Finance & Budgets Services

Service Level Agreement between:

1. Finance Services and Faculties/Divisions
2. Budgets & Asset Management and Faculties/Divisions

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Version Control

Table | Document Versions:

Version	Date	Description	Authorization
0.1	July 14, 2022	Initial Agreement.	Charles Frosst, Wendy Miller, and Ran Lewin
0.2	Nov 2, 2022	Revisions based on AVP/SEO/FEO & Dean Group Feedback.	Maximilian Fantuz
0.3	Nov 21, 2022	Finance & BAM revisions.	Maximilian Fantuz
0.4	Nov 25, 2022	Formal review of version 1.0.	Anthony Barbisan, Wendy Miller, and Ran Lewin
0.5	Feb 3, 2023	Revisions based on USC Service Table feedback (Oct 26, 2022) and Finance & BAM Service Table feedback (Dec 2, 2022)	Anthony Barbisan, Wendy Miller, and Ran Lewin

Formal review will occur once every year (December) and service tables are an opportunity to update content as required.

1. Background

This document represents a Service Level Agreement ("SLA" or "Agreement") between Central Finance (Finance) and Budgets and Asset Management (BAM) as the "Service Provider" and Division and Faculties as the "Clients". As part of Service Excellence, Finance, BAM, and key stakeholders identified the services required and the expected level of those services. The SLA covers all Finance and BAM services throughout the institution including those delivered by the USC through its operating agreement with Finance.

This Agreement remains valid until replaced by a revised agreement mutually endorsed by all stakeholders.

2. Purpose

The objective of this Agreement is to ensure that the proper elements and commitments are in place to deliver consistent Finance and BAM services.

The goals of this Agreement are to:

- Provide clear references to service ownership, accountability, roles and/or responsibilities;
- Present a clear, concise and measurable description of service provision to the customer; and
- Match the expected service provision with actual service support & delivery
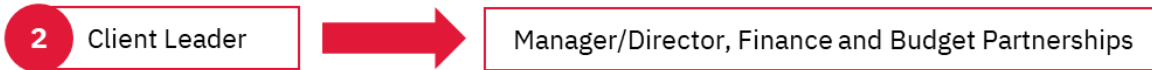
3. Escalation

Finance and Budget Business Partners (FBBPs) are the single point of contact for Finance and Budget matters within Faculties and Divisions. FBBPs apply their Finance and Budget professional body of knowledge and collaborate with other FBBPs in different areas to deliver informed, strategic advice in alignment with institutional priorities. As needed, FBBPs reach across to subject matter experts within central Finance and BAM or to the University Services Centre for transactional support to ensure client needs are met.

Should the delivery of Finance and Budget services fall outside of the service commitments articulated in this agreement, escalation is possible as follows:

Figure | Standard Process

| 1 | Client Leader | → | Finance and Budget Business Partner |

Figure | Escalation Pathway

| 2 | Client Leader | → | Manager/Director, Finance and Budget Partnerships |

The joint AVP's have accountability to the University to uphold these service commitments. Should a client not be satisfied with service delivery, the AVP's will meet with the client to discuss. More broadly, feedback will continuously be received at regular service table discussions.

4. Review Cycle

This agreement will be formally reviewed every 12 months for adjustments. Service tables will be used on a more frequent basis (every 6 months) to discuss and potentially amend service commitments in the interim before the next formal review cycle if service levels or terms are not sustainable for the provider or client. Service commitments may also shift over time to align with institutional priorities and other internal and external factors.

5. Service Levels

Service Levels were determined based on the expectations created between service providers and service users that define the timelines and quality of services anticipated / provided for an agreed-upon cost. Agreed commitments are based under the assumption that all data and information are promptly and accurately provided by clients. Providers strive to achieve aspirations (client desired performance) through opportunities for improvement. To meet service commitments, dependencies will be stated in SLAs so that clients understand what information is required and when. Service commitment definitions and dependencies will be included in the SLA appendix.

Reporting on service commitments will be introduced over time as reporting capabilities are enabled through the implementation of opportunities for improvement that address limitations in process and technology.

Service Directors/Managers in Finance Services, Budgets and Asset Management, and in the University Services Centre are responsible for meeting the agreed service commitments listed below while AVP, Finance Services is accountable through the operating agreement between Finance Services, BAM, and the USC.

USC Source to Pay
(Procurement Operations and Accounts Payable)

Service Objective: Facilitate purchase of goods and services at the right time and the best possible price and review and process payments timely and accurately.

Table | Service Commitments: [See Appendix for definitions]

Core Service	Metric	Service Commitment
Manage vendor records and contract database, to enable timely vendor payments and effective contract management.	Time to setup/change vendors	≤10 business days
Facilitate sourcing/purchasing of goods and services in an efficient and timely manner.	Time to setup/change credit cards	2-7 business days
	Time to issue POs for ERP or P2P system vendors	≤2 business days
	Time to issue POs for new vendors	≤12 business days
	Time to clear customs	≤2 business days
Review and process vendor invoices within payment terms and Issue payments and stop and re-issue cheques and save invoice/vouchers where they can be linked to e-Reports.	Time to pay an invoice	≤payment terms
Provide consistent and reliable community support for purchasing related technical issues and general purchasing inquiries.	Time to respond to inquiries	≤2 business days
	Time to resolve inquiries for tier 1	≤3 business days
	Time to resolve inquiries for tier 2+	≤10 business days
	Percentage of all requests resolved on-time	≥90% on-time
	Client satisfaction	≥80%

Cost centres charged for invoices are informed from the community at invoice submission.

If an invoice is charged to the wrong cost centre and the invoice has already been posted, the journal entry must be completed by the charged unit. AP can support with changes only if the invoice has not yet been posted and still within SmartBuy.

Few vendors offer vendor discounts, no VORs offer discounts. Once invoices are stabilized, USC will document cost savings through discounts as an aspirational target.

Service Vision: The end-to-end source to pay process is powered by a capability that provides users with complete visibility, speed of transactions, operational predictability, an exceptional user experience and is the undisputed single source of truth.

Table | Opportunities for Improvement:

Opportunity	Aspiration
Total Supplier Management *(SmartBuy)* *Vendor self registration, central vendor intelligence repository, vendor compliance and vendor performance management*	• More vendors paid on-time • Reduced risk – fraud/brand reputation. • Faster and more accurate setup of vendors

Automated Data Entry of non-PO Invoice *(SmartBuy)* *Enable invoice digital capture.*	• Faster invoice processing. • *(approx. 1- 5 weeks improvement)*
Digitize PR to PO process *(SmartBuy)* *Digitized and automated forms, approval workflow.*	• Visibility/traceability of PRs, POs, and invoices. Digitized Forms (PR, LTE) and automated approval workflow
Contract Management *(SmartBuy)* *Central contract maintenance/management with accessible information*	• Improved customer experience for both clients and vendors
Digital Mind – Adopt, Assist, Advise *(SmartBuy)* *Guided help, training, tips and tutorials easily accessible and available on SmartBuy. Virtual assistant/chatbot to find specific information, reports, real-time support and guidance. Recognize areas of improvement mitigating risks.*	• Improved user experience • Improved accuracy of request submissions.
Simplified and automated International Wire Payments *(PeopleSoft/SB and Convera)*	• Simplified process, faster payment to vendors based outside of US and Canada.
Enable EFT payment - US Based Vendors *(PeopleSoft)*	• More controls on fraudulent activity. • Improved brand reputation. • Faster payments for US Based Vendors (*as currently they are all paid via cheque*)
Vendor Onboarding *(SmartBuy)* *Increase Vendor Catalogue Options*	• Improved vendor relationships Increased compliance, faster adoption, and higher utilization.
Digitize request management process (HALO) *Track inquiries and requests to expedite action and resolution*	• Faster response and resolution of inquiries.
Enhance Tier 0 knowledge base (HALO) *Stand-up, monitor, and improve knowledge articles that answer FAQs from the community.*	• Freed up capacity from less inquiries.
Collect client satisfaction and ideas for improvement (HALO) *Establish automated post request resolution satisfaction surveys.*	• Visibility on client satisfaction.
Contact Centre Front of House (FOH) *Trained generalists who provide expert customer service for tier 1 requests.*	• Faster response and resolution of inquiries. • Improved client satisfaction.

USC Accounts Receivable

Service Objective: Issue invoices to external clients per instructions by internal community that are timely and accurate.

Table | Service Commitments: [See Appendix for definitions]

Core Service	Metric	Service Commitment
Review and process vendor invoices within payment terms.	Time to process an invoice	$\leq$7 business days
Collect payment for invoices issued.	Time to follow up on outstanding collections	$\geq$1 per month
	Time to collect payment for an invoice	$\leq$payment issued end of month (if invoice is submitted to AR $\leq$20th day)
Provide consistent and reliable community support for audit requests and general accounts receivable inquiries.	Time to respond to inquiries	$\leq$2 business days
	Time to resolve inquiries for tier 1	$\leq$3 business days
	Time to resolve inquiries for tier 2+	$\leq$10 business days
	Percentage of all requests resolved on-time	$\geq$90% on-time
	Client satisfaction	$\geq$80%

Follow up deadlines for the accounts receivable process will be further defined so that service commitments can be established to encourage timely payments.

Service Vision: The end-to-end Accounts Receivable process is streamlined by the right technology and workflow that provides users with complete process visibility, on-time collections, and exceptional customer service.

Table | Opportunities for Improvement:

Opportunity	Aspiration
Reporting KPIs of service performance will allow for data informed decision making that will improve overall service timeliness.	• More invoices paid on-time.
Digitize request management process (HALO) *Track inquiries and requests to expedite action and resolution*	• Faster response and resolution of inquiries.
Enhance Tier 0 knowledge base (HALO) *Stand-up, monitor, and improve knowledge articles that answer FAQs from the community.*	• Freed up capacity from less inquiries.
Collect client satisfaction and ideas for improvement (HALO) *Establish automated post request resolution satisfaction surveys.*	• Visibility on client satisfaction.
Contact Centre Front of House (FOH) *Trained generalists who provide expert customer service for tier 1 requests.*	• Faster response and resolution of inquiries. • Improved client satisfaction.

Service vision and opportunities are subject to change based on future state technology and org design decisions.

USC Expense Management

Service Objective: Ensure compliance and approve claims for payment that are timely and accurate.

Table | Service Commitments: [See Appendix for definitions]

Core Service	Metric	Service Commitment
Review claims, request for advance and issue timely payments.	Time to approve an expense claim for payment	7-12 business days
	Time to reimburse an expense claim	10-15 business days
Follow up on o/s advances and claims to clear corporate card charges.	Number of follow ups on outstanding advances and claims	>1 per month
Provide consistent and reliable community support for audit requests and general expense reimbursement inquiries.	Time to respond to inquiries	<2 business days
	Time to resolve inquiries for tier 1	<3 business days
	Time to resolve inquiries for tier 2+	<10 business days
	Percentage of all requests resolved on-time	>90% on-time
	Client satisfaction	>80%
Provide training on Concur & expense claim processing.	Number of training sessions	>1 per month
	Satisfaction with training sessions	>80%

*In addition to monthly Concur training sessions, Expense Management also provides ad hoc training support as required.

Service Vision: The end-to-end Expense Management process is streamlined by the right technology and workflow that provides users with complete process visibility, on-time reimbursement of expense claims, and exceptional customer service.

Table | Opportunities for Improvement:

Opportunity	Aspiration
Reporting KPIs of service performance will allow for data informed decision making that will improve overall service timeliness.	• More expense claims reimbursed on-time.
Digitize request management process (HALO) *Track inquiries and requests to expedite action and resolution*	• Faster response and resolution of inquiries.
Enhance Tier 0 knowledge base (HALO) *Stand-up, monitor, and improve knowledge articles that answer FAQs from the community.*	• Freed up capacity from less inquiries.
Collect client satisfaction and ideas for improvement (HALO) *Establish automated post request resolution satisfaction surveys.*	• Visibility on client satisfaction.
Contact Centre Front of House (FOH) *Trained generalists who provide expert customer service for tier 1 requests.*	• Faster response and resolution of inquiries. • Improved client satisfaction.

Risk Management, Insurance & Leases

Service Objective: Financial risks, insurances, and leases are managed to ensure financial protection and mitigation strategies are in place.

Table | Service Commitments: [See Appendix for definitions]

Core Service	Metric	Service Commitment
Review university-wide agreements as requested to flag risk and insurance concerns.	Time to respond to agreement review requests	3-5 business days
Provide consistent and reliable community support for financial risks, insurance, and lease incidents and inquiries.	Time to submit applications for Certificate of Insurance	$\leq$5 business days
	Time to respond to insurance claim incident	$\leq$2 business days
	Time to respond to lease inquiries	$\leq$2 business days
	Percentage of requests responded to on-time	$\geq$90%
	Client Satisfaction for supporting lease renewals, insurance, and risk analysis	$\geq$80%

Value from risk management reviews of agreements is to mitigate negative financial or reputational impacts.

Service Vision: Successful strategy implementation of Faculty and Division clients through timely and value-added risk mitigation assessments.

Table | Opportunities for Improvement:

Opportunity	Aspiration
Develop standard acknowledgement of receipt.	• York clients receive a timely response

Accounting & Financial Reporting

Service Objective: York revenue, expenses, and all account balances are tracked, analyzed, and reported accurately to effectively implement financial control.

Table | Service Commitments: [See Appendix for definitions]

Core Service	Metric	Service Commitment
Prepare and approve annual audited financial statements, notes, and Financial Statement Discussion & Analysis (FSD&A).	Accurate and on-time issuance of financial statement	June 20 – June 30
Provide reliable financial and reporting systems that supports University operations	Manageable system downtime	No downtime during the working hours; advance notice required for any exceptions
Review and process financial activities including journals, activity codes, cost centres, financial rollup, and other elements in accounting system.	Time to review and post journal	$\leq$2 business days
	Time to review and create activity code	$\leq$2 business days
	Time to revise details of cost centre, signing authority	$\leq$3 business days
	Time to provide eReport access	$\leq$3 business days
	Time to review and complete changes in financial rollup/reporting	$\leq$2 weeks
Provide accurate endowment and trust transactions and reporting	Time to review and approve new Fund 600 cost centre set ups	$\leq$7 business days
	Time to review and approve eReport access changes to Fund 600 cost centres	$\leq$2 business days
	Time to execute annual endowment distribution and reinvestments	$\leq$30 calendar days after approval
Provide compliance support	Time to issue monthly overdue travel card reminder emails	$\leq$3 business days after travel card statement issue date
	Time to issue monthly Open Advances report	$\leq$2 business days of the beginning of each month
	Time to issue triannual Know Your Vendors/Disbursement Report and Memo	$\leq$2 months following close of Apr, Dec, and Aug of each year
Banking activities support	Time to review and return completed York Banking information	$\leq$3 business days
Administration of Moneris	Time to setup new Moneris merchant accounts	10-15 business days
	Time to implement changes to Moneris merchant accounts	5-7 business days
	Time to order and deliver Moneris payment terminals	3-7 business days
Provide overall direction, planning and coordination for financial accounts and reports.	Time to respond to inquiries and requests	$\leq$3 business days
	Percentage of requests resolved on-time	$\geq$90%

*Successful completion of external audit is a key deliverable for Accounting & Financial Reporting, however not a direct service delivered to the community.

*Accounting & Financial Reporting prepare institutional monthly financial statements and reports that are not a direct service delivered to the community.

*Reconciliations are done within departments and is not a service provided by Accounting & Financial Reporting.

*Time to file research grant reporting is part of Research Accounting core services.

Service Vision: Accounting & Financial Reporting activities are powered by the right technology and controls that provide timely, comprehensive, and accurate financial reports analysis and safeguard university asset and ensure financial data integrity.

Table | Opportunities for Improvement:

Opportunity	Aspiration
Upgrade current financial reporting platform	• Develop specific reports that supports the community e.g., reports to monitor tuition fees revenue
Implement direct CIBC student refund portal	• Improve controls and processing time of student refunds

Research Accounting

Service Objective: Provide efficient, effective, and timely financial administration of external fund 500 research grants and contracts and internal 400 grants, thereby minimizing the university's exposure to financial risk.

Table | Service Commitments: [See Appendix for definitions]

Core Service	Metric	Service Commitment
Creation of cost centres	Time to review research agreement and send Accountability Document	1-2 business days
	Time to create cost centre after all dependencies are completed	3-5 business days
Prepare research financial reports for submission to PIs and funders.	Compliance rate to financial reporting deadlines	≥90%
Review and approve research finance paperwork e.g. invoices, purchase requisitions, wires etc	Time to complete eligibility review of payment requests	5-10 business days
	Time to review research community journal entries	2-3 business days
Coordination of research audits.	On-time and successful completion of research audit	As per funder deadlines
Provide financial reports to the research community.	Time to complete ad hoc analysis/reporting requests	As agreed with client
Send invoices to funders and co applicants as prescribed by funder guidelines and research agreements.	Time to send invoices to funders and co applicants	As prescribed in agreements
Collect funds from funders and co applicant institutions that send research funds to York.	Percentage of accounts receivables collected before 90 days.	≥80%
Provide consistent and reliable community support and responses for Research Accounting related inquiries.	Time to respond to inquiries	2-4 business days
	Percentage of requests resolved on-time	≥90%

Research Accounting provides financial information and training to the community.

Research Accounting also liaises with funding agencies on behalf of the PI on interpretation of guidelines and to resolve issues.

Cost centre creation is complete Once Financial Accounting and UIT completes structure setup of cost centre.

All service commitments are impacted by volume levels, particularly within March-May peak timeframes.

Service Vision: Deliver exceptional post award services and support for the research community. Research Accounting activities are powered by the right technology and internal controls that manage the university's exposure to financial risk and ensure financial data integrity.

Table | Opportunities for Improvement:

Opportunity	Aspiration
Resolve complex and escalated research grant problems advocating and mediating solutions with academic staff and between PIs and grantors.	• Improved communication and transfer of knowledge on research accounting process and procedures and funding agency guidelines.

Establish customer service expectations with the York community on dependencies for timely review of payment requests.	• Aspiration to improve time to complete eligibility review of payment requests from 5-10 business days to 2-5 business days

Strategic Procurement

Service Objective: Purchases of goods and services and supplier relationships are managed for timely and compliant purchases at the best overall value.

Table | Service Commitments: [See Appendix for definitions]

Core Service	Metric	Service Commitment
Develop purchasing strategies for key categories and vendors.	Number of collaborative agreements established	≥10 per year
Coordinate the procurement of high value or risky goods and services and support key vendor relationships.	Strategic Procurement procedure compliance	=100%
Provide consistent and reliable community support for strategic procurement requests and inquiries.	Time to respond to inquiries	≤2 business days
	Time to review conflict of interest requests	≤5 business days
	Time to initiate Surplus Asset disposal requests	≤2 business days
	Time to review and execute non-competitive bid contracts	≤3 business days
	Follow up on competitive bids	Every 2-3 weeks
	Percentage of requests resolved on-time.	≥90%

Transactional requests reside within the USC and is not a responsibility of Strategic Procurement.

Service Vision: Embody a standard of excellence where we
   (1) Cultivate partnerships with our clients;
   (2) Automate and maximize efficiencies across all spend categories;
   (3) Provide innovative, best-in-class, supplier selection, pricing, and forecasting;
   (4) Promote social and sustainable procurement values; and
   (5) Deliver high quality, transparent, strategic sourcing services for the York community.

Table | Opportunities for Improvement:

Opportunity	Aspiration
Increase search capabilities on strategic procurement website for vendor of records.	• Increase in strategic procurement procedure compliance. • Saved capacity through less inquiries.
Bonfire intake module implementation.	• Increase visibility for end sure on where their RFP request is in the end-to-end process.

Finance & Budgets Partnerships

Service Objective: Division and Faculty leaders receive timely, accurate, and exceptional advice relating to budgets and financial services.

Table | Service Commitments: [See Appendix for definitions]

Core Service	Metric	Service Commitment
Provide responsive, consistent, high quality, flexible, and accurate support to clients on their finance and budgeting needs.	Client satisfaction on availability of partners to address client needs	≥80%
	UniForum Net Satisfaction	≥last collection

Service Vision: Finance and Budget Partners (Partners) are the single point of contact for Finance and Budget matters for clients. Partners apply their professional body of knowledge and collaborate with other partners in different areas to deliver informed, strategic advice in alignment with institutional priorities. As needed, partners reach across to subject matter experts within central Finance and BAM, or to the University Services Centre for transactional support, to ensure client needs are met.

Table | Opportunities for Improvement:

Opportunity	Aspiration
Design and refine the partnership model	• Maximize the value being offered to clients. • Build communities of practice for institutional excellence • Optimize the utilization of resources.

Budgets & Asset Management

Service Objective: Institution, Faculty, and Unit budgets are prepared, allocated and supported timely and accurately.

Table | Service Commitments: [See Appendix for definitions]

Core Service	Metric	Service Commitment
Prepare and allocate budgets for Faculties, Units, and institution wide.	Percentage of budget cycle deliverables met before or on deadlines: • *Circulating the budget envelopes/allocations – Nov 30.* • *Providing early indicator data for year-end financial forecasts – Dec 15.* • *Providing year-end adjustment ("true-up") data – May 31.* • *Allocating the budgets – Jun 30*	100%
Provide consistent and reliable community support for budget related issues and inquiries.	Time to respond and resolve to Budget Inquiry and Budget Journal requests	≤2 business days
	Percentage of Budget Inquiry and Journal Requests resolved on-time.	≥95%

Service Vision: Budgets & Asset Management supports the achievement of the university's mission and objectives by delivering quality and comprehensive decision-making support, policy creation, and analysis for allocation of financial and analytical resources.

Table | Opportunities for Improvement:

Opportunity	Aspiration
Implement an automated budgeting and forecasting system	• Improved efficiency of end-to-end budgeting and forecasting process. • Enhanced budgets and planning effectiveness e.g. cost benefit analyses, scenario modeling, and the ability to make more informed, proactive, data-driven, budget decisions. • Increased user satisfaction with a stronger emphasis on analysis and strategy, and less focus on clerical work.

Appendix

Record Types

Table | General Record Type Definitions:

| Record Type	Definition	Example
Inquiry	A question raised by a client requiring a response and answer by the service provider.	What is the status of my invoice being paid?
Incident	A break/fix request raised by a client requiring a response and resolution by the service provider.	My cost centre was charged twice for this invoice payment. Please fix.
Service Request	A request for a service within the service catalogue requiring a response and resolution by the service provider.	Please process my invoice so that my vendor is paid on-time.

Service Tiers

Table | General Service Tier Definitions:

Service Tier	Name	Description
Tier 0	Self-service	• Basic service inquiries/requests that can be solved by looking at online guides, websites, and FAQ's. • These are problems the client can solve on their own if directed to the right information.
Tier 1	First point of contact	• Basic service inquiries/requests that can be handled quickly by client service staff. • These are simpler problems you can solve based on your experience.
Tier 2	Specialized support	• Inquiries/requests that require more in-depth analysis and specialist knowledge from a subject matter expert. • These are complex problems you can solve using your expertise
Tier 2a	Complex specialized support	• Inquiries/requests that require coordination with other teams, are unique or require a lot of work in a short period of time. • These are more complex problems that a manager should be able to solve.
Tier 3	Expert support	• Inquiries/requests that require the knowledge and/or authority of the policy maker or process owner. • These are more complex problems that a manager will work with an outside expert to solve.

Use cases for tier 1 vs. tier 2+ inquiries will be provided in service commitment definitions for each service area.

Figure | Service Tier Current vs. Future States:
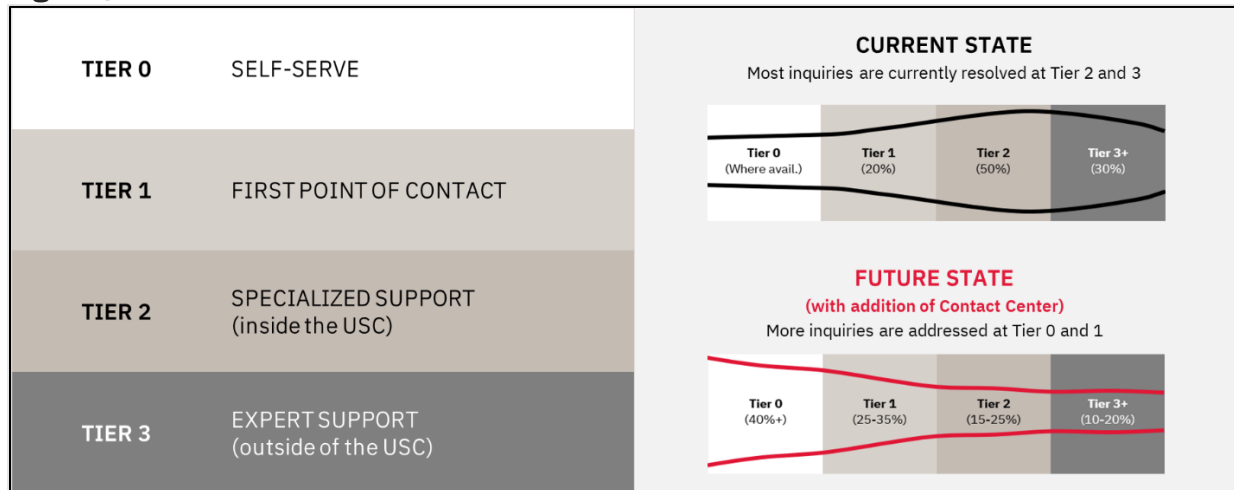
Service Commitment Definitions

USC Source to Pay

Table | Service Commitment Definitions: [Return to Body]

Service Commitment	Definition	Dependency
Time to setup/change vendors	Number of workdays between vendor setup or change ticket submission and resolution.	Verification info must be accurately completed by vendor.
Time to setup/change credit cards	Number of workdays between credit card setup or change ticket submission and resolution.	Submission info must be accurately completed by client.
Time to issue POs for ERP or P2P system vendors	Number of workdays between purchase requisition received and PO issuance to ERP system vendor.	Proper supporting documentation and timely approvals.
Time to issue POs for new vendors	Number of workdays between purchase requisition received and PO issuance to new vendor.	Proper supporting documentation and timely approvals.
Time to clear customs	Number of workdays between customs clearance ticket submission and resolution.	Confirmation with end user to validate their shipment.
Time to pay an invoice	Number of workdays between Accounts Payable receipt of invoice and payment.	Submission info must include all information required within the checklist by the client.
Time to respond to inquiries	Duration between ticket submission and a first response from support SME. *Channels:* *purchase@yorku.ca for Procurement Services inquiries.* *venreq@yorku.ca for vendor setup/change submissions.* *smartbuy@yorku.ca for SmartBuy inquiries.* *pcard@yorku.ca for pcard application submissions.* *customs@yorku.ca for customs clearance inquiries.* *acctpay@yorku.ca for invoice inquiries.* *vendorinvoices@yorku.ca for invoice submissions.* *416-736-5857 OR x55857 for Procurement Ops support.* *416-736-5837 OR x55837 for Accounts Payable support.*	Halo P2 project implemented.
Time to resolve inquiries for tier 1	Number of workdays between submission and resolution of a simple tier 1 inquiry. *Examples:* *"What is the status of my payment?"* *"How do I delegate or forward an invoice approval?"*	Halo P2 project implemented. Does not include duration waiting for client responses if required.
Time to resolve inquiries for tier 2+	Number of workdays between submission and resolution of a simple tier 2+ inquiry. *Examples:* *"The requisition is stuck in approval workflow."* *"How do I pay someone I am hiring (i.e. IDP contractor)?"*	Halo P2 project implemented. Does not include duration waiting for client responses if required.
Percentage of all requests resolved on-time	Number of inquiries, incidents, and service requests resolved on-time divided by total number of all types of tickets.	If reporting mechanisms permit, this KPI will be segmented by request type.
Client satisfaction	Number of respondents who answered very satisfied or satisfied / Number of total respondents.	Halo P2 project implemented.

USC Accounts Receivable

Table | Service Commitment Definitions:

Service Commitment	Definition	Dependency
Time to process an invoice	Number of workdays between GA receipt of invoice and system accounting date.	Submission info must be accurately completed by client.
Time to follow up on outstanding collections	Accounts Receivable commits to following up with outstanding collection customers once a month.	
Time to receive payment for an invoice	Number of workdays between the invoice issuance date and payment collection from vendors. Receivable invoices have net 30 day terms. When an invoice is issued, the client is cc'd. At month end, clients are provided a statement on which invoices have been paid and which are still outstanding. If payments are not received on-time, AR will follow up with clients on the rationale and when they can expect payment.	Submission info must be accurately completed by the client.
Time to respond to inquiries	Duration between ticket submission and a first response from support SME. *Channels:* *invoices@yorku.ca for invoice requestion submissions.* *invoicequery@yorku.ca for receivable invoice inquiries.* *416-736-5852 OR x55854 for Accounts Receivable support.*	Halo P2 project implemented.
Time to resolve inquiries for tier 1	Number of workdays between submission and resolution of a simple tier 1 inquiry. *Examples:* *"Where do I go to make a payment?"*	Halo P2 project implemented. Does not include duration waiting for client responses if required.
Time to resolve inquiries for tier 2+	Number of workdays between submission and resolution of a simple tier 2+ inquiry. *Examples:* *"Why do we have discrepancies in the amount billed?"*	Halo P2 project implemented. Does not include duration waiting for client responses if required.
Percentage of all requests resolved on-time	Number of inquiries, incidents, and service requests resolved on-time divided by total number of all types of tickets.	If reporting mechanisms permit, this KPI will be segmented by request type.
Client satisfaction	Number of respondents who answered very satisfied or satisfied / Number of total respondents.	Halo P2 project implemented.

USC Expense Management

Table | Service Commitment Definitions: [<u>Return to Body</u>]

Service Commitment	Definition	Dependency
Time to approve an expense claim for payment	Number of workdays between expense claim submission and sent for payment date.	Submission info must be accurately completed by the client on the first submission. Timely approval of expense claims by cost centre manager.
Time to reimburse an expense claim	Number of workdays between expense claim submission and payment.	Submission info must be accurately completed by the client on the first submission. Timely approval of expense claims by cost centre manager. Only for EFT payments (cheques would be delayed by an additional 5+ workdays)
Number of follow ups on outstanding advances and claims	Number of times Expense Compliance Administrators reach out to community members who have outstanding advances or claims requiring action (i.e. resubmission after correcting for errors from first submission).	
Time to respond to inquiries	Duration between ticket submission and a first response from support SME. *Channels: expdesk@yorku.ca for expense claim inquiries. SAP Concur for expense claim submissions. 416-7375834 OR x55834 for Expense Mgmt. support.*	Halo P2 project implemented.
Time to resolve inquiries for tier 1	Number of workdays between submission and resolution of a simple tier 1 inquiry. *Examples: "What is the status of my expense claim?"*	Halo P2 project implemented. Does not include duration waiting for client responses if required.
Time to resolve inquiries for tier 2+	Number of workdays between submission and resolution of a simple tier 2+ inquiry. Examples: "Why did you send my claim back for corrections?" "My approver changed, how do I update it on my claim?"	Halo P2 project implemented. Does not include duration waiting for client responses if required.
Percentage of all requests resolved on-time	Number of requests resolved on-time divided by total number of all requests.	If reporting mechanisms permit, this KPI will be segmented by request type.
Client satisfaction	Number of respondents who answered very satisfied or satisfied / Number of total respondents.	Halo P2 project implemented.
Number of training sessions	Number of training sessions held to educate the community on how to submit an expense claim accurately using SAP Concur.	
Satisfaction with training sessions	Number of respondents who answered very satisfied or satisfied / Number of total respondents.	Respondents include community members who have participated in a Concur training session.

Risk Management, Insurance & Leases

Table | Service Commitment Definitions:

Service Commitment	Definition	Dependency
Time to respond to agreement review requests	Duration between request for review of an agreement from a York client and first response or engagement of review by Risk Management. An example of an agreement includes experiential education.	Necessary and accurate information from York client.
Time to submit applications for Certificate of Insurance	Duration between request for submission from a York client and application submission of a certificate of insurance from the insurance provider. Certificate of insurance is defined as a York client wanting to be named as an additional insurer or proof of insurance. Risk Management represents the third party.	Necessary and accurate information from York client. Turnaround time from insurance provider back to Risk Management depends on policy selection.
Time to respond to incident reports	Duration between receipt of incident report from a York client and acknowledgement of receipt from risk management. Incident reports are defined as a York member witnessing or experiencing an incident and notifying risk management. Channels: riskmgmt@yorku.ca for incident report submissions.	Necessary and accurate information from York client.
Time to respond to lease inquiries	Duration between receipt of lease inquiry from a York client and acknowledgement of receipt from risk management. Lease inquiries as defined as questions regarding leasing for new use of space or renewal of existing use of space.	Time to identify stakeholder needs and requirements from York client. Time to respond from third party (i.e. IBM).
Percentage of requests responded to on-time	Number of inquiries and incidents responded to on-time divided by total number of inquiries and incidents.	If reporting mechanisms permit, this KPI will be segmented by request type.
Client Satisfaction for supporting lease renewals, insurance, and risk analysis	Number of respondents who answered very satisfied or satisfied / Number of total respondents. Respondents include York clients who have requested Risk Management services. Responses will be based upon responsiveness, consistency, quality, flexibility, and accuracy of service.	Lead time of notification for a review/input deadline.

Accounting & Financial Reporting

Table | Service Commitment Definitions:

Service Commitment	Definition	Dependency
Accurate and on-time issuance of financial statement	Audited financial statement is completed and published	
Manageable system downtime	Duration of time financial and reporting systems are inactive during working hours.	Excludes exceptions that have been communicated in advance of downtime.
Time to review and post journal	Duration between request to processing and uploading journals to PeopleSoft.	
Time to review and create activity code	Duration between request to generation/ creation of activity codes.	Necessary and accurate information from client.
Time to add or change cost centre	Duration between request to processing the requests and updating them in PeopleSoft.	Necessary and accurate information from client.
Time to provide eReport access	Duration between request to shared access to eReport reports.	
Time to review and complete changes in financial rollup	Duration between request to processing the requests and updating them in PeopleSoft.	Necessary and accurate information from client.
Time to review and approve new Fund 600 cost centre set ups	Duration between receiving request to submitting the request to Financial Reporting team to process	Necessary and accurate information from client.
Time to review and approve eReport access changes to Fund 600 cost centres	Duration between receiving request to submitting the request to Financial Reporting team to process	Necessary and accurate information from client.
Time to execute annual endowment distribution and reinvestments	Number of workdays between receiving approval for all funds to submitting related journal entries for upload	Necessary and accurate information from client.
Time to issue monthly overdue travel card reminder emails	Duration to issue monthly report on overdue balances by travel card holders	Necessary and accurate information in Concur
Time to issue monthly Open Advances report	Duration to issue monthly report on open advances	Necessary and accurate information in PeopleSoft and Concur
Time to issue triannual Know Your Vendors/Disbursement Report and Memo	Duration to issue report and memo to community after the close of April, December and August of each year	Necessary and accurate information in PeopleSoft and records in Strategic Procurement
Time to review and return completed York customer EFT forms	Duration to review and have signing officer sign off on EFT from for York as a customer	Necessary and accurate completion of form
Time to setup new Moneris merchant accounts	Duration between receiving request and completion of merchant account setup	Necessary and accurate information from client, processing time by Moneris

Time to implement changes to Moneris merchant accounts	Duration between receiving request and completion of merchant account changes	Necessary and accurate information from client, processing time by Moneris
Time to order and deliver Moneris payment terminals	Duration between receiving request and delivery of device to requestor	Necessary and accurate information from client, processing by Moneris, courier delivery service
Time to respond to inquiries	Number of workdays between payment request submission and payment release date. Payment requests are defined as…	Necessary and accurate information from client.
Percentage of requests resolved on-time	Number of requests resolved on-time divided by total number of requests.	

Research Accounting

Table | Service Commitment Definitions:

Service Commitment	Definition	Dependency
Time to review research agreement and send Accountability Document	Duration between receipt of research agreement and when the accountability document is sent to the Principal Investigator (PI).	Receipt of final completed research agreement without errors. If the RA clerk is in the office and not off sick vacation etc. If the workstudy student is in the office. If workload permits e.g. March to June 30 is the busiest time.
Time to create cost centre after all dependencies are completed	Duration between receipt of a signed accountability document and ethics approval, and Research Accounting creating a cost centre. Research Accounting sends the cost centre information to Financial Reporting and UIT so that the cost centre can be activated within PeopleSoft with the proper structure/trees and access to eReports can be provided to the cost centre manager and authorized delegate(s).	PI response time for signing an accountability document. Timely receival of ethics certificate from PIs. The faculty member does not provide the ORS checklist to ORS on a timely basis therefore delays in receiving NOA from ORS. ORS delays in providing RA with the notice of award. NOA document received in advance and the effective date can be days, weeks, or months away to create cost centre. Can only start spending on the effective date. For Business Enterprise contracts Research Accounting (RA) does not set up cost centre until RA receives the cash. Delays and follow ups can occur with Business Enterprise. Time required to read Business Enterprise agreements to ensure accuracy and to capture all information needed to input into PeopleSoft.
Compliance rate to financial reporting deadlines	Percentage of financial reporting deadlines met on-time. There are many different financial reporting dates that need to be met. Examples: Tri-agency due June 30th CFI due June 15th	PI signs off on financial report (including audited statements) before deadline. No issues (e.g. missing info) that prevent submission of financial report. Adequate resources to prepare the reports on-time.
On-time and successful completion of research audit	Percentage of research audit deadlines met on-time. There are many different research audit dates that need to be met. Examples: National Centres of Excellence (NCE) Ministry of Youth Services Ontario Research Fund Research Excellence (ORFRE)	Auditors' timelines. Staff resources of Research and Accounting. Provided documentation is accurate and timely.
Time to complete ad hoc analysis/reporting requests	Duration between ad hoc analysis/reporting request submission and resolution.	Subject Matter Experts (SME) availability to complete.

Time to complete eligibility review of payment requests	Duration between request submission and completion of eligibility review of payment request. Payment request reviews are defined by the Notice of Award (NOA).	Necessary and accurate information from the community.
Time to review research community journal entries	Duration between request submission and completion of research community journal entries. Research community journal entries are defined by the Notice of Award (NOA) and funding agency guidelines.	Necessary and accurate information from the community.
Time to send invoices to funders and co applicants	Duration between invoice request submission and generation and submission of invoice to funder and sub grantees.	Cost centre must be setup in PeopleSoft.
Percentage of accounts receivables collected before 90 days.	Number of accounts receivables collected before 90 days divided by total number of accounts receivables.	Timely response from funding agencies and sub grantees.
Time to respond to inquiries	Duration between inquiry submission and first response from support subject matter expert (SME). Inquiries for Research Accounting can come from principal investigators / project managers, the York community, or external stakeholders. Channels: resacct@yorku.ca for inquiries.	Necessary and accurate information from client.
Percentage of requests resolved on-time	Number of requests resolved on-time divided by total number of requests.	

Strategic Procurement

Table | Service Commitment Definitions: [Return to Body]

Service Commitment	Definition	Dependency
Number of collaborative agreements established	Collaborative agreements are defined as a coordinated event that facilitates purchasing on behalf of multiple organizations. Collaborative procurement may be facilitated through (but not limited to) Buying Groups, Group Purchasing Organizations (GPOs) and Shared Service Organizations (SSOs). The goals of these organizations are to 1) leverage the increased buying power of aggregating total spend with other organizations; 2) standardize processes by streamlining through one centralized buying organization; 3) minimize risks and improve process controls; and 4) generate savings/efficiencies that benefit the collective participants. The purpose of establishing more collaborative agreements is to create more opportunities for realized contractual cost savings and mitigate risk.	Identifying opportunities for collaborative agreements is collectively owned by Strategic Procurement and departments.
Strategic Procurement procedure compliance	Percentage of purchases that are 100% compliant with strategic procurement procedures outlined in Non-Application/Exemption clauses.	Departments should be educated on following strategic procurement procedures.
Time to respond to inquiries	Duration between request submission and a first response from support SME. *Channels:* purchase*@yorku.ca for strategic procurement inquiries.*	Level of clarity and detail provided by client in initial inquiry as well as volume of requests.
Time to review conflict of interest requests	Number of workdays between conflict-of-interest submission for review and resolution date. Conflict-of-interest request is defined as a divergence between an employee's personal interests and their professional obligations to the University as an employee.	Accuracy and timeliness of COI information provided by the declarer.
Time to initiate Surplus Asset disposal requests	Number of workdays between request submission and the initiation of a surplus asset disposal. Surplus asset disposal is defined as any asset other than real estate that is no longer of use to a University department, Faculty or other operating unit.	Accuracy and timeliness of surplus asset information provided by the end-user.

	Number of workdays between non-competitive bid contract submission for review and execution date. Non-competitive bid contracts are defined as situations outlined in the non-application or exemption clauses . An exception to the collection of multiple quotes or, the competitive bid process are provided in two (2) circumstances: 1. An emergency: a delay to purchasing could result in (1) danger to life, (2) damage to property, or (3) disruption to essential services. 2. Competitive bids/quotes are not feasible or practical: it is not feasible or practical to collect multiple quotes or follow the competitive bid process.	Timeliness of contract submission.
Time to review and execute non-competitive bid contracts		
Percentage of requests and inquiries resolved on-time.	Number of requests and inquiries resolved on-time divided by total number of requests.	Level of complexity of request.

Finance & Budgets Partnerships

Table | Service Commitment Definitions:

Service Commitment	Definition	Dependency
Client satisfaction on availability of partners to address client needs	Number of respondents who answered very satisfied or satisfied / Number of total respondents. Client satisfaction will be measured using an internal survey to gather responses on service responsiveness, consistency, quality, flexibility, accuracy.	
UniForum Net Satisfaction	Ranges from -100 to 100. Returns the net proportion of respondents who reported themselves as satisfied with a service. The net proportion is defined by the number of respondents who answered 'Very Satisfied' or 'Satisfied' less those who answered 'Very Dissatisfied' or 'Dissatisfied', divided by the number of total respondents. Satisfaction responses are only considered for "Budgets and Planning" and "Cost Benefits" activity codes.	

Budgets & Asset Management

Table | Service Commitment Definitions:

Service Commitment	Definition	Dependency
Percentage of budget cycle deliverables met before or on deadlines	How often Budget & Asset Management meets the following budget cycle deadlines: • Circulating the budget envelopes/allocations – Nov 30. • Providing early indicator data for year-end financial forecasts – Dec 15. • Providing year-end adjustment ("true-up") data – May 31. • Allocating the budgets – Jun 30	Timely and accurate information has been provided with respect to enrolment contracts, year-end financial entries, base budget requests, etc.
Time to respond and resolve to Budget Inquiry and Budget Journal requests	Number of workdays to respond to and resolve Budget Inquiry or Budget Journal request. Channels: budgets@yorku.ca for Budget Inquiries. budjrnls@yorku.ca for Budget Journal requests. Budget Inquiry Examples: "Change the signing authority of a cost centre" "Create/close a new cost centre" Budget Journal Examples: "Transfer budgets between 2 cost centres"	Community members are also able to send questions and concerns to individual employees within BAM who will respond in a timely manner. Surveys will be utilized to gauge client satisfaction on service delivery. Roughly 98% of Budget Inquiries and Budget Journal requests can be resolved within service commitment timeframe. 2% of requests may require more time to obtain necessary senior management approvals.
Percentage of budget inquiry and journal requests resolved on-time.	Number of budget inquiries and journal requests resolved on-time divided by total number of requests.	