IOWA STATE UNIVERSITY
Division of Operations and Finance
Improving Finance Service Delivery

CACUBO Best Practices

Heather Paris, Associate Vice President for Finance Services
Rachael Gross, Finance Delivery Operations Manager
September 25, 2022
Agenda

• Who we are
• Our journey to shared services
• Our team structure
• Lessons Learned
• Q&A session
Who We Are

• Finance Service Delivery (FSD) is comprised of teams of financial specialists who support colleges and units across Iowa State University by providing services such as procurement of goods and services, expense reimbursement, financial management, reporting, and post-award support.

• The goal of FSD is to enhance Iowa State University's finance operations by building upon our culture of service, fostering increased collaboration, and ultimately advancing ISU’s mission.

• Service delivery went live in July 2019, at which time selected employees joined teams in one of three dedicated specialist roles – finance specialist, grants finance specialist, or procurement and expense specialist. Service delivery teams are supported by supervisors and operational leadership with the goal of ensuring access to consistent training and resources with a focus on cultivating a collaborative team-based approach to providing financial services.
## Workday Journey

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>WorkCyte Phase II project beings to implement the Workday Student and Receivables software. The WorkCyte program's continuous improvement plan for Phase I applications is established.</td>
</tr>
<tr>
<td>2020</td>
<td>Workday Planning application is deployed. Customer portals with how-to articles, also called &quot;knowledge bases,&quot; are established for University Human Resources, Finance and Planning, and Information Technology.</td>
</tr>
<tr>
<td>2019</td>
<td>Workday HCM, Finance and Payroll go live on July 1. Improved Service Delivery model implemented with Finance delivery and HR delivery teams. ServiceNow is available as a customer service tool for incident management, used by service delivery teams and ITS.</td>
</tr>
<tr>
<td>2018</td>
<td>The Okta identify management platform and single sign-on tool is available</td>
</tr>
<tr>
<td>2017</td>
<td>Implementation of Workday HCM and Workday Finance begins.</td>
</tr>
<tr>
<td>2016</td>
<td>Iowa State contracts for complete Workday suite of products. WorkCyte Phase I project planning stage begins.</td>
</tr>
<tr>
<td>2015</td>
<td>Discovery stage of legacy enterprise systems. Request For Proposal (RFP) finalized and published.</td>
</tr>
<tr>
<td>2014</td>
<td>Board of Regents ISU TIER recommendation to modernize. Deloitte study support service model.</td>
</tr>
<tr>
<td>2013</td>
<td>Iowa State conducts the initial service model study.</td>
</tr>
</tbody>
</table>
Finance Service Delivery Journey

• 2016 – Workday was chosen as the enterprise software system of choice, and implementation begins
• Fall 2018 – Service delivery model is announced campus-wide
• February-March 2019 – Service teams staffed through the internal hiring process
• April-June 2019 – Training for specialists
• July 1, 2019 – Workday Go Live
• July 2019 – Present – Ongoing measurement and reporting of KPIs, training of specialists, and continuous improvement
Our Structure

IOWA STATE UNIVERSITY
Division of Operations and Finance

Heather Paris
Associate Vice President for Finance Services

Rachael Gross
Operations Manager
- Assistant Manager of Operations - Grants
- Assistant Manager of Operations - Finance
- Assistant Manager of Operations - Procurement & Expense

Karen Cline
Finance Manager
- Aspen Team
- Dogwood Team
- Hickory Team
- Juniper Team
- Redwood Team
- Sycamore Team

Jenni Winter
Finance Manager
- Birch Team
- Fir Team
- Pine 1-2-3 Team
- Pine 4-5-6 Team
- Spruce Team

Cory Harms
Director
- Procurement

Tammy Hansen
Director
- Accounts Receivable

Schyler Polaski
Administrative Assistant

*Denotes other AVF direct reports outside of Finance Service Delivery

Team Supervisors

Procurement & Expense Specialists

Finance Specialists

Grant Finance Specialists
Top 5 Lessons Learned

1. Engage key stakeholders
2. Measure early and often
3. Build a structure that supports education
4. Create a culture of engagement
5. Invest in continuous change management
Lesson #1: Engage Key Stakeholders

• Service Delivery Advisory Committee represents a diverse group of stakeholders that establishes accountability and serves as a link for campus engagement.
• Reviews key performance indicators and evaluates the effectiveness and efficiency of delivery teams, identifying areas for improvement.
• Meets quarterly and issues annual reports to campus
## Service Delivery Advisory Committee

<table>
<thead>
<tr>
<th>ISD Advisory Committee Member</th>
<th>Appointed By</th>
<th>Term (years)</th>
<th>Initial Term (years)</th>
<th>Initial ISD AC Member</th>
<th>Current Member</th>
<th>Term Ends</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Service Delivery and Strategy Lead</td>
<td>VPHR</td>
<td>Permanent</td>
<td></td>
<td>Dwaine Heppler</td>
<td>Dwaine Heppler</td>
<td></td>
</tr>
<tr>
<td>Finance and Support Services Lead</td>
<td>SVPOF</td>
<td>Permanent</td>
<td></td>
<td>Heather Paris</td>
<td>Heather Paris</td>
<td></td>
</tr>
<tr>
<td>Council of Deans Representative</td>
<td>Deans</td>
<td>3</td>
<td>1</td>
<td>Dan Grooms</td>
<td>Dan Grooms</td>
<td>6/30/2023</td>
</tr>
<tr>
<td>Faculty Senate Representative</td>
<td>Faculty Senate</td>
<td>3</td>
<td>2</td>
<td>Rob Wallace</td>
<td>Rob Wallace</td>
<td>6/30/2024</td>
</tr>
<tr>
<td>Department Chairs Representative</td>
<td>Dept Chairs Cabinet</td>
<td>3</td>
<td>3</td>
<td>Chad Gasta</td>
<td>Caroline Hayes</td>
<td>6/30/2025</td>
</tr>
<tr>
<td>P&amp;S Council Representative</td>
<td>P&amp;S Council</td>
<td>3</td>
<td>2</td>
<td>Amy Ward</td>
<td>Jamie Sass</td>
<td>6/30/2024</td>
</tr>
<tr>
<td>Merit Staff Representative</td>
<td>UHR</td>
<td>3</td>
<td>3</td>
<td>Beth Wing</td>
<td>Jenifer Berge</td>
<td>6/30/2025</td>
</tr>
<tr>
<td>Research Representative</td>
<td>VPR</td>
<td>3</td>
<td>1</td>
<td>Jerry Zamzow</td>
<td>Jerry Zamzow</td>
<td>6/30/2023</td>
</tr>
<tr>
<td>Academic Affairs Representative</td>
<td>SVPP</td>
<td>3</td>
<td>1</td>
<td>Dawn Bratsch-Prince</td>
<td>Dawn Bratsch-Prince</td>
<td>6/30/2023</td>
</tr>
<tr>
<td>Student Affairs Representative</td>
<td>SVPSA</td>
<td>3</td>
<td>3</td>
<td>Bonnie Whalen</td>
<td>Rachel Boenigk</td>
<td>6/30/2025</td>
</tr>
<tr>
<td>Operations and Finance/President’s Unit Representative</td>
<td>SVPOF/Pres</td>
<td>3</td>
<td>2</td>
<td>Ellen Rasmussen</td>
<td>Kayt Conrad</td>
<td>6/30/2024</td>
</tr>
<tr>
<td>Communications Representative</td>
<td>President</td>
<td>Permanent</td>
<td></td>
<td>Megan Landolt</td>
<td>Megan Landolt</td>
<td></td>
</tr>
<tr>
<td>Workday Technical Advisor</td>
<td>CIO</td>
<td>Permanent</td>
<td></td>
<td>Megan Jensen</td>
<td>Nathan Hannover</td>
<td></td>
</tr>
</tbody>
</table>
Lesson #2: Measure Early and Often

Establish key performance indicators and report results to demonstrate accountability to campus

<table>
<thead>
<tr>
<th>Category</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>• Customer Satisfaction Survey</td>
</tr>
<tr>
<td></td>
<td>• Quarterly feedback from SD leadership and unit leadership</td>
</tr>
<tr>
<td>SD Employee Engagement</td>
<td>• SD attrition and internal turnover</td>
</tr>
<tr>
<td></td>
<td>• SD Employee Satisfaction</td>
</tr>
<tr>
<td>Operational Efficiency</td>
<td>• Transaction processing times (aggregated at unit/service team level)</td>
</tr>
<tr>
<td></td>
<td>• Transactions processed per FTE</td>
</tr>
<tr>
<td></td>
<td>• Number of re-opened resolved cases</td>
</tr>
<tr>
<td></td>
<td>• Number of open cases per SD employee</td>
</tr>
</tbody>
</table>
# Customer Satisfaction | FY 2022

<table>
<thead>
<tr>
<th>KPI</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>1,341 responses in FY22 (13.2% response rate)</td>
</tr>
<tr>
<td>Survey</td>
<td>• 94% satisfied/very satisfied</td>
</tr>
<tr>
<td></td>
<td>• 3% neutral</td>
</tr>
<tr>
<td></td>
<td>• 3% dissatisfied/very dissatisfied</td>
</tr>
<tr>
<td></td>
<td>• 98% indicated interaction with FINDL was personal, professional and</td>
</tr>
<tr>
<td></td>
<td>courteous</td>
</tr>
<tr>
<td></td>
<td>• 98% stated their concern was accurately addressed</td>
</tr>
</tbody>
</table>

> "Everyone always takes special care to accurately review the details of the travel and make sure it is handled properly and credited appropriately. Many thanks!"
- June 2022

> "You are all so quick and very responsive. I always appreciate your willingness to help me."
- June 2022

> "I have had excellent service every time!"
- June 2022

> "Finance has been fantastic about answering all of the random/odd questions I come up with, and are unfailingly patient and kind when I make mistakes. :-)"
- June 2022

> "As always, top-notch customer service! So very helpful, kind, and amazing."
- June 2022
## Employee Engagement | FY 2022

<table>
<thead>
<tr>
<th>KPI</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attrition, Turnover and Talent Development</td>
<td>• 4 FINDL employees left ISU in FY22 (4.0%)</td>
</tr>
<tr>
<td></td>
<td>• 11 FINDL employees left for another ISU position in FY22 (11.0%)</td>
</tr>
<tr>
<td></td>
<td>• All 11 FINDL employees who left for another ISU position were promotions. 6 were promotions to central finance departments (4 Controllers, 1 AR and 1 Procurement)</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>4.22</td>
</tr>
</tbody>
</table>
## Operational Efficiency | FY 2022

<table>
<thead>
<tr>
<th>KPI</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transaction processing times (aggregated at unit/service team level)</td>
<td>Workday Finance Transactions</td>
</tr>
<tr>
<td></td>
<td>• 484,706 transactions</td>
</tr>
<tr>
<td></td>
<td>• Avg Days to Complete: 4 days</td>
</tr>
<tr>
<td></td>
<td>• 7,401 effort certifications processed at avg of 20 days</td>
</tr>
<tr>
<td></td>
<td>• 44,961 supplier invoices at avg of 3 days – began 2/1/22</td>
</tr>
<tr>
<td></td>
<td>ServiceNow Incidents and Requests</td>
</tr>
<tr>
<td></td>
<td>• 86,342 assigned to FINDL</td>
</tr>
<tr>
<td></td>
<td>• Avg Days to Resolution: 0.80 days</td>
</tr>
<tr>
<td></td>
<td>• Avg Opened per Day: 237 incidents</td>
</tr>
<tr>
<td>Transactions processed per FTE</td>
<td>Workday: 5,102</td>
</tr>
<tr>
<td></td>
<td>ServiceNow: 908</td>
</tr>
<tr>
<td>Number of re-opened resolved cases</td>
<td>Re-opened Resolved SN Incidents and Requests</td>
</tr>
<tr>
<td></td>
<td>• 68,092 total incidents resolved</td>
</tr>
<tr>
<td></td>
<td>• 2.7% (1826) reopened once</td>
</tr>
<tr>
<td></td>
<td>• 0.2% (121) reopened twice</td>
</tr>
<tr>
<td></td>
<td>• 0.03% (20) reopened three times</td>
</tr>
</tbody>
</table>
Three Year Comparison | Finance Delivery

**FY 2020**
- **Satisfaction**
  - Very Satisfied/Satisfied: 88%
  - Neutral: 6%
  - Very Dissatisfied/Dissatisfied: 5%

**Transactions**
- Workday: 453,023 transactions
- ServiceNow: 65,132 transactions

**Cycle Time**
- Workday: 0.86
- ServiceNow: 7

**FY 2021**
- **Satisfaction**
  - Very Satisfied/Satisfied: 93%
  - Neutral: 5%
  - Very Dissatisfied/Dissatisfied: 2%

**Transactions**
- Workday: 368,357 transactions
- ServiceNow: 48,095 transactions

**Cycle Time**
- Workday: 0.56
- ServiceNow: 4

**FY 2022**
- **Satisfaction**
  - Very Satisfied/Satisfied: 94%
  - Neutral: 3%
  - Very Dissatisfied/Dissatisfied: 3%

**Transactions**
- Workday: 484,706 transactions
- ServiceNow: 86,342 transactions

**Cycle Time**
- Workday: 0.8
- ServiceNow: 4
Lesson #3: Build a Structure that Supports Education

- Operations Team
  - Assistant Manager of Operations dedicated to supporting each of the three specialist roles; Finance, Grants finance, and Procurement and expense
  - AMO is responsible for training and business process review. They meet bi-weekly with Central Finance to identify opportunities for improvement and discuss new changes (Workday Release).

- Centralized location for training resources in digital format, managed by the AMO

- Bi-weekly training sessions held by AMO to provide training and process updates. Additional “pod” training to cover unit-specific topics.

- Competency-based education
  - Post training knowledge checks and surveys

*Over 15,000 contact hours of education provided over a three-year period*
Lesson #4: Create a Culture of Engagement

Our Purpose

We strive to deliver consistent, high quality and customer focused finance services to Iowa State University

- Grow RELATIONSHIPS
- Act with INTEGRITY
- Foster COLLABORATION
- Be OBJECTIVE
- Engage with PRIDE
- Continuously LEARN
- Display TRUST
Lesson #4: Create a Culture of Engagement

Employee Standards

**Act with INTEGRITY**
- Follow ISU Principles of Community & Purpose, Divisional Values & Foundation of Finance Delivery
- Uphold strong moral principles on policies & procedures
- Conduct oneself in a professional manner
- Respect & show appreciation for others

**Display TRUST**
- Be honest & open with your team & yourself
  - Assume people have the best intentions in their work
- Support leadership direction & decisions
- Be reliable
  - Completed tasks in a timely manner with follow-up as needed
  - Demonstrate exceptional customer service when communicating or problem solving*
- Be mindful of professional etiquette*
- Display confidence when working with customers & teammates*

**Be OBJECTIVE**
- Avoid bias
  - Identify your own biases*
- Remove personal judgment
  - Approach work with neutrality & fairness
  - Seek other viewpoints & resources
- Treat everyone equitably & without prejudice
- Utilize the Direct Problem Resolution model*

**Engage with PRIDE**
- Embrace positivity*
- Work with a sense of ownership & commit to doing your best
- Find meaning, bring passion & share enthusiasm in our work
- Promote team identity

**Foster COLLABORATION**
- Cultivate an alliance with other teams & departments throughout the university*
- Support innovative ideas
- Be flexible & adapt to environments & circumstances
- Share & celebrate team & individual accomplishments
- Provide advance notice for schedule conflicts, cancellations & attend meetings on time

**Grow RELATIONSHIPS**
- Approach customer requests with consistency
- Establish communication to the appropriate resource to ensure a positive customer experience (i.e., soft hand-off)
- Apply service recovery when appropriate*
- Provide outreach to departments & customers
  - Be courteous & responsive to requests
  - Confirm preferred communication channels (i.e., virtual or in-person)
  - Show interest & engage with customers

*Denotes a professional development training topic
Lesson #5: Invest in Continuous Improvement and Change Management

• Knowledgebase and Service Request Forms
  • Centralized location for job aids to assist the customer and FSD
  • Easily fillable forms to guide customers on the minimum information required for a request

• Faculty Reporting
  • Customized reports with the intent to provide a novice user with a quick balance
  • Customized Faculty Workbooks to provide multiple funding in one location leveraging live data feeds

• FORT dashboard
  • Provided a single source within workday to access reports, tasks, and relevant policies.

• Finance Report Request process
  • Developed a consistent methodology for reviewing and approving changes to existing reports

• Cost Center Manager training
Question and Answer Session
Contact Us

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