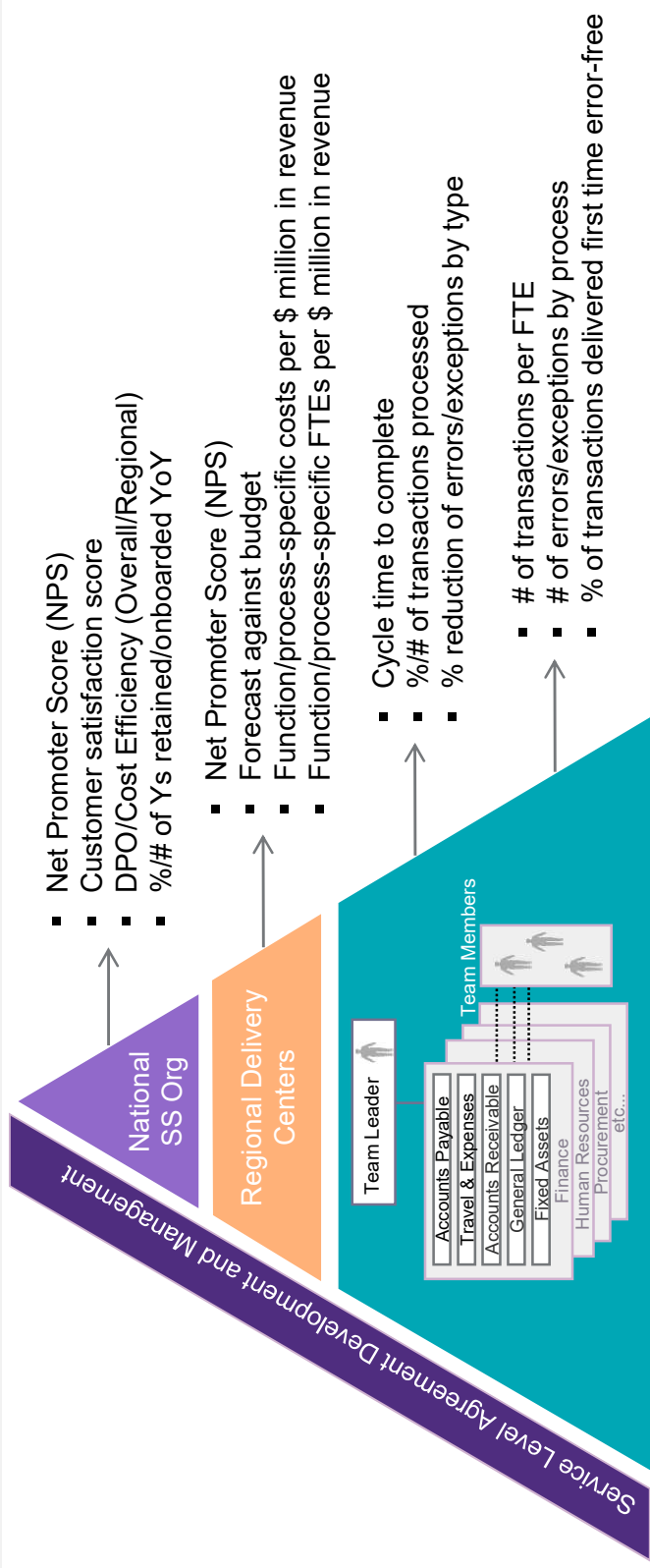


A number of critical operational and functional metrics are used to align on and monitor priorities across the shared service organization

These critical metrics provide prioritization and “Line of Sight” cascading from national leadership down through the teams and individuals delivering the process, in order to quickly and effectively drive service delivery.



Listed metrics are illustrative only and not intended to represent a final, comprehensive list

In addition, function-specific metrics and SLAs should be monitored to ensure appropriate service delivery across functions

Finance	Human Resources	Information Technology
<ul style="list-style-type: none"> • # of accounts in collections • Collection rate • AP & AR invoices processed • # of invoices paid • Days receivables outstanding • # of expense reports processed & paid 	<ul style="list-style-type: none"> • Payroll completion rate • Training compliance rate • Incident resolution time 	<ul style="list-style-type: none"> • Amount of system downtime • # and severity of security incidents • # of Helpdesk tickets resolved • 1st call resolution rate • # of applications supported
Procurement	Membership	Marketing
<ul style="list-style-type: none"> • Savings from vendor negotiation • Preferred vendor utilization • Vendor consolidation savings • Cost avoidance 	<ul style="list-style-type: none"> • # of new members processed • # of drafts processed • # of inquiries addressed • # of calls/emails addressed 	<ul style="list-style-type: none"> • # of campaigns run • # of online posts • Volume of collateral made/designed

Listed metrics/SLAs are illustrative only and not intended to represent a final, comprehensive list