Shared Service Centers

University of California

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University *of* California
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Current State of UC ANR

"As a UC Division, we continue to develop and implement new models of service delivery with reduced numbers of employees; increase fundraising efforts; nurture old and develop new partnerships with industry; and create multi-county partnerships to reduce administrative overhead and invest the savings in programs. While all of these are vital, it is important to remember, many of the developments necessary to meet the challenges of producing safe, affordable, sustainable and nutritious food are public goods not easily monetized, but where long-term investments benefit us all."

-Barbara Allen-Diaz, UC ANR Vice President

Structure of UC ANR

- Activity carried on four campus systems
- CE Specialists activity handled through their Campus Dean's offices (3 Colleges and the School of Vet Med)
- Divisionwide County-Based and Statewide Programs managed through a central business office
- UC Path (oh my!!!) covered later

What has UC ANR done to create efficiencies?

…few examples:

- Consolidated administrative support units (Oakland, Davis , Riverside and Kearney) to consolidate administrative functions formerly located in county offices.

- Purchased a building in Davis to serve as administrative and programmatic home to more than 150 employees, co-locating personnel to streamline business processes and yield operational cost-savings.

- Implement Multi-County Partnerships (MCPs) to deliver administrative cost savings by centralizing all administrative functions for select regions into fewer consolidated administrative offices.

- Created Program Support Unit (PSU) to serve as statewide event planning and logistical support for all of UC ANR.

What has UC ANR done to create efficiencies?

…few examples:

- ANR's county-based programs supported in a regional structure, with three administrative units. Regional units were eliminated and the academics were managed statewide through one Business Operations Center location
- All 9 RECS, statewide programs and institutes had their business operations consolidated into a second Business Operations Center location
- The units function as one BOC split across two geographic locations. Duplication of efforts were reduced.
- Consolidated all HR activity (both Academic and Staff) into a centralized unit, taking those functions for the individual programs and regional offices.

The UC Berkeley Model

Initial goals and expectations:

- Transfer "shareable" work being done in departments into Campus Shared Services (CSS) in the areas of IT/desktop support, academic and staff human resources, payroll, purchasing, recharge accounting, and research administration.
- Develop uniform business processes.
- Ultimately, (over the course of 3 years) generate savings due to efficiencies.
- Provide a uniform level of base support across units with the potential for units to pay more for services above the baseline.

The UC Berkeley Model

What is working well?

- CNR was an early adopter of the Shared Service Center model (April, 2013), being one of the first 2 academic units to move staff, allowing for many lessons learned and opportunities to re-design functions to better serve clientele.

What roadblocks were unforeseen?

- Huge amount of work was accomplished on business process mapping prior to launching CSS. On those maps were many points where the work would flow to CSS. CSS didn't exist yet so once we went live there was still a lot of work to be done within CSS to figure out how they would do the work internally.

The UC Berkeley Model

Challenges:

- Deciding how units should be structured and managed. Basic debate is whether functional owners or integrated service managers should take key leadership role. Management wants functional ownership, while Dean wants integrated service manager oversight. Resolution was mixed structure that includes functional owners and service managers.

- CSS is located about ~2.5 miles from campus. This results in a lot of lost productivity due to travel time.

- Didn't anticipate workflow issues concerned with having a remote location prior to going live. Not set up technically with working systems in place at the onset of implementing new model, and, a lot of staff turnover.

The UC Berkeley Model

Challenges Continued…

- Implemented CSS as one of ~20 initiatives forming part of the Operational Excellence (OE) effort on campus. Resulted in a lot of simultaneous change where key people were being spread too thin while participating in multiple OE initiatives.

- Original intent was to overstaff CSS so that there was adequate bandwidth to handle inevitable staff turnover, but this didn't happen and therefore made the transition more difficult (e.g. more mistakes, dropped tasks, etc.)

- Huge cultural change for faculty used to walking down the hall or to the next building to have access to staff.

The UC Davis Model

- One shared service center was created at Davis and all central administration units had their services centralized

- Optional for individual departments and colleges to join the campus shared service center. This consolidation was three years ago and some retooling and rethinking has occurred to speed up timelines that were slow initially

- CAES did not join the campus shared service center but instead opted to create clusters, grouping small departments together and continuing to use the same processes as before. This has worked very well for CAES and they have obtained some efficiencies and still mantain service to their faculty

The UC Riverside Model

- The campus has not embarked on shared services. It has been the campus closest to the activity of UC Path – the new all UC ten campus payroll processing service center and has struggled to keep staff in light of the newly-created PATH center
- Our college partner CNAS has consolidated all HR activities for the departments in the college into one college-wide HR unit
- Other business operations of CNAS continue to be done in the Departments

UC Path

- The University of California began five years ago on a project entitled "UC Path"
- This is a systemwide effort to consolidate all payroll and human resource tracking to one entity for efficiency. There was a RFP and all campuses were able to apply to become the UC Path center, but Riverside was chosen as the location.
- UC Path center is considered a branch of the University of California Office of the President located at Riverside.
- Original timeline was to go live with three pilot groups and then three waves of campuses moving on in sequence.