

UCSF Human Resources

Serving the Academic and Staff Community

Service Level Agreement

January 20, 2012



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Section I. Departments and Effective Dates

HR Service Center A: Go-Live January 2012

- Susan Sall, Director
- Amy Carter and Amy Tom, Academic Managers
- Eleese Minor, Staff Manager

Departments

- Anthropology, History and Social Medicine
 - Family and Community Medicine
 - Institute for Neurodegenerative Diseases
 - Neurology
 - OB/GYN & Reproductive Sciences
 - Pediatrics
 - Psychiatry/LPPI
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HR Service Center B: Go-Live April 2012

- Jenny Schreiber, Director
- Robert Gilmore and Jane Ta, Academic Managers
- Katy Rau, Staff Manager

Departments

- Associate Dean, SFGH
- Emergency Medicine
- Medicine
- Fresno Medical Education Program
- Osher Center for Integrative Medicine

- Radiation Oncology
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HR Service Center C: Go-Live May 2012

- Jason Stout, Director
- Phillip Babcock, Academic Manager
- Nanette Grimm and Mark Gottas, Staff Managers

Departments

- AIDS Research Institute
 - Chancellor's Office
 - School of Medicine Dean's Office Affiliates
 - School of Medicine Dean's Office (excluding Fresno and SFGH)
 - Development
 - Epidemiology & Biostatistics
 - Executive Vice Chancellor & Provost (excluding LPPI and Proctor Foundation)
 - Finance and Administrative Services (FAS)
 - Institute for Health Policy Studies
 - School of Nursing
 - UCSF Center for Health and Community (CHC)
 - University Relations
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HR Service Center D: Go-Live May 2012

- Barbara Harkonen, Director
- Stefanie Mott and Shirley McFaden, Academic Managers
- Gwenn Craig, Staff Manager

Departments

- Anatomy
 - Biochemistry & Biophysics
 - Bioengineering and Therapeutic Sciences
 - Cardiovascular Research Institute
 - Cellular & Molecular Pharmacology
 - Hooper Foundation
 - Institute for Human Genetics
 - Laboratory Medicine
 - Microbiology and Immunology
 - Pathology
 - Physiology
 - School of Dentistry
 - School of Pharmacy
 - Regeneration Medicine and Stem Cell Research
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HR Service Center E: Go-Live April 2012

- Esther Carter, Director
- Shelley Kennedy and Carla Pagsanjan, Academic Managers
- Daniel Dominguez-Moncada, Staff Manager

Departments

- Anesthesia & Perioperative Care
- Dermatology
- Diabetes Center
- Helen Diller Family Comprehensive Cancer Center
- Laboratory of Radiobiology & Environmental Health
- Neurological Surgery
- Ophthalmology
- Orthopaedic Surgery
- Otolaryngology, Head & Neck Surgery
- Physical Therapy & Rehabilitation Science

- Proctor Foundation
 - Radiology and Biomedical Imaging
 - Surgery
 - Urology
-

Human Resources Specialty Center: Go-Live November 2011

- Mike Tyburski, Director
 - Sandra Avila, Investigations Manager
 - Don Diettinger, Development & Training Manager
 - Joanne Fraysse, SLCG Coordinator
 - Larry Hickey, Employment and Benefits Manager
 - Luke Hones, HRIS Manager
 - Andrew Parker, FSAP Manager
 - Judy Rosen, Disability and Leave Administration Manager
 - Susan Wright, Compensation Manager
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Academic Affairs: Go-Live January 2012

- Cynthia Lynch Leathers, Assistant Vice-Provost
 - Melanie Fisch, Academic Labor and Employee Relations Specialist
 - Wilson Hardcastle, Data/Home Loan Program Coordinator
 - Renee Lee, Academic Training Specialist
 - Emerald Light, Academic Personnel Services Manager
 - Carol Miller, Academic IT Applications Coordinator
 - Rebecca Szatkowski, Staff Training Specialist
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Deans' Offices Academic Affairs Managers

- Amy Friedli, School of Medicine
- Shirley Hodges, School of Dentistry
- Michelle Pero, School of Nursing
- Nancy Jane Walters, School of Pharmacy

Section II. Overview and Objectives

This Service Level 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 A-E, and the departments listed above. The purpose of this agreement is to document our service commitment to meet departmental business needs and provide a comprehensive listing of services performed by UCSF Human Resources, including service metrics where applicable.

This agreement does not have a specific expiration date and will remain in effect indefinitely. The agreement will be periodically reviewed and updated to reflect new services provided, services eliminated, and changing business needs of client departments and/or when supporting technology and tools are modified and/or in response to guidance from the newly constituted Human Resources Advisory Board.

UCSF Human Resources will provide high-quality, consistent and timely academic personnel and human resource services to UCSF campus departments. We have created an organizational structure that will allow us to deliver services in a cost effective, efficient and professional manner while upholding ethics and integrity standards. We will provide in-depth subject matter expertise and knowledge to ensure compliance with University policies, practices and procedures. UCSF Human Resources is dedicated to high quality, innovative and continually improving client services.

Section III. Service Center Locations

UCSF Human Resources will operate in two physical locations as listed below. Staff in both locations will work closely to ensure that service quality is consistent.

HR Service Center A: Laurel Heights 305, 3333 California Street, Box 0832, San Francisco, CA 94143

HR Service Center B: Laurel Heights 435, 3333 California Street, Box TBD, San Francisco, CA 94143

6/18/2014

HR Service Center C: MCB 500, 1855 Folsom Street, Box 0281, San Francisco, CA 94143

HR Service Center D: MCB 500, 1855 Folsom Street, Box 0281, San Francisco, CA 94143

HR Service Center E: Laurel Heights 305, 3333 California Street, Box 0832, San Francisco, CA 94143

Human Resources Specialty Center: Laurel Heights 305, 3333 California Street, Box 0832, San Francisco, CA 94143

Academic Affairs: Laurel Heights 101, 3333 California Street, Box TBD, San Francisco, CA 94143 and in the Deans' Offices of the Schools of Dentistry, Medicine, Nursing and Pharmacy

Section IV. Service Center Staffing

Each UCSF department is assigned a Human Resources Service Center (HRSC), within which a director, academic and staff managers and business partners/generalists are accountable for providing services as outlined in this agreement. We strive for cross-training in all of the Human Resources Service Centers to ensure that client services may be provided when the assigned staff is not immediately available to the department due to vacations, business meetings or any other planned or unplanned absence.

We recognize that departments will need to contact specific service center generalists, managers, directors or other members of the human resources workforce rather than submitting all HR business and inquiries via the HR Service Request System or through their assigned generalists/business partners. We will provide a regularly updated list of generalists/business partners, managers, director, and specialty center contacts assigned to each department.

Section V. Services Provided

UCSF Human Resources provides comprehensive services to departments to support the HR needs of academic personnel, staff, and postdocs. The complete list of services provided for each employee type is documented below and categorized according to the UCSF HR taxonomy of Hire, Pay, Develop/Promote, Maintain, and Separate. For more detailed review of the service processes, workflow, and departmental and service provider roles and responsibilities, please refer to the process inventory and maps by population served.

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 competing interests to assure appropriate outcomes along with customer satisfaction.

We serve all staff and academic populations with the exception of Residents and Fellows and non-employee students where individual agreements are in progress.

Staff Services Provided

(Refer to the Staff Process Inventory and Maps for details.)

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 Provided

(Refer to the Academic Process Inventory and Maps for details)

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 Provided

(Refer to the Post Doc Process Inventory and Maps for details)

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

Section VI. Service Commitments

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:

- Dedicated Human Resources Business Partners will be available M-F 8:00am to 5:00pm (UC holidays excluded).
- Customer requests for service via phone, email or the Human Resources Service Request System 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.
- Once all information is received from the requesting department, the request will be processed as soon as possible.

Once we have established baseline information on routine processing times and standards we will develop a customer satisfaction survey score which we will measure and report.

Staff Metrics

Activity	Average Turnaround
Web Job Postings (replacement positions with no significant changes)	3 business days
Web Job Postings (new positions and replacement positions with significant changes)	5 business days
Funding changes*	3 business days
Employee Information Changes*	3 business days
Complete Review of Business Plan for Lay Off*	10 business days

Separations-request to OLPPS updated and final check processed*	3 business days
Complete review of reclassification, stipend and equity	10 business days

**Also applies to Post Docs*

Academic Metrics

Activity	Average Turnaround
Academic Recruitment Plan received in Dean's Office to Department receiving an approved Search Number in ADS	20 business days
Search Process Report received in Dean's Office to Department notification of approval status	20 business days
Approved appointment and advancement actions keyed in (MPM or OLPPS)*	5 business days or effective date of action
Academic Sabbatical/Professional Development Leave Request as certified by the Chair to Department receiving approval by VPAA	20 business days
Journal Ads: from VPAA sending ARP approval to Service Center to ad is sent to journals	3 business days

**Also applies to Post Docs*

Section VII. 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 SLAs between providers and customers and ensure mutual accountability
- Ensure funding model is fair and transparent
- Assure proper resource allocation

Departmental MSO

- 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
- 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 Center (Centers A-E)

- 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 SLA 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
 - Some functions currently performed by the Deans' Offices Academic Affairs and the VPAA Office will moved HR Service Centers (e.g. transactional processing)

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.