HR Roadmap and FY20 Budget
Executive Summary
February 2019

Aon Assessment:
- In the fall of 2018, UCSF retained Aon to provide an expert assessment of human resources service delivery at UCSF/UCSF Health.
- In November/December Aon shared their findings and recommendations with a customer advisory group (composed of Sheila Antrum, Laurel Bray-Hanin, Maye Chrisman, and Suzanne Murphy) and the Chancellor's Executive Team (CET).
- Aon concluded that HR is underfunded compared to peer institution benchmarks and provided a roadmap to address critical client needs in the near term and suggested possible longer-term service delivery changes, with timing/decisions pending implementation of UCPath.
- The CET endorsed the transformation roadmap, and HR leadership has estimated the resources required to implement the roadmap recommendations, including both one-time funding for projects focused on customer pain points and permanent investments in HR functions that are currently underfunded.
- The table below summarizes the critical client needs in the roadmap. We have retained Aon to support the work focused on Staff Classification/Compensation and Health HR Business Partners.

FY20 Budget and Campus HR Recharge Rates:
- In FY20, HR has a projected operating deficit driven by campus growth and multiple years of underfunding due constrained rate increases.
- Budget shortfalls in the last several years have been covered by one-time funding from the Senior Vice Chancellor, reduced start-up debt payments, and modest savings associated with vacancies.
- To implement Aon's initial recommendations and address the ongoing HR shortfall, a shared approach has been developed:
  - Address HR's permanent budget by raising department recharge rates by 7.5% and seek additional rate-additive and core funding for HR.
  - Make short-term investments to implement the transformation roadmap with investments from the chancellor, the senior vice chancellor, and HR's reserves.

HR Transformation Roadmap Summary

HR Priority Business Function	Goal Summary	Planned Outcomes
Staff Talent Acquisition	Enhance the capacity and service delivery of the Talent Acquisition function to improve the quality of hire.	- Reduced reqs/recruiter - Reduced time to fill - Increases candidate screening - Decreased first year turnover
Staff Classification/ Compensation	Optimize compensation and job classification process, including process redesign and tools	- Improve CFI satisfaction - Reduce time-to-post - Consistently use equity factors - Eliminate disparate impact via internal equity
Leave and Disability Administration	Streamline leave and disability management process, including clear intake channels, process redesign and system implementation	- Improve CFI satisfaction - Reduce average duration of leaves (within legal protections, focusing on efficient processing to reduce HR impact on length), - Improve compliance
Staff Labor and Employee Relations	Develop streamlined LER processes with consistent support levels, increased education for HR and managers, and clear roles and accountability	- Improve CFI satisfaction - Reduce time from investigatory meeting to notice of intent to dismiss, - Reduce paid investigatory leave time
Learning and Organization Development	Clarify roles and expectations of people managers	- Strengthen role of the manager - Develop manager competency model
Health HR Business Partner (HRBP)	Define the HRBP function/roles to provide proactive strategic services for Health leadership	- Improve CFI scores - Leader satisfaction with HR strategic services - HR's involvement in strategic talent planning, - Business outcomes for specific HR initiatives (e.g., increased engagement or retention, reduced turnover, etc.)
PeopleConnect	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	- Improve Tier 0 resolution rate - Improve knowledge suggestion rate - Improve CFI website/PC satisfaction