supplier and central finance. Additionally, we have fallen behind our peer institutions in this area as most are using some type of third-party solution. To address this need, Yale is purchasing software to automate our Supplier onboarding and management processes.

- Phase 1: Evaluated various products and developed the business case and recommendation, which was approved by the One Finance Sponsor Team.
- Phase 2 (current project): Will develop and ratify the detailed processes and requirements needed in a new system, and the change management plan. Contracting will be completed in this phase.
- Phases 3 & 4: Will implement, pilot, and roll-out the platform university-wide.

Milestones

- ✓ P1: Current and future state business process flows, personas, and reqs
- ✓ P1: RFP, product demos, and scoring
- ✓ P1: Community feedback and customer reviews
- ✓ P1: Benefits analysis and implementation approach
- ✓ P1: Change management strategy
- ✓ P1: Final recommendation presentation, approval
- ✓ P2 March Detailed requirements
- P2 April Contracts, product and professional services
- P2 April Change management plan

What it means for you

- Reduces the amount of time DBO's are involved
- Simplifies onboarding for suppliers, including international suppliers
- Eliminates defects
- Tightens and adds fraud prevention controls
- Provides status transparency
- Improves onboarding cycle time
- Enhances Supplier Data
- Drive check payments to electronic payment types

Key Deliverables

- **Standard Operating Procedures**
- Reporting & Analytics
- Compliance Monitoring
- Financial Training



Description

Develop and implement an onboarding program (Finance Foundations) for new hires in the Finance organization.

[Course Catalog](#)

Milestones

- ✓ Publish targeted (Email to LA/OM) and broad-based (Business Update) announcements to introduce the program to the finance community. **2/15/24**
- ✓ Program University-Wide Launch: Available on WDL. **2/29/24**
- ✓ Road show @ Lead Admin meeting & Central/Med School Operations meetings. **March '24 meetings.**

What it means for you

Financial Community:

- Increased awareness of internal controls requirements and compliance. Consistent, standardized welcome and expectations setting across the university.
- Establishes a culture of accountability and connectedness.

Staff:

- The program supports new hires in feeling more connected to the larger organization. This connection is not only to the finance work one encounters in their department or specific role but creates a larger context so that you can see how you fit into finance at Yale.

Managers:

- Simplifies the onboarding process. Rather than expend time/resources to build training content, managers can focus on coaching & development of their new hire.

Key Deliverables

- **Financial Training**
- **Stronger Culture**

Description

Identify and prioritize the development of training that supports the *OneFinance* goal of building a strong culture of financial integrity and stewardship of Yale's resources.

Milestones

- ✓ Needs Assessment (Listening Posts/Interviews) **Fall'22-Spring'23**
- ✓ Launch Phase 1 Finance Foundations Onboarding Program **Nov'23**
- ✓ Launch Finance Foundations Onboarding Program University-Wide **Feb'24**
- ✓ Launch first fundamentals training course: Engaging w/ Policies & Procedures (**Soft Launch Dec'23, Official launch w/ FF2 Feb'24**)
- ✓ Develop, design, and launch of specialized training, including:
 - Creating Expense Reports (**YSM in WDL Pilot 6/23, University-wide 1/24**)
 - Purchase Contracts Part 1 & 2 (**Oct'23**)
 - Custodian Training (**Mar'24**)

What it means for you

Financial Community:

- Consistent, standardized training.
- Establishes a culture of accountability and connectedness.
- Unifies staff in how to think about the subject matter of the training and connects them to the resources that specifically support the subject matter.

Staff:

- Easy to access training and tools designed to support adult learning in a fast-paced, dynamic environment.
- Library of training to support them in their current work and based on their development plans, support building new knowledge and skills.

Managers:

- Simplifies the training process. Rather than expend time/resources to build training content, managers can focus on coaching & development of their new hire.

Key Deliverables

- **Financial Training**
- **Stronger Culture**



Finance 101 Training – Phase One

Description

Finance 101 Training is a suite of training courses and tools that provides staff in finance-related and supporting roles fundamental knowledge required to navigate their day-to-day work successfully.

Phase One is focused on the following topic areas:

Topic Areas:

- Accounting Basics and Terminology
- Financial Management – Basic Principles
- Financial System Roles

Milestones

- ✓ In the needs assessment phase of work. No community facing milestones yet.

What it means for you

Financial Community:

- Consistent, standardized training.
- Establishes a culture of accountability and connectedness.
- Unifies staff on how to think about the subject matter of the training and connects them to the resources that specifically support the subject matter.

Staff:

- Introductory level training to support applying fundamental concepts in finance-related topic areas to your day-to-day work in finance at Yale.
- Easy to access training and tools designed to support adult learning in a fast-paced, dynamic environment.
- Library of training to support them in their current work and, based on their development plans, support building new knowledge and skills.

Managers:

- Simplifies the training process. Rather than expend time/resources to build training content, managers can focus on coaching & development of their new hire.

Key Deliverables

- Financial Training
- Stronger Culture



University Job Family Redesign (JFR) - Finance Workstream

Description

The University Job Family Redesign (JFR) – Finance Workstream project is to support the foundations of the *OneFinance* initiative and our goal to build a more unified finance function campus-wide. This is a critical first step to answer the question of who is in a finance role and mapping those into Financial Sub-Families.

This is foundational work that supports future phases that will:

- organize job functions in an easy-to-understand, transparent, and market-based structure that guides professional growth for Yale employees.

The Finance job family is a pioneer in the university-wide JFR effort.

Milestones

- January 2024: Lead Admins/IBOs verify Finance Job Family
- February 2024: Job Family calibration review across departments
- March 2024: Developing Finance Sub-Families and mapping current Financial positions in the Finance Job Family.
- April-May 2024: Review and Validation

What it means for you

- Identification of all current positions (campus-wide) that should be part of the Finance job family and mapped into Subfamilies.

Key Deliverables

- Operating Model

Description

The Organizational Model project will clarify the financial management responsibilities of programmatic leaders (Dean, Director, Chair, VP), Financial Functional Leaders, and Lead Administrators to drive a consistent, connected, and cohesive financial management structure across the university.

Milestones

- Phase 1 – YSM centric – 6/30/2024
 - Dual-reporting structure and roles
 - RACI reporting responsibilities
- Phase 2 – University-wide (TBD)

What it means for you

- Emphasizes the importance of everyone’s role in financial stewardship.
- Establishes a clear understanding of dual-reporting relationships, financial roles, responsibilities and accountabilities.

Key Deliverables

- **Operating Model**
- Stronger Culture



Description

The Dashboard Monitoring project will work on building a compliance monitoring infrastructure and establishing strategy and key metrics to mitigate risk within financial processes. This is a multi-year/phase project with phase 2 focused on Payroll and the distribution of the S2P Dashboard completed in Phase 1.

Future phases may include:

- Gift spending and gift restrictions
- Budget cycle
- MEI
- Grants

Milestones

- Established S2P Dashboards (Central use): Discretionary Spend Trend Analysis, Top Vendor Spend, Transactions Under Threshold (Sept 2023)
- Upcoming Milestones
 - S2P Dashboard deployment to YSM Central & Distributed Pilot - April – May 2024
 - S2P Dashboard deployment University-wide September – October 2025
 - Creation of Payroll Monitoring Dashboard for Central Use – October 2024 – March 2025

What it means for you

Monitoring activities could result in questions from central finance as the activity is kicked off; such questions are expected to be isolated and will vary over time.

Dashboards will be available to the community in the future.

Key Deliverables

- **Compliance Monitoring**
- Stronger Culture
- Reporting & Analytics



Chart of Accounts (COA) Usability

Description

This project will explore options both inside and outside of Workday to address the following concerns around the ability to use incorrect combinations of valid COA segments:

- Too easy to make mistakes/data entry errors
- When incorrect combinations of valid segments are used, it is difficult to find the errors in a timely fashion.

Phase 1 of the project includes benchmarking with peer institutions, outreach to the distributed business offices via the Think Tank and brainstorming with central process owners.

Milestones

- Complete peer benchmarking
- Complete Think Tank sessions
- Determine next steps
- Implementation recommendations presented to Finance and Business Operations leadership (based on an inventory of options and evaluation of feasibility by central process owners).
- Approval of plan forward by leadership
- Project request form for Phase 2 (including full documentation of requirements)

What it means for you

The focus for Phase 1 is on exploring options and deciding on a plan to implement. Implementation will be Phase 2.

The team aims to provide a solution that allows users to:

- Have more accurate data entry for the “core COA” (Cost Center, Grant/Gift/YD, Program, Project, Assignee)
- Capture the expected COA combinations for their unit
- More easily identify exceptions to the expected COA combinations for their unit

Key Deliverables

- **Standard Operating Procedures**
- Stronger Culture



Confidential Payroll: WD Time & Absence

Description

Paid time off (PTO), sick time, and max PTO for confidential employees are manually tracked in an Excel file by confidential payroll employees outside the Intuit and Workday system and therefore prone to error as this is based on the 'honor system' without a process in place to verify employees are accurately tracking their time.

What it means for you

- The user or their delegate will track PTO in WD, eliminating manual tracking of PTO, sick time, and max PTO for M&P employees on confidential pay.
- All employees time and attendance will be consistently tracked and obtainable through WD.
- Users will have on-demand access to their current PTO balances.

Milestones

- June 1 Go-live
- ✓ Communication plan complete
- Change management workshops for M&P staff as well as their designees, including individual support (April – June 2024)
- Onboard Confidential employees to Workday Time & Attendance Module (April – June 2024)
- Collect baseline data (Jan – April 2024)
- Testing of WD Time & Absence for Confidential Payroll employees (Feb - April 2024)
- Workday Time & Absence launch in June 2024

Key Deliverables

- Standard Operating Procedures



Financial Gateway Phase I

Description

This multi-stage project will create an easily navigated “Gateway” that re-organizes and re-presents financial resources in a subject-matter and process-based manner instead of the current office-owning presentation.

Phase I (current project) – Focuses on creating an existing inventory of financial resources (e.g., policies, procedures, forms, guides, trainings, job-aides, etc.), engagement with subject matter experts to identify opportunities for improvement and identification of resource needs for Phases II & III.

Milestones

- Phase I - Inventorying and opportunity identification (December 2023 – July 2024)
- Phase II - Brainstorming, planning, and presentation redesign (*planned* August 2024 – March 2025)
- Phase III – Implementation (*planned* April 2025 – December 2025)

Planning Phase I:

Complete material documentation and plan for phase II brainstorming, planning, and presentation redesign – ***Planned July 2024***

What it means for you

The output of the project will likely not be visible to users in the community until the completion of Phase III – Implementation. Once implemented, users will be able to access content via a Financial Gateway. The end product will provide a web-based solution with robust search capability enabling easy, intuitive access for users to quickly find information needed to do their jobs.

Key Deliverables

Stronger Culture