Shared Services Center

Virginia's Community Colleges System

Service Level Agreement

Effective: July 10, 2024

Foreword

The Shared Services Center (SSC) provides select services to Virginia's Community Colleges System (VCCS) in the areas of Finance, Human Resources, and Procurement. The SSC workforce will continue to deliver outstanding support to the respective colleges and the System Office (hereinafter referred to collectively as "customer" unless otherwise specified) by building expertise and investing in technical innovation and process efficiency.

Version No.	Date	Description of Changes	Changed by	Authorized by
1	5/24/19	Consolidated and updated SLA for T&E, TLAM, AP, Procurement, and added new Payroll content.	Korrina Thomas	Kathy Metts
2	6/2/20	Consolidated and updated SLA for AP, T&E, Payroll, TLAM, H2R, and Procurement content.	Rainy Webb	Cheryl Thompson-Stacy
3	2/4/21	Updated organization chart, operation escalation process diagram, department name for Customer Engagement, removed references to Business Transformation Office, updated 2021 Holiday Schedule link, corrected Virginia's Community Colleges System in header, edited vertical list style and punctuation, and made table styles more consistent.	Jill Harbison, Michele Johnson, and Stephanie Barton	Dennis Moynihan
4	4/27/22	Updated System Office IT Action and Target wording and clarified Payroll section 5 to reflect benefit change responsibility. Change requested by Kim Steiner (MC-SWVCC) and Kimberly Lawrence.	Rainy Webb	Dennis Moynihan Management Council
5	7/12/23	Significant updates reflecting migration to Cardinal. Updates include revisions submitted by MC subcommittee led by Susan Grinnan.	Dennis Moynihan	Dennis Moynihan Management Council
6	5/2/24	Clarification of several process steps and metrics throughout; input from the MC discussed and integrated.	Dennis Moynihan	Management Council
7	7/10/24	Updates to process steps and targeted timelines of procurement roles and responsibilities	David Dickens	Management Council

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Shared Services Center Service Level Agreement

Service Level Agreement Introduction and Purpose

This Service Level Agreement (SLA) represents a mutual agreement between Virginia's Community Colleges System (VCCS) Shared Services Center (SSC) and its customers, consisting of 23 respective colleges and the System Office. The services covered by this SLA are:

- Finance Operations, including Accounts Payable (AP) and Travel & Expense (T&E)

- Human Resources Operations including Payroll, Time, Labor and Absence Management (TLAM), and Hire to Retire (Applicant Tracking, Onboarding, and Offboarding)

- Procurement Operations (including Contracts, Purchasing, and Compliance)

Agreement Duration, Review, and Renewal

Initial Effective Duration

The renewal of this agreement is automatic at the beginning of the VCCS' fiscal year. Effective Start Date: July 1, 2023 (FY24)

Agreement Review and Renewal Process

The SSC Customer Engagement team will complete an annual SLA review as part of the Evergreen process and recommend changes to the SLA based on the evaluation of SSC services and proposed SLA modifications.

Proposed SLA modifications must be submitted in writing to the SSC Director each year by March 1 to ensure consideration by the Management Council prior to the start of the upcoming fiscal year.

During the Management Council meeting in the last fiscal quarter, the SSC Director will review the proposed changes. Recommendations will be reviewed, and changes will be red-lined and approved by the Management Council.

Agreement Purpose

This SLA describes the roles and responsibilities of the SSC, its customers, and, where applicable, the System Office. It also defines service level targets and associated performance standards. All parties recognize interdependencies between one another and the need to work collaboratively to operate within the specifications of the SLA successfully.

SSC Overview

The SSC's mission is to enable the VCCS Colleges and System Office to better focus their resources on students -- helping them start their educational journeys, persist, and succeed by:

- Developing a streamlined approach to efficiently handle transaction-based functions that all 23 colleges and System Office must undertake to operate

- Saving money by providing greater efficiency and reducing manual efforts

- Leveraging technology not only for efficiency but also for the accuracy of work

- Providing all institutions, regardless of their size, access to consistent, quality services, and expertise

To achieve this mission, the SSC subscribes to the following principles:

- Ongoing partnerships with each customer to drive towards outstanding performance

- Processing via a standard system or process for all services offered

- Establishing and maintaining effective internal controls

- Complying with Agency Risk Management and Internal Control Standards (ARMICS)

- Identifying and deploying best practices

- Operating cost-effectively

All VCCS institutions will take active steps to strive for continuous improvement by identifying those tasks that are less than optimal and recommending approaches to improving them. It is expected that the VCCS institutions will perform their roles and responsibilities as defined here and as modified, as needed, based on continuous improvement recommendations.

SSC Organization

The SSC Executive Director is responsible for the overall management of all aspects of the organization, and the SSC employs qualified staff to deliver the services defined within this SLA.

Hours of Operation

SERVICE SUPPORT HOURS	Normal working days	Monday – Friday 8:00 AM ET 5:00 PM ET
CUSTOMER ENGAGEMENTHOURS*	Normal working days	Monday – Friday 8:00 AM ET - 5:00 PM ET
EXTENDED HOURS OF OPERATION	Holidays, weekends, and other published extended hours	**Holidays Closed****
CLOSURES/STATE OF EMERGENCY***	Critical support staff availability only	In the event of a closure due to an emergency or inclement weather, the processes will resume when the SSC re-opens.

*Inquiries received after hours will be addressed the next working day.

**The SSC adheres to the yearly holiday schedule established by the VCCS Chancellor for the System Office. Click here for the SSC Holiday Schedule.

 ***In the event the SSC is closed due to emergency or inclement weather, a notice will be posted on the SSC website's home page and auto-replies as appropriate. Customer Engagement will also post a notice on voicemail as appropriate.

Business Continuity

The SSC currently operates under a Continuity of Operation Plan to address business interruptions. Downtimes for each service vary and have been coordinated with Agency Functional Leaders.

All parties acknowledge that events may occur, which could temporarily prevent the SSC from meeting performance targets. Such events include:

- System implementations or upgrades

- Extended system outages, planned or unplanned

- Year-end shutdown

- Non-routine spikes in transaction volume, such as those which occur during new service rollouts

In the event of a service disruption, the SSC will notify its customers in advance when able. During service disruptions, the SSC will not be held to established service level targets; however, if feasible or as required, the SSC will develop contingency plans to offset adverse impacts on service delivery.

General Responsibilities

Shared Responsibilities

The success of the shared services delivery model within the VCCS relies on partnership and collaboration between the SSC, respective colleges, and the System Office. This includes shared ownership of process standardization and optimization to drive service quality and satisfaction. The service levels established in this SLA are based on commitments between all parties.

The ability to achieve defined performance targets will not be consistently achieved if any of the following occur:

- One or more parties routinely fails to perform their defined responsibilities (see Section 6, "Service Descriptions and Rates" for additional details on roles and responsibilities by service area)

- Processes are not standardized and best practices not adopted

- Business systems are not reliably maintained

Any changes to SSC or customer responsibilities to improve upon approved service levels will be requested and agreed upon by following the procedures and protocols set out in Section 1.1, "Agreement Duration, Review, and Renewal."

SSC Governance
The SSC Governance structure consists of an Executive Council, Management Council, and service-specific Process Councils and includes representatives from VCCS colleges, the System Office, and the SSC. Details on the roles and responsibilities of each Council, membership requirements, and administrative guidelines can be found in Virginia's Community College System Shared Services Center Governance Charter, located on the SSC website (https://www.ssc.vccs.edu/about-us/governance/).

The Management Council will review SSC performance at its quarterly meetings. These reviews will include a review of business activities and status, a review of the issues log; performance metrics; and service improvement plan reviews where applicable.

The Executive Council will review high-level SSC performance at its meetings. (Note that the responsibilities and the membership of these Governance Councils are described in the SSC Charter.)

SSC Responsibilities

The SSC is responsible for:

- Providing the services within this agreement as defined in "Section 6, Service Descriptions and Rates"

- Supplying a monthly performance dashboard to all customers, available on the SSC website

- Ensuring all business processes and procedures comply with state and VCCS policy

- Responding to inquiries and requests promptly (i.e., within time frames specified by service area under "Roles and Responsibilities" in "Section 6, Service Descriptions and Rates")

- Providing all requested documentation, information, and necessary support as requested by internal or external audit organizations

The SSC is not responsible for making policy. As needed, the SSC will work with the appropriate policymakers within the Commonwealth of Virginia and the VCCS on policy interpretation and application.

Customer Responsibilities

Customers are responsible for:

- Complying with relevant decisions agreed by the Management Council and/or Executive Council regarding policies and processes

- Providing complete, accurate, and reliable input for SSC services

- Allowing sufficient lead time when making requests, based on performance targets established in "Section 6, Service Descriptions and Rates"

- Performing service activities as described in "Section 6, Service Descriptions and Service Rates"

- Responding to inquiries and requests promptly (i.e., within time frames specified by service area in "Section 6, Service Descriptions and Rates")

Service Level Metrics and Reporting Overview

Service level metrics are defined in collaboration with SSC and partner institutions. They are measured and distributed by the SSC to its customers to maintain accountability to performance standards and to ensure opportunities for continuous improvement are identified and acted upon.

Metrics are defined for each SSC Service Area to demonstrate performance across specific dimensions. Dimensions can include efficiency, effectiveness, and compliance. Examples of each aspect are included below.

Efficiency (Cycle Time)
- Percent of submissions that meet established time criteria from the start of the system process until the end of the system process
- Efficiency can be defined by policy or customer requirements

Effectiveness
- Number or percent of transactions that are completed by following the best practice workflow, as defined by the SSC Service Area

Compliance
- Number and/or percent of transactions that are returned/recalled to the Customer for adjustment or correction based on the Commonwealth of Virginia and VCCS policies
- Number and/or percent of exceptions by type

The overriding goal in developing metrics is to support the SSC and its customers by monitoring and measuring the performance of service delivery and the execution of mutual responsibilities of all VCCS institutions in relation to the desired business outcomes. Where performance does not align with business needs, an analysis will be performed to understand root cause, options for resolution, and any improvements necessary to bring performance in-line with business needs.

It is expected that the performance of the SSC and VCCS Institutions will improve over time from continuous improvement efforts and that metrics may be added, updated, or removed over time to reflect changing or new business requirements. These metrics will be reviewed, as documented in "Section 3.1, Shared Responsibilities."

Issue Resolution

Purpose and Principles

The purpose of the issue resolution process is to ensure that issues are resolved promptly and to the satisfaction of all parties. Attempts will be made to resolve issues at the working levels and following the documented processes prior to escalation.

The issue resolution process is based on the following principles:

- All issues will be documented along with actions taken to resolve.

- Issue resolution is not considered complete until all parties agree that actions taken have satisfactorily resolved the issue.

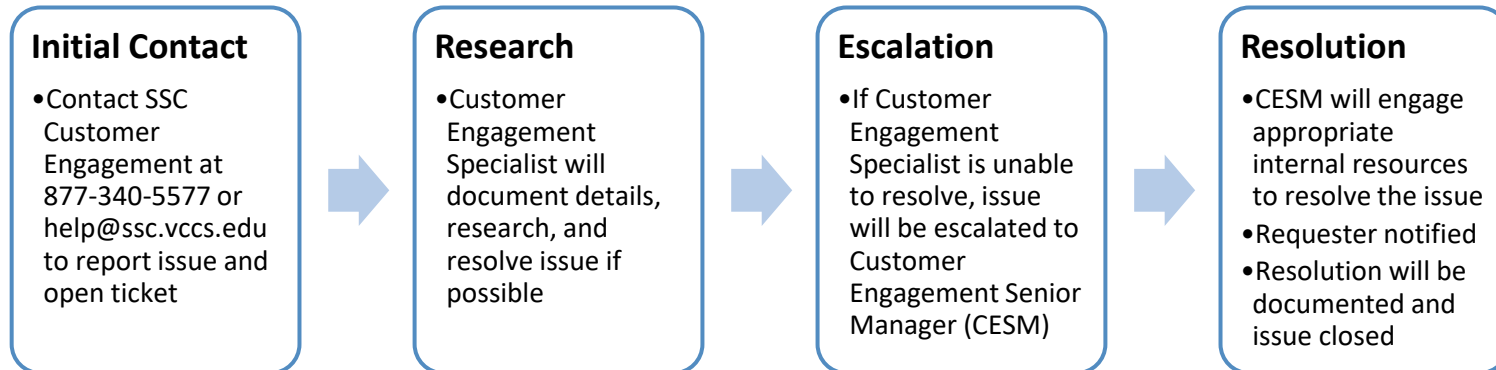- Issues that are not resolved to the satisfaction of all parties should follow the defined escalation process.

Operational Issue Resolution Process

SSC Identified Issues

- SSC specialists will create and/or submit a ticket using the appropriate system (e.g., Salesforce, TeamDynamix), depending on the service line and the nature of the processing issue.

- Once a ticket is opened, it is automatically routed to the individual who will be working on the issue, which depends on the type of issue being reported. The customer (business manager or specified point of contact) will be provided with an update from the SSC regarding any issue(s) affecting their institution that requires escalation for resolution.

- The ticket will include any tasks that are assigned to other individuals who need to perform actions in order to resolve the issue.

  - If a step/task requires institution-level approval, a task will be created requesting the approval of the Authorized Approver, and the Business Manager or specified agency contact will be notified at the time the approval step is added.

- When a ticket is completed, the specialist who opened the case and any other parties involved will be notified.

Customer Identified Issues

Customers who identify issues will contact the SSC Customer Engagement team as defined by the Customer Engagement Escalation Matrix.

Initial Contact	Research	Escalation	Resolution
•Contact SSC Customer Engagement at 877-340-5577 or help@ssc.vccs.edu to report issue and open ticket	•Customer Engagement Specialist will document details, research, and resolve issue if possible	•If Customer Engagement Specialist is unable to resolve, issue will be escalated to Customer Engagement Senior Manager (CESM)	•CESM will engage appropriate internal resources to resolve the issue •Requester notified •Resolution will be documented and issue closed

Based on the nature of the inquiry, the Customer Engagement Specialist will follow an SSC-defined process to respond to the inquiry by opening a case for tracking the inquiry and its resolution, and as needed, routing the inquiry to the appropriate specialist or escalate the inquiry to management.

If there is an issue that cannot be resolved as a result of the process mentioned above, the SSC HR Operations Manager, SSC Director, and Senior Management from the Customer Institution will work together to determine a resolution. The SSC and VCCS Institutions are expected to apply due diligence in working through routine and complex issues prior to invoking escalation to the governance structure.

Policy Issue Resolution Process

On occasion disputes may arise regarding the interpretation, completeness, or applicability of policy in regards to the delivery of SSC services. Such disputes may be brought forward by the SSC, by Customer Institutions, or by the System Office. "Policy," in this case, refers to any governing policy or procedure documents that set out respective responsibilities or manners of work, including this Service Level Agreement,

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policy documents approved by the Process Council(s), or wider applicable VCCS policies and procedures. A matter is considered "in dispute" when it has not been satisfactorily agreed upon through normal discussions or, if applicable, the Operational Issue Resolution Process as set out in section 5.2 of this Service Level Agreement.

Any such dispute will be described in writing by the initiating party and transmitted to the Chair of the SSC Management Council, with a courtesy copy to the other engaged parties at Customer Institution(s), the SSC, and System Office.

The Chair of the Management Council may, at their discretion, refer the matter to one or more Process Councils for their review and recommendations to the Chair and Management Council.

The Chair of the Management Council will bring the dispute before the Management Council at a regularly scheduled, or exceptional, meeting, at the Chair's discretion.

The Management Council will be asked to consider the matter, offer motions of resolution, and vote upon such motions. The Chair will manage the timing and scheduling of this activity including, if appropriate, postponing voting to allow for further analysis, discussions, or other actions to fully inform potential resolutions.

The decisions of the Management Council will be considered final and the issue, and resolution, will be reported by the Chair of the Management Council to the Chair of the SSC Executive Council.

The SSC and engaged Customer Institution(s) and/or System Office will work together to fully implement the directives of the Management Council, and subsequently report back to the Management Council on such implementation efforts.

Service Descriptions and Rates

Finance Operations

SSC Finance Operations provides customers with Accounts Payable and Travel & Expense services.

Finance Operations Key Performance Indicators

Service	Unit of Measure	Enterprise Measure	SSC Measure	Customer Measure
Accounts Payable	Number of Completed Vouchers or ATV Distribution Lines	Percent of Images Resolved within 30 Days of SSC Receipt Date	Percent of Images Resolved within 15 Days of SSC Queue Time	Percent of Images Resolved within 10 Days of College Queue Time 75% of Images Resolved at First Pass (FPY)
Travel & Expense	Number of Approved Expense Reports	Percent of ERs Approved within 30 Working Days of Date Submitted	Percent of ERs approved or returned within 5 Working Days of SSC Queue Time	Percent of ERs Approved or Returned within 5 Working Days of College Queue Time 75% of ERs Approved by SSC at First Pass

Accounts Payable

Accounts Payable Service Overview

The Accounts Payable process reviews images, backup documentation, and invoices submitted to the SSC by vendors or VCCS Institutions for goods or services provided to VCCS Institutions. Accounts Payable submissions are validated by ensuring compliance with CAPP and VCCS policies pertaining to cash disbursement.

The outcome of this process is payment issuance to vendors that comply with CAPP and VCCS Policies.

The Accounts Payable process begins when a good or service is provided to a VCCS entity by a vendor, and payment request and/or invoice is submitted to SSC for goods or services provided. The process ends when the payment is received by the vendor.

Accounts Payable is a system-driven workflow process initiated and completed through the Hyland web-based Experience (formerly Perceptive Content), AIS, and Cardinal platforms. This service will:

- Review submissions for accuracy

- Ensure compliance with DOA and VCCS Financial Management Standards

- Promptly communicate any issues or adjustments needed to colleges and vendors

- Process vendor payments in accordance with prompt pay guidelines

Accounts Payable Roles and Responsibilities

#	Action	Responsible Party	Target (if applicable)
1	Upon receipt of goods or services, complete the receiving process in the system within 3 days of the receipt of the goods or services per CAPP requirements.	Customer	Within 3 days of receipt
2	Remit correct information to SSC for non-PO voucher requests (complete documentation to include a signed COVA W9 if necessary).	Customer	
3	Review non-PO voucher request for accuracy and approvals. Return request to the college if there are errors or issues that need to be addressed, or process voucher in AIS.	SSC AP Officer	3 working days
4	Process and expedite non-PO voucher requests related to student refunds/revenue refunds (i.e Nelnet, AltLoan)).	SSC AP Officer	Same day if received before 12:00pm, next day if received after 12:00pm

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#	Action	Responsible Party	Target (if applicable)
5	Resolve any returned non-PO voucher requests from the SSC.	Customer	
6	Keep contacts up to date for Hyland web-based Experience processing, PO management, and other necessary processing.	Customer	
7	Links documents to eVA purchase orders within Hyland web-based Experience.	SSC AP Officer	
8	Administration of the document repository (i.e., Hyland web-based Experience).	System Office ITS	
9	Complete intake of invoices (i.e., Intake Queue). ● Move to Invoice Processing Queue for voucher creation. ● Move to College or SSC Exception Queue, with exception reason identified, as appropriate, for action or resolution.	SSC AP Officer	
10	Review vendor or VCCS Institutions' submitted payment requests (invoices and non-PO vouchers).	SSC AP Officer	
11	Validate submissions for compliance with CAPP and VCCS Policies.	SSC AP Officer	
12	Process payment in accordance with agreed-upon payment terms and methods: ● Per payment terms explicitly agree to in contract with vendor, if set out; or ● NET30 for all invoices where not explicitly set out in contract (consistent with CAPP Policies); or ● Within three (3) full working day for proper and complete Non-PO vouchers	SSC AP Officer	● Per contract terms (invoices) ● NET30 (invoices) ● Three (3) working day (non-PO vouchers)
13	Ensure payments post to Cardinal within one (1) working day of the posting date or take appropriate action to ensure any unposted items are resolved within the next working day.	SSC AP Supervisor or SSC AP Team Lead	
14	Route issues to college or vendor for review and resolution.	SSC AP Officer	
15	Communicate with the college or vendor promptly regarding issues that may delay payment (improper invoice, missing information, etc.). ● Communicate with the college by email rather than Hyland web-based Experience for colleges that have decentralized receiving ● Communicate with the vendor by phone call/email	SSC Customer Engagement Specialist	

#	Action	Responsible Party	Target (if applicable)
16	Manage exception queue and resolve issues assigned from SSC.	Customer	
	Manage payments queue (local payables).	Customer	
17	Provide monthly reporting to customers on exceptions.	SSC Data Analyst	
18	Respond to notices and take appropriate action for invoice exceptions.	Customer	
19	Provide training to end-users, including but not limited to: ● Training on policies, processes, or system changes ● Remedial training to address common exceptions, errors, and issues	SSC AP Supervisor	
20	Approve SSC created vendor setup. Approve all SSC and college vendor setup within 3 working days. ● Ensure that all documents for SSC vendor setup are obtained and maintained (e.g., COVA W9)	SSC AP Team Lead and Customer	3 working days
21	Review payments for proper 1099 reporting and ensure that all filing requirements are met by due dates. Provide adjusted 1099 information for review by the colleges 5 days prior to filing deadlines.	SSC AP Supervisor or SSC AP Officer	5 days prior to filing deadlines
22	Escalate any non-compliance by college or vendors to college leadership, vendors, and SSC management.	SSC AP Supervisor or SSC AP Team Lead	
23	Communicate with vendors before and after the transition to SSC to provide information on centralized Accounts Payable process.	SSC Customer Engagement Specialist	
24	Research and work with vendors to resolve vendor inquiries regarding payment status; communicate the resolution or required action(s) to the vendor (e.g., where the vendor has not provided a valid invoice or W9, the vendor will have to provide resolution).	SSC Customer Engagement Specialist	
25	Where SSC provides P-Card reconciliation services, provide accurate P-Card logs by the required cutoff as per the business rules.	Customer	
26	Where P-Card reconciliation is provided by the SSC, reconcile P-Card logs, and provide ATV prior to the following month's statement (per DOA CAPP topic no. 20355).	SSC AP Officer	
27	Respond to metrics with the appropriate action.	SSC AP Supervisor Customer	

#	Action	Responsible Party	Target (if applicable)
28	Mark invoice as prepayment (if appropriate) as well as include the prepayment type and period in Hyland web-based Experience.	SSC AP Officer	
29	Provide annual prepayment report to each college through email by the 15th day after the end of the fiscal year for review and analysis.	System Office DMS team	

Accounts Payable Service Level Metrics

Accounts Payable will be measured on the following levels, as Perceptive Content (formerly ImageNow) and AIS functionality becomes available.

Efficiency
- Percent of submissions that are completed within 30 days of SSC receipt (AP01)

- SSC total time to process (receipt to SSC completion, receipt to reject, approval to AIS and Cardinal posting, when applicable)

- College total time to process (return to resubmission)

- Percent of submissions that are processed without additional rework required (First Pass Yield or FPY)

Effectiveness
- Percent of payments paid within due dates, as defined by DOA in CAPP Topic 20315, Prompt Payment

Accounts Payable Cost of Service

There is a lump sum allocation cost for the Accounts Payable services provided to SSC customers for each fiscal year.

Travel & Expense

Travel & Expense Service Overview

The Travel & Expense process validates travel-related expenses, as well as applicable business meal expense submissions, and processes employee reimbursement. Travel and expense submissions are validated by ensuring compliance with CAPP and VCCS policies pertaining to travel regulations. The outcome of this process is the reimbursement of travel-related expenses that comply with CAPP and VCCS policies.

The Travel & Expense process begins when an employee requests pre-approval, when required, and then requests reimbursement for travel-related expenses that were incurred while on VCCS business. Requests for reimbursement may or may not require pre-approval, depending on the nature of the travel and CAPP and VCCS policies.

Travel & Expense is a system-driven workflow process initiated and completed through the Chrome River platform. This service will:
- Review submissions for accuracy

- Ensure compliance with CAPP and VCCS policies

- Communicate any issues or adjustments needed to Travelers and Approvers

- Ensure expenses export to AIS and Cardinal, when applicable

Travel & Expense Roles and Responsibilities

#	Action	Responsible Party	Target (if applicable)
1	Submit Pre-Approval Reports, when applicable, to the supervisor in sufficient time to obtain supervisor approval prior to first day of travel.	Customer (Traveler)	
2	Retain original receipt copies until the expense report has been paid.	Customer (Traveler)	
3	Submit expense reports to the supervisor.	Customer (Traveler)	Within 30 working days of the last day of travel
4	Certify the accuracy of all of the information, the legitimacy of the travel, and the appropriateness of the expenses and compliance with CAPP and VCCS Policies.	Customer (Traveler)	
5	Apply the travel pre-approval report, when applicable, to the expense report and attach electronic receipts and supporting documentation in the report, as applicable.	Customer (Traveler)	
6	Certify agreement or disagreement that travel was necessary, the accuracy and appropriateness of accounting distribution, and all other pertinent expense information is compliant with CAPP and VCCS Policies.	Customer (Approver)	Within 5 working days of receipt
7	Notate review and approval of any amounts that exceed the pre-approval amount.	Customer (Approver)	
8	Ensure that the approval flow is correct.	Customer (Approver)	
9	Review travel expense submissions.	SSC T&E Specialist	
10	Validate expenses for compliance with CAPP and VCCS policies.	SSC T&E Specialist	
11	Approve validated expenses for reimbursement or return/recall items for adjustments with notes/comments as necessary within 5 working days of receipt.	SSC T&E Specialist	Within 5 working days of receipt
12	Correct returned/recalled expense reports and supply requested information.	Customer (Traveler)	Within 5 working days
13	Assist travelers and/or approvers with issues that are escalated through the SSC Customer Engagement team.	SSC T&E Specialist	

#	Action	Responsible Party	Target (if applicable)
14	Provide training on significant changes for all employees.	SSC T&E Specialist	
15	Provide recurring training for new and advanced users, including remedial training, to address common errors and issues.	SSC T&E Specialist	
16	Provide Ad hoc training as requested by the Customer.	SSC T&E Specialist	
17	Set-up new institutions on the Chrome River system.	SSC Chrome River Administrator	
18	Communicate maintenance schedule to impacted users.	SSC Chrome River Administrator	
19	Identify system enhancements and prioritize enhancements for scheduled system upgrades.	SSC Chrome River Administrator	
20	Review export errors that typically pertain to expenses and escalate to appropriate parties, as needed.	SSC Chrome River Administrator	
21	Review import errors that typically pertain to employee data and escalate to appropriate parties, as needed.	SSC Chrome River Administrator	
22	Distribute approval flows to appropriate parties on an annual basis.	SSC Chrome River Administrator	Annually
23	Distribute Chrome River roles to appropriate parties on an annual basis.	SSC Chrome River Administrator	Annually
24	Distribute a list of active department codes and, if applicable, budget owners to appropriate parties.	SSC Chrome River Administrator	Semi-annually
25	Review AIS and/or Cardinal load issues and escalate to appropriate parties (Business Office), as needed.	SSC Chrome River Administrator	

Travel & Expense Service Level Metrics

Travel & Expense will be measured on the following levels, as Chrome River functionality becomes available:

Efficiency

- Cycle time (measured by percent of submissions that meet established time criteria from the start of the system process until the end of the system process)

- SSC time to return or approve expense report

- Time from employee submission to posting of payment in AIS and Cardinal, when applicable

- SSC total time to process (receipt to SSC approval, receipt to return, approval to AIS and Cardinal posting, when applicable)

- College time to process (submission to institution-level approval, return to resubmission)

Compliance
- Percent of expense reports that are returned/recalled to the submitter for adjustment or correction based on CAPP and VCCS policies

- Percent of expense reports that are returned/recalled to the submitter for adjustment or correction based on the error type

Travel & Expense Cost of Service
There is a lump sum allocation cost for the Travel & Expense services provided to SSC customers for each fiscal year.

Human Resources Operations

SSC Human Resources (HR) Operations provides customers with Applicant Tracking System (ATS), Hire to Retire (H2R) Processing, Payroll Processing, Time and Labor Absence Management (TLAM) services.

HR Operations Key Performance Indicators*

Service	Unit of Measure	Enterprise Measure	SSC Measure	Customer Measure
Payroll Processing	Number of Employees Processed by SSC Payroll			
TLAM	Number of Employees Processed by SSC TLAM			

*Note: KPIs for Payroll and TLAM to be defined, reviewed, and published in coordination with SSC, Internal Audit, and College Stakeholders.

Payroll Processing

Payroll Processing Service Overview

The Payroll process ensures payment of wages and withholding of deductions for VCCS employees are in compliance with all relevant CAPP and VCCS policies.

The process includes entries into the Cardinal system for updates to employee's direct deposit, federal and state tax deductions and miscellaneous payroll deductions.

The payroll process begins with the pay periods as defined by VCCS policy and DOA processing deadlines. Source documentation is provided to SSC Payroll by the Customer, the SSC Hire-to-Retire service area, or benefits administrators. The process ends when employees are paid.

Payroll is both a manual and a system-driven process. Once time records are approved in HCM, the approved hours interface from HCM to Cardinal for wage, adjuncts (if applicable), and salaried non-exempt employees receiving overtime. Payroll also utilizes a spot upload template for special payments that are uploaded directly into Cardinal. SSC payroll specialists are responsible for:

- Reviewing daily reports in Cardinal for accuracy, investigate inconsistencies and work with customer on resolution. Ensure compliance with CAPP and VCCS policies;
- Promptly communicating any issues to the Customer or DOA;
- Ensuring prompt payment to employees.

Payroll Processing Roles and Responsibilities

#	Action	Responsible Party	Target (if applicable)
1	Provide all documents to agency HR and Payroll offices prior to scheduled submission deadlines.	Customer (Employees and Supervisors)	By submission deadlines
2	Complete all HCM timesheet entries and approvals by scheduled submission deadlines.	Customer (Employees and Supervisors)	By submission deadlines

#	Action	Responsible Party	Target (if applicable)
3	Submit documentation for processing in accordance with the provided schedule. • Immediately communicate any pay changes received after the scheduled deadline that impact the current payroll certification.	Customer (Designated HR and Payroll Contacts) *Note: If the Customer uses SSC Hire-to-Retire services, this task is performed by the SSC HR specialist.*	
4	View the employee's social security card to verify his/her legal and key in HCM	**Customer (HR) or SSC HR** *Note: If the Customer uses SSC Hire-to-Retire services, this task is performed by the SSC HR specialist*	

#	Action	Responsible Party	Target (if applicable)
5	Complete updates into the Cardinal system for Full Time (Classified, Faculty, Restricted) and Part-Time (Wage, Federal Work-study, Student, Adjunct) staff. ● Batch Entries for Manual Payments ● Updates to Misc. Deductions ● Download and review Cardinal Payroll Reports All documents received by the scheduled submission deadline will be processed by the scheduled certification deadline (Hiring Authorization, Tax Forms, Direct Deposit Authorization, etc.).	SSC Payroll Specialist	
6	For out-of-state employees, open account with the designated state, for both SUI and all tax withholding jurisdictions (e.g., state and local).	Customer (Designated HR and Payroll Contacts)	
7	Set up appropriate tax jurisdictions in Cardinal as provided by the Customer.	SSC Payroll	
8	Adjunct Faculty Contracts: ● Ensure contracts are keyed and approved in HCM if applicable ● Provide a contract spreadsheet with per pay period totals	Customer (Designated HR and Payroll Contacts)	

#	Action	Responsible Party	Target (if applicable)
9	Adjunct Faculty Contracts: Produce PY361 formatted spreadsheet for upload or the agency can key payments directly in Cardinal on the additional pay screen. ● Verify Cardinal report totals to provided spreadsheets ● **NOTE: At the time of this SLA update, this process is under review and revision at the VCCS.**	Customer and SSC Payroll Technician	
10	Benefit Administration: ● Primary point-of-contact for all benefit carriers ● Complete entry in Cardinal ● Calculate STD, partial pays, and Workers Comp per DOA spreadsheets ● Responsible for reconciling, updating, and submitting third party benefit billing	Customer (Designated HR and Payroll Contacts)	
11	Benefit Administration: ● Verify documents received against interfaces ● Process adjustments per received documentation (i.e., DOA STD, Partial Pay, and Workers Comp spreadsheets)	SSC Payroll Specialist	
12	Garnishment and other involuntary withholdings: ● Employee notification ● Submit to SSC payroll same day ● Provide answer letter to garnisher via certified mail along with payment	Customer (Designated HR and Payroll Contacts)	Submit to SSC Payroll same day
13	Process garnishment and other involuntary withholdings: ● Review garnishment documents provided by the agency and upload to DOA website for processing. ● Monitor accuracy of withholdings per pay period ● Verify goal is met ● Communicate with garnisher regarding all changes including terminations and zero deductions	SSC Payroll Specialist	

#	Action	Responsible Party	Target (if applicable)
14	Perform internal audit: ● Audit of entries to Cardinal ● Validate Cardinal reports to source documentation ● Submit completed payroll packet for college review and confirmation signature ● Upload approved and signed confirmation forms to DOA for processing.	SSC Payroll	
15	Perform the following reconciliations and reporting: ● Monthly VRS snapshot reconciliation ● Review, approve and sign healthcare and quarterly payroll certifications ● Notify Payroll of necessary adjustments for healthcare and VRS ● Out-of-state SUI and out-of-state tax filing and payment submission to each state	Customer (Designated HR and Payroll Contacts)	
16	Perform the following reconciliations and reporting: ● Monthly healthcare certification ● Monthly Reconciliation per CAPP 50905 ● Quarterly Reconciliation per CAPP 50910 ● Calendar Year-End Reconciliation per CAPP 50915 ● VEC quarterly reporting ● Assist with other reconciling items and issue resolution as needed	SSC Payroll Specialist	

#	Action	Responsible Party	Target (if applicable)
17	Complete preparation of Payroll Confirmation (Certification): ● Attach all manual batch transactions and updates provided by the college ● Prepare confirmation (certification) coversheet to match gross pay totals Cardinal report RPY138 summary report ● Complete backup audit of information in the packet prior to sending to college ● Perform a complete reconciliation of regular pay, special payments, benefit deductions, garnishments, etc.	SSC Payroll Specialist	***Note***: *All deadlines are set by DOA and can vary, SSC goal is to provide confirmation to agency within 2 business hours after DOA reports are available.* .
18	Download post-confirmation (certification) reports, review and notify the agency of any discrepancies and verify compliance with CAPP. The Customer is responsible for the Cardinal reconciliation since the SSC does not handle the financial work associated with the agency budget details.	SSC Payroll Specialist	
19	Perform audit of Payroll Certification: ● Confirm payrolls in Cardinal in compliance with the CAPP Manual ● Ensure coverage for confirmation (certification) processing ● Sign confirmation (certification) sheet ● Send confirmation to SSC	Customer (Designated HR and Payroll Contacts)	

#	Action	Responsible Party	Target (if applicable)
20	Process third-party vendor checks: ● Verify checks using Cardinal confirmation (certification) Reports, which are saved for the agency in the shared PSDATA drive ● Mail paychecks, garnishments, and vendor checks	Customer (Designated HR and Payroll Contacts)	
21	Grant and remove accesses to Shared Drive (PSDATA) for their agency staff who have access.	Customer (Security Officer)	
22	Request view accesses for all SSC Payroll Specialists for the following: ● Securian (Minnesota Life) ● FBMC ● UNUM	Customer (Security Officer)	
23	Respond to TeamDynamix tickets about any issues and communicate any updates to the appropriate SSC Payroll Specialist.	System Office ITS	Within 8 hours
24	Distribute memos, reminders, and guidance related to Payroll processing to college staff and fiscal office leadership. ● Work with System Office to provide information/instruction to colleges when DOA distributes new Cardinal or other payroll-related language	SSC Payroll	
25	Complete testing and integration of new language, pay codes, etc. into AIS and inform college and SSC Payroll staff of effective date for new integrations.	System Office ITS	
26	Complete Fiscal Year-End Payroll Reports, including payroll accrual time entries.	Customer (Designated HR and Payroll)	
27	Maintain electronic copies of all documentation received for payroll processing in the shared file location.	SSC Payroll	
28	Maintain all original copies of payroll documentation.	Customer (Designated HR and/or Payroll)	
29	Cardinal Financials reconciliation since the SSC does not handle the financial work associated with the agency budget details.	Customer (Designated HR and/or Payroll)	

Payroll Processing Cost of Service

There is a lump sum allocation cost for the Payroll services provided to SSC customers for each fiscal year.

Time and Labor Absence Management (TLAM)

TLAM Service Overview

Time Administration
The Time Administration process converts reported into payable time. It executes rules defined in the system using Time and Labor's online tools, selects time reporters for processing, combines time reports into batches, determines the period to process, and calculates prior period adjustments before passing time reporter data to Payroll.

The Time Administration process will convert reported into payable time. Once payable time exists, Authorized Approvers can approve the time.

Time Administration is a schedule-based service driven by payroll periods. This service will:
- Schedule and run Time Administration process for each payroll period close, and complete within agreed upon time frame
- Communicate all exceptions adversely impacting creation of payable time
- Communicate all unapproved time to Authorized Approvers and the specified Liaison email box
- Send standardized communications to Authorized Approvers from the SSC to all colleges and the System Office
- Require employees to submit leave requests to Authorized Approvers

Calendar Process
The Calendar Process of Absence Management is designed to review data from various HCM pages and perform Tasks to update the employee's leave balances. The Calendar Process reads absences reported by an individual. Employees accrue absence leave by being placed in the proper leave plan. During the Take Calendar processing, the employees' balances are reduced accordingly. The Entitlement Calendar processing determines if the employee is eligible for leave accrual, the leave plan in which the employee is eligible, and the accrual amount due to the employee.

The Calendar Processing outcome is known as the calendar results. Calendar results are retained for each processed Calendar and can be accessed to review the actions that occurred for a particular employee.

Calendar processing is schedule-based service driven by a semi-monthly calendar period end, which ends on the 9th and 24th of each month, and the following four (4) business days thereafter. This service will:

- Update all leave balances/entitlements, ensuring that all leave entitlements are processed, and all approved leave requests have been processed

- Process any unpaid leave

- Provide data for other third-party forms or related sub-processes

- Produce queries used by the administrator to support and document calendar processing

The Calendar Process of New Leave Year occurs annually in early January. It is designed to review data from various HCM pages and perform tasks to update employee's leave balances. During the excess leave processing, leave balances that do not transfer to the New Leave Year are removed. The annual Entitlement Calendar follows to grant annual New Year leave balances to eligible employees.

Certain leave plans allow employees to carry an Excess Leave Balance from January 10 until July 9. As of July 9, any Excess Leave balances remaining must be removed from the excess leave plans. For some leave plans, the excess leave is deleted, and for other leave plans, the excess leave is converted to Sick Leave and added to the employee's current balance.

The Annual 9-month Faculty Entitlement Calendar processes with the 8/16 new leave year entitlement calendar to provide and update any leave balances remaining for the 9-month faculty leave plans. Remaining balances in College Personal are moved to Sick Leave (9-month faculty), and new Balances for College Personal and Sick Leave are loaded for the term.

The Leave Liability Report provides employee balances for all Annual Leave Plans, Traditional Sick Leave Plans, Compensatory Leave, Overtime Leave, Bonus Leave, Other Leave, Recognition Leave, On-Call Leave, and Disability Leave. The Commonwealth of Virginia requires the agencies to provide Leave Liability data on a fiscal year basis, July 1⁻ June 30. The Leave Liability Report provides employees balances for all leave plans that require a payout to the employee at the time of termination, which includes Annual Leave Plans, Traditional Sick Leave Plans, Compensatory Leave, Overtime Leave, Bonus Leave, Other Leave, Recognition Leave, On-Call Leave, and Disability Leave. The SSC will configure and process the calendars in preparation of the report, as well as provide the report to each agency on a quarterly basis.

TLAM Roles and Responsibilities

Time and Labor Process

#	Action	Responsible Party	Target (if applicable)
1	Run the Time Administration Process, the Refresh Dynamic Group Process, and the queries used to support these processes, in accordance with the published, scheduled dates located at https://www.ssc.vccs.edu/human-resources/time-administration/calendar/.	SSC TLAM Specialist	
2	Process time, record data, and communicate to authorized approvers and employees, completing this process by the Wage or Salaried, Non-Exempt pay period end date.	SSC TLAM Specialist	
3	Submit tickets through Team Dynamix for issues adversely impacting payable time and communicate to Liaison within 2 hours of generation.	SSC TLAM Specialist	Within four (4) hours
4	Monitor outstanding payable time and escalate to the Liaison by 10:30 AM on payroll deadline due date.	SSC TLAM Specialist	10:30 AM on payroll deadline due date
5	Communicate Time Reporting issues, as outlined in the Standard Operating Procedures (SOP), to the appropriate Liaison(s) before issue(s) impact the employee. • SOPs can be found on the System Office intranet: Human Resource Services > Documents > Shared Services Information > "SSC Documents."	SSC TLAM Specialist	
6	Publish TLAM Activities Calendar for the Colleges and the System Office for a 2-month rolling period. https://www.ssc.vccs.edu/human-resources/time-administration/calendar/	SSC TLAM Specialist	
7	Enter the time, according to the published schedule.	Customer (Employee)	
8	Update hours as needed according to VCCS guidelines and submit timesheet by the time the employee leaves his/her work site on the final day of the pay period.	Customer (Employee)	On the final day of the pay period
9	Take action on email notifications within eight (8) business hours of receipt to meet payroll deadlines, subject to individual college's schedule.	Customer (Employee)	Within eight (8) business hours of notification
11	Approve full-, and part-time employees' submitted time by 10:30 AM on the third working day after the pay period end date and ensure that non-exempt employees have reported hours worked, to comply with FLSA. Deadlines are published and can be found at https://www.ssc.vccs.edu/human-resources/time-administration/calendar/. • If the 10:30 AM deadline adversely impacts a college payroll, then it is the college's	Customer (Authorized Approver)	10:30 AM on the third working day after the pay period end date

	responsibility to communicate and enforce an earlier deadline.		
12	Review and take action by 12:00 PM on the next working day when notified of submitted time errors or exceptions, subject to individual college's schedule.	Customer (Authorized Approver)	12:00 PM next working day
13	Review active employee timesheets to ensure time has been submitted or implement a process to notify employees and managers who have not submitted time.	Customer (HR)	
14	Keep the "Reports to," "Department," and email address information up-to-date to ensure the appropriate individual (Authorized Approver) will receive automated emails related to Time Administration Approval.	Customer (HR)	
15	Work with IT to update the HCM Security (Dept.) Tree.	Customer (HR)	
16	Resolve any outstanding exceptions or escalated issues prior to the Payroll deadline.	Customer (Liaison)	
17	Perform overtime and/or compensatory time adjustments.	Customer (Liaison)	
18	Determine a backup for Authorized Approvers in the event of an absence, illness, inclement weather, etc. • Establish a manual backup process for obtaining approval (by email or by phone), or update HCM Security Tree	Customer (HR, Authorized Approvers, Liaison)	
19	Update the HCM Security (Dept.) A tree within eight (8) business hours of learning about any issues, begin the process so that the security process has been run to ensure that designated Authorized Approvers have access to their appropriate department(s).	Customer (IT)	Within eight (8) business hours
20	Respond to tickets with a suggested resolution to be tested for Time Administration processes that end in No Success and do not process successfully. Communicate any updates to the appropriate SSC HR Specialist. Close tickets within 8 business hours of SSC reporting confirmation that they have successfully tested and validated resolution. For tickets that require approvals for production updates, close ticket by end of the business week of receiving approval from SSC for production changes.	System Office ITS	Within 8 business hours

Absence Management Processing (Semi-Monthly, Special Calendars, and Leave Liability Reporting)

#	Action	Responsible Party	Target (if applicable)
1	Run the Calendar Processes and the queries used to support these processes, in accordance with the published, scheduled dates located at https://www.ssc.vccs.edu/human-resources/time-administration/calendar/.	SSC TLAM Specialist	
2	Process, and Report Unapproved and Unpaid Leave.	SSC TLAM Specialist	
3	Cancel, Identify/Calculate, and Finalize calendars across all colleges to resolve and finalize all approved leave requests to update leave balances.	SSC TLAM Specialist	
4	Submit tickets through Team Dynamix for issues adversely impacting calendars and accuracy of leave balances and communicate with Liaison within two (2) working hours of generation.	SSC TLAM Specialist	Within two (2) working hours of generation
5	Notify the Liaison of any Unapproved Leave (by 10:15 AM) and Unpaid Hours (by 11:00 AM) on Day 2 - Notification: Unapproved Leave.	SSC TLAM Specialist	According to published deadlines in the TLAM Activities Calendar
6	Communicate Calendar Processing issues, as outlined in the Standard Operating Procedures (SOP), to the appropriate Liaisons before issue(s) impact the employee.	SSC TLAM Specialist	
7	Publish TLAM Activities Calendar for the Colleges and the System Office for a 2-month rolling period. https://www.ssc.vccs.edu/human-resources/time-administration/calendar/	SSC TLAM Specialist	
8	Provide agencies their Leave Liability Report on a quarterly basis	SSC TLAM Specialist	October, January, April and July
9	Review Leave Liability Report quarterly and make updates to employee record as appropriate	Customer (HR)	
10	Validate results of the Leave Liability Report, perform any necessary adjustments, and complete Schedules 7, 8, and 8b, as required by their agency.	Customer (HR)	Fiscal Year- end processing deadline set by DOA
11	Enter absence requests correctly and in a timely manner.	Customer (Employee)	
12	Take action on email notifications from SSC to delete or rework leave within eight (8) business hours of receipt.	Customer (Employee)	Within eight (8) business hours of notification

#	Action	Responsible Party	Target (if applicable)
13	Take action on notifications from Authorized Approvers to resolve errors within four (4) business hours of receipt.	Customer (Employee)	Within four (4) business hours of notification
14	Approve any submitted absence requests by the close of business on the fourth working day after the 9th and the 24th. ● This will only occur if Human Resources made any leave adjustments during Day 3 if leave request is submitted after the pay period end date ● Deadlines are published and can be found at https://www.ssc.vccs.edu/human-resources/time-administration/calendar/	Customer (Authorized Approver)	According to published deadlines in the TLAM Activities Calendar
15	Keep Time and Labor Information and Maintain Employment data in HCM up-to-date to avoid receiving notifications from SSC HR Specialists on Day 1 Notifications: Missing Critical AM/TL Data.	Customer (HR)	
16	Resolve any Unpaid Hours issues by - Finalize Calendar Processing.	Customer (HR)	According to published deadlines in the TLAM Activities Calendar
17	Ensure Leave Type(s) taken are accurate to avoid unpaid leave situations; review to be completed the first day following the end of the pay period.	Customer (HR)	The first day following the end of the pay period
18	Perform overtime and/or compensatory time adjustments.	Customer (Liaison)	
19	Approve any leave requests in an Unapproved status, in the absence of an employee's supervisor, with appropriate authorization and documentation. ● Establish a manual backup process for obtaining approval (by email or by phone), or update HCM Security Tree	Customer (Liaison)	
20	Resolve any Unpaid Hours issues by the close of business on the third working day after the 9th and the 24th.	Customer (Liaison)	According to published deadlines in the TLAM Activities Calendar in the VCCS Payroll Submission and Check Distribution Schedule

#	Action	Responsible Party	Target (if applicable)
21	Review VNAV to validate previous state service for employees and submit to SSC TLAM for entry into HCM.	Customer (HR)	Within the first 30 days of employment
22	Enter previous state service data on the Employee state/Military Data page in HCM and conduct any retro processing required.	SSC TLAM Specialist	Within 5 Business days of receipt
23	Perform Leave Administrator Processes: adjust employee leave balances, void approved leave, employee self-service interface support, monitor employee leave balances, validate results of new year calendar processing, manual load of excess leave, mid-year calendar processing, leave liability reporting, new hire leave management, and employee termination leave balances.	Customer (Liaison)	
24	Respond to tickets and develop a resolution to be tested for calendars that do not process to success and when Calendar Processing Statistics are less than 100%. Communicate any updates to the appropriate SSC HR Specialist. Close tickets within 8 business hours of SSC or college reporting that they have successfully tested and validated resolution. For tickets that require approvals for production updates, close ticket within 4 business hours of receiving approval from SSC for production changes.	System Office ITS	Within eight (8) business hours

Mass Holiday Load

#	Action	Responsible Party	Target (if applicable)
1	Load holiday hours to employee timesheets according to individual college, System Office, and SSC holiday schedules the day before the semi-monthly period begins (will be loaded thirty days prior to the holiday).	SSC TLAM Specialist	March, June, Sept and Dec
2	Verify that holiday time has loaded to employee timesheets.	SSC TLAM Specialist	
3	Publish TLAM Activities Calendar for the Colleges and the System Office for a 2-month rolling period. https://www.ssc.vccs.edu/human-resources/time-administration/calendar/	SSC TLAM Specialist	
4	Email the approved Holiday Calendar for the upcoming year to SSC TLAM by December 1.	Customer (HR)	By December 1

#	Action	Responsible Party	Target (if applicable)
5	Notify the SSC of any changes to the Holiday Schedule via email.	Customer (HR)	As changes occur and 2 weeks prior to pay period begin day
6	Employees are not to manually enter holiday hours.	Customer (Employee)	
7	Manually remove holiday hours from the employees' timesheets who are not eligible for the holiday.	Customer (Liaison)	
8	Respond to tickets and develop a resolution to be tested for issues with mass holiday loads that do not process successfully. Communicate any updates to the appropriate SSC HR Specialist. Close tickets within 8 business hours of SSC or college reporting that they have successfully tested and validated resolution. For tickets that require approvals for production updates, close ticket within 4 business hours of receiving approval from SSC for production changes.	System Office ITS	Within eight (8) business hours

Cardinal Interface

#	Action	Responsible Party	Target (if applicable)
1	Enter Cardinal Interface TA756 Workgroup Schedule for the leave calendar year in HCM	SSC TLAM Specialist	By January 1st
2	Verify the Cardinal Interface TA756 Workgroup Schedule is correct in HCM and make any necessary changes needed.	SSC TLAM Specialist	Quarterly
3	Run SalNon and/or Wage TA756 based on SM1 and/or BW3 interface schedule	SSC TLAM Specialist	By 4:30 pm – last day of pay period and again three (3) business days later
4	Submit TD ticket if the TA756 Cardinal Interface fails	SSC TLAM Specialist	Within one (1) hour of failure notification
5	Publish payable time query for Payroll Department and College Payroll (if not processed by SSC)	SSC TLAM Specialist	By 10 AM next day following interface
6	Obtain and distribute TA757 Time Entry Upload Error Report to HR Resources to research and correct	SSC TLAM Specialist	By 10 AM next day following interface
7	Review TA757 Time Entry Upload Error Report for job/position corrections needed to resolve errors.	Customer (HR)	Within 8 hours of notification
8	Solve issues with Cardinal interfaces that do not process successfully. Close TeamDynamix tickets within eight (8) business hours of learning about any issues, then communicate any updates to the appropriate SSC HR Specialist.	System Office ITS	In accordance with DOA deadlines and Data Freeze date outlined in the VCCS Payroll Submission and Check Distribution Schedule

TLAM Service Level Metrics
Time administration will be measured on the following levels:

Efficiency
● Cycle time (start of system process until the end of the system process)

Compliance
● Number of Exceptions by type and Number of Exception rates per metric definition (defined as the number of exceptions divided by the number of timesheets processed) by colleges and System Office

Calendar Processing will be measured on the following levels:

Productivity
● Number of calendar groups processed per day, per calendar schedule
● Unpaid Hours notifications sent per college

Efficiency
● Cycle time (start of system process until the end of the system process, as executed by SSC HR Specialists)

Compliance
● Number of Notifications (after the 3-day grace period) by type and Number of Unpaid Hours per metric definition (defined as the number of unpaid hours query results divided by the number of notifications processed) by colleges and System Office

Mass Holiday Load will be measured on the following levels:

Productivity
● Number of mass holidays loaded per semi-monthly period

Efficiency
● Cycle time (start of system process until the end of the system processes

TLAM Cost of Service
There is a lump sum allocation cost for the TLAM services provided to SSC customers for each fiscal year.

Hire to Retire Processing

Hire to Retire Processing Service Overview

The SSC Hire to Retire Service provides standardized position management, talent acquisition, applicant tracking, onboarding, and offboarding services to customers.

Position Management, Talent Acquisition, and Applicant Tracking

The SSC Hire to Retire Team maintains VCCS positions and employee requisitions through 3rd party Applicant Tracking System by assisting the college with performing the following functions:

- Maintain the job description repository and DHRM classifications

- Identify accurate pay band ranges

- Maintain and monitor all current job postings for consistency and formatting prior to posting the position

- Identify and notify the institution of any missing or additional information needed on the Position Requisition, or Job Posting

The SSC Hire to Retire Team performs the following functions for Talent Acquisition and Applicant Tracking:

- Manage 3rd party recruitment vendors and channels

- Manage/track applicant data

- Maintain and report on applicant and recruitment records

- Upon college request monitor completion of electronic reference check

- Ensure hires/rehires/transfers are forwarded to onboarding

ATS - Position Management, Talent Acquisition, and Applicant Tracking

#	Action	Responsible Party	Target (if applicable)
1	Initiate position requisition for approval.	Customer (College HR)	

#	Action	Responsible Party	Target (if applicable)
2	Monitor all positions requested for complete data to ensure approvals are completed timely.	ATS Specialist	
3	Confirm Search Committee and Search Advocate members have completed required training for their role within the recruitment process .	Customer (College HR)	
4	Initiate posting and define: ● Search committee members ● Guests (those outside of VCCS who would need access to specific posting/candidates) ● Reference Check process (college Call Reference or electronic Email Reference) ● Job Boards/advertising sources ● Interest Card/s ● Initial Applicant review workflow state (i.e., search committee or college HR)	Customer (College HR)	
5	Ensure Search Committee and Search Advocate members have the correct User Group access to view the posting.	Customer (College HR)	
6	Upon request, assist with search committee and search advocate member access and approval.	ATS Specialist	
7	Review posting information for consistency with formatting and use of the college logo.	ATS Specialist	
8	Post positions to defined job boards/advertising agency/ies.	ATS Specialist	
9	Upon request, cancel, extend or otherwise change posting deadlines after postings have gone live.	ATS Specialist	
10	Monitor applications, identify candidates for interview and move candidates through workflow.	Customer (College)	
11	Determine finalist and begin Hiring Proposal.	Customer (College)	

#	Action	Responsible Party	Target (if applicable)
12	Begin the reference check process for college reference checking.	Customer (College HR)	
13	Monitor electronic reference checking process for completion. The system will notify College HR when complete.	ATS Specialist	
14	Assist applicant with adding additional references as needed.	ATS Specialist	
15	Order Background Check, monitor turn-around time, and escalate issues.	Customer (College HR)	
16	Complete tasks associated with Background Checks.	Customer (New Hire)	
17	Monitor Hiring Proposals to ensure approvals are completed timely.	Customer (College), and ATS Specialist	
18	Make a verbal and electronic offer to the final candidate.	Customer (College)	
19	Provide required authorization document(s) for new hires, rehires, and transfers for processing to Hire to Retire onboarding. ● Application/resume ● Offer Letter ● Hiring ProposalCollege authorized electronic documentation provided through the Hiring Proposal process ,	ATS Specialist	By the end of business on the second business day of Hire Approved notification
20	Run HCM termination report and deactivate user account in PeopleAdmin System.	ATS Specialist	Weekly

#	Action	Responsible Party	Target (if applicable)
21	Review integration error report generated by PeopleAdmin and/or HCM to resolve Error file import issues.	ATS Specialist	Daily

Employee Onboarding and Offboarding

The SSC Hire to Retire Team services include processing onboarding/offboarding data entry for full- and part-time new hires, rehires, transfers, in-band adjustments, bonuses, terminations, and data clean-up as it relates to H2R transactions. The SSC processes for all employee types: classified, restricted classified, teaching faculty, administrative faculty, professional faculty, restricted faculty, wage, federal work-study, students/other work-study, adjunct faculty, and WDS faculty.

Employee Onboarding and Offboarding

#	Action	Responsible Party	Target (if applicable)
1	Complete onboarding/offboarding tasks in the appropriate system/s, i.e., Onboarding system, HCM and Cardinal.	SSC HR Technician	In accordance with DOA deadlines and Data Freeze date outlined in the VCCS Payroll Submission and Check Distribution Schedule
2	Provide new hire documents and complete employee onboarding/offboarding tasks, if applicable.	Customer (Employee)	Complete on or before the first day of employment/ by task deadline assigned

#	Action	Responsible Party	Target (if applicable)
3	Provide required authorization document(s) for new hires, terminations, transfers, compensation adjustments, and personal data changes for Full Time (classified, teaching/administrative faculty, restricted) and Part-Time (wage, federal work-study, student, adjunct/WDS) positions. Social Security Card (for transfers and rehires, the agency needs verify only). • Verification of previous state service (VNAV verification for proper state service date)	Customer (HR)	Submit documents at a minimum of 5 business days prior to first day of employment of by task deadline assigned in onboarding system.
4	View employee's social security card to verify legal name and key in HCM.	SSC HR Technician	Complete on or before start date.
5	Complete tasks associated with Form I-9.	Customer (Employee) and Customer (HR)	Employee: Complete and sign Section 1 of Form I-9 no later than the first day of employment. HR: Complete Section 2 within three business days of the date of hire of the employee.
6	Monitor the completion of new hire forms in the onboarding system to ensure automated submission to SSC Payroll to meet payroll deadline. *Note: If the Customer does not use SSC Payroll Processing Service, then documents will be securely submitted to or made available via onboarding system for customer HR two (2) days prior to Payroll deadlines, as established in the VCCS Payroll Submission and Check Distribution Schedule.*	SSC HR Technician	In accordance with DOAdeadlines and data freeze date outlines in the VCCS Payroll Submission and Check Distribution Schedule
7	Contact new hires who do not complete system tasks by deadlines.	Customer (HR)	

#	Action	Responsible Party	Target (if applicable)
8	Ensure that H2R-related data entry into HCM does not impact leave accruals.	SSC HR Technician	In accordance with TLAM Calendar Processing deadlines outlined in the VCCS Payroll Submission and Check Distribution Schedule
9	Process the following transactions in HCM following the VCCS Attributes Chart: ● Position Management (new positions and position data updates) ● New Hires (classified, teaching/administrative faculty, wage, federal work-study, student, adjunct/WDS) ● Add Employment Instance/Additional Job ● Transfers ● Rehires ● Promotions/Demotions ● Terminations ● Compensation Changes ● Personal Data Change (name change, address change, etc.)	SSC HR Technician	In accordance with DOA deadlines and Data Freeze Date outlined in the VCCS Payroll Submission and Check Distribution Schedule
11	Enroll and/or update elections for the following benefits through the Employee Self-Service tool on Cardinal and/or VRS. Cardinal: ● New Hire benefit enrollment ● Flexible Spending Accounts ● Designation of Beneficiary (VRS-2) ● Securian Life ● Qualifying Mid-year event	Customer Employee	Complete enrollment within designated published benefits deadlines

#	Action	Responsible Party	Target (if applicable)
12	Validate the following benefit transactions in Cardinal or VRS: ● New Hire benefit enrollment ● Flexible Spending Accounts ● Designation of Beneficiary (VRS-2) ● Securian Life ● Qualifying Mid-year event	Customer (HR)	Validate eligibility and enrollment as necessary and within the designated published benefits deadlines
13	Perform validation of data to be interfaced to Cardinal by running trhe HROO3 validation query and correcting data errors.	SSC HR Technician	Before 5pm daily
14	Perform validation of data by running HCM Standard queries to include: ● VX_HR_VALIDATE_EMP_PERSON ● VX_HR_VALIDATE_BEN_PLAN_EMP ● VX_HR_ POSITION_ACTIVE ● VX_HR_BUDGET_DATA ● VX_HR_VALIDATE_MULTIPLES ● VX_HR_VALIDATE_POSITION_JOB	SSC HR Technician	Weekly
15	Identify and escalate HCM and/or Cardinal processing issues to the appropriate entity and communicate details to customer HR, including issue resolution.	SSC HR Technician	By 12 noon daily
16	Respond to Team Dynamix tickets and communicate updates to appropriate SSC HR Technician.	System Office (ITS)	Initial response within 8 business hours

Procurement Operations

SSC Procurement Operations provides customers with contracting and purchasing services.

Procurement Operations Key Performance Indicators

Service	Unit of Measure	Enterprise Measure	SSC Measure	Customer Measure
Contract Solicitations*	Number of Completed Contract Solicitation Requests			
Purchase Requisitions	Number of Completed Purchase Requisitions	Percent of PRs Approved within 30 Days of Date Submitted	Percent of PRs Approved within 5 Days of SSC Queue Time	Percent of PRs Approved within 10 Days of College Queue Time

Note: KPIs for Contract Solicitations to be defined, reviewed, and published in coordination with SSC, Internal Audit, and College Stakeholders.

Procurement Service Overview

The Procurement service line handles requests to procure goods and services. Procurement reviews purchase requisitions and strategic sourcing requests, solicits quotes, awards purchase orders, solicits bids and proposals for competitive procurements, executes contracts, manages SSC solicited and executed contracts in collaboration with the colleges, drafts justifications in support of purchases, and requests necessary approvals. These activities are governed by and performed according to VCCS and Commonwealth policies and regulations pertaining to public procurement.

In general, the objective of the Procurement service line is to award a contract or to issue a purchase order authorizing the purchase of goods or services. However, the service may correctly make no award, or determine that a purchase is unjustified based on the facts and circumstances of the particular request.

Procurement tasks are initiated and worked through either eVA or Salesforce, depending on the procurement type.

Procurement Roles and Responsibilities

#	Action	Responsible Party	Target (if applicable)
1	Submit purchase requisitions and solicitation requests in compliance with VCCS business rules.	Customer	
2	Label requisitions in the 'name' field with *one* 'HOT' for those procurements that are of an urgent nature due to unforeseen circumstances. Lack of planning, including PCard log requirements and confirming orders shall not constitute a 'HOT' requisition label.	Customer	
3	Review and execute VCCS entity Purchase Requests in compliance with all applicable policies, including but not limited to the Commonwealth and VCCS Policies (compliant vendors are included). • Obtain waivers from mandatory sources where appropriate and necessary	SSC Procurement	
4	Assign, review and notate requisitions that are labeled 'HOT' in the title as a priority	SSC Procurement	Within 1 business day
5	Request follow-up from customers as needed for purchase requisitions and solicitation requests.	SSC Procurement	
6	Respond to requisition inquiries from SSC.	Customer	Within 1 business day
7	Respond to solicitation inquiries from SSC.	Customer	Within 3 business days
*	Complete ethics agreements for any solicitation	Customer	
*	Draft unsealed bid document following meeting and return of ethics agreement	SSC Procurement	Within 1 business day
*	Approve unsealed bid document prior to posting	Customer	Within 1 business day
*	Post unsealed bid once approved by college	SSC Procurement	Within 1 business day
*	Approve unsealed bid response/proposal	Customer	Within 1 business day
*	Award unsealed bid once end user approves	SSC Procurement	Within 1 business day

#	Action	Responsible Party	Target (if applicable)
8	Lead VCCS institution solicitations, including negotiations where applicable, and execute resulting contracts.	SSC Procurement	
9	Participate in solicitation committees and contract administration.	Customer and SSC Procurement	
10	Perform contract management duties including contract renewals, modifications, records retentions and FOIA requests	SSC Procurement	
*	Perform contract administration duties on VCCS solicitated contracts	Customer	
*	Contract Administrator respond to Contract Evaluation Requests from SSC	Customer	Within 5 business days
11	In collaboration contract administrator and contract officer manage disputes and performance issues	Customer and SSC Procurement	
12	Complete requisitions in a timely manner, assuming all documentation is provided with the count of working days beginning after all required documents are received and where compliance allows.	SSC Procurement	Within 5 business days
13	Ensure compliance with APSPM, CAPP Manual Topic Number 20355 and VCCS P2P Business Rules for P-Card purchases and completion of monthly P-Card logs	Customer	
14	Develop and complete documentation content for procurement policies and procedures and lead (or Chair) the governing procurement process councils	SSC Procurement	As-Needed/On-Demand Scheduling
15	Maintain and publish, including communications to customers current business process documentation and policies and procedures.	SSC Customer Engagement	
16	Responsible for ensuring the financial integrity of the college, including complying with any published financial standards and providing a response to financial audits.	Customer	
17	Responsible for responding to procurement audit-related information requests in a timely manner.	SSC Procurement	
18	Provide training to end-users, including but not limited to: • Training on policies, processes, or system changes. • Remedial training to address common exceptions, errors, and issues.	SSC Procurement	

Procurement Cost of Service

There is a lump sum allocation cost for the Procurement services provided to SSC customers for each fiscal year.

Glossary

Term	Service Area	Description
Absence Management	● TLAM ● Hire to Retire	Module in PeopleSoft 9.0 HCM used for calendar processing.
Agency Head or Designee	● All	An Agency Head is an officially appointed, elected, or designated individual who directs, and is ultimately responsible for, the overall operations of an agency or institution. A designee is any other person appropriately designated to act on behalf of the Agency Head. Such designation must be approved by the Agency Head in writing and retained on file within the agency.
AIS	● Accounts Payable ● Travel & Expense	Administrative Information System (PeopleSoft) used to record accounting transactions for the VCCS system.
APSPM	● Procurement	Agency Procurement and Surplus Property Manual The APSPM establishes the policies and procedures to be followed by State agencies and select institutions in conducting procurements and contract administration within their delegated limits. The APSPM is updated by the issuance of the Procurement Information Memorandum (PIM). PIMs are a result of procurement law changes as a result of the General Assembly each year and/or Executive Orders that impact procurement.
ATS	● Hire to Retire (ATS)	The Applicant Tracking System (ATS) is web-based recruitment, applicant tracking, selection, and hiring solutions designed specifically for Higher Education.
August 16 Faculty Leave Calendar	● TLAM	This Calendar moves excess college personal leave balances to sick leave and grants new personal and sick balances for 9-month faculty.
Authorized Approver	● TLAM	The person, generally the direct manager or supervisor, who is responsible for approving an individual employee's time report.

Term	Service Area	Description
Calendar Processing	● TLAM	During calendar processing, the system looks at each daily record and determines the amount of time that should be paid or unpaid, according to absence rules. It converts paid and unpaid units to positive input and adjusts entitlement balances. The intake process creates daily data and uses system elements in daily data.
CAPP Manual	● Accounts Payable ● Payroll ● Travel & Expense	Commonwealth Accounting Policies and Procedures (CAPP) Manual The CAPP Manual documents the policies and procedures defined by the DOA associated with the Commonwealth's centralized accounting and financial systems. The manual consists of 150 topics and spans over 2,400 pages.
CAPP Section 20300	● Accounts Payable	Commonwealth Accounting Policies and Procedures (CAPP) Manual Section 20300 (Cash Disbursements Accounting) governs the rules and regulations for processing expenses incurred by agencies of the Commonwealth of Virginia.
CAPP Sections 20335 - 20336	● Travel & Expense	Commonwealth Accounting Policies and Procedures (CAPP) Manual Sections 20335 (Travel Regulations) and 20336 (Agency Travel Processing) govern the rules and regulations for processing travel expenses incurred by agencies of the Commonwealth of Virginia.
Cardinal	● Accounts Payable ● Procurement ● Travel & Expense	The accounting system used by the Commonwealth of Virginia. Cardinal is a PeopleSoft software product.
Chrome River	● Travel & Expense	Chrome River is a third-party software application for routing, approving, and processing travel expenses.
Date Received	● Accounts Payable ● Customer Engagement	The date an item (i.e., invoice, inquiry) was received by the SSC. "Date Received," when used to calculate an item's age for targets, deadlines, or Service Level Metrics, is represented by "0."

Term	Service Area	Description
Date Submitted	● Procurement ● Travel & Expense	The date an item (i.e., Expense Report, Purchase Request) is submitted in the approval workflow. The first step in the approval workflow may be a college approval or SSC approval. "Date Submitted," when used to calculate an item's age for targets, deadlines, or Service Level Metrics, is represented by "0."
Department Code	● Accounts Payable ● Procurement ● Travel & Expense	The accounting string in the general ledger accounting system (AIS) for tracking and recording of expenses to budget. In Chrome River, this code will control the accounting string passed to AIS for tracking and recording of expenses to budget.
DOA	● Accounts Payable ● Payroll ● Procurement ● Travel & Expense	The Virginia Department of Accounts (DOA) has the mission to provide a uniform system of accounting, financial reporting, and internal control adequate to protect and account for the Commonwealth's financial resources. The DOA is responsible for establishing accounting policies and procedures as documented in the CAPP manual.
Dynamic Groups	● TLAM ● Hire to Retire	Time reporters belong to dynamic groups (group ids). The system updates membership automatically when the system's Refresh Dynamic Group batch process is run. The process uses the date that the program runs to determine which time reporters satisfy the group selection criteria.
Entitlement Calendar	● TLAM	The Entitlement Calendar provides employees with their semi-monthly leave accruals, analyzing the Job Data pages, and the HCM Employment Data page to determine the employee's proper leave plan and the proper amount of semi-monthly accrual. The Entitlement Calendar name ends with the letters "EN1."
eVA	● Procurement	The Commonwealth of Virginia's eProcurement Portal maintained by the Department of Purchases and Supply (DPS).
Exceptions	● TLAM	This term is used to describe the notifications in HCM that are visible to managers and employees whenever an employee has an issue or error on a timesheet that might cause employee timesheets to not convert in the system to payable time.

Term	Service Area	Description
FLSA	● Payroll ● Hire to Retire	Fair Labor Standards Act A federal law that establishes minimum wage, overtime pay eligibility, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in federal, state, and local governments.
Holiday	● TLAM	Official workday designated by the Code of Virginia or Executive designation to be observed as paid time off. For full-time employees, a holiday is eight (8) hours, and a half-day is four (4) hours.
Institutions (VCCS Institutions)	● All	All VCCS entities, including the 23 colleges, System Office, and the SSC.
Perceptive Content (Formally ImageNow)	● Accounts Payable	The document management system where Accounts Payable invoices and images are housed and routed to colleges for review and feedback if needed. ImageNow is also referred to as Perceptive Content and is a Hyland Software Product.
January 10 Annual Entitlement Calendar	● TLAM	This Calendar provides the Annual New Year Leave balances to eligible employees. This includes VSDP Leave, School Assistance/Volunteer Service Leave, Faculty Personal Leave, Executive Leave Plans, and other leave that is provided on January 10.
January 10 Excess Leave Calendar	● TLAM	This Calendar removes balances that do not transfer to the New Year. This includes VSDP leave, School Assistance/Volunteer Service Leave, and balances greater than the maximum allowed for Classified Staff Annual Leave, and Admin/Faculty Annual Leave-New Plan. All other leave plan balances transfer to the New Year.
July 9th Excess Leave Calendar	● TLAM	This Calendar removes any excess leave balances carried into the current year and either eliminates the balance or converts to sick leave, according to the employee's leave plan.

Term	Service Area	Description
Leave Liability	● TLAM	Leave plans that accumulate over the years represent a future financial responsibility to the Commonwealth of Virginia. At some point in the future, the employee will collect on the balances either with a cash payout or in the form of paid time off. Therefore, this leave is considered a financial liability and must be tracked and accounted for. The Commonwealth of Virginia requires agencies to provide this Leave Liability data on a fiscal year basis from July 1 to June 30. The Leave Liability Report is a detailed description of a college's leave liability.
Liaison	● All	An individual from a college or the System Office who has been designated as the point of contact for the SLA service offering to the SSC for his/her college or the System Office.
Mass Holiday Load Process	● TLAM	This process is run by Group and will insert the Holiday (HOL) hours into the timesheet.
Maximum Annual Leave Carryover	● TLAM	The unused accrued annual leave balance an employee may carry from one leave year into the next.
PAT	● Payroll	Payroll Audit Tool A web-based application that provides numerous automated control reports available for agency use (for data prior to Cardinal go-live in October 2022).
Pay Period	● Payroll ● Hire to Retire	A pay period is a recurring length of time over which employee time is recorded, processed, and paid. VCCS pay periods for Salaried employees are the 10th to 24th and 25th to 9th. Wage time periods run every other Friday - Thursday.
Payable Time	● Payroll ● TLAM ● Hire to Retire	Summary of time worked by an employee to be processed through Time and Labor. The hours worked have been validated by the scheduled time administration process and have been checked for errors that impact PeopleSoft HCM processing.

Term	Service Area	Description
PeopleAdmin Position Management	● Hire to Retire (ATS)	Third-party software application for Position Management and Applicant Tracking Position Management is designed to facilitate the complex relationships between position descriptions, seated positions, and job postings. This empowers colleges and universities to improve recruitment targeting and retention, address compliance needs, and increase the effectiveness of all talent management activities.
Pre-Approval	● Travel & Expense	Prior authorization and documentation required to be eligible for all overnight travel and applicable business meal expenses to be reimbursed by the Commonwealth. (i.e., Chrome River Pre-Approval Report)
Process Monitor	● TLAM ● Hire to Retire	PeopleSoft tool used to review the status of scheduled or running processes such as Calendar Processing.
Processing Phases and Options (from Calendar Processing)	● TLAM	Processing phase to run: ● Identify - Select the first time the process is run. It instructs the system to identify all payees that meet the payee selection criteria that is tied to the calendar group ID. ● Calculate - Select this option to calculate the absence units for an absence run. The first time n Calculate is run, the system calculates every payee that is flagged by the identify phase. ● Finalize - Select to close the absence cycle for the entire calendar group ID. Once the run is finalized, no more calculations are possible. ● Cancel - Select to invalidate the entire pay run. The system deletes all calculations for payees, restores all data to prior values, and deletes all status indicators.
Query	● TLAM ● Hire to Retire ● Payroll	PeopleSoft tool used to retrieve selected data from the database without having to write the complex SQL.

Term	Service Area	Description
Run Control	● TLAM ● Hire to Retire	The method PeopleSoft uses to allow run-time parameters to be saved and used again later.
Service Area	● All	An SSC operating unit that provides a specific set of tasks or responsibilities on behalf of VCCS institutions.
Service Level Metrics	● All	Standards that are established to measure the performance of a Service Area or a specific process therein. Metrics can measure the performance of end-to-end processes or specific actions taken by the SSC or its customers.
SSC Specialist	● All	An individual at the SSC who specializes in Accounts Payable, Payroll, Procurement, TLAM, or Travel & Expense.
Take Calendar	● TLAM	The Take Calendar processes all approved leave requests reducing the employee's leave balance as needed. The Take Calendar name ends with the letters "TC1."
Time Administration	● TLAM ● Hire to Retire	The PeopleSoft process used to convert reported time to payable time.
Time and Labor	● TLAM ● Hire to Retire	The PeopleSoft HCM module that automates the time reporting and processes of reportable time and shares payable time with Payroll.

Term	Service Area	Description
Travel Expense Reimbursement Voucher (TERV)	● Travel & Expense	Original authorized documentation for requesting reimbursement of expenses incurred by an individual while traveling on official State business. This documentation, including itemized, original hotel bills and receipts as required, provides support for reimbursement of travel expenses. Chrome River will collect the information required on the TERV in lieu of completing a paper form to request reimbursement. By submitting an expense report in Chrome River, the traveler is certifying the accuracy of all of the information, the legitimacy of the travel, and the appropriateness of the expenses. By approving the expense report in Chrome River, the approver certifies that he/she agrees the travel was necessary and the requested reimbursements are proper.
Traveler	● Travel & Expense	An individual who is traveling on official VCCS business, to include any assigned Chrome River delegate(s).
VNAV	● Payroll	myVRS Navigator Online retirement system operated by VRS, which governs employee retirement plan membership and associated contributions.
Voucher	● Accounts Payable	Payment issuance to a vendor for goods or services provided to a VCCS entity.
VPPA	● Procurement	Virginia Public Procurement Act The Virginia public policies pertaining to governmental procurement from nongovernmental sources, to include governmental procurement that may or may not result in monetary consideration for either party.
Working Day	● All	Used to compute time for targets, deadlines, and/or Service Level Metrics. Typical working days include Monday through Friday, excluding SSC closures (planned holiday closures and unplanned closures due to emergencies or inclement weather).
Workweek	● Payroll ● Hire to Retire	A workweek is a fixed and regularly scheduled period of seven consecutive 24-hour periods. SSC Wage employees follow a Friday - Thursday workweek, while Salaried Non-Exempt employees follow a Sunday - Saturday workweek