



Use of Workflow to Enhance Business Process Efficiency at Monash University

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Benefits of Optimising workflow

The benefits that Monash University hope to gain through the introduction of extensive workflow routines include:-

- **Efficiencies by eliminating internal mailing and paper handling.**
- **Tighter controls over authorisation of financial transactions.**
- **Enforcement of segregation of duties.**
- **Automation in some key business processes.**
- **Provision of a mechanism to introduce Electronic Signature concept**
- **More intuitive business processes.**

Monash University Environment

Dispersed operating environment

- 6 Australian Campuses – 2 Overseas campuses. (Only Australian Campuses use SAP)
- Australian Campuses are located throughout Victoria including regional centres.
- Faculties are represented across these campuses.
- Monash has implemented a devolved processing model for most business applications.
- The university has a sensitivity to restricting data access to within Faculties and indeed within Departments.

Monash University Dimensions (2002)

• Student Enrolments	48,246.
• Student Load (EFTSU)	35,800
• Total Staff (FTE)	4,950.
• Academic Staff (FTE)	2,270
• Operating Revenue (2001)	663,421 (\$A'000)
• Total Assets	1,242,672 (\$A'000).
• SAP Active User Accounts.	1,500
• Callista Active User Accounts	1,100

Reasons for incorporation of Workflow in Monash University's Business Processes

- **Diverse campus locations and the reporting and authority structures across those campuses.**
- **Desire to reduce the paper trail.**
- **Audit and Risk Management control requirements.**
- **Assist with usability in making the system and business processes more seamless.**
- **Coverage for absences.**
- **Notification of process and transaction stages.**
- **Approval and/or Rejection notification**
- **Facilitation of approvals by irregular SAP users**

Contribution to the Approval Process

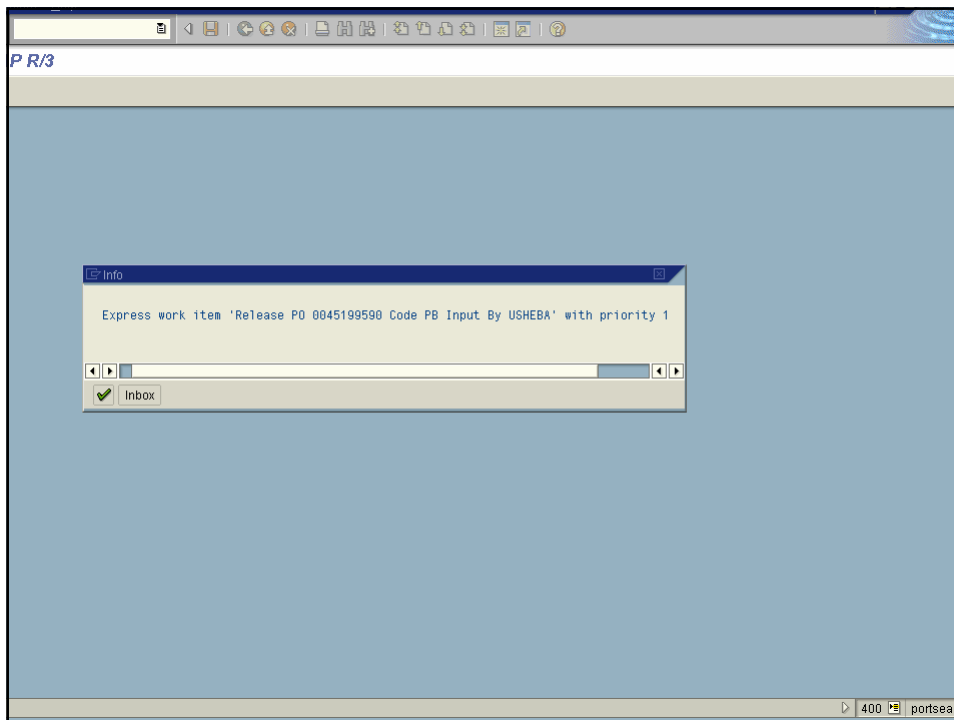
Workflow assists in electronic approval by :

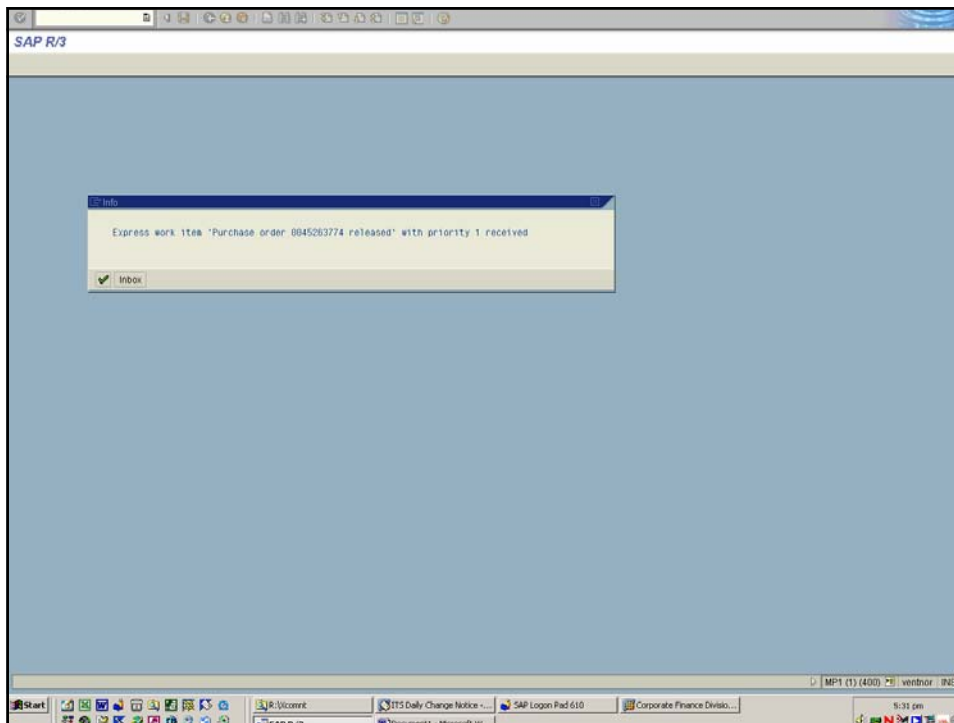
- Practical application of delegated financial authorities,
- Control of "special" material requisitioning specialist officer release authorities,
- Streamlining employee event related approvals e.g. leave requests and staff appointments (ESS)
- Facilitating customised transactions such as IDN, Direct invoice and electronic forms such as a Electronic user Access request approval.

Financial Authority –Purchasing Transactions

Whilst the SAP mechanism for authorisation of purchasing transactions is via configuration of Release Codes the practical application of approvals within the Monash environment could not be delivered without the incorporation of workflow.

- Financial Authorities are assigned to security profiles via Release Cods and purchasing group according to position/role.
- Requires Standardisation of Financial Authority levels.
- Policy requires multiple recipients for coverage.
- Linked to MMS mail to inform irregular SAP users of transactions needing approval.
- Resource mangers receive all workflow for items > \$30k to gather and present supporting documentation.





Financial Authority – IDN and Direct Invoices

Some customised processes have been developed which rely on workflow as the other means of approval.

- Internal Debit Notes (IDN's) are transfers (revenue or expense) between Department or Faculties which require approval.
- Departmental users are permitted to use SAP's Direct Invoicing for certain payment types (determined by account code)
- Both these transactions are subject to approval in accordance with the delegated financial authorities (by Cost Centre rather than Purchasing Group)
- IDN's and Direct Invoices have been developed by use of the SAP standard journal and invoice park and post facility incorporating workflow to automate the process.

Delegated Financial Authorities

<u>Position Title</u>	<u>\$ Authority</u>
– Vice Chancellor	\$ 500k
– Deputy Vice Chancellor	\$ 250k
– Deans	\$ 150k
– Campus Directors	\$ 100k
– Divisional Directors	\$ 150k
– Associate Deans	\$ 50k
– Heads of Department	\$ 50k
– Faculty Managers	\$ 50k
– Resource/Business Managers	\$ 30k
– Other Administrative staff as authorised by Department Heads	\$ 5k, \$10k or \$ 20k

Special Release Strategies for Requisitioning of certain materials.

- **Release Strategies have been implemented to workflow requisitions for certain material groups to officers responsible for approval.**
- **The Requisition Release process is invoked for any materials included in the following material groups:-**
 - Computer equipment
 - Safety equipment
 - Radioactive materials
 - Laser equipment
 - Live animals
 - Chemicals used in chemical weapons
 - Contractor services
 - Motor Vehicles

Why Requisition Release Strategies?

Requisition Release strategies are required for a number of reasons such as:

- For OHS purposes, to assist department officers to check and record that the correct permit is held for the purchase of certain hazardous items.
- To assist Monash University and/or departments to monitor standards such as:
 - to ensure Monash (DITS) and departmental standard computer equipment is purchased
 - work requiring the use external trade contractors have been approved by Works and Services staff
 - to ensure all vehicles purchased are processed centrally

Responsibilities in actioning requisition release.

- Computer Support Officers are required to confirm specifications/standards of all PCs/printers and other computer related equipment etc. conforms to what is "Monash standard" and what is required by that work area.
- Safety Officers are to confirm correct standards are adhered to for purchase of protective clothing, safety signs, first aid and other safety related items.
- Radiation Safety Officers are to confirm the dept. holds the appropriate sealed and unsealed source radioactive materials permit.
- Laser Safety Officers confirm that departments holds the appropriate permit for purchase of all equipment, which include class 3 & 4 lasers.
- Animal Ethics Chair or delegate to check that animal ethics permits are held for all animals to be purchased.

Release Strategy Responsibilities continued

- **Chemical Weapons permit/warrant holder** to confirm the appropriate permit is held for purchase of chemicals which are used to manufacture chemical weapons.
- **Contractor Services** nominated Works and Services staff to confirm that the use of external trade contractors are appropriate and they hold the relevant workcover, public liability and insurance cover and that relevant permits are obtained for the work they propose to do.
- **Vehicles** nominated Works and Services staff to manage the purchase and trade-in of vehicles across campuses.

ESS – Staff leave Application Workflow

Electronic leave application and approval via ESS replaces a manual process. The new process incorporates workflow for approval as follows:

- On creation of the electronic leave request the SAP HR record is created against info type 2001 with a locked status.
- A position to position relationship table provides an approval structure allowing workflow to forward leave requests to the supervisor & alternate for approval.
- Once approved (or rejected) the applicant is advised by email.
- After a prescribed time of non action workflow escalates the request.
- Some departments require a secondary authorisation after the supervisor supports the application it is forwarded via workflow to the approver.
- Workflow approval unlocks the SAP leave transaction.

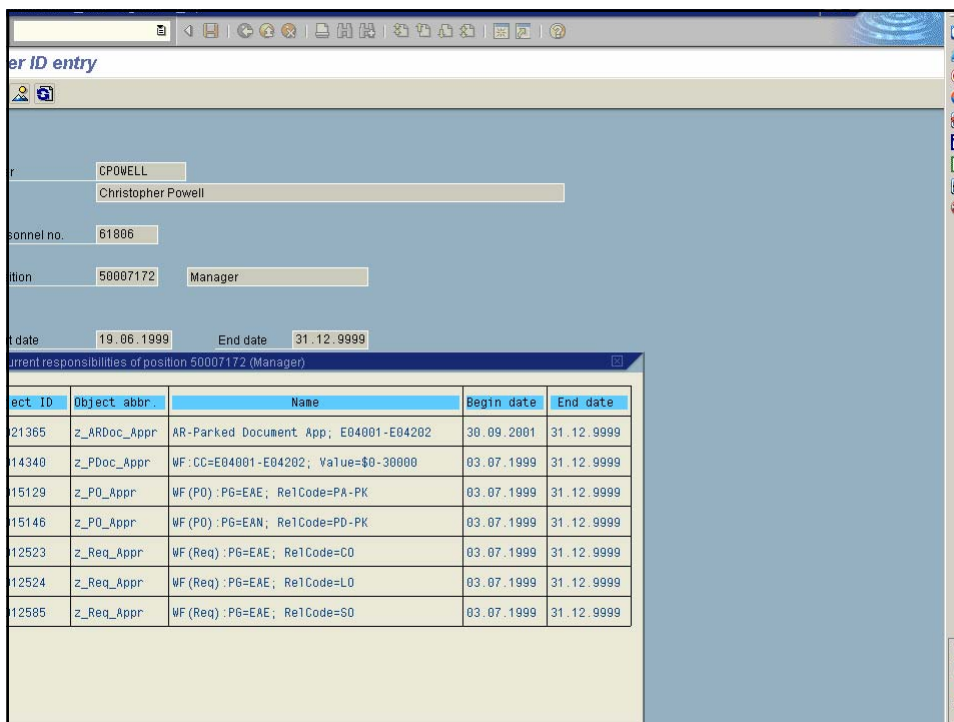
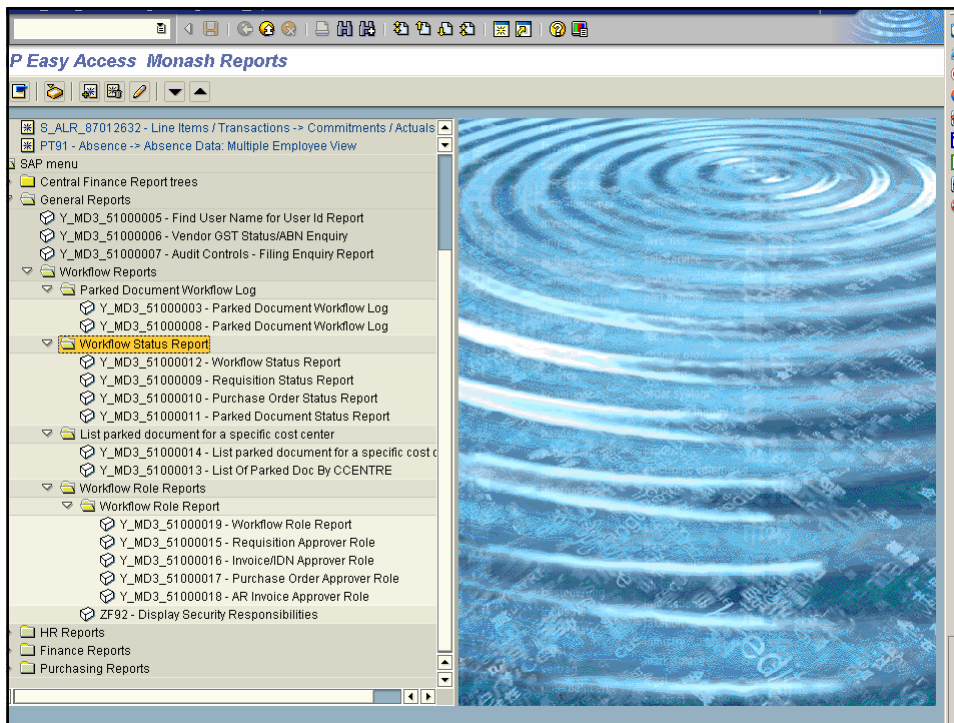
Accounts Receivable

- **Creating AR Invoices for non student fee debt has been devolved to Faculty and Departmental staff.**
- **Monash does not use the S&D application but rather has developed a customised AR invoice transaction which allows multi text line item descriptions.**
- **The customer database is maintained centrally so a request screen has been developed to allow users to request new customers. Workflow notifies creation or rejection.**
- **AR Invoices are workflowed to nominated authorisers for approval. Alternates are nominated to provide coverage.**
- **Once approved the invoice can be printed (once) and sent to the customer. Any re-prints are marked "Duplicate Invoice"**
- **To compliment the devolvement of the AR function automated reports and email routines have been developed to advise Departments when debtor accounts become overdue and need to be followed up (by department staff).**

Workflow Tracking

Monash has developed an array of customised reports which:-

- allow department administrators to identify Workflow structures established for their departments
- allow individual users to track the status of their transactions
- provide an audit log of who & when transactions have been approved or rejected.
- Examples of a few of these reports are provided on the follow slides:



Workflow Status Report

Requested Document
 Purchase Order
 Acquisition

Requested Document
 Company Code: 1000
 IAR Invoice/IDN No.:
 Document year: 2004

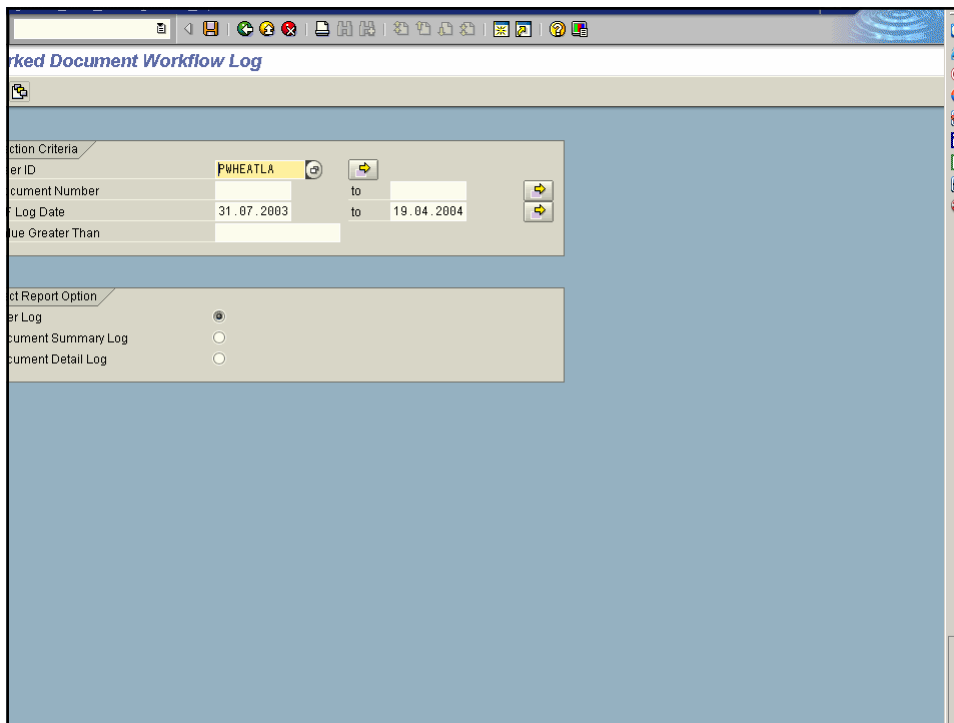
Purchase Order
 Purchase Order No.:

Acquisition
 Acquisition No.:
 Item No.:

Workflow Status Report

Workflow Status Report

Document No. 45020514
 Date & Time 14.01.2000 14:52:21
 Status Completed (Released)
 Actioned BDAVIS Alexander Davis
 Actioned 14.01.2000



Parked Document Workflow Log

Date and Time: 19.04.2004 20:28:34
 Modified: 23.05.2003
 ID: PWHEATLA

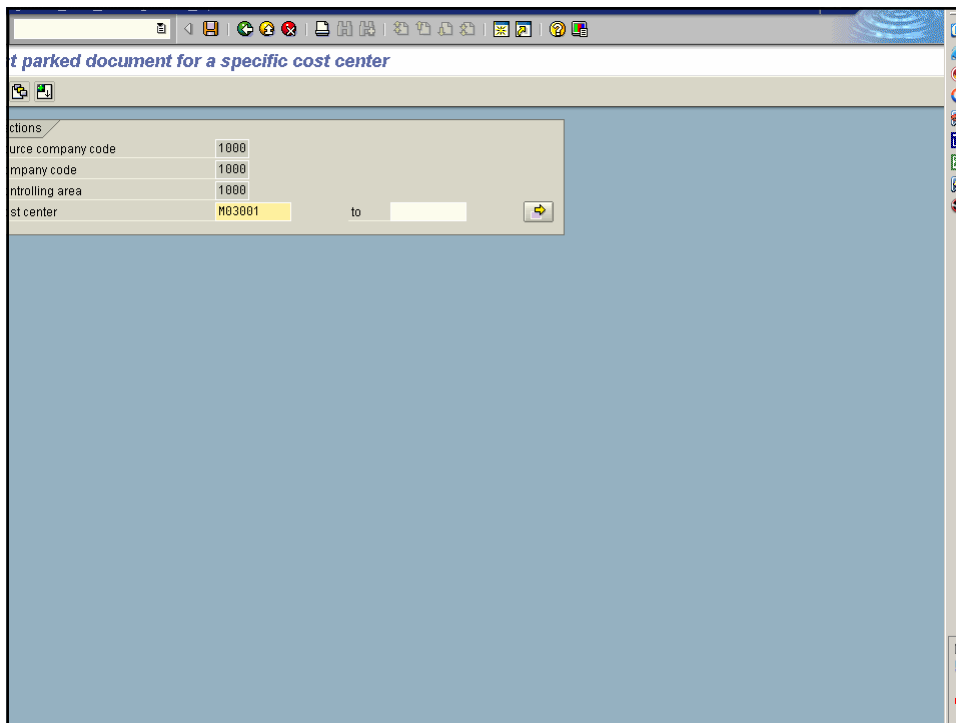
Monash University
 Parked Document Workflow Log

Page: 1
 Report: ZRFAB021
 Client: 400

Parked Document Workflow User Log

Doc Number	Time	Doc Number	Typ	Actn	FundsCtr	Value (AUD)	Document header text	Reference	Entry date
ID: PWHEATLA of IDNs									
3000045421	10.2003 14:20:06	3000045421	IN	APPR	Z03001	80.00	Funds Management	HIRAWANJIE 56032	10.10.2003
3000045493	10.2003 09:58:18	3000045493	IN	APPR	Z03001	38.00	Add MMS Email Quota		14.10.2003
3000046229	11.2003 14:22:58	3000046229	IN	APPR	Z03001	13,450.00	Caulfield-Setup Labour	P BAILEY 55915	07.11.2003
3000046314	11.2003 09:54:15	3000046314	IN	APPR	Z03001	4,446.00	Heba's time at FIRM	HEBA'S TIME	11.11.2003
3000047151	12.2003 08:17:17	3000047151	IN	APPR	Z03001	22.00	Snr Women's Christmas Pty	HEATHER BRADBURY	03.12.2003
3000048629	02.2004 09:51:17	3000048629	IN	APPR	Z03001	18,200.00	OneStop Web Module	P BAILEY 55915	06.02.2004
3000048963	02.2004 07:56:50	3000048963	IN	APPR	Z03001	38.00	Purchase of add 100MB MMS	CECKERT	20.02.2004

Total value for period: PWHEATLA 36,274.00
 Total docs for period: PWHEATLA 7



t parked document for a specific cost center

Date and Time: 19.04.2004 20:34:30
 Modified: 18.02.2000
 Id: PWHEATLA

Monash University
 Lists of parked IDNs by Cost Center

Page: 1
 Report: ZRR006
 Client: 400

DT	Doc Number	No.	Date Entered	Doc Date	Reference	T/C	GL Account	Cost Center	Fund	Amount in LC
IN	3000040044	001	16.04.2003	16.04.2003	DEPT PHOTOGRAPHY	50	744002	M03001	3152002	24.00-
IN	3000049994	002	30.03.2004	22.03.2004	PSV04-229	40	739061	M03001	3152006	36.00

Total amount DR: 36.00
 Total amount CR: 24.00-

Deadline Strategy

- A deadline strategy for unapproved workflowed financial documents is set at 14 days for invoices and 28 days for IDN's.
- Documents exceeding the deadline period are escalated to the Corporate Finance Systems Administration group.
- These items used to be individually investigated and followed up with the originator. Deadlined items were averaging up to 300 in any one month.
- A program has now been developed that extracts deadlined items, sorts them by document originator, assigns the originators email address and then automatically emails a follow-up advice accompanied by a report listing overdue items.

In Summary Workflow -

- Is integral to efficient business processes especially given the geographical diversity of Monash University.
- Promotes a better and seamless interconnection of system and work processes.
- Contributes to establishment of a virtual office environment by supporting electronic signature approvals, and thus allows management structures to span campuses.
- Reduces paperflows
- Does not allow transactions to go stale or be forgotten.

In Summary Workflow - contd.

- **Enforces better audit controls, policy application and stricter authorisation practices including segregation of duties.**
- **Improves productivity in Faculty and Departments and central Support Services Divisions.**
- **Supports escalation procedures**
- **Compliments development of customised solutions to achieve business initiatives.**

MONASH University



Thank-you for your attention

Questions ???