

Service Delivery at Iowa State University

**Service Delivery (SD) Advisory Committee FY2021 Annual Report
August 24, 2021**

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Executive Summary

Success through continuous improvement

Fiscal year 2021, July 1, 2020 – June 30, 2021, marked the completion of two years for the finance (FIN) and human resources (HR) service delivery structures at Iowa State University. While year one was consumed by the historic implementation and transition to Improved Service Delivery and Workday, year two was immersed in the unprecedented circumstances of the COVID-19 pandemic. Despite the challenges, HR and FIN Service Delivery have been achieving success through continuous improvement. This is reflected in the key performance indicators (KPIs) showing strong performance and productivity for FY21 [see chart, pages 5/6] and a year-over-year improvement in customer satisfaction. Customers indicating they were satisfied or very satisfied with their service increased from 88% in FY20 to 93% in FY21 for FIN Service Delivery, and increased from 80% in FY20 to 86% in FY21 for HR Service Delivery. The rate of respondents in FY21 that stated their concern was accurately addressed was solid at 99% for FIN and 94% for HR. [see graphs, page 9]. While customer satisfaction survey results are largely positive, HR and FIN recognize the issues and concerns, particularly regarding Workday and the intersection of ISD and Workday to improve efficiency, workflow, and the customer experience. Continuing efforts to address these issues with the Workday team remain a high priority for HR and FIN Delivery. [see FY22 priorities, page 10]

Name change

When planning for this new organizational structure began in earnest in 2018, the initiative was called *Improved Service Delivery* (ISD) to convey the enhanced customer service and employee experience that would result from a team-based environment organized around functional expertise equipped with cutting-edge technology (Workday and ServiceNow), tools, and ongoing training. Now, two years in, FIN and HR service delivery are solidifying their operations on a foundation of continuous improvement. Reflecting this progress and with support from this committee, the organizational structure will now be referred to as Human Resources (HR) Service Delivery and Finance (FIN) Service Delivery, respectively, advised by the Service Delivery (SD) Advisory Committee.

Key accomplishments

COVID-19 pandemic response and pandemic productivity

As the pandemic continued through FY21, FIN and HR Service Delivery staff remained in remote work status for much of the year. The cloud-based access and anytime connectivity of Workday and ServiceNow enabled staff to continue providing finance and human resources services to their units remotely.

HR Service Delivery provided critical support in the university-wide transition to remote work, and again when employees made the transition back to campus in Q4. The total number of Workday transactions processed by HR Service Delivery remained relatively constant year-over-year (17,726 in FY20 vs. 17,005 in FY21); however, the number of transactions per FTE increased significantly by 30 percent (354 in FY20 vs. 460 in FY21) while the days to complete a transaction decreased (1.9 days in FY20 vs. 1.6 days in FY21) – a robust indicator of improved operational efficiency. [see year-over-year graph, page 9]

FIN Service Delivery saw a notable drop in total number of Workday transactions year-over-year (453,023 in FY20 vs. 368,357 in FY21). This was due in large part to COVID-19's impact on activities like international and domestic travel and purchasing, thus, resulting in decreased demand for related financial transactions. Consequently, FIN Service Delivery was able to shift its workload and help address other critical university needs. A shining example is FIN staff managing and staffing ISU's COVID-19 testing operation at Hilton Coliseum throughout the fall semester. *[see year-over-year graph, page 9]*

Additional FY21 accomplishments for Service Delivery are listed below. The nature of work performed by FIN Delivery (emphasis on transactional) and HR Delivery (emphasis on consultative) is very different, so a comparison of KPIs should not be made across functions.

Human Resources

- Supported implementation of new P&S classification and compensation structure
- Supported Retirement Incentive Option (RIO) program through facilitation of approvals and workforce planning on vacated positions
- Supported development of HR knowledge base within ISU Service Portal
- Collaborated across University Human Resources (UHR) and the Graduate College to drive process and proficiency improvements in JM Support (student hiring) and GM Support (graduate assistant hiring) roles
- Developed and implemented a process to support the Provost's Office review and approval of faculty pay adjustments
- Participated in listening sessions with campus constituent groups on Workday reporting and provided input on resulting actions
- Developed actions to address campus feedback from Workday/ISD survey
- Reorganized HR Delivery to better align support across campus
- Created Senior HR Coordinator position to support dually administered units
- Supported employee July 1 return to campus
 - Developed and implemented a process in ServiceNow to review/approve remote work pilots/individual exceptions
- Implemented internal engagement survey and actions
- Reviewed and adjusted staff salaries to market

Finance

- Developed and delivered over 1,000 faculty/PI financial reporting workbooks
- Developed finance knowledge base within ISU Service Portal
- Developed and launched service request forms within ServiceNow
- Implemented internal employee engagement survey and actions, including quarterly employee rounding
- Participated in listening sessions with campus constituent groups on Workday reporting and provided input on resulting actions
- Developed actions to address campus feedback from Workday/ISD survey
- Staffed and managed operations of the Covid-19 test site at Hilton Coliseum throughout the Fall 2020 semester
- Reviewed and adjusted staff salaries to market

- Developed team purpose statement and foundational values
- Via the work of a group of specialists, [employee standards aligned to foundational values](#) were developed and rolled out to the team

Key opportunities

Employee engagement

As indicated by the Employee Engagement KPI, Service Delivery saw an increase in voluntary attrition and internal turnover over the past year. For FIN Service Delivery, this was due in large part to the university's retirement incentive option (RIO) program. Thirteen of the 18 FIN staff who left Iowa State in FY21 took retirement. Seven additional FIN staff left for another position in the university. In HR Service Delivery, six employees left ISU and another five left for another position in the university.

Employee Engagement surveys were implemented for the first time in FY21. Both HR and FIN Service Delivery have developed action plans to address the opportunities identified in the survey results, including enhanced communication and training, balancing staffing and workload, and identifying career development pathways. *[see FY22 priorities, page 10]*

KPI goal-setting

Acting on the SD advisory committee's recommendation in Q3, HR and FIN leadership researched industry benchmarks that could be used to inform goal-setting for KPIs. Existing benchmarks could not be identified that would provide an appropriate comparison for the work conducted by HR and FIN Service Delivery in the higher education sector. With support from the committee, the decision was made to shift the focus of KPI goals to internal performance over time. HR and FIN leadership are now considering how to use the KPI data to set goals that will support a consistent level of high quality service and long-term continuous improvement.

Action plan addresses audit-identified issues

FIN Service Delivery underwent an audit in Q4, which identified the following issues and development of a corrective action plan to address each one.

1. *Issue:* Procurement card purchases that did not follow ISU procurement card guidance, including purchases made via p-cards that could have been made via other more cost-effective methods such as CyBuy, Central Stores or the University Book Store.
Corrective action: FIN Service Delivery worked with Procurement Services to develop email templates for Procurement and Expense Specialists (PES) to facilitate educating faculty and staff when these purchases occur.
2. *Issue:* Training on Learn@ISU for Financial Specialists has not been completed or is out of date, and existing training does not assess competencies.
Corrective actions: Learn@ISU has not been the primary training method utilized by FIN Service Delivery since prior to Workday go-live in July 2019. Over the past two years, 10,000 contact hours of training have been provided via weekly specialist training

sessions. A core competency outline will be developed for each position and digital content will be created to provide on-demand training with competency assessments.

3. *Issue:* Existing Memorandums of Agreement (MOAs) are not up-to-date and terms of the agreements are not being met. The MOAs have not been reviewed by University Counsel.

Corrective actions: A revised MOA template has been developed incorporating review by University Counsel. FIN Service Delivery leadership will meet with leadership in areas with MOAs to review the updated MOA template and security role assignments and execute new agreements.

FY22 Priorities

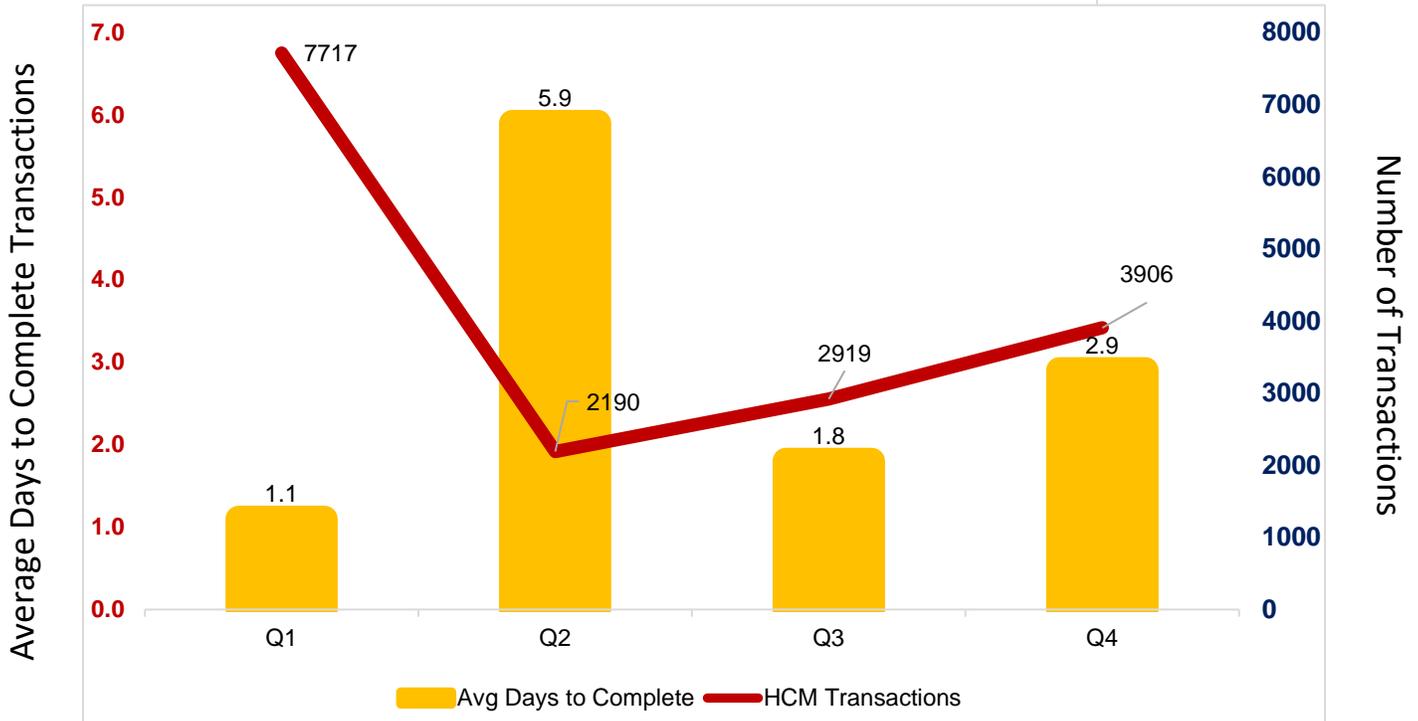
Please see page 10 for a list of HR and FIN priorities for fiscal year 2022.

FY21 Key Performance Indicators (KPIs)

Category	Key Performance Indicator	Finance July 1, 2020 – June 30, 2021	Human Resources July 1, 2020 – June 30, 2021
Campus Satisfaction	Customer Satisfaction Survey	<p>1,003 responses in FY21 (14.1% response rate)</p> <ul style="list-style-type: none"> • 93% satisfied/very satisfied • 5% neutral • 2% dissatisfied/very dissatisfied <p>97% indicated interaction with FIN ISD was personal, professional and courteous</p> <p>99% stated their concern was accurately addressed</p>	<p>422 responses in year (9.7% response rate)</p> <ul style="list-style-type: none"> • 86% satisfied/very satisfied • 9% neutral • 5% dissatisfied/very dissatisfied <p>97% felt that the interaction with HR ISD was personal, professional, and courteous</p> <p>94% felt the question was accurately addressed</p>
Service Delivery (SD) Employee Engagement	Voluntary attrition and internal turnover	<p>18 FIN Delivery employees left ISU in FY21 (16.7%)</p> <ul style="list-style-type: none"> • 13 retired (12%) • 1 termination • 4 left for other positions <p>7 FIN Delivery employees left for another ISU position in FY21 (6.5%)</p> <p>Overall transition of FIN Delivery employees out in FY21 = 23%</p>	<p>6 HR Delivery employees separated in FY21 (14%)</p> <p>5 HR Delivery employees transitioned to other ISU positions (11.6%)</p> <p>Overall transition of HR Delivery employees out of HR Delivery in FY21 = 25.6%</p>
	ISD Employee Engagement	Average score of 4.13/5.00	Average score of 3.61/5.00

Operational Efficiency	Transaction processing times (aggregated at unit/service team level)	<p>Workday Finance Transactions</p> <ul style="list-style-type: none"> • 368,357 transactions • Avg Days to Complete: 4 days • 7,131 effort certifications processed at avg of 21 days <p>ServiceNow Incidents</p> <ul style="list-style-type: none"> • 48,095 assigned to FIN Delivery • Avg Days to Resolution: 0.56 days • Avg Opened per Day: 132 incidents 	<p>Workday HCM Transactions</p> <ul style="list-style-type: none"> • 17,005 transactions • Avg Days to Complete: 1.6 days <p>ServiceNow Incidents</p> <ul style="list-style-type: none"> • 5166 assigned to HR Delivery • Avg Days to Resolution: 1.7 days • Avg Opened per Day: 18
	Transactions processed per FTE	<p>Workday: 4,004</p> <p>ServiceNow: 523</p>	<p>Workday: 460</p> <p>ServiceNow: 139</p>
	Number of re-opened resolved ServiceNow cases	<p>46,973 total incidents resolved</p> <ul style="list-style-type: none"> • 2.12% (1,019) reopened once • 0.18% (87) reopened twice • 0.03% (13) reopened three times • 0.01% (3) reopened four times 	<p>5161 total incidents resolved</p> <ul style="list-style-type: none"> • 4.3% (224) reopened once • 0.25% (13) reopened twice • 0.06% (3) opened three times

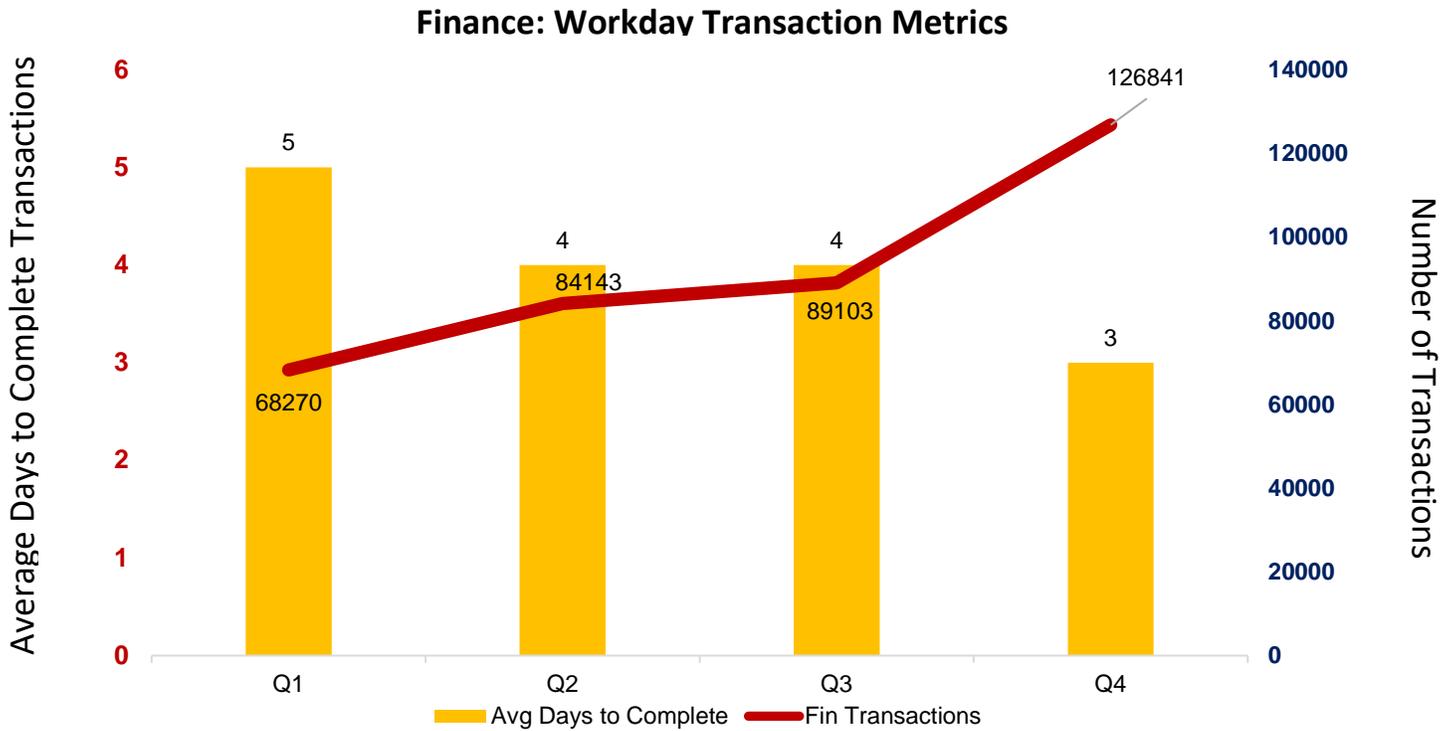
Human Resources: Workday Transaction Metrics



HR Delivery saw a large increase in Workday transactions during the end of September 2020 (Q1) as a result of the implementation of the P&S Class/Comp Review. Of the total number of transactions in Q1, more than 42% are attributed to the Class/Comp Review. The average days to complete these transactions was very low, impacted by the fact that many of the initial Class/Comp-related transactions were automated.

The average days to complete jumped significantly in Q2 as a result of more involved/complex Workday transactions related to the Class/Comp review, and then subsequently dropped significantly in Q3, returning closer to Q1 levels, with a slight uptick in number of Workday transactions.

Both transactions and days to complete increased slightly during Q4, which marked the end of the fiscal year. This is typical for this time of year when HR handles issues such as renewals and faculty summer salary transactions and salary market adjustments. In addition, HR Service Delivery is providing support for new pilot remote work programs.



FIN Delivery saw an increased volume of Workday transactions from Q1 to Q2 and a decrease in days to complete. From Q2 to Q3, the volume of Workday transactions and the average days to complete leveled off.

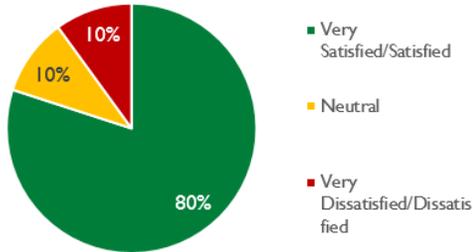
Workday transactions jumped considerably in June (Q4), as a result of a large number of accounting journals related to expenses being moved to COVID federal stimulus funding appropriated to the university.

The time to complete transactions trended down throughout the fiscal year. Transaction time for FIN Service Delivery is impacted by effort certifications, which require a customer approval process for completion. For FY21, FIN Service Delivery completed 7,131 effort certifications processed at an average of 21 days.

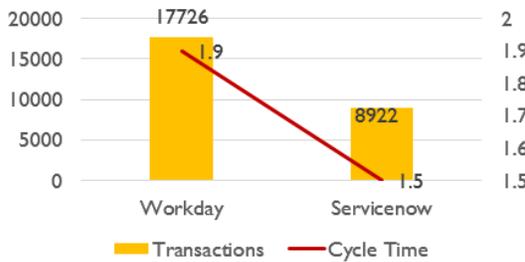
Year Over Year Comparison: HR Delivery

FY 2020

Satisfaction

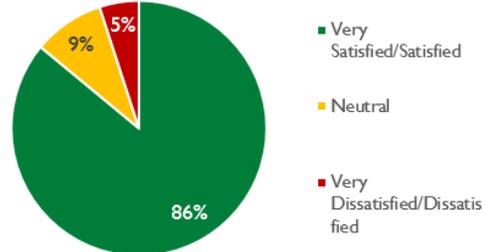


Transactions

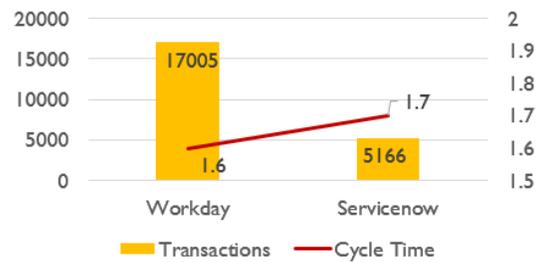


FY 2021

Satisfaction



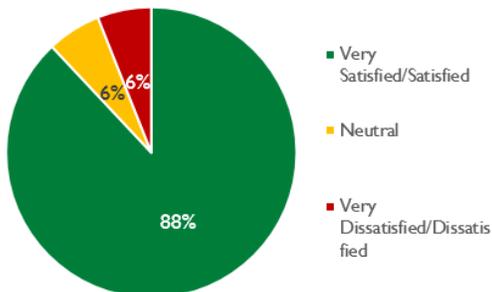
Transactions



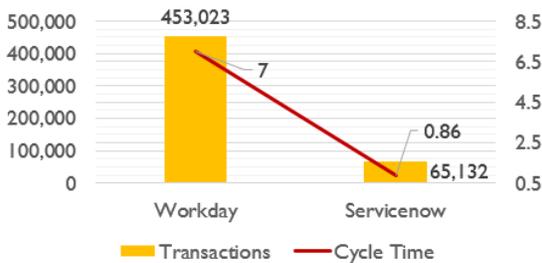
Year Over Year Comparison: Fin Delivery

FY 2020

Satisfaction

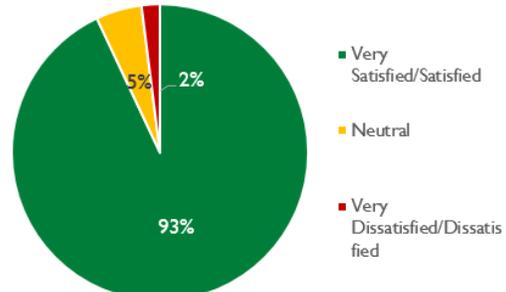


Transactions

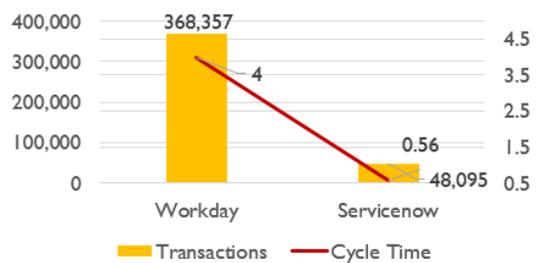


FY 2021

Satisfaction



Transactions



FY22 Priorities

Finance

- Implement competency based training via Learn@ISU and align to performance evaluations
- Drive alignment with central finance functions via reorganization and Heather Paris's expanded role
- Implement exit interviews for employees leaving Finance Delivery
- Implement hybrid work pilot proposal utilizing the Firemanship Training Building
 - Staff will come to campus 3-4 times a month for in-person training and professional development.
- Hold professional development seminar for specialists and leadership team in Spring 2022
- Additional customer communication and outreach based on unit needs.
- Establish goals for key performance indicator improvement

Human Resources

- University Human Resources has engaged Huron Consulting for an assessment of UHR and HR Service Delivery. This will include:
 - Activity study to identify how staff are spending and prioritizing their time
 - Recommendations for improvement
- Clarify roles between central human resources (UHR) and HR Delivery to facilitate better communication and process efficiency
- Outreach to client groups to improve Workday HCM utilization and further develop strategic partnerships
- University-wide supervisory organization (SupOrg) cleanup and renaming in Workday to provide clarity on where organizations fit within a unit/college/division/university
- Training and development for HR Delivery staff
- Focus on continuous process improvement
- Establish goals for key performance indicator improvement