



# **Service Partnership Agreement**

Effective July 1, 2014

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## Section I. Overview and Objectives

UCSF Human Resources strives to provide high-quality, consistent and timely academic personnel and human resource services to UCSF campus departments. The Human Resources organizational structure seeks to allow cost effective, efficient and professional services while upholding ethics and integrity standards. Human Resources will provide in-depth subject matter expertise and knowledge to ensure compliance with University policies, practices and procedures. In some cases Human Resources will be responsible for enforcement of campus policy and Federal, State, and Local regulations. UCSF Human Resources is dedicated to high quality, innovative and continually improving client services, in support of UCSF's mission.

This Service Partnership Agreement (heretofore referred to as "agreement") outlines the service delivery agreement between UCSF Human Resources, comprised of Academic Affairs, Human Resources Specialty Center and Human Resources Service Centers, and the departments in Section VII. The purpose of this agreement is to:

- Document HR's service commitment to meet departmental business needs and meet compliance requirements
- Provide a comprehensive listing of services performed by UCSF Human Resources, including service metrics where applicable
- Document department commitment to provide the necessary input to enable HR to meet department business needs
- Document HR process improvement initiatives chosen as priorities as agreed by the HR Advisory Board

Annually, the agreement will be reviewed and updated by the Service Partnership Agreement Subcommittee as recommendations to the HR Advisory Board. Changes may include but are not limited to:

- New services provided
- Services eliminated
- Acknowledgement of changing business needs of client departments
- Supporting technology and tools are created or modified
- Metrics
- Process improvements

Annually, the HR Advisory Board will review recommendations of changes from the SPA Subcommittee and approve the final agreement.

## Section II. Partnerships

UCSF Human Resources rely on both client departments and a number of campus partners to perform the services.

### **Client Departments**

UCSF HR depends on the client departments to submit complete and appropriate requests to perform HR services. Incomplete or inappropriate request can cause delays in performing HR services. If requests are often incomplete or inappropriate from initiators and approvers in a client department, service center managers and directors should escalate appropriately to the management service officers of the department in regular client meetings.

Client department depends on UCSF HR to perform the service once appropriate requests are approved and complete. If service commitment or metrics such as response time or turnaround time are not met by UCSF HR, client department should escalate appropriately to the service center managers or directors. If HR actions are often delayed or result in errors, client departments should address these issues with service center managers or directors in regular client meetings. Client departments should understand that due to the confines of UCSF HR funding model, financial credits are not given if there is a negative financial impact on the client department due to delays or errors resulted from an HR action.

## Section III. Services Provided

UCSF Human Resources provides comprehensive services to departments to support the HR needs of academic personnel, staff, and trainees. The complete list of services that UCSF Human Resources is involved in providing is listed below categorized by

Staff/Academic and the HR Taxonomy. For more detailed review of the service processes, workflow, and departmental and service provider roles and responsibilities. Please note that both HR and Departmental roles and responsibilities might differ from service to service.

In addition to providing HR services to departments, UCSF Human Resources is responsible for ensuring compliance with all relevant UCOP and UCSF policies, and all federal and state regulations pertinent to the management of staff human resources and academic personnel; and managing institutional risk for same. As such, the organization may need to balance compliance and service while striving for the highest customer satisfaction possible.

## *Staff Services*

(Refer to the Staff Process Inventory and Maps for details: <https://hr.ucsf.edu/index.php/aphr/article/staff-process-maps/>)

### **Hire**

- Recruit: Includes post and advertise open positions, identify and contract search agencies, screen applicants, support affirmative action documentation, preferential re-hire and special selection process
- Onboard: Includes offer letters, employment documentation, background checks, creation of timekeeping records, building access, benefits information/orientation and UCSF training requirements

### **Pay**

- Timekeeping: Includes timekeeping, history, timesheet edits
- Pay: Includes pay, exception pay
- Payroll Ledger Review: Includes remediation of incorrect payroll records, repayment plans

### **Maintain**

- Change Appointment: Includes keying, PAN review for accuracy
- Change Distribution: Includes keying, PAN review for accuracy
- Injury/Disability Leave: Includes work/injury reporting, temporary disability, workers comp, FMLA/LOA, return to work, workplace accommodation, alternate position, medical separation
- Labor Employee Relations: Includes performance management, progressive discipline, grievance/complaint response, agency and statutory investigations, policy development (campus wide), department policy development support (work rule/employment policy), request for information, union requests to meet
- Classification/Compensation: Includes classify position, reclassify position, stipend/equity, merit, and incentive award program support

- Affirmative Action: Includes maintain awareness of AA goals, report and plan for AA goals
- Performance Evaluation: Includes tracking and maintaining probationary reviews and annual evaluations (regular status employees)
- Interim Staffing & Contract: Includes hire, document, identification, timekeeping and pay, maintain, separate
- Learning & Training: Includes required training (all employees), required training (role specific), business process training, staff development

### **Separate**

- Voluntary: Includes keying and pay, collect assets
- Involuntary: Includes layoff approval, discipline approval, notice of intent & Skelly, process/key and pay, collect assets

## Academic Services

(Refer to the Academic Process Inventory and Maps for details: <https://hr.ucsf.edu/index.php/aphr/article/academic-process-maps/>)

### Recruit/Appoint

- Recruitment / Appointment / Offer: Includes faculty and non-faculty academic (NFA) recruitment/search, department chair & Organized Research Unit (ORU) director recruitment/search, search waiver
- Appointment: Includes department appointment, chair & ORU director appointment, volunteer clinical faculty appointment & renewal, SMG academic appointment, visa application, onboard

### Pay/Benefits

- Pay / Benefits / OPA: Includes pay, comp plan/outside professional activities, payroll/payroll change-MPM in scope, payroll/payroll change-MPM out of scope, time/attendance/HBS/pay-faculty & NFA, voluntary percent effort change, leave-sabbatical/professional development, leave-childbearing/parental, leave-extended illness/disability, benefits

### Develop/Promote

- Advancement: Includes on time merit/acceleration one step/deceleration, promotion/acceleration greater than 1 step/merit professor V to VI/merit above scale, mutual acknowledgement letter (MAL), stewardship review
- Training: Includes tracking UCSF-required trainings for employees (not specific to job duties, clinical requirements or lab safety)

### Maintain

- Academic Employee Relations: Includes faculty & non faculty academic misconduct, performance management of non-senate faculty and NFA, grievance



## **Separate**

- Retirement / Emeritus / Recall / Separate: Includes resign/retire/emeritus/recall, non-renewal of clinX, assistant professor-in-residence (senate), associate/full professor-in-residence , and HS clinical, adjunct, NFA (non-senate), layoff, medical separation, offboard

## *Post Doc Services*

(Refer to the Post Doc Process Inventory and Maps for details: <https://hr.ucsf.edu/index.php/aphr/article/postdoc-processes/>)

### **Hire**

- Recruit/Search: Includes recruitment/selection
- Appointment: Includes appointment, visa application, onboard

### **Pay**

- Compensation: Includes pay/compensation, GSR pay/compensation, fund/distribution change

### **Develop/Promote**

- Renewal / Reappointment: Includes reappointment, visa renewal, performance evaluation tracking
- Professional Development: Includes visa requirements and policy advising

### **Maintain**

- Benefits: Includes orientation, keying, advising
- Leave: Includes paid time off & sick leave, FMLA/disability/workers comp
- Labor Relations: Includes membership & contract, progressive discipline, investigatory leave, grievance & arbitration

### **Separate**

- Separation: Includes resign/end term/layoff, offboard

## *Residents and Fellows Services*

Service Center and Specialty Center do not provide general human resources services to the residents and fellows population due to the complexity and diverse nature of work and the need for proximity of the residents and fellows coordinators. This population is out-of-scope until the HR Advisory Board determines a change in the future.

UCSF HR does provide residents and fellow services for the following areas as a fee for service through UCSF recharge:

1. Residents and Fellows Payroll Transactions Recharge: departments may opt in for the transaction team of UCSF Human Resources to perform payroll transaction funding changes for the residents and fellows population. The recharge is determined based on the number of residents and fellows in each department.
2. Residents and Fellows Health Benefits Recharge: all residents and fellows are enrolled in a health benefit program separate from the overall UC health benefit program.

## Section III. Service Commitments

### A. Overview

We strive for the highest level of customer satisfaction. To ensure we deliver consistent, quality, timely service, UCSF Human Resources commits to the following standards:

- Human Resources services will be available M-F 8:00am to 5:00pm (UC holidays excluded).
- Customer requests for service via phone, email or a consultation request within the Human Resources Service Request System (<https://srs.ucsf.edu>) will receive a response within two business days.
- Responses to requests will acknowledge the request and specify any additional information and/or documentation required to proceed with delivery of the service. Incomplete or inaccurate requests may be canceled or returned to the initiator for more information or clarification.
- Service Center staff and Control Point or Departments will meet quarterly to provide mutual feedback.
- HR will develop and provide trainings to client departments as identified in partnership with client departments.
- Once all information is received from the requesting department, the request will be processed as soon as possible.

## B. Measurements

Measurements are one of the evaluating criteria of the success of UCSF Human Resources. Measures are chosen based on volume of transactions, priorities of transactions, and measurability. Measures are used to indicate health in each of the HR staff or academic lifecycles. Measures are not chosen to encompass every aspect of each element of the lifecycle.

Target turnaround is used for many measures. It is understood that target turnaround will not be achieved in 100% of the transactions, but both UCSF HR and departments are committed to reduce the percentage of those transactions above the target turnaround over time by improving process or operations.

### i. Customer Satisfaction

Annually, UCSF Human Resources will conduct a customer satisfaction survey to assess quality of service and satisfaction level on various aspects of the services provided. The result of the survey will be shared broadly and individually with control points or departments. The results of the survey will help direct UCSF HR to improve services.

### ii. Academic Metrics

#	Activity	System	Population	Target Turnaround
1	Funding change: from user approval of the transaction until the transaction is completed (keyed or uploaded, including reconciliation time)	MPM	Eligible actions on academic faculty only	3 business days
2	Funding change: from user approval of the transaction until the transaction is completed within SRS	SRS	Non Faculty Academics, Post Docs, GSRs	4.5 business days
3	Additional Pay <sup>a</sup> : Clinical Incentives (BYZ), Honorarium (HON), Non-Patient Care Income (BYK), Various other	SRS	All academics	5 business days

	(BYN), Leadership Administrative Role (STP), Does not include retro pay			
4	Separations <sup>b</sup> : <ul style="list-style-type: none"> <li>• 4 business days if no HBS action is required (approval to completion)</li> <li>• 4 business days if HBS action is required (from HBS timesheet approved to completion)</li> </ul>	SRS	All academics	4 business days

<sup>a</sup> Priority on funding changes (Metrics 1 and 2): In order to reduce turnaround time on funding changes, it was determined that a turnaround time of 5 days for additional pay is acceptable.

<sup>b</sup> Recommend that generalists put tickets on hold after the initial steps of starting a checklist for separation while customer completes information and/or complete approving timesheets in HBS.

**iii. Staff Metrics**

#	Activity	System	Population	Target Turnaround
1	Funding changes and renewals: from user approval of the transaction until transaction is completed within SRS.	SRS	All staff	4 business days
2	Recruitment Request: from date of request approval to the date of the posting	SRS	All Staff	<u>New Hire:</u> 10 business days <u>Replacement:</u> 5 business days

3	Compensation reclassifications: between user approves the transaction and the transaction is completed within SRS	SRS	All staff	20 business days
4	Compensation equity review: between user approves the transaction and the transaction is completed within SRS	SRS	All staff	15 business days
5	Campus locator: between user approves the transaction and the transaction is completed within SRS	SRS	All staff	3 business days

## B. Process Improvements

UCSF Human resources and departments commit to continuous process improvements as partners. Process improvements initiatives are drafted within the Service Partnership Subcommittees and approved by the HR Advisory Board. Process improvements initiatives are improvements on current areas of service or processes with any or all of the following goals:

- Clarification of input and output
- Clarification of roles and responsibilities
- Reduction of forms/decisions needed per transaction
- Improved tools for input and output

Due to the interactive nature of the HR services, Process Improvements initiatives will require participation from both HR and department representatives to be successfully completed and implemented.

### i. Academic Process Improvements

#	Process Improvement	Goals
1	Appointment and Advancement	Goal for 2014-15 and 2015-16 academic cycle <ol style="list-style-type: none"><li>1. Create, distribute and publish a calendar that identifies actions, those responsible and deadlines.</li><li>2. Create a report in Advance that follows progress of packets based on identified deadlines.</li></ol>
2	Post Docs	<ol style="list-style-type: none"><li>1. Standardize the process for Post Docs salary increases.</li><li>2. Develop and provide instructions and procedures for Post Doc payroll transactions.</li><li>3. Develop and provide Post Doc payroll training to HR staff and departments.</li></ol>
3	Annual Renewals	Develop and provide tools and training materials for the annual renewals process timeline for academic population including faculty, non faculty academics, post docs



		and GSRs.
4	Hiring/Visa/Onboarding	<p>Develop standard procedures for hiring, visa and onboarding process for non-faculty academics</p> <ul style="list-style-type: none"> <li>• Non faculty academics</li> <li>• Post Docs</li> <li>• Out-of-scope: residents</li> </ul>

**ii. Staff Process Improvements**

#	Process Improvement	Goals
1	Labor and Employee Relations	<p>Create matrix identifying actions, those responsible, information needed, and timeline.</p> <p>Create best practice document to distribute to HR and Departments.</p>
2	Onboarding	<p>Create matrix identifying actions, those responsible, information needed, and timeline.</p> <p>Create best practice document to distribute to HR and Departments.</p>
3	Affiliate Appointments	<p>Create matrix identifying actions, those responsible, information needed, and timeline.</p> <p>Create best practice document to distribute to HR and Departments.</p>
4	Funding Change	<p>Standardize templates and formats for funding change requests.</p> <p>Develop a strategy for tracking error frequency and causes</p>

## Section V. Roles and Responsibilities

### Advisory Board

- Partner with the AVC HR, UCSF Human Resources directors, managers and staff to achieve optimal customer service, compliance with rules, regulations and policies, administrative efficiencies and consistent, standardized service
- Assure that UCSF Human Resources is effectively prioritizing and delivering value
- Assure that required academic policies/procedures are implemented/administered appropriately
- Advise on customer needs, desires and requirements to promote customer-centric service delivery and satisfaction
- Foster a spirit of mutuality to ensure service standards and quality are high and client expectations are reasonably managed
- Inform and influence SPAs between providers and customers and ensure mutual accountability
- Ensure funding model is fair and transparent
- Assure proper resource allocation

### Departments

- Responsible for Department operational business decisions:
  - Set strategic direction
  - Identify staffing needs/requirements/organizational structure
  - Make or approve hire decisions
  - Oversee/Administer Faculty Compensation Plans

- Manage departmental staff performance
- Identify training needs
- Determine pathway for resolution of employee issues taking into account advice from appropriate subject matter experts
- Provides complete and accurate information to Human Resources when requesting HR actions.
- Ensure HR Service Center understands department business by communicating departmental strategy, decisions and needs
- Strive for mutual operational efficiencies between HR Service Center and department
- Proactively manage relationship with HR Service Center, provide necessary information for HR Service Center to deliver service; give constructive feedback to HR Service Center regarding performance

### **Human Resources Services Centers**

- HR Service Center director and managers will ensure that staff in service centers:
  - Acquire knowledge/skills required to support the department's HR business needs
  - Develop core competencies to implement department's HR business objectives
  - Support department strategy and decisions by providing transactional, consultative and strategic support
  - Deploy resources appropriately to meet customer service requirements
- Meet SPA standards, including the timely and accurate delivery of consultative and transactional services
- Strive for mutual operational efficiencies between Service Centers and Departments
- Maintain ongoing communication regarding progress/delays on matters requiring resolution, as well as routine feedback on timelines, outcomes and issues to ensure continuous quality improvement

## **Academic Affairs**

- Academic personnel activity occurs within the university's shared governance structure of faculty participation in decision-making. To support shared governance, authority, decisions and recommendations regarding academic personnel actions will necessarily remain within the academic affairs reporting structure. Functions include (but are not limited to):
  - Faculty appointment/advancement
  - Faculty misconduct/grievances
  - Review/approval of leave requests
- Academic Teams, distributed throughout HR Service Centers and Academic Affairs units, will support policy implementation and processing at the strategic, consultative and transactional levels. It is expected that:
  - Processes will be evaluated to ensure they are effective, efficient and supported by policy; and authority will be delegated as appropriate
  - Each office "add-value" to the processes

## **Dean's Office – Academic Affairs**

- The offices of the Vice/Associate Dean of Academic Affairs in each of the Schools are critical to ensuring that issues specific to each School are identified and appropriately addressed. In partnership with the VPAA and the Shared Service Centers, these offices:
  - Oversee school-wide compliance with Academic Affairs policy;
  - Ensure school-wide compliance of the Health Science Compensation plan, particularly as related to compensation, benefits and outside professional activities;
  - Work with Department Chairs, MSOs and Legal Affairs to proactively resolve academic employment issues including those related to non-renewal appointments, layoffs, performance management and broad labor relations issues regarding faculty and non-faculty academics

## **Human Resources Specialty Center**

- Human Resources Specialty Center will function as campus-wide shared resources, consolidating high level functional expertise to achieve economies of scale.
- Human Resources Specialty Center will provide in-depth expertise in the following areas: staffing, classification/compensation, benefits administration, leave administration, disability management services, learning and development, labor and employee relations, investigations and faculty/staff assistance.
- Human Resources Specialty Center will support HR Service Center directors, their managers and staff along with departmental customers (leadership and their staff) to resolve issues, assure compliance and manage risk associated with the management of staff human resources by providing in-depth functional expertise, advice and consultation.
- Human Resources Specialty Center will support the establishment of best practices and the development and delivery of programs that meet the strategic and operational needs of the UCSF community with regard to staff human resources.

## Section VI. Service Center Information

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Detailed contact information is maintained on the HR website under “Find Your HR Rep”. Individuals in need of HR support services can find key contacts by searching either an employee name or a department name.

To access the HR contact tool, visit: <http://www.ucsfhr.ucsf.edu/index.php/directory/orgdirectory>

To access the HR organizational charts and the departments that each service center serves, visit: <https://hr.ucsf.edu/index.php/aphr/article/organizational-chart/>