Operational Effectiveness

Meeting the People Behind the Project

Gateway would not be possible without the many talented people from across the campus who are volunteering their business and technical expertise to help make this project a success.

We are highlighting the members of the Gateway Business Process Team, ably led by Pam Lombardo (Environmental Health & Safety). The Team includes Jivka Bojilova (Information Systems Office), Lynn Corrigan (Purchasing), Jacob Godfrey (Purchasing), Steve Kriz (Accounting Services), Mike Moore (Electrical & Computer Engineering), Tedi Tehrani (Student Information Systems & Technology), Luisa Velez (Marine Science Institute), and Jim Woods (Marine Science Institute).

This highly effective, cross functional team is working tirelessly to assess business practices and develop workflow processes that can be adapted to meet the needs of your unit. Thank you Business Process Team!

UCSB Procurement: Gateway

Development continues on UCSB’s Procurement Gateway, the new purchasing system that will make shopping for most goods and services as simple as adding your favorite items to an online shopping cart. Gateway will offer an intuitive single point of entry to shop and manage payments, while saving your department money by directing shoppers to vendors that offer discounted pricing to UC. The underlying software driving Gateway has been developed by SciQuest, a leading provider of online procurement systems in higher education. We are in the process of customizing the system to meet the unique needs of UCSB’s buying community. Gateway is scheduled to be released in the summer of 2012.

Join Us:

Help shape our future and the design of the new system by joining Gateway Partners, an advisory group comprised of campus community volunteers interested in providing feedback on the development and implementation of the Procurement Gateway. The inaugural Gateway Partners meeting held in December was attended by a large and engaging audience. The project is progressing quickly, so future meetings promise to be increasingly lively as we delve deeper into design elements and develop models for consideration. We encourage you to join Gateway Partners so that you will be added to the listserv for future project updates, meeting announcements, survey opportunities, and demonstrations. To join us, simply send an email to help@gateway.procurement.ucsb.edu and note “Gateway Partners” on the subject line.
As announced in the November 2011 issue of the Operational Effectiveness (OE) newsletter, plans are underway to implement Kronos as the official timekeeping system at UCSB. Kronos is currently being used by a number of campus entities including Administrative Services Division, Student Health, and the Executive Vice Chancellor’s office. These units have recognized savings in both staff time and effort by eliminating paper timecards and manual data input of leave information into PPS. The OE Payroll and Personnel Systems Team will oversee the implementation with input from various stakeholders. The team will work with each unit to assure that concerns are addressed and the transition occurs as smoothly as possible. The implementation team will discuss ongoing costs with each unit as they are brought on-board. Departments and control points are encouraged to consider sharing support resources to lessen the cost to individual units.

Units will have the opportunity to view a demonstration of the system prior to implementation. Initial plans call for implementation to occur in four phases, by the dates listed, as follows (note that the units listed are representative, not all inclusive):

**Phase 1 (June 1, 2012):** Chancellor, Academic Senate, Dean’s offices, Grad Division, Library

**Phase 2 (September 1, 2012):** Staff in academic departments, Office of Research, Athletics, UCEN

**Phase 3 (February 1, 2013):** Staff in Research units, Institutional Advancement, Student Affairs

**Phase 4 (June 1, 2013):** Academic appointees who are sick/vacation leave eligible

This aggressive plan is intended to bring all units online prior to implementation of the new system-wide payroll/HRIS system. Further information regarding the payroll/HRIS system will be disseminated to the campus soon. Further details regarding the implementation plan, including a schedule of Kronos demonstrations and an FAQ document will be available shortly.

Questions may be directed to:

**Sunny Reiner:** sreiner@housing.ucsb.edu
Extension: 7393

**Jim Corkill:** jim.corkill@accounting.ucsb.edu
Extension: 5882

**Tricia Hiemstra:** tricia.hiemstra@hr.ucsb.edu
Extension: 4832

**Cindy Doherty:** cindy.doherty@ap.ucsb.edu
Extension: 8332

---

**Campus Online Timekeeping System**

Campus announces the implementation of Kronos

---

**Spotlight:** Sunny Reiner

Sunny began her career in Housing & Residential Services’ Residential Operations unit as a student assistant in May 1996 and was hired as a limited employee upon graduation. She became a full-time career employee in May 2000 in H&RS Information Systems as an Administrative Assistant. With her talents and unique skills, she continued to advance professionally to become a Computer Resource Specialist, a Computer & Network Technologist, and is now the End User Support Manager for Information Systems.

With her background in administrative work, Sunny was brought on to Housing’s Kronos Project Team just before implementation in the Summer of 2006. She continued with the Team and was instrumental in the successful implementation of Kronos for the Administrative Services Division in 2009 and Student Health Services in 2010. She appreciates the opportunities the expansion of Kronos has provided her to get to know employees across campus, and she looks forward to meeting many more!
UCPath: Payroll and Personnel Initiative
A more effective way to deliver payroll and human resources services

UCPath is a systemwide project to deploy a single payroll system and a single human resources system across all ten campuses and five medical centers that meets the core needs of each location while capturing the efficiencies, improved data and cost-savings associated with unified systems.

The Payroll Personnel System (PPS) has been in use for nearly 30 years, with 11 different versions now running university-wide. PPS is difficult to use, maintain, and enhance, resulting in divergent customizations, development of shadow systems and inconsistent business processes that are costly to maintain and no longer provide timely and complete decision support data to manage UC’s complex workforce. A 2009 assessment by UC Controllers, Human Resource Officers, and Academic Personnel Directors found PPS inadequate for meeting UC’s long-term operational needs and called for developing a more efficient and cost-effective approach to payroll and human resources service delivery.

Following the 2009 assessment, the University of California embarked on an initiative to implement a single, university-wide payroll system with modern capabilities to meet UC’s complex operational and workforce needs. The goals of the project soon expanded to include an integrated Human Resource Management System (HRMS), time and attendance tracking and the development of a more streamlined and cost-effective approach to payroll and human resources service delivery, resulting in more efficient operations and a higher quality of service to employees.

This new business environment is being developed as a collaborative effort with participation from the Campus Controllers, Chief Human Resource Officers, and Academic Personnel Officers, along with teams of subject matter experts. In 2010 the project team developed an architectural model for how these new systems will support the delivery of more streamlined and standardized payroll and human resources operations. The team has also developed preliminary timelines and a range of estimates for the implementation cost. There remains a very high level of enthusiasm for this initiative and a strong desire across the University to standardize payroll and related HR processes and practices.

As UC considers how it will administratively support its threefold mission of teaching, research and public service, it is clear that UC’s business processes must be both more effective and more efficient than in the past. Importantly, UC must have both – business and support operations that are more efficient and also more effective, allowing UC to support its mission in innovative and timely ways.

http://workingsmarter.universityofcalifornia.edu/

This Month’s Operational Effectiveness Q & A

Q: How can I help or be involved in the UCPath Initiative?
A: The best way to get involved is to keep informed of ongoing developments by regularly checking the Working Smarter website and reading your campus and medical center communications. The UCPath PMO is working closely with campus and medical center project managers, communication leads, and other project team members. If you would like to find out more about what is going on at your location, please contact your location’s PMO. A list of campus and medical center UCPath Project team members can be found at: http://workingsmarter.universityofcalifornia.edu/projects/payroll-personnel-system/project-teams/

Q: Can UC afford to spend money on something like this during a budget crisis?
A: As part of the University’s Working Smarter Initiative, this effort is designed to achieve real savings through more efficient and effective processes, streamlined operations and common systems. A very rough preliminary estimate found replacing PPS with more efficient systems could save $30 million per year or more.

What if I have ideas on how we can work smarter?
Get involved! The Working Smarter Initiative wants your suggestions for additional ways that the university can work smarter and reduce costs. Please send your ideas - big or small – to oe@vcadmin.ucsb.edu or to workingsmarter@ucop.edu.

Tip: Put the Working Smarter RSS news feed on your homepage or RSS newsreader for the latest information: http://workingsmarter.universityofcalifornia.edu/feed/
In addition to replacing PPS, a key piece of the UCPath Initiative is a systemwide Shared Service Center. The Center will open its doors in January 2013 to serve Wave 1 campuses and will process routine transactions related to payroll, workforce administration, benefits administration and leave management. Staffing for the center will expand during Wave 2 and 3, as the remaining UC campuses and medical centers transition to the new payroll and HR platform over the following two years.

After months of thoughtful discussion and consideration with numerous stakeholders systemwide, the decision to create a single systemwide shared service center was motivated by a commitment to maximize cost efficiencies by fully levering economies of scale and ensuring consistency in business process quality and execution systemwide. The center will help UC more fully realize the goals of the UCPath Initiative.

The systemwide Shared Service Center will include the following functions: Payroll, Benefits Administration, Leave Management and Workforce Administration. These are the most common transactional services that most easily lend themselves to standardization and centralization. While the major functions have been decided, work is now underway to determine business processes at the detail level. During spring 2012 design teams with representatives from each campus and medical center will develop the detailed processes for each individual work stream (e.g., hiring, reclassification, etc.).

Many services are best left at the local level and will continue to be provided by campus and medical center staff. Examples of services that will not be incorporated include:

- Employee and Labor Relations issues
- Talent and Performance Management
- Staffing and Recruitment activities
- Learning services

For more information about UCPath visit:

http://workingsmarter.universityofcalifornia.edu/