



University of California
San Francisco

UCSF Human Resources Organization Transformation

Spring/Summer 2015

Meeting Agenda

- Introductions
- Review of HR Transformation activities (handout)
- Discussion of “five-star service” ideas and customer feedback



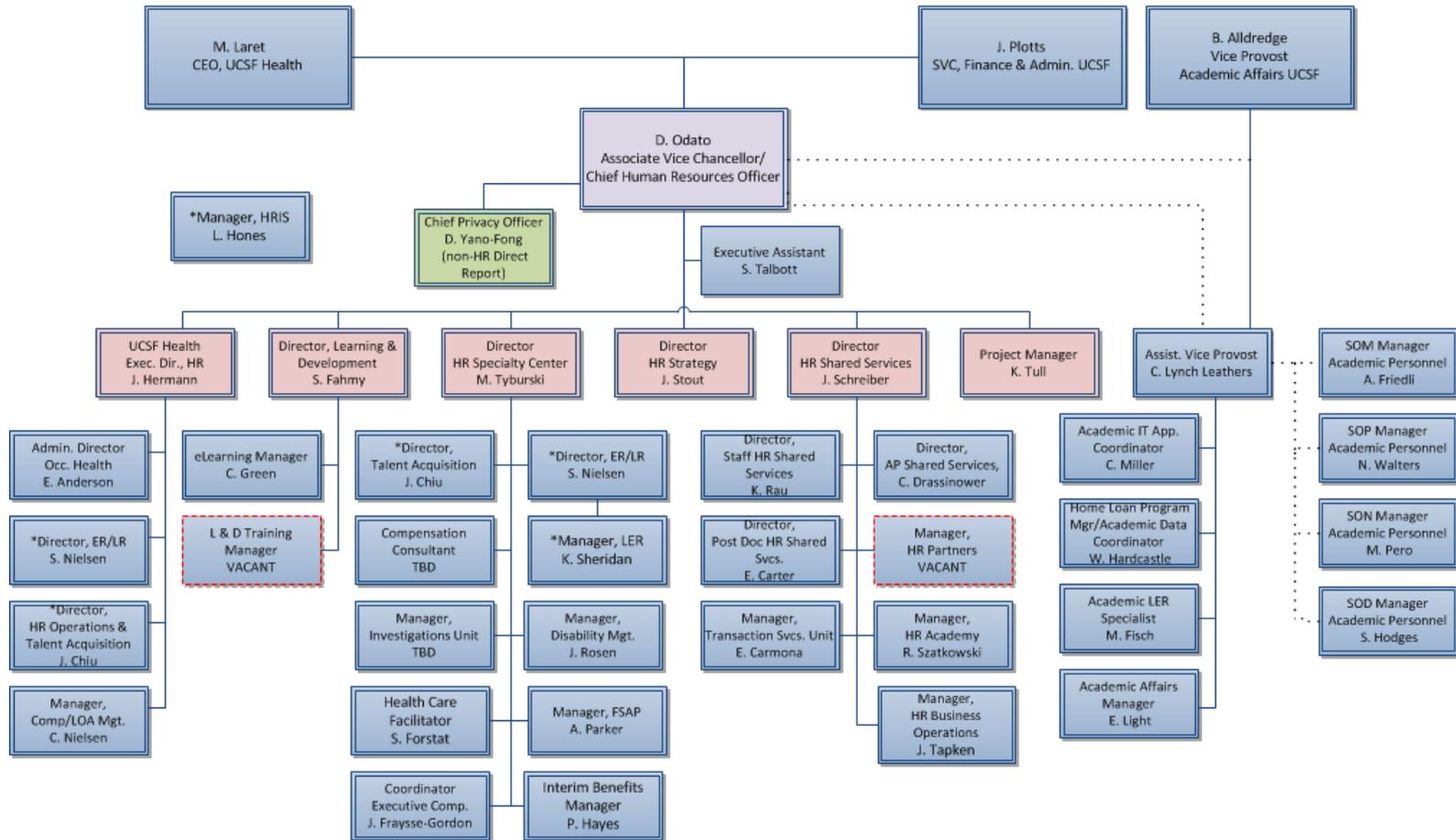
HR Transformation

Summary of current transformation efforts

Transition	Current Challenge	Transformation Plan
Service Center Alignment	<ul style="list-style-type: none"> Inconsistent procedures across centers Generalist have inconsistent access to subject matter expertise 	<ul style="list-style-type: none"> HR has been fully consolidated New team alignment based on Academic and Staff expertise
Post Doc Support Services	<ul style="list-style-type: none"> Complex and rapidly evolving support needs for newly unionized population 	<ul style="list-style-type: none"> Create Post Doc team with specialized expertise
Labor and Employee Relations	<ul style="list-style-type: none"> Service Center and LER support teams overlap in support roles Escalation path can cause delays for complex issues 	<ul style="list-style-type: none"> Provide full life-cycle support from LER consultation through final outcome within consolidated LER expert team
HR Partners	<ul style="list-style-type: none"> Need for cross-functional HR partnership for complex organizational challenges Need for customer-focused service improvement planning 	<ul style="list-style-type: none"> New roles developed and manager is currently being recruited
Compensation	<ul style="list-style-type: none"> Retirements in Compensation unit present opportunity to review workflow 	<ul style="list-style-type: none"> Locate more routine compensation activities for departments within Staff Shared Services; focus highly specialized compensation policy and system-wide activities in Specialty Center

2015 UCSF/UCSF Health Human Resources

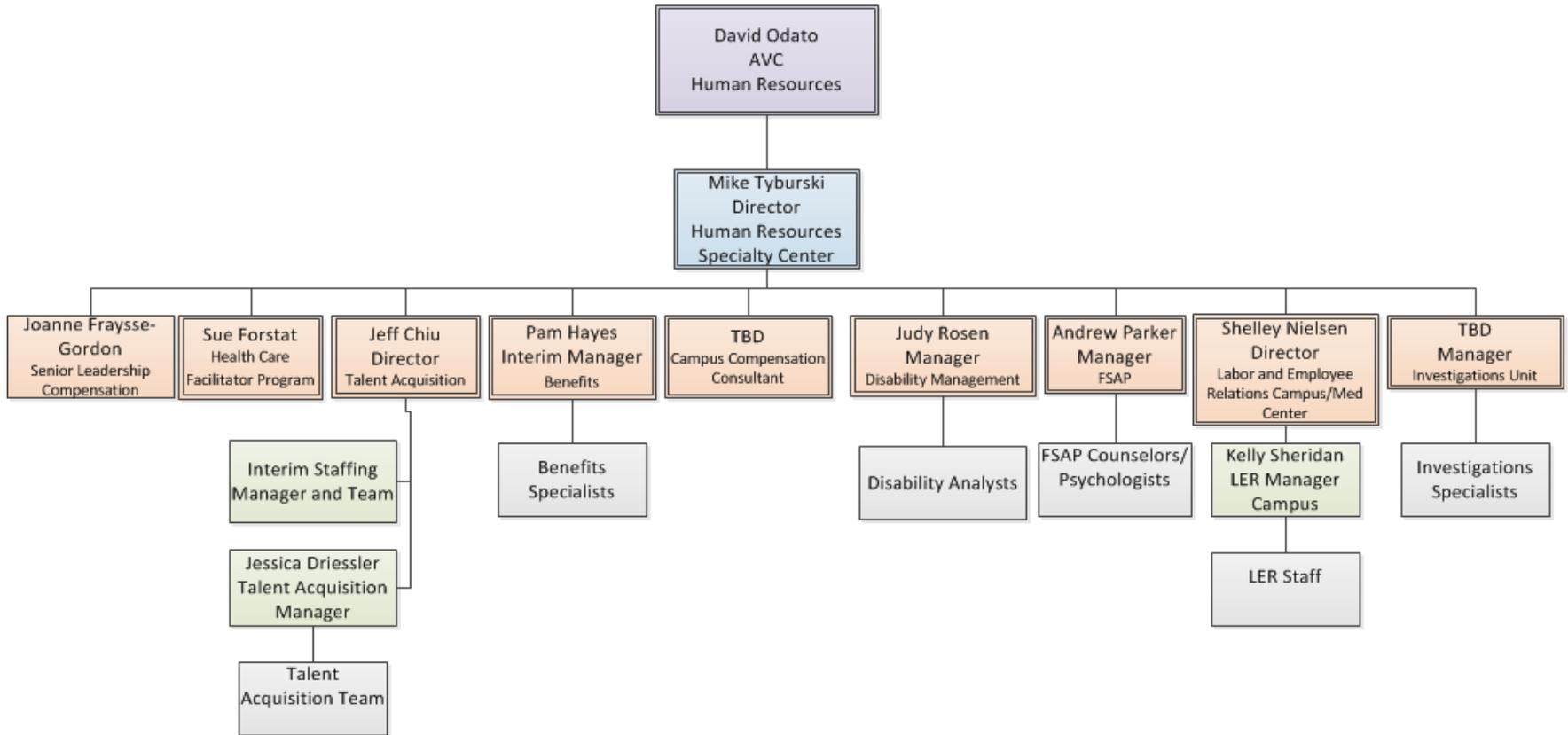
July 2015



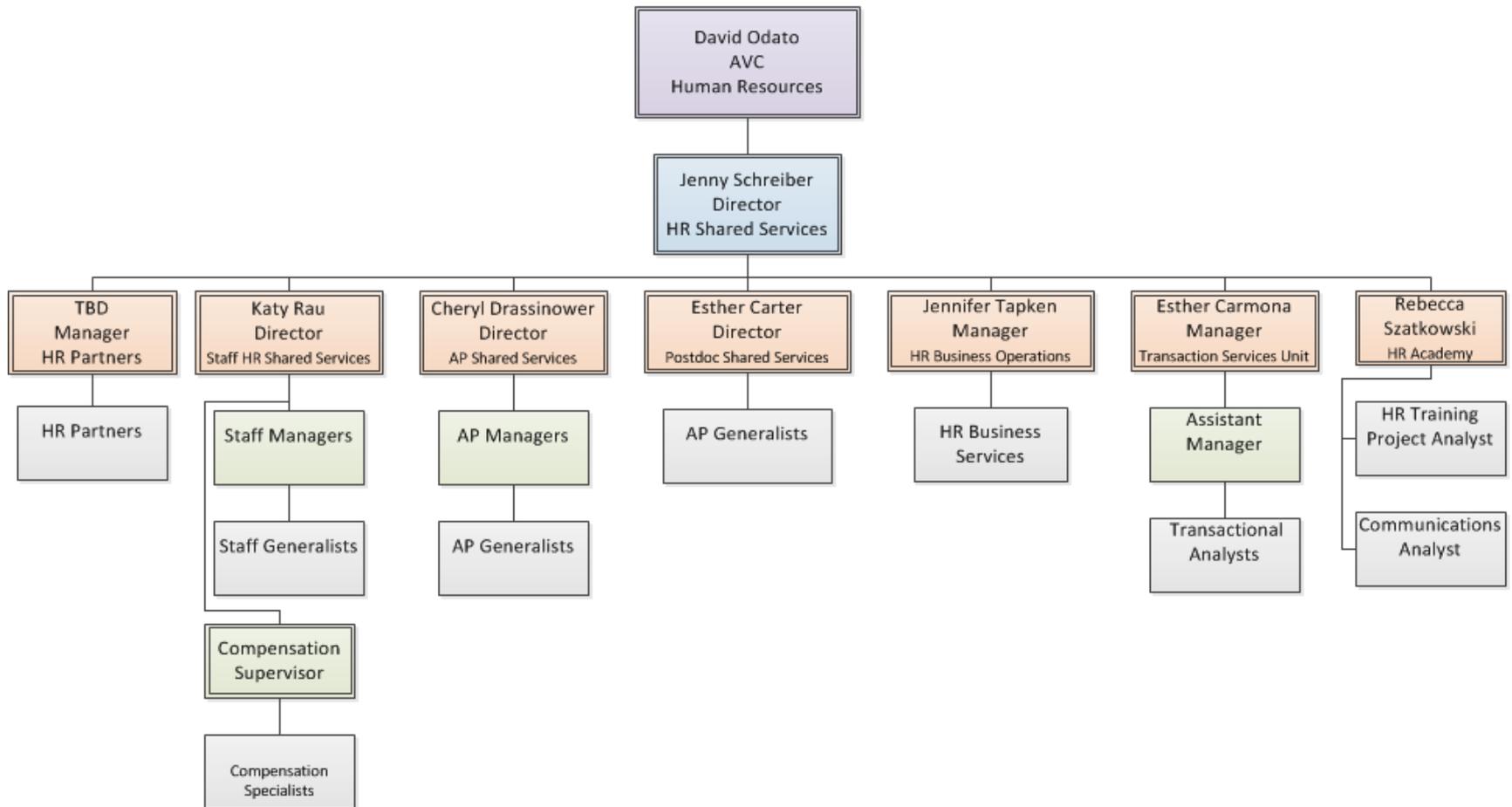
*denotes dual reporting to UCSF Health & UCSF
 Green = non-HR Direct Report
 Pink = HR Direct Report

DATE
5/27/15

HR Specialty Center Organization Chart July 2015



HR Shared Services Organization Chart July 2015



Shared Services Consolidation

- **Leadership in place**
 - Cheryl Drassinower hired as Director of Academic HR Shared Services
 - Katy Rau hired as Director of Staff HR Shared Services
 - Esther Carter hired as Director of Postdoc Shared Services
- **Service centers consolidated as of April 15!**
 - Some generalists' customer assignments are changing to ensure the right team is assigned to each department – updates to be announced by July 1
 - Transition of work will be iterative as postdoc and LER teams launch to foster smooth handoffs, learning of new work and minimize impact on customers
 - We are committed to ensuring that the renewal process will not be impacted
 - *Goal is for Shared Services operations to continue without disruptions for customers*
- **Next steps: assessment of opportunities to improve service and consistency**
 - Directors defining escalation path for managers and supervisors
 - Continue to contact your Staff or Academic Generalist.
If they are not able to assist you they will escalate as needed
 - Assessment of priority process improvement needs, opportunities for greater consistency
 - Gathering customer input through HR Listening Tour, annual customer satisfaction survey (planned for July), monitoring SPA targets

Postdoc Services

- **Team identified – launches July 29!**
 - Esther Carter will be Director of Postdoc Shared Services
 - Shirley McFaden will be Team Lead
 - Excellent team of postdoc AP generalists has been assigned based on expertise and experience
- **New scope of service**
 - Dedicated postdoc services unit within HR Shared Services with director and generalists that have specialized expertise and experience in postdoc employment administration
 - Streamlined workflow and tools/templates for HR and departments
 - Clearly defined handoffs with LER, Graduate Division, and ISSO
 - New tools and resources available to support postdoc processes in the [HR Knowledge Bank](#)
- **How this fits into the “overall goals”**
 - More efficient and consistent service
 - Improved customer experience
 - Standardized process for our staff and our customers
 - Clarified roles between UCSF HR, ISSO and the Graduate Division

LER Consolidation

- **Team identified – launches July 29!**
 - Kelly Sheridan competitively recruited as Campus LER Manager
 - Excellent team of LER specialists and generalists assigned based on specialized expertise and experience
- **New scope of service**
 - Full life-cycle support from LER consultation through final outcome within LER expert team
 - Customers will have a dedicated LER specialist assigned to their department
 - Customers will now contact LER team directly instead of contacting HR generalist to engage LER
 - New tools and resources available to support LER processes in the [HR Knowledge Bank](#)
- **How this fits into the “overall goals”**
 - Standardized and consistent process for our customers
 - Streamlined, more efficient service
 - Improved customer experience

HR Partners

- **Forming a HR Partners unit within Shared Services**
 - Will work closely with Shared Services leadership and customers to determine the optimal way to support customers
 - Manager being recruited (May/June) will develop, market and launch the HR Partners unit
 - Candidates being interviewed and recommended by a panel of customers
 - Gradual launch in partnership with Shared Services and customers
- **New Scope of Service**
 - Provide strategic support and coordination for a range of departmental activities that involves using HR services, such as
 - Performance evaluation process changes
 - Department/unit reorganization and planning
 - Advise on hiring options and developing a hiring philosophy
 - Connecting succession planning and development plans while tying it to training offered at UCSF
 - Analyze SPA performance and customer survey results to develop and implement improvement strategies across UCSF HR
- **How this fits into the “overall goals”**
 - Consistently provide strategic, coordinated support to departments by seasoned HR professionals who understand departments’ unique business needs
 - Develop customer focused service improvement plans to apply consistently across HR organization

Compensation

- **Unit in Transition:** staff retirements provide opportunity to optimize team functions
- **Scope of Service Changes**
 - Operational and transactional compensation activities (classification, salary-setting)
 - Recruiting a Compensation Supervisor to oversee this unit
 - Position will report to Katy Rau, Director of Staff Shared Services
 - Specialty Center Compensation staff will move to Shared Services
 - Current UCSF HR employees being reassigned to fill vacant Compensation roles
 - Targeting end of June to announce changes
 - Compensation Specialist position within Specialty Center being openly recruited
 - Responsible for developing local compensation programs, providing campus compensation expertise, and representing UCSF on system-wide compensation matters
- **How this fits into the “overall goals”**
 - Standardized and consistent process for our customers
 - Streamlined, more efficient service
 - Improved customer experience

Discussion

**What does
5-Star Human Resources Service
Look Like To You?**

