1. **Compensation Data (HCP):** The process and tools for planning and managing compensation data continues to be challenging? There are different frameworks for conceptualizing compensation data (effective dated or monthly buckets) what are the pros and cons? A data refresh strategy could help resolve certain pain points, how often and what type of data should be refreshed?

2. **Multi-year budgeting:** What does it mean to you, how do you want to use multi year budgets? When you say multi-year budget do you mean you want to do scenario planning? At what level do you want to do multi-year budgeting—detailed or summary?

3. **Strategy, shifts and tradeoffs:** What is the approach you have taken to articulate and communicate the strategies and priorities of your division? What do you suggest as an effective method to monitor the financial activities and measure against the strategies and priorities? It was reported that in FY 15 people had a hard time incorporating budget reductions into their plans? What tools, support or best practices would you recommend for FY 16 (from campus, or division levels)?

4. **Actualized Forecast:** Now that we have had a couple of budget cycles, the campus is ready to move toward a forecast that overwrites actuals each month (we are calling this an actualized forecast). This will necessitate some new thinking and adjustments to processes. Discuss the impacts and opportunities an actualized forecast presents for you and your division.

5. **Strategic Communications:** How do you prefer to receive strategic financial updates? What topics are you most interested in? As leaders, how do you share this information with financial and non-financial people in your organization? How does the culture of communications at UC Berkeley impact information flow?

6. **Training Strategy:** Discuss a draft training plan for FY 16 Budget Process. It was noted in the survey about the reality of videos as a training tool. There are pros and cons to this method, discuss how we can optimize the best aspects and opportunities to complement the videos with other support.

7. **Division Process:** In the FY 15 Budget cycle we focused on improvements to the campus process and in FY 16 we shifted to improving the process at the Division level. Discuss what is working and not working with new process. We shifted our focus to introduce the new transfer intersection form to speed entry of transfers into CalPlanning. The challenges around managing transfers is more about the process and conceptualization of them. Discuss best practices for managing this process in FY 17.

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**FY 16 Budget Process & CalPlanning Assessment Survey**

**Objectives and Approach**

In an effort to improve the campus budget process, the Office of the CFO’s Financial Planning & Analysis (FP&A) unit implemented various changes to the FY15 budget process, CalPlanning, and training, communications, and support this year. We would like to understand how these changes were received, what worked and didn’t work, so we can continue to make improvements to the annual budget process.

The online survey was administered by the Office of Planning & Analysis’ survey expert, Jeff Royal during the field period from Monday, May 18 through Friday, June 5, 2015.

**Demographics**

115 campus leaders and staff completed the survey. (157 started the survey, but 42 only partially responded.)

- **Most** self-identified as Financial Analysts, Directors, or Department Managers
- **47%** of respondents have been at UC Berkeley for over 10 years
- **6%** are new CalPlanning users
**Budget Process**

**Overall Satisfaction**

Percent of respondents who are either **satisfied** or **very satisfied** with the following:

- **62%** the division budget process
- **34%** the campus budget process

Percent of all respondents who are either **satisfied** or **very satisfied** with the following:

- **78%** Call Letter
- **budget narrative and budget guidelines**
- **74%** budget request forms A (76%), C (72%), D (75%), and E (70%)

Percent of respondents who agreed that it took either **less time** or **about the same time** they expected to complete the following budget related activities:

- **72%** Preparing the budget narrative and budget hearing materials.
- **63%** Pre-Planning activities, including confirming divisional priorities and strategies, reviewing financial results, reviewing the campus call letter, and assigning roles and responsibilities.
- **57%** Finalizing the division's budget and adjusting it in CalPlanning and internally approving the FY15 Forecast.

Percent of respondents who agreed that either it took **more time than expected** or they did not complete the following budget related activities:

- **78%** Entering the FY15 Forecast in HCP (Compensation).
- **72%** Entering the FY16 Operating Budget in HCP.
- **57%** Gathering information for the FY15 Forecast.

**CalPlanning**

**Overall Satisfaction**

- **39%** of respondents are either **satisfied** or **very satisfied** with the use of the CalPlanning tool to support the FY15-16 Budget Process. Additional percent satisfaction by sub-group:
  - **46%** of division leaders
  - **44%** of experienced CalPlanning users
  - **36%** of all other division staff
  - **28%** of new CalPlanning users

**Success**

Percent of respondents who are either **satisfied** or **very satisfied** with the following:

- **67%** the CalPlanning Reports
- **66%** accessing CalPlanning through Citrix
- **63%** the new CalPlan writeable intersection forms

**General Support: Email**

Percent of respondents who are either **agree** or **strongly agree** with the following:

- **82%** the PBO emails were informative
- **74%** the CBO emails were informative
- **69%** the CalPlanning emails were informative

**Fact:** In person classes was the most helpful training method, followed by job aids and materials. However, 74% of experienced CalPlanning users thought the new training videos were helpful.

**Opportunity**

Percent of respondents who are either **dissatisfied** or **very dissatisfied** with the following:

- **54%** the HCP data entry forms
- **52%** CalPlanning system stability
- **43%** your FY15-16 Budget in CalPlanning