

# IOWA STATE UNIVERSITY

## Professional & Scientific Council

February 6, 2020

# ISD Update

## Inaugural ISD Advisory Committee Report

- ISD Advisory Committee History and Role
- Recognition of Change
- ISD Accomplishments
- Challenges
- Staffing
- Key Performance Indicators
- Looking Ahead

# Advisory Committee History and Role

- Evolved from the Institutional Effectiveness Leadership Team (IELT)
- Guiding Principles
  - HR and Finance transactions completed specialists who are accountable for their work and given tools and training
  - Staff to know the missions and activities of the units they serve
  - Service to be measured with high-quality, reliable, accurate, consistent, and efficient support provided
  - Processes and policies to be practical, current, and transparent to all involved, aligned with the University's mission
  - Provide staff opportunities for professional development.
- Goals
  - Improve Employee Experience
  - Support the Unit's Mission
  - Enhance our Culture of Service

## ISD Advisory Committee Members

- Dawn Bratsch-Prince, Academic Affairs Representative
- Chad Gasta, Department Chairs Representative
- Dan Grooms, Council of Deans Representative
- Nathan Hannover, Workday Technical Advisor
- Megan Landolt, Communication Representative
- Sarah Nusser, Institutional Effectiveness Leadership Team (IELT) Co-Chair
- Ellen Rasmussen, Operations and Finance/President's Unit Representative
- Beate Schmittmann, Institutional Effectiveness Leadership Team (IELT) Co-Chair
- Rob Wallace, Faculty Senate Representative
- Amy Ward, P&S Council Representative
- Bonnie Whalen, Student Affairs Representative
- Beth Wing, Merit Staff Representative
- Jerry Zamzow, Research Representative

# Advisory Committee Responsibilities

- Advocate for the success of improved service delivery for campus and ISD employees
- Monitor Key Performance Indicators
- Review service team inquiries and trends
- Solicit feedback from campus to identify areas for improvement
- Review satisfaction survey results
- Provide feedback on staffing
- Support an environment of continuous improvement

# Unprecedented Change

- Improved Service Delivery arguably the largest administrative endeavor at ISU
  - Immense cultural change
  - Impact to daily operations of departments, colleges and units
- ISD must have high proficiency and customer service
- Workday implementation, while its own initiative, significantly added to the amount of change
- Finance and HR specialists are focused to help campus understand and accommodate Workday and resulting policy and procedural changes

# Accomplishments

- Ten service teams established to support designated campus units
- Teams were staffed internally
- Staff were trained in weeks prior to go-live while fulfilling current roles
  - Workday and ServiceNow
  - Finance Specialists learned new accounting methodology
- Work space, equipment and other tools secured for ISD specialists
- Teams built to develop collaborative working relationships
- Job aids and learning materials developed to help campus
- ISD specialists assisted transition for their prior departments/roles

# Challenges

- Transition required many ISD specialists to acclimate to new position, supervisor, teammates, physical location and client community
- Massive cultural change resulted in a sense of loss for some while some departments struggle to backfill or reorganize to complete work that remains in the department and identify efficiencies
- In some cases, local high-tough human interaction replaced with Workday and ServiceNow interaction
- Ongoing training puts additional pressure on specialists as they adjust to new workload demands
- Roles are still being clarified to better define services to provide and access to information
- Departments, colleges and other units desire a deeper level and more frequent interaction with ISD specialists
- ServiceNow tickets closed before customer feels the issue is resolved
- Frustration on movement of issues between finance and HR on certain business processes

# Staffing

- Staffing of ISD was targeted at 94% of model design and costs were allocated at this level vs 100%
  - Target staff of approximately 150 people for both finance and HR
  - Initial staffing limited to internal candidates
  - Not all who transitioned felt the move was aligned with career goals, leading to some turnover
- High number of campus-wide position requisitions resulted in addition of two 9-month temporary recruiting coordinators
- ISD Finance supervisor roles added post go-live to better coordinate and align finance activity within each service team



# Key Performance Indicators

- A primary responsibility of the ISD Advisory Committee is to monitor metrics for ISD performance. During the development phase of ISD (pre go-live), the following categories and metrics key performance indicators (KPIs) were suggested for the ISD Advisory Committee's consideration:

Category	Key Performance Indicators
Campus Satisfaction	<ul style="list-style-type: none"><li>• Customer Satisfaction Survey</li><li>• Quarterly feedback from ISD leadership and unit leadership</li></ul>
ISD Employee Engagement	<ul style="list-style-type: none"><li>• ISD attrition and internal turnover</li><li>• ISD Employee Satisfaction</li><li>• Employee-driven process improvement feedback loop</li></ul>
Operational Efficiency	<ul style="list-style-type: none"><li>• Transaction processing times (aggregated at unit/service team level)</li><li>• Transactions processed per FTE</li><li>• Number of re-opened resolved cases</li><li>• Number of open cases per ISD employee</li></ul>

- Not all KPIs have been fully implemented
  - Customer satisfaction surveys were just launched in the past month
  - ISD Employee Satisfaction Surveys have not yet been utilized.
- The ISD Advisory Committee anticipated that KPIs collected over the first six months of implementation would not provide enough meaningful reference data
- ISD Advisory Committee will continue to monitor and evaluate the KPIs

# Feedback and Continuous Improvement

- Advisory Committee has collected feedback and will continue to do so
- Community comments have and will focus on problems that need to be fixed – issues collected reflected in “Challenges”
- Continuous improvement actions taken by ISD to date include:
  - Campus interaction and service improvement through ServiceNow feedback survey responses
  - Outreach to campus user groups to address Workday concerns, service delivery issues and local support needs
  - Analysis of KPIs to identify and implement process improvements
  - Training of existing and new staff to continuously build knowledge on Workday and functional processes and tools
- ISD’s commitment continues to be supporting campus and helping utilize Workday in a productive and efficient way

# Questions and Concerns Always Welcome!

Please contact us directly or a member of your local ISD team with any questions or concerns!

Dwaine Heppler

AVP, HR Service Delivery & Strategy

[dheppler@iastate.edu](mailto:dheppler@iastate.edu)

515-294-4291

Kyle Briesse

ISD Finance Manager

[briesse@iastate.edu](mailto:briesse@iastate.edu)

515-294-9317

# Survey of Student Parent Experiences

- Initiative of President Wintersteen's Child Care Task Force
- Survey of current ISU undergraduate and graduate students who are pregnant or parent/guardian to a child under 18 years
  - *Gain insight regarding lives and experiences of current ISU undergraduate and graduate student parents*
  - *Determine current status of and reveal gaps in institutional resources for student parents*
  - *Guide development of additional supports*
  - *Provide data and evidence for student parent advocacy*
- February 9 – February 28