

**HR Shared Services  
Service Level Agreement**

**Effective 5/1/2008**

# Service Level Agreement

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## General Information

### Purpose

The purpose of this SLA is to establish a cooperative partnership between the Johns Hopkins HR Shared Services and its customers. This SLA will:

- outline services to be offered and working assumptions between HR Shared Services and its customers;
- quantify and measure service level expectations;
- outline the potential methods used to measure the quality of service provided;
- define mutual requirements and expectations for critical processes and overall performance;
- strengthen communication between shared service providers and its customers;
- provide a vehicle for resolving conflicts.

### Vision

HR Shared Services will provide a shared business environment for the Johns Hopkins University, Johns Hopkins Health System and Johns Hopkins Bayview Medical Center. The new business environment will continuously enhance service, compliance and productivity to its customers and core business practices. The primary goals for the service center include:

- **Integrate** people, processes, and technology to provide a balanced service level to all customers. Create a collaborative environment where trusted relationships and teamwork are encouraged between administration, departments, clinical areas, institutions and suppliers to further Enterprise goals.
- **Leverage** human resources, institutional knowledge, developing skill sets, and technology in an effort to continuously improve service and productivity for all Shared Services. Create an organizational structure that balances strategic and tactical efforts that promote efficiencies.
- **Mitigate** risk to the Hopkins Enterprise by focusing on compliance requirements and understanding the impact these requirements have on productivity and customer service. Develop an integrated organizational structure that will promote the consistent interpretation and enforcement of policies, procedures, local, state and Federal laws and regulations throughout the Enterprise.
- **Reduce** unnecessary costs. Through the use of creative organization design, economies of scale can be reached, resulting in lower operational costs. Design an environment that eliminates redundant processes and encourages solutions that maximize the goals and objectives of the Enterprise.

### Mission

The mission of HR Shared Services is to provide our customers with quality, timely and efficient services. We will achieve this mission by utilizing technology, cultivating the skills of our staff and building strong relationships with our customers. We will operate our center understanding that we live in a competitive environment and our goal is to ensure our customer's satisfaction.

### Scope

HR Shared Services shall provide services to the Johns Hopkins Health System and the Johns Hopkins University. HR Shared Services will be responsible for processing HR and benefit transactions in SAP for faculty, staff and students. Security (assigning roles to positions) for the HR SAP module will be administered by this unit.

### Hours of Operations

Daily hours of operation are 8:30 am to 5:00 pm Monday-Friday, with the exception of approved holidays for the university and health system. Working hours may be adjusted due to system/power outages, emergency situations, or disaster.

## Service Expectations

These service expectations are meant to monitor the more critical elements of the services provided and are not meant to reflect the comprehensive services offered by HR Shared Services. The productivity indicators reflected below are not listed in any order of priority.

Process	Service Expectation	Service Metric ( <i>how will this be measured</i> )
ISRs and Paper Forms (benefit enrollments)	<p>Processing deadlines will be posted on HRSS website at <a href="http://ssc.jhmi.edu/humanresources/deadlines.html">http://ssc.jhmi.edu/humanresources/deadlines.html</a></p> <p>HRSS guarantees that the ISR/form will be reflected in the appropriate payroll assuming the transaction is received by the posted deadlines. ISRs/forms received after the deadline will be processed as time allows.</p>	<p>Prior to each payroll run, management runs a report to ensure all ISRs that were received by the posted deadlines are processed in time for the appropriate payroll. HRSS staff is also tasked with this monitoring. During peak volumes, overtime is invoked to ensure deadlines are met.</p>
Scanning of Paper Forms	<p>Forms will be scanned within 3 days after being processed by SS representatives.</p>	<p>Backlog of scanning will be manually monitored by management.</p>
Resolve errors for inbound benefit interfaces.	<p>Interface reports are received from vendors; errors are researched and resolution sent back to vendor.</p>	<p>Error reports from interfaces, communications with vendors, employees and payroll will be monitored to ensure errors are resolved before the next payroll processes.</p>
Responding to Customer Phone Calls	<p>Phones will be answered within 20 seconds with solution/feedback within 24 hours.</p>	<p>Call resolution will be monitored via call center and service center reporting functionality, staff and customer feedback. HRSS stats are posted at:</p> <p><a href="http://ssc.jhmi.edu/humanresources/deadlines.html">http://ssc.jhmi.edu/humanresources/deadlines.html</a></p>
Emails	<p>Acknowledge receipt same day and solution or feedback within 24 hours.</p>	<p>E-mail boxes will be monitored by management, staff and customer feedback.</p>
Audit Functions: Random Samplings & Reports	<p>To ensure data integrity a random sampling of ISRs &amp; paper forms will be selected by management/staff and compared to information that was entered in SAP. Reports will be developed to monitor key risk areas (salaries, supplemental pay, benefit assignment, etc.).</p>	<p style="text-align: center;"><b>HRSS Audit Plan</b></p> <p>This summary outlines the Human Resources Shared Services (HRSS) plan for auditing its transactions on an on-going basis. The audit will determine the HRSS monthly accuracy rate along with its error rate(s) on an on-going basis. The error rates will be separated into two categories:</p> <ol style="list-style-type: none"> <li>1. Payroll impacting errors - These are errors in processing which will effect the employee's pay either to the employee's benefit or detriment, an example of such an error would be entering a salary amount other than the amount requested on the Internal Service Request (ISR).</li> </ol>

		<p>2. Non Payroll impacting errors - These are errors in processing that only impact the employee's SAP record but not the employee's pay. An example of this would be neglecting to mark the return date as complete when an employee is returned from a leave of action</p> <p>3. <b>Audit Mechanics:</b></p> <p>The HRSS Management and Staff will randomly select no less than 175 transactions monthly (2100 transactions yearly), or 1.28% of its volume. The audits will be comprised of Internal Service Requests and Benefit Enrollment forms each month. Management and staff will compare the information that was requested on each ISR or Benefit enrollment form against the information that was entered into SAP by HRSS Representatives. The results will be recorded and stored in a central location which will be accessible only by management to ensure data integrity.</p> <p>HRSS also receives transactions via spreadsheets for entry into SAP. These spreadsheets request payments for tuition reimbursements, miscellaneous deductions (parking, student health plan, gift shop sales, etc.), and misc payments (bonuses, salary increases). Spreadsheets that effect payments or deductions are audited. Auditing is accomplished via an Excel function called v-lookup. HRSS staff is also required to use an SAP function known as fast entry when entering info received via a spreadsheet. This function eliminates a great deal of errors because the spreadsheet is imported into SAP with most fields auto populating.</p> <p><b>Use:</b></p> <p>The audit results will provide management with an overview of all audited transactions along with a brief description of errors and corrective action that was taken. Individual transaction audits will also serve as a tool to provide immediate coaching to HRSS staff once an audit is completed. The resulting information will be used to determine the department's accuracy rates as well as its error rates, both (Payroll impacting and Non-Payroll impacting).</p> <p>Finally, monthly audit results will be reported by the tenth day of the following month e.g. March results will be reported by April 10<sup>th</sup>. The monthly audit process will allow management to identify additional training opportunities, and assist in increasing the transactional accuracy of the department. The results will also ensure that our customers are aware of our error rate. These metrics are posted at: <a href="http://ssc.jhmi.edu/humanresources/deadlines.html">http://ssc.jhmi.edu/humanresources/deadlines.html</a> .</p>
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**Working Assumptions**

HR Shared Services will be appropriately staffed and funded, and supported by the EBS Support Maintenance Organization.

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HR transactions will be received in shared services via the Internal Service Request (ISR). Benefit transactions will be received via paper forms and electronic feeds. Various other paper forms will be received in the service center such as Excel spreadsheets for misc deductions and payments.

In order to be reflected in the current payroll transactions must be received in HR Shared Services by published processing dates and must be accurate & complete.

### **Service Constraints**

- **Workload** - Increases in workload caused by natural or man made acts such as power outages, system unavailability or system response time may result in temporary reduction of service level delivery.
- **Conformance Requirements** - HR policy changes and/or Federal or State regulations may alter procedures and service delivery timeframes.
- **Dependencies** - Achievement of our service level commitment is dependent upon customer compliance with the policies and procedures of the Johns Hopkins Enterprise. Support from the Support Maintenance Organization is paramount to the success of the HR Shared Services.

### **Terms of Agreement**

This agreement commences on 5/1/2008 with the understanding that modifications may be required over time. Any and all modifications will be made in the spirit of the original agreement and must be reviewed by representatives of the HR Shared Services customer base. A formal review of this agreement and published modifications will occur on an annual basis.

### **Periodic Quality Reviews**

HR Shared Services and representatives of its customer base will conduct periodic reviews of the unit's performance against agreed-upon service level expectations. The agenda for these reviews should include, but is not limited to:

- service delivery since the last review;
- major deviations from service levels;
- conflicts or concerns about service delivery;
- planned changes to improve service effectiveness, and
- negotiation of changes to the agreement.

HR Shared Services will also regularly assess customer satisfaction and will use the results as a basis for changes to this agreement.

### **Service Level Agreement Maintenance**

This agreement will be reviewed on an ongoing basis and updated as needed. Revisions may become necessary due to changing service needs, modifications to existing services, addition of services, significant variations from agreed upon service levels, or unanticipated events.

### **Issue Resolution**

- If either HR Shared Services or its customer identifies a substantive breach of responsibility or other problem that requires resolution prior to the next periodic review, both HR Shared Services management and the customer will engage in a joint effort of understanding and rectification of the issue. In the event this remedial effort fails either party can raise the issue to the office of the Vice President of HR for JHHS, BHS and/or JHU. Decisions made by the office of the Vice President and/or possible elevation to the office of the President will be binding.