Service Group	Definition of Service	Consumers	People/Groups Involved in the Service Continuum	Service Components/Business Processes (this is a representative list not an exhaustive list)
Getting Started at Yale	Ensure that new employees and employees changing positions (Faculty, Staff, Post Docs, Academics new to administration) have the tools, information, and access required to become fully acclimated in their positions as rapidly as possible.	New faculty, new staff, new post docs, hiring unit	HR, IT, OISS, GCA, Security, Dept Business Office Staff, Supervisor of new employee	new employee paperwork for benefits, payroll, taxes; ID badges; NetIDs; e-mail; access to systems and buildings; transferring grants from other institutions; completion of compliance requirements; training; visas
Faculty Recruitment, Appointments and Promotions	Enable senior leaders to identify, select and appoint high quality candidates (Faculty, PDA/PDF/ARS) as expeditiously as possible; and provide information, tools and processes that enable faculty appointments, promotions and other life cycle events to be documented and updated easily and accurately (includes affiliates)	Provost, Deans, Department. Chairs, Faculty, Prosepective Faculty	Provost Office, Dean's Office, Faculty Affairs, Dept. HR Staff, Dept Business Office Staff, EEO Office	position approval, position classification, position posting, applicant review, interview, evaluation, selection, offer/negotiation, EEO search; academic profile, biosketch, curriculum vitae, appointment history, promotions process tracking/status, leave of absence, merit process, salary equity reviews
Position & Compensation Management	Enable managers and human resource generalists to efficiently and accurately gain approval for and record changes to employee (Faculty, Staff and Post Docs) assignments and compensation	Provost, Deans, Managers, Principal Investigators	Provost's Office, Dept Business Office Staff, Dept HR Staff, HR Generalists	promotions/transfers to other units, job reclassifications, extra payments, bonus, additional assignments, summer compensation
Workforce Management	Provide information, tools, and processes that enable managers, administrators, senior leaders and human resources generalists to understand, manage, and develop their workforce.	Senior Leaders, Managers	Dept. Business Office Staff, Dept. HR Staff, Supervisors, HR Generalists	time tracking, organization structure, system access, performance reviews, talent development, talent identification, competency tracking, training, merit process, salary equity reviews, organizational restructuring, succession planning, workforce surveys
Hiring Staff	Enable senior leaders and managers to identify, select and appoint high quality staff candidates, as expeditiously as possible.	Department Chairs, Managers, Prospective Staff	Dept. HR Staff, Dept Business Office Staff, HR Generalists, HR-Staffing, HR-Compensation; EEO Office	position approval, position classification, position posting, applicant review, interview, evaluation, selection, offer/negotiation, EEO search, background check
Student & Temporary Hiring & Life Cycle Management	Enable faculty and managers to identify, select and hire high quality job candidates (Students and Temporary Workers) as expeditiously as possible.	Faculty, Students, Supervisors	Dept Business Office Staff, Dept HR Staff, HR-Staffing, HR-Compensation	position approval, position classification, position posting, applicant review, interview, evaluation, selection, rate of pay, time tracking, payment processing
Accuracy of Unit Financial Statements	Ensure that business offices, payroll, and accounting transaction offices have cohesive processes for efficiently distributing and adjusting charges that result in accurate payroll and financial statements.	Financial Decision Makers, Controller, Principal Investigators	Dept. Business Office Staff, Central Finance, School Finance Depts.	labor distribution, allocations, effort, labor commitments, labor distribution adjustments, labor planning, journal processing, batch transaction uploads, monthly close & reporting
Unit Financial Management	Enable managers, business office personnel, and principal investigators the ability to efficiently conduct regular monitoring of budget and financial activity in their area of responsibility in order to ensure accuracy and validity of financial transactions and that plans are on track	Provost, Deans, Lead Administrators, Operations Managers	Dep. Business Office Staff, Central Finance-Budget Office, YBT, School Finance Depts.,	review of high risk/high dollar transactions, compliance with federal requirements, consistency with donor intent; flagging of unique transaction and potential errors; review of budget variances; routing processes for problem transactions, documentation of reviews and control assurances.

Service Group	Definition of Service	Consumers	People/Groups Involved in the Service Continuum	Service Components/Business Processes (this is a representative list not an exhaustive list)
Gift & Endowment Stewardship	Enable faculty, department, development and financial staff to easily and accurately establish, monitor and maintain gift and endowments.	Faculty, Provost, Deans, Development Officers, Lead Administrators	Development Staff, Dept Business Office Staff, Central Finance, School Finance Depts.	receipt of funds, set-up of accounts, identification and monitoring of restrictions, expenditures/approval, internal tracking/reporting, access to original gift documentation, financial reporting to donors
Purchasing Goods & Services	Enable faculty and staff to easily purchase and pay for goods and services from internal or external providers in a timely and efficient manner	Faculty, Managers	Purchasing, Accounts Payable-YSS, Dept Business Office Staff, Research & Administrative Staff	vendor identification, requisition, approval/restrictions, supplier portal, receipt of goods, charging/payment, tracking/reporting (sole source, contracts, etc.), internal rate setting, billing, internal payments, etc.
Arranging Travel, Business & Special Events	Enable faculty and staff to easily make arrangements and pay for business events related to travel, meetings and department special events (including faculty meetings, guest speakers, recognition events, etc).	Faculty, Travelers, Event Coordinators	Dept Business Office Staff & Administrative Staff, EMS, Purchasing, YSS	credit card processing/restrictions, description of purchase, sole source, receipt submission, approval, charging, reporting, etc.
Sponsored Awards Management	Enable faculty and staff to easily and in a timely and efficient manner submit, receive, monitor and close-out sponsored awards (Federal, Non-Federal, Clinical Trials)	Principal Investigators, Research Administrators	Dept Business Office Staff, ORA (GCA, GCFA & Compliance), FRMS, Central Finance, School Finance Depts.	roles & responsibilities, integration of the research enterprise systems (e.g, IRIS, IACUC, etc), reporting, cost transfers, sub-awards, business process – financial reporting to sponsors, close-out
Information Delivery	Provide information to decision makers, analytical support staff, and those with control responsibilities, through applications that are aligned with information needs of the user, user behavior and skills, and the information maturity of the organization.	Faculty, Provost, Deans, Lead Administrators, Human Resources Generalists	Dept Business Office Staff, Dept HR Staff; Central Finance, School Finance Depts., OIR	when and how to standardize reporting; optimal utilization of ad-hoc reporting; integration of reporting opportunities across different systems, organizational maturity to use, interpret, and act on information; organizational responsibility for report creation; alignment of information location/distribution with user preferences; campus-wide collaboration to reduce duplication of data and effort

ADVISORY GROUP	Topics	Consumers		Service Components/Business Processes
Faculty Services	Enable faculty to participate in the review of administrative services which impact them or require their participation	Faculty		Self Service, Profile Maintenance, Getting Started at Yale, Expense Reporting, Account & Sponsored Awards Management, Business Intelligence/Reporting
Employee Self-Service	Provide all employees (Staff & Post Docs) with information and access to easily manage their own routine employment and business transactions.	Staff, Post Docs		Benefits selection and changes; personal data changes (demographic, tax), time tracking and paid time off requests; parking; expense reimbursement & reporting, etc. (note – many of these individual processes are also part of other defined services)