You’re Invited!

Please join us for the newly reimagined FAS Administrators’ Town Hall Meetings

“Social Starts” to the meeting to allow for informal conversations with colleagues

Engaging speakers like some we’ve had in the past: Mike Smith, Tom Hollister, Andrea Sexton, Mike Monaghan, Anne Margulies, Rakesh Khurana, The Bok Center, and Harvard Student Agencies

More chances for feedback via email admintownhall@fas

Opportunity to invite more colleagues from your department for select topics

More great topics like ones we saw in FY18: Financial and Administrative updates and overviews; TLX Demos; HUIT Self-Service Portal; HR Initiatives; RMAS Fraud Prevention update; Policy Roundup

Updated speaker guidelines


Silence is a Statement: Understanding Race in the Workplace
Allison Manswell, MBA, Certified Professional in Learning & Performance
Thursday, November 15, 2018, 10am – 12pm
Harvard Hillel, 52 Mt. Auburn Street, Cambridge, MA

Achieving Greater Workplace Equity for LGBTQ Employees
Stephanie V. Huckel, Senior Global Program Manager, Diversity & Inclusion, IGT
Thursday, February 7, 2019, 10am - 12pm
Harvard Hillel, 52 Mt. Auburn Street, Cambridge, MA

From Diversity to Inclusion and Belonging:
10 Years of FAS Diversity Dialogues
Speakers to be confirmed
Spring, 2019
Time and location TBD
FAS Administrators’ Town Hall

September 20, 2018
Science Center, Lecture Hall ‘A’

Agenda

Reconnect with FAS Colleagues

Welcome, Introductions and Updates  Leslie Kirwan
FAS Journal Entry Best Practices  Heather Fusco
Annual Policy Update  Andrea Sexton, Karen Kittredge
HR Updates  Audrey Harmon, Mark Seibring
FAS Systems Summer Roundup  Mary Ann Bradley
HUIT Fall Upgrades & Enhancements  Charles Kling
Closing / Q & A Session  Leslie Kirwan
Welcome, Introductions and General Updates

Leslie Kirwan
Dean for Administration and Finance

FAS Journal Entry Best Practices

Heather Fusco
Assistant Controller,
FAS Office of Finance
Journal Entry Best Practices: Highlights

• Tubs/Schools and Central Units must perform a monthly review of all journal entries >= $100K and related documentation to validate that the backup is adequate, sufficient and supports the transaction.

• All Journals should meet the following criteria
  • Re-performance Standard
  • Complete and Accurate
  • Reasonable
  • Appropriate
  • Timely

• Preparation and approval of journals must be done by different individuals, with different levels of seniority.

• Going forward, FAS Finance will perform monthly audits.
Annual Policy Update

Andrea Sexton
Director of Financial Policy and Compliance

Karen Kittredge
Manager of Policy and Business Process
Office of the Controller
Financial Policy Office Highlights

Resources

• Financial Policy Office Website - [https://policies.fad.harvard.edu/](https://policies.fad.harvard.edu/)
• Strategic Procurement Website: [https://internal.procurement.harvard.edu/](https://internal.procurement.harvard.edu/)

Ongoing Materials and Training

• Monthly Brown Bag Sessions
  • 4th Thursday of the month Lamont Forum Room 11:00-12:00
  • Topics vary and appear in eNews and sent to other groups for publication
  • Slides from monthly brown bag sessions on Policy website
  • Send your suggestions to financialpolicy@harvard.edu
• Reference materials regularly added to the training portal and policy website

Financial Policy Website: [https://policies.fad.harvard.edu/](https://policies.fad.harvard.edu/)
New Financial Policies

Procurement Policy – new policy effective 7/1/18

- Sets contract review thresholds – required for federal or cost-share funds and best practice for other fund types.
- Updates to Harvard’s Preferred Vendor List which meets federal spending requirements for expenses up to $250,000
- Updates to the vendor justification form used for federal purchases
- Updates to the Procure-to-Pay Manual
- See Policy and Materials

Procurement Resources

Strategic Procurement Website https://internal.procurement.harvard.edu/
Updated Financial Policies

Financial Management of Property, Plant and Equipment (PPE) – updated 7/1/18

- May now capitalize fixed equipment over $100,000 without being attached to a CAPS project
- Clarifications around leasehold improvements and land improvements
- Set threshold of $5,000 or more for any upgrades, enhancements and betterments to capitalized equipment
- Created a flowchart regarding when expenses for a fabrication may be capitalized
- Added depreciation types for IT and audio visual equipment $5,000 or more
- Clarified multi-component equipment and when expenses may be capitalized
- Clarified when an inventory is required
- See Policy and Materials

Highlights of New or Updated Reference Materials

Reference Materials

Training Portal
- Vendor Types at a Glance
- Setting Up Foreign Individuals with the Business Expense Reimbursement (BER) Vendor Type
- Setting up Vendor Type – Individual Non U.S. Citizen

Other Materials or System Updates
- Summary Reference Sheet around Tax Exemption Guidance
Upcoming Policies, Materials or Enhancements

• **Software Policy** (previously Accounting For Internally-Developed Software) – Fall 2018
  Details on when software and data sets (purchased, cloud, etc.) should be capitalized

• **Independent Contractor Policy** – Estimated Fall 2018
  Updates to policy and additional reference and training materials

• **Guidance Around Classifying Employee Fellow or Nonemployee Fellow** – Estimated Fall 2018

• **Electronic I-9/E-Verify Pilot Project** - Down to two semi-finalists for an electronic I-9 and E-Verify system. Hope to select vendor and start a pilot for January 2019

Questions/Contacts

[financialpolicy@harvard.edu](mailto:financialpolicy@harvard.edu)

Karen Kittredge, Manager of Policy and Business Process
[karen_kittredge@harvard.edu](mailto:karen_kittredge@harvard.edu)

Andrea Sexton, Director of Financial Policy and Compliance
[andrea_sexton@harvard.edu](mailto:andrea_sexton@harvard.edu)
• The FY18 performance management cycle closes on September 28 (last call to upload completed review forms).

• As of 9/17, approximately 60% of review forms are complete / pending acknowledgement and 40% of review forms are in progress.

• FAS piloted the University's simplified form for FY18 (which can be uploaded into PeopleSoft).

• In response to manager feedback, the FY18 approach (word document uploaded into PeopleSoft) provided more organized record keeping.
MEPA: Changes the Landscape

The Massachusetts Equal Pay Act (MEPA) – effective July 1, 2018

MEPA says:

• Employers cannot discriminate against employees because of their gender when deciding and paying wages.

• Employers cannot pay employees salary or wages less than what they pay employees of a different gender for “comparable work”.

• MEPA defines “comparable work” as work that requires substantially similar skill, effort, and responsibility, and which is performed under similar working conditions.

What MEPA Allows Regarding Setting Compensation

MEPA only permits differences in pay for comparable work when based on:

1. a system that rewards seniority with the employer (time spent on leave due to a pregnancy-related condition and protected parental, family, and medical leave cannot affect seniority);

2. a merit system;

3. a system which measures earnings by quantity or quality of production, sales, or revenue;

4. where a job is performed;

5. education, training, or experience that are reasonably related to the job; or

6. travel, if the travel is a regular and necessary condition of the job.
Prior to FY17, Harvard (including FAS) differentiated salary increases for non-union employees based on performance ratings.

In order to comply with MEPA, the University will need to once again:

- return to a Harvard-wide merit system framework which includes ratings
- differentiate pay based on performance

Performance Management Update FY19

- **University-wide approach**: most of Harvard will use the same approach (only HKS and Radcliffe are separate)

- **Continued focus on ongoing conversations**: continue ongoing conversations on a regular basis

- **Easier record keeping**: what employees needed to keep in a Word document outside of PeopleSoft, will now be done within PeopleSoft

- **Assessment of employee performance**: due to MEPA, managers will need to assign performance assessments
Performance Management: In a Nutshell

**THE WHAT**

Continuous coaching conversations throughout the year

**THE HOW**

Use review form to keep track of continuing conversations, set priorities (goals), and summarize themes in review form.
Performance Management: In a Nutshell

THE HOW

Use review form to keep track of continuing conversations, set priorities (goals), and summarize themes in review form.

- In FY19, the FAS will use the University-wide form in PeopleSoft.
- Simplicity of the FY18 review form, but with direct entry into PeopleSoft.

Looking Ahead to FY19 Performance Management

Changing the focus from ANNUAL to one ONGOING conversation

The way we used to conduct performance management

The way performance management is moving
Looking Ahead to FY19 Performance Management

The way we used to conduct performance management

Start of Year
Annual Performance Conversation
Set Goals

The way performance management is moving

Start of Year
Annual Performance Conversation
Summarizing Themes from Year
Ongoing Conversation
Set Goals
Looking Ahead to FY19 Performance Management

Performance Process

Annual Review
Self-Evaluation - Update and Complete

Instructions | Priorities | Ongoing Conversation | Summary | Competencies | Feedback |

Instructions
The document is designed to capture key highlights of your ongoing conversations with your manager during the current period. Your school or unit will provide guidance on which sections to complete and when.
Information is provided on the purpose of each section after clicking on the section’s tab.

FAS ePerformers

Cheryl Alexis
Maria Altamore
Karen Barkow
Barb Beaudoin
Sarah Champlin-Scharff
Abby Cohen
David Crabill
Marlon Cummings
Shanna deBlieck
Sarine Der Kaloustian
Sarah Elwell
Michelle Eureka
Ethel Falaise
Lisa Galvin
Jessica Gauchel
Mike Holmes
Alison Howe
Shannon Ingraham
Elizabeth Johnson
Shawn Lee
Margie Mahoney
Jessica Manning
Mary McCarthy
Cathy McCormick
Jerrine Milke
Irene Minder
Michelle Monestime
Monica Munson
Dan Murphy
Stephanie Nasson
Denise Oberdan
Ian Richmond
Damari Rosado
Valerie Sacchetti
Nancy Shafman
Deana Reardon
Ray Traietti
Mary Trainor
Linda Wang
Vaughn Waters
Ruth Wilson

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Timeframe

• Kicks off in early October and concludes in June 2019

What Should Managers and Staff Be Doing?

• Discuss and agree on when and how ongoing conversations will take place throughout the year

• Finalize FY19 goals (priorities) to be cut/pasted onto the FY19 form once it is available (date TBD)

• Leverage available tools: including guides and webinars on the FAS HR website: https://hr.fas.harvard.edu/resources-managers-and-staff

Help Shape Our FAS Community: Listen, Learn and Use Your Voice
(Additional Offering Due to Strong Staff Attendance)

Recognizing that inherent power imbalances exist side by side in an academic environment (among faculty, students, and staff), we strive for a respectful and fair community where all voices can be heard.

Time: 12:00 – 1:30 p.m.
Location, Forum Room, Lamont Library

All FAS staff are encouraged to register for these offerings. Bring your lunch, coffee and light refreshments will be provided.

CIVILITY ON A SPECTRUM: From Civil Behavior to Bullying and Unresolved Conflict
How to recognize, address, and prevent un/civil behavior.

October 4, 2018
Presenter: Mary Connors, FAS Director of HR Consulting

USING YOUR VOICE: Enhancing Psychological Safety Guidance on how to create a safe climate and voice concerns.

December 17, 2018
Presenter: Julie Walters, Training Consultant

EMPOWERING Bystanders: Fostering Workplace Civility
Techniques and approaches for bystanders witnessing inappropriate behavior.

January 30, 2019
Presenter: Stephanie Williams, Consulting, trainings.dev Consultant

To learn more, visit: hr.fas.harvard.edu/SHAPE
## FAS Systems Summer Roundup

**Mary Ann Bradley**  
*Associate Dean for Administrative Operations, FAS Administrative Operations*

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## FY19 Systems Overview

<table>
<thead>
<tr>
<th>Post Implementation Support/Enhancements</th>
<th>Active</th>
<th>What Comes next…</th>
</tr>
</thead>
</table>
| • Concur                                | • Contingent Workforce  
• GMAS                                    | • Harvard Phone  
• Harvard Training Portal (HTP)         | • I-9/E-verify  
• OBI                                    | • Buy2Pay  
• Spectra                                | • Research Administration and Compliance Program  
• Harvard Careers                        | • Position Tracking & Reporting  
                                           | • Aurora |

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B2P Overview and Objectives

Vision
Implementation of a SaaS based procurement solution to deliver a user-friendly buying and paying experience, promote a culture of effective and efficient spending, and simplify compliance with relevant regulations

Objectives

Enable users to buy what they need quickly, securely, and cost-effectively
Support effective decision making through enhanced analytics and reporting
Replace manual and inefficient processes with a single platform, user-friendly, end-to-end solution
Leverage buying power to negotiate cost efficiencies and mitigate risk for the University
Increase speed, accuracy, and ease of ordering through optimized technology
Expand anytime anywhere usability options through mobile capabilities

Guiding Principles
• Deliver incremental value and reduce overall project risk and organizational impact by adopting a phased approach (similar to a program).
• Built upon a strong joint partnership of Finance and HR stakeholders for the project governance and execution.
• Engage all Schools and Units’ HR, Finance, Faculty Affairs and Sponsored Research representatives to ensure that design and prioritization effectively balances institutional and School/Unit needs to provide the desired benefits at both levels.
• Follow the Executive and Steering Committee guidance when the School/Unit requirements may impact the Institutional needs.
• Understand that business process analysis and design is as critical to the success of the project as the technical solution.
• Do not underestimate the need for a strong change management, training and communication plan.

Objectives

• Establish common and consistent position management definitions and best practices.
• Expand our existing HR, Budget and Finance systems to systematically track positions.
• Allow schools to keep their local position review processes and workflows, but capture the final approval in PeopleSoft.
• Tighten the controls between budgeted and actual wages.
• Expand OBI, Qlik and HUBS Reporting to provide the reports needed to support strategic decision making about our workforce.
• Use PeopleSoft as a sub-ledger and system of record for salary costing and eliminate GI adjustments for retroactive salary distribution changes to improve compliance and reporting.

Key Performance Indicators

• All Schools and Units agree to a common framework for position management definitions and practices.
• Positions defined in PeopleSoft by FY20 and position level budgeting in HUBS by FY21, for all schools/units.
• Eliminate all GI adjustments for salary and wages by FY21.
• Information needed to effectively manage the University’s 18,000+ staff and $2.5 billion of annual salary and fringe expenses can be provided in an accurate, timely and consistent manner, including:
  • History of a position, including past incumbents
  • Number of vacant positions (posted vs. not posted)
  • Vacancy savings
  • Budget versus actuals
  • Funding source of new positions
  • Quarterly salary and wages flux analysis
  • Year over year workforce analysis

Vision
Provide university-wide tools and integrations that will enable Schools and Units to streamline and supplement existing position management practices

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Aurora Faculty & Research Transactions Cutover

- Faculty & Research transactions will rollout in Aurora beginning December 1, 2018!
- AppSec will send user lists to departments in October
  - Review and update users and permissions
  - Review and update Aurora Groups (workgroups)
- Training is required for access to be granted
  - ASAP team will send training invitations in early November
  - Users can select between lecture-style and hands-on training
- All Faculty & Research users must switch to using Aurora by December 21, 2018
  - Asperin access will be removed at this time

Electronic I-9 Project – Vision

7/12/18

The Vision for Electronic I-9 Project

Comply with Federal and State regulations for Harvard’s hiring and employment eligibility process for I-9 and E-Verify by switching from a manual, paper system to an electronic, online, smart document and storage solution.

Objectives
- Harvard processes between 12,000-15,000 I-9 forms per year.
- Comply with e-sign requirements and electronic storage of I-9s (Federal and State HRCI requirements)
- Integrate with E-Verify
- Simplify user experience
- Become paperless
- Make it easier for new employees to complete and submit required documentation within required period
- Offer smart field technology to identify and prevent I-9 errors
- Track re-verification and provide automated notice alerts
- Provide robust reporting
- Reduce risk of Federal fines and penalties
- Convert historical I-9s with audit
- Meet all industry and federal requirements regarding data security and disaster recovery

Guiding Principles
- Simplify system and business processes
- Continued communication and socialization with key stakeholders
- Make sure school-selected engagement council members have a voice in the development of policy and process changes
- Create robust reporting and training materials
- Automate and/or standardize system feeds wherever possible to reduce duplicate entry of information

Key Performance Indicators
- Positive user experience
- Comply with E-Verify requirements when passed by Congress
- Reduce risks regarding handling of HRCI
- Reduced errors for form entry – currently ~31% of I-9 forms have errors which may be subject to a fine. A smart tool would cut errors to close to zero.
- Reduce potential fines due to reduction of error rates
- Allow robust reporting to track noncompliant areas
- Automatic purge of documents no longer required, reducing risks from audits and storage of HRCI
University Department Card

- Issued under a department's name
- Must have a Harvard employee assigned as a department card administrator.
- May be used for travel expenses for guests & employees who do not have Corporate Cards as well as department expenses which cannot be put on a PCard, purchased through HCOM or invoiced (e.g., catering deposit or hotel.)

Mark your calendars!

**FERPA Training Registration**

The Family Educational Rights and Privacy Act (FERPA) is the federal law governing privacy and access of student records. If you teach, support, advise, or otherwise interact with students and student information then you need to know the basics of FERPA.

**Date:** September 21, 2018 (10:00-11:00 am)  
**Location:** Emerson Hall 108  
**Recommended for:** Anyone who works with student information  
**Instructor:** Mike Burke, Harvard FAS Registrar

Learn more about our training opportunities at registrar.fas.harvard.edu.
Mark your calendars!

- **Department Card Information Session**
  - Sponsored by FAS Admin Ops & RCS
  - Learn about this new option from Citibank to manage your departmental travel and other related expenses
  - Where/When: TBD

- **ASAP Training Calendar – September & October**
  - Monthly Drop In session
  - OBI Tips & Tricks
  - OBI Customization Clinics
  - HUBS 101 classes & more…

- Please visit adminops.fas.harvard.edu for additional information

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**HUIT Fall Upgrades and Enhancements**

Charles Kling
Managing Director of Support Services,
HUIT
Office 365 ProPlus

**Roll out timing:** In-progress

- Upgrading HUIT-managed computers to latest version of Office 365
- 2,400 computers finished, ~800 left
- Microsoft will now push patches and updates directly
- Ensures software is up-to-date and most secure version
- Available for personal use: mso.harvard.edu

Secure File Transfer

**Roll out timing:** Early October - November

- New version of Accellion called Kiteworks
- Consolidate the number of instances to one
- Access through HarvardKey, 2-step protected
- Much more friendly to use from mobile and tablets
- Can access through Outlook
Windows 7 to Windows 10

Roll out timing: Now through the fall

- Microsoft ending support for Windows 7
- Only affects those running Windows 7, HUIT reaching out directly
- In most cases, self-service upgrade is available

Two-step Verification for Office 365

Roll out timing: Winter, early spring

- Protect Office 365 with two-step verification
- Works the same as two-step on HarvardKey
- Even if credentials are compromised, accounts are safe
Open a support ticket, search for an answer, browse services:

huit.harvard.edu/ithelp

Summary handout available: