

22 March 2017

Finance

Service Description & Client Commitment



Service Description & Client Commitment

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UQ Finance Vision, Purpose and Values

Our Vision:

Securing UQ's financial future through **expert advice, systems** and **support**.

Our Service Commitment:

Finance values **professionalism** and **accountability**. We treat everyone with **respect**, and work **collaboratively** to deliver **excellent** service that **enables clients** to achieve their **priority objectives**.

Our service commitment:

- Enabling and helpful
- Professional
- Responsive
- Accountable
- Collaborative
- Transparent

Our Client Commitment:

We value our customers and our relationship with them. We will:

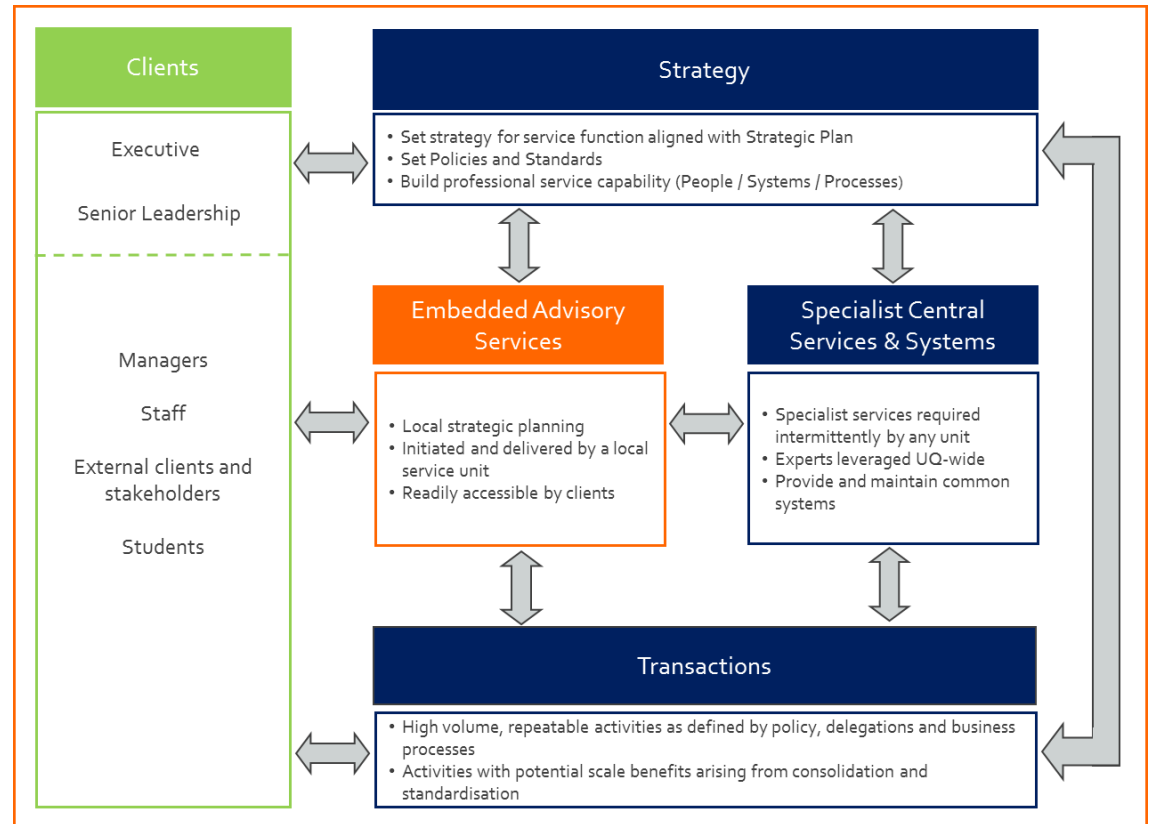
- Provide **clear, comprehensive** and **accurate** advice;
- **Collaborate** with our clients to ensure **successful outcomes**;
- Respond to all enquiries **courteously, professionally** and **quickly** through the available mechanisms (email, phone or in person).

UQ Professional Services Operating Model and Roles

The UQ Professional Services Operating Model provides a framework to describe how services will be delivered at UQ.

The key service elements of the Operating Model are:

- **Strategy** which sets the strategy and policy for the service function and builds professional service capability
- **Embedded Advisory Services** – tailored, accessible services delivered at the local level
- **Specialist Central Services & Systems** – specialist services delivered across UQ including management of enterprise-wide systems
- **Transaction Services** – high volume, readily codified work that can be managed for quality and efficiency and increasingly systematised over time.



UQ Professional Services Operating Model and Roles

Finance Manager

- Accountable for the delivery of end-to-end Finance solutions, services and advice
- Provides leadership and guidance to Finance Professional Services team
- Regular collaboration with clients to ensure mutually successful outcomes

Senior Management Accountants

- Delivery of sound financial analysis, supporting commentary and advice to senior leaders
- Partners with clients to manage annual budgets, Partners with Project leaders to deliver professional project accounting advice and services

Management Accountant

- Delivery of sound project accounting advice and services to Project leaders
- Key integrator between advisory and transactions streams

Financial Services Coordinator

- Accountable for the efficient and effective management and delivery of Finance transactions
- Key role in process improvement and ensuring compliance

Senior Finance Officer

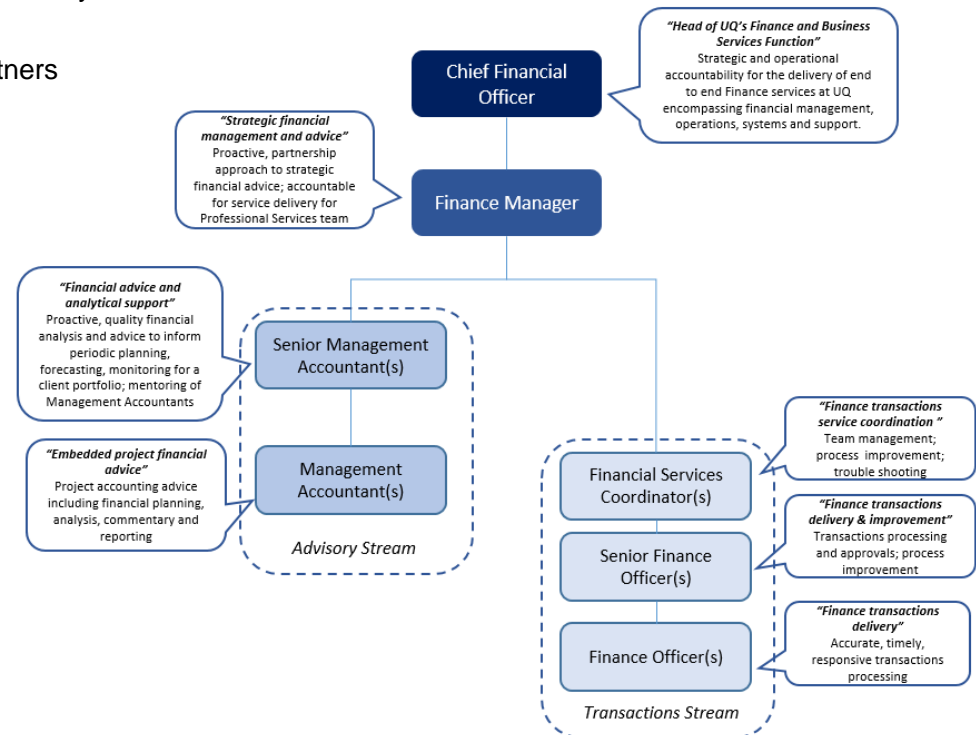
- Reviewing finance transactions
- Finance transactions processing including troubleshooting and resolving complex issues

Finance Officers

- Finance transactions processing and compliance checking

Finance Specialist Central Services

- Deep technical capability and service delivery in specialist Finance areas such as Corporate Finance, Financial Planning and Analysis, Procurement and Financial Operations
- Design practical Finance policies and frameworks in collaboration with embedded Finance advisory colleagues and clients
- Work with embedded Finance colleagues to resolve complex issues



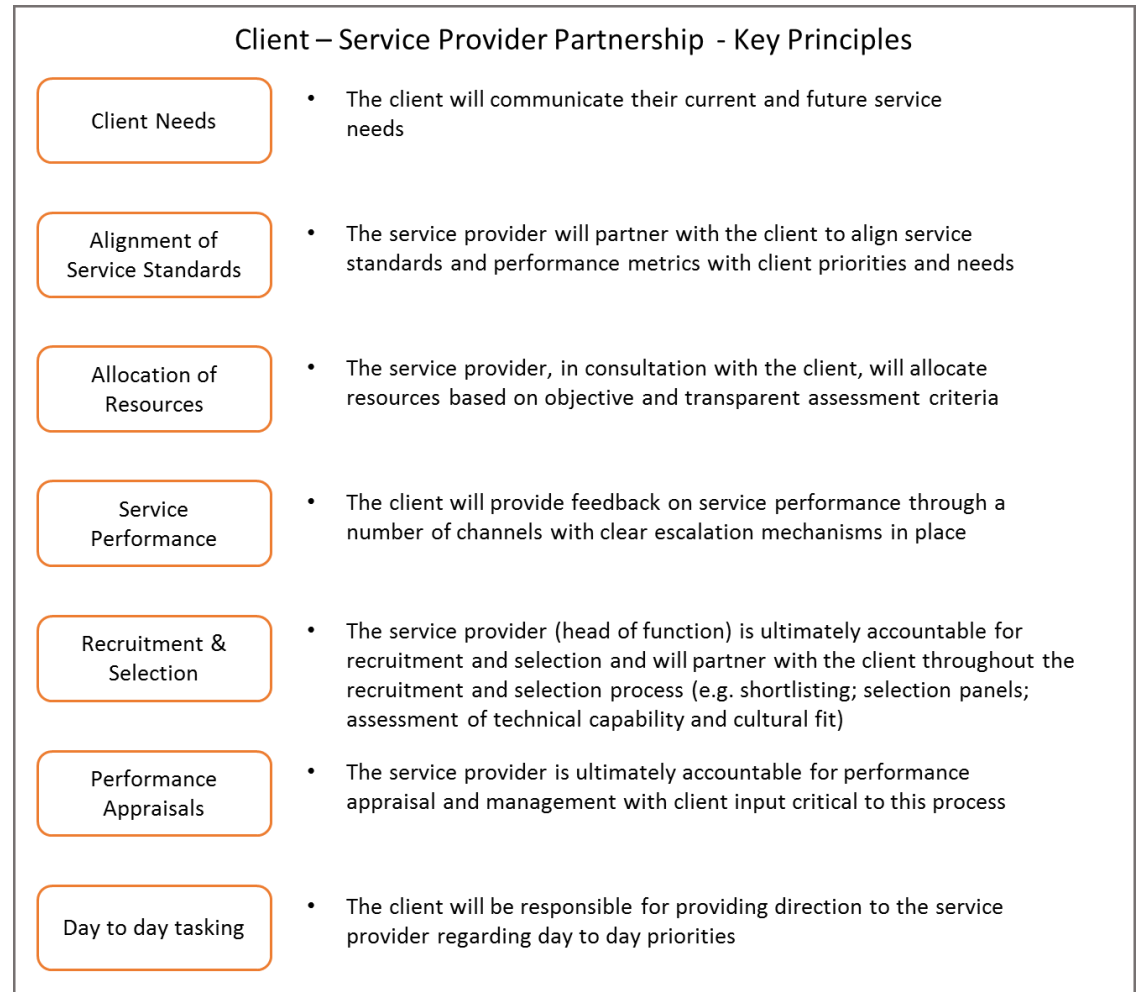
UQ Client – Service Provider Partnership

Under the service delivery model for Finance, the client and service provider will have specific accountabilities to ensure client needs are understood and met.

The key principles underpinning the client – service provider partnership as they relate to:

- Service planning
- Service monitoring and feedback
- Recruitment and selection
- Performance appraisals and management and day to day priority setting.

As outlined in the diagram on the right.

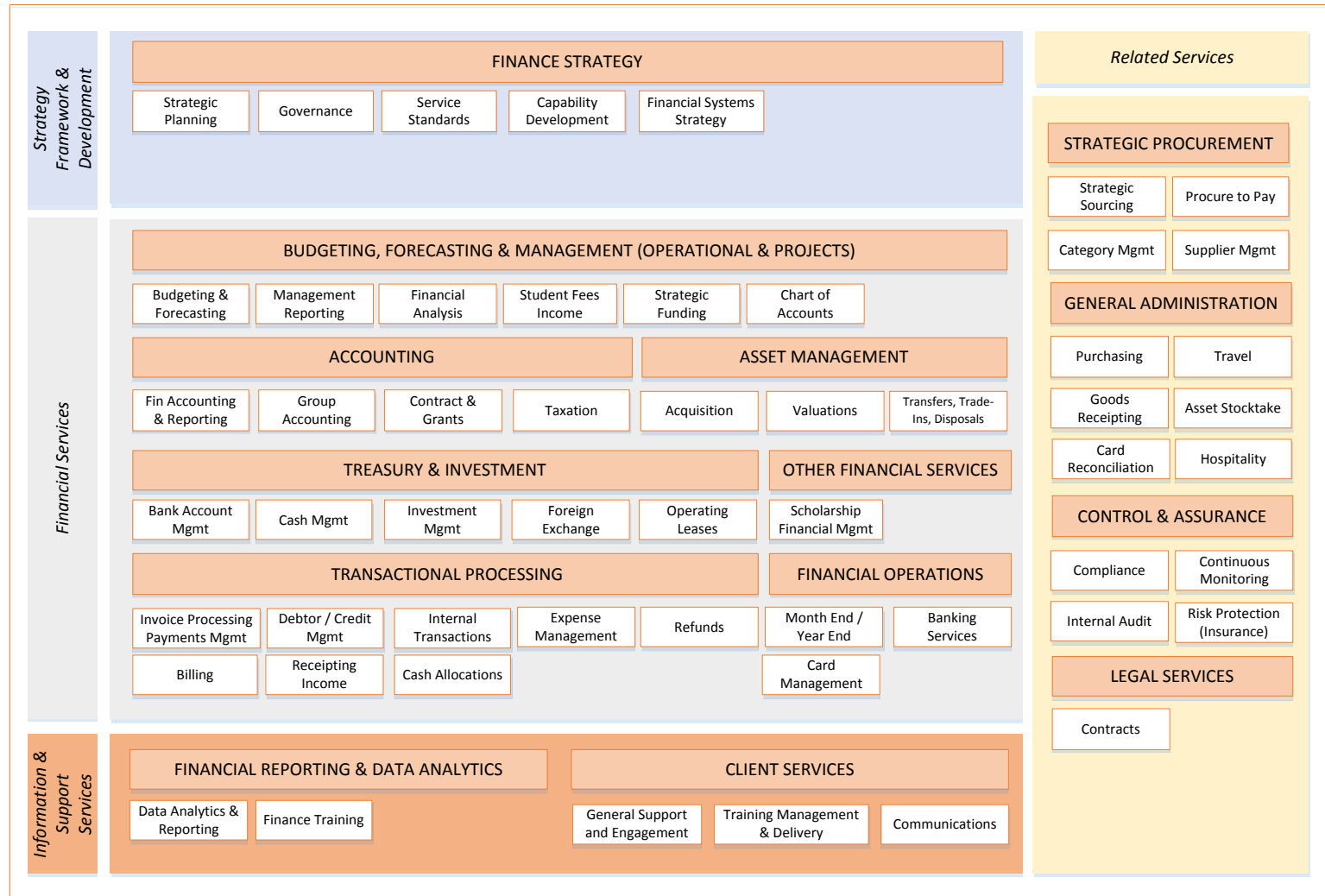


UQ Finance Services Scope & Description

A service scope has been defined for Finance through a process of consultation and iterative design

The key elements of the scope are:

- Setting the Finance Strategy and service delivery framework
- Core Financial services
- Supporting Finance data analytics and client services
- Related Finance Services.



UQ Finance Services Description

STRATEGY FRAMEWORK & DEVELOPMENT | Finance Strategy

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Strategic Planning	<ul style="list-style-type: none"> Provide input to the development of Finance strategies and frameworks that align with client business strategies and financial requirements. 	<ul style="list-style-type: none"> Develop the overall Finance strategy and frameworks to support the effective management of Finance within the organisation. Monitor and interpret the internal and external environment for opportunities or threats that may influence current and future plans. 	<ul style="list-style-type: none"> Partner with the PSt and Finance Specialist Central Services to develop Finance strategies and frameworks that align with client business strategies and financial requirements.
Governance	<ul style="list-style-type: none"> Provide expertise and advice on policy interpretation and application. Provide and facilitate compliance with Finance policies and procedures. Provide and facilitate compliance with financial and contract delegations. 	<ul style="list-style-type: none"> Develop Finance policy and governance approach in collaboration with clients and other stakeholders. Develop and implement governance systems/processes for monitoring financial performance and quality over time. Manage financial and contract delegations. Administer and maintain Finance policies and procedures. Administer and maintain financial and contract delegations. 	<ul style="list-style-type: none"> Partner with the PSt and Finance Specialist Central Services on Finance and policy and procedures development and review. Comply with Finance policy and procedures. Exercise the applicable financial and contract delegation.
Service Standards	<ul style="list-style-type: none"> Provide expertise and advice on service standards. Provide and facilitate compliance with service standards. 	<ul style="list-style-type: none"> Develop service standards approach. Develop and implement service measures (metrics) for monitoring service performance and quality over time. 	<ul style="list-style-type: none"> Partner with the PSt and Finance Specialist Central Services on Finance service standards development and review.

UQ Finance Services Description

STRATEGY FRAMEWORK & DEVELOPMENT | Finance Strategy (2)

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Capability Development	<ul style="list-style-type: none"> Develop local talent strategies in partnership with Client and other stakeholders that focus on developing capability, motivating and retaining key talent. Implement strategies in partnership with Client and other stakeholders at a local level that develop processes and technology enabling the delivery of organisational goals and plans. 	<ul style="list-style-type: none"> Develop talent management strategies in partnership with PSt, Client and other stakeholders that focuses on engaging, developing capability, motivating and retaining employees. Implement leadership capability framework into the Finance function. Develop strategies in partnership with client and other stakeholders that focus on processes and platforms that enable the delivery of organisational goals and plans. 	<ul style="list-style-type: none"> Collaborate with PSt and Central Services in the identification of organisational and leadership development goals and priorities.
Financial Systems Strategy	<ul style="list-style-type: none"> Collaborate with Finance Specialist Central Services and the Client in the development and enhancement of systems including: development; integration with other systems; implementation of new systems; and system upgrades. Client and other stakeholder requirements will be taken into consideration in alignment with evolving business needs and innovation. 	<ul style="list-style-type: none"> Develop and implement an overall strategy of financial systems in partnership with PSt, Client and other stakeholders including development, integration with other systems, implementation of new systems and system upgrades. 	<ul style="list-style-type: none"> Collaborate with PSt and Central Services in the development and enhancement of the systems.

UQ Finance Services Description

FINANCE SERVICES | Budgeting, Forecasting and Management

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
<p>Budgeting & Forecasting</p>	<ul style="list-style-type: none"> • Prepare and coordinate budgets, workforce plans and financial models in collaboration Client groups. • Continuous review and analysis of budgets and forecasts. Collaborate with and provide advice to clients on results and performance. • Administer, maintain, provide advice, and collaborate with clients on financial reports. • Facilitate regular and timely provision of financial reports. 	<ul style="list-style-type: none"> • Develop and implement organisational wide budgets, workforce plans (in future) & financial models that meet organisational financial goals in collaboration with PSt, Client and other stakeholders. • Develop reports that support the achievement of strategic priorities that can be implemented at local level in collaboration with PSt, Client and other stakeholders. • Develop and implement budgeting and forecasting processes, tools and systems in partnership with PSt, Client and other stakeholders. • Develop and maintain financial resource allocation models used in the budget preparation (i.e. budget model). 	<ul style="list-style-type: none"> • Partner with PSt to provide relevant input to Finance Professional Services team to assist with budget and forecast preparation and maintenance. • Partner with and assist PSt with the monitoring of performance against budgets, providing relevant insights to account any variances. • Seek advice in advance from the PSt regarding budget allocation and availability.
<p>Management Reporting</p>	<ul style="list-style-type: none"> • Create management reports. • Prepare, review, coordinate and distribute management reports. • Complete analysis on management reports. 	<ul style="list-style-type: none"> • Facilitate, support and create management reports at the PSt level and whole of UQ level in partnership with PSt and Client. • Complete analysis on management reports at the whole of UQ level. 	<ul style="list-style-type: none"> • Partner with PSt to provide information for the creation and ongoing management of reports. • Partner with PSt to provide information to facilitate the delivery and analysis of management reports.

UQ Finance Services Description

FINANCE SERVICES | Budgeting, Forecasting and Management (2)

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Financial Analysis	<ul style="list-style-type: none"> Evaluate, assist and support client decision making locally by quantifying revenue, costs and benefits associated with any new or existing projects/activities. Undertake strategic financial and cost/benefit analysis at local level in collaboration with the client. 	<ul style="list-style-type: none"> Undertake strategic financial and cost/benefit analysis to support organisation decision making for any new or existing projects/activities in partnership with PSt, Client and other stakeholders. Support and assist strategic financial and cost/benefit analysis at local level. 	<ul style="list-style-type: none"> Work in collaboration with the PSt to undertake cost/benefit analysis for any new or existing projects/activities.
Student Fee Income	<ul style="list-style-type: none"> Work collaboratively with the client group to develop load projections and income estimates for Commonwealth Government Subsidy (CGS), Student Contribution Charge (SCC) and tuition fee income. 	<ul style="list-style-type: none"> Manage the process and complete the modelling of international and domestic student load to estimate Commonwealth Government Subsidy (CGS), Student Contribution Charge (SCC) and tuition fee income. Undertake periodic reporting and reconciliation of the student system to the finance system. Organise the tuition fee distribution across the University in partnership with PSt, Client and other stakeholders. 	<ul style="list-style-type: none"> Partner with PSt to provide information to inform the load planning process, e.g. course and program changes. Ensure correct EFTSL splits in SI-net.
Strategic Funding	<ul style="list-style-type: none"> Administer strategic funding schemes within UQ including Operational Support, Co-Contributions, Funding in Arrears, and Legacy Commitments. 	<ul style="list-style-type: none"> Develop and implement an organisational wide strategy for Strategic Funding in collaboration with PSt, Client and other stakeholders. Manage activities associated with the application, management and oversight of strategic funding schemes within UQ including Operational Support, Co-Contributions, Funding in Arrears, and Legacy Commitments in collaboration with PSt, Client and other stakeholders. 	<ul style="list-style-type: none"> Collaborate with PSt regarding application for strategic funding schemes within UQ including Operational Support, Co-Contributions, Funding in Arrears, and Legacy Commitments. Submit annual and final reports as per the strategic funding guidelines.

UQ Finance Services Description

FINANCE SERVICES | Budgeting, Forecasting and Management (3)

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
<p>Chart of Accounts</p>	<ul style="list-style-type: none"> Collaborate with Finance Specialist Central Services, Client and other stakeholders to initiate requests to modify accounts in the general ledger, for example the establishment of new operational units or projects. Input periodic review and General Ledger strategy in partnership with Finance Specialist Central Services, Client and other stakeholders. 	<ul style="list-style-type: none"> Maintain accounts in the general ledger (assets, liabilities, equity, income and expenses) as well as associated chart strings such as operational units, funds, functions, natural accounts and project codes. Facilitate periodic review and GL strategy in collaboration with PSt, Client and other stakeholders. 	<ul style="list-style-type: none"> Partner with PSt and Finance Specialist Central Services to provide relevant input into chart of account requirements.

UQ Finance Services Description

FINANCE SERVICES | Accounting

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Financial Accounting & Reporting	<ul style="list-style-type: none"> Ensure that all the transactions in the GL are correctly described and coded. 	<ul style="list-style-type: none"> Coordinate periodic balance sheet reconciliations. Preparation of financial statements to report the financial position and performance of the organisation for external consumption, ensuring compliance with relevant accounting standards. Monitor and maintain the general ledger. Undertake periodic depreciation and capitalisation schedules for items of property, plant and equipment in collaboration with PSt, Client and other stakeholders. Prepare monthly financial statements for internal purposes, including Finance Committee and Senate in collaboration with PSt, Client and other stakeholders. 	
Group Accounting	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Annual Financial Statement for external purposes. Monthly and quarterly reporting for internal purposes in collaboration with PSt, Client and other stakeholders. Bookkeeping for smaller subsidiaries – includes AP and Payroll processing in collaboration with PSt, Client and other stakeholders. 	
Contract & Grants	<ul style="list-style-type: none"> Collaborate with and provide advice to the client on budget, deliverables and contract conditions. Preparation of monthly journals for expenditure in research projects. Collaborate with Contracts and Grants in the preparation of external reports and deliverables. Develop reporting and issue necessary amendments to ensure compliance to budgeting in collaboration with the client and Contracts and Grants. 	<ul style="list-style-type: none"> Prepare and administer the certified financial statements and acquittals for research projects, non-research external contract and grant funding in collaboration with PSt, Client and other stakeholders. Preparation of Certified Financial Statements for External Grantors: <ul style="list-style-type: none"> Australian Research Council (ARC) National Health & Medical Research Council (NHMRC) Research Infrastructure Block Grant Scheme (RIBG). Creation and Closeout of UniFi Projects Billing, receipt, and transfer of research and non-research grant income. Co-ordination of financial data for the Annual Higher Education Research Data Collection [HERDC]. Management and reporting of corpus (Investment) donation and bequest funding. Process collaborator payments. 	<ul style="list-style-type: none"> Partner with PSt to provide information for the preparation of financial statements to external funders. Assist the PSt with review and update of non-financial information for the HERDC return.

UQ Finance Services Description

FINANCE SERVICES | Accounting (2)

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Taxation	<ul style="list-style-type: none"> Remain cognisant of and ensure compliance with the University's tax obligations including: <ul style="list-style-type: none"> Fringe Benefits Tax (FBT), Goods and Service Tax (GST) International Tax. 	<ul style="list-style-type: none"> Prepare, administer and lodge monthly, quarterly and annual tax calculations, accruals and Australian Taxation Office (ATO) submissions to ensure that tax provisions (including Fringe Benefit Tax, Goods & Services Tax; International Tax and Income Tax) are correct and compliant. Undertake periodic taxation reporting including tax associated reconciliations. Provision of specialist advice to clients and PSt regarding taxation matters. Provision of specialist advice to clients and PSt on International Tax issues. Training on UQ's tax obligations including GST, FBT and International Tax Management. Provision of specialist advice on International Tax issues. 	<ul style="list-style-type: none"> Liaise with PSt to remain cognisant of and ensure compliance with FBT, GST and International Tax requirements.

UQ Finance Services Description

FINANCE SERVICES | Asset Management

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Acquisition	<ul style="list-style-type: none"> In collaboration with Client, enter and maintain asset information into the central asset register including the assignment of asset numbers. Collaborate with and provide advice to clients regarding the procurement and purchase of assets. Coordinate goods receipting of an asset. Provide advice on the management of acquisition. 	<ul style="list-style-type: none"> Collaborate with and provide specialist advice to clients and Finance Professional Services team regarding asset management matters including accounting treatment and disclosure. Manage asset information in the central asset register. For example plant or equipment purchased from an external supplier, acquired land, buildings, infrastructure, library collections, museum collections, assets donated from an external body, or assets that have been constructed internally. 	<ul style="list-style-type: none"> Collaborate with PSt to ensure compliance with organisational policy for managing assets.
Valuations	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Periodically assess the value of UQ's real property, capital assets, fixed assets, security, or other item of worth in accordance with regulatory and accounting standard requirements. 	<ul style="list-style-type: none"> N/A
Transfers, Trade-Ins, Disposals	<ul style="list-style-type: none"> Administer all activities associated with the management of an asset from receipt through to disposal. Collaborate with and provide advice to clients on appropriate asset transactions including transfers, trade-in and disposals. Manage the financial transactions associated with asset transactions, for example the removal of disposed assets from the asset register. 	<ul style="list-style-type: none"> Develop and implement strategies in partnership with PSt, Client and other stakeholders for activities associated with the management of an asset from receipt to disposal. Process asset adjustment transactions and journal corrections. 	<ul style="list-style-type: none"> Collaborate with PSt to ensure that activities associated with the management of an asset are implemented at a local level, mitigating risk.

UQ Finance Services Description

FINANCE SERVICES | Treasury and Investment

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Bank Account Management	N/A	<ul style="list-style-type: none"> Management of all University bank accounts including the opening, closing, and maintenance (e.g. signatories). 	N/A
Cash Management	<ul style="list-style-type: none"> Advise Treasury if any major capital expenditure is to occur. Advise FA and FPA of any budget and forecast requirements for the year. 	<ul style="list-style-type: none"> Develop and implement the overall cash management strategy for UQ. Manage cash inflows and outflows and manage a forward cash flow forecast. Ensure sufficient liquidity from bank accounts, investments and borrowings to meet both planned and unforeseen circumstances. Invest surplus operating funds to maximise returns within the cash management strategy. 	N/A
Investment Management	N/A	<ul style="list-style-type: none"> Develop and implement the overall Managed Investment Portfolio strategy and associated policies. Overall administration of the Universities managed investment portfolio. Monitor the performance of all funds under management and prepare periodic reports for senior stakeholder consumption. 	N/A

UQ Finance Services Description

FINANCE SERVICES | Treasury and Investment (2)

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Foreign Exchange	<ul style="list-style-type: none"> Provision of timely advice to Finance Specialist Central Services when a significant foreign exchange commitment is anticipated. 	<ul style="list-style-type: none"> Develop and implement foreign exchange strategies to manage risk and achieve compliance with applicable standards. Management of foreign exchange activities and operations (e.g. hedging, forward exchange contracts). Collaborate with, and provide specialist advice to, clients regarding foreign exchange policy and process. 	<ul style="list-style-type: none"> Partner with PSt to provide timely advice when a significant foreign exchange commitment is anticipated.
Operating Leases (equipment)	<ul style="list-style-type: none"> In collaboration with clients, prepare business case for prospective operating or financial lease proposals. Provide timely advice to the Finance Specialist Central teams (e.g. Insurance, Treasury) regarding any changes to any operating leases that might result in the initial lease being altered. Provide timely advice to the Insurance regarding any equipment that is under the control of UQ by operating lease. 	<ul style="list-style-type: none"> Overall administration of operating and finance lease agreements on behalf of the University including establishment, monitoring and closure. Collaborate with and provide specialist advice to clients regarding the entering into lease agreements. Undertake financial analysis regarding applications for new lease agreements. 	<ul style="list-style-type: none"> Work in collaboration with the PSt in preparing business case prospective operating or financial leases. Provide timely information to the PSt regarding any changes to any operating leases that might result in the initial lease being altered (e.g. lost or stolen equipment, or the return of equipment to supplier).

UQ Finance Services Description

FINANCE SERVICES | Other Finance Services

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
<p>Scholarship Financial Management</p>	<ul style="list-style-type: none"> In collaboration with Finance Specialist Central Services and Client, administer financial activities involved with scholarships and prizes to ensure that income and expenditure is identified and recorded appropriately within the University's financial management systems. 	<ul style="list-style-type: none"> Manage scholarship and prizes activities in collaboration with PSt, Client and other stakeholders to ensure income and expenditure is identified and recorded appropriately within the University's financial management systems. 	<ul style="list-style-type: none"> Partner with PSt to provide timely and relevant information to the specialist services team to administer scholarship and prizes financial activities and ensure that income and expenditure is identified and recorded appropriately within the University's financial management systems.

UQ Finance Services Description

FINANCE SERVICES | Transactional Processing

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Invoice Processing & Payments Management	<ul style="list-style-type: none"> In collaboration with Client, administer timely payments to suppliers for the purchase of goods and services. Includes activities associated with the matching of purchase orders to the receipts and supplier invoices. 	<ul style="list-style-type: none"> Manage overall domestic and international pay cycles and rectify any rejected payments. Create vouchers. Undertake periodic payables reporting including AP associated reconciliations. Excluding Research collaborator payments (Contracts and Grants). 	<ul style="list-style-type: none"> Partner with PSt to provide timely and relevant information to assist with the raising of purchase orders, invoice matching, and payment to suppliers.
Debtor/Credit Management	<ul style="list-style-type: none"> In collaboration with Client, provide input to the Finance specialist Central services team regarding the management and administration of debtors including customer creation and maintenance, invoice dispatch, credit control and management of bad debts. 	<ul style="list-style-type: none"> Partner with PSt and Client to manage and administer debtors including customer creation and maintenance, invoice dispatch, credit control and management of bad debts. Undertake periodic debtor reporting including AR associated reconciliations. Management of all collections including aged receivables. 	<ul style="list-style-type: none"> Partner with PSt to provide timely and relevant information to assist with the management of debtors (e.g. communications, copies of agreements).
Internal Transactions	<ul style="list-style-type: none"> In collaboration with Client, administer the processing of financial transactions between organisational units (e.g. Internal Service Charge, Journals) – intra-Operational Unit. 	<ul style="list-style-type: none"> In collaboration with PSt and Client, administer the processing of financial transactions between organisational units (e.g. Internal Service Charge, Journals) – inter Operational Unit. 	<ul style="list-style-type: none"> Partner with PSt to provide timely and relevant information to assist with processing internal transactions.

UQ Finance Services Description

FINANCE SERVICES | Transactional Processing (2)

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Expense Management	<ul style="list-style-type: none"> Facilitate and support expense reimbursement for staff, students or visitors ensuring transactions are expensed to the appropriate chart strings in collaboration with the Client. Conduct compliance checks for all transactions incurred for University related business including reimbursement of out-of-pocket expenses and cash advances. In collaboration with the Client and Finance Specialist Central Services ensure all purchases are according to UQ policy. 	<ul style="list-style-type: none"> Administration, management and support of Expense Management system environment, interfaces and processes which includes activities such as travel in collaboration with PSt and Client. Provide support, training and compliance advice relating to Expense Management policy, procedures, processes and systems. 	<ul style="list-style-type: none"> Process receipts and tax invoices in the Expense Management System with support from the PSt. Partner with PSt and Finance Specialist Central Services to ensure all purchases are according to UQ policy.
Refunds	<ul style="list-style-type: none"> In collaboration with the Client prepare refund requests, obtaining all relevant supporting documentation. Excluding research. 	<ul style="list-style-type: none"> Manage processes associated with refunds to customers including obtaining the necessary approvals in collaboration with PSt and Client. 	<ul style="list-style-type: none"> Partner with PSt and Finance Specialist Central Services to provide supporting documentation to facilitate refunds to customers.
Billing	<ul style="list-style-type: none"> Administer the raising and dispatch of invoices to customers, grantors or donors for goods or services rendered in collaboration with the PSt and Finance Specialist Central Services. 	<ul style="list-style-type: none"> Manage the overall Accounts Receivable and invoicing processes in collaboration with PSt and Client. Oversee the management of revenue committed from customers, grantors or donors for goods and services rendered in collaboration with the PSt and Client. 	<ul style="list-style-type: none"> Partner with PSt to provide timely and relevant information to PSt to facilitate with the raising of invoices for goods or services rendered.

UQ Finance Services Description

FINANCE SERVICES | Transactional Processing (3)

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Receipting Income	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Generate receipts and tax invoices to customers for incoming payments including cash, cheque, BPAY, EFT, and Credit Cards. Deposit of cash and cheques received at Bank. 	<ul style="list-style-type: none"> Generate receipts and tax invoices to customers for incoming payments including cash, cheque, BPAY, EFT, and Credit Cards. Deposit of cash and cheques received at Bank.
Cash Allocations	<ul style="list-style-type: none"> Collaborate with Client and Finance Specialist Central Services to facilitate timely information to assist with the allocation of unidentified monies. 	<ul style="list-style-type: none"> Administer the allocation of revenue received to the appropriate chart strings/invoices. Reconcile system transactions to income received. 	<ul style="list-style-type: none"> Partner with PST and Finance Specialist Central Services to provide timely information to assist with the allocation of unidentified monies.

UQ Finance Services Description

FINANCE SERVICES | Financial Operations

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Month End/ Year End	<ul style="list-style-type: none"> In collaboration with Finance Specialist Central Services, prepare and administer end of month activities and year to close activities. 	<ul style="list-style-type: none"> Set accounting procedures that are undertaken at the end of the month or year to close out the current posting period. 	<ul style="list-style-type: none"> Partner with and support the PSt to prepare and administer end of month and year end activities.
Banking Services	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Develop and administer activities associated with banking and payment channels e.g. establishment and management of merchant facilities, banking systems, and payment gateways. 	<ul style="list-style-type: none"> N/A
Card Management	<ul style="list-style-type: none"> Provision of advice regarding card policy, authorised and unauthorised use of cards, monthly acquittals and disputed transactions. Assist clients with the application process for new cards. 	<ul style="list-style-type: none"> Manage the overall card programs and associated processes (Corporate Card, Travel Card, Petty Cash Card) in collaboration with PSt and Client. Provision of advice and training regarding corporate card policy, authorised and unauthorised use of cards, monthly acquittals and disputed transactions. Provision of cards to authorised staff, as well as the cancellation of lost or stolen cards. Process limit adjustments on behalf of cardholders. Management of disputed transactions. Facilitate in all facets of card management including terminations, replacement, limits, fraud and disputed transactions. 	<ul style="list-style-type: none"> Initiate application for cards and partner with PSt and Finance Specialist Central Services to ensure compliance with relevant policies and procedures. Use card in accordance with University Policy.

UQ Finance Services Description

TRANSACTIONAL SERVICES | Finance Reporting and Data Analytics

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Data Analytics & Reporting	<ul style="list-style-type: none"> Preparation of financial reports for stakeholders to inform decision making. Undertake timely analysis of financial trends to identify issues and provide advice to clients. 	<ul style="list-style-type: none"> Preparation of financial reports for stakeholders to inform decision making. Design and implement a Financial Data Analytics Reporting Cycle. Develop, analyse and report on financial trends for client groups. 	<ul style="list-style-type: none"> Provide feedback on financial data analytics and reporting requirements.
Finance and Systems Training	<ul style="list-style-type: none"> Provide local support in the use of applications including online training material and Finance systems. 	<ul style="list-style-type: none"> Train Finance Professional Services team members, managers and other staff in the use of Finance applications. Develop and implement training to support operation of the Finance systems. 	<ul style="list-style-type: none"> Undertake training (as required) in Finance applications and Finance systems.

UQ Finance Services Description

TRANSACTIONAL SERVICES | Client Services

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
General Support and Engagement	<ul style="list-style-type: none"> • First point of contact for local processing queries including chartstrings and roles. • Partner with Client and Finance Specialist Central Services to promote Finance engagement initiatives locally (e.g. Roadshows, Information Sessions). • Collaborate with Financial Specialist Central Services on engagement strategies specific to each area. 	<ul style="list-style-type: none"> • Key coordination point for resolution of system, policy and process issues. • Act as conduit between finance subject matter experts, PSt and broader UQ community. • Actively engage with PSt to determine local and broader pain points. • Actively engage with PSt and provide resources and advice for local engagement initiatives. 	<ul style="list-style-type: none"> • Partner with PSt as first point of contact for local processing queries. • Partner with PSt and Finance Specialist Central Services to promote Finance engagement initiatives.
Training Management & Delivery	<ul style="list-style-type: none"> • Collaborate with Client and staff to ensure they are aware and undertake training requirements for relevant roles and responsibilities and ensure relevant training is completed. • Partner with the Client to provide local support in the use of online training. • Collaborate with Financial Specialist Central Services regarding development of training customised to local requirements. 	<ul style="list-style-type: none"> • Manage coordination and delivery of a range of blended learning solutions in collaboration with PSt and Client. • Ensure training is consistent, accurate and reflective of current policy and procedures. • Collaborate with PSt regarding development of training customised to local requirements. 	<ul style="list-style-type: none"> • Partner with PSt to undertake relevant training. • Lead by example with compliance to policy and timely approval of actions that trigger a financial transaction.
Communications	<ul style="list-style-type: none"> • Ensure communications are distributed to relevant parties. • Liaise with Financial Specialist Central Service regarding development of appropriate communication channels. • Distribute accurate and relevant communication on current policies and procedures. 	<ul style="list-style-type: none"> • Provide accurate and relevant communication reflective of current policy and procedure. • Partner with PSt in local communication initiatives. • Provide audience specific communication. 	<ul style="list-style-type: none"> • Partner with PSt and Finance Specialist Central Services to promote and/or actively engage in communication initiative.

UQ Finance Services Description

RELATED FINANCIAL SERVICES | Strategic Procurement

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Strategic Sourcing	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Develop and manage a strategic procurement process that continuously improves and re-evaluates the purchasing activities with an aim of optimising value in collaboration with PSt and Client. 	<ul style="list-style-type: none"> N/A
Procure to Pay	<ul style="list-style-type: none"> In partnership with PSt and Client provide financial advice and analysis to support procurement activities for clients including participation in evaluation panels or contract negotiation as required. 	<ul style="list-style-type: none"> Develop and implement procure to pay processes and associated systems in collaboration with PSt and Client. Provide specialist advice, strategies and guidance to clients and business unit leaders in relation procurement activities to ensure compliance with relevant standards. Provision of specialist advice regarding the screening and selecting suppliers and contract negotiation/finalisation. Provision of general advice regarding interpretation of procurement requirements. 	<ul style="list-style-type: none"> In conjunction with business unit managers, partner with stakeholders to manage the end-to-end procurement process including the development of supporting and tender documentation, project planning and management, governance controls, probity and other support, tender evaluation and establishment of panels for goods and/or services. In alignment with UQ's procurement process and strategy, select and purchase goods and services and process payment for the goods or services purchased.
Category Management	<ul style="list-style-type: none"> In partnership with Client and Finance Specialist Central Services provide input into the procurement strategy and the organisation of procurement resources. 	<ul style="list-style-type: none"> Define the University's procurement strategies for procurement categories in collaboration with PSt and Client. Oversee the organisation of procurement resources on specific areas of spends (e.g. IT, Lab Supplies, Travel). Category Managers conduct in depth market analysis to leverage procurement decisions at the institutional level in collaboration with PSt and Client. 	<ul style="list-style-type: none"> Partner with PSt and Finance Specialist Central Services to provide feedback on procurement strategy and organisation of resources.

UQ Finance Services Description

RELATED FINANCIAL SERVICES | Strategic Procurement (2)

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Supplier Management	<ul style="list-style-type: none"> Assist with applications for entering suppliers in the system. Notify of poor performance of suppliers. Notify of issues with payment of suppliers. 	<ul style="list-style-type: none"> Overall management of strategic sourcing contracts in collaboration with PSt and Client. Strategically planning and managing all interactions with third party organisations that supply goods and/or services to an organisation to maximise the value of those interactions. Setting up of preferred suppliers in systems. 	<ul style="list-style-type: none"> Partner with PSt to seek advice in first instance with any supplier management issues.

UQ Finance Services Description

RELATED FINANCIAL SERVICES | General Administration

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Purchasing	<ul style="list-style-type: none"> Administer activities associated with the day to day purchasing of goods and services including raising requisitions, issuing purchase orders to suppliers, and setting up non-preferred suppliers in the Finance system. 	<ul style="list-style-type: none"> Develop, implement and maintain purchasing processes in collaboration with PSt and Client. Provision of specialist advice regarding purchasing policy and procedures. 	<ul style="list-style-type: none"> Initiate requisitions for goods and services via tools provided or Finance Professional Services team ensuring compliance with relevant policies and procedures.
Travel	<ul style="list-style-type: none"> Partner with clients to manage financial aspects of travel administration. Conduct compliance checks for financial transactions relating to travel. 	<ul style="list-style-type: none"> Provide policy oversight in terms of travel expenses, payments, payment methods, allowances, eligible expenses, etc. Facilitate cash advances for travellers Issue payment to Traveller/Requester Produce quarterly dashboards on travel spend and domestic travel. Provide exception reporting on non-compliance 	<ul style="list-style-type: none"> Initiate travel requests and bookings via tools provided ensuring compliance with relevant policies and procedures. Partner with PSt to undertake timely travel finalisation processes including expense acquittal, travel diaries, dual purpose calculators.
Goods Receipting	<ul style="list-style-type: none"> Provide timely advice and support to the client regarding goods and services receipting. 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Physically inspect goods (excluding assets) received confirming that the quantity and quality of goods/services is consistent with the originating purchase order and record the receipt of goods in the Finance system.

UQ Finance Services Description

RELATED FINANCIAL SERVICES | General Administration (2)

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Asset Stocktake	<ul style="list-style-type: none"> Partner with the Client to facilitate the annual asset stocktake cycle, which includes provide asset lists and consolidate stocktake reports compiled by the client; liaise with central services throughout the stocktake process. 	<ul style="list-style-type: none"> Develop, implement and maintain an asset stocktake cycle that assists UQ in confirming the physical existence and proper control over assets in collaboration with PSt and Client. 	<ul style="list-style-type: none"> Administer the annual asset stocktake cycle. Nominate responsible person(s) to undertake stocktake. Advise PSt of changes in custodian, asset location etc.
Card Reconciliation	<ul style="list-style-type: none"> Facilitate and support card reconciliation for staff ensuring expenses to the appropriate chart strings. Conduct compliance checks for all credit card reconciliations incurred for University related business. Partner with Client to ensure all credit card purchases are according to UQ policy. 	<ul style="list-style-type: none"> Develop and implement expense management processes and systems in collaboration with PSt and Client. Undertake periodic reporting including Corporate Card associated reconciliations. 	<ul style="list-style-type: none"> Process receipts and tax invoices in the Expense Management System with support from the PSt. Ensure all purchases are according to UQ policy.
Hospitality	<ul style="list-style-type: none"> Provision of specialist advice to clients regarding hospitality policies and procedures. 	<ul style="list-style-type: none"> Develop and implement processes and tools to assist with management of hospitality (e.g. Hospitality Calculator) in collaboration with PSt and Client. Provision of specialist advice to clients regarding hospitality policies and procedures. Provide training to PSt staff to keep skills current and up to date. 	<ul style="list-style-type: none"> Partner with the PSt and Financial Specialist Central Services to ensure compliance with relevant policies and procedures and the timely submission of documentation for hospitality events.

UQ Finance Services Description

RELATED FINANCIAL SERVICES | Control and Assurance

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Compliance	<ul style="list-style-type: none"> Partner with the Client and Finance Specialist Central Services to facilitate compliance activities/ continuous monitoring including self audit processes. 	<ul style="list-style-type: none"> Manage and administer compliance activities in accordance with relevant regulatory conditions and UQ's policy in collaboration with PSt and Client. 	<ul style="list-style-type: none"> Partner with the PSt and Financial Specialist Central Services to understand and comply with policies and procedures.
Continuous Monitoring		<ul style="list-style-type: none"> Detect compliance and risk issues associated with UQ's financial and operational environment in collaboration with PSt and Client. Set a UQ policy for continuous monitoring. 	
Internal Audit		<ul style="list-style-type: none"> An independent assurance activity designed to help an organisation achieve its objectives by bringing a systematic, disciplined approach to evaluate the effectiveness of, and recommend improvements to, risk management, control and governance processes in collaboration with PSt and Client. 	
Risk Protection (Insurance)		<ul style="list-style-type: none"> Finance Specialist Central Services facilitates the risk assessment of various activities at the University to ensure adequate risk coverage. 	

UQ Finance Services Description

DATA & TRANSACTIONS SERVICES | Legal Services

Core Services	Finance Professional Services team	Finance Specialist Central Services	Client
Contracts	<ul style="list-style-type: none"> Collaborate with the Client to provide support for the financial administration of contract to the Finance Specialist Central Services team. 	<ul style="list-style-type: none"> Contract management activities for research and consulting projects to ensure that all parties fully meet their respective obligations. May involve contract establishment, performance monitoring and control, change/dispute management, financial management, contract completion and close out. 	<ul style="list-style-type: none"> Work in collaboration with the Finance Professional Services team and specialist central services to manage research and consulting contracts. Collaborate with research partnership manager.

Key Performance Metrics - Principles

- **Quantitative** measures where possible
- **Focussed snapshot** of performance (i.e. 8-10 key performance measures)
- **Simple** to capture and report
- **Client focussed** covering advisory and transactional services
- **Performance oriented** (i.e. not measures of productivity or volume)
- **Measured and reported** on frequently (i.e. quarterly)

UQ Finance

Key Performance Metrics

	Service Element	Key Performance Metric	Target
ADVISORY	Budgeting & Forecasting	<ul style="list-style-type: none"> • Timeliness and accuracy of budgets and forecasts • Client satisfaction 	
	Financial Analysis and Reporting		
	Advisory Services: Finance Professional Services teams	<ul style="list-style-type: none"> • Client satisfaction 	
	Advisory Services: Specialist Central Services	<ul style="list-style-type: none"> • Client satisfaction 	
TRANSACTIONAL	Transactional Services: Finance Professional Services teams (Purchasing)	<ul style="list-style-type: none"> • Client satisfaction • Errors / corrections 	
	Invoice Processing & Payables	<ul style="list-style-type: none"> • # invoices processed without errors 	
	Expense Management		
	Client Support & Engagement	<ul style="list-style-type: none"> • Client satisfaction • Time taken to resolve queries 	
	Function Efficiency	<ul style="list-style-type: none"> • Total Finance cost a percentage of total revenue • Finance FTE as % of total FTE 	

Balanced Scorecard for Finance (DRAFT)

Client Service Delivery

1. Client Service Effectiveness Survey results - %
2. Client Response Rate - %
3. Client Engagement Rate - %

Financial Performance

1. Tracking of expenditure against Budget
2. % reduction in total Finance cost over time
3. Specific Finance function operational metrics

People and Culture

1. % turnover
2. Unplanned leave measure
3. Staff engagement survey measures

Continuous Improvement

1. \$ value of benefits realised from improvement projects
2. % reduction in Finance FTE / total cost over time
3. Other specific project outcomes that can be measured

Further information on Finance services and arrangements

Please contact one of the senior team members listed below

Karen Wheeler – Associate Director, Financial Operations

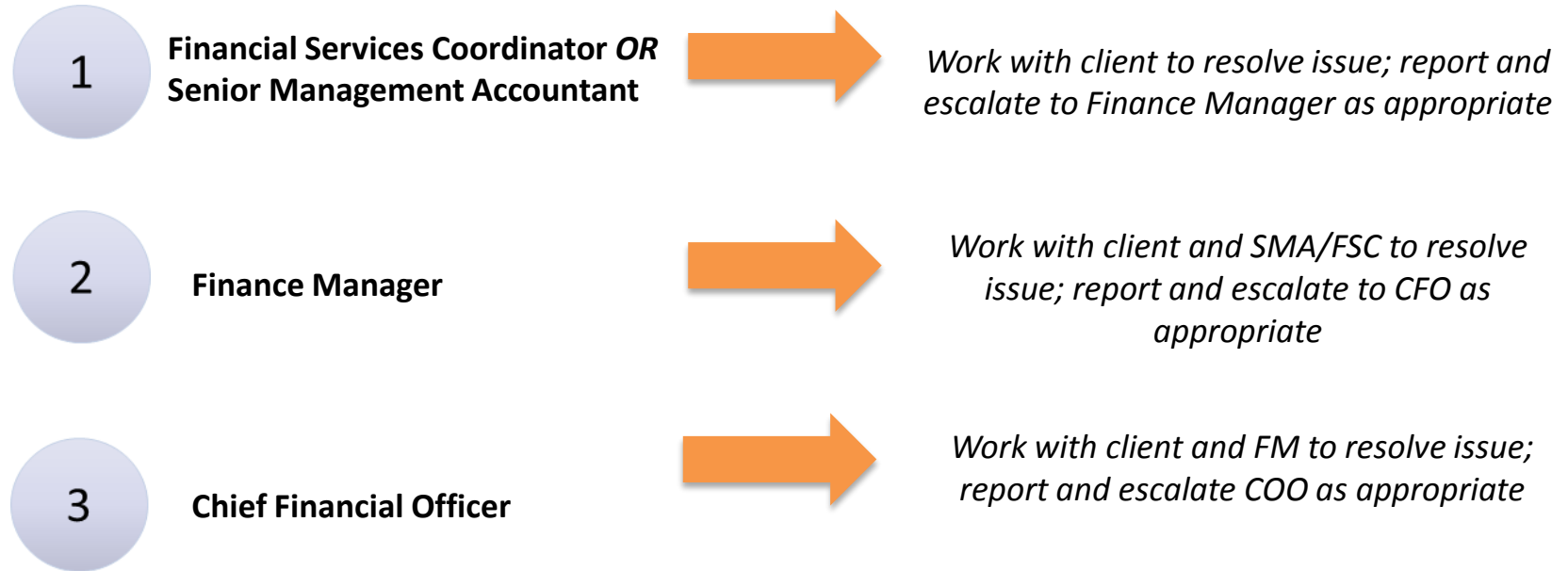
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UQ Finance Service Issue Resolution

Issue resolution and escalation



Feedback, complaints and compliments about individual service can be emailed to:
fbs.feedback@uq.edu.au