



Finance
Strategic
Transformation

Fiscal Administrators Meeting

March 3, 2021



UNIVERSITY
of VIRGINIA



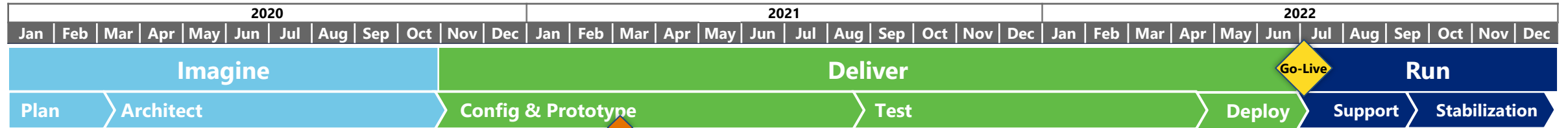
Fiscal Administrators | What We Heard & Today's Agenda

Topic	Comments Heard	Today's Agenda Item / Objective	Target Time									
Project Overview	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Welcome/Agenda Overview Project Timeline – Where Are We? 	5 min									
RAPID Decisions	<ul style="list-style-type: none"> What decisions have been made? When will I have input into decisions? 	<ul style="list-style-type: none"> RAPID Decisions Framework Decisions for Input: <table border="1" data-bbox="1274 585 1923 621"> <tr> <td>WDFIN 602</td> <td>▲ 1</td> <td>System Admin Responsibility Approach</td> </tr> </table> <table border="1" data-bbox="1274 628 1923 664"> <tr> <td>WDFIN 636</td> <td>▲ 1</td> <td>Recon@ in Future State</td> </tr> </table> <table border="1" data-bbox="1274 671 1923 706"> <tr> <td>WDFIN 802</td> <td>▲ 1</td> <td>Expenditure Credit Process/Policy</td> </tr> </table> Non – RAPID Decision 	WDFIN 602	▲ 1	System Admin Responsibility Approach	WDFIN 636	▲ 1	Recon@ in Future State	WDFIN 802	▲ 1	Expenditure Credit Process/Policy	30 min
WDFIN 602	▲ 1	System Admin Responsibility Approach										
WDFIN 636	▲ 1	Recon@ in Future State										
WDFIN 802	▲ 1	Expenditure Credit Process/Policy										
Foundation Data Model	<ul style="list-style-type: none"> What is the current status of FDM mapping activities? 	<ul style="list-style-type: none"> Status Update 	10 min									
Other Business and Wrap Up	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Questions/Comments 	10 min									

Project Overview



Project Overview | What Should I Expect When?



Plan: Preparing for Phase 3

- **Expect:** Behind-the-scenes work: hiring, planning to implementing.
- **Involvement:** The team is putting the foundation in place!

Architect: Building the Model

- **Expect:** The team starts establishing implementation; requirement gathering sessions begin, known as Architect sessions.
- **Involvement:** The team displays Workday functionality during the Architect sessions and gathers requirements. Architect sessions cover a variety of topics and include 20-30 team members from Functional, Technical and Change Management areas from across Grounds for each sessions. Focus groups that take place after the Architect sessions help refine.

We're Here

Configure & Prototype: Walking through the Tenant

- **Expect:** The requirements we gathered are now *validated* and UVA's initial tenant is built. The team creates training plans based upon what we know from Architect sessions.
- **Involvement:** Participate in interactive walkthrough of processes; the team gathers feedback on issues and opportunities from staff to enhance the system.

Test: How Does Workday function at UVA?

- **Expect:** The team starts end-to-end testing in the Workday Tenant. Initial training materials may also be distributed during this time.
- **Involvement:** You may be asked to help test UVA's Workday Financials or to evaluate how ready you think you and your unit are to go live with Workday Financials.

Deploy: Workday Goes Live!

- **Expect:** Training as we prepare to transition to Workday Finance.
- **Involvement:** Once Workday goes "live", we will ask for everyone's active involvement in training as UVA staff and faculty acclimate to new workflows and processes. We'll depend on our Advisory Group members to help us know what is working – and what needs to be tweaked.

Support & Stabilization: The New Normal

- **Expect:** With the system live, we are making the small process changes necessary for Workday to be effective for all users.
- **Involvement:** Keep us apprised of challenges you encounter, as well as continuous improvement opportunities.

RAPID Decisions



RAPID Decisions | Decisions For Input this Month

Detailed slides for each decision follow this overview. Refer to slides in the Appendix for more information about the FST RAPID decision-making process.

Tier	#	Decision Name	Description
1	602	System Admin Responsibility Approach	Currently, system admin privileges are controlled primarily by ITS EA, however Workday allows for functional area owners to hold these security privileges in the future state.
1	636	Recon@ in Future State	Decisions on whether Workday's Account Certification functionality can replace the Recon@ system. Functionality needs to be tested to ensure we can meet compliance requirements.
1	802	Expenditure Credit Process/Policy	UVA has expenditure credit policy that affect multiple processes in scope for WD FIN. Need to determine how WD can accommodate these and whether this will mean that the policy must change. Includes: Vendor Refunds, Travel Reimbursement, Sundry Reimbursements, and Joint Funding.

Recon@ in Future State

As UVA moves towards Workday Financials, it has the chance to phase out Recon@ and potentially shift away from the heavy reliance on post-transaction reconciliation activities.

1 PURPOSE

Awareness and Feedback

2 OUR ASK

- Would schools/units prefer to have transactions approved for accuracy and certified up front or continue performing post-transaction reconciliation and cleanup in Workday as it is done today in Recon@?
- What benefits do schools/units get from post-transaction reconciliation in Recon@?
- What concerns would schools/units have with front-end workflow/approvals? Any particular transaction scenarios?
- What are some ways that smart workflow/approvals could make your work easier?

3 NEXT STEPS

Team will be engaging with the internal audit team to better understand what transformation is possible while still meeting regulatory requirements.

Recon@ in Future State

As UVA moves towards Workday Financials, it has the chance to phase out Recon@ and potentially shift away from the heavy reliance on post-transaction reconciliation activities.

Excerpts from Advisory Group Feedback 2/10/2021

- eVA fees will be centralized and will go away for schools and departments
- Even if someone modifies a transaction, we are looking at limiting to one transaction approval
- There is an appetite to see approval process on the front end with automatic data population and documentation checks
- A few concerns about pre-approval
 - Someone makes a change for an unclear reason
 - There needs to be a way to do a budget check
 - Increased workload of chasing down approvals, maintaining grant roles
- Good end user experience would be less email notifications
- Workflow and delegations is something the team is looking into

Excerpts from Steering Committee Feedback 2/17/2021

- The committee was in favor of front-end approvals
- Questions in configuration:
 - For research grants, will PIs be in the approval workflow?
 - Will we have flexibility in setting up the 'right' approvers within our units?
 - With no budget check enabled, will there be some stop if an expense is approved against a non-valid source? e.g., no zero reports?
- Need to test that if there is a change to the Worktag, it will need to go back.
- The routing process, workflow and delegation needs to be carefully implemented
- Delegations in HCM is not a settled issue and caution should be used in considering use in WDFIN and what controls will need to exist
- Will need to consider change management with those who may currently have full-time roles in Recon@ - what will the future hold for them?
- Need to test purity of process and does it do what it is intended in terms of workflow
- Educating people about FDM needs to be a priority – people only know what the PTAO number is and don't know what it means. They'll need to better understand the meaning of the values in the FDM.
- Even for those that understand PTAO, wiping the slate clean on GL vs GA will be very challenging.

System Admin Responsibility Approach

Admins for Oracle today are primarily within ITS EA, however Workday allows for super-user access within certain functional area domains. This raises the question as to whether UVA will shift towards specialized superusers within different functional departments (Finance / AP) or keep those admin roles centralized within IT.

1 PURPOSE

Update

2 OUR ASK

N/A

3 NEXT STEPS

Team will be coordinate with the larger effort to establish a Workday Cross-Platform support model for Go-Live.

Target for this decision to be made will be shifted to accommodate dependencies in the larger cross-platform effort.

System Admin Responsibility Approach

Admins for Oracle today are primarily within ITS EA, however Workday allows for super-user access within certain functional area domains. This raises the question as to whether UVA will shift towards specialized superusers within different functional departments (Finance / AP) or keep those admin roles centralized within IT.

Status update provided at Advisory Group on 2/10/21; no feedback collected.

Excerpts from Steering Committee Feedback 2/17/2021

This one (sys admin) bears looking into to ensure elevated privileges have the appropriate controls in place to mitigate the higher risk of users with more functionality.

Some permissions are identified in the software, and UVA will need to work with ITS to determine how access is given beyond criteria of position

Expenditure Credit Process/Policy

UVA has expenditure credit policy that affect multiple processes in scope for WD FIN including Vendor Refunds, Travel Reimbursement, Sundry Reimbursements, and Joint Funding. The current process for handling these transactions is documented in a produced manual which will be updated with Workday procedures.

1 PURPOSE

Update

2 OUR ASK

N/A

3 NEXT STEPS

With the implementation of WD, we are revisiting this policy and its corresponding procedures to align with WD functionality. As a result, edits will be made the policy to correspond with the functionality.

Non-RAPID Decision

Revenue and Spend Category Naming

When entering the revenue/spend category in a transaction in WD, the system does not allow us to display both the Revenue/Spend Category code (SC1234) and the Revenue/Spend Category description. In order for both to be displayed, we will have to format the Spend Category description to include the code.

1 PURPOSE

Solicit naming convention preference given three choices

2 OUR ASK

As an end user, which of the three options are most intuitive and self-explanatory:

1. Services, Academic Consulting
2. SC0174-Services, Academic Consulting
3. Services, Academic Consulting (SC0174)

3 NEXT STEPS

After we collect feedback here and with the Spend Focus Group, we will be returning to FDM Governance with a suggestion for approval.

RAPID Decisions | Next Steps for Last Month's Decisions

WDFIN600 – Data Warehouse

Recommendation to not convert historical data to the new FDM was endorsed. Final approval by senior leadership is pending.

WDFIN603 – Discontinue Use of WebWire

The Banking & Settlements Team is evaluating remaining transactions with the Financial Accounting and FDM teams.

WDFIN607 – Workflow Controls

Assembling governance group (subcommittee similar to Adaptive/Budget), staffing working group, evaluating the possibility of enlisting third party expertise.

WDFIN615 – Requisition User Access

The Spend Team, in coordination with the Workflow Controls & Approvals Team, will review implications of each option as it relates to configuration.

WDFIN623 – Per Diem

Recommendation to continue to offer per diem and actuals was endorsed. Final approval by senior leadership is pending. Policy review will be handled outside of FST.

WDFIN629 – Invoice Matching Redesign

Recommendation to acknowledge receipt of goods/services on the invoice itself, at the time the invoice enters Workday is pending Leadership Council endorsement and senior leadership approval.

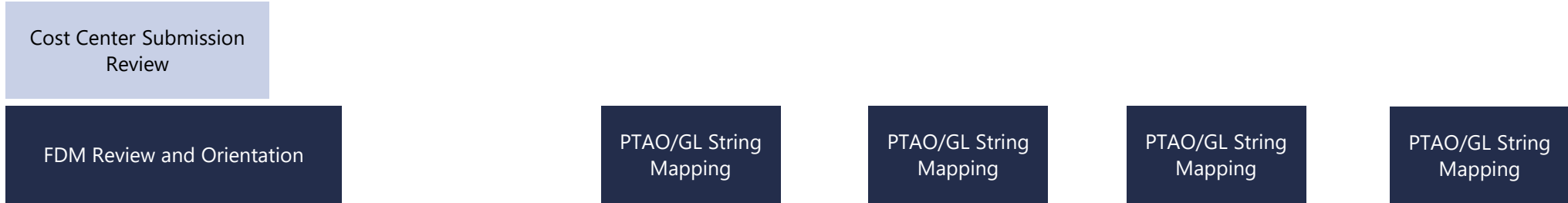


Foundation Data Model

Foundation Data Model | FDM Timeline

January 2021	February 2021	March 2021	April 2021	May 2021	June 2021	July 2021	August 2021	September 2021
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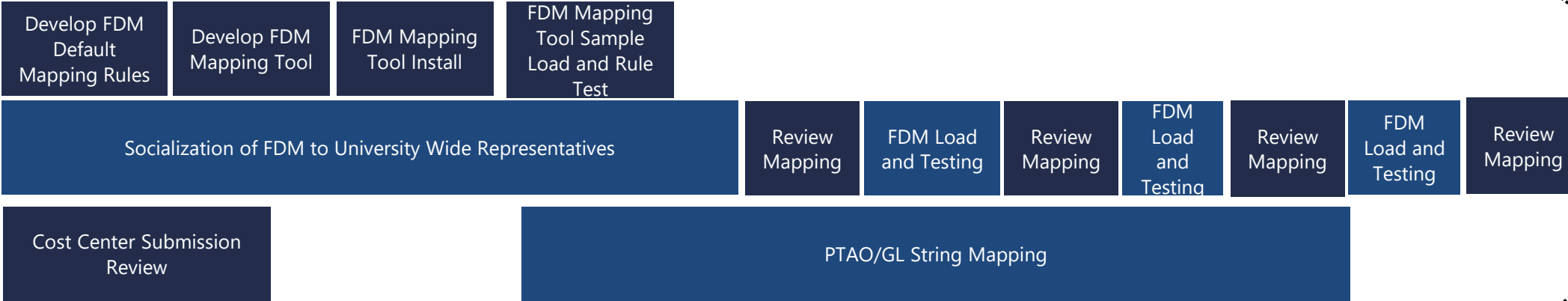
SCHOOLS/UNITS



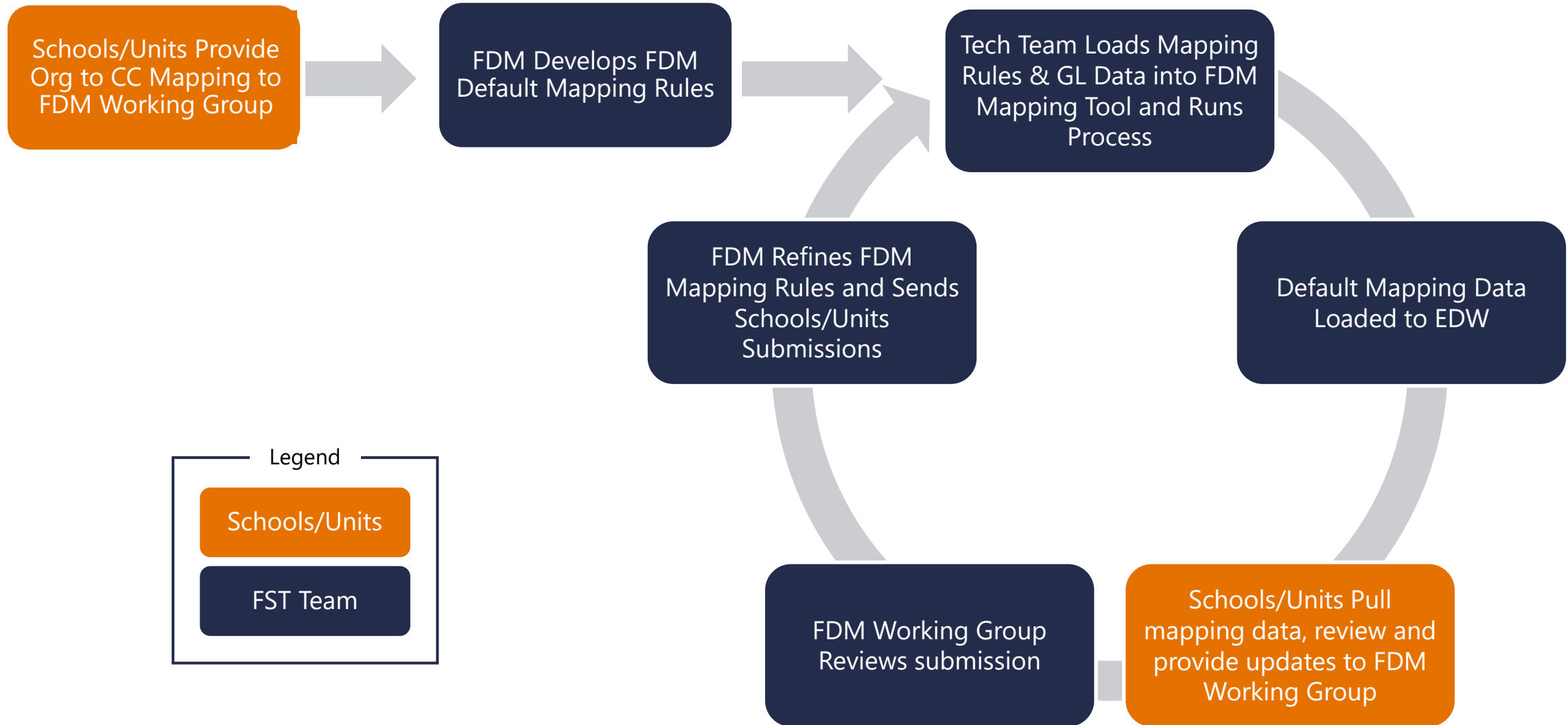
SCHOOLS/UNIT FST RESOURCES NEEDED



FDM WORKING GROUP



Foundation Data Model | Mapping Exercise



Other Business and Wrap Up



Appendix

RAPID Decisions | Description

RAPID Roles	Names of Individuals or Entities
Recommend	FST Program Leadership
Agree (Veto)	Tier 1: Co-Chairs / Functional Owner(s) (depending on the type of decision) Tier 2: Workstream Lead(s)
Perform	FST Project Team
Input	FST Steering Committee FST Advisory Group UVA Fiscal Administrators
Decide	Tier 1: Exec Committee/Leadership Council Tier 2: Functional Owner(s)



RAPID Decisions | Framework

While RAPID roles should be defined for all decisions, documentation only required for Tier 1 & 2.

