DFS Conversations
Shared Services Center Update

May 22, 2023

Agenda

- SSC Services
- SSC Structure
- College/Unit Integration Status
- Commitment to Customer Service
- Key Performance Indicators (KPI) and Metrics
- Challenges and Opportunities
- Future Enhancements
- Q&A

SSC Services

Procure-to-Pay, Mary Stapleton

Helps with all your buying and paying needs.

- Facilitate your most complex procurement transactions.

- Review I Want documents and determines the appropriate payment method by issuing direct payments or creating requisitions.

- Confirm receipt of goods or services over $5,000.

- Review and approve, as appropriate, all purchase order payment requests (PREQ).

- Process custom anti-body and live animal purchases.

- Process procurement card (pcard) transactions.

- Serves as pcard coordinator to review and approve pcard documentation submitted, approve KFS pcard e-docs, review transactions for policy compliance, and identify policy violations.

- Process pcard application requests and follows up as needed.

- Provide Accounts Payable, Vendor Registration, and Credit Card Program services.

- Provide policy guidance and interpretation and training.

SSC Services

Travel & Training, Jen Cornell

- Provide travel-related services to all faculty, staff, students and guests (excludes travel booking).
- Prepare Concur expense reports for faculty and staff, when requested.
- Process student, visitor, and guest travel reimbursements.
- Review expense reports in Concur for policy compliance.
- Process Travel & Meal (T&M) card application requests and follows up as needed.
- Review outstanding T&M card transactions, following up as needed with traveler, delegate, or department manager.
- Provide a monthly college/unit unused airfare and uncleared credit card transaction report.
- Review and approve, as appropriate, business expense reports for faculty and staff who use the T&M card for non-travel expenses.
- Review and process proper payment method for travel expenses requiring direct payment (i.e., charter bus, hotels with direct billing).
- Provide regularly scheduled travel training sessions and schedules ad hoc training.

For all functional areas, the SSC provides training and policy guidance and interpretation to create the most seamless experience for customers.

SSC Services

Financial Management (incl. sponsored activity), Linda Charles

Accounts and Access:

- Approve chart of accounts maintenance, set up new accounts, sub-accounts, sub-objects, and organizations.
- Manage account delegations.
- Monitor and review asset/liability object codes on travel advances and prepaids.
- Update KFS fiscal officers, delegates, account managers, account supervisors and KFS org managers.
- Process various system access requests (e.g., KFS, OAS, e-SHOP, labor, central systems, etc.).
- Coordinate annual certification processes (KFS system/roles, pcard, and T&M card).

Processing, Reviews, and Reconciliations:

- Perform post-transaction reviews of transactional data, allowability, other general expense categories, etc. for sponsored activity.

Revenue/Accounts Payable:

- Deposit cash and checks and record transactions in the general ledger or direct payers to use DFS's website to submit payments electronically with a credit card or bank transfer (ACH). Process advance deposit e-docs.

Audit and Other:

- Help colleges/units respond to audit findings and requests.

SSC Structure: Headcount as of 05/22/2023

SSC	# of Full-time staff	# of Temps	Notes
Procure-to-Pay	45	3	+1 unfilled position awaiting central approval on
Travel & Training	12	2	
Financial Management & Reporting	7	1	
Payment Services*	5	2	Card Programs, A/P, Vendor Registration
Receptionist	1		Serves the entire division
SSC Leadership Team	5.5		Includes 1.5 SSC liaisons serving CAS, SC Johnson, Research, and CVM.
Total # of FTE's	**75.5**	**8**	

*** Payment Services is in addition to the approved 115 headcount**

College/Unit Integration Status

Completed Integrations

- SC Johnson College of Business: **June 2021**
- Statler Hotel: **January 2022**
- College of Arts & Sciences: **June 2022**
- CALS-Agritech, Geneva: **February 2023**
- CALS/CHE/BSPP, reporting lines only: **February 2023;** full-service integration: **May 2, 2023**
- College of Veterinary Medicine: **March 2023**
- Research & Innovation (excluding CLASSE): **May 16, 2023**

In-Progress Integrations

- Student & Campus Life: **August 2023**
- Lab of Ornithology: **TBD**
- CLASSE: **TBD**
- College of Engineering/CIS/CU Tech: **TBD**

For Phase I, all colleges/units will be integrated by June 30, 2024.

Commitment to Customer Service

Contacting the SSC

Email: shared-services-center@cornell.edu

We use **TeamDynamix (TDX)** to track and respond to your requests. No communication is lost; all responses are tracked.

- For **rush** requests, please include that in the subject line of your email.
- If you would like to speak with someone, please include that in your request.

Staff available on **Teams**, **Zoom**, or **RingCentral.**
SSC main phone: (607) 255-9359.

Virtual Office Hours, via Zoom

- **Every Tuesday, 10:00 a.m. – 11:00 a.m.**
- **Every Wednesday, 11:00 a.m. – 12:00 p.m.**
- **Every Thursday, 3:00 p.m. – 4:00 p.m.**

Turnaround Standards

- **Within 5 business days** of the SSC receiving the request, for most transactions.
- To view a full list, visit: https://www.dfa.cornell.edu/ubsc/about/standards

Standard Business Hours

- Monday – Friday, 8:00 a.m. – 4:30 p.m.
- A staff person is on-site **five days a week** for functions that can't be performed remotely (e.g., mail, deposits).
- Emergency contact information will be provided.

Challenges and Opportunities

- Continuing to build the framework necessary to successfully perform existing and future services, meet turnaround standards and the needs of the customers, some challenges are:
    - Transaction volume is increasing and higher than expected.
    - Colleges/units have retained some BSC positions to support college mission functions.
    - Current SSC staffing does not allow for time to assess potential process improvements and efficiencies as quickly as expected.
    - Additional positions are needed now versus waiting until the end of the integration due to the transaction volume.
    - Recent compliance has made automation challenging.
    - Review wish list of potential efficiencies, enhancements, and needs for any "quick wins".

- The SSC costs will be built in the FY 2025 budget cost allocation model.

Future Enhancements, Efficiencies, Needs

- Ensure units have adequate PCard coverage and appropriate limits, e.g. $1,500 PCard.
- Revisit corporate-liability card application process (pcard and T&M card)
- I Want doc enhancements for obtaining approvals in the beginning of the process.
- Drop-down selections for standardization of e-doc notes, approval timing, and approval limits.
- Concur post-review using analytic technology (e.g. machine learning – expense fraud and auditing automation).
- Review beta-test results for a One Card Program.
- Identify possible future usage of Concur Request (e.g. corporate-liability card app process).
- Standardize metrics on turnaround time, errors, etc.
- Implement a centrally managed exit/entry tool for timely removal of access.

Questions?
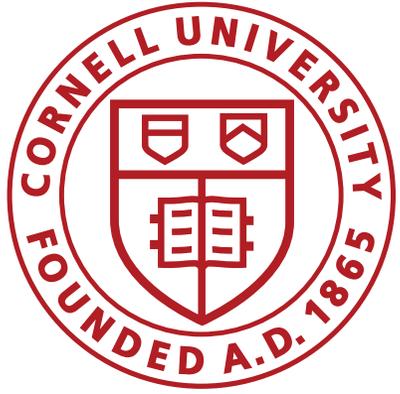
Appendix

SSC Key Performance Indicators (KPI)

- **Strategic Metrics**
  - Turnaround times in comparison to published standards/SLA (within 5-days)
  - Customer service satisfaction survey results (6-months post integration) and then annually.
  - Monthly Concur travel metrics
  - KFS e-doc counts by college
- **Operational Metrics**
  - Team Dynamix - # of requests, # of resolved, satisfaction results
  - Team Dynamix – 25% of closed tickets and receiving a 30% response rate
  - # of I Want docs
  - Super PCard transactions
  - Average Turnaround times (within 5 days)
  - KFS e-doc metrics for initiation and approval for workload balancing
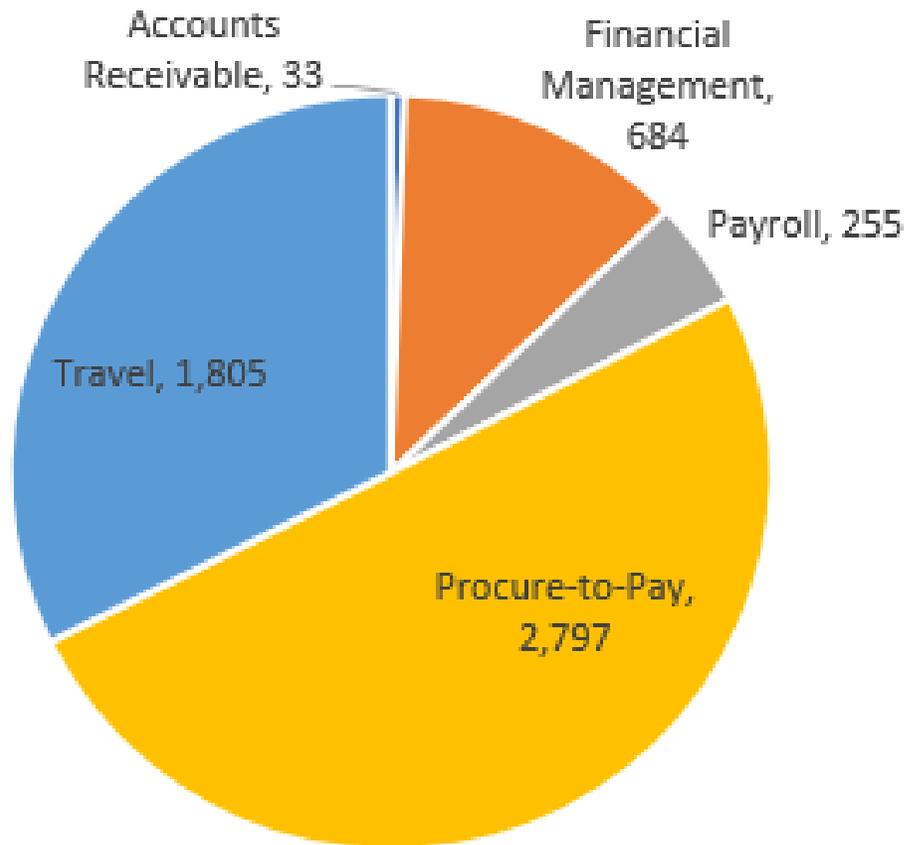
Metrics – Procure-to-Pay

Operational Metrics

– Average turn-around times – 2.87 days FY 2022 and 2.91 days as of April 2023
– # of transactions processed for FY 2022 – 151,886
– # of transactions processed for YTD 2023 – 188,066

Doc Type	FY 22	YTD 23
I Want Doc (IWNT)	19,103	19,347
Disbursement Voucher (DV)*	34,083	37,216
Requisitions	12,806	10,142
PCard	32,037	44,508
Payment Requests	52,942	69,791

*Includes travel DV's

Metrics – Travel & Training

Operational Metrics
- Average turn-around times – 6.8 days as of April 2023
- # of Concur expense reports approved by the SSC for FY 2022 – 7,757
- # of Concur expense reports approved by the SSC for YTD 2023 – 18,055

Travel	FY 22	YTD 23
Domestic	5,829	13,073
International	396	1,651
Recruitment – Athletic	266	597
Recruitment – Faculty/Staff	85	317
Student Mission Domestic Travel	22	10
Student Mission International Travel	2	6
Non-Travel Business Expense	1,157	2,401
T&M card spend university-wide	$11,626,115	$19,304,244

Note: does not include Lab of Ornithology, CLASSE, or CoE/CIS/CU Tech

Metrics – Fin. Mgmt. & Reporting

Operational Metrics

- Average turn-around times – 2.45 days FY 2022 and 2.4 days as of April 2023
- # of transactions processed for FY 2022 – 20,146
- # of transactions processed for YTD 2023 – 27,401

Doc Type	FY 22	YTD 23
Chart of Accounts	4,654	8,401
Security Requests	563	805
Financial Processing (GLT, TF, DI, etc.)	14,929	15,282
Timely Assurance	435	729
Asset/Liability Accounts	430	610

Metrics – TDX Requests

TeamDynamix (TDX) - # of Tickets

FY 22 – 5,574

Accounts Receivable, 33
Financial Management, 684
Payroll, 255
Travel, 1,805
Procure-to-Pay, 2,797

FY 23 – 12,586

Accounts Receivable, 183
Financial Management, 2263
Payroll, 705
Travel SSC, 3691
Procure-to-Pay, 5744
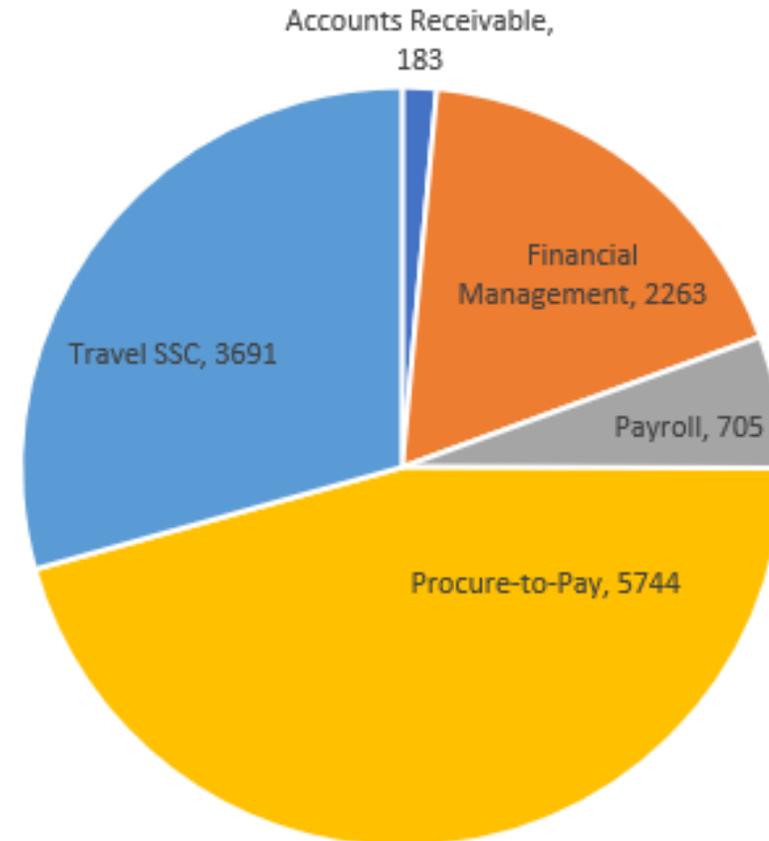
Metrics – TDX Survey Results

TDX – Satisfaction Survey Results

FY 22 – 53 responses
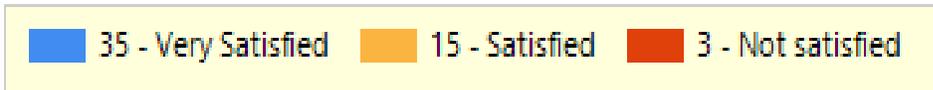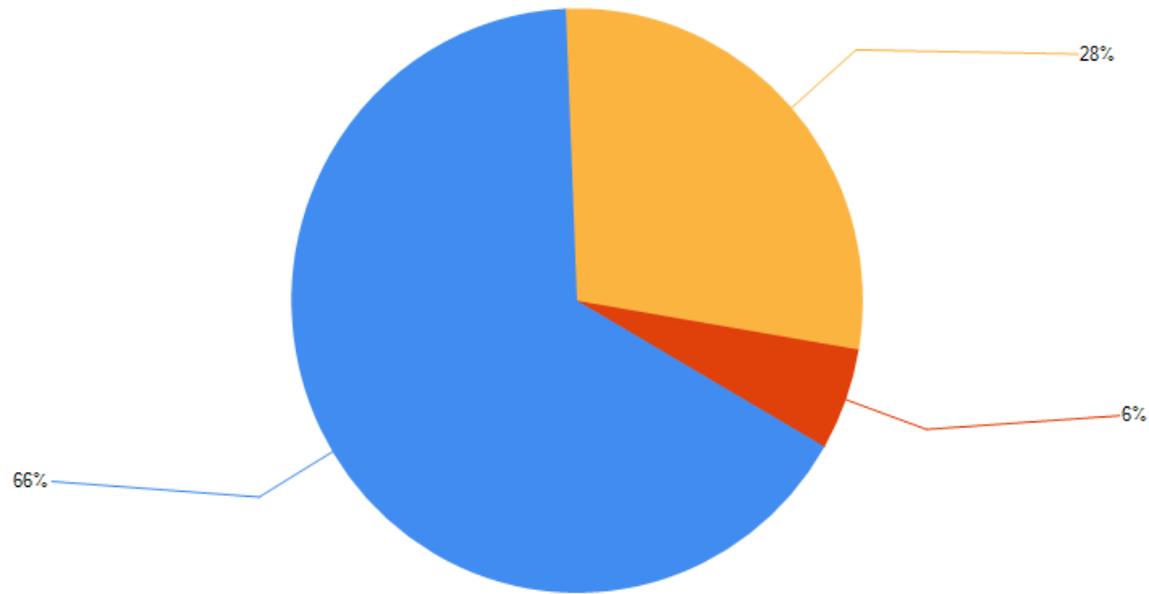
FY 23 – 455 responses

Procure-to-Pay

Services Include:
- ❑ Review I Want documents and determine the appropriate payment method by issuing direct payments or creating requisitions.
- ❑ Confirms receipt of goods or services greater than $5,000.
- ❑ Review and approval all purpose order payment requests (PREQs).
- ❑ Processes applicable units' custom anti-body and live animal purchases.
- ❑ Process pcard transactions over the unit's cardholder limit.
- ❑ Review and approval all pcard transactions (PCDOs).
- ❑ Process pcard application requests and follow-up as needed
- ❑ Provide Accounts Payable, Vendor Registration, and Credit Card Program services.
- ❑ Procurement Training
- ❑ Buying Manual Interpretation

Note: Includes Sponsored subcontract DV's.

Travel & Training

Services Include:
- ❑ Prepare Concur expense reports for faculty and staff, if desired.
- ❑ Review expense reports in Concur for policy compliance.
- ❑ Process Travel & Meal card application requests and follow-up as needed.
- ❑ Review and follow-up on outstanding T&M card transactions with traveler, delegate, or dept. manager.
- ❑ Review and follow-up monthly on unused tickets.
- ❑ Reviews and approves, as appropriate, business expense report for faculty and staff who use the T&M card for non-travel expenses.
- ❑ Reviews and processes proper payment method for travel expenses in need of direct payment.
- ❑ Processes travel grants to students in Peoplesoft system, when requested.
- ❑ Provides regularly scheduled travel training sessions and ad hoc training.
- ❑ Concur Reconciliation
- ❑ Travel Policy Interpretation

Financial Management & Sponsored Financials

Services Include:
- ❑ Budget support and development.
- ❑ Process and approve new account requests, maintenance e-docs, and account delegations.
- ❑ Monitor and review asset/liability object codes for all customers and follow-up, as needed.
- ❑ Update KFS fiscal officers and delegates, account managers, account supervisors, and KFS org managers.
- ❑ Process system access requests.
- ❑ Perform annual certifications.
- ❑ Initiate and/or approve accounting transactions (AV, BA, DI, GLT, ST, TF, IB, and Year-end docs.)
- ❑ Perform reconciliations as agreed upon with college/unit.
- ❑ Perform post-transaction reviews of transactional data, allowability, other general expense categories, etc. for sponsored activity.
- ❑ Help colleges/units respond to audit findings and requests.
- ❑ Support United Way campaign chair with reporting and work closely with the Ithaca downtown United Way Office.

Additional Sponsored Activity:
- ❑ Account review for unallowable expenses, not charging indirect costs, capital equipment allowable on sponsored awards/grants, complete business purpose relating to award
- ❑ Cost Transfers
- ❑ Check account term dates

Payroll

Services Include:
- ❑ Review time cards for potential missing hours
- ❑ Review critical error/ missed punch report
- ❑ Review meal breaks for compliance
- ❑ Send minimum/maximum accrual notifications for non-exempt staff
- ❑ Process overpayments and on-cycle/on-demand payroll check requests
- ❑ Process all Payroll Union Dues Payments
- ❑ Payroll Training for Staff & Supervisors
- ❑ Payroll Policy Interpretation

For existing customers only as this was a service already being provided to those units.

Phase 2 implementation

Revenue/AR

Services Include:
- ❑ *Process incoming cash and checks and record transactions in the general ledger and initiate Advance Deposit (AD) e-docs.*
- ❑ *Process student and employee receivables (cash advances), when needed.*

For existing customers and integrated units as this was a service already being provided to units.

Phase 2 implementation