

# What is Effort?

- Effort is the percentage of time a person devotes to an activity
  - Effort is quantified by a person's payroll distribution
  - Effort charges must represent an objective estimate of the time devoted to work on a specific project and document the timeframe for when the work was actually performed
- As grant managers, one of our duties is to ensure compliance to sponsor rules surrounding charging effort to sponsors



# Duke University and Effort

- Effective effort management and monitoring is important to Duke!
- Personnel expenses, or effort, are the largest category of charges to sponsored programs at Duke University
- Regardless of where effort is expended (office, home) or when (after hours, on vacation, on weekend), these items should be included in sponsored research effort
- Misrepresentation of effort is one of the most costly audit issues



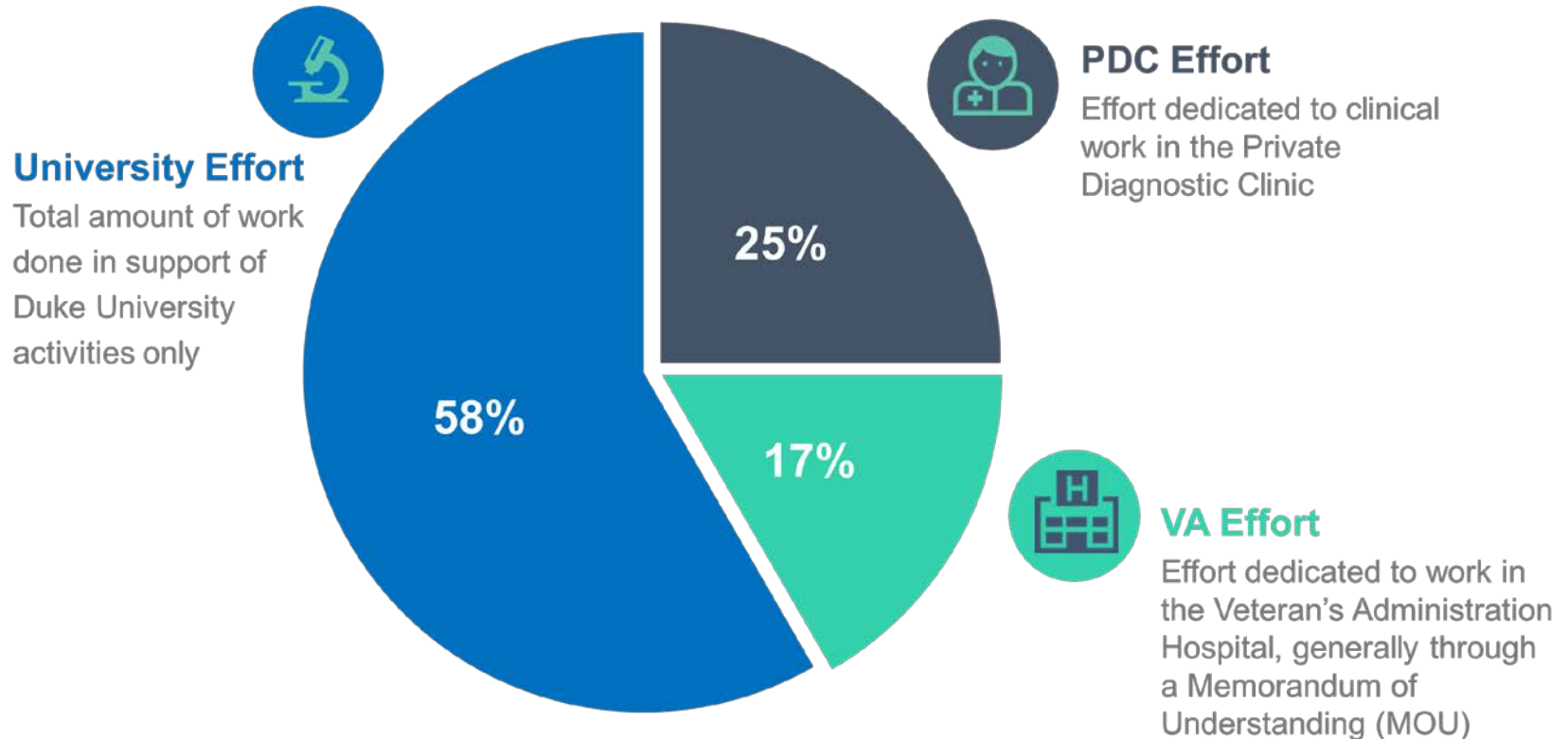
# Total Professional Effort

**Total Professional Effort (TPE):** total amount of time spent on all activities, both university *and* non-university activities

- Examples:
  - University
  - Veterans Affairs (VA)
  - Private Diagnostic Clinic (PDC)

Applies to School of Medicine/School of Nursing faculty in clinical departments!

# Total Professional Effort



*This is a sample of how an individual's TPE could be distributed amongst the various activities*

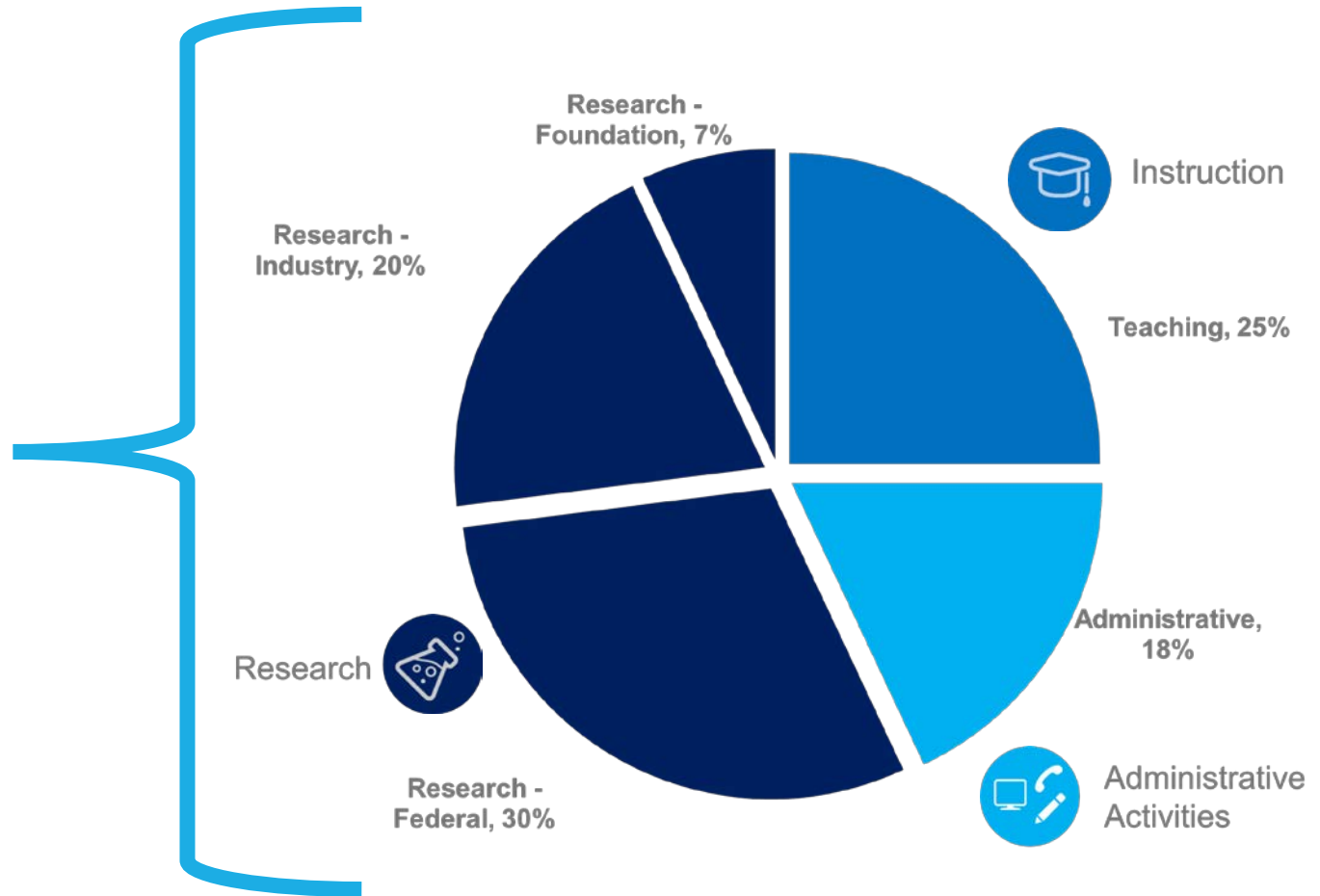
Applies to School of Medicine/School of Nursing faculty in clinical departments!

# University Effort

**University Effort:** total amount of work done in support of Duke

University activities only

- Examples:
  - Research
  - Instruction
  - Administrative Activities

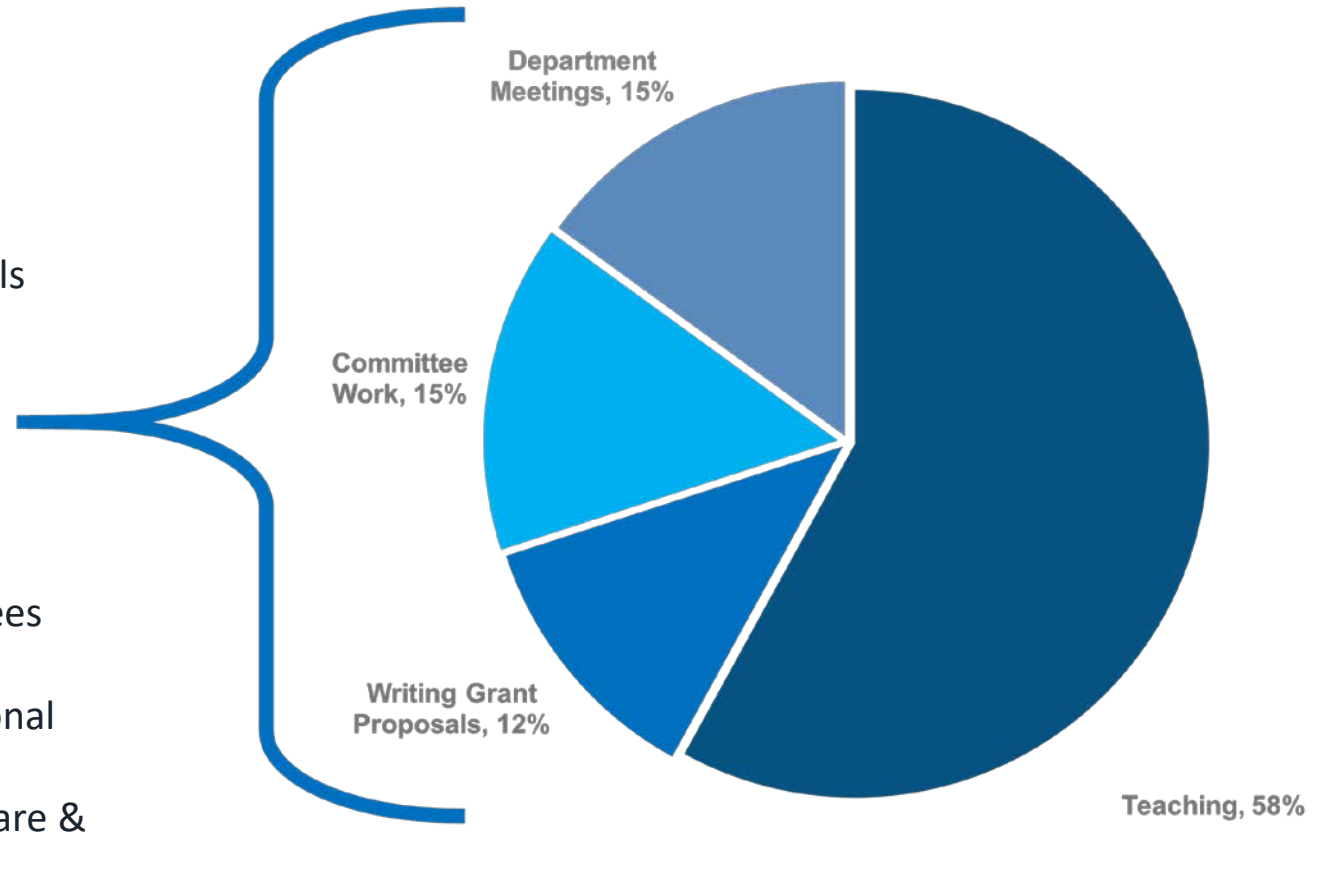


*This is a sample of how an individual's University Effort could be distributed amongst the various activities*

# University Non-Sponsored Effort

This effort may include:

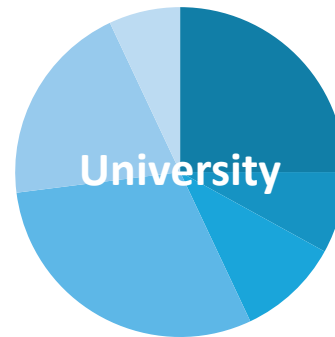
- Instruction
- Administration
- Writing grant proposals (including competing renewals)
- Committee work
- Department meetings
- Participation on institutional committees such as search committees, Institutional Review Board (IRB) or Institutional Animal Care & Use (IACUC)



*This is a sample of how an individual's University Non-Sponsored Effort could be distributed amongst the various activities*

# University Effort: Institutional Base Salary

- Institutional Base Salary (IBS)
  - **Includes:**
    - Instruction
    - Research
    - Administrative activities (committees, chair, director, etc.)
    - Clinical research
  - **Excludes:**
    - Supplemental/extraordinary pay
    - Summer (Provost's Office)
    - VA
    - PDC
    - Outside consulting
    - Study section honoraria



100% University Effort = IBS

# University Effort: Institutional Base Salary

IBS = 100% of University Base Effort

- It is not practical for faculty to commit 100% effort to sponsored projects. Time should be allowed for administrative work, proposal writing, mentoring, etc.
- School of Medicine (SOM) Maximum Effort Policy (11.4 calendar months or 95% effort)





# University Appointment Types

- **School of Medicine:** IBS based on 12-month appointments
- **Campus:** IBS based on 9-month appointments; although there are 10- and 11-month appointments
  - Summer is generally treated as the IBS divided by the appointment months multiplied by three
- Some faculty hold a joint appointment, “in which both academic units agree to share in financial remuneration”
  - Joint appointments may be appropriate for faculty qualified in two areas of teaching and research



# Salaries and Wages: Fringe Benefits

- Fringe Benefits are a form of non-wage compensation for Duke employees used to support medical care, dental care, retirement, and the many other benefits provided to employees
- Negotiated with the Department of Health and Human Services (DHHS) annually
- Actual and projected rates
- Rates vary by sponsor and employee type

	<u>Faculty/ Monthly Staff</u>	<u>House Staff/ Postdocs</u>	<u>Hourly Staff</u>	<u>Students</u>	<u>PhD Students</u>
FY 16/17 Budget Non-Federal	26.5%	18.3%	23.2%	7.7%	11.3%
FY 16/17 Budget Federal	24.5%	18.3%	22.7%	7.7%	11.3%
FY 17/18 Projected Non-Federal	26.4%	19.2%	24.0%	7.7%	12.6%
FY 17/18 Projected Federal	24.6%	19.2%	23.4%	7.7%	12.6%
FY 18/19 Projected Non-Federal	26.6%	19.6%	25.5%	7.7%	11.6%
FY 18/19 Projected Federal	24.8%	19.6%	24.9%	7.7%	11.6%

Remember to check the rates and keep informed! They change about once a year.

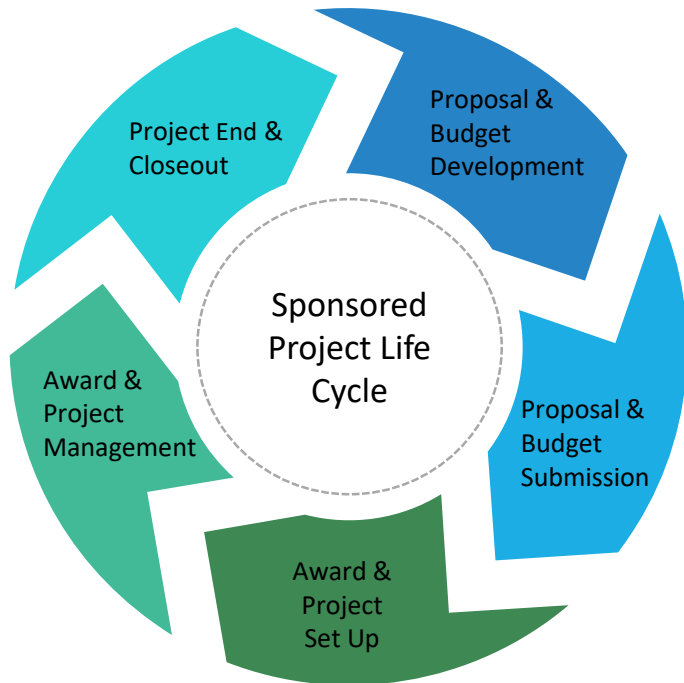
<https://finance.duke.edu/resources/docs.php#fringe>

# Effort Certification at Duke

- Duke University uses two options to meet the reporting requirements:
  - Plan Confirmation: used for all monthly paid faculty and staff members
  - Personnel Activity Reporting: used for all bi-weekly paid employees
    - Employee's time card is the certification of effort and distribution
- Effort Certification Reporting Technology (ECRT) is used to maintain quarterly notifications and annual certifications for Plan Confirmation
  - Online web based system
  - Interfaces with SAP HR/payroll to accumulate payroll data
  - A Primary Effort Coordinator is assigned to each BFR
  - ECRT questions? [ECRT-support@duke.edu](mailto:ECRT-support@duke.edu)



# The Lifecycle & Effort

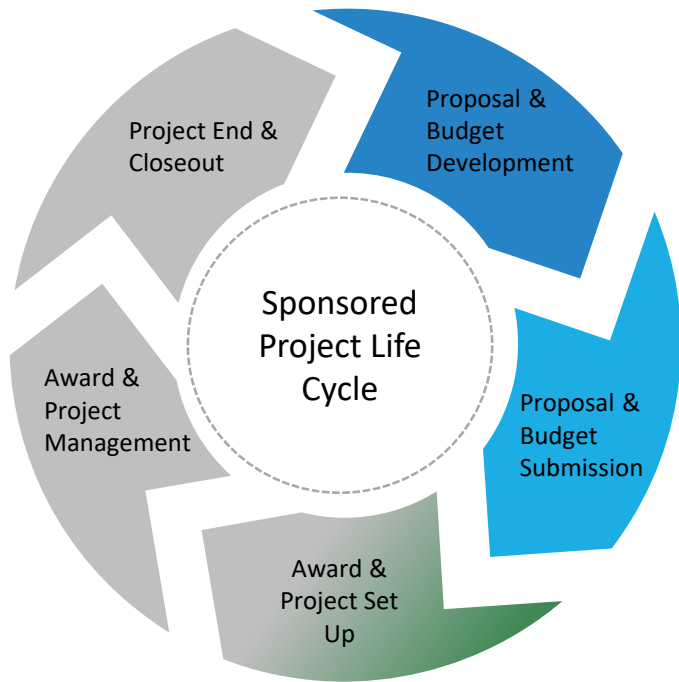


## Remember!

The Life Cycle of a Sponsored Project isn't only used in Pre-Award &/or Post-Award Management.

Effort should be a focus in every part of the Life Cycle and not simply be discussed in either Proposal Development or Spending Award Funds.

# Pre-Award & Effort



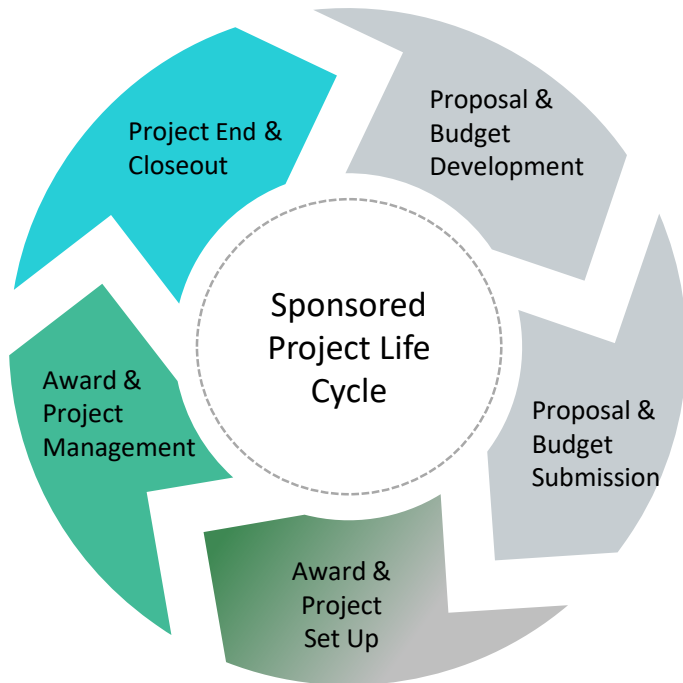
**Pre-award** is the general term applied to the services, functions and responsibilities that involve:

- Identification of funding sources and guidelines
- Preparation of a grant application (statement of the work to be done, budgets, personnel roster and biographical sketches/vitae, other required forms)
- Submission of the grant application according to sponsor requirements
- Review of the award and negotiation of the award if necessary to adjust to changes

Levels of effort for all personnel on a project should be identified during Proposal & Budget Development and Submission. When an award is made, those individuals working on the project will need to have their effort assigned to the project.

# Post-Award & Effort

**Post-award** is the general term applied to the services, functions and responsibilities that involve:



- Setting up the awarded project in the Duke University financial system
- Charging costs to the project in accordance with the approved budget and sponsor regulations
- Monitoring the project including, reconciling and adjusting the project budget as needed making, corrections to charges, and effort levels of individuals working on the project, and reporting financial progress of the project.
- Closing the project, including ensuring that all charges are accounted for, incorrect or unallowable charges are removed, all reports are filed, and all revenues accounted for

Effort should be monitored throughout the active phase of the project to ensure the correct individuals, as well as the appropriate level of effort, have been assigned to the award and that all applicable policies are being followed. The closeout phase should involve a final review to ensure all personnel expenses are allowable and that effort has been removed.

# Effort Management Roles & Responsibilities

As grant managers, one of our duties is to ensure compliance of Federal regulations and Sponsor rules surrounding charging effort to sponsored projects

- Are the correct people being charged to the project with the correct level of effort?
- Does effort expended match sponsor commitments and requirements?
- Was cost-sharing expected/required and if so, properly allocated?
- If discrepancies are found, are changes being made in a timely manner?
- Are Duke policies and procedures being followed?



# Duke Effort Systems

- **iForms**

- System for processing HR and payroll actions
- Used to process modifications to personnel effort
- For more information:
  - <https://finance.duke.edu/systems/work/iforms/>
- Watch the how-to video in LMS:
  - Payroll Access Training for Grant Managers - Online iForms Overview - Video





# Duke Effort Systems

## Sponsored Effort System (SES)

- Allows central grant offices to update awarded effort information and allows departmental users to view active and pending effort for personnel supported on grant funds. SES is used at the Award & Project Set Up stage to review effort commitments for personnel supported on sponsored projects. For updates needed in the system for SOM.SON employees, contact your pre-award office.
- To gain access to SES, contact your Pre- Award Office.
  - For Campus, contact ORS
  - For SOM & SON, contact ORA



# Duke Effort Systems

## Effort Certification & Reporting Technology (ECRT)

- A web-based system that serves as the institution's effort reporting and certification tool for personnel paid on sponsored research projects. Each department will have two groups of ECRT users:
  - Effort Coordinators, who are responsible for the final review and processing of completed effort statements
  - Certifiers (faculty and exempt staff) who are responsible for certifying their effort
    - Questions regarding ECRT should be directed to ECRT-Support via email at [ecrt\\_support@duke.edu](mailto:ecrt_support@duke.edu)



# Additional Tools & Resources

- SAP payroll reports (ZH223, ZH333, Accounting View of Payroll):  
<http://finance.duke.edu/systems/training/steps.php>
- Payroll Access Quick Reference Guide:  
<https://finance.duke.edu/resources/training/research/ResearchAdministratorEffortPayrollResources.pdf>
- Research Administrator Resources Quick Reference Guide:  
[https://finance.duke.edu/resources/training/research/RA\\_ResourcesGuide.pdf](https://finance.duke.edu/resources/training/research/RA_ResourcesGuide.pdf)
- GAP 200.170 – Effort Reporting  
<http://finance.duke.edu/accounting/gap/m200-170.php>