Grantee Termination Process

Research Financial Management Services
Financial Services
March 2018
Today’s Objectives

• Review overall project
• Present changes made with regard to initial problem
• Recognize team’s efforts
Define the Problem-Solving Project Team

**Yellow Belt Participants**
- Elvie Coletta
- Sonia Pietraroia
- Cindy Furtado
- Theresa Ewen
- Melodie Garbish
- Brenda Lam
- Melanie Pepin

**Sponsor**
- Elvie Coletta
**Office of Sponsored Research (OSR)**
- Supports McGill faculty with all aspects of research-related funding from pre-award to post-award phase
- Assists with negotiation of research agreements and contracts
- Works closely with RFMS to ensure prompt fund opening and assists with post-award adjustments and follow-ups

**Research Financial Management Services (RFMS)**
- Supports researchers in financial management of their research grants/contracts
- Responsible for timely and accurate recording of revenues and expenditures relating to research grants/contracts
- Ensures funds are expended and accounted for in accordance with terms, conditions and regulations of sponsors and McGill University

**Financial Services Team (FST) / Administrative Excellence Centres (AEC)**
- Acts as researcher’s primary contact for all post-award concerns
- Liaises with Financial Services and other units within the University

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**Grantee Termination Process**

*Departures Retirements Deaths*

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**OSR**

**RFMS**

**Grantee**

**Other Universities**

**Tri-Agency**

**McGill University**
Current Grantee Termination Process:

1. Notice of Termination Received
   - Unit notifies OSR/RFMS
   - Grantee/Unit reviews grantee departure checklist

2. OSR Assesses Options
   - Reviews all funds under grantee
   - Determines grantee eligibility
   - Formulates plan of action with grantee: keep grant at McGill, transfer grant, or terminate grant

3. OSR Notifies Agency / RFMS
   - Determines list of funds to be transferred or terminated
   - Requests for requirement list per grant
   - RFMS starts gathering information for financial statement preparation

4. Completion of File
   - OSR/RFMS prepares grant transfer or grant termination and completes financial statement
   - RFMS submits final statement and documentation to Agency
Problem Statement:
We currently do not meet the Tri-Agency’s reporting deadline for grantee terminations.

Sponsor’s Expectation:
To decrease information gathering time and submit financial statement to agencies within 45 days of grantee’s termination date.
### SIPOC
#### Grantee Termination Process

<table>
<thead>
<tr>
<th>Suppliers</th>
<th>Process</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR, APO, FST/AEC/FA, Grantees, Chairs/Deans, IT, OSR, RFMS, Tri-Agency</td>
<td>Grant is awarded → Fund is opened → Grantee terminates → OSR/RFMS is notified of grantee termination → Determine the management of termination → Gather and analyze info → Complete Form 300 and Form 303 → Send Form 300 and Form 303 to Tri-Agency</td>
<td>Email to RFMS, Email to FST/Grantee, Grantee Termination Checklist/Notes Summary Sheet, Form 300 and/or Form 303, Letter to McGill, Refund or Transfer to GRF or Other University, Update InfoEd</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notice of Termination, Email from OSR, Info from FST/Grantee, Checklist/Notes Summary Sheet, Form 300/Form 303, Letter to McGill</td>
<td>OSR, RFMS, Grantee, Tri-Agency, McGill, Other Universities</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Included</th>
<th>Excluded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tri-Agency funds, Grantee departures</td>
<td>Non-Tri-Agency funds, Grantee retirements and deceased</td>
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</tbody>
</table>
What is wrong? (Pains)

- One person handling all the work
- Many rules and regulations for different sponsors and programs
- Incomplete information leads to continual follow-up

What is going well?

- Person handling work is highly knowledgeable
- FST/AEC helpful as a contact person

Overall

- The process is very manual, tedious and time consuming
Value Stream Mapping allowed us to identify waste and where to implement process improvement. One of the root causes of the problem is during the gathering and analyzing info stage. It takes 1-3 months to complete this step.
Grantee Terminations
(for grantee termination dates from April 30, 2016 to December 31, 2017)

Majority of grantee terminations are departures, therefore these will be included in our metrics. All other grantee terminations will be excluded for this exercise.
Number of Tri-Agency funds and funding sources per grantees departure
(for grantees termination dates from April 30, 2016 to December 31, 2017)
The Fishbone diagram allowed us to identify the causes for not meeting the Tri-Agency’s deadline.
Implementing the Solution

<table>
<thead>
<tr>
<th>Item</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Define Roles</td>
</tr>
<tr>
<td>2</td>
<td>Terminations Log</td>
</tr>
<tr>
<td>3</td>
<td>Raise Awareness at FST &amp; RAN Meetings</td>
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<tr>
<td>4</td>
<td>Decision Tree</td>
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<tr>
<td>5</td>
<td>Standard Checklist</td>
</tr>
<tr>
<td>6</td>
<td>Email Deans/Chairs</td>
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<tr>
<td>7</td>
<td>Document Process</td>
</tr>
<tr>
<td>8</td>
<td>Train RFMS, FST &amp; RAN</td>
</tr>
<tr>
<td>9</td>
<td>Departure Meeting</td>
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<tr>
<td>10</td>
<td>Review Funds Regularly</td>
</tr>
<tr>
<td>11</td>
<td>Fund Distribution System</td>
</tr>
<tr>
<td>12</td>
<td>Metrics for Benchmarking</td>
</tr>
</tbody>
</table>

**Effort-Benefit Matrix**

- **Phase I: short-term action items**
- **Phase II: long-term action items**
- **On-going items**
## Implementing the Solution

<table>
<thead>
<tr>
<th>Item</th>
<th>Solution</th>
<th>Person(s) Responsible</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Define roles between OSR, RFMS &amp; FST (include in Roles &amp; Responsibilities document)</td>
<td>Elvie &amp; Sonia</td>
<td></td>
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<tr>
<td>2</td>
<td>Set up central tracking log for terminations</td>
<td>Melanie &amp; Sonia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Raise awareness at RAN &amp; FST meetings</td>
<td>Brenda</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Create decision tree for grantee departures</td>
<td>Melanie &amp; Cindy</td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td>Create standard checklist for RFMS &amp; FST</td>
<td>Theresa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Send memos to McGill community</td>
<td>Elvie</td>
<td></td>
<td></td>
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<tr>
<td>7</td>
<td>Write procedure for all grantee terminations</td>
<td>Sonia</td>
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<td></td>
</tr>
<tr>
<td>8</td>
<td>Train RFMS, FST &amp; AEC</td>
<td>Brenda &amp; Theresa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Initiate departure meeting with grantee, OSR, RFMS &amp; FST</td>
<td>Melanie</td>
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<tr>
<td>10</td>
<td>Regularly review funds</td>
<td>Theresa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Distribute funds to fund administrators (for grantee terminations effective 01-Jul-18)</td>
<td>Sonia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Develop metrics for benchmarking</td>
<td>Sonia</td>
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Implement new procedure and train individuals

- Meet weekly with FA to answer questions, assess the procedure, discuss roadblocks, determine additional training required

Control for error

- One person will distribute work and review all completed files
- Track different types of error (e.g. human, non-compliant) and occurrence

Annual maintenance

- Review and update procedure
- Review sponsor/program guidelines for any updates and changes
- Provide refresher training courses
- Track WIP and completed files
Lessons Learned

• The causes are often misinterpreted as the problem statement

• We cannot fix everything, so focus on one solution and work on that

• We need metrics to benchmark and track our progress
Questions
Recognition and Celebration