



SHARED SERVICE CENTERS

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Service Level Commitment

KU Campus Administration and Operations
Shared Service Center

Updated February 2017



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Section I – General Information and Objectives

SLC Purpose and Expectation

The purpose of this Service Level Commitment (SLC) is to establish the foundation for a cooperative partnership between the Campus Administration and Operations Shared Service Center (CAO SSC) and the units it serves.

This SLC will outline:

- The services offered by the CAO SSC and the working relationship between the CAO SSC and the units served
- The key performance indicators used to measure the quality of service provided
- The governance mechanisms for the CAO SSC

The CAO SSC will work closely with the units to meet their business needs. Communication feedback and accountability are critical to ensure excellent service.

SSC Mission

The CAO SSC mission is to be a premier service organization that encourages a culture of customer focus by promoting integrity, expertise, innovation, and teamwork that promotes personal and professional development for all employees. The CAO SSC will provide human resources (HR), accounting and post-award research administration support to the Administrative Units, Campus Operations and Libraries. Superior service can be expected because our staff members are experts in HR, accounting and post-award services, as well as knowledgeable about the individual units they support.

CAO SSC Operating Principles

Efficiency/Simplicity: In defining processes, systems and interactions, we will consistently seek effective and efficient solutions.

Open Communication: We will continually solicit advice, share information and discuss common objectives and goals.

Collaboration: Every effort will be made to create and maintain positive, collaborative relationships between CAO SSC staff members and units served. SSC staff efforts to foster such relationships will be encouraged, recognized and rewarded.



SSC Vision

- A well-trained staff committed to superior customer service, patience and communication
- Accurate and timely information and transaction processing
- Continuous improvement of processes
- Use of current technology to the fullest extent possible to streamline transactions and reduce inefficiencies
- Close attention to unit needs when central systems and processes change
- Effective training and communication during periods of change
- A high-level of customer satisfaction

SSC Structure

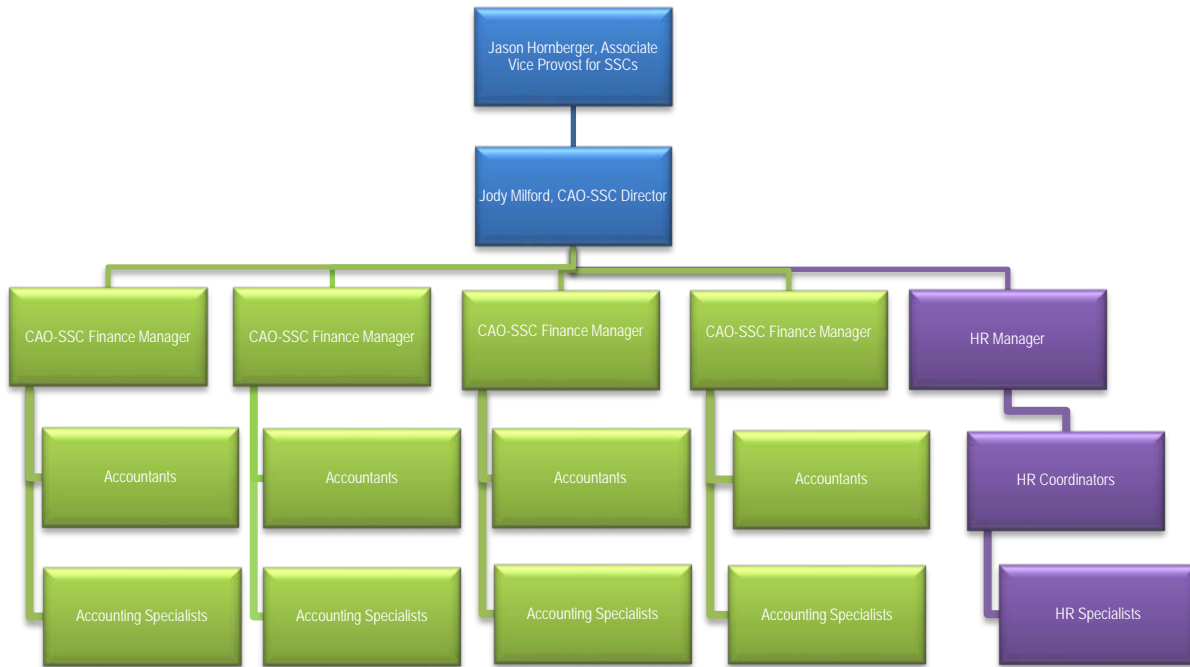
Your unit will have a designated SSC staff member to serve your human resources, accounting and post-award research administration needs. If your staff member is out of the office for a planned or unplanned absence, a designated back-up individual will meet your needs.

The current list of staff members and the units they serve can be found on the KU SSC website: www.ssc.ku.edu/cao

The CAO SSC reports to the Associate Vice Provost for the SSCs. However, staff performance evaluations will be based on input from the units served and from the central units to which they are attached in the CAO SSC. During annual performance evaluations, SSC Directors and Managers will solicit your views on the performance of the staff member serving your unit. Should performance issues arise at other times, you may contact the individual's supervisor. It is critical that performance issues are brought to the attention of supervisors as soon as they become a concern.



CAO SSC Organizational Structure





Section II – SSC Service Components

Hours of Operation

Normal hours of operations are Monday thru Friday from 8:00 am to 5:00 pm. The SSC will follow the regular KU holiday schedule. The SSC will operate during academic breaks.

The Service Center is located on the 2nd and 3rd floor of Carruth O’Leary Hall. Drop-in visits are always welcome; however, you are encouraged to call or e-mail to ensure your staff member is in the office.

Expectations for Response

SSC staff will respond to any request in a timely manner, which would typically be within one business day. In the event that your SSC staff member is out of the office on a planned or unplanned absence, their designated back-up staff member will address your request.

While the SSC staff will constantly strive to meet expected service goals, please be aware of the following annual events that may impact processing time:

- Year-end close (mid to late June)
- Increased financial reporting requirements to sponsors at calendar year end
- Priority processing deadlines for GTA, GRA and GA applicants near the start of each semester
- Release of information to compile scholarship information reports in April
- Recruitment of student hourly staff at the beginning of each semester



SSC Services: HR

HR Services Provided: Roles

HR Service	SSC Role	Unit Role
Recruiting Staff	<ul style="list-style-type: none"> • Assist with the job description • Post the position • Make recommendations on and place advertisements • Enter all data into recruitment system • Facilitate the VISA process • Support the search committee, including scheduling and attending meetings, if desired 	<ul style="list-style-type: none"> • Identify the need to hire staff • Obtain necessary approvals to hire staff from appropriate budgetary channels • Communicate any changes to standard job descriptions to SSC Staff • Determine where the advertisements should be placed • Identify search committee members • Set the timeline and agenda for search meetings • Decide which candidate will receive an offer
Onboarding Staff	<ul style="list-style-type: none"> • Complete the KU onboarding process at 202 Carruth (ensuring all documentation is complete) 	<ul style="list-style-type: none"> • Communicate to the new hire that they should follow the online offer acceptance and onboarding process as quickly as possible
Employee Status Changes	<ul style="list-style-type: none"> • Process changes to an individual's employment status (FTE, salary, voluntary separation etc.) 	<ul style="list-style-type: none"> • Notify the SSC of the change



HR Service	SSC Role	Unit Role
GTA, GRA and GA Appointments	<ul style="list-style-type: none">• Process GTA, GRA and GA appointments• Verify student eligibility• Verify funding sources	<ul style="list-style-type: none">• Select students to be awarded GTA, GRA and GA appointments• Identify the students selected to the unit's SSC HR staff member• Assign courses to GTAs/research projects to GRAs• Obtain the student's signature on the appropriate GTA, GRA or GA form and submit it to the SSC
Time Reviewer	<ul style="list-style-type: none">• Provide timely reminders to supervisors as needed• Follow-up weekly with supervisors who are missing approvals in the system to proactively correct• Follow-up with staff who are missing pay in the system to proactively correct pay	<ul style="list-style-type: none">• Employees correctly enter time into Time and Labor Absence Management System• Supervisors approve time on a weekly basis for those supervised

HR Services Not Provided by the SSC:

We encourage you to contact your SSC staff member if you have a question about the services provided by the SSC. If you are seeking a service that we do not provide, we will make every effort to direct you to someone who can help you.

Central HR will continue to provide guidance on the following HR related matters:

- Generation of offer letters to lecturers and staff
 - Provost Office generates faculty offer letters
- Performance and disciplinary matters
- Workers compensation questions
- Benefits questions



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- FLSA determinations
- Voluntary separation information
- Employees will continue to use Employee Self Service (online) to update personal information.

If you contact your SSC staff member with questions about the above areas, he/she will direct you to the correct contact in the Central HR office.



SSC Services: Finance

Finance Services Provided: Roles

Finance Service	SSC Role	Unit Role
Accounting Support <i>(Applies to all sources of funds)</i>	<ul style="list-style-type: none">• Meet monthly with the unit Director or Budget Manager to provide all basic budget information, including reports of budget to actuals• Process all accounting transactions at the request of the Director or Budget Manager• Reconcile P-Card accounts• Attend standing meetings with department leaders and staff in order to stay up to date on all department activity (departments and SSC Managers will provide guidance on the meetings that SSC staff should attend)• Process scholarship and awards	<ul style="list-style-type: none">• Make all expenditure decisions and determine purchases• Obtain approvals for expenditures, as needed• Approve transactions in the IFAS and KUPPS systems (unless delegated to the SSC)• Identify scholarship recipients, amounts, and funding sources



Finance Service	SSC Role	Unit Role
Travel and Expense	<ul style="list-style-type: none">• Create and finalize the Travel Authorization forms• Respond to questions about travel policies• Book travel, using the p-card if appropriate• Prepare and submit expense reports• 60-day Rule notifications as needed	<ul style="list-style-type: none">• Travelers must obtain appropriate approvals before contacting their SSC staff member• Travelers or unit staff must prepare trip itinerary including information on flight and lodging• To obtain the KU Travel Authorization and book travel, travelers can use the web travel form, contact their SSC staff member by phone or email, or come to the SSC in person• Expense reimbursement can be requested electronically or in hard copy (within 60 days to avoid payroll tax)<ul style="list-style-type: none">○ Scan receipts and submit with the expense form to the SSC via email or shared drive○ Print and complete the web form, attach the receipts and send to the SSC financial contact via campus mail○ Approve individual requests for reimbursement or delegate to SSC



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Finance Service	SSC Role	Unit Role
Departmental Deposits and Billing	<ul style="list-style-type: none">• Complete the deposit entries• Prepare and send invoices to collect on funds (if requested; see Services Not Provided for exceptions)	<ul style="list-style-type: none">• Collect and record the funds for items and services paid at the time of purchase/service• Prepare deposits, separating duties between two individuals to certify the accuracy of the total• Deliver deposit to designated drop box located behind Carruth O'Leary Hall or behind Strong Hall to be armor couriered to the bank.• Report of funds received and services provided to the SSC

Finance Services Not Provided by the SSC:

Billings and receivables for units such as Campus Operations, University Press, Watkins Health Services, Libraries, or units that use proprietary billing software (however, the daily deposit is supported by the SSC). If you contact your SSC staff member with questions about billings and receivables, he/she will direct you to the correct contact person in the Office of the Comptroller.

Strategic budgeting and allocation of resources will still be handled by the respective Budget Managers.



SSC Services: Post-Award Research Administration

In general, the SSCs will serve as a liaison between the KU Center for Research, Inc. (KUCR) and the Principal Investigator (PI) and will be responsible for the entire financial transaction process. In nearly all circumstances, the SSC staff will also assist the PI by preparing any financial documentation required for review and approval by KUCR.

Post-Award Services Provided: Roles

Post-Award Service	SSC Role	Unit/PI Role
Award Monitoring	<ul style="list-style-type: none">• Monitor awards to ensure positive budget balances and accurate expense posting• Generate regular financial reports for review by the PIs• Submit budget and expense correction requests to KUCR• Process tuition and other sponsorship requests• Conduct permissibility reviews of purchases• Notify PIs of progress report due dates• Distribute and collect effort reports• Assist KUCR with the transfer of awards and/or PIs to other universities	<ul style="list-style-type: none">• Communicate needs to SSC staff• Make strategic budgeting decisions on purchasing, hiring and other uses of funds



Post-Award Service	SSC Role	Unit/PI Role
Award Modifications and Closeout	<ul style="list-style-type: none">• Facilitate the closeout of awards by collecting any necessary reports, preparing the necessary documents for award renewal or extension, and submitting those documents to KUCR• Collecting patent and property reports• Preparing no-cost extension requests• Preparing budget revision requests requiring agency approval• Requesting provisional accounts from KUCR on behalf of the PI	<ul style="list-style-type: none">• Communicate needs to SSC staff
Cost Share	<ul style="list-style-type: none">• Process payroll forms to correctly reflect cost share in the University payroll system• Collect and manage cost share for non-payroll transactions• Monitor progress on cost share commitments	<ul style="list-style-type: none">• Communicate needs to SSC staff

Post-Award Services Not Provided by the SSC:

The CAO SSC will not provide support on the following matters related to sponsored awards:

- All pre-award support
- Collection and management of unrecovered F&A used as cost share
- Billing and revenue collection
- Review, approval and submission of all reports to the funding sponsor



Section III – SSC Performance Measures

Tracking Effectiveness

Timely, efficient and accurate service and accountability are critical goals of the CAO SSC. To ensure that we meet these goals, we will track key performance indicators.

The key performance indicators are in the process of being established, and will be modified as systems are developed to support the collection and tracking of metrics. The key performance indicators will be assessed annually, reported to the CAO SSC Advisory Board (see Section V, below) and published on the SSC website www.ssc.ku.edu/cao.

The Associate Vice Provost for SSCs will also conduct a customer satisfaction survey on at least an annual basis. Survey results will be used to identify areas where the SSC is meeting or exceeding expectations, or where attention may be needed to improve service.

Escalation Procedures: Failure to Meet Performance Expectations

In the event that the CAO SSC fails to meet the expectations outlined in this document, the unit Chair or Director can take the following steps:

1. Communicate the problem directly to your SSC staff member

Strong communication is the key to the success of the partnership between the units and the SSC. If a problem arises, the first step is to identify it specifically and discuss possible resolutions with your SSC staff member. Depending on the need, you may do this in a meeting in your office, phone call or email to your staff member.

2. Contact the appropriate CAO SSC Manager

If discussions with your staff member fail to resolve the problem or if the issues become pervasive, contact the appropriate SSC Manager (the individual's direct supervisor). If you do not know to whom your staff member reports, refer to the staff directory (People tab) on the SSC website (www.ssc.ku.edu/cao), or contact any of the SSC Managers.



3. Contact the CAO SSC Director

If discussions with the appropriate SSC manager fail to resolve the problem, contact the SSC Director, to discuss the problem and identify a resolution.

4. Submit your concern to the CAO SSC Advisory Board

Resolving Issues and Disagreements

One role of the CAO SSC Advisory Board is to resolve issues and disagreements between the CAO SSC and the units served. If your concern is not addressed through the escalation procedures above or if you are requesting a change to the Service Level Commitment (SLC), you can submit a written request to the SSC Director. The Director will take your concern to the CAO SSC Advisory Board. The Director is required to bring all written requests to the attention of the CAO SSC Advisory Board at the next scheduled meeting or if requested, to convene the CAO SSC Advisory Board for additional meetings to address requests.

In the event that the CAO SSC Advisory Board is unable to resolve an issue or a change is proposed for the SLC, the Vice Provost of Administration & Finance will decide the matter. Central units will be consulted as necessary in making policy and system decisions.



Section IV – SLC Maintenance

Conditions Requiring Maintenance

The SLC should accurately reflect the services provided by the SSC staff to the units that they serve. As processes and policies evolve, changes to services and service levels may be required. Updates and changes to the SLC can be identified, presented and confirmed through the processes described below.

Periodic Review of SLC

The CAO SSC Advisory Board will review the SLC annually to determine if the services and service level commitment are meeting the needs of the units served. During the early stages of SSC implementation, more frequent review (as often as quarterly) may be necessary to ensure that the SLC accurately reflects the units' needs and the capacity of the CAO SSC to meet them.

Substantial changes in the University, such as a significant increase in sponsored research or an increase in enrollment, should also prompt a review of the SLC.

Quarterly and Ad-Hoc Maintenance Requests

The CAO SSC Director or unit leaders can propose changes to the SLC outside of the regular review process. Such changes should be submitted by email to the Advisory Board Chair at least two weeks prior to a scheduled meeting. If the matter is urgent, the Advisory Board Chair can be asked to schedule a special meeting to address it.

SLC Modification Review and Approval

The Advisory Board will discuss proposed changes and consider any resource needs. Input may be solicited from related central offices. A two-thirds majority will be required for approval of any change.

The Associate Vice Provost for the SSCs will make all changes to the SLC document. Changes will be posted on the SSC website (<http://ssc.ku.edu/service-offerings-service-level-commitments>) and circulated to the Advisory Board members within one week of the decision. The Advisory Board members are responsible for communicating SLC changes to their stakeholder group. The CAO SSC Director will implement any changes to the SLC.



Section V – Oversight

Advisory Board

Purpose

Each KU SSC will have an Advisory Board made up of eight to twelve stakeholders from the areas served. The Advisory Board will:

- Advocate for service levels
- Review Service Level Commitment compliance
- Review Key Performance Indicator (KPI) progress
- Review customer satisfaction surveys
- Support an environment of continuous process improvement
- Support resolution of customer service gaps
- Review proposed changes to the SLC and provide the DRC with written recommendations for each one

Terms of Membership

Initially, the Advisory Board will be comprised of the CAO SSC implementation Advisory Committee, and will be appointed to terms determined by the Associate Vice Provost for Shared Service Centers. For the CAO SSC, nominations will come from:

- Vice Provost for Administration and Finance
- Senior Vice Provost for Academic Affairs
- Vice Provost for Faculty Support
- Vice Provost for Enrollment Management
- Vice Chancellor for KU Research
- Vice Chancellor for Edwards Campus
- Dean of Libraries

The Vice Provosts, Vice Chancellors and Dean will appoint members in writing according to a calendar to be established by the Board. Unit representation will be proportional to the amount of service received by the units served.

The Vice Provosts, Vice Chancellors and Dean may add members at any point, as long as the membership does not exceed twelve. The SSC Director will be a member and Chair the Board.



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The Associate Vice Provost for the SSCs will attend Advisory Board meetings whenever possible, but will not have a vote.

Each Advisory Board member will serve for a two-year term. The SSC Director can approve alternates who can stand in for regular members as needed. An individual may serve an unlimited number of consecutive two-year terms, but must be nominated again after each one. Initially, half of the members will be selected for a three-year term to provide continuity through the annual turnover.

Advisory Board members for calendar year 2017 are:

Academic and Student Affairs	Administration and Finance	Office of Research	Edwards Campus	Libraries	ending March 31,
Jane Tuttle	Shawn Harding	Gina Cregg	Lori Wade		2019
Cindy Sanders	Angie Loving				2019
Andrew Shoemaker	Chris Crook				2018
Charlie Bankart	Katrina Yoakum			Mike Broadwell	2018

Frequency of Meetings

The Advisory Board will meet at least once per year.

Additional Board meetings will be scheduled as needed.

The Chair of the Advisory Board is responsible for setting meeting dates and sending meeting invitations.

Diane Goddard, Vice Provost for Finance and Administration
Reviewed and accepted

Date