FINANCIAL MANAGEMENT
UNIVERSITY *of* WASHINGTON
Finance & Facilities

Operational Performance Dashboard
June 2010
FY 2010 Quarter 4 (April - June 2010)
Final

Financial Management Mission: **We help people who change the world through collaboration, consultation and financial stewardship.**

Key processes include:

Bill & Collect Tuition
Collect & Distribute Mail
Design & Print Communication Pieces
Develop & Maintain Websites
Develop & Negotiate Indirect Cost Rates
Develop FM Staff
Disburse Financial Aid to Students
Manage Financial Recording
Manage Grants
Manage Records Retention & Compliance
Information Reporting
Pay Bills
Pay People
Protect & Promote the University Image
Purchase Goods & Services

Report Contact: Jeanne Semura, semurj@u.washington.edu
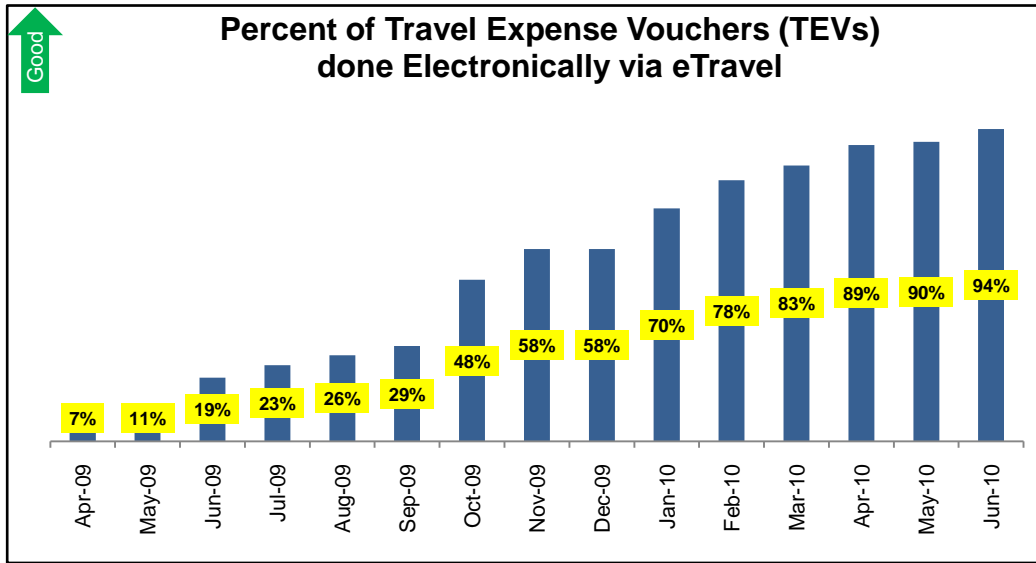
FINANCIAL MANAGEMENT

(A unit of Finance & Facilities)
Operational Performance Dashboard - FY 2010 Quarter 4 (April - June 2010)

Process	Measure	Current Output Measure	Target		Gap (Target-Output)	Process	Measure	Current Output Measure	Target		Gap (Target-Output)
CUSTOMER						**FINANCIAL**					
Pay Bills	Percent of travel expenses reimbursed within 5 days of receipt of TEV	96%	95%	↑	No Gap	Pay Bills	Percent of online invoices paid within 30 days of receipt in PA	92%	95%	↑	-3%
Manage Grants	Twelve month average of number of days to setup a new award (from receipt of award in OSP to notification to PI of budget number)	15 days	12 days	↓	3.1	Pay Bills	Reduction in Small Dollar PAS Transactions which should be going through eCommerce.	6,229	6,000	↓	229
Disburse Financial Aid	Percentage of Aid disbursed during the 1st week of a quarter.	79% 2010	85% Benchmark	↑	-6%	Manage Grants	Total uncollected cash for unbilled invoices & aged receivables (cumulative) – JDE	$54 million	$23 million	↓	$31.0
	Percent of students satisfied with SFS services.	79% 2010	64% Benchmark	↑	No Gap	Bill & Collect Tuition	Percent of students in default on all long-term loans.	6.1% 2010	10.0%	↓	No Gap
						Indirect Cost Rates	Five year average of percent annual change in F&A Indirect Cost	3.6%	5.0%	↑	-1.4%
						Avoid Postage Cost	Maximize Postage Discounts Through Automation	12.4%	8.5%	↑	No Gap
INTERNAL BUSINESS PROCESS						**LEARNING & GROWTH**					
Inc. online Trans.	Process online mailing, printing & copying	28%	32%	↑	-4%	Develop Staff	Percent of staff highly satisfied with FM (top 2 ratings on scale)	68% 2009	69% Benchmark	↑	-1%
Manage Fin. Rec.	Percent of total count of inter-departmental billings entered in FAS more than 1 month & 1 day from current month	3%	1%	↓	2%		Percent of staff who agree that "the FM Diversity Initiative has made a positive impact in FM". (top 2 ratings on scale)	56% 2009	90%	↑	-34%
Produc-tivity	Productivity – Annual % change from previous year, using a 2008 base year (benchmark). - UNDER REVISION	5% FY09	5%	↑	No Gap		Percent of staff who state that "they are developing their skills as a knowledge worker" (top 2 ratings on scale)	73% 2009	90%	↑	-17%
Pay People	Number of outstanding I-9's	219	50	↓	127		Active Employee Development Plans (EDPs)	41%	75%	↑	-35%

Report Contact: Jeanne Semura, semurj@u.washington.edu

Pay Bills - Travel

Customer

Percent of Travel Expense Vouchers (TEVs) done Electronically via eTravel

Good →

Apr-09	7%
May-09	11%
Jun-09	19%
Jul-09	23%
Aug-09	26%
Sep-09	29%
Oct-09	48%
Nov-09	58%
Dec-09	58%
Jan-10	70%
Feb-10	78%
Mar-10	83%
Apr-10	89%
May-10	90%
Jun-10	94%

Percent of Travel Expense Vouchers (TEV) Reimbursed Within 5 Days of Receipt in Travel Office*

Good →

100%
90%
80%
70%
60%
50%
40%

Jul-08, Aug-08, Sep-08, Oct-08, Nov-08, Dec-08, Jan-09, Feb-09, Mar-09, Apr-09, May-09, Jun-09, Jul-09, Aug-09, Sep-09, Oct-09, Nov-09, Dec-09, Jan-10, Feb-10, Mar-10, Apr-10, May-10, Jun-10

— Pecent of Total   — Upper Control Limit = 99%   — Lower Control Limit = 90%

*Based on a statistically valid sample of TEVs is taken on a monthly basis. The TEV is an accounting form used to document money spent on a trip.
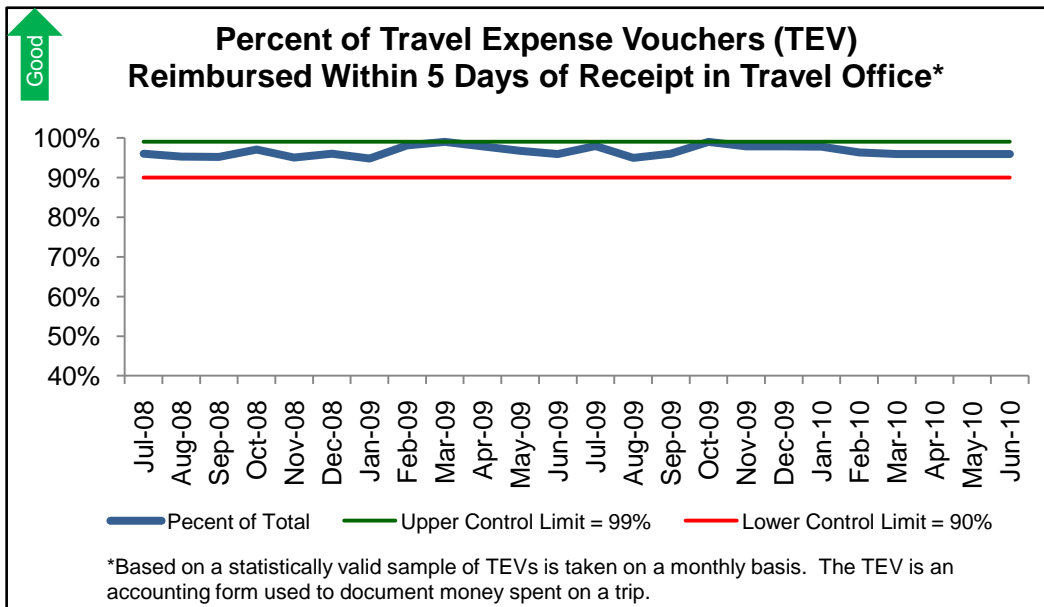
DEFINITION

The top graph quantifies the percent of total travel vouchers completed electronically through the new Ariba eTravel system. The bottom graph tracks paper vouchers. It shows the average number of working days between receipt of a TEV (Travel Expense Voucher) in the Travel Office and the check date.

ANALYSIS

The top chart tracks migration from manual to eTravel transactions. Since the April 2009 launch, eTravel usage increased 94% (by June 15, 2010 our goal of 100% was reached). The bottom chart tracks reimbursements within 5 days (June = 96%). Except for the drop in April 2008, this measure continues to be consistent.
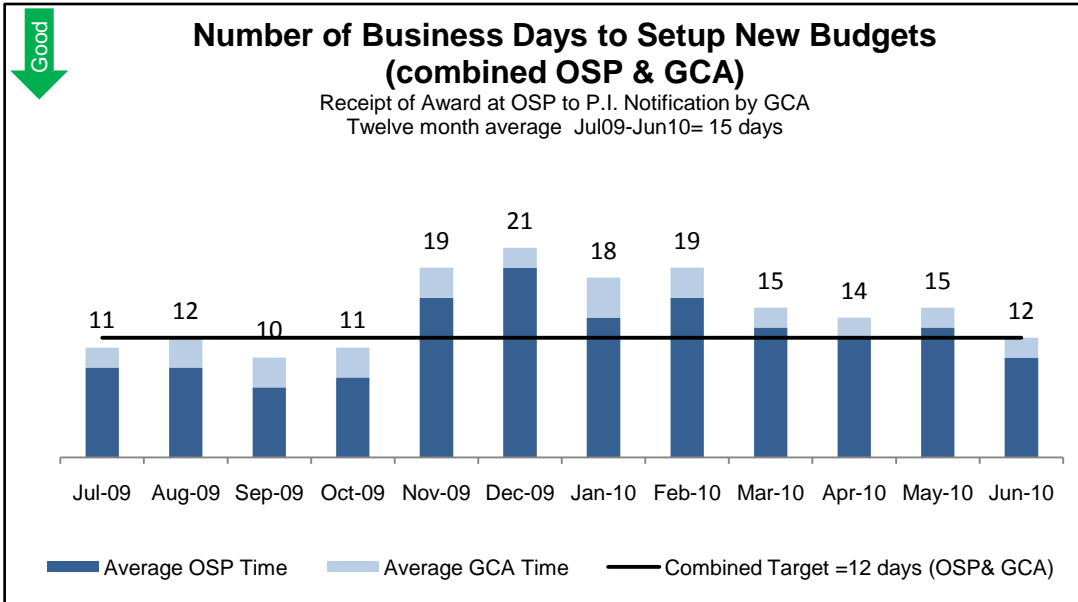
NEXT STEPS

Continue to train departments on eTravel; move to Phase 2 of the project - direct deposit. This will be the last quarter the TEV measure will appear on the FM dashboard. Travel is currently designing dashboard measures to support eTravel. At this time, we are not sure if any of the measures will be added to the FM dashboard.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Manage Grants (New Budget Setup) - GCA

Customer

Number of Business Days to Setup New Budgets (combined OSP & GCA)
Receipt of Award at OSP to P.I. Notification by GCA
Twelve month average Jul09-Jun10= 15 days

Good

				19	21	18	19				
11	12	10	11					15	14	15	12

Jul-09 Aug-09 Sep-09 Oct-09 Nov-09 Dec-09 Jan-10 Feb-10 Mar-10 Apr-10 May-10 Jun-10

■ Average OSP Time   ■ Average GCA Time   — Combined Target =12 days (OSP& GCA)

Number of Business Days to Setup New Budgets in GCA Only
Receipt of Award at GCA to P.I. Notification by GCA

Good

Jul-09 Aug-09 Sep-09 Oct-09 Nov-09 Dec-09 Jan-10 Feb-10 Mar-10 Apr-10 May-10 Jun-10

■ Average GCA Time   — GCA Target = 1 day

DEFINITION
The measure shows the average number of days to establish a new award in the UW Financial Systems. Twelve month average Jul09-Jun10 = 15 days.

ANALYSIS
GCA (Grant and Contract Accounting) and OSP (Office of Sponsored Programs) implemented SERA (System for Electronic Research Accounting) to support the account set-up process by automating the passage of data, specific award communications between OSP and GCA, and campus notification of account set-up completion. SERA eliminated double manual entry and hardcopy paper trails resulting in decreased award setup time .
Between November and February, the average time to set up new budgets in GCA increased due to the influx of new awards the university received under the American Recovery and Reinvestment Act (ARRA). By June, GCA & OSP reached the combined target of 12 days.
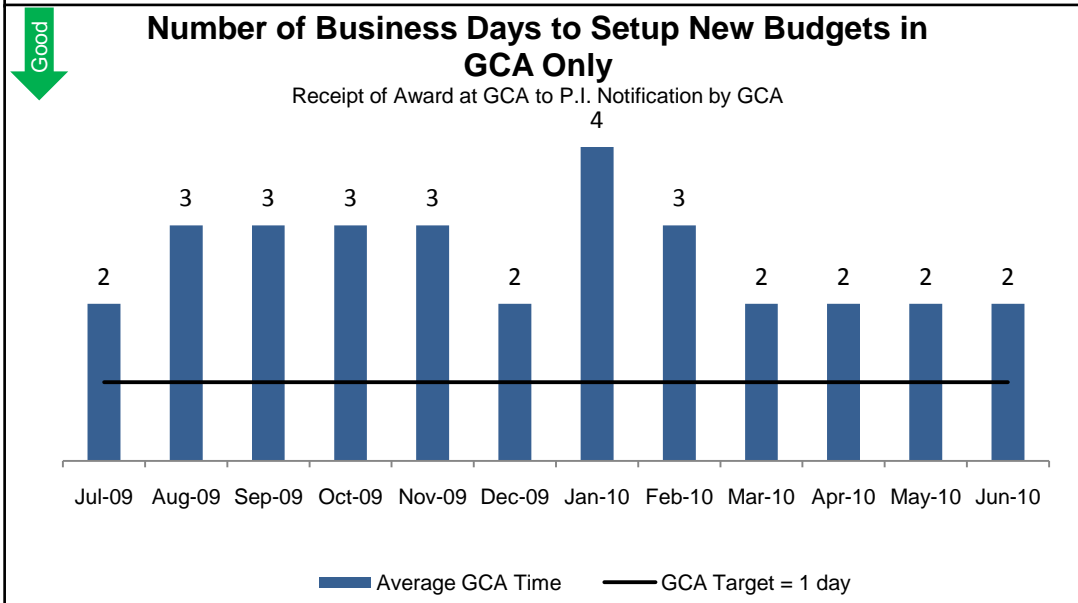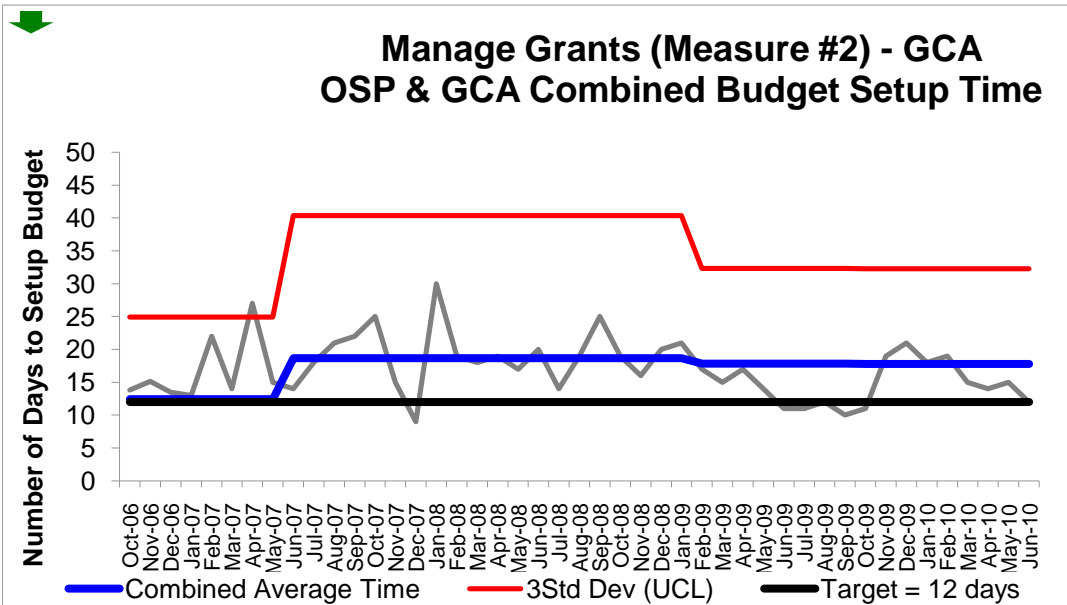
NEXT STEPS
GCA continues to collaborate closely with OSP to maintain a stable output in the new budget set-up process. Continuous improvements will achieve desired efficiency and transparency between the two offices. Currently under discussion is the "bridge" between GCA and OSP where all award related information will be in electronic forms to eliminate most of the manual intervention.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Manage Grants (New Budget Setup) - GCA

Customer

Manage Grants (Measure #2) - GCA
OSP & GCA Combined Budget Setup Time

Legend: Combined Average Time — 3Std Dev (UCL) — Target = 12 days

Manage Grants (Measure #2) - GCA
GCA Budget Setup Time

Legend: Average GCA Time — 3Std Dev (UCL) — Target = 1 day

DEFINITION
The average number of days to establish a new award in the UW Financial Systems. Twelve month average Jul09-Jun10 = 15 days.

ANALYSIS
The implementation of SERA (System for Electronic Research Accounting) reflects the coordinating efforts of GCA (Grant and Contract Accounting) and OSP (Office of Sponsored Programs) to automate sharing of information. Eliminating double manual entry and hardcopy paper trails helped decrease award setup time. SERA's implementation supporting the account set-up process that includes passage of data, specific award communication between OSP and GCA, and campus notification of account set-up completion.

NEXT STEPS
Continuous improvements to the electronic account set-up process to achieve desired efficiency and transparency between OSP and GCA.

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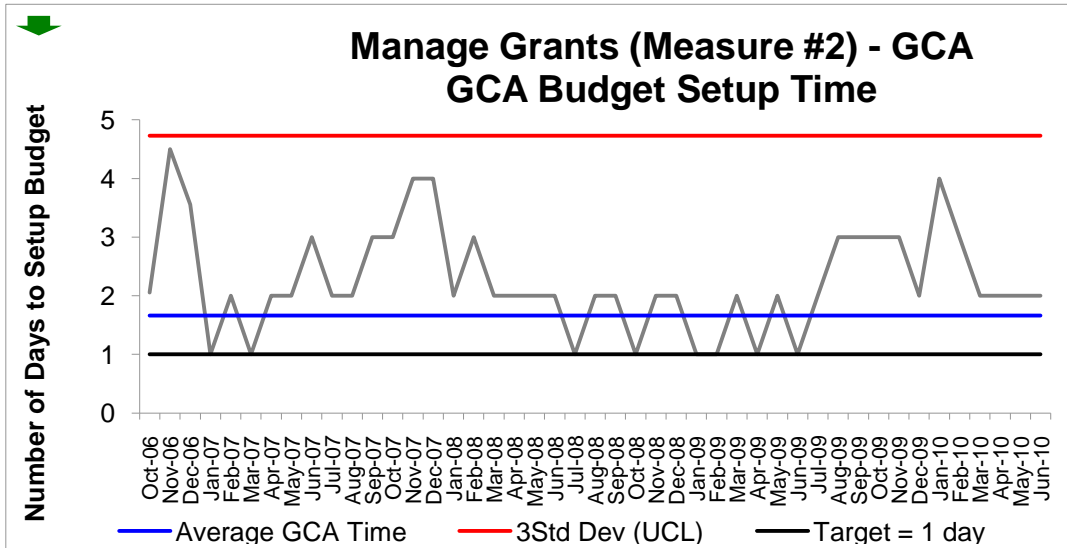
Disburse Financial Aid - SFS

Customer

By Quarter	Summer	Autumn	Winter	Spring
Standard Deviation	11.18%	4.12%	5.57%	4.36%
Variance	1.25%	0.17%	0.31%	0.19%

Historical (excluding summer)	
Standard Deviation	6.73%
Variance	0.45%

Percent of Aid Dollars Disbursed to Students
within 1st Week of Each Quarter

DEFINITION

Student Fiscal Services (SFS) disburses aid to students that originates both through UW sources (e.g., departmental scholarships, aid packages that are awarded through the Office of Student Financial Aid (OSFA), as well as external sources (e.g., private scholarships, VA awards, etc.) The sooner the funds are processed and released to students, the sooner they can pay their educational expenses. SFS seeks to disburse as much aid as possible during the first ten days of each quarter. While we disburse aid, SFS does not award nor authorized any aid. This function is primarily handled by OSFA.
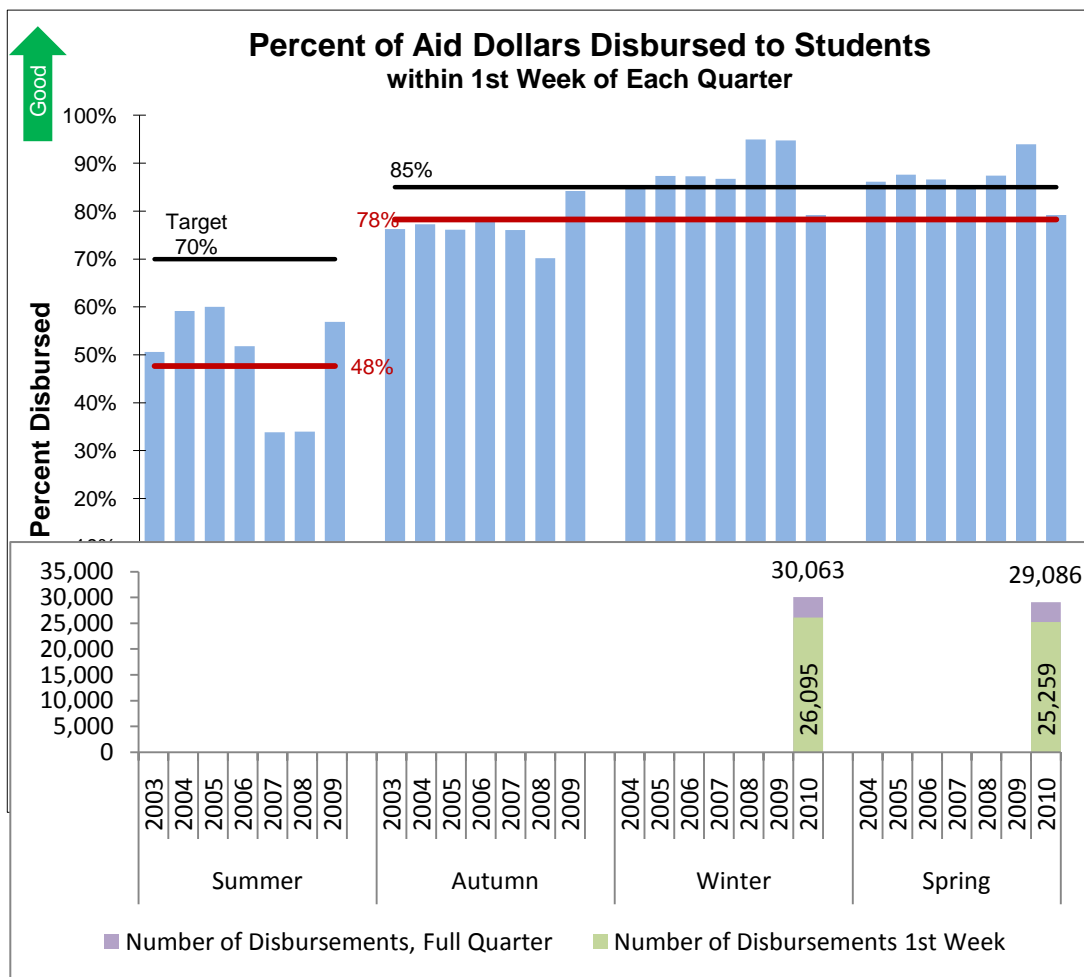
ANALYSIS

SFS disbursed $167.6 million in aid total dollars to 29,086 students in Spring 2010 - an increase of 11% in aid dollars overall from Spring 2009. Note that the 79% of aid dollars disbursed ($132.7 million) was to 87% of all students who received aid disbursed through SFS. The current drop from the prior quarter is the result of both prior noted timing issues (see next paragraph) and system issues experienced during the first week which resulted in student loan credit checks being registered late within the data systems. In addition, the overall number of students receiving aid has increased resulting in additional pressures on limited staffing resources to process aid disbursements.

The impact of the data timing issue (as noted previously), and a change in data collection methodology (detailed in the Winter report), are highlighted by the addition of the red line on the chart. This line indicates a "lower boundary" of normal historic variance of 6.73% (1 standard deviation).
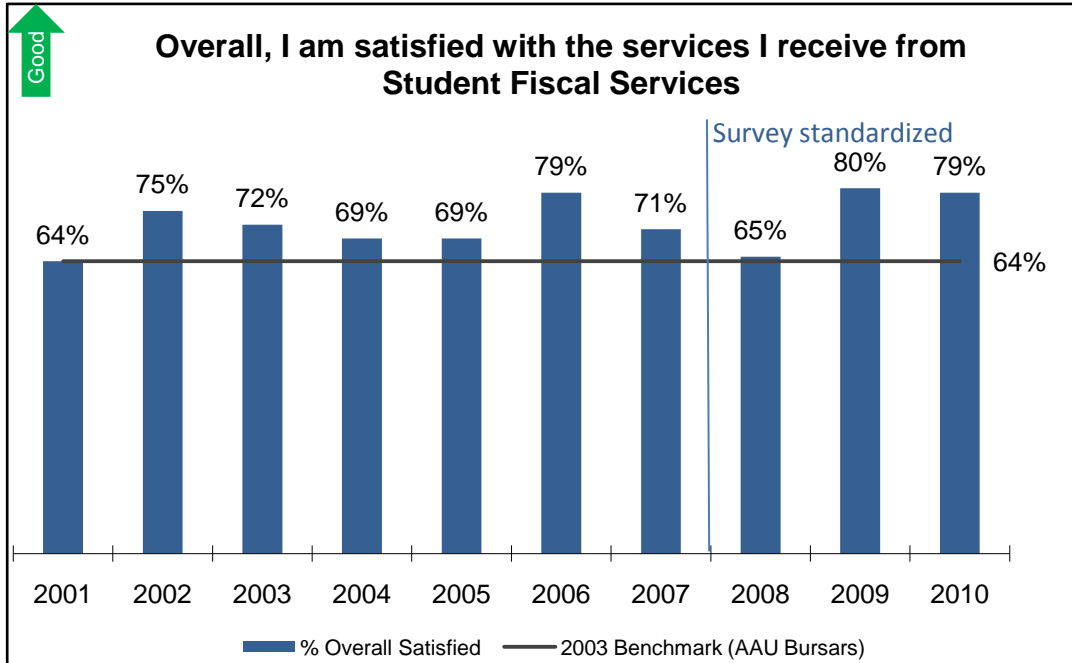
NEXT STEPS

SFS will set new targets on a "per quarter" basis on a later report. Investigation of the data report timing variance and the validation of the new methodology are on-going, and will be complete next quarter.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Student Satisfaction - SFS

Customer

Overall, I am satisfied with the services I receive from Student Fiscal Services

Good ↑

Survey standardized

- 2001: 64%
- 2002: 75%
- 2003: 72%
- 2004: 69%
- 2005: 69%
- 2006: 79%
- 2007: 71%
- 2008: 65%
- 2009: 80%
- 2010: 79%

64% (2003 Benchmark line)

■ % Overall Satisfied — 2003 Benchmark (AAU Bursars)

Student Satisfaction with Online/Remote Service Delivery

Good ↑

- 2008: 54%
- 2009: 64%
- 2010: 78%

Academic Year

Student Satisfaction with In-Person/Counter Service Delivery

Good ↑

- 2008: 79%
- 2009: 91%
- 2010: 95%

Academic Year

DEFINITION

The Financial Management Student Fiscal Services (SFS) department conducts an annual survey during the Spring quarter to gauge student satisfaction with SFS services. This is benchmarked against the most currently available (2003) AAU Bursars "customer satisfaction" rating of 64%. In addition, SFS now tracks an aggregated response rating of students satisfaction with service delivery channels (online/remote vs. in-person/counter) -- benchmarks to be determined.

ANALYSIS

This year, 1,076 students took our survey, with 66% (729) having taken the survey on paper in our cashier lobby, and 34% (378) via Catalyst on the web. In addition, another 31 (3%) individuals took the survey which were excluded as they were either unidentifiable as students, or the ratings were clearly identified as not pertaining to SFS's services. As predicted, the responses to the Catalyst survey delivery lowered the overall satisfaction rate dropped from our preliminary/early reporting of 88% down to 79%

The top three areas that students expressed dissatisfaction with (as determined by an analysis of 168 comments received), were:
 1. Fees (credit card fees) - 16.4%
  2. Process Efficiency (Web Check, Get) - 11.4% and
  3. Other Departments (Misattribution of services to SFS) - 8.6%
For both 1 and 2, many of the comments expressed and investigated are actually outside of SFS's control (e.g., legislated by State, process owned by others, etc.) - for 3, the issue turns out to be one of communication requiring SFS to be more proactive in informing the student's to the distinction between SFS and other offices.
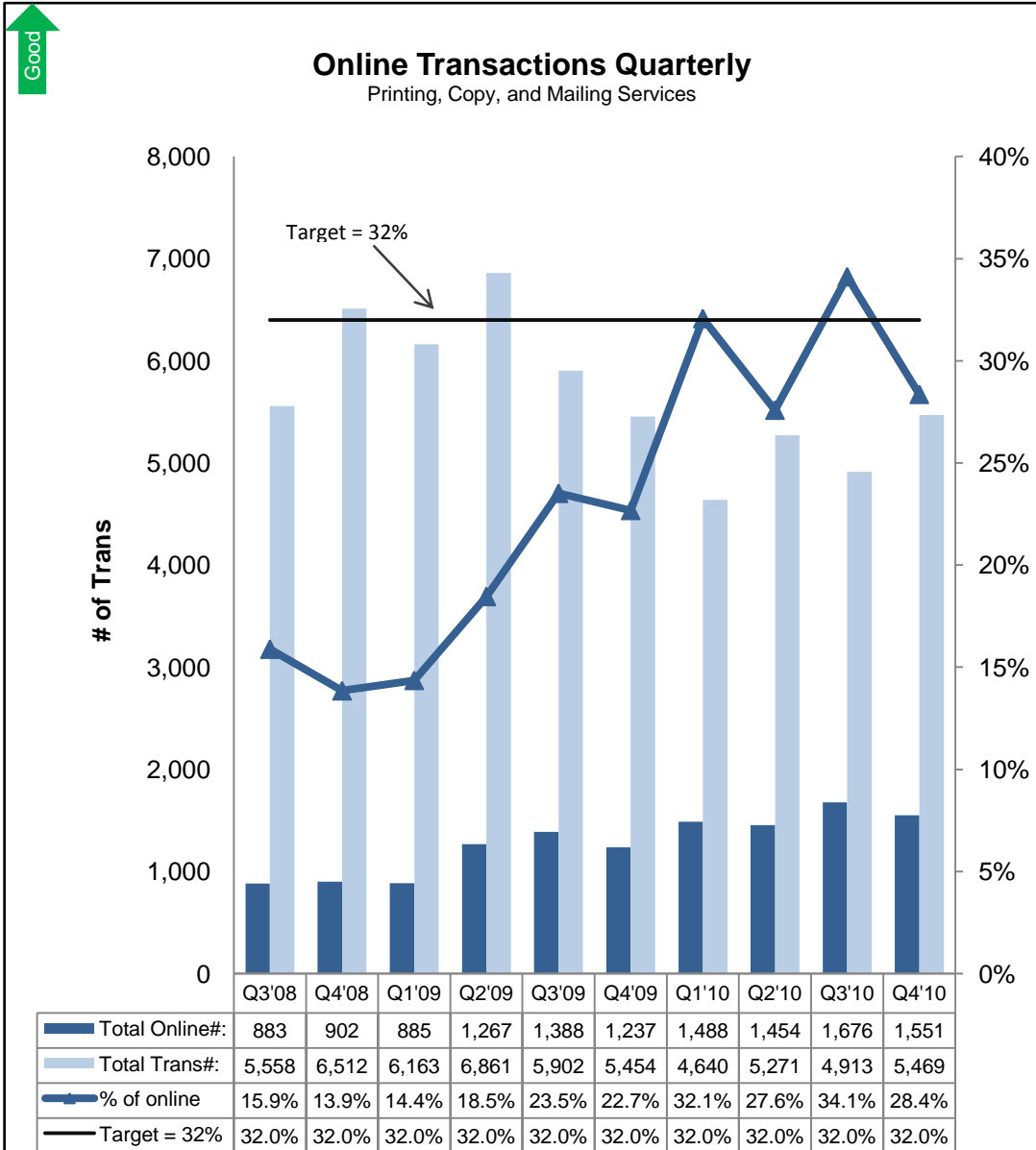
NEXT STEPS
- Customer Service continues seeks to improve customer communications by reviewing current web site content, and increased monitoring of phone, email, live chat and in-person communications with customers.

- Improvements to SFS's survey "marketing" efforts continue to be discussed to raise participation.

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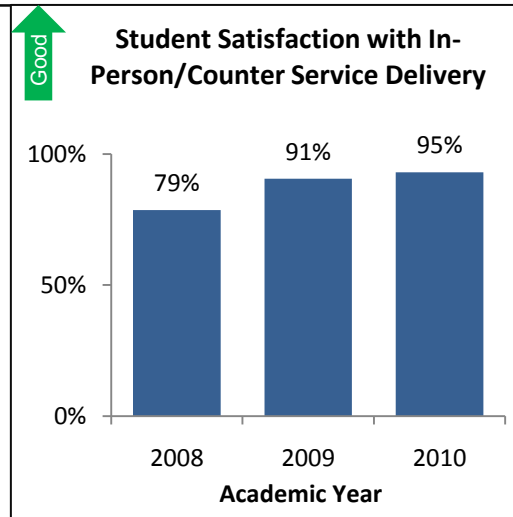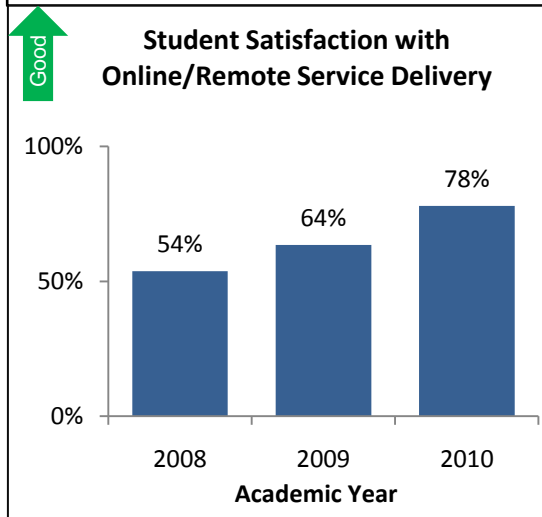
Increase Online Transactions - Creative Communications

Internal Business Process

Good →

Online Transactions Quarterly
Printing, Copy, and Mailing Services

Target = 32%

# of Trans (left axis: 0 – 8,000)
(right axis: 0% – 40%)

	Q3'08	Q4'08	Q1'09	Q2'09	Q3'09	Q4'09	Q1'10	Q2'10	Q3'10	Q4'10
Total Online#:	883	902	885	1,267	1,388	1,237	1,488	1,454	1,676	1,551
Total Trans#:	5,558	6,512	6,163	6,861	5,902	5,454	4,640	5,271	4,913	5,469
% of online	15.9%	13.9%	14.4%	18.5%	23.5%	22.7%	32.1%	27.6%	34.1%	28.4%
Target = 32%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%

DEFINITION
Shows the number of orders submitted to C2 via web based online ordering, excludes orders placed via email or digital files sent via web file transfer or ftp. Currently orders are placed through three different web interfaces: Digital StoreFront (DSF), Print and Copy request, and Mail request.

Advantages of our online system include ease of client access to our services and products, job processing efficiency, integration of services, and improved accuracy and product quality. Target is 32% of all transaction submitted online, with a stretch target of 50% by the end of spring quarter 2011.

ANALYSIS
While we have not hit our target of 32% online order submission this quarter, we have improved our overall submission rate by almost 6% compared to Q4'09.

In progress: a measurement associated with online order submission that reflects efficiency gains and staff reduction (FTE).
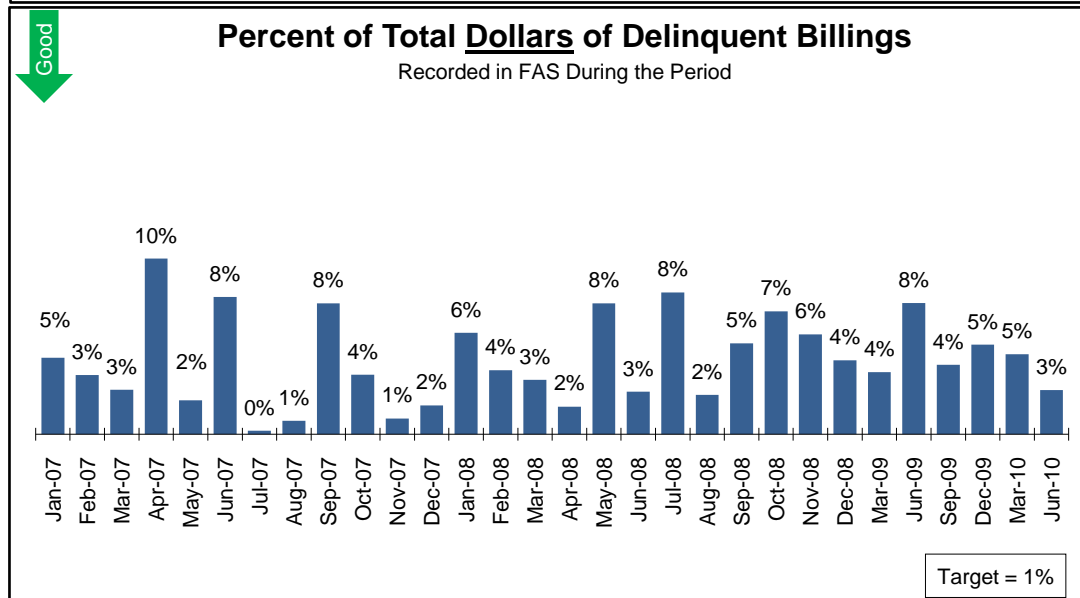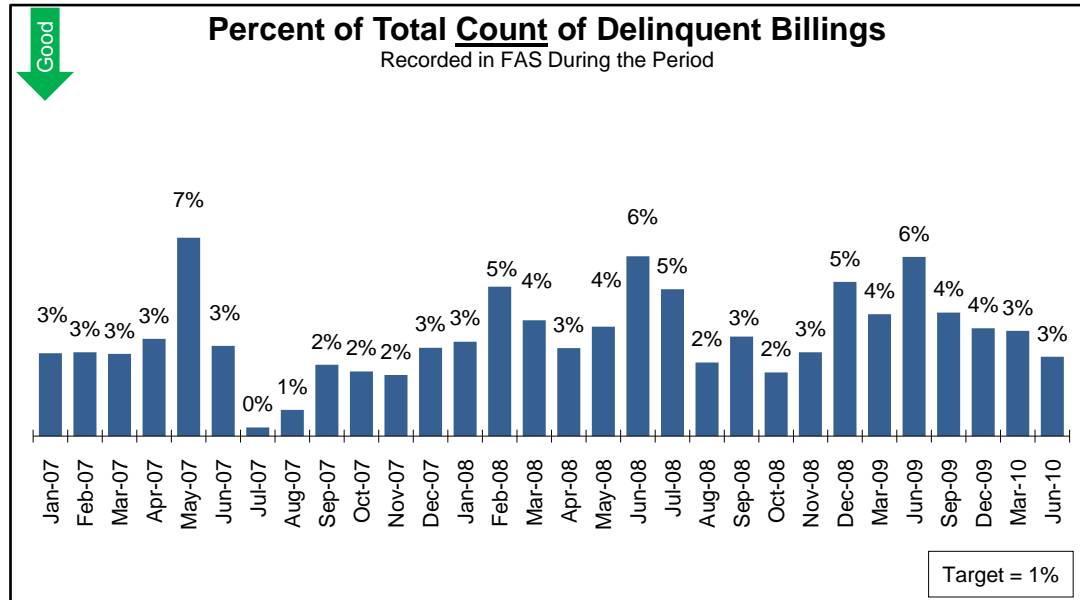
Current DSF products include: business cards, campus products (formerly UStore products), letterhead and envelopes, unique styles for School of Public Health and UW Seal & traditional business cards. Completed 95% of Medical School stationary, letterhead and business cards implementation.

NEXT STEPS
As part of Copy Services LEAN initiative, all copy services products are included on DSF and will be available to UW community. This will substantially increase the number of online orders submitted to C2. Historically, Copy Services orders have been primarily transmitted by hard copy order or by informal email.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Manage Financial Reporting - Financial Accounting

Internal Business Process

Percent of Total Count of Delinquent Billings
Recorded in FAS During the Period

Good ↓

Jan-07: 3%, Feb-07: 3%, Mar-07: 3%, Apr-07: 3%, May-07: 7%, Jun-07: 3%, Jul-07: 0%, Aug-07: 1%, Sep-07: 2%, Oct-07: 2%, Nov-07: 2%, Dec-07: 3%, Jan-08: 3%, Feb-08: 5%, Mar-08: 4%, Apr-08: 3%, May-08: 4%, Jun-08: 6%, Jul-08: 5%, Aug-08: 2%, Sep-08: 3%, Oct-08: 2%, Nov-08: 3%, Dec-08: 5%, Mar-09: 4%, Jun-09: 6%, Sep-09: 4%, Dec-09: 4%, Mar-10: 3%, Jun-10: 3%

Target = 1%

Percent of Total Dollars of Delinquent Billings
Recorded in FAS During the Period

Good ↓

Jan-07: 5%, Feb-07: 3%, Mar-07: 3%, Apr-07: 10%, May-07: 2%, Jun-07: 8%, Jul-07: 0%, Aug-07: 1%, Sep-07: 8%, Oct-07: 4%, Nov-07: 1%, Dec-07: 2%, Jan-08: 6%, Feb-08: 4%, Mar-08: 3%, Apr-08: 2%, May-08: 8%, Jun-08: 3%, Jul-08: 8%, Aug-08: 2%, Sep-08: 5%, Oct-08: 7%, Nov-08: 6%, Dec-08: 4%, Mar-09: 4%, Jun-09: 8%, Sep-09: 4%, Dec-09: 5%, Mar-10: 5%, Jun-10: 3%

Target = 1%

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
Totals during the Apr - June period: CTI/ISD Count = 129K, Dollars = $73 Million.

3,274 of the 129K (~$1.7M) presented are considered late, of which 20 are greater than $10K

41 % of this quarter's late transaction count is represented by two users:

1) UW IT REVENUE = $540K late – of which only nine exceed $1K

2) OCEANO ENGR SERVICES = $174K – of which 20 exceed $1K – Fed. Gov't. approves recharge rates

NEXT STEPS
Continue direct communication with recurring late billing departments.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Productivity - FM

Internal Business Process

New productivity under development.

DEFINITION
Productivity is a ratio of (unit of work) to (FTE). Unit of work is defined by the department. It is the best proxy indicator of output representing the workload of the group (e.g., # of research budgets, # of pieces of equipment tracked, # of transactions). FTE represents the people doing the work. This ratio depicts whether FM is doing more with less, or less with more staff over the years. However, to provide a more complete picture, other critically important issues should also be considered/presented: backlog, quality of work (errors & deviations), customer satisfaction, work not represented by chosen output, benchmark to industry/best practices, and the choice of base year.
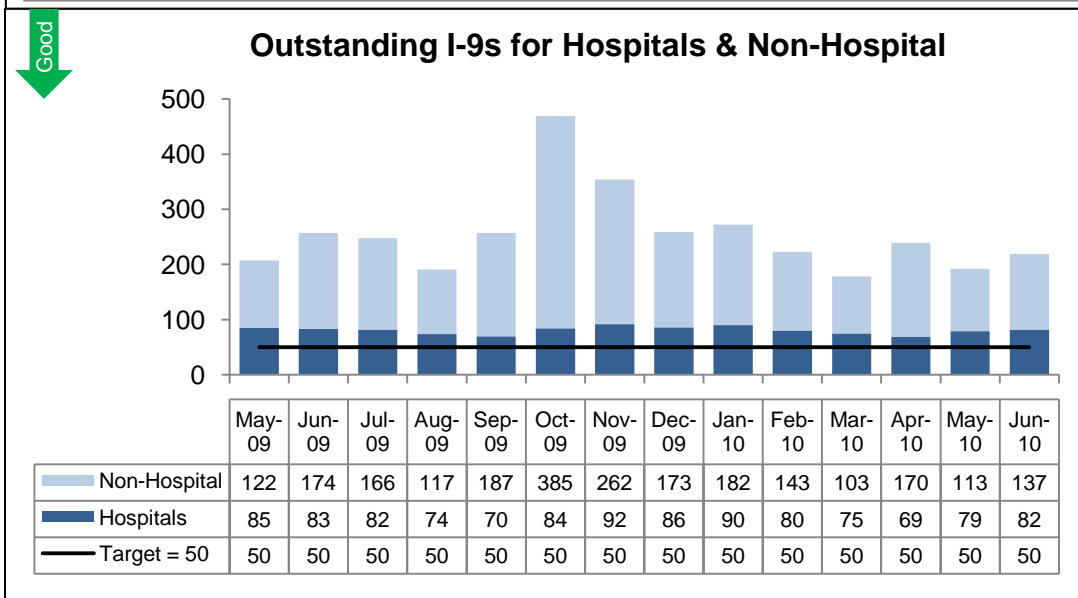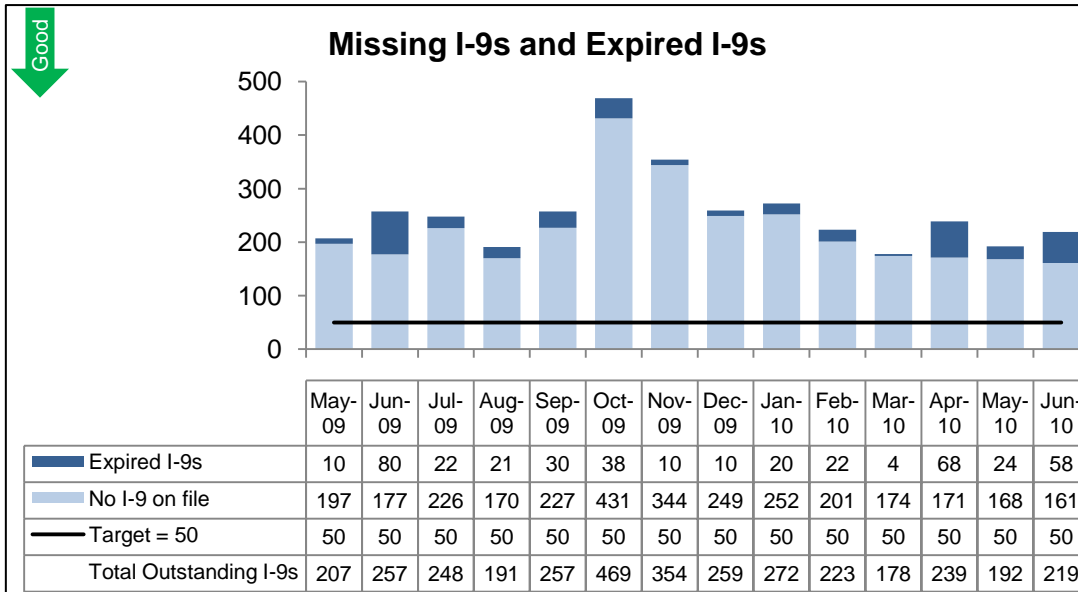
ANALYSIS
The top chart for December 2009, showcases the revised 2008 prior measure and an all-new 2008 forward graph. Some, more recent, FM productivity data points inaccurately added and removed FM departments reflecting multiple reorganizations without readjusting to the base year. The graph below restates FM productivity and consistently includes the same population throughout the years. Measure change in 2008 forward include a new 2008 base year (reset for all Finance & Facilities), inclusion of Purchasing, and FTE actuals (previously budgeted).

NEXT STEPS
1. Inclusion of Creative Communications (C2)?
2. We continue to eliminate transaction-related work through increased automation and to develop needed knowledge worker positions. This will have the effect of reducing productivity (particularly where there's been no significant increase in transaction volume), by increasing the denominator (FTE's)

Report Contact: Jeanne Semura, semurj@u.washington.edu

Pay People - Payroll

Internal Business Process

Missing I-9s and Expired I-9s

Good

	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10
Expired I-9s	10	80	22	21	30	38	10	10	20	22	4	68	24	58
No I-9 on file	197	177	226	170	227	431	344	249	252	201	174	171	168	161
Target = 50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Total Outstanding I-9s	207	257	248	191	257	469	354	259	272	223	178	239	192	219

Outstanding I-9s for Hospitals & Non-Hospital

Good

	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10
Non-Hospital	122	174	166	117	187	385	262	173	182	143	103	170	113	137
Hospitals	85	83	82	74	70	84	92	86	90	80	75	69	79	82
Target = 50	50	50	50	50	50	50	50	50	50	50	50	50	50	50

DEFINITION

This measure shows the total number of undocumented I-9s and expired I-9s for all university employees.

The top graph compares the total number of undocumented I-9s to the number of expired I-9s.

The bottom graph compares the number outstanding from the hospitals to all other departments.

ANALYSIS

The number of expired I-9s has decreased. The number of missing I-9s has also decreased (each month since October 2009; beginning academic year). Potential Risk: Up to $40,000 per I-9 missing or expired = 178 * $40,000= $7,120,000. Number of UW Employees = 36,000. The number of missing and expired I-9s represents less than 1% of the total number of UW employees. In June, of a total of 219 cases, 194 were active and 25 inactive (11%). Expired I-9s are often higher in September and October, new hires have been placed in the payroll system for fall quarter academic appointments; however, the employee has not arrived on campus (quarter start date 9/30/09).
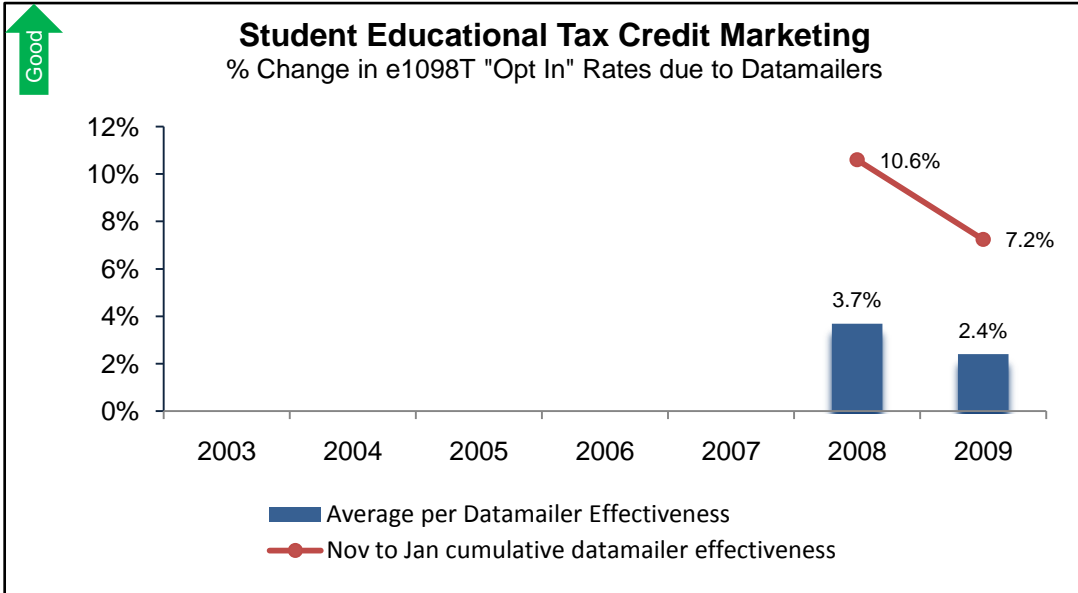
NEXT STEPS

The Assistant Director is calling and emailing departments with high numbers of undocumented I-9s to determine the issues involved and work with them to get their numbers down. Detailed spreadsheets are being sent to the Medical Center Human Resources office to help them reduce the number of employees on their list. Departments with expired I-9s are contacted every month for resolution. Also reviewing current process in the Payroll Office for process improvement.

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Provide Services - SFS

Customer

Student Educational Tax Credit Marketing
% Change in e1098T "Opt In" Rates due to Datamailers

- Average per Datamailer Effectiveness
- Nov to Jan cumulative datamailer effectiveness

Student Educational Tax Credit Reporting
Cumulative % e1098T "Opt In" Rates

DEFINITION
The University of Washington, through Student Fiscal Services in conjunction with other UW offices, compiles information on qualified expenses charged, and aid received, for all "students" (tuition and fee-based) who may be eligible for an IRS educational tax credit. By law, UW provides this information to students for preparation of their tax returns, and reports it the IRS.

Starting with tax year 2008, students can "opt in" to receive this form electronically through MyUW (i.e., an e1098T). Student Fiscal Services (SFS) notifies students of this option through a variety of channels during autumn quarter of each year. This measure tracks both the per year effectiveness of our data mailing marketing efforts, and the on-going transition from paper-based 1098T mailing of forms to electronic 1098T customer self-access to reduce printing and mailing costs.
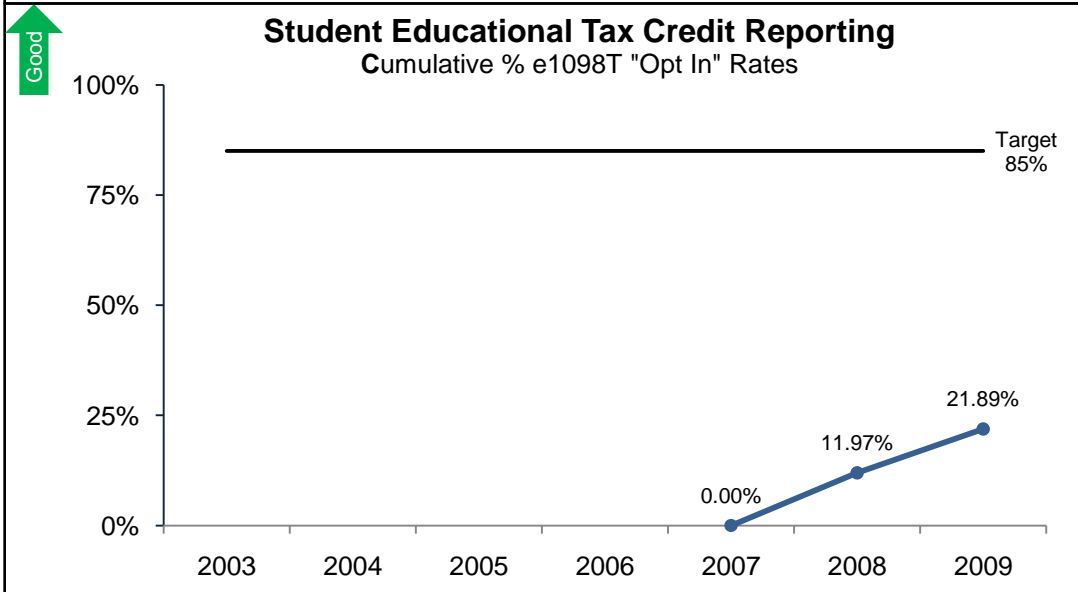
ANALYSIS
The effectivness of our data mailer promotional campaign to get students to sign up for e1098Ts was not as effective this year as last -- as a result of timing (months of notifications sent) and frequency (number of notifications sent)

Timing: In 2008, we sent five seperate data mailers from November through January. In 2009, we did only three data mailers which resulted in 7,027 additional students "opting in" to receive e1098Ts (a decrease of 1,225 eligible students).

Frequency: In 2009, each data mailer resulted in an average increase of 2.4% in e1098T opt in rates. As of January 2009 (the end month of our final notification), our overall "effectivenss" dropped to 7.2% from the prior year's 10.6%.
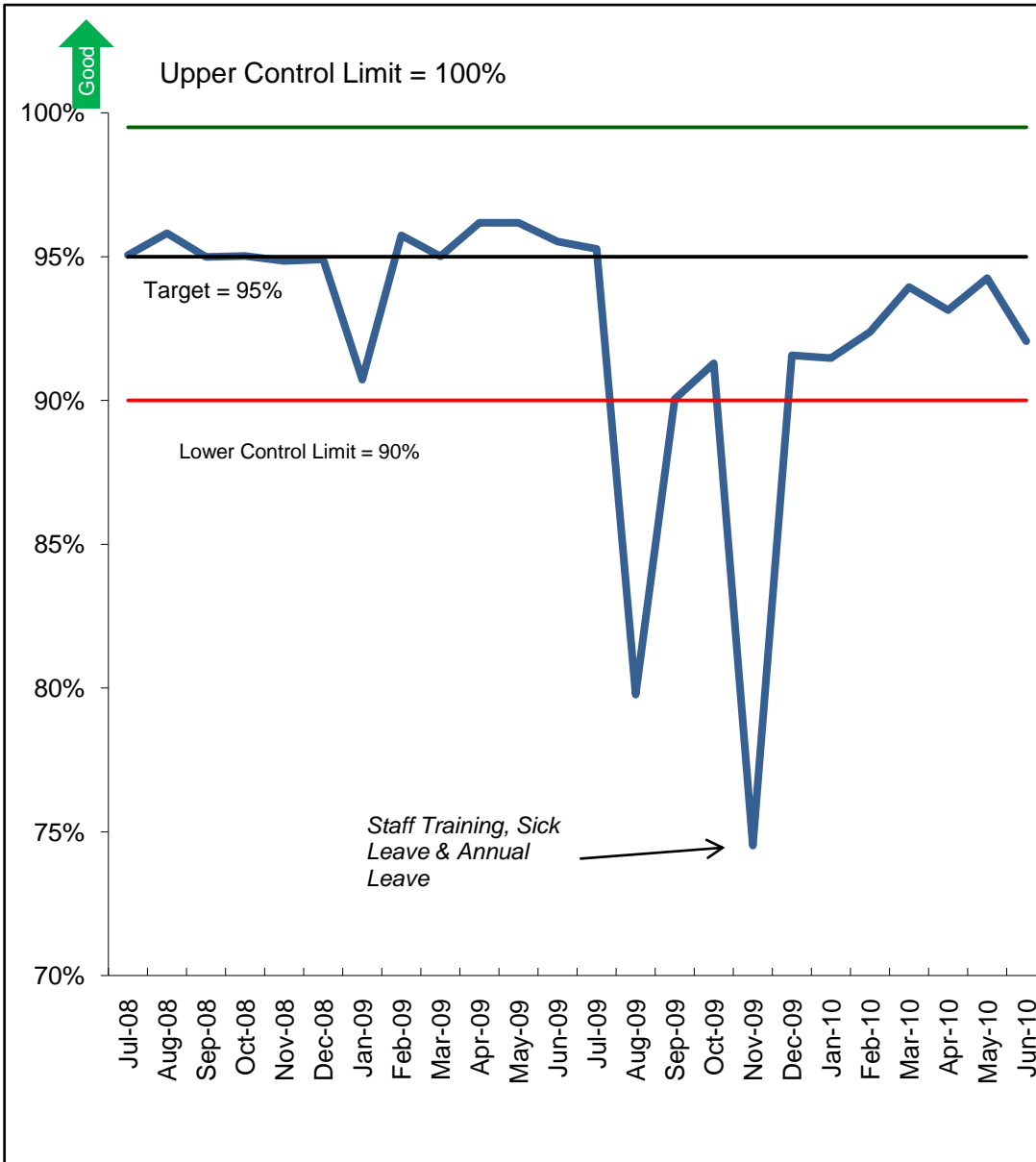
NEXT STEPS
SFS will continue to notify students of e1098T availability, through targeted data mailers, the SFS website and information within our Cashier area -- with the intent to standardize both the timing and frequency of the e1098T service availability notification efforts.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Pay Bills Online Invoices Paid Within 30 Days of Invoice Date - Proc. Svs.

Financial

Good

Upper Control Limit = 100%

Target = 95%

Lower Control Limit = 90%

Staff Training, Sick Leave & Annual Leave

DEFINITION:
Identifies the number of days between receipt of vendor invoice in Accounts Payable and the check date. WA State requirement is 30 days.
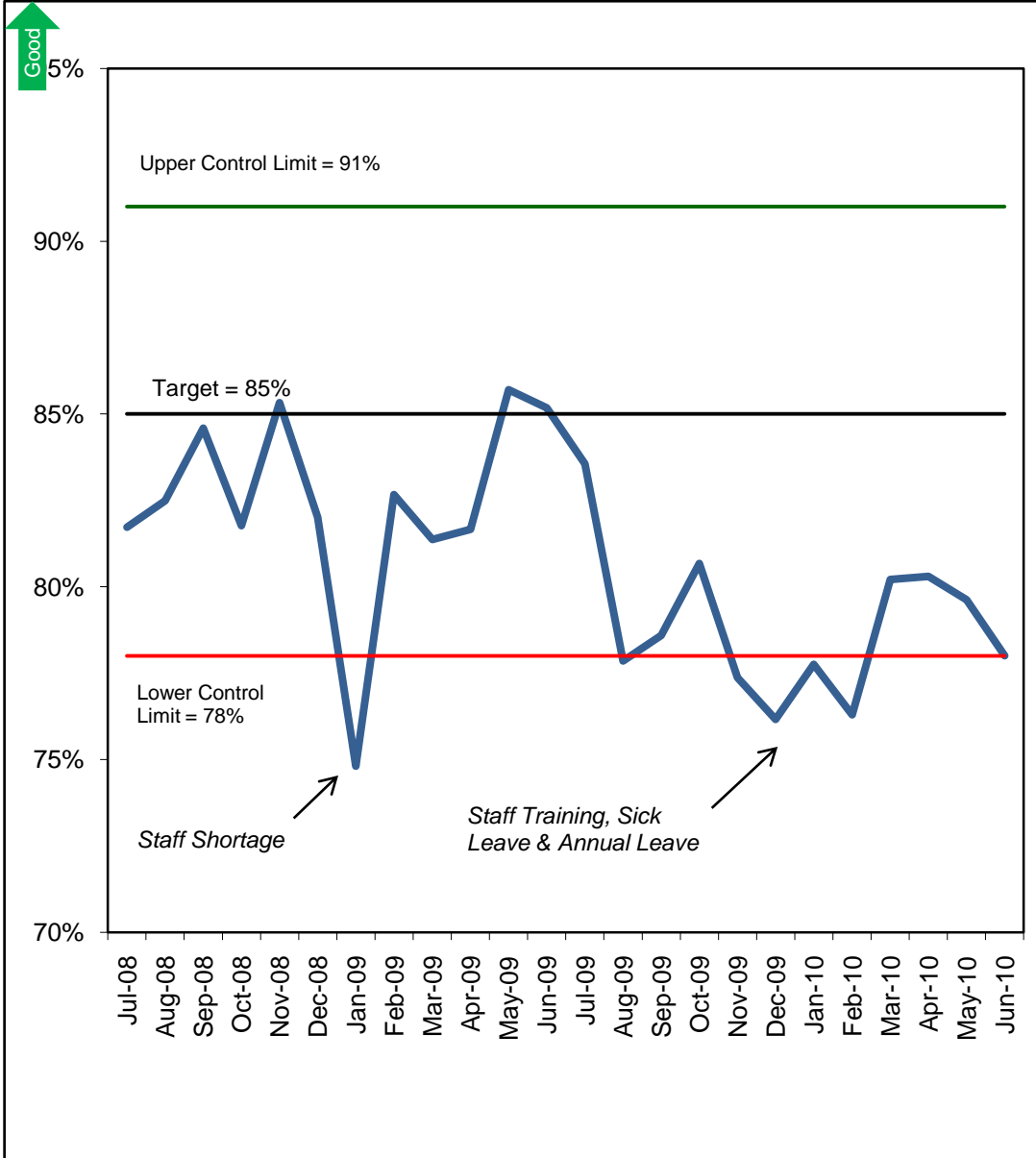
ANALYSIS:
This measure is now at 92% as we've made the necessary adjustments to ensure more timely payments. Please note, however, that while the number of invoices has decreased due to our ongoing efforts to migrate transactions from PAS to eCommerce, we're finding that the "problem" or "difficult" invoices has remained constant. Accordingly, this shift in the relative proportion of "problem invoices" to "easy invoices" is creating downward pressure on our dashboard measures. To illustrate, five years ago less than 5% of the online invoices were Non-RIP invoices over $10,000 which required explicit departmental approval. Today, however, that figure has increased to 10% which means that a greater proportion of our invoices must go through this additional review process which slows down our average cycle time. As always, we will continue to pro-actively follow up with departments in an effort to expedite this departmental approval process.

NEXT STEPS:
Procurement Services will continue its efforts to migrate transactions from PAS to eCommerce. A recent example of this was our successful migration of compressed gas orders for Praxair & Airgas out of PAS. Additionally, effective as July 1, 2010, Procurement Services is no longer accepting any new requisitions to be set up in PAS with eProcurement vendors. Additionally, all requisitions under $3,300 may be sent back to the department with instructions to use ProCard instead. It is hoped this policy change will further reduce the number of invoices going through PAS.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Pay Bills Online Invoices Paid Within 45 Days of Invoice Date - Proc. Svs.

Financial

DEFINITION:
Identifies the number of days between the invoice date and the payment date.

ANALYSIS:
As we continue to migrate small dollar invoices from PAS to eCommerce, downward pressure on this metric comes from two sources.   First, an increasing percentage of today's invoices are $10,000 which must have explicit departmental approval before payment can be made. This obviously increases average cycle time. In 2006, only 5% of all invoices were over $10,000 while today that figure is approximately 10%. Second, we're finding that a greater proportion of invoices are now sitting in the departments before coming to AP which also increases average cycle time. To illustrate, several years ago the average holding time (Invoice Date – Received Date) for invoices was approximately 18 days. Today, that number has increased to 26 days.

NEXT STEPS:
AP continues to remind UW departments and outside suppliers to send their invoices DIRECTLY to AP. However, please note this is not something within our direct control but we will continue to address this issue via pro-active notification and outreach to UW departments. Additionally, Procurement Services will continue its efforts to migrate transactions from PAS into eCommerce as this is the most efficient method of purchase. A recent successful example of this relates to the compressed gas orders to Praxair and Airgas – all of which were migrated to eCommerce. Additionally, come July 1, 2010, Procurement Services will no longer allow any new requisitions to be set up in PAS with eProcurement vendors. It is hoped this policy change will increase the number of eProcurement transactions and decrease the number of invoices going through PAS.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Pay Bills - Invoices with Discrepancies - Proc. Svs.

Financial
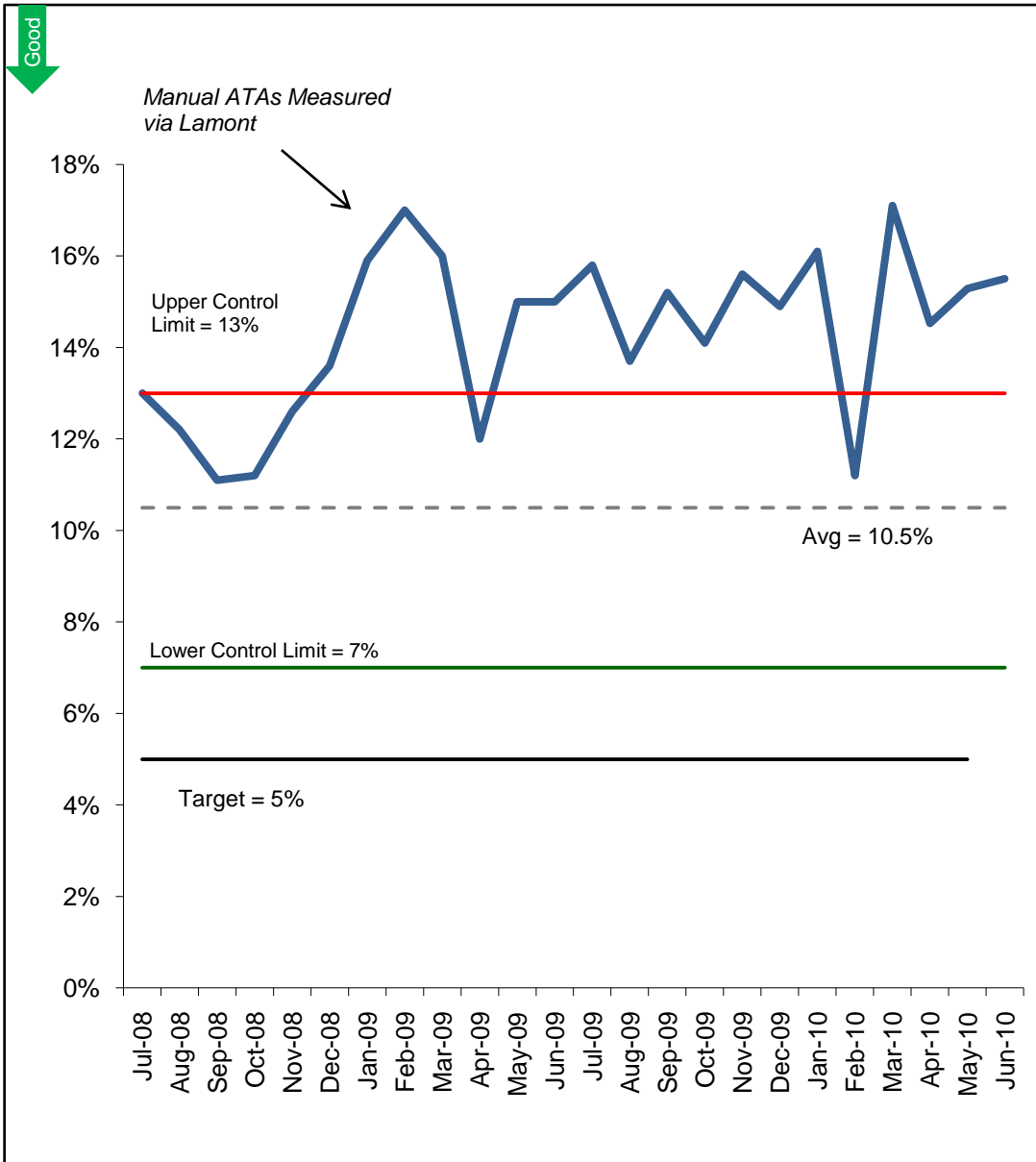
DEFINITION:
Quantifies the percentage of vendor invoices in which a discrepancy exists between the original Purchase Order and the actual invoice. Such inconsistencies need to be researched and rectified before payment can occur. Discrepancies are a function of department input, purchasing order set-up, payables processing, and supplier billing.
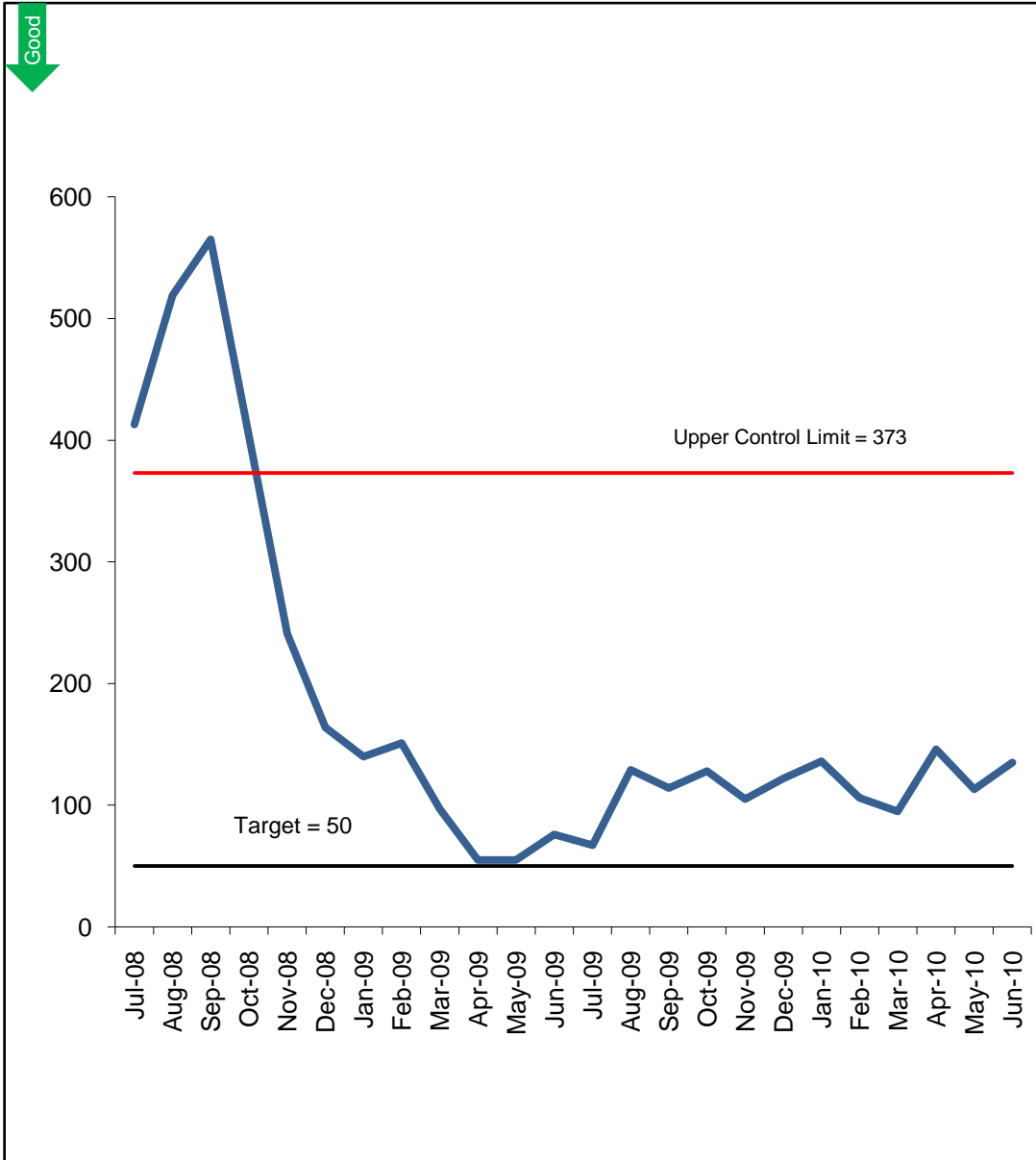
ANALYSIS:
The increase in percentage of invoices with discrepancies in December 2008 is the outcome of more accurate counting – previously the measure was a manual count; currently the measure has been automated in Margo and so represents a more realistic count.

NEXT STEPS:
In addition to more accurate counting, this measure has also been impacted by our continuing efforts to migrate purchases from PAS to eCommerce. Specifically, please note that while the number of online requisitions and invoices is less than what is was in prior years, we're finding that the "problem" or "difficult" purchases are still being processed manually by Procurement Services' staff. Accordingly, this shift in the relative proportion of "problem purchases" to "easy purchases" is having a negative impact on our ATA percentage figures even as the number of ATA is declining. Effective July 1, 2010, any requisition under $3300 may be re-routed back to the department. The targeted plan for discrepancies related to gas orders has been completed successfully. Over 1000 requisitions were closed and the associated discrepancies eliminated. New targeted areas are under consideration.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Pay Bills - Invoices with Discrepancies Over 30 Days Old - Proc. Svs.

Financial

Good

Upper Control Limit = 373

Target = 50

DEFINITION:
Quantifies the number vendor invoices in discrepancy status for more than 30 days.
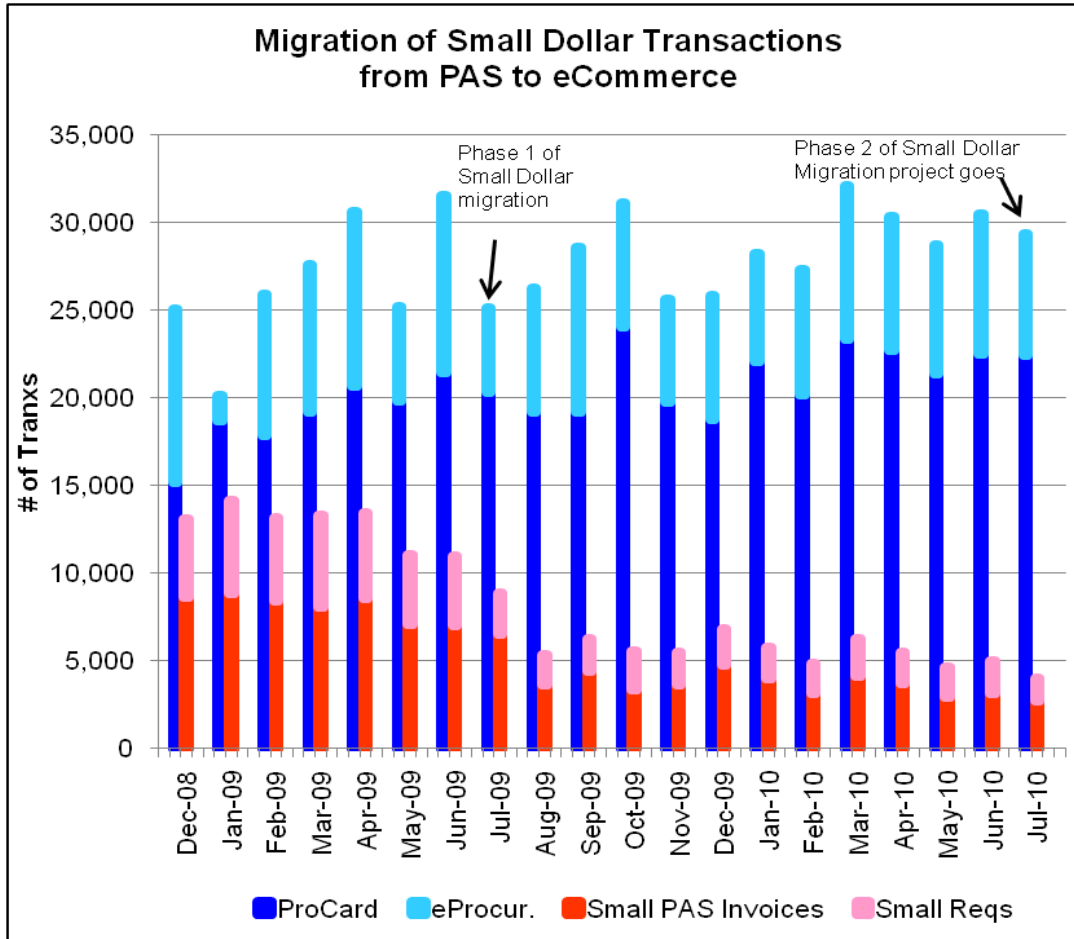
ANALYSIS:
To resolve these outstanding discrepancies, the original Purchase Order or the actual invoice must be modified (or the invoice itself must be approved) before payment can occur. This process can take time as it requires a coordinated effort between the Purchasing Services the UW department which placed the order, the supplier, and Accounts Payable.

NEXT STEPS:
This measure shows excellent results in reduction of discrepancies that are not resolved within 30 days, due to changes in prioritization of this resolution process as well as improvements in tracking via Margo and improved Purchasing/Payables communications. Also, many of these transactions could have been made through eCommerce methods. As we continue to migrate small dollar transactions to eCommerce, this measure could reach target.
Effective July 1, 2010, any requisition under $3300 may be re-routed back to the department. The targeted plan for discrepancies related to gas orders has been completed successfully. Over 1000 requisitions were closed and the associated discrepancies eliminated. New targeted areas are under consideration.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Migration of Small Dollar Purchases from PAS to eCommerce - Proc. Svs.

Financial

Migration of Small Dollar Transactions from PAS to eCommerce

Phase 1 of Small Dollar migration

Phase 2 of Small Dollar Migration project goes

Legend: ProCard | eProcur. | Small PAS Invoices | Small Reqs

DEFINITION
This chart tracks the migration of small dollar purchases from PAS to eCommerce, displaying the manual one requisition to multiple invoices relationship in PAS that creates 2 sets of documents, the requisition initiated by a campus department and managed by Purchasing (pink bar) and the resulting invoice (red bar) processed by AP for payment to complete the purchase cycle. In comparison, eCommerce produces one set of documents managed by the department that ordered the goods or services.

ANALYSIS
The goal is to migrate all eligible purchases to eProcurement and secondarily to ProCard if a supplier or commodity doesn't exist in Procurement. Using these purchasing options increases efficiencies and saves approximately $40 per transaction.
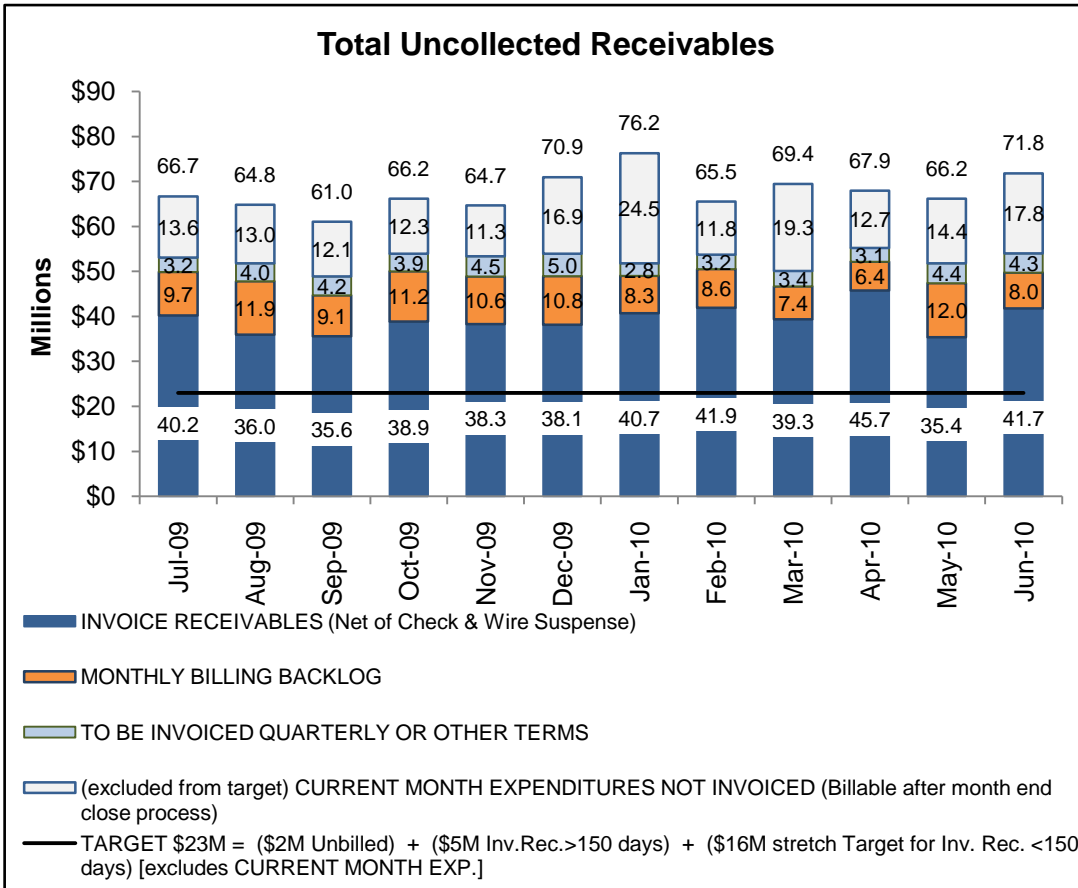
NEXT STEPS
Functionality of its suppliers with purchasing solutions such as eInvoicing, online quotes etc. Expand eProcurement to allow the use of non-contract suppliers for occasional or "one-off" purchases. Continue to conduct departmental outreach based on overall spend data analysis which includes data demonstrating how departments can better utilize eCommerce purchasing methods. The initiative to move all possible transactions under $3,300 into eCommerce has been highly successful, i.e. migrating all compressed gas orders to eCommerce. Phase 2 requires follow-up outreach with departments, using enhanced data to assist in identifying efficient and cost saving purchasing methods. There will also be a continued emphasis with online and in-person training, utilizing eCommerce websites more effectively, quarterly forums, email and newsletter communications to departments, emphasizing the use of the Procurement Guide, in addition to establishing a structure for effective internal communications to provide our customers with consistent Procure to Pay consultation and information from all Procurement Services units.

GOAL:
The eCommerce transactions (in blue) should be increasing . ↑ Good
The small dollar PAS transactions (in red) should be decreasing. ↓ Good

Report Contact: Jeanne Semura, semurj@u.washington.edu

Manage Grants Total Uncollected - GCA

Financial

Total Uncollected Receivables

Chart data (Millions):

Month	Invoice Receivables	Monthly Billing Backlog	To Be Invoiced Quarterly	Current Month Expenditures	Total
Jul-09	40.2	9.7	3.2	13.6	66.7
Aug-09	36.0	11.9	4.0	13.0	64.8
Sep-09	35.6	9.1	4.2	12.1	61.0
Oct-09	38.9	11.2	3.9	12.3	66.2
Nov-09	38.3	10.6	4.5	11.3	64.7
Dec-09	38.1	10.8	5.0	16.9	70.9
Jan-10	40.7	8.3	2.8	24.5	76.2
Feb-10	41.9	8.6	3.2	11.8	65.5
Mar-10	39.3	7.4	3.4	19.3	69.4
Apr-10	45.7	6.4	3.1	12.7	67.9
May-10	35.4	12.0	4.4	14.4	66.2
Jun-10	41.7	8.0	4.3	17.8	71.8

Legend:
- INVOICE RECEIVABLES (Net of Check & Wire Suspense)
- MONTHLY BILLING BACKLOG
- TO BE INVOICED QUARTERLY OR OTHER TERMS
- (excluded from target) CURRENT MONTH EXPENDITURES NOT INVOICED (Billable after month end close process)
- TARGET $23M = ($2M Unbilled) + ($5M Inv.Rec.>150 days) + ($16M stretch Target for Inv. Rec. <150 days) [excludes CURRENT MONTH EXP.]

2009 UW Annual Report shows $152MM for Accounts Receivables Grants & Contracts

http://f2.washington.edu/fm/uw-annual-reports/sites/default/files/file/2009_Annual_Report.pdf (p.25)

Difference between Annual Report and dashboard graph is attributed to:

*Other forms of payment not represented in the graph (e.g. Letter of Credit, Schedule Pay, Fixed Price)

*Delay in posting expenditures (e.g. month 12/25/25A/25B)

*Year end adjustments for deficits, suspense, doubtful accounts, and deferred revenue

*Last payroll in June posted in July, but as June expenditures.

(Cash for that payroll is received in July and posted as July cash)

DEFINITION
The up-front cost the University has expended that has not been reimbursed by the sponsors.

ANALYSIS
1. Current Month Expenditures (the top white portion) that represent an up-front cost to the University, although not billable until the month-end close process.
2. Billing backlogs are cumulative prior month expenditures not invoiced, comprised of two parts:
   a. The quarterly invoice backlog (the light blue portion) includes quarterly, semi-annually, and annually billing frequency that are not billable until the billing terms are due.
   b. The monthly invoice backlog (the orange portion) contains about 65% of the total backlog (~$12.3M) that should have been billed, but could not be, due to staff shortage, stringent requirements from sponsors, and other various reasons.
3. Invoice Receivables (the dark blue portion) are aged receivables including all aged 30 days or greater.
4. Current Month Expenditures are excluded from the Target of $23M.

NEXT STEPS
GCA's currently applying the LEAN concept to reduce, and eventually eliminate, the manual invoicing backlog. The DUCK (Decrease Unbilled Costs Kaizen) Team has identified areas in the invoicing process for improvements and worked with process partners to increase billing efficiency.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Collect Loans Students in Default on Loans - SFS

Financial

Federal Perkins Loan Cohort Default Rate
Compared to the National and PAC 10 Schools' Average Default Rates

Good

0.1

SFS Corrected
8.3%

0.078

6.68%

Reported
5.15%

4.49%

13.6%	9.8%	6.7%	3.9%	3.8%	4.9%	3.8%	3.2%	4.4%	5.1%	4.9%	7.2%	6.7%	6.1%
1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010

- UW Cohort Rate
- PAC 10 Average Default Cohort Rate
- Corrected National Average (for 2008)
- National Average Default Cohort Rate

DEFINITION
This measure quantifies the percentage of students with a reporting cohort who are in default on their Perkins Federal loans and compares UW's default rates against the National and PAC 10 Schools' Average Default Rates. Student Fiscal Services (SFS) currently reports our default rate annually to the US Department of Education on the Perkins Fiscal Operations Report (FISAP).

Our current target is the prior year''s National Average Default Cohort Rate, with a streatch goal of achieving the PAC 10 Average Default Cohort Rate. So long as UW maintains a rate less than 15%, there are no issues with respect to Federal requirements.

National Average Default Cohort Rate – defined by the U.S. Dept of Education as a national measure of borrowers who entered repayment during the prior fiscal year who are in default (270 days past due) by the end of the current fiscal year; PAC 10 Average Default Cohort Rate – a subset of the default cohort rates limited to PAC 10 institutions.

ANALYSIS
Current economic trends would indicate that we can expect an overall increase in defaults -- as students entering the workforce face increased competition for career-track jobs within their fields of study and an overall tighter employment market. Next reporting of this (and updates to the Cohort Rate) will be on the Spring dashbord report.

NEXT STEPS
SFS will continue with outreach, advising and other intervention activities as appropriate, while monitoring the performance of our 3rd party collection agencies.

Current legislation moving through Congress centralizes the Perkins Loan program within the US Department of Education. This measure will be replaced with a measure related to UW's Direct Loans programs once that occurs.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Financial

**Cumulative Perkins Loan
Default Rate and Defaulted Dollars by Fiscal Year**

Good

3.66%
3.36%
3.01%
2.62%
2.77% 2.80%
2.38%
1.90%
1.58%
1.41%
1.25%
1.35%
1.28% 1.21%

Target 2.43%

$3,196,022
$3,079,704
$2,954,943
$2,687,241
$2,863,957
$3,185,348
$2,883,208
$2,457,195
$2,154,464
$2,055,357
$2,018,980
$2,340,784
$2,455,103
$2,188,470

1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009

Principal Amount Outstanding in Default
Cumulative Portfolio Default Rate
Target
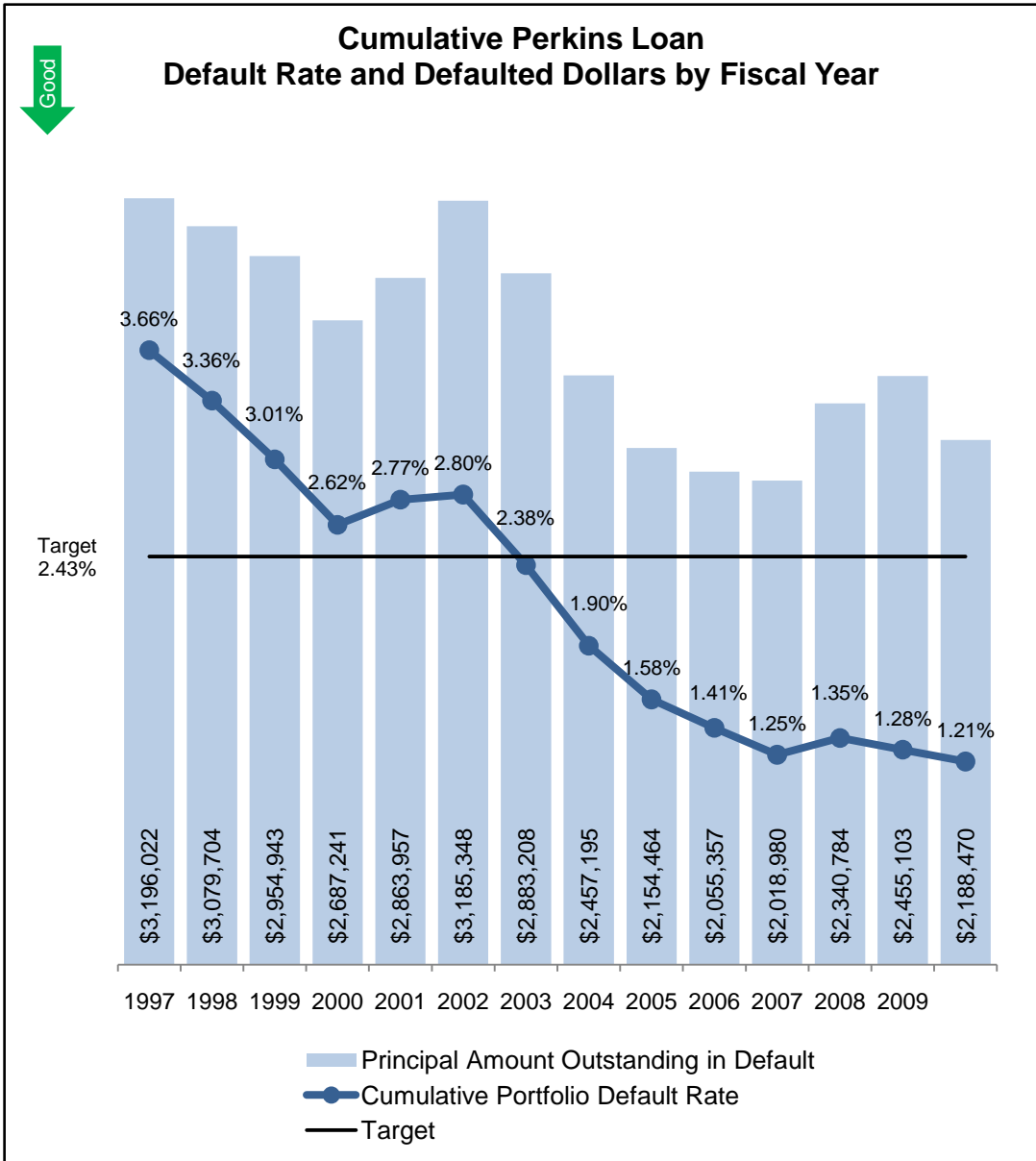
DEFINITION
The "Cumulative Perkins Loan Default Rate and Defaulted Dollars by Fiscal Year" measures the overall "historical" default rate since inception of the program in 1959 in relation to the dollar amount in default at the end of the fiscal year. This default rate is derived by comparing the principal outstanding in default to the total dollars that have ever entered repayment. These values are derived from the Campus Partners status summary report for program 04650. The target for cumulative default rate is based on a 10 year average (1997 - 2007). Student Fiscal Services (SFS) goal is to minimize the overall default rate.

ANALYSIS
SFS used to report the Cumulative Default Rate on the Perkins Fiscal Operations Report (FISAP) up until the US Department of Education switched to the reporting of the Perkins Cohort Default Rate (which takes into account only the borrowers that have gone into repayment during one reporting period.) Historically, this measure displays UW's total Perkins Loan portfolio default trend and defaulted principal outstanding -- which, until end of FY 2008, was in a steady decline.

NEXT STEPS
SFS continues to monitor this trend in relation to ongoing external economic conditions and continue to track 3rd party collection agencies' performance.

Target will be re-assessed if the current cumulative default rate stays below the current targeted average for an additional two years (i.e., by end of 2011).

As with the prior (related) measure, pending Congressional legislation may eliminate UW's oversight it's portion of the Perkins Loan program. This measure will be deleted once UW's Perkins Loan portfolio is transfered to be managed centrally within the US Department of Education.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Develop and Negotiate Indirect Cost Rates - RAA

Financial

MTDC and F&A: All Sponsors
Federal, and Non Federal Research

Millions (y-axis: 800, 700, 600, 500, 400, 300, 200, 100, -)

x-axis: FY00, FY01, FY02, FY03, FY04, FY05, FY06, FY07, FY08, FY09, FY10

Legend:
— FEDERAL MTDC
– – FEDERAL F&A
— NON FEDERAL MTDC
— NON FEDERAL F&A
— TOTAL MTDC
– – TOTAL F&A

% Change in F&A Indirect Cost Revenues
5 yr Average FY06Q1-FY10Q4: 3.6%
(Comparing current quarter recovery to the same quarter in last fiscal year)

Good

Values:
- FY05-Q4: 6.4%
- FY06-Q1: 4.0%
- FY06-Q2: 1.9%
- FY06-Q3: 0.9%
- FY06-Q4: -0.2%
- FY07-Q1: 0.8%
- FY07-Q2: 2.3%
- FY07-Q3: 1.6%
- FY07-Q4: 2.5%
- FY08-Q1: 1.9%
- FY08-Q2: 1.3%
- FY08-Q3: 3.7%
- FY08-Q4: 4.7%
- FY09-Q1: 4.3%
- FY09-Q2: 3.4%
- FY09-Q3: 1.3%
- FY09-Q4: 1.4%
- FY10-Q1: 3.5%
- FY10-Q2: 7.7%
- FY10-Q3: 12.1%
- FY10-Q4: 13.8%

Legend:
■ % Non ARRA
■ % ARRA
— Target = 5% Increase from previous year
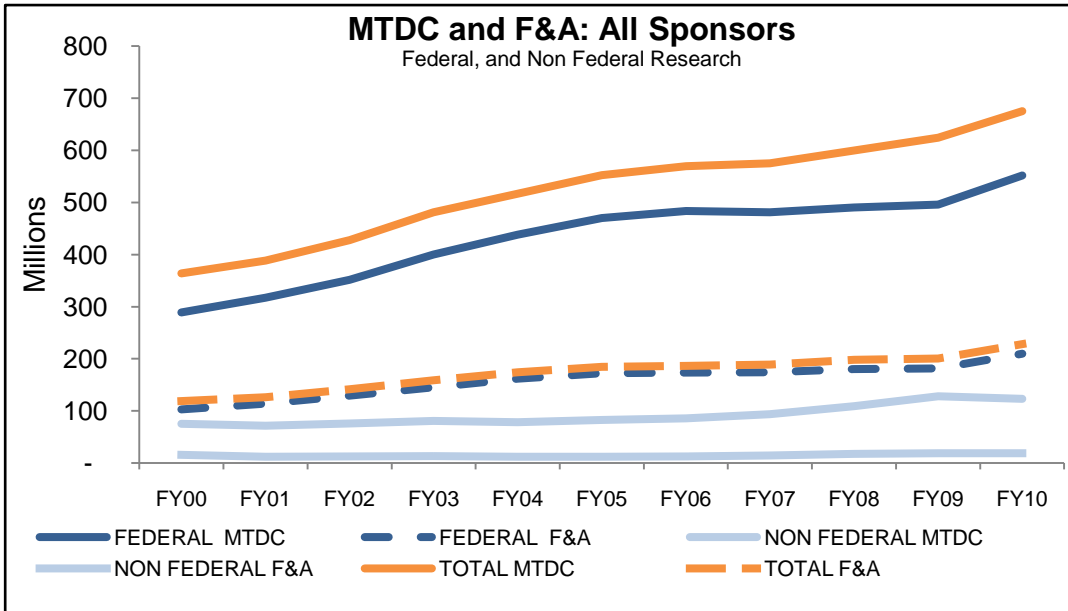
DEFINITION
The Facilities and Administrative Cost Rate, or "F&A Rate", is a mechanism to reimburse the University for expenses incurred in providing facilities and administrative support to sponsored research and other sponsored projects. The F&A rate is essentially an overhead rate.

ANALYSIS
Decline in the growth rate of F&A recovery is reflective of a continuing change in the research expenditure portfolio. That is, the distribution for sponsored research funding is changing as follows. Federal research funding has flattened in the last few years while non-Federal research awards have increased at a steady pace. Since the indirect cost rates for most Federal agencies are typically greater than the rates for non-federal sponsors, the overall growth in F&A recoveries has not kept pace with the overall growth in total research activity.
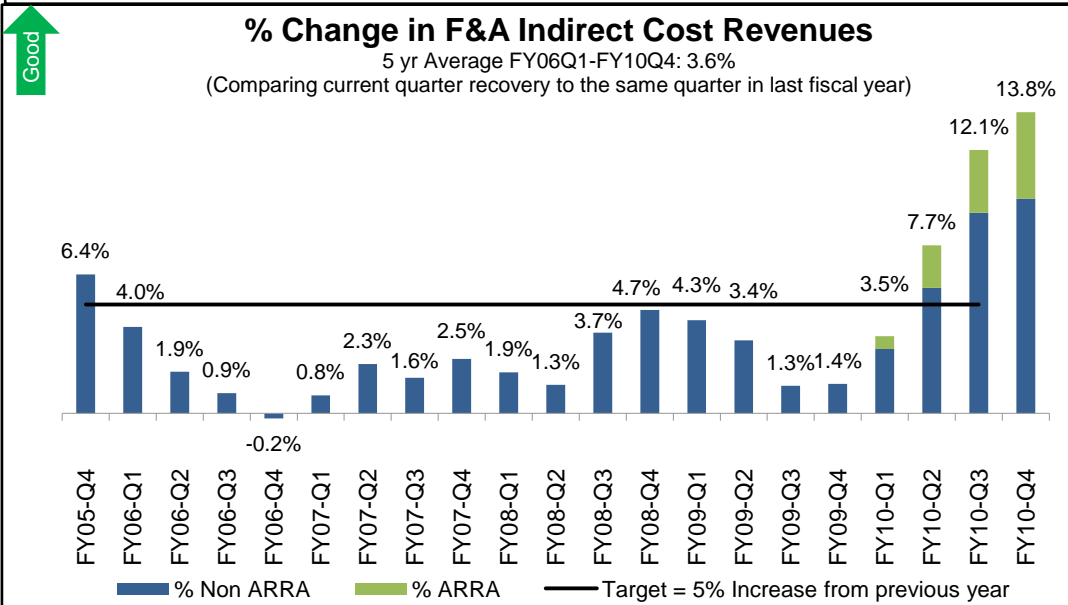
With the American Recovery and Reinvestment Act (ARRA) funding, the total F&A recovery increases significantly starting from the first quarter of FY2010.

NEXT STEPS
None presently.

Note: MTDC (Modified Total Direct Costs) represents the 'base' which we use to calculate and apply the F&A rate. Each base (instruction, research, service and other direct institutional activities) includes all direct costs except: capital equipment, sub grant and contract in excess of $25,000, rental of facilities, patient care, tuition, capital expenditures (e.g., buildings), scholarship and stipends.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Develop and Negotiate Indirect Cost Rates - RAA

Financial

Increased F&A Recovery Resulting from Increased F&A Rate
in Current Fiscal Year for On-Campus Research
Total Increased Recovery 7/09-6/10 $12,495,396
Total F&A Recovery 7/09-6/10 $161,662,602

FEDERAL PASS-THRU $1,414,188

STATE AND LOCAL GOVERNMENT $75,250

FOUNDATION $17,845

SCHOOLS/COLLEGES UNIVERSITIES $64,649

OTHER $20,058

ASSOCIATION $-6,705

FEDERAL $10,686,152

INDUSTRY $197,880

FOREIGN $26,079

Increased F&A Recovery Resulting from Increased F&A Rate
in Current Fiscal Year for On-Campus Research
Total Increased Recovery 7/05-6/10 $27,344,350
Total F&A Recovery 7/05-6/10 $806,110,586

FEDERAL PASS-THRU $3,078,838

STATE AND LOCAL GOVERNMENT $292,289

FOUNDATION $33,361

SCHOOLS/COLLEGES UNIVERSITIES $273,553

OTHER $49,045

ASSOCIATION $16,533

FEDERAL $22,864,231

INDUSTRY $664,057

FOREIGN $72,443

Chart reflects the increase in F&A revenue attributable to the F&A rate increase from the last F&A rate

DEFINITION

The Facilities and Administrative Cost Rate, or "F&A Rate", is a mechanism to reimburse the University for expenses incurred in providing facilities and administrative support to sponsored research and other sponsored projects. The F&A rate is essentially an overhead rate.
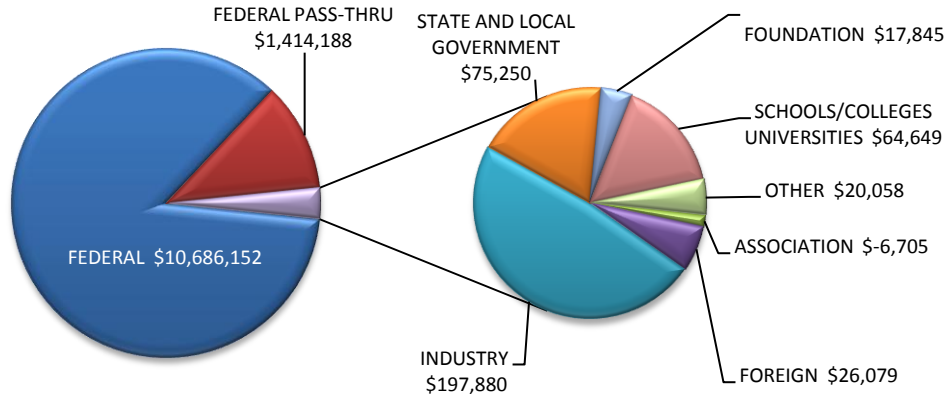
ANALYSIS

The increase in the negotiated F&A rate has resulted in significant additional recovery of F&A dollars related to on-campus research activity. For fiscal year ended June 30, 2010 there was over $12.4 million in increased F&A recovery for these awards. Cumulatively, 7/2005-6/2010, the increased F&A rates for on-campus research have generated more than $27 million.

Charts reflects the increase in F&A revenue attributable to the F&A rate increase from the last F&A rate negotiation.

NEXT STEPS
None presently

Report Contact: Jeanne Semura, semurj@u.washington.edu

Develop and Negotiate Indirect Cost Rates - RAA

Financial

ARRA FUNDING
**Increased F&A Recovery Resulting from Increased F&A Rate
in Current Fiscal Year for On-Campus Research
Total Increased Recovery 7/09-6/10 $1,460,477
Total F&A Recovery 7/09-6/10 $14,244,777**

Federal
$1,351,134

Federal Pass
Thru
$109,343

**Increased F&A Recovery Resulting from Increased F&A Rate
in Current Fiscal Year for On-Campus Research
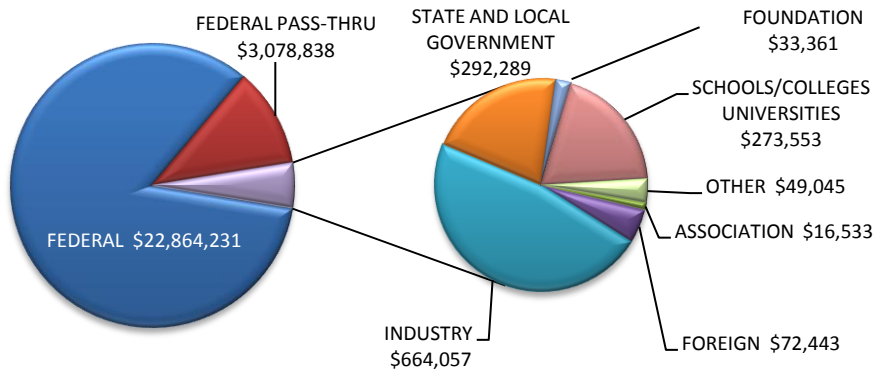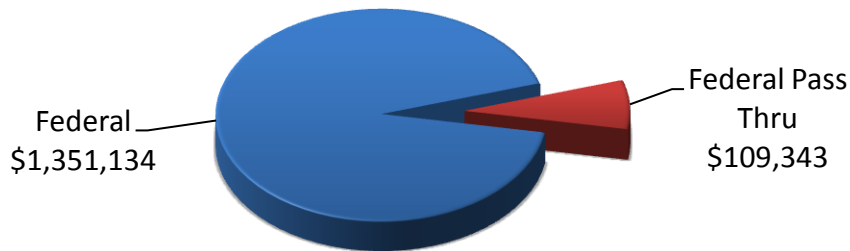Total Increased Recovery 7/05-6/10 $1,464,087
Total F&A Recovery 7/05-6/10 $14,336,916**

Federal
$1,354,744
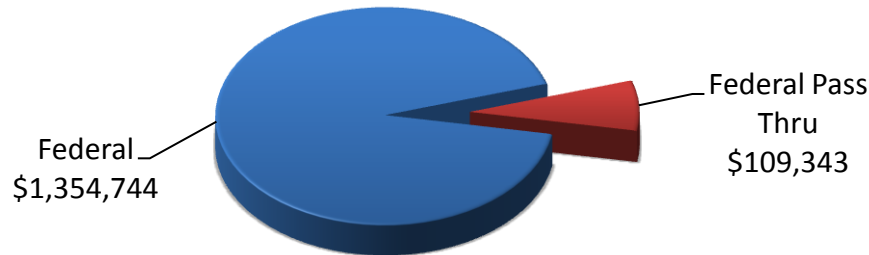
Federal Pass
Thru
$109,343

Chart reflects the increase in F&A revenue attributable to the F&A rate increase from the last F&A rate

DEFINITION
The Facilities and Administrative Cost Rate, or "F&A Rate", is a mechanism to reimburse the University for expenses incurred in providing facilities and administrative support to sponsored research and other sponsored projects. The F&A rate is essentially an overhead rate.

ANALYSIS
The increase in the negotiated F&A rate has resulted in significant additional recovery of F&A dollars related to on-campus research activity. Since July 2009, the university has received more than 470 awards from the American Recovery and Reinvestment Act (ARRA) totaling over $213 million in funding. For the fiscal year that ended in June 2010, there was approximately $1.46 million in increased F&A recovery for these ARRA awards.
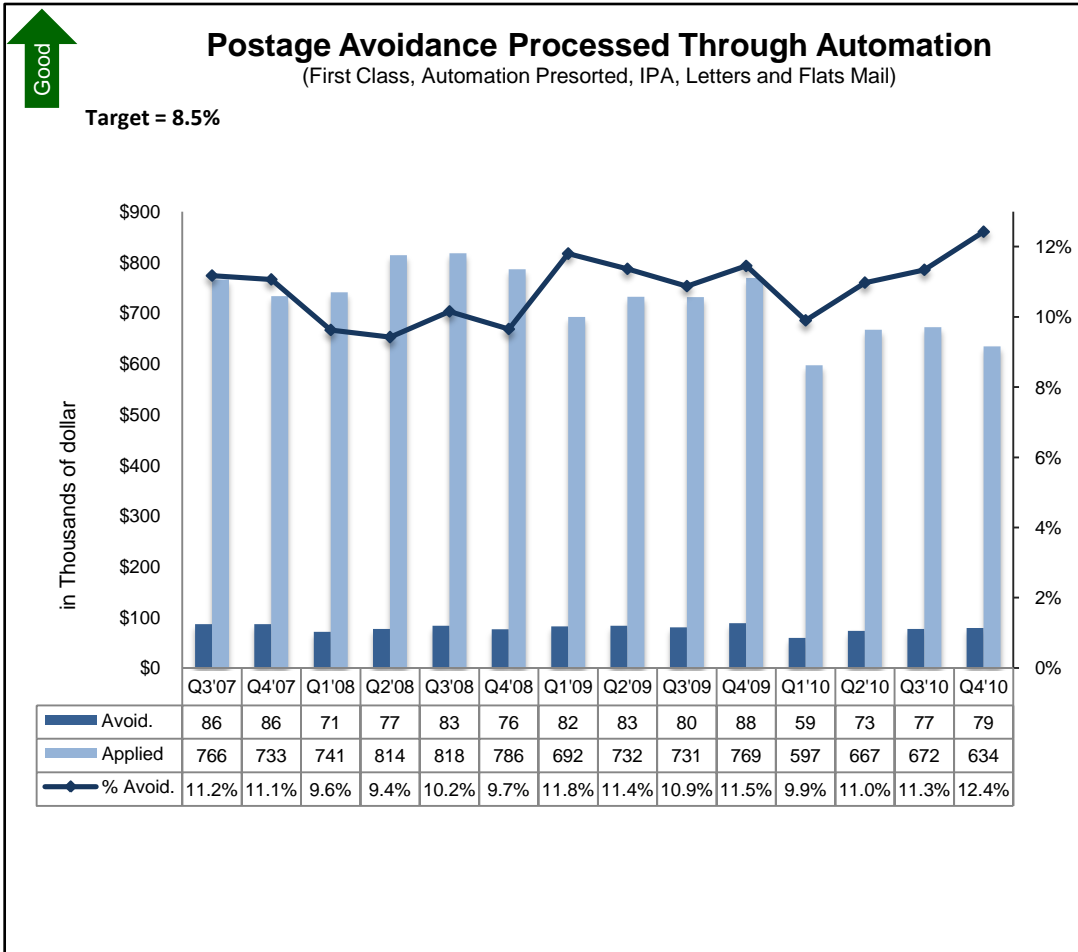
Charts reflects the increase in F&A revenue attributable to the F&A rate increase from the last F&A rate negotiation.

NEXT STEPS
None presently

Report Contact: Jeanne Semura, semurj@u.washington.edu

Postage Avoidance

Financial

Postage Avoidance Processed Through Automation
(First Class, Automation Presorted, IPA, Letters and Flats Mail)

Target = 8.5%

Good ↑

	Q3'07	Q4'07	Q1'08	Q2'08	Q3'08	Q4'08	Q1'09	Q2'09	Q3'09	Q4'09	Q1'10	Q2'10	Q3'10	Q4'10
Avoid.	86	86	71	77	83	76	82	83	80	88	59	73	77	79
Applied	766	733	741	814	818	786	692	732	731	769	597	667	672	634
% Avoid.	11.2%	11.1%	9.6%	9.4%	10.2%	9.7%	11.8%	11.4%	10.9%	11.5%	9.9%	11.0%	11.3%	12.4%

in Thousands of dollar

DEFINITION
Mailing Services generates daily savings through compliance with the United States Postal Service (USPS) "Workshare" discount mail programs.

The chart displays the savings (avoidance) on a quarterly basis.

ANALYSIS
The decline in mail volume and resulting reduction in postage avoidance is due to a combination of different factors: increased use of electronic communications, changing communication methods, budgetary limitations, and a decrease in postage discount rates by USPS. For Q4'10 the percentage of postage avoidance was above the target of 8.5% at 12.4% and was also the highest percentage for fiscal year.

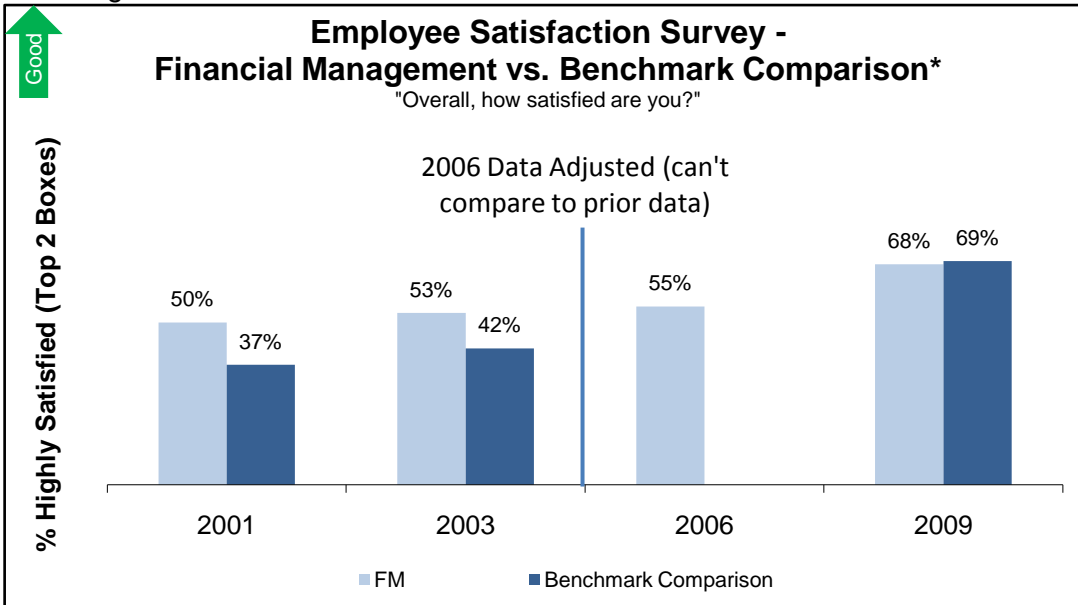The overall mail volume of out-going mail decreased by 12% from the previous fiscal year or (9,856,478 vs. 8,688,247 pieces). The decrease mirrors the USPS nationwide which lost 13%.

NEXT STEPS
Enhance employee training to help identify mail that could be automated and further improve mail design through increased communication with clients and graphic designers.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Develop staff - Percent of Staff Highly Satisfied with FM

Learning & Growth

Good ↑

Employee Satisfaction Survey - Financial Management vs. Benchmark Comparison*
"Overall, how satisfied are you?"

2006 Data Adjusted (can't compare to prior data)

% Highly Satisfied (Top 2 Boxes)

Year	FM	Benchmark Comparison
2001	50%	37%
2003	53%	42%
2006	55%	
2009	68%	69%

■ FM ■ Benchmark Comparison

2009 FM Employee Satisfaction Survey
Overall Satisfaction by Department

% Overall Satisfaction

| Department	2006 (adjusted)	2009
C + C	64%	60%
Fin Acctg & Tax	84%	92%
Fin Svcs	81%	76%
Purchasing	38%	49%
RAA	75%	76%
SFS	68%	79%
Payroll	72%	83%

■ 2006 (adjusted) ■ 2009

DEFINITION
Every three years, Financial Management retains an outside firm to conduct an extensive survey of its employees to measure overall job satisfaction. In 2009, the survey used a 5-point scale instead of 7-point scale in prior surveys. The percentage is for the top two boxes.

ANALYSIS
Job satisfaction of Financial Management employees in 2006 was adjusted to from a 7 point to a 5 point scale. In 2007, reorganization resulted in FM gaining two new areas: Purchasing and Creative Communications and losing Treasury, Risk Management, and Quality Improvement. More than 50% of the staff in FM today work in these two areas. In 2009, satisfaction is below the benchmark. FM is participating on a Finance & Facilities Team to improve communication division-wide.
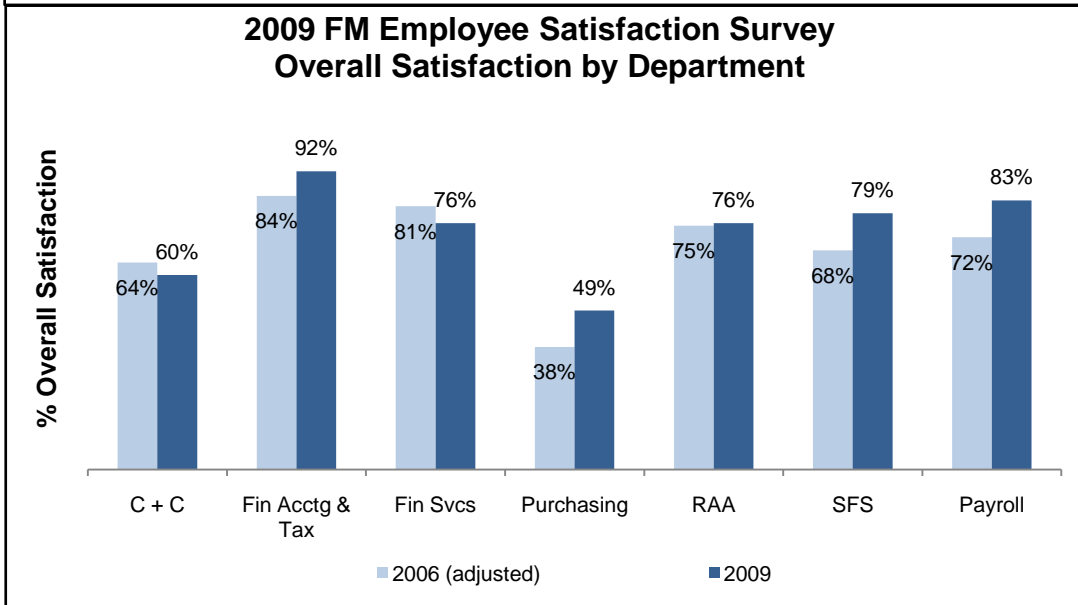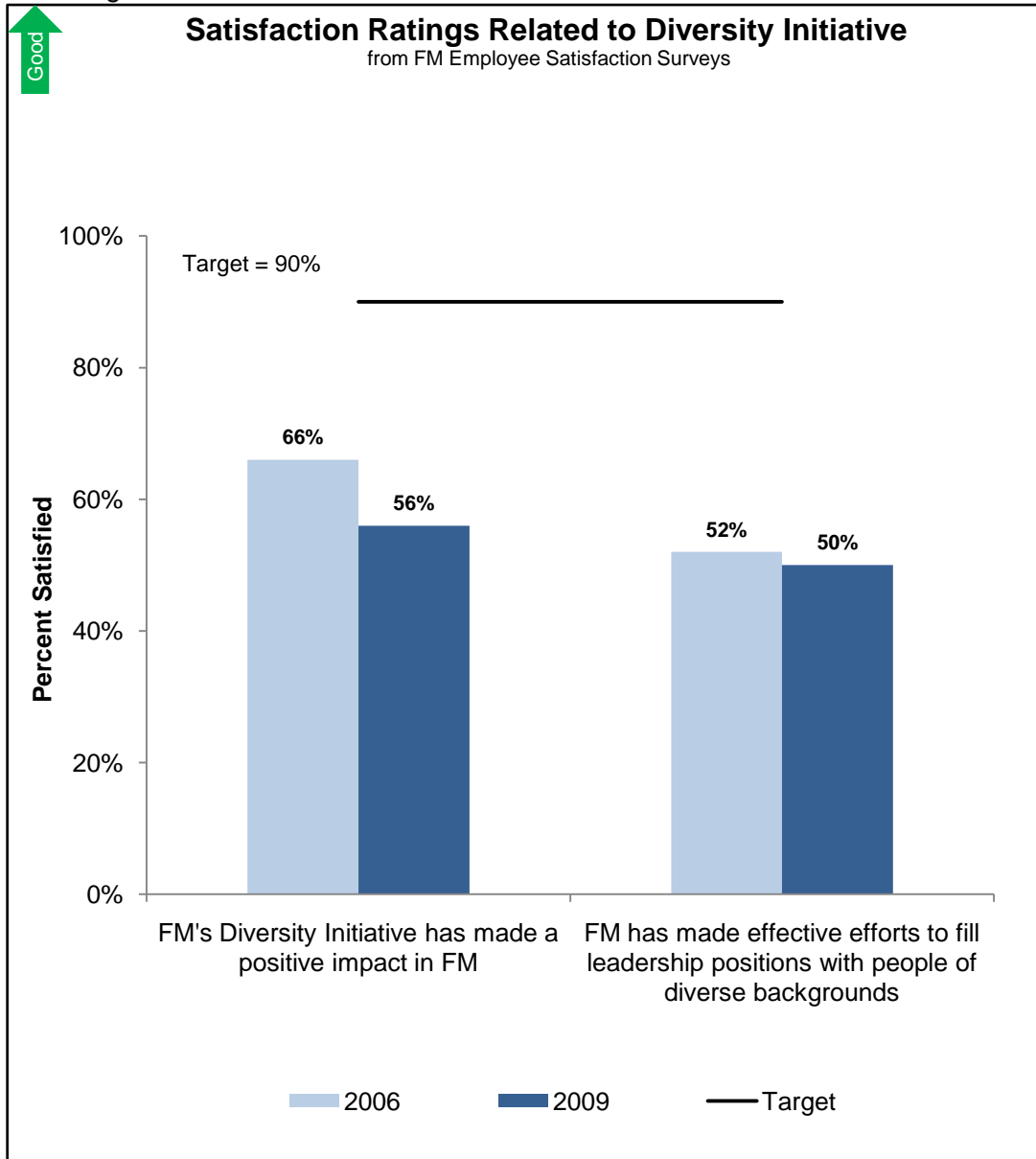
NEXT STEPS
Each department in the bottom graph are discussing the results to create action plans for improvement.
The next survey is scheduled for Spring 2012.

Report Contact: Jeanne Semura, semurj@u.washington.edu

Develop Staff - Diversity - FM

Learning & Growth

Satisfaction Ratings Related to Diversity Initiative
from FM Employee Satisfaction Surveys

Good ↑

Target = 90%

100%

80%

66%

60%

56%

52%

50%

Percent Satisfied

40%

20%

0%

FM's Diversity Initiative has made a
positive impact in FM

FM has made effective efforts to fill
leadership positions with people of
diverse backgrounds

2006   2009   —Target

DEFINITION
Financial Management retains an outside firm to conduct an extensive survey of its employees every three years. The percent is the combined score for "agree somewhat" and "agree strongly" on a 5-point scale.
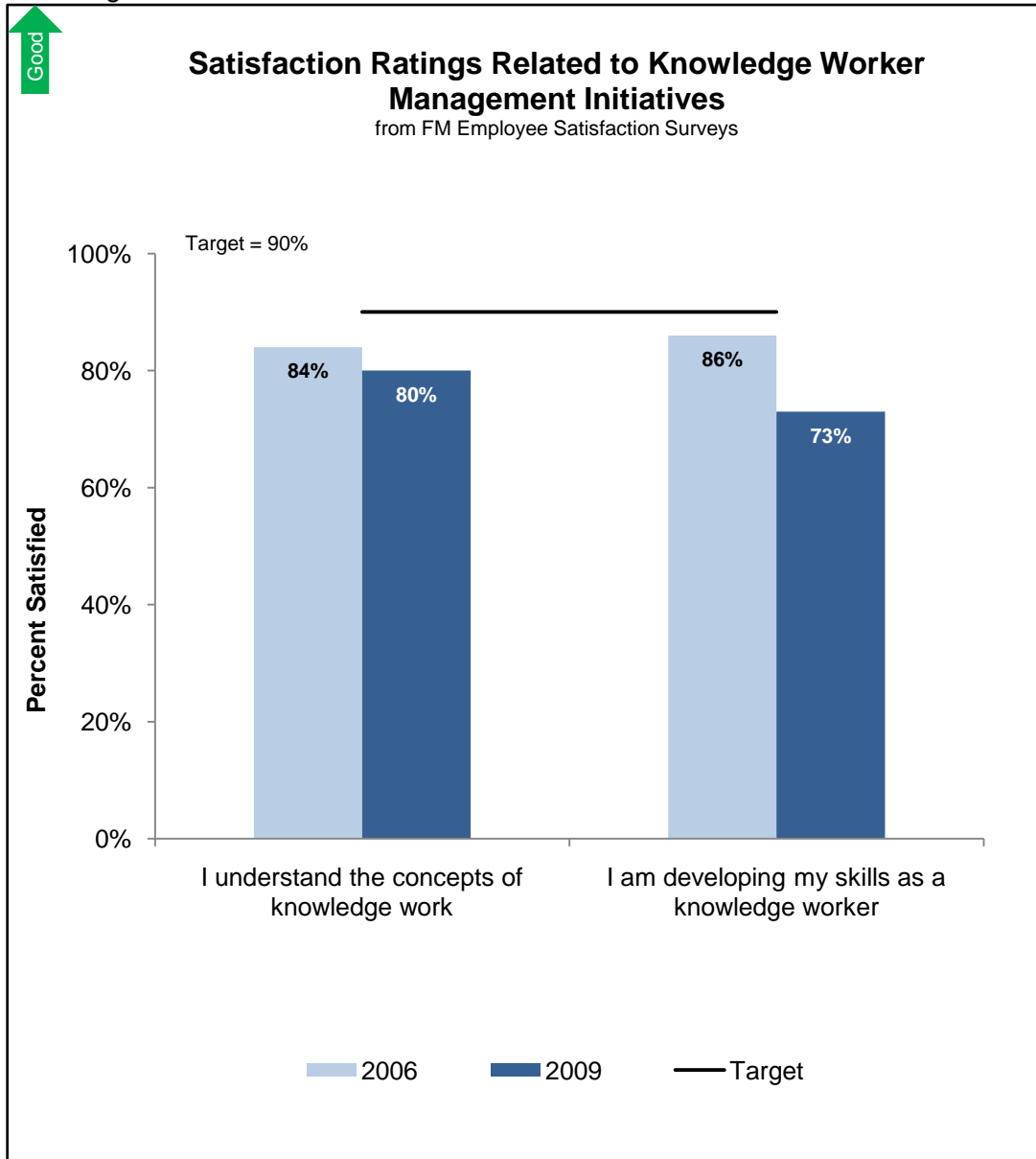
ANALYSIS
The Diversity question was added in 2006. Reorganization in 2007 resulted in more than 50% addition of employees new to FM. The 2009 results provide a new baseline for improvement activities.

NEXT STEPS
Financial Management actively sponsors The Diversity Team which implements a variety of activities to increase awareness. One activity is the mentor program which solicits and matches managers with employees seeking mentor-mentee experiences.

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Develop Staff - Knowledge Workers - FM

Learning & Growth

Good ↑

Satisfaction Ratings Related to Knowledge Worker Management Initiatives
from FM Employee Satisfaction Surveys

Target = 90%

Percent Satisfied (y-axis: 0% to 100%)

- I understand the concepts of knowledge work: 2006 = 84%, 2009 = 80%
- I am developing my skills as a knowledge worker: 2006 = 86%, 2009 = 73%

Legend: 2006 | 2009 | Target

DEFINITION
The Knowledge Worker Initiative created a set of needed knowledge worker skills for each department. Employees are encouraged to include these in their Employee Development Plan.
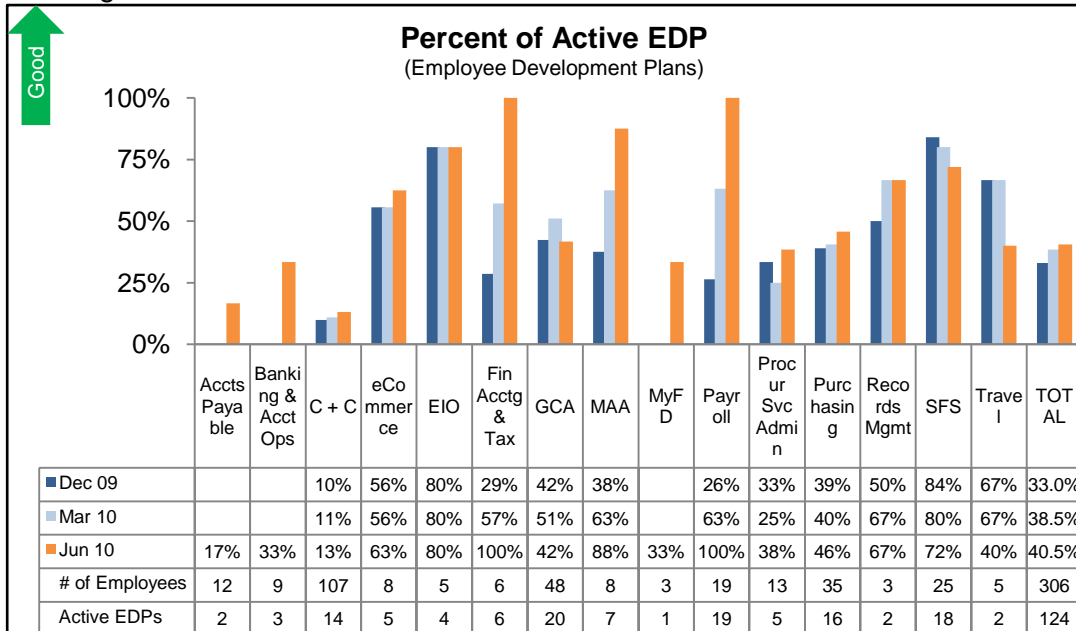
ANALYSIS
In 2007, reorganization resulted in FM gaining two new areas: Purchasing and Creative Communications and losing Treasury, Risk Management, and Quality Improvement. More than 50% of the staff in FM today work in these two areas. In 2009, these scores provide a new baseline.

NEXT STEPS
Continue to encourage development of knowledge worker skills in employee development plans.

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Develop Staff - Active Employee Development Plans - FM

Learning & Growth

Percent of Active EDP
(Employee Development Plans)

	Accts Payable	Banking & Acct Ops	C + C	eCommerce	EIO	Fin Acctg & Tax	GCA	MAA	MyFD	Payroll	Procur Svc Admin	Purchasing	Records Mgmt	SFS	Travel	TOTAL
Dec 09			10%	56%	80%	29%	42%	38%		26%	33%	39%	50%	84%	67%	33.0%
Mar 10			11%	56%	80%	57%	51%	63%		63%	25%	40%	67%	80%	67%	38.5%
Jun 10	17%	33%	13%	63%	80%	100%	42%	88%	33%	100%	38%	46%	67%	72%	40%	40.5%
# of Employees	12	9	107	8	5	6	48	8	3	19	13	35	3	25	5	306
Active EDPs	2	3	14	5	4	6	20	7	1	19	5	16	2	18	2	124

**Percent of Active EDP for FM All**

DEFINITION
Measures the percentage of active Employee Development Plans (EDPs) approved and on-file. Plans must be renewed and approved every two years to remain active.

ANALYSIS
Overall, there are 124 employees with active plans (40.5%). There was significant increases in MAA. In Payroll and Financial Accounting & Tax, the numbers of active EDPsreached 100%.

Procurement Services numbers were reorganized into Accounts Payable, Banking & Accounting Operations, Procurement Services Admin, and My Financial Desktop to reflect organizational subunits..

FM overall trend shows almost 10% increase in the last year.
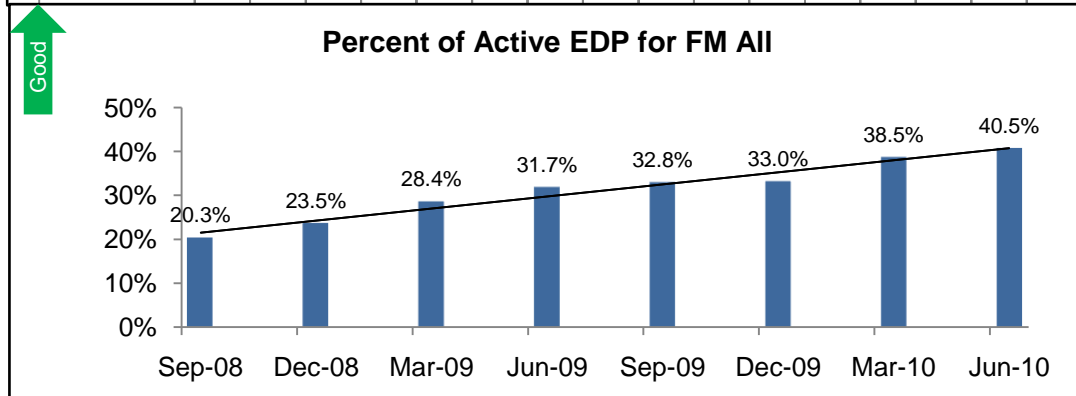
NEXT STEPS
Managers continue to encourage all staff to complete or reactivate their EDPs. More targeted EDP workshops are scheduled in Procurement Services.

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