

Service Delivery at Iowa State University

Human Resources Service Delivery Advisory Committee FY2023 Annual Report January 2024

Prepared for:

Wendy Wintersteen, President
Kristen Constant, Vice President and Chief Information Officer
Kristi Darr, Vice President for University Human Resources
Heather Paris, Interim Senior Vice President for Operations and Finance
Jonathan Wickert, Senior Vice President and Provost
Toyia Younger, Senior Vice President for Student Affairs

Prepared by Service Delivery (SD) Advisory Committee:

Dwaine Heppler, Human Resources Service Delivery and Strategy, committee co-chair
Heather Paris, Interim Senior Vice President for Operations and Finance
Rachel Boenigk, Student Affairs Representative
Dawn Bratsch-Prince, Academic Affairs Representative
Dan Grooms, Council of Deans Representative
Nathan Hannover, Workday Technical Advisor
Caroline Hayes, Department Chairs Representative
Megan Landolt, Communications Representative
Jamie Sass, P&S Council Representative
Patrick Wahl, P&S Council Representative
Rob Wallace, Faculty Senate Representative
Jerry Zamzow Research Representative

Executive Summary

Fiscal year 2023 (July 1, 2022 – June 30, 2023) marked the fourth year for the University Human Resources (UHR) service delivery structure at Iowa State University. As the university continued to rebound from the challenges of the COVID-19 pandemic, FY23 UHR operations returned to, and in some cases were well above, pre-pandemic performance levels. UHR Delivery experienced continued year-over-year improvement in customer satisfaction, along with significantly decreased employee turnover, and saw sustained transactional performance and efficiency.

Increased productivity and improved customer satisfaction

For the second consecutive fiscal year, UHR Delivery also saw notable year-over-year jumps in Workday transactions (up 52% to 25,768) and ServiceNow incidents (up 14% to 5,878), due in part to continued growth of compensation adjustments to address movement in the job market.

For the second year in a row, the higher transaction volumes for UHR Delivery were accompanied by improvements in customer satisfaction. Satisfied or very satisfied customer responses increased from 86% in FY22 to 93% in FY23 [See graphs, page 4]. 98% of respondents stated that their concern was accurately addressed, and 98% of respondents felt that their interactions were personal, professional and courteous.

Lastly, despite higher transaction volumes, the average days to complete those transactions remained in the expected range of 2.3 days for Workday and 3.3 days for ServiceNow.

Key accomplishments

Human Resources

Employee and Leadership Support

- Processed 198 requests for full remote employees work across campus.
- Supported the Division of Academic Affairs in process improvements for faculty pay adjustments, performance management and remote work requests.
- Implemented a reconciliation process for P&S employee market pay adjustments in key job profiles to ensure input and fairness across campus.

Operations

- Maintained steady performance and customer service ratings.
- Drove standardization of supervisory organization naming across campus to more easily identify the work and hierarchy of the organization through its org name.
- Implemented a knowledge management framework to serve as a multidisciplinary approach to achieve organizational objectives by making the best use of knowledge.
- In coordination with the Department of Residence, ISU Dining and Facilities Planning and Management, implemented recruiting and retention incentives for cooks and custodians.

Staff Learning and Development

- Increased HR Delivery employee human resources acumen and support of the service delivery model.
- Delivered training on position planning to UHR Delivery staff to improve classification of new P&S positions and recruiting for both new and existing positions.
- Delivered customer service training to UHR staff, driving improvement in customer service survey scores.
- Shared client feedback obtained through ServiceNow customer service surveys on UHR website and to recognize individual UHR team members in the UHR Teams channel.

Staff Retention Improvements

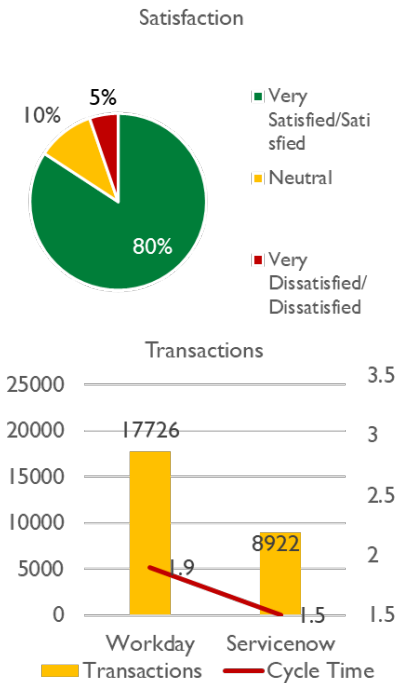
After experiencing attrition challenges in FY22 due to an increasingly competitive job market for human resources professionals, UHR Delivery enjoyed greatly improved staffing stability in FY23, with attrition significantly reduced. The team enjoyed four of the best quarters of the past two years in terms of turnover numbers. Only three UHR Delivery employees left Iowa State during the year, compared to 10 in FY22. UHRD leveraged engagement survey feedback to create additional career development and advancement opportunities, and participated in UHR-wide team-building activities and held a series of internal (tree and forest) community-building activities to help bolster employee engagement.

FY23 Key Performance Indicators (KPIs)

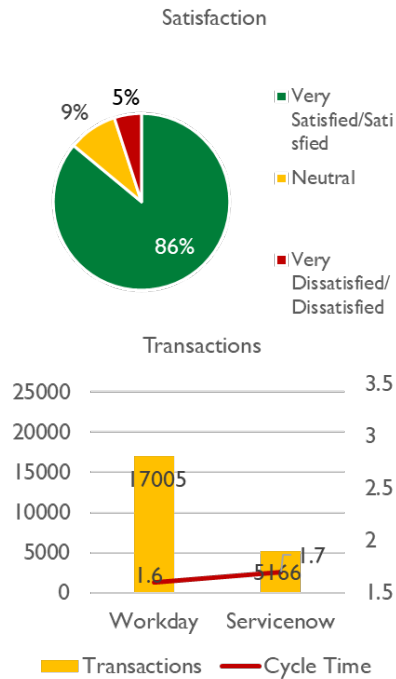
| Category | Key Performance Indicator | Human Resources July 1, 2022 – June 30, 2023 |
|--|--|---|
| Campus Satisfaction | Customer Satisfaction Survey | 505 responses in FY23 (15.8% response rate) <ul style="list-style-type: none"> • 92% satisfied/very satisfied • 5% neutral • 3% dissatisfied/very dissatisfied 97% felt that the interaction with HR ISD was personal, professional, and courteous 98% felt the question was accurately addressed |
| | Voluntary attrition and internal turnover | 3 HRD employees left ISU in FY23 (6.8%), down from 10 in FY22 <ul style="list-style-type: none"> • 2 left for jobs outside of ISU (1 HR Generalist II, 1 HR Generalist I) • 1 moved out of IA (HR Generalist II) |
| Service Delivery (SD) Employee Engagement | Employee Engagement | Average score of 3.77/5.00 |
| | Transactions processed per FTE | Workday: 585 ServiceNow: 134 |
| Operational Efficiency | Transaction processing times (aggregated at unit/service team level) | Workday HCM Transactions <ul style="list-style-type: none"> • 25,768 transactions • Avg Days to Complete: 2.3 days ServiceNow Incidents <ul style="list-style-type: none"> • 5,878 assigned to HRD • Avg Days to Resolution: 3.3 days • Avg Opened per Day: 19.4 |
| | Number of re-opened resolved ServiceNow cases | 6,118 total incidents resolved <ul style="list-style-type: none"> • 5.7% (349) reopened once • 0.51% (31) reopened twice • 0.05% (3) reopened three times • 0.02% (1) reopened four times |

Year Over Year Comparison: Customer Service

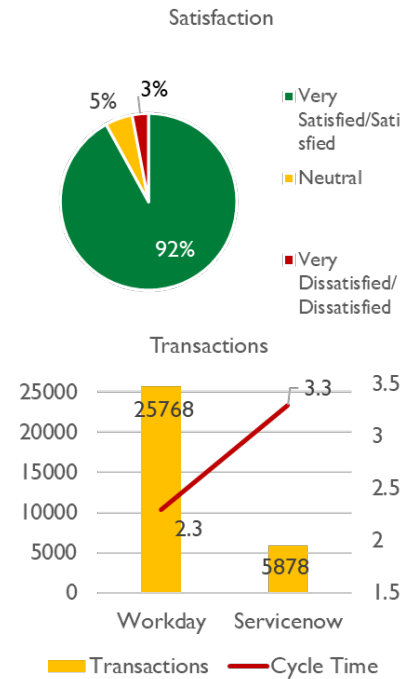
FY 2021



FY 2022



FY 2023



FY24 Priorities

The following priorities for FY24, July 1, 2023 – June 30, 2024, were developed in alignment with the respective unit’s strategies and priorities as well as feedback provided by the Service Delivery Advisory Committee.

- Behavior-based competency implementation
- Knowledge management model implementation
- Staff training and development

Advisory Committee Future State

The UHR Delivery team continues to demonstrate strong metrics and experience improved campus feedback. It is believed that the mission of the Advisory Committee has been realized and campus relationships and feedback mechanisms are otherwise in place to:

- 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

We will be evaluating the future of the Advisory Committee through FY24.