

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

More chances for
feedback via email
admintownhall@fas

Opportunity to invite **more
colleagues from your
department** for select topics

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

Updated
**speaker
guidelines**

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



2018 - 2019 Diversity Dialogue Series: a Preview



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*



FAS Journal Entry Best Practices

September 20, 2018



FAS Office of Finance

Journal Entry Best Practices: Highlights

- Tubs/Schools and Central Units must perform a monthly review of all journal entries $\geq \$100K$ 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.

September 2018

Journal Entry Best Practices

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FAS Office of Finance



Journal Entry Process and
Best Practices

Journal Entry Process and Best Practices

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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/>
- Strategic Procurement Website: <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

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Financial
Administration

Financial Policy Website: <https://policies.fad.harvard.edu/>

Financial Policy Office

HOME Financial Policies Other Policies & Reference Materials People* News & Events*

About

Procurement Policy

Effective 7/1/18 This policy details requirements and best practices for all funding sources when making purchases for Harvard.

What's New

Quick Reference: [Financial Policy Summaries](#)

[Effective 7/1/18 Procurement Policy - new policy effective 7/1/18](#)

[Financial Management of Property, Plant and Equipment - updated 7/1/18](#)

[06/29/18 - Slides from 06/29/18 Procurement Policy Information Session](#)

UPCOMING POLICY EVENTS

2018 AUG 22

Nonresident Alien Tax Compliance - Glacier Information Session for Foreign Individuals

11:30am to 12:30pm

Location: Lamont Library, Forum Room

Nonresident Alien Tax Compliance (NRA Tax) will host a GLACIER information session for foreign individuals on Wednesday, August 22 from 11:30 a.m. - 12:30 p.m., Forum Room at Lamont Library.

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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](#)

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Procurement Resources

Strategic Procurement Website <https://internal.procurement.harvard.edu/>

Harvard Strategic Procurement

[Forms](#) [Travel](#) [Resources](#) [External Links](#)

[Goods & Services](#) [Personal Discounts](#) [Purchase Options](#) [Contracts](#) [Supplier Diversity](#) [B2P](#)

Goods & Services

Preferred Vendors

Contract Vendors

► Goods

► Services

HOME /
Goods & Services
Our goal in Strategic Procurement is to provide the goods and services purchased for Harvard through:

- Leveraging vendor spend and relationships

Forms

- Tax Forms
- Vendor Justification Form (pdf)
- Example of Completed Vendor Justification Form
- Terms and Conditions
- Credit and Trade References
- DUNS, Tax ID, and EIN Numbers
- Debarment Certification (pdf)
- Bankruptcy Notices

Resources

- Procure-to-Pay Guide (Procurement Manual) (pdf)
- Supplier Diversity Program
- Procurement Policy
- IT Equipment Leasing (pdf)
- Quarterly Equipment Leasing (pdf)
- Vendor Types
- Vendor Self-Service Payment (pdf)
- Membership List
- FAQ
- Contract Management
- Budget & Spend Policy
- Customs Order
- Contract Management Guidelines (pdf)
- Risk Management
- Credit and Trade References
- DUNS, Tax ID, and EIN Numbers

Contracts

Meet the Contracts Team

Contract Templates

Contract Management Tool

Contract Training

Contracts FAQ

st quality and value for
ips. We accomplish this

port of identifying and

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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](#)

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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](#)

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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

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Questions/Contacts

financialpolicy@harvard.edu

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karen_kittredge@harvard.edu

Andrea Sexton, Director of Financial Policy and Compliance

andrea_sexton@harvard.edu

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FAS HR Update

Audrey Harmon

*Director of HR Programs and
Communications*

Mark Seibring

*Director of Analytics and Compensation
FAS Human Resources*



Wrapping Up FY18 Performance Management

- 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**.

PeopleSoft



FY18 Performance Conversations Form
Please use the attached conversation form when appropriate.

1. Employee Name: _____ Position/Title: _____
Manager Name: _____ Department: _____

2. Alignment/Team Priorities

3. FY18 Priorities/Expectations/Expected Impact: Areas of Contribution and Impact

4. Professional Priorities and Interests

5. Innovative Ideas to Consider (Optional)

6. Manager and employee decide how frequently to meet and can choose to document those meeting notes here:

7. Annual Summary: Both 360° and 360° are accomplished and 360° is not accomplished
(a) Employee: (Provide insights on successes/what you are most proud of in current year, lessons learned, and areas for consideration in the coming year.)

(b) Manager: (Provide insights on successes, lessons learned, and areas for consideration in the coming year. There are no particular order for feedback received.)

8. FY18 Priorities/Expectations/Expected Impact: Areas of Contribution

Your End Performance conversation date: _____ Date: _____

Manager's signature: _____ Date: _____
Employee's signature: _____ Date: _____



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.

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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.



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How MEPA Impacts Performance Management

*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



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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

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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

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Performance Management: In a Nutshell

THE WHAT

Continuous coaching conversations throughout the year



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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.

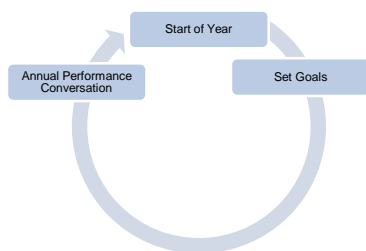
- In FY19, the FAS will use the University-wide form in PeopleSoft.
- Simplicity of the FY18 review form, but with direct entry into PeopleSoft

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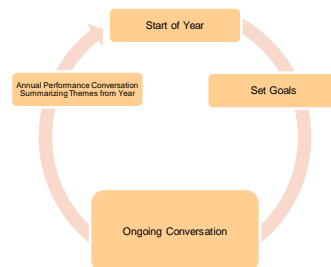


Looking Ahead to FY19 Performance Management

Changing the focus from ANNUAL to one ONGOING conversation



The way we used to conduct performance management

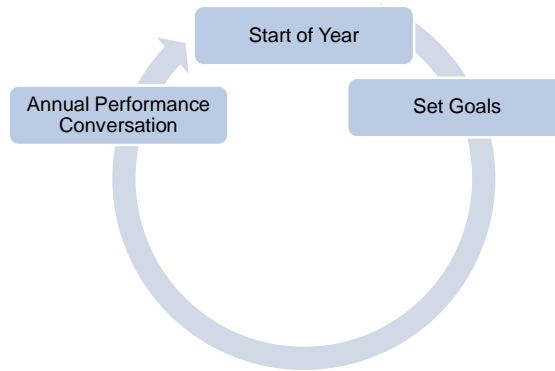


The way performance management is moving

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Looking Ahead to FY19 Performance Management



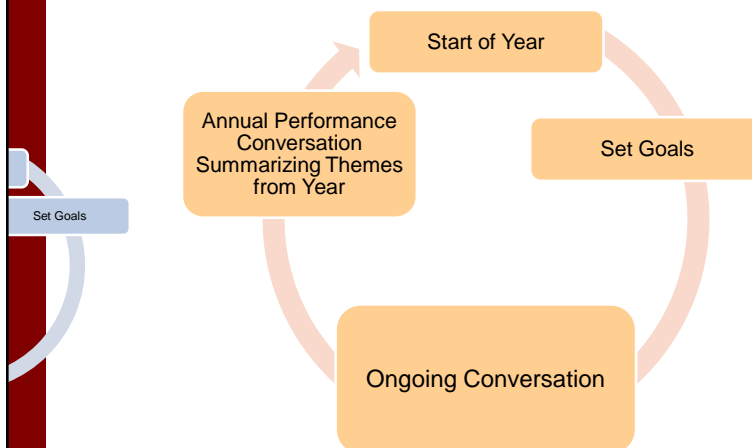
Annual Performance Summarizing

The way we used to conduct performance management

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Looking Ahead to FY19 Performance Management



The way performance management is moving

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Looking Ahead to FY19 Performance Management

Performance Process Sign Out Home Search More

Annual Review Return to My Performance Save Start Sharing Complete Annual

Self-Evaluation - Update and Complete Print Notify Export

Job Code Description Gmdthrd-FSS Prfsl Manager ..

Document Type Annual Review Period 07/20/2018 - 06/30/2019

Template FY19-Goals-Mid-Annual-Form Document ID 1087932

Status Evaluation in Progress Due Date 05/31/2019

Long-Form

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

Instructions

This 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



Thank You!!!

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



Looking Ahead to FY19 Performance Management

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>



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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 uncivil behavior.

October 4, 2018
Presenter: Gary Cormier,
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 Wilson,
Training Consultant

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

January 30, 2019
Presenter: Barbara Nobles
Crawford, Senior Org 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*



FY19 Systems Overview

Post Implementation Support/Enhancements

- Concur
- GMAS
- Harvard Training Portal (HTP)
- OBI
- Spectra
- Harvard Careers

Active

- Contingent Workforce
- Harvard Phone
- Buy2Pay
- Position Tracking & Reporting
- Aurora

What Comes next...

- I-9/E-verify
- File Share
- Research Administration and Compliance Program

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

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Vision

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

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 GL 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 GL 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

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 balance 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.

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

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Electronic I-9 Project – Vision

7/17/18

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, on-line, smart document and storage solution.

Objectives	Guiding Principles	Key Performance Indicators
<ul style="list-style-type: none"> • 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-verifications 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 	<ul style="list-style-type: none"> • Simplify system and business processes • Continued communication and socialization with key stakeholders • Make sure school-selected engagement councils 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 	<ul style="list-style-type: none"> • 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.)

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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.

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Mark your calendars!



HARVARD
Faculty of Arts and Sciences
ADMINISTRATIVE OPERATIONS

- **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



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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



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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



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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



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IT Help Portal

Open a support ticket, search for an answer, browse services:

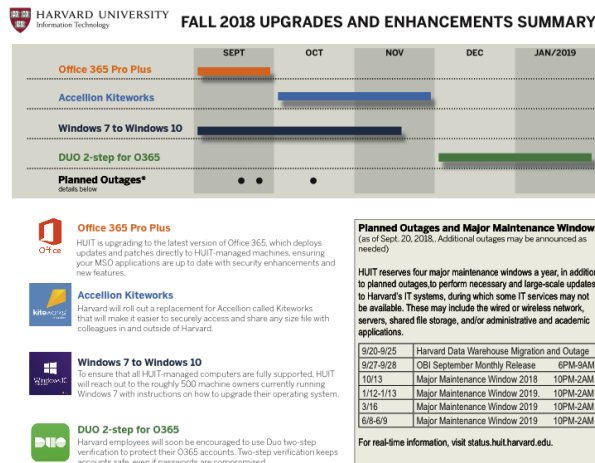
huit.harvard.edu/ithelp

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Questions?

Summary handout available:



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