

Improved Service Delivery at Iowa State University

**ISD Advisory Committee FY2020 Annual Report
November 2, 2020**

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Executive Summary

Fiscal year 2020, July 1, 2019 – June 30, 2020, marked the first full year of a transformational undertaking at Iowa State University, including a new organizational structure (Improved Service Delivery) and enterprise management system (Workday). Ten Improved Service Delivery (ISD) teams consisting of finance and human resources staff were established to support the following goals:

- Maintain proficiency in their respective functions of finance or human resources.
- Utilize the enterprise management system, Workday, and the customer service platform, ServiceNow.
- Improve the employee experience through a team-based environment that supports collaboration, knowledge sharing, balanced workloads, and professional development.
- Provide high-quality, reliable, and consistent service to their designated campus units, including alleviating and supporting the administrative workload of faculty.

The ISD structure was imperative to implement the Workday modules for Financial Management, Payroll, and Human Capital Management on July 1, 2019. While the parallel implementation of ISD and Workday was undoubtedly a massive endeavor, it was determined to be the most cost-effective way to optimize Workday long-term while supporting units' missions, improving the employee experience, and enhancing the culture of service. While ISD was created to be cost neutral at the institutional level, it is difficult to make true cost comparisons because of the significant changes in employee responsibilities. The ISD Advisory Committee recognizes some units have seen increased costs as they, for example, backfilled positions or made positions for remaining staff whole. Over time, we believe units will recognize efficiencies that will bring them and the university closer to cost neutral.

The ensuing twelve months represented a time of extraordinary transition, as the campus community navigated the new structure, systems, and processes and adapted to a brand-new operational culture. Many units and faculty, in particular, indicated a sense of loss that resulted from local staff moving into ISD roles, and oftentimes, physically moving locations and a feeling of local, high-touch, human interaction being replaced by e-service. Concern was also expressed about the administrative burden of Workday and the challenges of navigating the ISD structure. In response, ISD focused extensively on campus outreach, specialist training, team-building, and continuous improvement to address these concerns and work toward stable and efficient day-to-day operations. In the latter months of FY20, concerns about ISD appeared to diminish. The ISD Advisory Committee is hopeful this is an indication of improvement, but also recognizes that during this time the campus community's attention largely shifted to the challenges of the COVID-19 pandemic.

Operational Efficiency

With the implementation of Workday and ServiceNow, finance and HR now have, for the first time, the ability to collect and analyze comprehensive workload data for ISD specialists. This data enables leadership to timely identify operational efficiencies, including right-sizing teams based on workload to support providing high quality service. ISD leadership has used this data to determine appropriate restructuring of teams and reassignment of specialists as well as address budget challenges.

Annual Performance

A review of the Key Performance Indicators shows overall strong performance during the inaugural year of ISD with recognized room for improvement. It is important to note the nature of the work performed by Finance ISD and Human Resources ISD is very different, so a comparison of the KPI metrics should not be made between functions.

- Throughout FY20, Finance ISD performed a total of 453,023 Workday transactions with an average resolution rate of seven days, and addressed 65,132 ServiceNow incidents with an average resolution rate of less than one day. ServiceNow customer satisfaction surveys, which are sent to customers after a ServiceNow case is marked resolved, indicated 88% of respondents were satisfied or very satisfied with the customer service, and 95% stated their concern was accurately addressed.
 - While the average processing time for expense reports prior to Workday was not tracked, the average processing time for expense reports for FY20 was 6 days.
 - Finance ISD reduced the time to clear unverified p-card transactions over 30 days at year-end by 36%.

- Human Resources (HR) ISD performed a total of 17,726 Workday transactions with an average resolution rate of just under two days, and addressed 8,922 ServiceNow Incidents with an average resolution rate of one and a half days. ServiceNow customer satisfaction surveys indicated 80% of respondents were satisfied or very satisfied with the customer service, and 92% stated their concern was accurately addressed.
 - Reducing the time it takes to fill vacant positions to support recruitment of top talent has been a top priority for Human Resources in the transition to Improved Service Delivery. During the first year of ISD, HR ISD made significant improvements in this area.
 - The average time-to-fill for Professional & Scientific (P&S) staff positions decreased from 111.5 days to 58.8 days.
 - The average time-to-fill for Merit staff positions decreased from 72.1 days to 50.5 days.

Notable Actions in Quarter Four

COVID-19 Response

The fourth quarter of FY20 marked a time of unprecedented challenges and opportunities for Improved Service Delivery and Iowa State University as a whole. The COVID-19 pandemic began to impact the university in mid-March and continued through the end of FY20 and into FY21.

In response to COVID-19 and ongoing budget challenges, ISD was able to leverage Workday data to assist university leaders in planning workforce changes to right-size teams while maintaining a high level of service. ISD staff were able to utilize the cloud-based access and anytime connectivity of Workday and ServiceNow for a seamless transition to remote work to continue providing finance and human resources services to their units. Finance ISD conducted a survey of employees about remote work and found that 96% of employees would be interested in continuing in a remote working environment and 85% of employees would be interested in a hybrid work environment.

Finance ISD Priorities – Faculty Financial Reporting

Finance ISD developed a plan to improve financial reporting for faculty that utilizes a recent Workday development to allow reports to be scheduled for live data refresh within worksheets. Finance ISD is focused on the development of a standardized financial report workbook format that can be customized to faculty preferences. Each tab of the workbook consists of a condensed financial report that will be refreshed with live data monthly and provided to faculty by ISD specialists. This allows faculty to quickly access all their funding sources in one document. The implementation of this new faculty reporting workbook is slated to begin in Fall 2020 and continue throughout the fall semester.

The faculty reporting workbook was developed in close collaboration with Faculty Senate Research Planning and Policy committee, Business Unit Managers, Cost Center Managers, Operations and Finance

Colleagues, and others. Finance ISD engaged in extensive campus outreach during the development process in quarter four, including separate feedback sessions with faculty groups from six colleges. Finance Specialists and Grants Finance Specialists will begin meeting one-on-one with faculty members beginning in September.

HR ISD Priorities – Optimize Hiring Process through non-ISD Roles

The Graduate College and HR ISD partnered to improve the hiring process for graduate assistants. In addition, HR ISD continued work with colleges and units to implement pilots designed to optimize student employee and graduate assistant hiring through consolidation, training and more focus on supervision of job manager and graduate assistant support roles; and implementing targeted improvements to test broader viability.

Key Performance Indicators

A primary responsibility of the ISD Advisory Committee is to monitor ISD performance through Key Performance Indicators (KPIs). Most KPI metrics have been tracked since go-live on July 1, but were not reported until quarter three to provide time to collect enough meaningful data. The annual data below will be used to begin to inform institutional baselines from which to track improvement moving forward. Other KPIs, e.g., employee satisfaction surveys, will be implemented in FY21.

ServiceNow Customer Satisfaction Survey

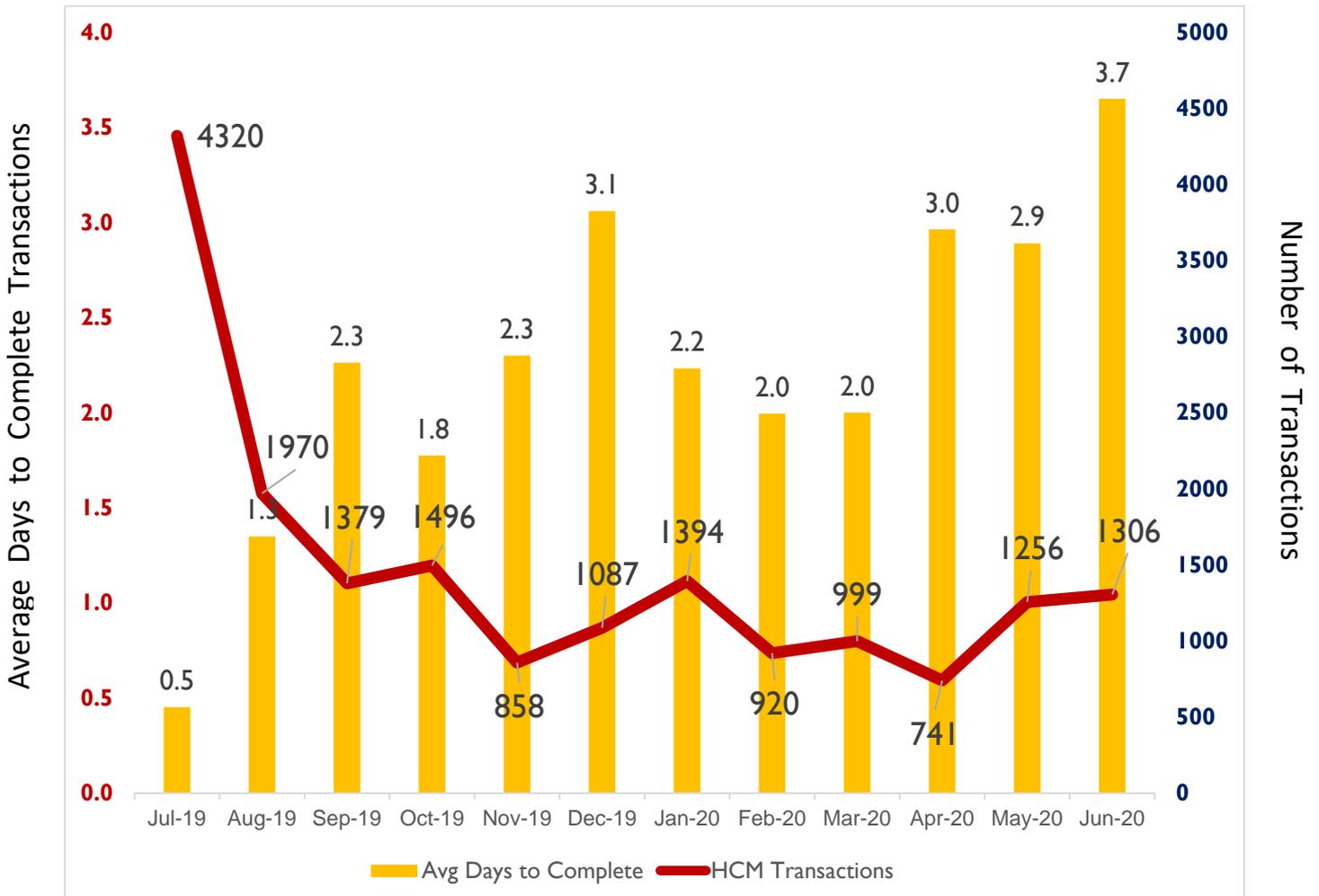
The ServiceNow customer survey is the predominant tool for measuring campus satisfaction. Surveys went live in December 2019 and are sent to customers after a ServiceNow case is marked resolved. Initial feedback about the survey, itself, indicated that some campus customers did not want to receive the survey to avoid additional email traffic or they believed the survey was cumbersome. Some customers were opting out of receiving the survey by marking “do not notify” in the ServiceNow incident. ISD continues its work to improve the survey to promote increased response. Campus customers are strongly encouraged to complete the survey or provide feedback through other channels (e.g., Faculty Senate, P&S Council, ISD leadership) as this is critical to help support ISD’s commitment to continuous improvement.

Category	Key Performance Indicator	Finance	Human Resources
Campus Satisfaction	Customer Satisfaction Survey	567 responses in FY20 (11.97% response rate) <ul style="list-style-type: none"> • 88% satisfied/very satisfied • 6% neutral • 6% dissatisfied/very dissatisfied • 98% indicated interaction with FIN ISD was personal, professional and courteous • 95% stated their concern was accurately addressed 	190 responses in FY20 (10.47% response rate) <ul style="list-style-type: none"> • 80% satisfied/very satisfied • 10% neutral • 10% dissatisfied/very dissatisfied • 95% indicated interaction with HR ISD was personal, professional and courteous • 92% stated their concern was accurately addressed

ISD Employee Engagement	Voluntary attrition and internal turnover	<ul style="list-style-type: none"> • 7 Finance ISD employees left ISU in FY20 (6.5%) • 14 Finance ISD employees left for another ISU position in FY20 (13%) • Total Voluntary Attrition and Internal Turnover FY20 = 19.4% • Involuntary Turnover: 1 	<ul style="list-style-type: none"> • 4 HR ISD employees left ISU in FY20 (7.7%) • 7 HR ISD employees left for another ISU position in FY21 (13%) • Total Voluntary Attrition and Internal Turnover FY20 = 21% • Involuntary Turnover: 0
	ISD Employee Satisfaction	ISD Employee Satisfaction Survey not yet implemented	ISD Employee Satisfaction Survey not yet implemented
Operational Efficiency	Transaction processing times (aggregated at unit/service team level)	<p>Workday FIN Transactions</p> <ul style="list-style-type: none"> • 453,023 transactions • Avg Days to Complete: 7 days <p>ServiceNow Incidents</p> <ul style="list-style-type: none"> • 65,132 assigned to FIN Delivery • Avg Days to Resolution: 0.86 days • Avg Opened per Day: 178 incidents 	<p>Workday HR Transactions</p> <ul style="list-style-type: none"> • 17,726 transactions • Avg Days to Complete: 1.9 days <p>ServiceNow Incidents</p> <ul style="list-style-type: none"> • 8,922 assigned to HR Delivery • Avg Days to Resolution: 1.5 days • Avg Opened per Day: 24
	Transactions processed per FTE	<p>Workday: 4,924</p> <p>ServiceNow: 708</p>	<p>Workday: 354</p> <p>ServiceNow: 180</p>

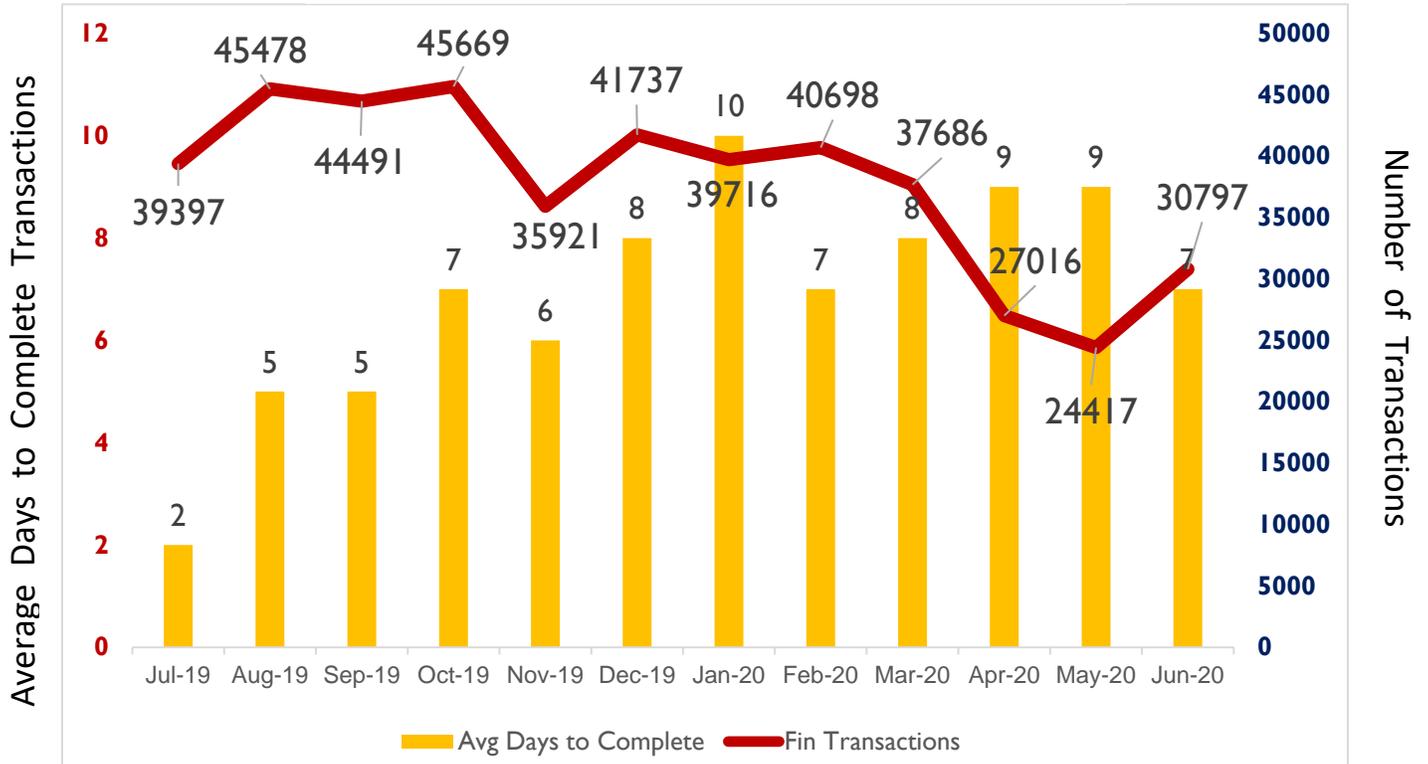
The charts below show by month the number of Workday transactions completed and average number of days to complete a transaction by HR ISD staff and Finance ISD staff, respectively. Again, it is important to note the nature of the work performed by Finance ISD and Human Resources ISD is very different, so a comparison of metrics should not be made between the functions.

Human Resources: Workday Transaction Metrics



In the first month of the transition to ISD, HR ISD fielded an initial high volume of transactions very quickly to support the Workday cut-over process. As HR ISD settled into their new roles, the relational aspect of this model began to emerge as the number of monthly transactions dropped considerably in subsequent months with a slight increase in the time to complete each transaction. This is a reflection of the nature of HR’s work, which is less transactional, more interpersonal and often involves addressing complex personnel issues.

Finance: Workday Transaction Metrics



The job responsibilities of Finance ISD include a large number of Workday transactions. As expected, the number of transactions performed were high in the beginning months of ISD to support Workday cut-over and trended down in subsequent months. While the average time to complete each transaction trended up, it is important to note these transactions include 6,309 effort certifications, which capture percentage of effort on federal and sponsored programs, with an average processing time of 15 days and 139,024 P-card verifications with an average processing time of 16 days. These particular transactions include a customer approval process for completion. If you exclude transactions requiring direct customer action, Finance ISD has improved average days to complete a transaction from 7 days to 2 days for the fiscal year.

Staffing and Budget Impacts

Prior to go-live on July 1, 2019, HR and Finance service teams were staffed with only internal candidates identified through an employee interest survey; however, teams were not fully staffed at go-live.

Initial FY20 budgets for HR and Finance ISD, funded through cost allocations to campus, only funded staff and benefits with no on-going operating expenses such as supplies and equipment. One-time set-up expenses were allowed for successful implementation. The finance budget included 129 positions and the HR model was budgeted for 53 positions.

HR and Finance ISD continue to seek opportunities for staffing efficiency, improvement of team performance, and flexibility in operating the model. ISD has restructured teams and utilized attrition to allow funding for ongoing operating costs, however, this presents challenges to maintain quality and level of service. A gap in funding remains for both Finance and Human Resources ISD. With fewer positions in HR ISD, they have less opportunity to leverage unused position funds for the operating

budget. ISD is working to shift the focus from number of specialists per team to the quality of service and staffing needed to maintain that quality.

Finance

- As position vacancies occurred through FY20, Finance ISD was able to leverage the team structure to reassign work across teams to ensure a consistent level of service.
- Finance ISD established team supervisor positions to serve as points of contact for specialists.
- The Finance model was right-sized primarily through attrition to 120 positions.

Human Resources

- HR ISD had to eliminate two positions, one Senior HR Partner and one HR Partner to meet budget targets.
- The Staff Recruiting Specialist role was permanently moved to report directly to UHR's Talent Acquisition Manager; however, the budget for the positions remains within ISD.

Continuous Improvement – Areas of Focus for FY2021

ISD is committed to fostering an environment of continuous improvement driven by customer feedback and campus outreach. During the inaugural year, ISD utilized a variety of methods for collecting feedback, including large group listening sessions, small group or one-on-one meetings, interaction with the Faculty Senate and P&S Council and ServiceNow feedback surveys and email. Following are the areas of focus and priorities for improvement for reach functional area for FY21.

Human Resources

- Enhance our Culture of Service by Executing Cost and Performance Targets
 - Meet cost commitments without sacrificing service, including planning for another 5% budget reduction to take effect in FY22, beginning July 1, 2021
 - Establish performance baselines, and where appropriate, service level agreements with customers based on metrics
 - Measure employee engagement and develop action plans based on results
- Support the Unit's Mission and Mature the Model
 - Optimize non-ISD Workday roles (Job Management Role, Graduate Assistant Role, and Timekeeper Role)
 - Optimize the organization through increased collaboration with central UHR to enable central UHR functions to focus on HR strategy, programs and initiative development
 - Build community and high performing teams through:
 - Knowledge management
 - Personnel development
- Improve the Employee Experience by Driving Workday Adoption and Service Delivery Acceptance
 - Leverage outreach partnering with Finance ISD to optimize non-ISD Workday role use and Workday notification and delegation configuration for campus leaders
 - Support manager and employee use of Workday to streamline human capital transactions and reporting
 - Deliver and continuously improve the customer experience

Finance

- Enhance our Culture of Service
 - Rollout of Faculty Financial Reporting Workbooks

- Starting in September and continuing throughout the fall semester, individual meetings will be held with faculty and PIs to customize their workbook
 - Further collaboration with Business Unit Managers and Cost Center Managers through development and implementation of a structured outreach approach
 - Planning for another 5% budget reduction to take effect in FY22 and identifying continued opportunities to leverage efficiencies in staffing while maintaining a high level of service.
- Support the Unit's Mission
 - Migration of job aids and development of Finance knowledge base within Service Now
- Develop Learn@ISU instructor-led training for Business Unit Managers and Cost Center Managers Improve the Employee Experience
 - Rollout of Finance Service Delivery purpose statement, foundational values and development of leader and employee standards
 - Continue to develop functional knowledge experts through regular specialist training sessions and professional development
 - Measure employee engagement and develop action plans based on results