Introductions

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Allovue

OBJECTIVES

- About Allovue

- Accountability:

  - What is it?

  - Concepts to Keep in Mind

  - Tools for building it

- Discuss: What's worked for you?

GET TO KNOW

ALLOVUE

ALLOVUE

OUR MISSION

Empower education leaders with solutions to equitably and effectively administer resources.

$700B of annual K-12 education budget data looks like this:

FUND	YR	AWD	CAT	PROG	CC	OSO	Budget	Actual	Encum
2001	12	00	0213	0000	0760	0165	251.58	.00	.00
2001	12	00	0213	0000	0760	0166	2,743.34	.00	.00
2001	12	00	0213	0000	0760	0169	−251.58	.00	.00
2001	12	00	0213	0000	0760	0176	−2,743.34	.00	.00
2001	12	00	0213	0000	0760	0305	.00	−328.70	.00
2001	12	00	0213	0000	0760	0401	.00	−894.00	.00
2001	12	00	0213	0000	0761	0314	.00	−500.00	.00
2001	12	00	0213	0000	0761	0399	.00	−156.00	.00
2001	12	00	0213	0000	0761	0401	.00	−327.43	.00
2001	12	00	0213	0000	0761	0407	.00	8,921.40	.00
2001	12	00	0213	0000	0761	0431	.00	172.00	.00
2001	12	00	0213	0000	0761	0433	.00	79.92	.00
2001	12	00	0213	0000	0761	0435	.00	119,448.45	−2,122.20
2001	12	00	0213	0000	0761	0524	.00	−3,708.35	3,708.35
2001	12	01	0213	0000	0004	0435	.00	.00	−2,909.59
2001	12	01	0213	0000	0005	0435	.00	.00	−73.01
2001	12	01	0213	0000	0005	0437	.00	.00	5.30
2001	12	01	0213	0000	0007	0435	.00	.00	−2,115.47
2001	12	01	0213	0000	0008	0435	.00	−893.40	.00
2001	12	01	0213	0000	0011	0435	.00	.00	−558.00
2001	12	01	0213	0000	0012	0435	.00	.00	−1,044.47
2001	12	01	0213	0000	0013	0435	.00	.00	−2,586.40
2001	12	01	0213	0000	0021	0435	.00	−424.85	−1,678.06
2001	12	01	0213	0000	0022	0435	.00	.00	−177.59
2001	12	01	0213	0000	0025	0435	.00	.00	743.85
2001	12	01	0213	0000	0027	0435	.00	.00	−1,322.58
2001	12	01	0213	0000	0028	0435	.00	.00	−720.00
2001	12	01	0213	0000	0029	0435	.00	.00	−2,678.21

How It Works:

ALLOVUE

ALLOCATE

BUDGET

MANAGE

Exported
Allocate Data

Exported
Budget Data

Your ERP
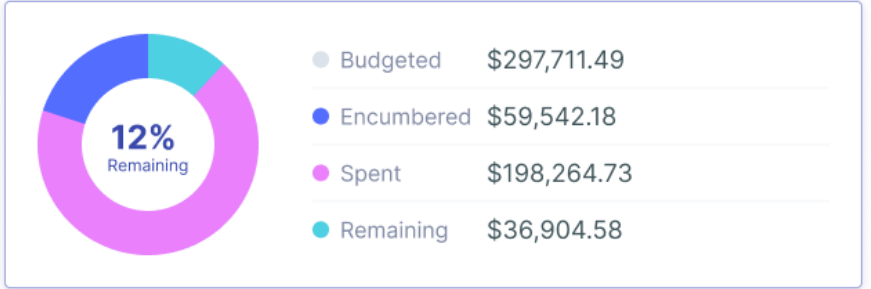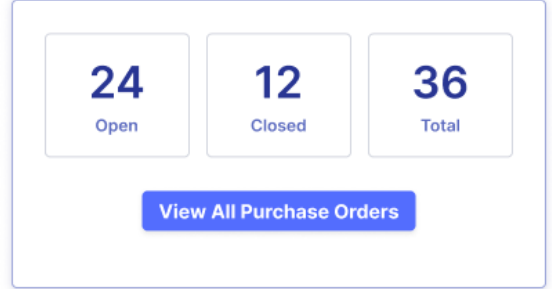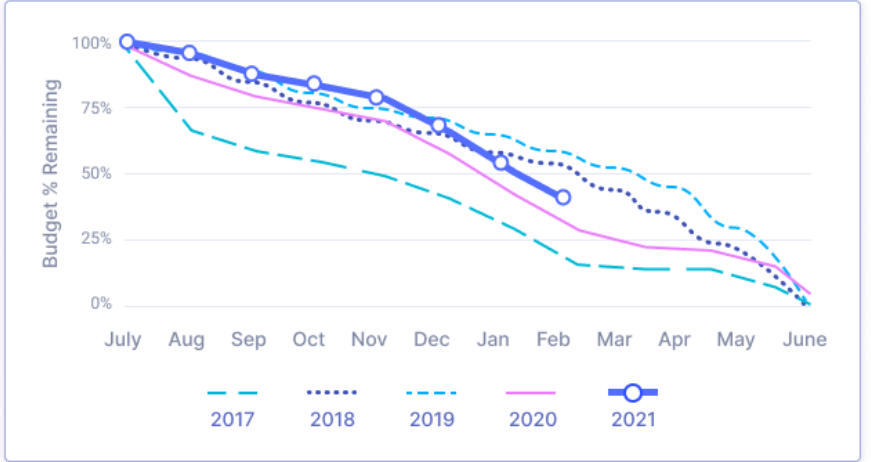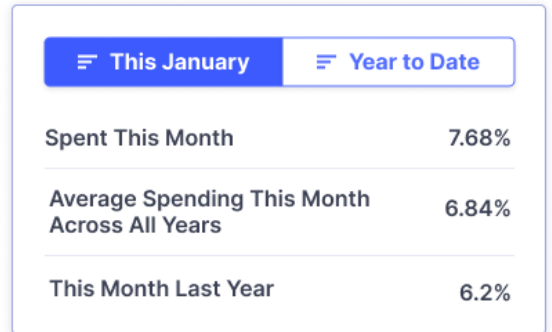
Defining Accountability

Q: When I say accountability, what does it mean to you?

There's more to accountability than punishment!

Accountability at its Core:

Accountability in an organization involves creating a culture that encourages responsibility, ownership, clear communication, and follow through.

Financial Accountability
Are we compliant?

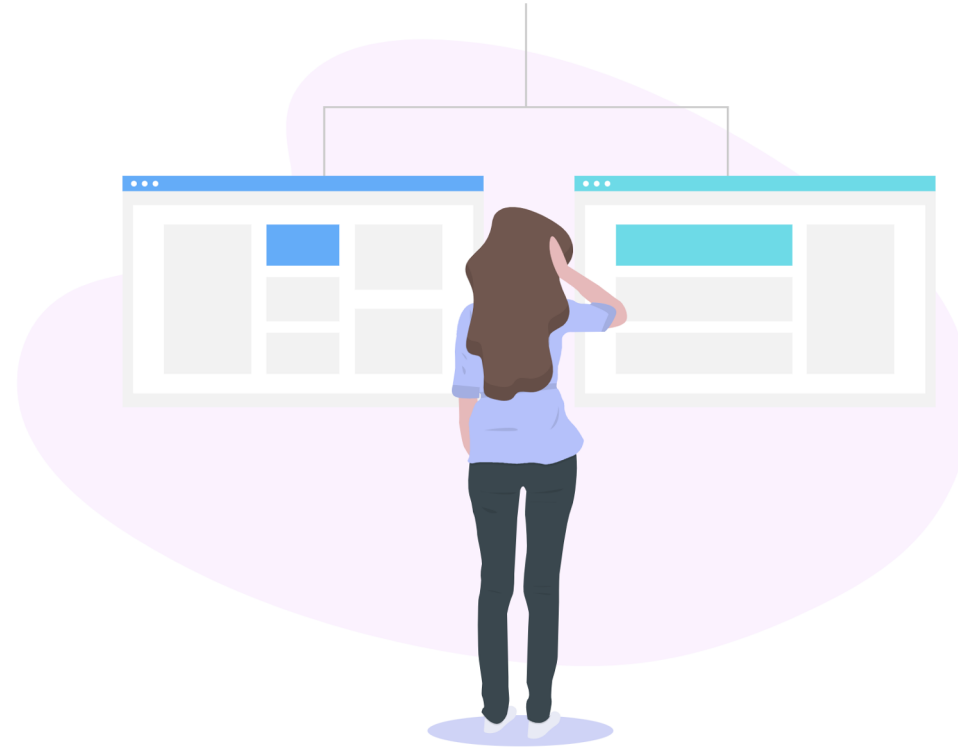- Are we using public funds in accordance with legal and regulatory requirements?
- Are we using this year's dollars for this year's students?

Performance Accountability
Are we achieving our desired outcomes?

- Are we contributing to the success of our school/department/district?
- Are we supporting programs and initiatives that are effective?

Concepts to Consider

Compliance vs. Service

Compliance Model Mindset

Compliance models are driven by legal or regulatory requirements and in finance, we're *really* good at it! Internal policies and procedures are developed to meet those requirements and penalties are imposed for non-compliance.

Service Model Mindset

Service models move from a strict focus on compliance to the training and support of non-financial leaders (customers) so that they make better/more sound financial decisions.

Transparency vs. Clarity

Transparency *can* be easy

- My customers **have access** to their data,

- They know **how much** we budget,

- There are process documents on the shared drive,

- They can call finance and we will tell them what they need to know.

Clarity *can* be hard

- My customers **understand** their data,

- They know **what's invested** in their budget,

- They understand key information about procedures, their purchases and deadlines,

- They feel empowered to make the right decisions.

Embracing Change

Lippitt-Knoster Change Model Action Planning

VISION + **SKILLS** + **INCENTIVES** + **RESOURCES** + **ACTION PLAN** = Sustainable Change

Building Accountability

What to consider:

Access	
Access *Who can see what and when?*	• Monitoring of resources throughout the year by non-finance leaders. • Data should be contextualized and simple to navigate

What you can do:

- Define a shared vocabulary

- Establish regular check-ins

- Set expectations around spending and explain their importance

- Provide consistent, easy to access information

What to consider:

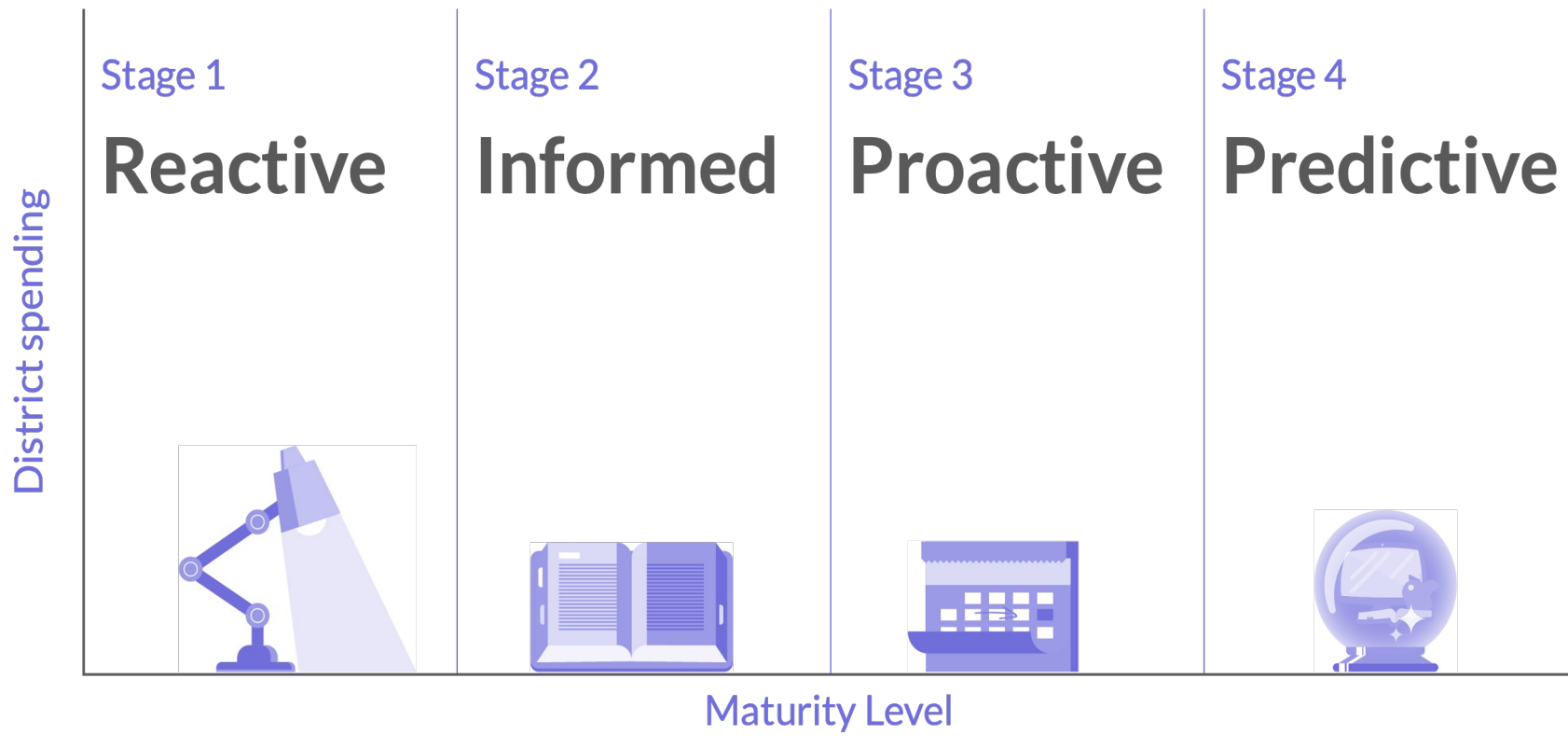| Access *Who can see what and when?*	• Monitoring of resources throughout the year by non-finance leaders. • Data should be contextualized and simple to navigate

Involvement *Who helps decide?*	• Non-finance staff tend to make better decision when they understand "why" • By having a "voice" during budget development, principals and departments heads can better weight trade-offs

What does your budget process currently look like?

- Is it collaborative?

- Zero based?

- Priority Based Budgeting?

- Do we rinse and repeat?

Budget Planning

District spending

Stage 1	Stage 2	Stage 3	Stage 4
Reactive	**Informed**	**Proactive**	**Predictive**

Maturity Level

Budget Planning

Budget Planning (vertical axis label)

Stage 1	Stage 2	Stage 3	Stage 4
Reactive	**Informed**	**Proactive**	**Predictive**
• Budget owners do not have a say in what their budget is and rely on Central Office to track spending • Budgets based on history and influence rather than current conditions	• Budget owners know what is in their budgets and have minimal discretion • Budgets based on history + current pressures such as lower revenues	• Budget allocations are transparent and formula-based • Budget building is collaborative • Budgets are built in partnership with program managers & instructional leaders	• Budget and spending data available to all budget owners • Budget rationale is clear & goal-oriented • Finance is clearly seen as a tool with which to influence desired outcomes

Maturity Level

What to consider:

Access
Who can see what and when?

- Monitoring of resources throughout the year by non-finance leaders.
- Data should be contextualized and simple to navigate

Involvement
Who helps decide?

- Non-finance staff tend to make better decision when they understand "why"
- By having a "voice" during budget development, principals and departments heads can better weight trade-offs

Training & Support
How do we teach for understanding?

- Make training and support of non-financial staff a priority
- Train on basic foundations of systems and financial knowledge
- Incentivize trainings

What you can do:

- Use your shared vocabulary!

- Streamline points of contact within finance

- Training at the right time

- Incentivize training

  - Paper giveaways

  - Lunch and learns

- Celebrate wins!

Identifying Wins

Success Metrics (Short Term Wins)

- **In the next 30 days X will...**

- **We will consider this process a success if...**

Success Metrics (Long Term Wins)

- **In 60 days X will...**

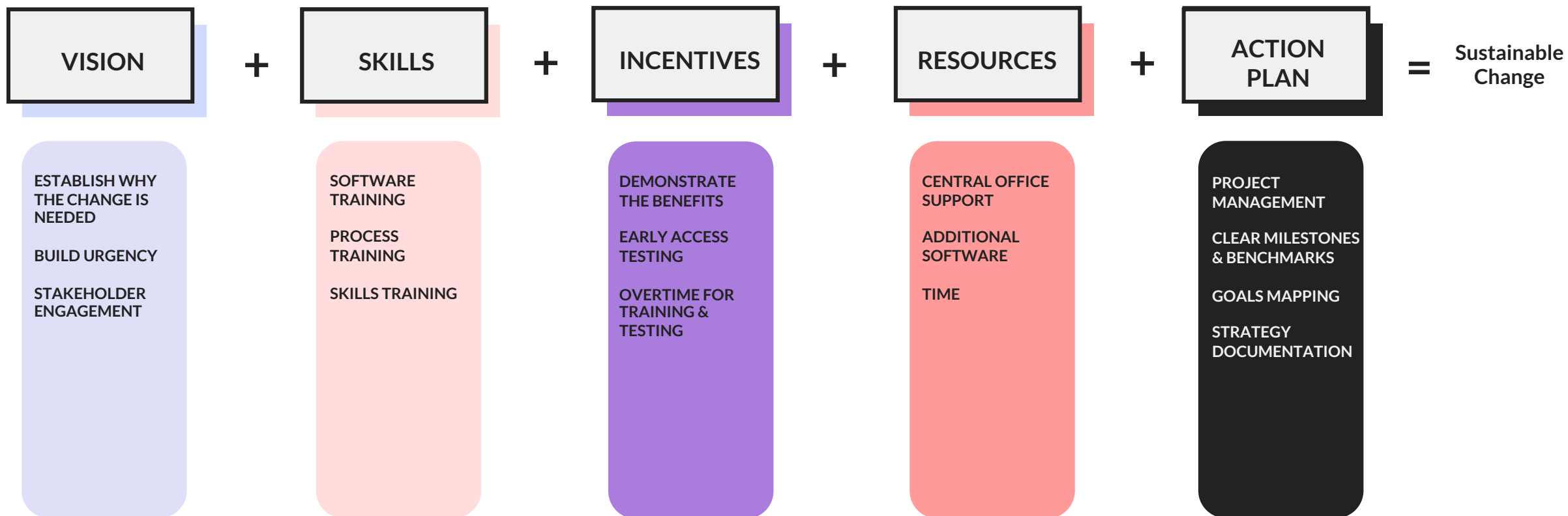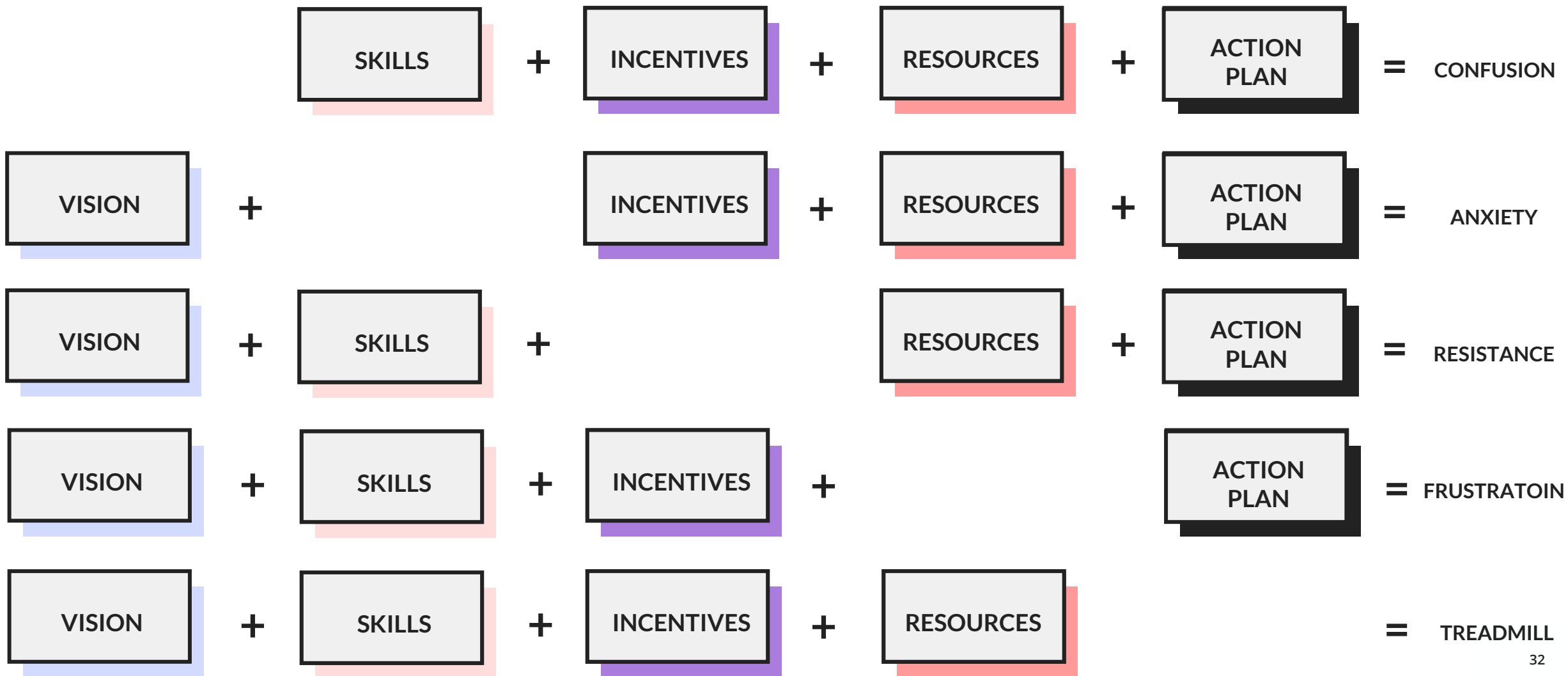- **In 90 days X will...**

- **We will consider this process a success if...**

Bracing for Impact

Lippitt-Knoster Change Model Action Planning

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VISION + **SKILLS** + **INCENTIVES** + **RESOURCES** + **ACTION PLAN** = Sustainable Change

VISION	SKILLS	INCENTIVES	RESOURCES	ACTION PLAN
ESTABLISH WHY THE CHANGE IS NEEDED	SOFTWARE TRAINING	DEMONSTRATE THE BENEFITS	CENTRAL OFFICE SUPPORT	PROJECT MANAGEMENT
BUILD URGENCY	PROCESS TRAINING	EARLY ACCESS TESTING	ADDITIONAL SOFTWARE	CLEAR MILESTONES & BENCHMARKS
STAKEHOLDER ENGAGEMENT	SKILLS TRAINING	OVERTIME FOR TRAINING & TESTING	TIME	GOALS MAPPING
				STRATEGY DOCUMENTATION

Lippitt-Knoster Change Model Action Planning

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|									
		SKILLS	+	INCENTIVES	+	RESOURCES	+	ACTION PLAN	= CONFUSION
VISION	+			INCENTIVES	+	RESOURCES	+	ACTION PLAN	= ANXIETY
VISION	+	SKILLS	+			RESOURCES	+	ACTION PLAN	= RESISTANCE
VISION	+	SKILLS	+	INCENTIVES	+			ACTION PLAN	= FRUSTRATOIN
VISION	+	SKILLS	+	INCENTIVES	+	RESOURCES			= TREADMILL

What's it gonna take?

Patience!

Building trust and accountability doesn't happen over night.

Good systems, processes, and data

Buying new software and saying you are going to do something isn't enough.
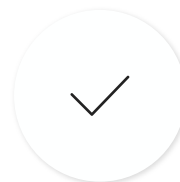
Thoughtful communication

Staff that excel at compliance may not excel at service.

Don't be afraid to talk about change

Change can make even your best people feel uncomfortable.

What's worked for you?

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Thank you!

✉ **Tyler.Hall@allovue.com**