

Shared Service Centers

Communication Ambassadors Update

November 1, 2012



Today's Discussion

- **Current Highlights and Timeline**
- **SSC Staffing**
 - Staff Classifications
 - Activity Assessment
- **Process Improvement and Training Committees (“PITCs”)**
 - Travel and Expense (John Luther)
 - Grant Monitoring (Dana Goble)
 - Allowability (Susan Mercer)
- **Wrap-up and Questions**

SSC Key Activities

- The College, IPSR and the Hall Center staff have completed the activity assessment.
- Interviews have been completed for the SSC Project Manager Position and Liberal Arts and Sciences SSC Director.
- The Design Review Committee finalized the staff position overview for the SSC.
- Process Improvement and Training Committees (PITCs) continue to make progress identifying common processes to be used by the SSCs; these will be piloted in the first wave of the Liberal Arts and Sciences SSC.

In your role as a communication ambassador, we encourage you to share current events and plans with your peers. Additional information on these activities will be shared today and is on the web.

SSC Staff Position Overview

The Design Review Committee agreed to the following staff position overview for the SSC; central HR and other key stakeholders provided input.

Staff Classification	Probationary Period	Job Title	Salary
<ul style="list-style-type: none">• SSC positions will be UPS• However, staff transferring into the SSC will be allowed to retain USS classification, if desired• SSC supervisory positions will be posted as UPS• HR will review positions and determine FLSA	<ul style="list-style-type: none">• Staff transitioning into the SSC <u>will not</u> be subject to the KU probationary period• Supervisory positions that are posted <u>will</u> be subject to probationary period	<ul style="list-style-type: none">• Staff transitioning into the SSC may retain their current job title if they choose• SSC promotions will move staff into the new job titles• SSC will be designed with specific job titles; all new hires will be assigned these titles	<ul style="list-style-type: none">• Staff transitioning into the SSC will retain current salaries• Some savings will be used to create pay parity among those below the salary band• SSC will be designed with salary bands based on job title; all new hires will be hired within these bands

CLAS, IPSR, and Hall Center Activity Assessment

The assessment will provide information to the leadership committees to inform decisions about staffing in the SSCs as well as departmental transition.

Goals

- Determine how much time is being spent on SSC-compatible and departmental work
- Obtain input on future job preferences

Administration

- Jolene Fairchild administered the online survey to groups of 15 CLAS and Hall Center staff; Susan Mercer administered the survey to IPSR staff
- Staff worked through warm-up exercises to help estimate hours spent on certain activities throughout the academic year

Next Steps

- Staff will review their responses and provide any additional input
- Supervisors will review responses for accuracy
- Analysis of the results will be provided to the leadership committees for the Liberal Arts and Sciences SSC



Human Resources

Human Resources
KU Activity Assessment

KU Activity List and Definitions Name: _____

Activity	Definition
Human Resources	
Time Reporting and Processing	
Enter time (old system)	Entering/keying time reported on timecards
Review timecards (old system)	Reviewing and/or approving timecards
Maintaining list of delegated time/leave approvers	Tracking delegated approvers
Maintaining current supervisors of record	Preparing payroll forms to update supervisors of record
Prepare certifications for work study time	Processing and submitting federal work study time
Payroll	
Funding changes - prepare funding changes for payroll (including annual grant updates)	Applying changes in grant funding for payroll expenses when needed (excluding changes made for research administration cost share)
Prepare paperwork for retroactive funding adjustments	Performing the steps necessary to correct prior period entries, including preparing the payroll form, the cost transfer form and attaching appropriate gross and fringe reports noting changes.
Request off-cycle payment requests	Request payroll outside of the standard payroll schedule
Assist with international tax forms (GLACIER)	Ensuring international payees complete necessary tax form processing by monitoring their progress through the GLACIER system
Process GRA/GTA and GA forms	Complete and submit GRA, GTA and GA forms; including GRA intent to appoint form (statement on job duties, relevance to field of study, advise PI on rate, gather signatures) or GTA form (job responsibilities, academic unit, etc.)
Request check delivery changes	Facilitating changing employee pay preferences
Request other payroll adjustments	Providing HR with information on payroll adjustment needs (for annual events, such as merit, or occasional changes.

	KUEA & State Avg. Weekly Hours	Research Only Avg. Weekly Hours
Time Reporting and Processing		
Payroll		
Interviewing: Faculty and Staff Only*		
Recruiting: HR Administrative		
Processing New Hires		
Departmental HR Activities		
Other HR activities (please add average weekly hours and define below)		

* GRA/GTA/GA and student interviewing is in the Departmental Academic Mission section

Other activities not mentioned above:

Liberal Arts and Sciences SSC – Timeline

Key milestones for implementing the Liberal Arts and Sciences SSC are projected through December of 2013.

	YEAR 1										YEAR 2
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Year 2	
<i>Initial Site: Liberal Arts and Sciences SSC</i>											
PITC Meetings	[Bar spanning Oct to June]										
Activity Assessment	[Bar in Oct]										
Leadership Committee Meets		[Bar spanning Nov to Dec]									
SSC Functional Management Posted and Filled				[Bar spanning Jan to May]							
Wave 1: Humanities, Arts & Honors					[Bar in Feb]						
Wave 2: Social & Behavioral Sciences							[Bar spanning Apr to May]				
Wave 3: International & CLAS Administration										[Bar in June]	
Wave 4: Natural Sciences and Math											[Bar in Year 2]

The timing of the transition for future waves will be refined to accommodate major events, such as budget preparation and the start of the semester.

The schedule allows for lessons learned to be incorporated in each subsequent wave.

PITC Progress

PITCs continue to make good progress, thanks to the hard work of the KU staff involved.

PITC Team	Kick-Off Meeting Complete	Existing Process Mapped	Process Map Complete	SOP Complete	Policy Changes Identified	Required Skillsets Identified	Training Needs Outlined	KPIs Identified
Travel and Expense	█			█	█			
Candidate Support/ Honorarium Processing	█			█	█			
GRA/GTA Sponsorship	█			█	█			
Scholarship Process	█			█	█			
Fellowship Process	█			█	█			
Billing and Receivables	█			█	█			
Payroll	█			█	█			
HR - Recruiting	█			█	█	█	█	█
HR - Onboarding	█			█	█	█	█	█
RA: Award Mod & Closeout	█			█	█	█	█	█
RA: Cost Transfers	█			█	█			
RA: Award Monitoring	█			█	█			
RA: Cost Share	█			█	█			█
RA: Allowability/Invoices	█			█	█			█
RA: Subcontracts	█			█	█			█
	Kick-Off Meeting Complete	Existing State Defined	SSC Role Defined	Communication Defined	New Tools Identified	Required Skillsets Identified	Training Needs Outlined	KPIs Identified
Financial Analytics and Budget	█		█	█	█	█		
HR - Other Departmental	█		█	█	█	█		

Travel and Expense Process (1 of 2)

The new process will be piloted by the initial wave of the Liberal Arts and Sciences SSC and the current Student Services shared services once complete.

Current Challenges

While departments employ individual business practices, some common challenges identified include:

- Some staff and many travelers are uncertain of travel policies regarding which receipts need to be saved, and what is allowable on different funds
- Three approvals by the department are required (two in PS system)
- The PS Travel and Expense forms do not include P-card expenses
- In some departments, it takes several weeks to process an expense reimbursement request
- Central offices review each travel transaction for correctness

Proposed Changes

- SSC will be a knowledge center for travel and expense information
- A choice of processes is offered:
 - The department assigns funding
 - The department's SSC accountant assigns funding for most requests
- A web form for will be used for the *initial** communication between SSC and traveler
- Only two approvals by department (one in system) will be required
- The paper PI form will be replaced with the PS travel system, approved by the PI's delegate
- Central offices will audit transactions

* Faculty and staff can also call, email, or "walk-in" to initiate a travel request

Requirements for Success

- Communication with customers
- Development of an easy-to-use web form
- Identification and training of PI-delegates

Sponsored Project Budget Monitoring (1 of 2)

Consistent processes for budget monitoring and clear assignment of responsibility will improve the ability to close out projects on time.

Current Budget Monitoring

- Unclear designation of responsibility
- Lack of data and systems to track closeout milestones
- Budget monitoring is often conducted in an ad-hoc manner across campus, with pockets of best-practice
- Many of the challenges around sponsored research can be mitigated through proactive and consistent budget monitoring

Proposed Changes

- Leverage PS functionality to set up milestones and generate reports
- Assign responsibility to the PI's SSC staff member to initiate and complete budget monitoring
- In addition to ongoing, monthly budget monitoring and review, the PITC formalized a 30 and 90 day review step

Requirements for Success

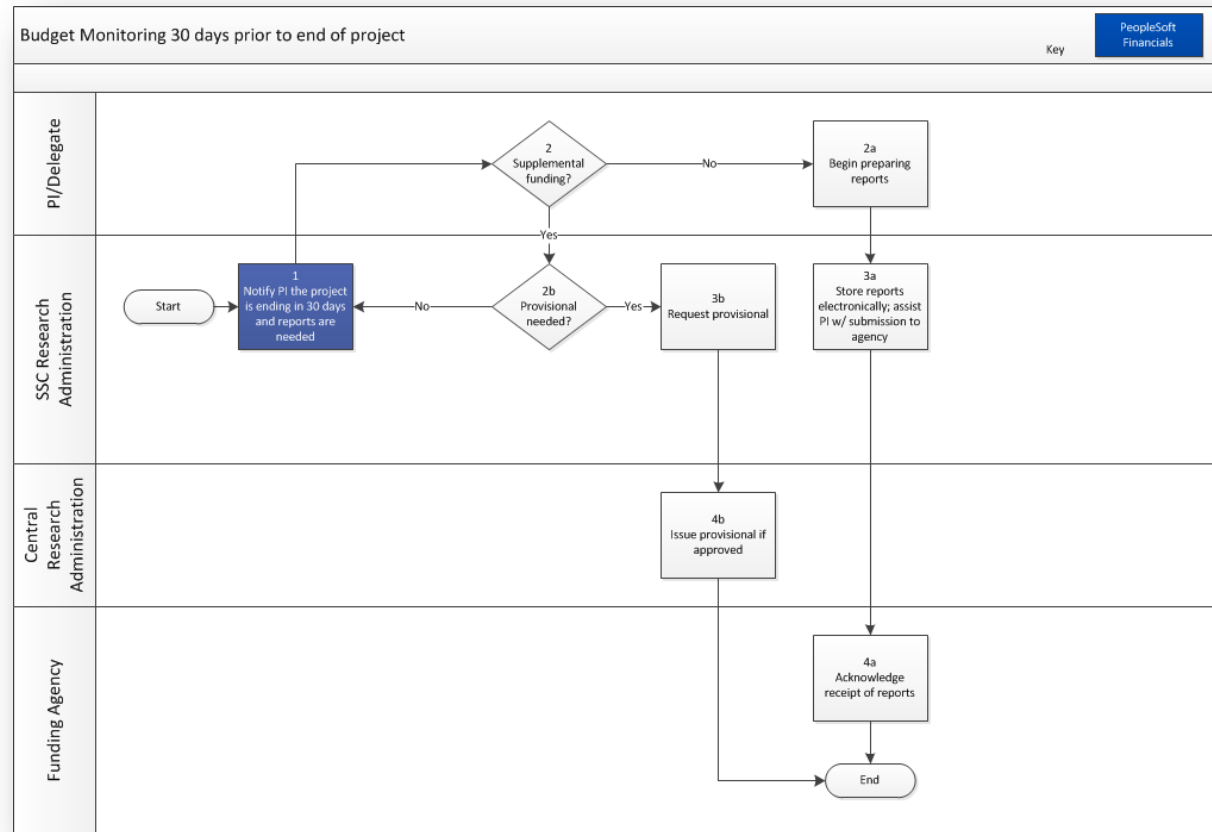
- Highly trained staff in the SSC, who have the information to exercise good judgment
- Clear communication channels between the SSC and KUCR to facilitate responses to questions of allowability

Sponsored Project Budget Monitoring (2 of 2)

Standard check points will proactively address the challenges often encountered as sponsored projects are completed.

Budget Monitoring: Next Steps

- Identify and implement necessary changes to PS milestone reports
- Develop training plans
- Establish KPIs
- Create SSC website, including training and information



Allowability Process (1 of 2)

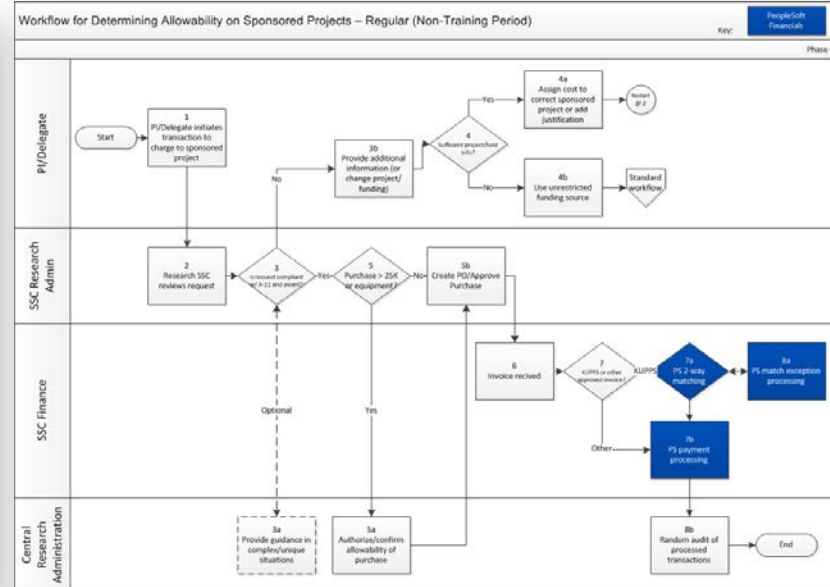
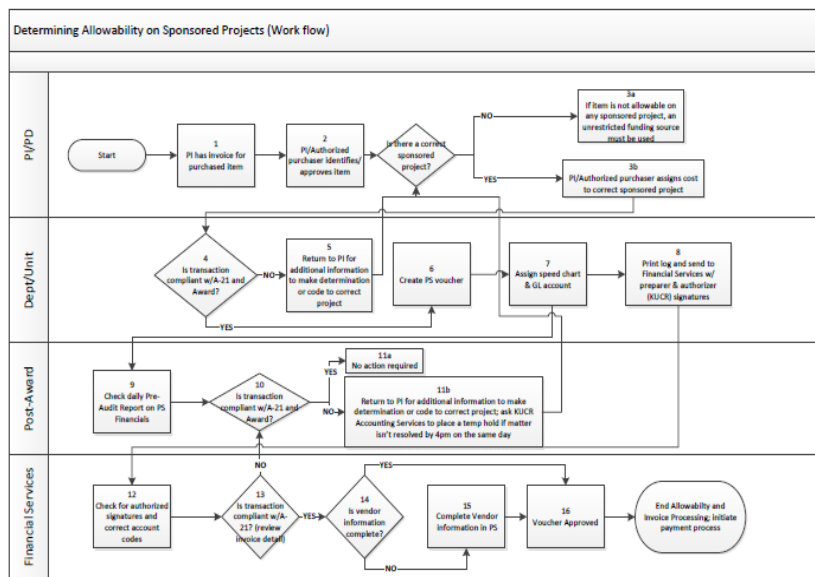
Once fully trained, SSC Staff will have the final authority to process sponsored project payments, eliminating duplicate review and approval.

Current Allowability Process

- Uncertainty at the department level regarding what is allowable
- Varied training throughout the University
- Multiple levels of approval adding to payment timing

Proposed Allowability Process

- Training period to ensure allowability compliance
- SSC as knowledge center for allowability information
- KUCR will audit transactions for compliance



Allowability Process (2 of 2)

The new process will be piloted by the Liberal Arts and Sciences SSC.

Requirements for Success

- Clear communication channels between the SSC and KUCR to facilitate responses to questions of allowability
- Highly trained staff in the SSC, who have the information to exercise good judgment: two processes are proposed: initial (training), and final once SSC is at full ability:
 - In steady state, post-audit goal of 95% accuracy
 - Training period will continue until SSC reaches accuracy goals
 - Failure to meet the audit goal will result in return to the training period

Proposed Changes

- Allowability review will happen at the SSC level
- The SSC will be the point of communication for the PI (delegate or the Center)
- KUCR will be responsible for training, policy and audit of the SSC allowability activities

Next Steps

- Finalize thresholds over which all expenses are reviewed by KUCR
- Develop training plans
- Finalize position descriptions for SSC research positions
- Establish KPIs

Resources

Please let others know that we are interested in hearing what they have to say!

- Next meeting: November 29
- CFE website <http://cfe.ku.edu/ssc/>
- SSC Implementation Team
 - Jason Hornberger: jfh@ku.edu
 - Christy Edmonds: cjed@ku.edu
 - Megan Cluver: megancluver@ku.edu
 - Travis Ringger: travisringger@ku.edu