2012-13
Annual
Unit Plan

Name of Unit: Fiscal Services

Name of Area: Administrative Services

Date Completed: 2/29/2012

Unit's Mission Statement

The mission of the El Camino Community College District Fiscal Services unit is to provide excellent customer service to all areas of the college community, while maintaining the fiscal integrity of the District through adherence to and compliance with sound business practices, district policies and regulatory agencies requirements in order to safeguard District resources and assure continuation and stability of the institution.

Unit's Characteristics, Performance and Trends

The Fiscal Services division is comprised of the Fiscal Services office and the Accounting department. The Fiscal Services office is responsible for the development of the district's budgets, forecasting, business management procedures, implementation of new financial systems and interfacing with public and private sector agencies. The Accounting department provides services in the areas of general accounting, grant accounting ancillary accounting, reporting, vendor payments, enrollment and cashiering services, banking and investing, human resources position control and payroll generation and disbursement, student financial aid accounting and disbursement and other related duties. Staff consists of trained accountants, accounting assistants, cashiers, temporary hourly staff and Federal Work Study program students.

The department strives to accomplish all of its workload timely. It strives to provide excellent service to students and staff and the community. Decreasing staff levels and increasing job functions make providing quality service and accurate, up to date financial records a challenge.

Surveys
Customer surveys were completed in 1998-99, March 2003, and May 2007.

Customer satisfaction data showed management satisfaction improved by 2 % over the years to a high of 97%, faculty satisfaction held steady at 86-87% satisfied, and staff satisfaction greatly improved from 82% to 95%, a 13% increase in customer satisfaction.

Improvements to Service

Fiscal Services has focused since that time on improving service in general accounting and reporting, and in student cashiering services during peak registration times.

Financial Reporting has implemented a budget monitoring and alert system. Data showed that numerous department accounts were over running their budgets. A budget check feature was instituted at the requisition level in the Datatel system. This prevents overdraft of supply and other operating account budgets. Department budget reports are produced monthly, current and projected expenditure levels compared to the annual budget. Department managers are alerted to any accounts that are overdrawn. Departments are also alerted of any account that has exceeded a normal percentage level of expected expenditures and therefore may exceed budget before the end of the fiscal year. Departments are advised to process budget transfers and/or curtail expenditures. Accounting staff assure that budget transfers are completed before the next monthly reports are sent to the departments. This is keeping a tighter control on expenditure budgets. Last year expenditures came in well under budget.

Financial Reporting lost a member in 2009 and a replacement was not hired until 6-9 months later. That replacement employee also left the college after 9 months. A replacement staff person was not hired until 2011. Another member of the unit was promoted in April 2011 and therefore a replacement staff member had to be hired and trained. During the time of the vacancies, the remaining staff had to take on the duties of the vacant positions. The staff member promoted had to assume her new duties and continue with the duties of her previous position until a replacement could be hired and trained. Staff is also taking on tasks that were previously performed by the Los Angeles County Office of Education (LACOE) with regard to TSA, retirement reporting and payment of retirement earnings directly to STRS. LACOE suffered budget cuts two years ago and our District staff has had to add those tasks to their list of assignments. The tasks handed over to the district are time sensitive, so other district related task have to be rescheduled when these tasks are due.

Cashiering services monitored the average wait time in the cashiering line during the peak periods of enrollment, as well as the number of customers served via the web, on the phone and in person to see if staffing schedules were adequate to respond timely to customer needs. Collecting this data enabled schedulers to more efficiently service customers and also confirmed that the wait time was not long in the cashiering line, as had been assumed by upper management's visual inspection of the hallway. Cashiering services deployed new credit card terminals that capture the customer's payment in less time. Cashiering services worked the cashiering line answering student questions while students waited for a cashier window to be available. Students who had to be sent to another campus department and return to the cashiers were given "front of the line" passes, so they would not have to wait in line again. Web payment services are heavily promoted so students can process their fee payments online. Long lines of students are now only seen on the first two days of each semester rather than the first two weeks.

2011-12 update:

The District has also implemented two fee payment deadlines in the months and weeks preceding the start of the next semester. This along with increased

use of the web fee payment option has changed how the cashiering operation
has to schedule the work time of its casual workers. Less staffing is needed
than before during the weeks preceding the start of a semester and more
concentrated staffing is needed around the time of the payment deadlines. In
addition, since the majority of our students tend to pay their fees at or
just before the payment deadline, staffing has to be increased at the windows
as well as behind the scenes as staff is needed at the walk up windows and
behind the scenes during the same time to process the mailing of documents to
those students who paid via the web. This also presents and issue that we
will no longer need causal workers for extended numbers of weeks, we only
need them for 2-3 weeks to process payments, then about a month later for a
week to process refunds, and then a few weeks later for a few days to stuff
and mail invoices to students. The casual workers we employ to do these jobs
had become used to more steady hours throughout the semester. Tighter
scheduling of processes with deadlines, results in needing workers at more
defined times for shorter durations. Reduced hours means less pay for
employees. We fear we will lose our loyal, knowledgeable staff as they seek
steadier employment elsewhere. This will create the need to hire and train,
and more closely supervise new staff each semester.

Cashiering services also took on the responsibility of counting and
depositing all the campus parking permit machine coin and currency. This has
increased the workload of the cashiers and required the purchase of a new
coin sorting and counting machine. Additional staff has been brought in to
assist the cashier in lifting and dumping the coin bags and preparing the
deposit of these funds. The number of machines has doubled and will soon
triple since the years that the cashiers originally counted and deposited
these funds. Providing this service has freed up police cadet and officer
time and safe guards the funds at a higher level. It has increased the work
load and hourly staffing needs of the accounting department which will
require a budget increase.
2011-12 update:
The District entered into the Chancellor's Office Tax Offset Program (COTOP)
in the 2010 tax year. COTOP allows districts to submit their student debts
to the State Franchise Tax Board for recovery through a tax refund offset.
The District has been very successful in recovering some old outstanding
student debt. The participation in the program did increase the volume of
work for the cashiering area, the managers and administrative assistant of
the Fiscal Services division. Huge numbers of phone calls came in after COTOP
warning letters were sent to students. Students called to find out about what
the letter meant, then had inquiries about the composition of their debt,
then protested the debt with the cashiers, then had to be sent petition forms
so they could formally protest the debt. The State a couple of months later
did garnish their tax refund check. By the time the student's petition was
reviewed and acted upon, it was found that many old debts should be
dismissed. This caused the staff to have to issue refund checks to the
students for 100% of the debt owed while the State had only paid the District
for 75% of the debt. While the process has recovered student fees, it has
also cost the District 25% of each fee collected as well as the increased
labor hours for staff to answer, research, and follow-up on each case that we
are contacted about. The process has pointed out some flaws in the current
academic processing of no shows, automatic "F" grades, and slowness in
responding to student petitions. These issues are being worked on by the
Academic Affairs and Student Services areas.
The 1098-T form issuance each January also impacts the workload for the
Fiscal Services manager and administrative assistant, who respond to
inquiries about the amount on the form, requests for duplicate forms, and

requests from the IRS to move or change amounts on forms. These additional
requests impact the daily work routine of the staff involved.

Financial aid students owe health center and student body fees only. Research
showed that many financial aid students were receiving their aid, but not
paying their fees. Accounting implemented a new system that recovers these
delinquent fees prior to the disbursement of financial aid to the student.
Recent recoveries totaled $4000 in delinquent fees per semester. This
recovery occurs within the first two weeks of the semester and reduces the
number of invoices that are sent to students and eliminates phone calls from
students asking why they are blocked from registration for the next term.
This has also necessitated the hiring of part-time staff and will cause a
need for increased budget.
2011-12 update:
The financial aid and fiscal services divisions entered into an agreement
with the Sallie Mae Corp to have Sallie Mae distribute Federal financial aid
grant moneys in the form of pre-loaded debit cards or checks to students.
This has eliminated the need for casual staff in the financial aid area who
used to sort, stuff and mail and or hand distribute checks to students in a
process that was very time consuming, labor intensive and resulted in long
lines of sometimes unruly students waiting for checks.   The process has
resulted in a more efficient distribution of funds to students, but is not
proving to be more cost effective than the previous method of disbursement.
It was hoped all students would sign up for the debit card which is free to
the District. However, most students still preferred a check for their
funds. Sallie Mae Corp. charges a fee for each check delivered. These
charges as well as those for lost checks, stop payments and other related
fees is found to be more than what the labor cost was before. The Financial
Aid and Accounting office are in the last year of a 3 year contract with
Sallie Mae Corp and the costs and effectiveness of the new delivery system
will be assessed. Modernization of systems has proved beneficial to the
students but has created more costs for the District, and also eliminated the
ability to collect any delinquent student fees. The cabinet also decided to
not drop students who only owed less than $130 - $180 in enrollment fees.
This automatically allows thousands of financial aid students owing $18.50 to
avoid paying those fees which support the student health center and the
Associated Student Body representation fund. These fees can only be captured
if the student wishes to register for a subsequent semester at the College.

The budget book has been produced earlier than ever before in the last two
years resulting in the satisfaction of the Planning and Budgeting Committee,
the President and the Board of Trustees. This was accomplished by setting
firm budgeting, year-end closing and budget book production deadlines.

Trends
External Trends
With the current economic uncertainty, it may be expected that student
populations may increase if unemployment in this area increases. Therefore
the number of students served by the cashiering and financial aid areas is
expected to increase. This may necessitate hiring more staff to handle
additional fee collections, additional financial aid check disbursements and
financial aid reconciliations.
Many changes in service levels are taking place at the local County Office of
Education. If this trend continues, additional job functions may be taken on
by the District. This may necessitate hiring of additional staff.
2011-12 update:

What a difference a few years make. It is now known that we are being forced to dramatically decrease our student population to match the reduced amount of State Funding we are receiving for the 2011-12 fiscal year and beyond. This is occurring at a time when the nation and state has high unemployment, which is usually a time that people return to school to learn a new trade or educate themselves to be viable in a new career.

Decreased funding means lower number of students. Decreased funding means we also have fewer funds to spend on casual workers who serve our students. This results in reduced service hours or longer lines for students. We will need to strategize how to effectively deal with this issue. We will still have need for cashiering services to serve the students we do have, we will still have fee payment deadlines and need to be fully staffed, but with less funding to pay workers to provide these services, existing permanent staff may have to take on the front line servicing as they previously did. This will impact the timely accomplishment of their other job duties at peak times of student service.

We also see an increase in the number of grant programs for which we provide accounting and reporting services. With a fixed level of staff, and increasing grants and programs to account for, staff will have the same amount of time to do more. Without an increase in staff, timeliness of some functions may decrease. Bank costs continue to rise. We no longer have many of the free services we did in the past. Modernization of many electronic banking services has improved timeliness of banking information and efficiency but has increased service costs to the district. Cost of banking supplies has dramatically increased in the past few years.

Internal Trends
It is expected that ¼ of the accounting department will retire or take other jobs in the next five years, and another ¼ in the five years after that, which will require hiring and training new staff.

It is expected that advancing technology may aid staff in monitoring bank accounts, reconciling data between systems and reducing the time it takes for students to receive funds and services. It is unknown if technology will lessen staffing needs or increase them.

Unit's Strengths and Weaknesses

Strengths:
The unit is comprised of experienced staff with extensive comprehensive knowledge of the campus systems, policies and procedures. They are dedicated to accomplishing the functions of the unit and all work very well together. They are adaptable to changes in systems, procedures and to the needs of their customers. The have strong analytical skills individually which they apply to collaborative problem solving within the unit. We have recently added three new staff members who have assimilated well and are contributing new ideas and tips to the unit. All staff members function well on their own without the need for close supervision of daily tasks. They are open to taking on new tasks when other unit members are away. They are cross trained so each one can pitch in to help another.
There is a strong willingness to help external customers. Fiscal Services staff is the "teachers" of the procedures for accounting, budgeting and Datatel processes, holding training sessions for new campus staff.

Weaknesses:
Staffing level has been reduced by 1/4 over the past years resulting in many tasks not being accomplished. Inadequate checks and balances exist in key areas of cashiering and payroll due to staffing level reductions. Service to students particularly in the financial aid disbursement area and fee collection and refunds has decreased due to staff reduction and budget cuts that prevent staffing these areas to the level desired. Cashier window hours have been reduced from 56 hours a week to 39 hours a week. The Financial Aid window no longer can provide help 5 days a week. Staff has to close the window for complete days in order to accomplish the increasing work load. Many reconciliation functions are not able to be performed due to lack of staff. Current staff has taken on the job functions of staff who were not replaced. Current staff is only able to keep up with the basics of their functions and often express regret that they are not able to produce an exact product due to time constraints.

Recent loss of staff includes the Director of Accounting and the Accounting Officer, the two top level positions in the department. These losses occurred after the 2008-09 Plan was written. Replacement of these key positions was added to the 2009-10 plan. Both positions were authorized to be filled in 2009-10. An Accounting Officer was hired on December 1, 2009. The previous Accounting Director who had gone to work for another school district will be returning to El Camino to resume the Accounting Director position in March 2010.

Another staffing loss occurred in late April 2009, with the suicide of an Accounting Technician.   This position was authorized to be filled. An Accounting Technician was hired January 1, 2010.   All current true vacancies were filled during 2009-10.
A Payroll staff member was off on medical leave from July through December 2010. An Accounting Technician left on emergency medical (maternity) leave from mid-September 2009 through January 2010. She has returned to work at a 60% work load until June 2010.

At this time, it is rumored that at least one Payroll Technician will be retiring in the early months of 2010-11. Several payroll staff have chronic medical conditions or work-related injuries that affect their ability to work 40 hours a week. These medical issues and leaves have forced the remaining staff and management to take on additional work load of the absent staff members. One task that has not been kept up to date is absence accounting for part-time faculty.

A separation of work function will occur when the Accounting Department is re-located to the new Fiscal Services and Purchasing area in the Bookstore Building. The Cashiering windows and financial aid disbursement windows will be located on the ground level with only work stations for the part-time staff and no direct supervisor on site. The managers of that area will be located on the second floor of the building.

This may require the need to promote an existing staff member to a supervisor to have adequate supervision of the area.
2010-12 update: Staff still have considerable absences due to medical issues or family responsibilities. Many are caring for elderly parents or sick spouses or children which necessitates more time off. Absence accounting in the payroll area has suffered most.
A probationary employee was separated from District employment which created the need for management to assume most of the responsibilities of that

position until a replacement employee was hired. The replacement employee came from within the ranks, and therefore a void was left as her position was vacant. So turnover of employees, having to wait to hire employees, and the extensive learning process with a new employee creates weakness within the division, as tasks are not completed as timely as before.
From an internal control perspective, more checks and balances are needed in both cashiering and payroll, but inadequate staffing for control functions prevents this.
Lack of dedicated staff time for reconciliations and in depth analysis of Datatel processing are also weaknesses.

Unit's Opportunities and Challenges

Increasing numbers of students, accounts to reconcile and new compliance areas present duties for which no staff or limited staff time is available. Accounting office staff has been cut by 5 positions over the last several years. This has led to existing staff taking on the workload of the staff that was not replaced.

The extra workload has hindered the staff from performing the exacting reconciliations of all accounts and keeping current with monthly financial activities. This lack of ability to satisfactorily address all financial activities has resulted in audit findings and management comments by our external audit firm. Accounting for additional grants and Compton Center financial aid transactions has not been met with an increased accounting staffing level.

Current staffing is at an all-time low. At least six positions have been lost from the budget as employees retired or left the district's employment. Budgeted positions were also given up to other departments with the promise that they would be replaced when the one-stop center for student services was built. This was promised in 2001, but has not happened and staff continues to be assigned additional functions. Workload has increased in the general accounting area as the district acquires more externally funded grant programs. Adequate segregation of duties do not exist in the cash handling nor payroll areas due to staffing reductions in both areas that were not approved for replacement. Workload has increased in the financial aid accounting area as staff now processes the financial aid disbursements and reconciliation for the Compton Center students. The payroll and general accounting staff has taken on the processing functions related to retirement and tax sheltered annuities that the Los Angeles County Office of Education used to perform. As LACOE downsizes their operation, the district picks up these functions. Many monitoring and reconciliation functions are no longer occurring due to understaffing. For proper checks and balances and to accomplish the additional workload, additional staff is required. Staffing needs have to be reassessed for the move of the cashiers and student related accounting to the new Student Services Center building or to the temporary Bookstore location. Currently (2011-12) accounting staff persons are housed in two separate locations on opposite sides of the campus. Much time is spent transporting documents and cash between locations by both staff and managers. There is no supervision in the Cashiering area. Cashiers were to only be housed apart from the main operation for about 6 months. Due to delays to the approval of the construction of a temporary cashiering area at the

Bookstore building, the cashiering, ancillary accounting and cash management functions of accounting office have been separate and unsupervised for 18 months. It appears the units will be separated for at least another 12 - 18 months. Time is wasted in transport of documents by staff.

It is expected that advancing technology may aid staff in monitoring bank accounts, reconciling data between systems and reducing the time it takes for students to receive funds and services. It is unknown if technology will lessen staffing needs or increase them.
2011-12 update: More automation of processes is needed by staff. We are excited about the upcoming Web based Datatel system.
A new challenge is the implementation of Web E-Commerce system to comply with new banking regulations. Another challenge is complying with audit recommendations to have all Federal financial aid related to our Compton Center students post to the El Camino Set of accounts rather than to the Compton Center General ledger accounts. Staff is working diligently to figure out how to make this happen within the set up parameters of the Datatel system. We are continually challenged by the numerous payroll corrections necessary due to incorrect account codes. Storage and retrieval of payroll documents and accounting transactions documents is extremely difficult since we have moved to a location with limited storage capacity and no secured storage.
Staff is frustrated with the lack of delineation between Payroll functions and Human Resources functions Payroll staff continue to advise faculty and staff on retirement and benefit issues after the HR staff have directed the employee to payroll. This consumes time that could be spent on payroll related functions. Campus staff seems to have a lack of knowledge on account codes or proper coding techniques. Staff will have to set up new training sessions in order to keep new campus managers and supervisors trained in the account code structure and use of the Datatel budget system.
A newer challenge is how to appropriately staff the cashiering operation now that fee payment deadlines have been imposed. In the past we knew to have a full crew of 14 cashiers on duty for approximately 4-5 weeks at a time. With two single payment deadline dates per semester, and an increase in web payments, we find we need fewer days of fully staffed front line windows and more cashiers working behind the windows to process web transactions. So we think we may not be able to give employees the same number of hours as before and we believe we will not be able to retain our highly knowledgeable casual staff. This will result in hiring new staff each year or semester and training staff again on Datatel, campus policies, and more hands on supervision. This will result in more time lost from permanent staff's jobs which were already consolidated from two jobs into one job when staffing was reduced several years ago.

Evaluation of Unit's Performance

The division's performance can be evaluated from the eyes of the customer by use of a survey instrument. Internal evaluation is through assessment of timeliness of payrolls, banking, expenditure/budget transfers and reports. Another indicator is the timeliness of vacation and sick leave accounting reports to campus employees. All deadlines being met.
Increasing workload and the need to achieve a greater level of accounting control and attention to tasks that are not being accomplished necessitates the hiring of additional full time or permanent part-time staff. An increase

in staff will increase the efficiency of our service operations. Essential job tasks that had to be abandoned when staffing vacancies were not filled could then be accomplished.

Replace the Accounting Director and the Accounting Officer. This was accomplished in 2009 but again needs to happen in 2012 with the retirement of the Accounting Director.

Increase the staffing level – cashiering, financial aid accounting, payroll, general accounting:

Clerical Assistant – to staff the front service counter. This has not occurred and service is maintained in this critical area with part-time hourly cashiering staff. Staff rotate in this position, due to limitations on the number of days they can work, and because they are needed at the main cashiering windows.

Cashiering services – Day cashier, Cashiering Supervisor/Registration coordinator
This function is currently part of one of the Accounting Technician's job during the day time hours and the responsibility of an Accounting Assistant III during the evening hours. During peak periods of each academic session, and for a good amount of time during the regular year, the Accounting Technician is not able to keep up her reporting and reconciliation functions timely.

Financial Aid accounting – Accounting Technician, Accounting Assistant II
We have implemented the electronic disbursement of student Federal financial aid funds in February 2010. As students become accustomed to the new process, the amount of time needed to service students at our financial aid windows should decrease. Paperwork that needs to be sorted and filed will decrease. This will lessen the need for additional part-time staff in that area. The initial implementation has increased the staff time of the Accounting Officer, Accounting Technician II and the Business Manager. Once the process for reconciliation is learned, and the system becomes routine, it is estimated that the Business Manager and Accounting Officer will spend about 5% of their time on the twice weekly transactions.

Payroll – Payroll Technician
Three of the four payroll technicians have frequent absences due to chronic weekly illnesses, medical leaves, and work-related injuries. The staff present have to take on the work load of the missing staff members and we have had to use an hourly staff person at the full time rate of pay to accomplish payroll duties in one member's absence.

Payroll staff is unable to keep up the absence accounting for full time and part-time faculty due to not enough time on the job. We then have to hire part-time help to catch the work up. Cal STRS and LACOE have increased the work load of the staff as work was handed off to the District by LACOE. STRS has become very demanding in their requests for immediate corrections to member's retirement accounts and immediate reimbursement of funds due, or they will assess penalties. The staff person responsible for this is unable to keep up the work timely, due to the excessive research it takes, and time to correct each employee's records on the payroll system, and she in hindered by her chronic illness pattern.

General Accounting – Accounting Technicians (2)
Required reconciliations need to be accomplished to satisfy audit requirements and are needed as a control mechanism between the two financial systems we operate. Bank statement reconciliations have to be put on hold for other work to be done. Adjustments based on the current reconciliations are not being completed timely by the staff.

An increased casual staff budget – cashiering, payroll, financial aid to aid staff in sorting, filing, copying, mailing, reconciling of data.
   2009-10 was the implementation year of the COTOP fee payment program. The number of emails and phone calls that had to returned to students and then the research on each account to explain to students what their balance was and to explain the COTOP program to them resulted in hundreds of additional hours of part-time help being needed. The District has also implemented a fee payment deadline process and this has increased the need for cashiers to meet the demand for cashiering services at two deadline periods have been implemented each academic session.

An increased annual supply budget is needed as the cost of toner cartridges is very expensive. We buy the least expensive brand, but then they do not last very long.
We print reports, printouts for students, bills to students, checks to students.

An increased annual equipment budget is needed to handle any external changes in processes that necessitate new equipment. Unused funds in any particular fiscal year will revert back to the fund balance.

An increased conference budget will allow staff to attend bursars' conference to learn the latest technology and processes for cashiering services and allow payroll staff to attend STRS and PERS retirement workshops, and allow accounting staff to attend the Datatel User Group mini-conferences.

Unit's 3-5 Year Strategic Directions

It is hoped that many of the student financial aid disbursements can be made electronically to student's bank accounts, but this will not eliminate the need for producing paper checks for those students receiving State and campus based aid. Electronic aid submissions will require a shift in office resources from manual financial aid processing to a more intense level of local cash management, as Federal funds would now be deposited to a local bank account. This process is in the first two weeks of implementation and the impact on workload and the need to address new business practices and future strategies will be assessed in 4 months' time.

Cashiering services will continue to look for ways to achieve a 100% payment of fees by students, by conducting research of fee collection methods employed at other colleges.
Automation of the fee receipt with the parking permit is planned with the aid of the ITS department. Establishment of the fee payment deadlines should result in decreasing levels of unpaid student receivables, thereby increasing cash flow to the district before the start of each academic session.

Payroll will continue to encourage direct deposit of paychecks for all employees which will reduce the time needed to manually process the disbursement of actual paychecks on payday. It is also anticipated that the number of grants will increase which will require additional staffing.

Financial Reporting staff will continue to try to reconcile both financial systems, but will need additional staff to accomplish this objective. Staff has been lost and existing staff have had their workload added to. This leaves little time for additional reconciliations required by audit standards.

The department will continue to focus on continuing to provide efficient service to staff, students and outside agencies. Emphasis on improving service to students will also include the continuous reinforcement with all staff the need to be caring and sensitive and respectful to our various student populations. The department will continue to focus on being responsive to requests for information and service.
2011-12 update:
The division is interested in achieving the following in the next 3-5 years:
1) Automation of forms on web site with instructions and sample filled in forms
2) A student web site for all student forms. Direct access forms in a single location regardless of the form's originating department.
3) Procedures on web site
4) Monthly or quarterly meetings with other departments (HR, Admissions, ITS)
5) Examine/change fee payment and drop policy - drop combining of campus totals, confusing to students and not fair
6) Cross training between programs in Fiscal Services division...Employees are cross trained within the programs but not across units
7) Reinstate overview training for new campus employees
8) Improve student service
9) Improve consistency in meetings
10) Computer scanning, storage and retrieval of documents
11) Automate the sale of parking permits
12) Try new processes or systems at the cashier's windows
13) Improve web notification to students on payment process and schedule checking
14) Improve vacation/sick leave reporting

Goal #1   Short term (1 year)   Status: complete
7-31-2013
See Objective comments

B. Strengthen quality support services to promote student success.

Strategic Initiative: B listed above, formerly SI 1 (a)
Standard IIID

Evaluation of Goal
Goal completed when all objectives are completed.
Director of Accounting hired by September 2012.
Accounts Receivable clerk hired by end of July 2012.

Objective #1.1   Status: complete

Completed in July 2013 with the hiring of a new Accounting Director.

`Hire a Director of Accounting`

Existing Resources
`This position is budgeted for the 2011-12 budget.`
`This request is for the replacement of staff for an existing budgeted`
`position.`

Resources Needed: Additional Personnel
Position Classification: Manager/Supervisor (classified)

Required for How Long: Ongoing
Position Description:
`Manager of the Accounting Department.  Critical to day to day operations of`
`the department. Supervision, audit and approval of daily work. Key to state,`
`Federal and local issue resolvement. Resolves payment issues - student and`
`staff, COTOP process management, IT and Banking liaison. Audit prep,`
`coordination and review.`
Estimated Cost: $ 87689

Supporting Rationale:
`Position is a key management function overseeing the daily operations of the`
`accounting, payroll and cashiering functions for the District.`

Objective #1.2   Status: complete

A Bookstore staff person - Accounting Assistant II was placed into the position of the retired
Accounting Assistant III in November 2012.

`Hire Accounting Assistant III to replace incumbent who is retiring May 2012.`
`Critical position of Accounts Receivable clerk.`

Existing Resources
`This position is included in the 2011-12 budget.`

Resources Needed: Additional Personnel
Position Classification: Classified Staff

Required for How Long: Ongoing
Position Description:
`Accounting Assistant III - Accounts Receivable Clerk`
Estimated Cost: $ 48000

Supporting Rationale:

Staff person bills US Military agencies, State Rehab agencies, local
companies and the Compton Center for student fees, student wages paid,
payroll paid.
Sends items to collection. Interacts daily with cashiers on student debts and
COTOP resolution. Extensive paperwork to copy payroll registers to prepare
billings and follow-up. Accounts Receivable billing and collection is a key
revenue collection area for the district.

Goal #2   Short term (1 year)   Status: in progress
7-31-2013
See Objective comments

E. Improve processes, programs, and services through the effective use of
assessment, program review, planning, and resource allocation.

To provide better service to financial aid students and to keep current with
financial aid paperwork which affects student award data. (SI-1b)

Rationale: Financial Aid Accounting workload has increased to double, as El
Camino staff is now responsible for the processing and reconciliation of
Compton Center Financial Aid disbursements. Two Federal financial aid check
runs are processed weekly instead of one. The accountant who reconciles the
El Camino financial aid transactions now has to also reconcile the Compton
Center transactions. For audit purposes the two financial aid funds have to
be combined and reconciled again to Federal financial web site amounts.   All
Federal financial aid transactions for Compton students must be manually
reconciled and journaled off the Compton General Ledger history into the El
Camino College General Ledger account history. Staff is working on trying to
automate this system.

Status update: Staff are currently working to reprogram the account set ups
in order to try to get all Compton Center Federal awards to post to El
Camino's General Ledger to company with an audit recommendation. Progress on
this issue has progressed with the responsibility of this project given to
the new Accounting Officer. She is working closely with ITS and the Business
manager to determine the exact set-ups. She has also tested the system and we
are ready to try the new set up in the Production version of Colleague. This
effort has reduced the time she has to work on other critical areas such as
reconciliations, but we feel this is a top priority since we are dealing with
Federal funds.
Strategic Initiative E, listed above, formerly SI-1 (a)   Standard IIB and
IIID

Evaluation of Goal
All paperwork, including posting of cancelled checks, stale-dated checks in
both the Datatel and PeopleSoft systems would be up to date monthly and
reconciled by year-end close resulting in the financial aid accountant being
able to reconcile the awards with the disbursements. Financial Aid records
would match Accounting records. Reconciliations of all awards would be
timely and all discrepancies resolved prior to year-end closing and the
filing of the annual FISAP report. Elimination of threats by the Federal
government to close down funding due to discrepancies in reconciliations and

non-processing of cancellations and stale dated checks. These are on-going
functions of this employee's position.

Electronic or paper check processing of financial aid disbursements would be
handled completely by an outside agency. (outsourcing of the disbursement
process)
Elimination of 2-3 casual workers needed now to handle the paperwork and
questions associated with in person financial aid disbursements.

Evaluation on this goal will be addressed again in June of 2010. The
implementation of automation for a portion of the financial aid disbursement
process should reduce the need for additional part-time help.

Objective #2.1   Status: in progress

7-31-2013 Sallie Mae Corp has decided not to be a third party distributor of financial aid checks
and debit card accounts.
We are working during their transition phase with Higher One Corp who will utilize Sallie Mae's
disbursement services through the 2012-13 year, as we could not meet Higher One's aggressive
timeline to transfer to their disbursement specifications.

Evaluate the effectiveness (both cost and employee efficiency) of the direct
deposit system for financial aid checks.
I have retained the status history here to provide the progress that has been
made on this objective.
Status: In Progress during 2008-09 and 2009-10.
Meetings with outside agencies who can process financial aid disbursements
were and are being conducted during 2008-09 and 2009-10. Decision on vendor
and proposed initial steps in implementation occurred n 2009-10.
Implementation of electronic financial aid disbursements to a student debit
card is projected to occur in Spring 2010. Testing is underway in Fall 2009-
10.

Status: In Progress and partially completed
The District has entered into an agreement with Sallie Mae Corporation for
the electronic disbursement of Federal student financial aid to students in
the form of a debit card or a paper check. The first electronic
disbursements have been made as of 2-16-2010. There have been some returns
due to student provided bad information, or lack of student responsibility,
but those are being addressed immediately with each individual. Further
evaluation will be necessary in 6 months' time.

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Enrollment Services Program: Financial Aid & Scholarship
Work coordination with Financial Aid Office.
This is a combined goal and evaluation of the system with the Financial Aid
Office.

Impact on the Unit: Information Technology Services (ITS)
There will be additional programming requirements to Datatel to record the
receipt of a financial aid award if the awards are disbursed electronically
from DOE directly to a student's bank account. Current in house check
generation is recorded on the student's account in the Colleague system.
there is additional programming required to set up the electronic file

transfers of student database to Sallie Mae Corporation and to load each
disbursement file.
2011-12: We have continued to use the support of Cheryl Shenefield in
creating and testing financial aid transactions in a TEST environment of
Colleague. We are also working with Financial Aid and will be conducting
meetings with the El Camino and Compton staff to inform and train them on the
new account set-up, and impress upon them the need to coordinate the coding
of any new programs with the Accounting office.

Resources Needed: Additional Personnel
Position Classification: Classified Staff

Required for How Long: Ongoing
Position Description:
Accounting Technician II - to track and reconcile electronic financial aid
disbursements, order funds from DOE and assure they are received at local
bank account. Resolve student issues related to electronic award
disbursement.
Estimated Cost: $ 53000

Supporting Rationale:
Eliminates long lines of students who come in to pick up checks. Eliminates
lost warrants that have to be replaced because of mail delivery problems,
eliminates postage costs for mailing thousands of financial aid checks each
year, eliminates the labor associated with the manual process occurring now.
Should eliminate the need for previously requested staffing for the financial
aid area. (objective 2.1)
This position will eliminate the need for casual workers and this position
will be able to assist with other reconciliations in the office.
Status:
2011-12: newly hired employee seems to be efficient at processing the
necessary paperwork on time regarding cancellations and stale dated checks.
The accounting officer is still helping with reconciliation as the new clerk
and new accountant do not have a full grasp of the complexities of the
financial aid system, and the financial aid clerk in the Financial Aid office
is not able to keep up with the processing required by that office to return
funds on time as she has to process check runs for both campuses. An
additional staff person, dedicated to reconciliation and timely return of
funds would resolve audit citations and have us in compliance with Federal
regulations.

Goal #3   Short term (1 year)   Status: in progress
7-31-2013
see objective comments

Goal: E...improve processes and programs through use of program review,
assessment, planning. Strategic initiative E

To reconcile all Datatel accounts to PeopleSoft accounts as required by
audit, and to reconcile and assess balance sheet accounts to comply with

audit recommendations. Use of audit assessment to improve financial
statement accuracy.

Standard IIID
This is both a short term goal - hire staff to do this work
and a long term goal - produce consistent results of reconciliations.

Rationale: Colleges will now be required to take on the paperwork
responsibilities of the Direct Loan program that was previously handled by
banks and the Federal government. This will increase the workload in the
financial aid office and the accounting department to account for and
reconcile and report on this new loan program.

Standard IIB and IIID

Evaluation of Goal
Hire a new position to eliminate audit findings.

All discrepancies between the two financial systems are identified,
researched and adjusted within three weeks of the monthly PeopleSoft account
transaction upload to Datatel.

All Accounts Receivable are assessed monthly for validity and measures taken
to rebill agencies who owe the District funds. All accrued Accounts Payable
items are reviewed monthly for validity and bills are paid or the payable
accrual is deemed invalid and adjusted off the financial statements.

All Direct Loans responsibilities are being met timely.

Objective #3.1   Status: in progress
7-31-2013
Direct loan program has been stopped by the college.
We still are having other staff do the bank recs and account reconciliations when they are able to
fit in with their other workload, managers included.
No progress in getting a new position approved.
Hire Accounting Technician II to review and reconcile all accounts for all
funds
This person will also be responsible for accounts receivable and accounts
payable review and assessment. Also responsible for bank statement
reconciliation.
Responsible for technical review and clearance of audit recommendations.
Assess workload for Direct Lending program.

Resources Needed: Additional Personnel
Position Classification: Classified Staff

Required for How Long: Ongoing
Position Description:
Senior Accounting Technician

Estimated Cost: $ 56000

Supporting Rationale:
Reconciliation work is not being accomplished with current staffing. Non-accomplishment results in audit citation. Trying to input to and reconcile two systems takes additional manpower.
We have had audit citations for several years regarding reconciliations between the two financial software systems being used. Datatel and PeopleSoft.
Integrity of final financial statement numbers and ending balance.

Goal #4   Short term (1 year)   Status: in progress
7-31-2013
see objective comments

B. Strengthen quality educational and support services to promote student success.
should be objectives:
Improved collection on student fees how much more? % or $ or by what time? compare to prior year
Improve timeliness of student refunds by what date, % time in semester?

Evaluation of Goal
All student fees are paid within the first month of the semester.
  This is an in-progress goal; that can be evaluated at the end of each semester. The District has implemented a fee payment deadline for student fees.
All fees are required to be paid before the start of the semester; therefore all remaining fees should be paid within the first month of the semester unless students were given a fee payment exemption because other agencies/financial aid would be paying for the student's fees.
All Student refunds will be processed within the first month of the semester.
  This is an on-going goal.
Delinquent fees will be reported to the State COTOP program.   - This process was implemented in the Fall of 2009 with the reporting of delinquent fees covering the Fall 1999 through Summer 2009 semesters. As of 2-1-2010, approximately $200,000 had been recovered by the COTOP process, of which the District will keep $150,000 or 75%.
The District is continuing to use the COTOP system with submission of all student fee debts to the COTOP program each Fall. The only drawback is we only recover 75% of the student debt and must write off the remaining 25%. Often the debt submitted is in error, which is found out after the State has collected 100% from the student. The District then loses money because we have to refund 100% of the amount to the student, yet the state has only paid us 75%. There often was no legitimate debt at all. Errors in debts are due to instructors not dropping no-show students, reclassification of residency statuses.

Objective #4.1   Status: in progress

7-31-2013
continue to use COTOP, have worked again with ITS to establish deadlines on billing letters. Still in progress to see if we can improve on timelines. Staff to do work are now limited to 25 hours a week and because of this, staff has dwindled to 3-4 hourly helpers.

```
Improve collection of student fees
```

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Fiscal Services Program: Financial Reporting and Accounting

```
Payroll staff can develop list of outstanding amounts on payroll overpayments
and nonpayments of computer loans.  Cashiering staff can enter these as debts
on the student system and these debts will be included in the COTOP file sent
to the State for debt collection.
```

Impact on the Unit: Information Technology Services (ITS)

```
Development of refund and invoicing deadlines with ITS department.
Strict adherence to schedule by both departments so bills can go out early in
the semester for quicker collection of funds due.
Additional research time by payroll staff on any overpayments and computer
loan delinquencies.
```

Existing Resources

```
Existing cashiering staff and accounting officer can review methods used at
other colleges.  Cashiers can attend the annual bursar's conference to learn
the latest technology and fee collection methods used to expedite student
payments.
Existing ITS and Cashiering staff and casual workers to get refunds and bills
out to students more timely.
Existing staff to add debts to COTOP lists.
```

Objective #4.2   Status: in progress

7-31-2013
have met with ITS to ask if the accounting department can run their own refund save lists so we can process refunds on our own timelines.
ITS programmer will have a program ready for us in Fall 2013 or Spring 2014.

```
Improve timeliness of student refunds.
```

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Unit: Information Technology Services (ITS)

```
Regularly scheduled refund "saved lists" to be run by ITS staff.
Cashiers are unable to process refunds if lists are not run.
Lists have always been run in the past, but not on a regularly scheduled
basis.
Could impact employee scheduling or impact or be impacted by other priority
or emergency ITS issues that might occur.
```

Existing Resources

```
Existing ITS and Accounting staff need to meet and coordinate each semester
the timing of refund lists and invoices.
```

Goal #5   Short term (1 year)   Status: in progress
7-31-2013
see objective comments

E. Improve processes, programs, and services through the effective use of
assessment, program review, planning, and resource allocation.

To process required payroll transactions for faculty members timely.
Transactions include adjustments to STRS membership contributions, and
payroll system adjustments

Implement an online sick leave balance report site for faculty to view their
own balances with a link to payroll to inquire on balance.
To record faculty sick leave balances more timely.

Strategic Initiative 1-a
Standard IIID

Evaluation of Goal
STRS corrections:
No complaints or second requests from STRS and part-time faculty
Sick leave balances:
All corrections and sick leave reports processed timely.
STRS corrections researched within 1 week, corrected completely within the
current month.
All Sick leave balances are up to date at the end of each semester.
OR
All Faulty leave days posted monthly. Reports are issued on line to faculty
and deans.   Electronic viewing and updating of balances.

Objective #5.1   Status: in progress

7-31-2013 Staff doing work as they can
Hire part-time or full time help to accomplish the goal.
Payroll technician (Accounting Assistant III)

Resources Needed: Additional Personnel
Position Classification: Classified Staff

Required for How Long: Ongoing
Position Description:
Part-time classified position - Payroll Technician
Estimated Cost: $ 40000

Supporting Rationale:
Cal STRS is imposing deadlines for corrections. If deadlines are not met,
they will impose financial penalties.

Objective #5.2   Status: in progress
7-31-2013
Full time faculty balances will be up dated by end of August 2013
Staff person has worked with in house programmer to use a new database.

Part-time faculty will be addressed next.

High employee absenteeism in the payroll dept. hinders the timely completion of this objective.
```
Continue use of casual staff to catch up balances.
Work with ITS to develop an automated system that will produce the
calculations when staff just input the number of days of absence.


Strategic Initiative 1-a
Standard IIID
```

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Unit: Information Technology Services (ITS)
```
Development of program will require ITS staff resources
```

Resources from Other Sources
Resources from Fund 11

Required for How Long: 1 time
Requested: $ 1
Received: $ 1

Resources Needed: Additional Personnel
Position Classification: Classified Staff (hourly)

Required for How Long: 1 time
Position Description:
```
Overtime for staff to catch up the sick leave balances for faculty
or casual worker to be trained to do the same.
```
Estimated Cost: $ 2500

Supporting Rationale:
```
Balances have to be brought current in order for system to be implemented.
```


Objective #5.3   Status: in progress
7-31-2013

need to schedule dedicated time with ITS dept.
They say they can develop this, but now other Student Success mandates from State have pushed
this project to the back burner.
```
Automate absence accounting system for all payrolls.
```

Absence reports are automatically updated at the division level.
Will require program from ITS or outside agency.

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Unit: Information Technology Services (ITS)
Will need ITS allocation of programming resources and time to develop and
test program.
Will also require time and input form payroll staff and accounting manager

---

Goal #6   Short term (1 year)   Status: in progress
7-31-2013
see objective comments

E. Improve processes programs and services through the effective use of
assessment, program review, planning, and resource allocation.

Evaluation of Goal
Automated retrieval of payroll documents available to Payroll and Human
Resources staff.
Reduced time spent manually retrieving documents from storage, photocopying
documents and refiling the documents.
Reduced need for storage containers on site, and storage space in the
warehouse. These are permanent payroll documents that must be kept.
Automation of the system, scanning and retrieval will accomplish this
objective.

Objective #6.1   Status: in progress
7-31-2013
repeatedly ask for this, but no solution in sight.
Purchase or implement a scanning system or desk scanners.

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Unit: Information Technology Services (ITS)
Storage space on District server for payroll documents.
Training by ITS staff on scanning and retrieval of documents.

Resources Needed: Additional Budget

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 1
Description:

Unknown as to cost needed to implement scanning system or individual desk
scanners

Supporting Rationale

Individual or centralized scanners needed to scan documents into storage and
retrieval system

Goal #7   Short term (1 year)   Status: in progress

7-31-2013
see objective comments

B. Strengthen quality educational and support services to promote student
success.
E. Improve processes, programs, and services through the effective use of
assessment, program review, planning, and resource allocation.

Evaluation of Goal

Able to attend all meetings and function, supervise cashiering staff and
handle problems in remote sites.

Objective #7.1   Status: in progress

7-31-2013
was told yes twice, and then told no this past year.
Increasingly difficult for several aging staff to walk the long distances to attend meetings. Brains
are fine, work ethic is fine, legs and feet are giving way...

Obtain a golf cart or other on campus vehicle to drive to meetings to other
half of office responsibility and to other remote sites for audits.

Resources Needed: Additional Budget

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 500
Description:

Golf cart or other on campus transport vehicle.

Actual cost unknown.

Supporting Rationale

Will be used by Business Manager, Accounting Officer and others who have
physical limitations which prevent them from walking long distances on
campus. Needed to get to meetings and functions.

Goal #8   Short term (1 year)   Status: in progress

7-31-2013
see objective comments

F. Support facility and technology improvements to meet the needs of
students, employees and the community.

Evaluation of Goal
Goal completed when all equipment and furnishings are installed by September
30, 2012.

Objective #8.1   Status: in progress

7-31-2013
Cashiers have moved to new location.
Items still needed:
Currency counter,
UV detection lamps,
Cashier chair

Obtain equipment and furnishings for Cashiers area for servicing students
and presenting a professional image to customers.
Items needed:
Replacement window blinds or shades for cashiers' windows
Currency Counter
UV Counterfeit money detector lamps
Shredder
Replacement chair for cashier (one)

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Unit: Facilities Planning & Services
Installation of window blinds or window shades for cashiers windows

Resources Needed: Additional Budget

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 2000
Description:
Heavy duty shredder for cashier's area

Supporting Rationale
Needed to destroy student printouts and payment documents that contain name,
address, class locations, id numbers, credit card numbers. Current shredder
is leaking oil and cannot be repaired. Staff are buying oil on own time and
oiling the machine once a week to keep it running. Using the shredder down
the hall means having one less person at the windows to service staff. This
means we have to have more than one person scheduled if we are shredding
which means increased labor costs. Having a shredder right in the cashiering
area allows the cashier to shred at times when no customers are at the
windows.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 500
Description:
Window blinds or shades for Cashiers' windows
Supporting Rationale
Current blinds at many windows are non-operable. Cashiers have to use poster
board and wooden boards to cover windows when not in use. Results in
unprofessional presentation of the office to the public, allows viewing into
area if blinds are not able to close all the way.
Would like window shades that cannot be seen through. Similar to those
installed in new Accounting area, but non-see-through.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 400
Description:
7 UV Counterfeit money detectors for cashier's windows
Supporting Rationale
Cashiers currently use special pens to ink each bill received. Pens wear out
rapidly and we are spending about $200 yearly on pens. UV detectors will pay
for themselves in 2 year's time and then zero cost in future years. Will
improve speed and accuracy of detection. Cashiers rely on the ink from
counterfeit ink pens to change color and often have to ask permanent staff to
verify their opinion on whether a bill is counterfeit, cutting into others'
work time. Machine would give a "certain" answer and save money in the long
run for a one-time cost.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 400
Description:
Chair for night cashier
Supporting Rationale
Cashier's chair has lost its hydraulic system and other ergonomic controls.
Special order chair for this individual.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 2000
Description:

Currency Counter for Cashier's office
Supporting Rationale
Current machine is about to break

Objective #8.2   Status: in progress
7-31-2013
no progress
Obtain equipment for main accounting and payroll office to aid employees in
performing their job function more efficiently.
Obtain equipment to aid in training campus staff and accounting employees

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Unit: Information Technology Services (ITS)
For document scanning and storage on computer system ---need ITS help, setup
and training.

Resources Needed: Additional Budget

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 1000
Description:
Color Printer for Accounting staff
Supporting Rationale
Needed for ease in presentation of financial information on reports.
Easier for staff to color code tracking amounts on documents.
A color printer was assigned to the fiscal services department, but had to be
left behind for the internal auditor to use as his main printer when
Accounting staff moved to the Bookstore building. Since the Auditor is now
assigned to the Compton Center, could the existing printer be relocated to
Accounting ($0 cost)... or if not, a new one purchased.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 800
Description:
4 scanners for payroll clerks ---cost unknown -- need ITS expertise on this
Supporting Rationale
Payroll technicians currently have to manually file and store thousands of
payroll documents each month. There is not enough storage room in our new
location and we must manually retrieve documents from many years when a
request comes in for copies of timesheets due to a court request. Scanning
the documents into a more manageable retrieval system would allow faster
retrieval time, eliminate the need for physical storage and free up room in
the warehouse. Eliminates the need for warehouse staff to store and retrieve
document boxes.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 600
Description:
```
Laser printer for Accounts Receivable clerk.
```
Supporting Rationale
```
Current clerk is located in an area of cubicles that does not have a printer.
Staff person has to spend considerable time, walking back and forth from desk
to printer located in another area of office.  A small desk top printer will
suffice.
```

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time
Requested Amount: $ 2000
Description:
```
Lap top Computer for Accounting/Purchasing conference room.
This can be a no cost refurbished unit from ITS  ($0) or a new computer
($2000)
```
Supporting Rationale
```
Computer needed in this room to aid in training sessions, presentations to
staff and use by other areas that use the conference room.  We have the
projector and screen, but no computer.
```

Goal #9   Short term (1 year)   Status: in progress
7-31-2013
see objective comments

```
E. Improve processes, programs and services through the effective use of
assessment, program review, planning, and resource allocation.
```

Evaluation of Goal
```
Improved communication between Human Resources Department and
Payroll/Accounting.
Fewer complaints of running staff around from HR office to payroll
technicians for HR advice and guidance.
Fewer instances of overpayments to employees that cannot be recovered.
```

Objective #9.1   Status: in progress
7-31-2013
still hard to get departments to agree on distinct lines of responsibilities. Payroll continues to do
HR functions in areas of employee database maintenance, retirement advising, and benefit

support.

Have had some productive meetings on particular topics.
Still need each dept. to take on their responsibilities regardless of whether they had to perform these functions in the past.

```
Delineate the job functions of Human Resources and Payroll staff.
```

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Unit: Human Resources Unit

```
Staff time needed to participate in meetings and working on procedures to
improve processes...approximately 2 hours a month.  1 hour for meeting, 1
hour for procedure improvement.
```

Existing Resources

```
Current payroll and human resources staff members and managers
```

Objective #9.2   Status: in progress

7-31-2013
need to schedule this between the two departments

```
Clean-up/deletion of old jobs in the HR system database.
```

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Area: Human Resources

```
Staff time needs to be dedicated to completing the review of current jobs
carried in the HR payroll database, delete old jobs.
This cleans up the system, resulting in fewer chances for error in coding
payments and thus fewer journal entries to clean up payroll charge errors.
Aids payroll in choosing correct account code as only current jobs would be
listed on the HRS time report used to data enter payroll charges.
```

Existing Resources

```
Current HR staff and payroll staff.
```

Objective #9.3   Status: in progress

7-31-2013
have had this mentioned in a few meetings. still working on controlling the timeliness

```
Devise and implement procedure and timelines for timing account code changes
to the HR system to coincide with payroll deadlines.

Accomplishment will eliminate correcting journal entries by accounting staff.
```

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Area: Human Resources

```
Staff meeting between HR and payroll staff to understand the timing of
payroll input and LACOE deadlines, so input of account code corrections can
occur at a time to take effect with the next payroll cycle. There is no
coordination now, so incorrect account codes are hit when the payroll is
```

input, and the correction is entered after the payroll time report is produced. Causes re-work by accounting staff. Coordinated timing of processes can eliminate these corrections which cause the accountants extra work.

Goal #10   Short term (1 year)   Status: in progress
7-31-2013
See objective comments

F. Support Technology improvements to meet the needs of employees.

Evaluation of Goal
Staff are able to do their jobs without having to wait for assistance from overloaded ITS department.

Objective #10.1   Status: in progress
7-31-2013
no progress..will ask again
Allow Accounting management to have Administrator rights to computer system so they can log into staff computers and down load latest applications needed by accounting staff such as Crystal Report Viewer, Adobe versions, Print screen applications, 1098 T files.
Due to decreased staffing in ITS and overload of work for ITS staff, we have been waiting over a month to have access to Crystal report viewing on our new computers. We had access on our old computers, but ITS has to download the appropriate software onto the new computers. We are also waiting for the installation of the 2011 1098 T file so we may help students who have questions or need re-prints of their form.

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Unit: Information Technology Services (ITS)
ITS staff - one time support training on downloading necessary program up-dates and applications for accounting staff.

Existing Resources
Current accounting managers and one ITS staff person for a one hour training session.

Objective #10.2   Status: complete
7-31-2013
Staff has added another download of information monthly.
Update Datatel system with PeopleSoft transactions more frequently by adding a third download of financial information to the schedule.

Impact of Objective on Other Programs, Units,and/or Areas
Impact on the Information Technology Services (ITS) Program: Application Support

```
Schedule one more extract of PeopleSoft data per month, so accounting staff
can update Datatel financial system twice a month with LACOE data.
This will improve the currency of payroll and non-payroll postings to the
Datatel system, thereby allowing management to have more current expenditure
balances.
```

Existing Resources

```
Staff persons in ITS and Accounting will add one more extract and download to
their schedule per month.
```

Appendix A

Appendix B

Individuals Who Participated in Developing this Plan

The following people acknowledge that they participated in the development of or reviewed this plan.

Name	**Role**
1. Ely, Janice	Plan Leader
2. Cheung, Josie	Participant
3. Elliott, Leimomi	Participant
4. Stanojevich, Diana	Participant

5. Turner, Gary   Participant

6. Connolly, Thomas   Reviewer

7. Webb, Lisa   Reviewer