

Team: Budget Process and Consolidation

Date:

**INPUT DRAFT-ILLUSTRATIVE**

Action Plan Summary

Key Assumptions	
<ul style="list-style-type: none"> <li>- Budgeting is an enabler for other functions</li> <li>- Buy in from upper management is needed to achieve effective budgeting.</li> </ul>	
Team Goals	Key Success Indicators
<ul style="list-style-type: none"> <li>- Improve annual and quarterly operating plans through elimination of manual entries</li> <li>- Improve accuracy of financial records (more edits closer to source)</li> <li>- Improve operating plan formulation and funds allocation process through giving people in organizations access to data</li> <li>- Implement new/improved budgeting application</li> <li>- Establish CFO liaison to Channels</li> <li>- Create integrated goals and objectives document</li> <li>- Work with SFA University and Communications to communicate vision, mission, goals &amp; objectives to employees</li> <li>- Establish information exchange process</li> <li>- Support establishment of planning timeline</li> <li>- Define and implement planning process</li> <li>- Create integrated goals and objectives document</li> <li>- Improve channel knowledge on planning and budgeting</li> <li>- Support channels in business plan development and defining &amp; prioritizing their needs</li> </ul> <p>Additional Goals</p> <ul style="list-style-type: none"> <li>- Ensure that employees feel free to do whatever is necessary to meet our customers needs</li> <li>- Assess the value we provide to our clients and measure their satisfaction with our products and services</li> <li>- Encourage cross-organizational leadership</li> <li>- Train and mentor to develop necessary management and leadership skills and behaviors</li> <li>- Empower employees and let them have input into critical decisions</li> <li>- Create processes for two way communication and acknowledging feedback</li> <li>- Define and clearly communicate performance expectations and measure results</li> <li>- Encourage and reward innovation and accountability</li> <li>- Create an environment which encourages people to constructively work together to achieve shared goals</li> </ul>	<ul style="list-style-type: none"> <li>- X% FTE reduction for greater efficiency of the process</li> <li>- X% fewer errors in and revisions of financial records</li> <li>- FTE and cost savings of X% for the process</li> <li>- Application operational by 03/01/01</li> <li>- Liaison staffed and performing duties by 03/01/01</li> <li>- Document produced and disseminated by 03/01/01</li> <li>- Employees attend required meetings and information disseminated by 05/01/01</li> <li>- Information is handed off to SFA communications and disseminated as appropriate</li> <li>- Timeline is produced and distributed by 0/3/01/01</li> <li>- Process is defined and manuals are in place</li> <li>- Integrated document used to define plans and budgets for 2001-2002</li> <li>- Channel feedback indicates improved knowledge</li> <li>- Final prioritized business plan and action list tied to budget being produced by 05/01/01</li> </ul>

Process/Function	Current	Total	Role In Goal Achievement
- Budgeting	3.5	5.5	- Design and implement operation plan formulation and allocation process
- Planning	.75	1.5	- Improve the annual and quarterly operation plans (eliminate data entry) and help produce integrated planning document
- Analysis	.75	1	
- Monitoring	.75	1	- Ensure the accuracy of financial records
- Reporting	.5	2	- Improve, implement, and use a new operating plan formulation and allocation process
- Internal Communications	.25	.25	- Implement liaison function to the channels and help improved channel knowledge about planning and budgeting
- External Communications	.50	.75	
Total	7	19	

Key Actions	Impact	Start	Complete	Responsibility
For annual and quarterly reports eliminate manual data entry and create modeling capability for allocation	Improved program fund management and FTE savings	1/01/01	04/01/01	Lintz
Implement additional edits closer to source of errors on financial reports.	Improved accuracy of financial records and FTE savings	01/01/01	03/01/01	Lintz
Design and implement operating plan formulation and funds allocation process	FTE and Cost reductions	01/01/01	02/01/01	Lintz
Assess and document current budget process	Produces understanding of the current process and its problems	12/15/01	01/15/01	Lintz
Develop budget process improvement recommendations	Provides clear rationale for process improvements	01/15/01	02/15/01	Lintz
Asses planning/budgeting application software	Allows for alternatives to be weighed and the best option chosen	12/01/01	01/01/01	Lintz
Implement planning/budgeting application software	New budgeting/ planning system running	01/01/01	03/01/01	Lintz
Define and implement Channel Liaison function	Relationship with channels improved	01/01/01	02/01/01	Lintz
Integrate SFA mission, goals, and objectives as enunciated in 5 Year Plan, Modernization Blueprint, Products and Services, etc, into a single, useful document for customers, stakeholders, and employees	Allows for improved, more aligned planning	02/01/01	06/01/01	Lintz
Implement training that ensures employees are aware of what the new vision is, why it is needed, and how it affects them	Improved employee buy in to new vision	01/01/01	03/01/01	Lintz
Establish process that disseminates planning and budgeting information to the channels more effectively	Channels have better information and as a result plan and budget more effectively	01/01/01	03/01/01	Lintz
Design and implement process to support channels in defining and prioritizing their needs for business plan development.	Channels produce more accurate and effective business plans.	02/01/01	05/01/01	Lintz

## Function/Activity Detail

<b>Process/Function</b>	<b>FTE's</b>	<b>Description of Key Work Activities</b>
<b>Budgeting</b>		
Develop Budget Allocation	.25/0	
Operate SFA Planning and Budget Process	3.25/2	
<b>Planning</b>		
Prepare annual and quarterly operating plans	.75/.75	
<b>Analysis</b>		
Manage contract funds commitment process	.75/.25	
<b>Monitoring</b>		
Ensure accuracy of financial reporting	.5/.25	
Monitor and track FTE usage	.25/0	
<b>Reporting</b>		
Publish reports and analysis	.5/1.5	
<b>Internal Communications</b>		
Advise Sr. officers on fund allocation & spending rate information	.25/0	
<b>External Communications</b>		
Communicating with third parties	.5/.25	
<b>Total</b>	<b>7/5</b>	