



University of California  
San Francisco

# Human Resources

## *FY 20 Funding model subcommittee*

February 2019

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# Human Resources budget status

- In FY18 and FY19, HR had modest surpluses, largely due to vacancy rates which negatively impacted our service
- The headcount as of 12/1/18 to be used for FY20 rates is 19,833, an increase of 827 over FY19
- In FY19 the operating deficit would have been \$873K, and the SVC provided \$743K to offset this in order to keep HR rates at a 3% increase
  - The operating deficit has not permitted start-up deficit payments (except for STIP payments funded by the SVC)
  - The deficit is driven by funding for: VPAA Manager, PeopleConnect Program Manager, Compensation Specialists
- For FY20, the projected operating deficit will be \$2.8M, driven by:
  - Continuation of the costs from FY19, with inflation and organization growth (\$1.7M)
  - New costs associated with increased demand for HR services (reinforced by Aon assessment) for Talent Acquisition (\$760K) and Learning & Organization Development (\$333K)

# FY20 budget strategy

- To address the FY20 projected deficit, HR is pursuing the following steps:
  - Requesting \$833K in rate-additive funds for L&OD
  - Requesting \$1.7M in recurring funds from the Chancellor/Core Funds
  - Raising rates for customers by 7.5% (note that the multiyear plan will cap future increases at 2-3% per year)
  
- In addition to permanent adjustments:
  - One-time investment of \$2.3M from SVC to support short-term critical work from the Aon assessment
    - Requesting \$1M from the Core/Chancellor
    - SVC providing \$250K
    - Spending \$750K from HR reserves
  
- UCSF Health added 12 HR FTE in FY19, an 18% FTE increase
  - Additional funding being sought for FY20 via Health budget process

# Aon assessment findings summary

- Aon identified critical client needs requiring 6-18 months of work focused in the following areas:
  - Labor and Employee Relations
  - Compensation
  - Leave Management
  - Talent Acquisition
  - HR Business Partners (initial focus on Health)
  - Foundational work on technology and people manager training/capacity building
  
- This includes short-term investment as well as permanent budget increases for Talent Acquisition and Learning and Organization Development
  - See timeline and detail on business outcomes in the appendix

# 12/1/18 Headcount freeze: population changes

Appointment Type	FY19	FY20	Increase/(Decrease)
Paid Faculty	3,258	3,357	99
Faculty WOS Other	723	747	24
Faculty WOS Unrecalled Faculty Emeritus	501	543	42
Faculty WOS-Volunteer	3,036	3,203	167
Graduate Student	322	340	18
Non-Faculty Academic	1,292	1,424	132
Post Doc	1,068	1,102	34
Staff	8,599	8,875	276
MSP Clinicians with concomitant WOS appt	207	242	35
Total	19,006	19,833	827

- FY20 data incorporates all changes received from Control Points as of 1/25/19 – no further changes to be made

# Approved FY20 weighting and rates

Population	FY 20 Weighting Percentage	FY 20 per Headcount Rate	FY 19 per Headcount Rate
Faculty	100%	\$1,521	\$1,415
Non-Faculty Academics/ Postdocs	80%	\$1,217	\$1,132
Staff	80%	\$1,217	\$1,132
VCP/Volunteer Researchers	20%	\$305	\$284
Graduate Students	10%	\$153	\$142
Non-Recall Emeritus	0%	\$0	\$0
MSP Clinicians with concomitant WOS apptmt	100%	\$1,521	\$1,415

FY20 rates above reflect an 7.5% increase across all populations

# FY20 HR billing components

- Department bills for FY20 will be driven by two components
  - **Fixed cost increase** of 7.5% for each rate category
  - Individual department bills may increase more or less than 7.5% based on the December 1 **headcount**



## Appendix: Aon Priority Areas – Business Outcomes

HR roadmap timeline

Priorities and service impacts/business outcomes



# HR Roadmap

HR Priority Business Function	Goal Summary	Planned Outcomes
<b>Staff Talent Acquisition</b>	Enhance the capacity and service delivery of the Talent Acquisition function to improve the quality of hire.	<ul style="list-style-type: none"> <li>- Reduced reqs/recruiter</li> <li>- Reduced time to fill</li> <li>- Increases candidate screening</li> <li>- Decreased first year turnover</li> </ul>
<b>Staff Classification/ Compensation</b>	Optimize compensation and job classification process, including process redesign and tools	<ul style="list-style-type: none"> <li>- Improve CFI satisfaction</li> <li>- Reduce time-to-post</li> <li>- Consistently use equity factors</li> <li>- Eliminate disparate impact via internal equity</li> </ul>
<b>Leave and Disability Administration</b>	Streamline leave and disability management process, including clear intake channels, process redesign and system implementation	<ul style="list-style-type: none"> <li>- Improve CFI satisfaction</li> <li>- Reduce average duration of leaves (within legal protections, focusing on efficient processing to reduce HR impact on length),</li> <li>- Improve compliance</li> </ul>
<b>Staff Labor and Employee Relations</b>	Develop streamlined LER processes with consistent support levels, increased education for HR and managers, and clear roles and accountability	<ul style="list-style-type: none"> <li>- Improve CFI satisfaction</li> <li>- Reduce time from investigatory meeting to notice of intent to dismiss,</li> <li>- Reduce paid investigatory leave time</li> </ul>

# HR Roadmap

HR Priority Business Function	Goal Summary	Planned Outcomes
<b>Learning and Organization Development</b>	Clarify roles and expectations of people managers	<ul style="list-style-type: none"> <li>- Strengthen role of the manager</li> <li>- Develop manager competency model</li> </ul>
<b>Health HR Business Partner (HRBP)</b>	Define the HRBP function/roles to provide proactive strategic services for Health leadership	<ul style="list-style-type: none"> <li>- Improve CFI scores</li> <li>- Leader satisfaction with HR strategic services</li> <li>- HR's involvement in strategic talent planning,</li> <li>- Business outcomes for specific HR initiatives (e.g., increased engagement or retention, reduced turnover, etc.)</li> </ul>
<b>PeopleConnect</b>	Strengthen knowledge content in PeopleConnect to ensure clients can find information to resolve routine questions quickly and ensure PeopleConnect is optimized for the UCPath transition	<ul style="list-style-type: none"> <li>- Improve Tier 0 resolution rate</li> <li>- Improve knowledge suggestion rate</li> <li>- Improve CFI website/PC satisfaction</li> </ul>

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