Finance and Operations Vision

*Dartmouth will deliver an administrative experience that enables the global aspirations of its faculty, students, and staff by providing real-time access to rational processes and accurate information from anywhere in the world.*
Welcome

Team APFC
Agenda

- Welcome
- Quality & Compliance Reporting
- Late PA’s
- Project Updates
- Reminders
Quality & Compliance Reporting
December 2019
APFC Fall Information Session
Goals of QC Reporting

Share info about financial and operational activity

- **Highlight** both positive and concerning trends
- **Identify** possible fraudulent transactions
- **Encourage** discussions
- **Improve** compliance
- **Enhance** process consistency and efficiency
Quality and Compliance Reporting

• Present regular, consistent operational metrics to departments

• Shared with divisions/departments in quarterly meetings

• Supplemental data files are also provided, offering transactional level detail on non-compliant items

• Includes some information that has been regularly distributed to divisions – e.g. outstanding corporate card transactions.

• Continue to improve the report and include additional topics
# Information Categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Metrics</th>
</tr>
</thead>
</table>
| Purchasing Cards (PCards) | • Group, individual, and vendor spend  
                          • Transactions flagged as being non-compliant  
                          • Transactions that swept to the General Ledger (GL) unapproved                                                                                                                                         |
| Corporate Cards        | • Group, individual, and vendor spend  
                          • Outstanding unsettled transactions                                                                                                                                                                  |
| Expenses               | • Unsettled Cash Advances – by individual and expected s/d  
                          • Personal Amounts Due – money owed back to Dartmouth                                                                                                                                               |
| HR                     | • Payroll Authorizations (PAs) created for new/rehires and terminations, total and late                                                                                                                                                                       |
| Payroll                | • Quick Pays by quarter and YTD, w Reason 1 & 2 detail                                                                                                                                                    |
Initial Observations

• PCard spend is down, Corp Card spend up.
• Increasing non-compliant and unapproved PCard transactions
• Improved (reduced) the number of outstanding transactions, yet many over 60 days old still exist
• Far too many PAs for hires and terminations are being created after the effective date
**P-Card Activity and Compliance**

Campus-wide as a percentage of total activity, the frequency of non-compliant transactions has steadily increased since FY19 Q1.

Unapproved transactions as a percentage of total followed a similar pattern, but decreased slightly in FY20 Q1 after rising for the last four quarters.

These trends must be reversed and we are looking for all departments to be more diligent in addressing these items.

The Other non-compliance category includes transactions that do not fit within the other 7, which also includes those that were submitted after the activity had already swept unapproved.

There is a pending ticket to establish a separate grouping that will be used specifically for the ‘After the Sweep’ reason.

---

**Corp Card Activity and Cash Advances**

A small percentage of all unsettled transactions exceed the 90 days threshold, however this report should be used to help identify which employees have activity outstanding. We expect that the counts and amounts of transactions in the buckets of Over 90 days or beyond will start decreasing.

Unsettled Cash Advances are based on when the anticipated settlement date was entered in the system. Some groups have identified that the dates entered were actually incorrect or need to be extended. Please review your lists to make sure these are accurate, and if they are please take action to resolve.

We also expect that all personal amounts due to the college will start to decrease with this additional visibility. Please work with your employees to have those balances paid.

Please note:

Unsettled Cash Advances are based on which department (Org) provided the funds, not by who the funds were provided to.

---

**Employee Payroll Authorizations (PAs)**

**Impact of late new and rehire PAs:**
- Employee does not have email, system/building access or the ability to get their ID cards on their first day. Imagine that happening to you?
- Employee health insurance coverage is effective the day of hire. Late paperwork could result in medical expenses for themselves or their family that they end up paying for themselves and then retroactively processing claim reimbursements. Many new hires cannot afford this expense and may defer care or not fill prescriptions.

**Impact of late termination PAs:**
- There is potential that we could continue to pay (overpay) a terminated employee
- The ex-employee will still maintain access to the systems they used in their role, without the requirement of adhering to Dartmouth policy in using those systems.
- The ex-employee may continue to use their P-card, Corp Card, or incur medical expenses for which they are no longer eligible to receive.

---

**Payroll QuickPays**

The Payroll Department looks to ensure every employee is accurately paid on their scheduled pay dates. Quick Pays represent payment exceptions that fall outside of the normal payment cycles.

As we manage these out-of-cycle payments, we must understand the impact these issues may present:

1. Missed pay dates cause employees not to be paid on time.
2. Retro activity causes late payments to the employee and additional administrative work.
3. Late tax filings can complicate the work done by our Tax department.
4. Tax penalties for the College can have a negative financial impact.

Although we understand that some Quick Pays are unavoidable for various reasons, we must aim to limit and reduce the frequency of these being processed for the reasons that are within our control.
**EXAMPLE DEPARTMENT**

P-Card Activity

**Spending Volume**

<table>
<thead>
<tr>
<th>Total P-Cards</th>
<th>Q1 P-Card Spend</th>
<th>Q1 P-Card Transactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,042</td>
<td>$ 6,390,297</td>
<td>20,710</td>
</tr>
</tbody>
</table>

**Non-Compliance**

<table>
<thead>
<tr>
<th>By Cardholder</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>JUSTIN MUNN</td>
<td>18</td>
</tr>
<tr>
<td>LISA MOEB</td>
<td>16</td>
</tr>
<tr>
<td>BARRY SCOOTER</td>
<td>14</td>
</tr>
<tr>
<td>GARY FRASS</td>
<td>13</td>
</tr>
<tr>
<td>FRED MULLECK</td>
<td>13</td>
</tr>
<tr>
<td>KAITLYN NOYNA</td>
<td>9</td>
</tr>
</tbody>
</table>

**Non-Compliance Reasons**

- Alcohol
- Internal Purchase
- Meals-Restaurants
- Personal Purchase
- Pyramiding
- Non-Work Related Purchase
- Personal Purchase
- Pyramiding
- Travel Related
- Other

**Q1 Highest Volume Spend**

<table>
<thead>
<tr>
<th>By Cardholder</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAWNIA WOLLARD</td>
<td>$1,850,357</td>
</tr>
<tr>
<td>TINA BOFAIS</td>
<td>$590,948</td>
</tr>
<tr>
<td>LARRY HIGGS</td>
<td>$127,908</td>
</tr>
<tr>
<td>ANNIE DEPOL</td>
<td>$78,024</td>
</tr>
<tr>
<td>MOE BAMRO</td>
<td>$68,605</td>
</tr>
<tr>
<td>DORA CLASS</td>
<td>$56,328</td>
</tr>
</tbody>
</table>

**Q1 Unapproved Transactions**

<table>
<thead>
<tr>
<th>By Cardholder</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIM FORETT</td>
<td>22</td>
</tr>
<tr>
<td>KEITH FARIN</td>
<td>22</td>
</tr>
<tr>
<td>JUSTIN MUNN</td>
<td>20</td>
</tr>
<tr>
<td>GARY FRASS</td>
<td>19</td>
</tr>
<tr>
<td>BARRY SCOOTER</td>
<td>18</td>
</tr>
<tr>
<td>JOHN MURRAY</td>
<td>17</td>
</tr>
</tbody>
</table>

**By Vendor**

<table>
<thead>
<tr>
<th>VENDOR</th>
<th>Count</th>
<th>Amount</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLE</td>
<td>508</td>
<td>$1,302,604</td>
<td>20.4%</td>
</tr>
<tr>
<td>DELL H/L/T/CR/REL</td>
<td>129</td>
<td>$342,911</td>
<td>5.4%</td>
</tr>
<tr>
<td>AMAZON</td>
<td>291</td>
<td>$209,459</td>
<td>4.1%</td>
</tr>
<tr>
<td>WWF INTERNATIONAL INC</td>
<td>722</td>
<td>$140,851</td>
<td>2.3%</td>
</tr>
<tr>
<td>T'S FISHER</td>
<td>525</td>
<td>$144,650</td>
<td>2.3%</td>
</tr>
<tr>
<td>WB MASON</td>
<td>1,355</td>
<td>$128,670</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

**Q4 FY 2019**

<table>
<thead>
<tr>
<th>Gr</th>
<th>FY</th>
<th>Non-Cmp</th>
<th>% of Posted</th>
<th>Unapproved</th>
<th>% of Posted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4</td>
<td>2019</td>
<td>268</td>
<td>1.0%</td>
<td>1,025</td>
<td>3.7%</td>
</tr>
<tr>
<td>Q3</td>
<td>2019</td>
<td>152</td>
<td>0.0%</td>
<td>608</td>
<td>2.5%</td>
</tr>
<tr>
<td>Q2</td>
<td>2019</td>
<td>104</td>
<td>0.4%</td>
<td>542</td>
<td>2.3%</td>
</tr>
<tr>
<td>Q1</td>
<td>2019</td>
<td>66</td>
<td>0.3%</td>
<td>437</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

**Non-Compliant % Q4 from 18Q1**

**Unapproved % Q4 from 18Q1**
Next Steps

• Q2 Quarterly meetings will be held throughout Jan & Feb
• Continue soliciting feedback about what information is helpful and what else should be included:
  
  Payroll Overpayments
  PO/Invoice Comparison
  Sole Source Justifications
  Manual Journals

• Consider other distribution methods:
  Power BI, Tableau
Late PA’s

Why do I have to do the “paperwork”?
Why do I have to do the “paperwork”?

New Hires:

Email accounts and ability to authenticate into systems happens within 1 hour of a PA being entered into HRMS. This supports a new employee in:

- Claiming their account
- Being notified to sign up for New Employee Orientation and enroll in Benefits
- Ability for the new hire to set up Direct Deposit, Paperless Payslips and enter preferred names
- Receiving the VOX and understanding what’s happening on campus, feeling like they belong

The impact of late PA’s:
A PA for a new hire is considered late if it is not entered at least a week in advance of a person’s start date:

- Health Insurance is effective date of hire
- Benefit premiums go into arrears and the individual receives less net pay
- Can you imagine starting your first day of work at Dartmouth and not having email or a computer that you can use?
Why do I have to do the “paperwork”?

Separations:

The impact of late PA’s:

• Failure to meet the federal requirements for notification of COBRA benefits
• Overpayments
• Benefit premiums are over deducted
• Payment of earned time is late
• Inability for HR to respond to unemployment claims and verifications of employment
• Continued access to Dartmouth systems and resources
Project Updates

Contract Management
Dartmouth Finance Training
Finance Website
Cybersecurity & Fraud Prevention
Coming in 2020: Centralized Procurement Contract Management System

- Centralized Contract Requests – including Independent Contractor Agreements!
- Centralized repository for contract records and management
- Automated workflow from initiation, drafting, editing, negotiation, approval
Dartmouth Finance Training Program

Coming in 2020

PURPOSE

- The Dartmouth Finance Training program will equip divisional and departmental fiscal and finance administrators with the knowledge, skills, tools, and strategies required to effectively steward resources, understand and explain financial information, and to support informed decision-making.

Courses:

- Financial Landscape at Dartmouth
- Employee Lifecycle Management
- Procurement
- Ethics, Compliance, and Internal Controls
- Analysis and Budgeting
- Sponsored Projects Management
- Financial Reporting
- College Accounting
- Financial Communication

www.dartmouth.edu/finance/forms-policies-systems/training_guidance/dartmouth_finance_training.php
Dartmouth Finance Website

Merged all Finance sites (Central Finance and Finance Center sites) to create one Process-Based

**We’re Not Done**

New Homepage coming in January 2020

Continued efforts to make site as searchable and accessible as possible

- PDF -> Webpages
- Additional guidance:
  - Cybersecurity & Fraud Prevention
  - Vendor Guide
  - More Community facing guidance & training to come

We want to hear from you on how we can better communicate!

Please share your thoughts and ideas with Finance.Webmasters@groups.dartmouth.edu
Cybersecurity and Fraud Prevention

Finance is stepping up its efforts to prevent Cybersecurity and Fraud

- Awareness & Education
- Reporting

www.dartmouth.edu/finance/forms-policies-systems/training_guidance/cybersecurity.php
Reminders
Winter Break

Biweekly Payroll – December 20th Accelerated Deadline

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Person</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Record all hours for Dec 8(^{th}) - 21(^{nd})</td>
<td>All Biweekly Employees</td>
<td>Friday, December 20, 10:00 am</td>
</tr>
<tr>
<td>Time Detail Report Run</td>
<td>Finance Center</td>
<td>Friday, December 20, 7:00 am</td>
</tr>
<tr>
<td>Corrections and Approval Complete</td>
<td>Biweekly Supervisors</td>
<td>Friday, December 20, 11:00 am</td>
</tr>
<tr>
<td>Finance Center Approval Complete</td>
<td>Finance Center</td>
<td>Friday, December 20, 4:30 pm</td>
</tr>
<tr>
<td>Weekly Union Approval Complete</td>
<td>Union Payroll Supervisors</td>
<td>Sunday, December 22, 9:00 am</td>
</tr>
<tr>
<td>Finance Center Approval Complete</td>
<td>Finance Center</td>
<td>Sunday, December 22, 4:30 pm</td>
</tr>
</tbody>
</table>

Student Payroll – December 29th Accelerated Deadline

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Person</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Record all hours for Dec 15(^{th}) - 28(^{th})</td>
<td>All Student Employees</td>
<td>Saturday, December 28, 10:00am</td>
</tr>
<tr>
<td>Time Detail Report Run</td>
<td>Finance Center</td>
<td>Sunday, December 29, 7:00 am</td>
</tr>
<tr>
<td>Corrections and Approval Complete</td>
<td>Student Supervisors</td>
<td>Sunday, December 29, 9:00 am</td>
</tr>
<tr>
<td>Finance Center Approval Begins</td>
<td>Finance Center</td>
<td>Sunday, December 29, 9:00 am</td>
</tr>
</tbody>
</table>

Winter Break 2019: Recording Time

For pay period December 22, 2019 – January 4, 2020

• All Regular Non-Exempt employees will need to:
  • Record the Holiday Pay for December 24th, 25th and January 1\(^{st}\)
  • Record Winter Break for December 23rd, 26th, 27th, 30th, 31st

If you work any of the Winter Break days, you should record your hours as normal.
Contact Reminders:

Vendors should submit Invoices to:

• Invoice@dartmouth.edu

Use Department accounts, instead of individuals:

• Admin.and.Provost.Finance.Center@dartmouth.edu
• Accounts.Payable@dartmouth.edu
• Procurement.Services@dartmouth.edu for contacts
• Procure-to-Pay@dartmouth.edu for pcard & corporate card
Dartmouth Compliance & Ethics

Dartmouth College is committed to advancing the frontiers of knowledge through research and education, while maintaining the highest standards of ethics and integrity. We reaffirm our commitment to operating in full compliance with all laws, regulations, and policies.

Joseph Helble and Richard Mills
Dartmouth’s co-compliance officers

To review Dartmouth’s Code of Ethical Business Conduct

- www.dartmouth.edu/~rmi/compliance/index.html
- www.dartmouth.edu/~rmi/compliance/codeofethicalbusinessconduct.pdf

EthicsPoint - In situations where you prefer to place an anonymous confidential report, we advise you to use this hotline, hosted by a third party, EthicsPoint.

- 888-497-0516
- secure.ethicspoint.com/domain/media/en/gui/35378/index.html
Questions?

Happy Holidays & Thank you