**Financial Accounting**

**University of Washington**

**Operational Performance Dashboard**

**As of March 2011**

**FY 2012 Quarter 3 (Jan - Mar 2012)**

**Financial Accounting’s Mission**

*To provide financial reporting, consulting, trouble-shooting and education to the University community as well as maintain the integrity and credibility of the University’s financial accounting system.*

**Our key processes include:**

*Customer Service to Campus and Central Offices Manage Financial Information*

*Annual Financial Reporting Process Journal Vouchers*

*Manage Field Advances Manage Revolving Funds*

*Manage UW Operating Bank Account Process Non PO Related Wire and ACH Payments*

*Perform and Review Significant UW GL Reconciliations Use Resources Efficiently*

*Develop Staff*

*Prepared: May, 2012*

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| FINANCIAL ACCOUNTINGUniversity of Washington - Operational Performance DashboardFY 2012 Quarter 3 (Jan-Mar 2012): Prepared: May, 2012 | | | | | | | | | |
| **CUSTOMER** | | | | | FINANCIAL | | | | |
|  | **Measure** | **Current**  **Output**  **Measure** | **Target** | **Gap**  **(Target-**  **Output)** |  | **Measure** | **Current**  **Output**  **Measure** | **Target** | **Gap**  **(Target-**  **Output)** |
|  | 1. Annual Report completion – processes completed earlier (later) than 2006 baseline |  |  |  |  | 1. Dollar amount of miscellaneous agency accounts in deficit | $63K | $100K | No Gap |
| 1. Closing university records | 15 | 0 | No Gap | 1. Dollar amount of overdue field advances | $866K | In Process |  |
| 1. Recasting records to GASB format | 8 | 0 | No Gap |  |  |  |  |
|  | 1. Write-up, analysis & audit | 3 | 0 | No Gap |  |  |  |  |
| 1. Banking & Accounting Operations Productivity | 57 | TBD |  |  |  |  |  |  |
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| **INTERNAL BUSINESS PROCESS** | | | | | **LEARNING & GROWTH** | | | | |
|  | **Measure** | **Current**  **Output**  **Measure** | **Target** | **Gap**  **(Target-**  **Output)** |  | **Measure** | **Current**  **Output**  **Measure** | **Target** | **Gap**  **(Target-**  **Output)** |
|  | 1. Number of manual entry transactions | 3,546 | 20,000 | No Gap |  |  |  |  |  |
| 1. CTI’s & ISD’s processed later than one month following the date of service | 8% | 1% | **(7%)** |  |  |  |  |
|  | 1. General ledger accounts reconciled | 97% | 100% | **(3%)** |  |  |  |  |  |
|  | 1. Financial Accounting effectiveness (process improvement) | 4.7 | 0 | No Gap |  |  |  |  |  |
|  | 1. Dollar amount of unmatched receipts | $55M | In Process |  |  |  |  |  |  |

**Item # 1: Annual Report Completion Time**

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|  | **DEFINITION:**  Represents the average number of days ahead of (behind) planned completion dates for the baseline year (2006) each fiscal year’s Annual Report preparation process.  **ANALYSIS:**  Time spent streamlining internal processes has resulted in improvements in recasting to GASB format.    These improvements have been offset by the impact from implementing seven new accounting standards since fiscal year 2006. New standards result in additional disclosures and increased testing by KPMG.  Delays on the completion of several of audits done on both UW departments and component units negatively impacted our time of completion in 2011.  **NEXT STEPS:**  Financial Accounting commenced a LEAN project to review all of the components of the annual report. The goal is to have an unqualified (clean) audit report that is dated four weeks earlier than 2011, in part to accommodate OFM’s needs related to CAFR reporting. |

**Item # 2: Banking & Accounting Operations Productivity**

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|  | **DEFINITION**  This is an index of the cost per unit of service provided by B&AO, setting Jan 2008 at 100. The cost is determined by allocating payroll to one of four “units”. The units are the number of advances, lines of accounting entries, matched lines in a reconciliation, and “other” which represents unallocated payroll. The cost/unit is standardized to start at 100, and then averaged.  **ANALYSIS**  At the end of March 2012, the index was at 57, meaning that services provided are 43% cheaper now than they were at the beginning of 2008. This is a temporary decrease due to unfilled positions in B&AO and is expected to increase.  The index breakdown is: Accounting entries (59), Advances (93), reconciliations (23), other (53)  **NEXT STEPS**  B&AO has embraced continuous improvement and continues to streamline our processes. |

**Item # 3: Number of Manual Entry Transactions**

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|  | **DEFINITION**  This graph represents the number of lines of transactions being manually entered into VDE. VDE stands for Viking Data Entry, the windows based application used to enter manual batched transactions.  **ANALYSIS**  Since 2008, B&AO has transitioned a significant amount of manual data entry transactions to electronic input forms.  Check requests are almost entirely composed of reimbursements. JVs are from GCA.  **NEXT STEPS**  An electronic reimbursement process platform in Ariba should remove most of the check requests. |

**Item # 4: Number of Delinquent ISDs/CTIs:**

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|  | **DEFINITION**  Percent of total count or dollars of Cost Transfer Invoices (CTIs) and Internal Sales Documents (ISDs) that are processed later than the month following the date of service. Late billings lead to untimely budget status as well as the possibility of lost funds (in the case of grants that have closed prior to receiving a bill).  **ANALYSIS**  Most of the late-presented CTI/ISD's by amount were from Oceanography (58%). This group has to wait for federal approval before allocating charges. By count, most of the late CTI/ISD's were presented by Chemistry (28%). The delays for this group were due to staff turnover. Communication with departments submitting late CTI/ISD's is ongoing.  **NEXT STEPS**  Continue direct communication with recurring late billing departments. |

**Item # 5: General Ledger Account Reconciliations**

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|  | **DEFINITION**  Represents the percentage of general ledger accounts which have not been reconciled, as confirmed by the departments which are responsible for reconciliation.  **ANALYSIS**  The total number of accounts being monitored for reconciliation at 6/11 is 671. Total dollars being reconciled (absolute value) is $43.5 billion.  The number of unreconciled accounts decreased from 72 in June 2010 to 17 in June 2011. The department with the largest number of unreconciled accounts is the Benefits Office (59%), while GCA had the highest unreconciled dollar amount (57%).    **NEXT STEPS**  Continued attention and follow-up, as well as more direct communication of the UW’s GL reconciliations policy, should help to ensure that the number of accounts not being reconciled decreases even further in future periods. This year Financial Accounting will sample reconciliations done in other departments to test for reasonability and that the reconciliations provide appropriate support for the balances. |

**Item # 6: Financial Reporting Process Improvement**

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|  | **DEFINITION**  Represents Financial Accounting (excl. BAO) process improvements as measured by the number of FTE’s required to support the Financial Report process. Specifically, the complexity of the Financial Report process (as quantified by the number of figures in the audited financial statements and footnotes for which Financial Accounting gathers or develops auditable evidence) is compared against the number of FTE’s supporting the process. The 2012 measure represents work performed on the 2011 Financial Report.  **ANALYSIS**  In the last four fiscal years the University has implemented three new accounting pronouncements, acquired its first discretely presented component unit and acquired Airlift Northwest, each of which have unique impacts on the financial reporting.  In that same period Financial Accounting reduced FTE’s by 9%..  **NEXT STEPS**  Financial Accounting is continuing the process of reevaluating all of the components of the financial reporting process and is aggressively pursuing opportunities for improvement. |

**Item # 7: Dollar Amount of Un-Matched Receipts**

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|  | **DEFINITION**  Represents the dollar amounts received by UW’s main operating bank account which have not been recorded in the accounting system. The graph shows unmatched dollars at the end of each month, with the current months aged by how long funds have been unidentified.  **ANALYSIS**  As a percentage of actual dollars received in the operating account for a month, the unmatched funds represents a very small percentage.  **NEXT STEPS**  B&AO continues ongoing communication with our significant fund recipient so that we can continue to properly record incoming funds. We have also recently implemented an aggressive reconciliation benchmark mandating that all funds of $50K or greater need to have documentation of attempts to locate the proper accounting of the funds. All amounts less than $50K are not allowed to age more than six months before documentation is made regarding the efforts to find the proper recording. |

**Item # 8: Agency Accounts in Deficit**

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|  | **DEFINITION**  Represents agency deficit amounts (i.e., dollar amounts owed by agencies to the University). Agencies are supposed to have enough money on deposit with the UW to ensure that the UW is not in a position of “loaning” money.  **ANALYSIS**  The Agency Account debit balance total was $111K at March 31, 2012, the lowest since we began the monthly tracking of Agency Account deficits in 2006. At March 31, 2012, Harborview Medical Center (HMC) had a positive balance and Washington Technology Center (WTC) had a very low deficit balance of $48K. The remaining agency accounts in deficit had a combined debit balance of $63K.  **NEXT STEPS**  We will continue to remind organizations with ongoing deficit balances that they are obligated to maintain credit balances in their agency accounts.  On March 8, 2010 the University implemented a deficit resolution policy.  *Budgets in deficit for >2 consecutive months*  Budget will be assessed an interest charge at the current internal lending program rate. That rate is currently 5.5%.  *Inactive agency budgets w/deficit balances*  Dept. responsible for covering deficit. If dept. fails to cover deficit in a timely manner Fin. Acctg. will charge the department’s operating budget. |

**Item # 9: Dollar Amount of Overdue Field Advances**

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|  | **DEFINITION**  A field advance is an advance of funds to a UW employee for research or educational projects. An accounting of how those funds were spent, and appropriate backup documentation, is due to our office within 30 days of the end of the project.  **ANALYSIS**  Field Advances are held for a six month period of time. The reporting for spent funds is expected within 30 days of the end of the six month period. Although a perfect scenario would be that there is no overdue reporting, as a percentage of loaned funds we see that most of the overdue reporting is from Office of Int’l Programs & Exchanges (IPE). IPE has a close working relationship with its Field Advance custodians and most of the IPE past due reporting is due to procedural slowdowns at the IPE central admin office.  **NEXT STEPS**  B&AO has begun an analysis of past due as a percentage of recent loaned amounts. Also, we continue to communicate with IPE and other Field Advance custodians to ensure that the Overdue Field Advance dollars are not at risk. |