

The Deloitte logo, consisting of the word "Deloitte" in a bold, black, sans-serif font, followed by a small green dot.

UC RIVERSIDE HUMAN RESOURCES STRUCTURAL AND OPERATIONAL ASSESSMENT

Final Assessment Report – **January 2022**



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Executive Summary



The University of California, Riverside (UCR) commissioned Deloitte to conduct a Human Resources (HR) Structural and Operational Assessment. Over the past **13 weeks** our team has engaged with **290+ stakeholders** across campus, in a variety of forums to assess the current state of HR at UCR. Through our discussions, feedback, survey, and other data collection tools **we have formulated forward looking recommendations designed to enhance UCR's HR functions.**

Based on our assessment, **UCR HR is primed for transformation** and has staff and stakeholders who are ready for change. On the following three slides you will find a summary of our **24 distinct recommendations**, across **8 key themes**. The remainder of this report dives deeper into our findings and provides detail about the challenges UCR HR faces and our proposed recommendations.

By prioritizing successful implementation of the recommendations laid out in this report, UCR HR **could significantly elevate HR services provided to the UCR community**. Leveraging UCR HR's biggest strengths, including its staff's commitment to UCR's mission, will enable this change so the university can become a **proactive organization** that **meets the HR needs of its customers and restores its HR reputation across campus.**

Theme

Key Takeaway



Leadership

- Retaining strong HR leaders in key positions, including the CHRO role is an ongoing challenge. Many current directors in central HR are not serving as strategic partners or effective supervisors. Many campus unit leaders focus on Finance and Administration and are unable to provide their HR professionals with HR growth opportunities and mentorship.



Culture

- Divisions exist between the individuals and teams providing HR service at UC Riverside. Lack of trust, psychological safety, strong connections to colleagues, and ability to collaborate have all been cited by UCR HR employees as workplace concerns. There are also concerns about inequitable treatment, severe burnout, high turnover, and general disrespect for the work and individuals performing HR work.



Skills and Expertise

- HR professionals in the central HR division and in the campus units have varied levels of HR knowledge and expertise, with some not currently meeting industry standards, as evidenced by benchmarking, or the needs of the UCR community, as cited in interviews and survey responses. HR professionals who do have extensive background in their functional area have not received the professional development or training necessary to be fully competent in their roles as the industry has experienced massive shifts in recent years.



Organizational Structure

- UCR's size and infrastructure has grown without scaling or adjusting how HR operates to support the university. The federated structure of central HR, Shared Service Centers, and HR in the units results in unclear roles and responsibilities, creating duplicative work, and exposing the university to potential compliance issues and risk.



Operating Model

- UCR's current operating model emphasizes transactional rather than strategic work across HR functions. HR customers report mixed levels of satisfaction with service received. Processing time, information accuracy, and consistency are noted pain points that can be traced to back-end inefficiencies.



Policy Interpretation and Risk Mitigation

- When policies are disseminated from UCOP, staff report that UCR HR does not provide clear guidance to the campus units for how to interpret and enact changes to their existing policies. Further, many individuals report potential inequities due to varying policy interpretations and case-by-case solutions.



Processes

- Many core processes including onboarding, I9 processing, and leaves administration are reported as time-consuming and ineffective, managed by multiple teams, and lack consistent documentation and standardization.



Data and Technology

- HR does not always collect or leverage data to inform decision-making or workforce strategy due to data discrepancies, creating missed opportunities. Existing technology gaps promote manual HR processes and cumbersome tasks.

Theme	Recommendations
 Leadership	• Prioritize filling the CHRO position by distinguishing this role from other open CHRO positions in the industry and UC System with compensation, reporting level, university mission, hybrid work options, commitment to increased resources, and support for implementation of new leader’s vision and strategy. • Introduce highly interactive program for HR supervisors and managers complete with on-going training, collaboration opportunities, revised performance management system, defined actions/outcomes from performance evaluation findings, and structured system for documenting 360 feedback, reports, and complaints. There should be required and optional components for all staff that have individuals reporting to them. • Launch educational campaign and trainings for people managers and supervisors across the organization to shift general mindset. Emphasize the importance of people management and accountability to the success of the university.
 Culture	• Accompany upskilling and training efforts for HR professionals with a rebranding campaign for central HR that emphasizes a “transformed HR organization” that is positioned to meet UCR’s needs and collaborate with partners across the campus. UCR HR should also involve teams/workgroups who bring perspectives outside of HR throughout transformation process, integrating feedback early. • Develop a revised and targeted culture strategy that includes tailored workshops and ongoing education for central HR. Include elements of this culture strategy in the mandatory trainings for central HR managers and supervisors detailed in Recommendation L2; ensure content on how to effectively lead teams and empower individuals is integrated. • Evaluate and revise total rewards packages and value proposition for employees to emphasize employment benefits in addition to compensation. Identify, recruit, and retain talent who will be loyal, committed, and invested in UCR’s mission. Additional actions should include hybrid work options, a recommitment to HR as a critical university function, hiring a CHRO who will prioritize training and development opportunities for the HR organization. In parallel, HR needs to develop leading practices that include approaches above to reduce turnover and retain talent across the campus.
 Skills and Expertise	• Create, communicate, and train on consistent job expectations and increase skill sets to meet the expectations, as needed. Reclassify all HR professionals who are not properly classified so there is parity amongst roles and experience is equal to level. Use existing vacancies to hire highly competent resources in each HR area. Once provided additional training, HR employees should also be empowered to make critical decisions. • Launch a comprehensive training program for all HR employees or enroll all HR employees in outsourced job-related training programs. Give additional emphasis and investment to upskilling all HR managers. • Establish new mediums for idea sharing, knowledge transfer, and collaboration between central HR, shared service centers, HR in the campus units, academic personnel office, and academic personnel in the campus units.
 Organizational Structure	• Elevate the HR function to report into the Chancellor to demonstrate university commitment to HR. Separate the HR function from finance functions in the centralized administrative unit. • Once culture of trust is established across campus-wide HR employees, change the reporting structure for unit HR teams to have solid reporting line accountability to central HR. A dotted line may remain to their unit along with a collaborative professional development and performance management process. • While central HR lacks adequate FTEs to meet campus needs, HR activities in the field could be re-delegated to improve workload distribution and overall campus HR spend.

Theme	Recommendations
 Operating Model	• Develop an HR Support Center to be the front door for all HR related questions that can answer general questions and escalate/navigate to HR domain experts. Strengthen structure of HR teams by reinforcing teams with subject matter experts and backups across HR functions. Add specialized training to upskill central HR to be domain experts who can consult and support campus unit HR teams to deliver consistent service. • Review and clarify roles and responsibilities of each job in HR processes and refine HR business processes to reduce unnecessary handoffs. This will require a comprehensive workforce assessment of all central and campus unit HR and Academic Personnel employees. • Define service level agreements for all processes and create a process for customers to view the status of each request.
 Policy Interpretation and Risk Mitigation	• Establish a designated team to manage policies to uphold accountability. Integrate corresponding training for HR teams to upskill their knowledge on policies and their application. With each new policy, central HR should provide an implementation approach and leading practices that prioritize enabling business operations. • Create a program management function in HR to support implementation of new mandates and changes of current state (e.g., policy changes) that can support creation of implementation best and standard practices along with the change management efforts to successfully socialize unit HR teams. Once in place, create a process to communicate policies and regulations to staff. In addition, hold meetings or office hours after the communication to share examples of how to apply and answer questions, and allow HR Partners to bring their most unique cases to test the policy and make sure it can be applied. • Consider a centralized policy office to develop broad and deep HR-specific policy expertise.
 Processes	• Conduct process re-design effort: 1) Analyze current standard HR processes. 2) Define a team that consists of central and campus unit HR professionals to meet regularly and review processes and best practices and then share with the broader HR community. 3) Define metrics to measure and enforce practices across community. 4) Designate a quality control specialist to simplify create and manage a quality assurance program. 5) Align to industry best practices. • Centralize select processes (onboarding, leaves administration, workforce comp, I9s) that are best suited for standard execution to create more efficiency, accuracy, and compliance while reducing duplicative efforts across campus. • Create a centralized service delivery model that defines who processes transactions and who advises/reviews. Perform analysis of current HR team's responsibilities and reallocate transactional activities from strategic partner roles.
 Data and Technology	• Optimize data structures and access to data so that campus unit HR and central HR can better support the university. Improved data will enable workforce planning and data driven decisions in order to meet business objectives as well as anticipate and improve service delivery needs. • Educate users on how to identify technical opportunities to improve their operations and encourage them to develop and propose ideas. Create priority enhancement lists based on proposals. Develop an HR technical roadmap and evaluate it against requested enhancements and existing processes. Leverage automation and innovative technical solutions to reduce workload. • Develop a business case for a technical solution for tracking and management of HR issues and explore technical options. Align technical needs based on the determined future state organizational structure, operating model and HR technology.

Engagement Overview



Activities:

- ✓ Reviewed **35 documented summaries** of HR information including org charts, processes, retention data, etc.
- ✓ Conducted **27+ interviews** with ~ **290 unique stakeholders** across all UCR HR functions, and other university departments
- ✓ Facilitated **19 focus groups** with **843 anonymous responses** to questions via anonymous polling tool
- ✓ Benchmarking analysis



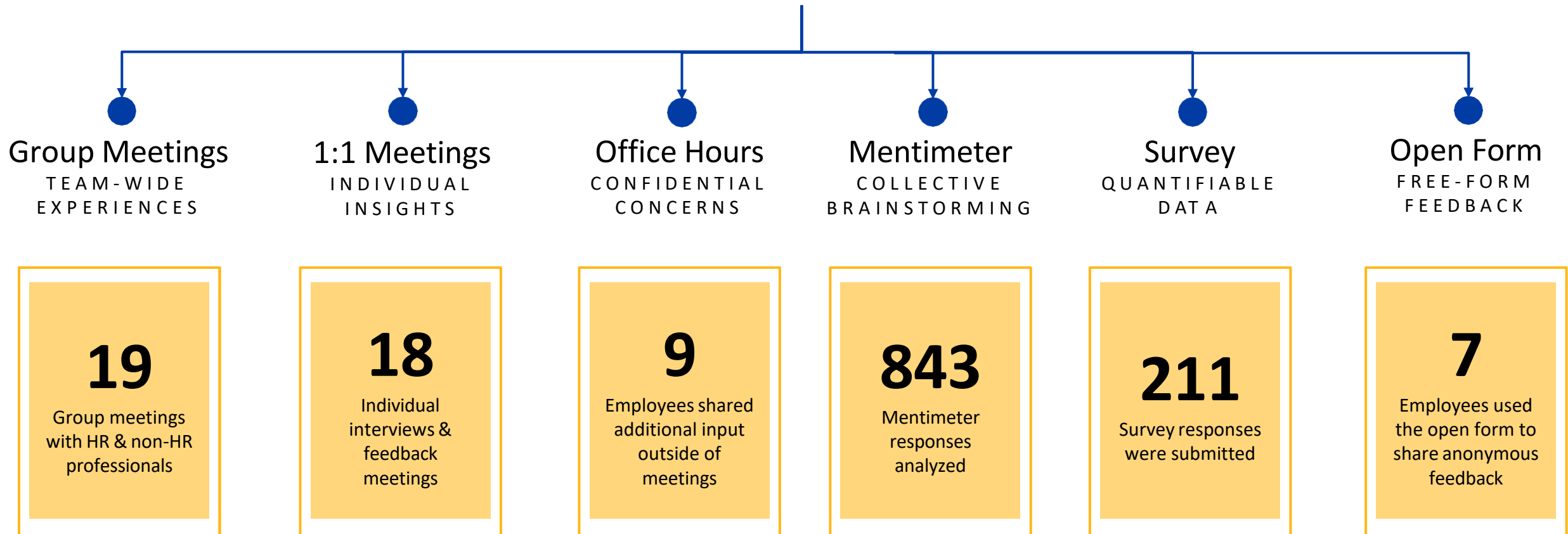
Outcomes:

- ✓ Identified **key organizational and workforce challenges**
- ✓ Defined structural issues with existing **HR operating model**
- ✓ Codified **major themes** across interviews, focus groups, office hours, Mentimeter polling data, and survey responses
- ✓ Identified list of **24 recommendations** and corresponding **level of effort** and **level of impact** for each

This document provides a summary of the Current State findings and corresponding recommendations to address HR challenges at UCR.

290+

community members have been engaged across various data collection mechanisms



This assessment synthesizes the perspectives of individuals with diverse relationships and proximity to HR. Thorough analysis of all anonymous data enabled the team to extract 8 key themes based on the most frequent, consistent, and impactful feedback.

FOCUS ON AVERAGES

Much of this assessment relies on employee feedback which, at times, contains conflicting opinions and points of view based on individual experiences. Our analysis of the data accounts for these varied perspectives and emphasizes the most common employee concerns.

HR EXPERTISE VARIABILITY

HR professionals and customers have varied levels of knowledge and expertise. In some instances, employees provided feedback and suggestions based on practices that do not align with leading industry practices.

INTERPERSONAL CHALLENGES

Numerous employees in central HR shared that there is a negative culture in the department. This culture and the associated fraught individual relationships appears in some of the data collected. Our analysis was careful to consider responses through that lens.

HISTORICAL PERSPECTIVE

There is some variability in data which appears to correlate with tenure at UCR, indicating some responses may be reactions to past state of HR at UCR, while others who are newer to the university are speaking exclusively about the current situation.

Assessment Findings





Mission-focused Organization and Staff

Despite resource limitations and high workload volume, UCR HR staff cited **alignment with UCR's mission as the driving factor for remaining with the university**. The staff at UCR are clearly committed to positive outcomes for staff, faculty, and students.



Employee Motivation to Address Challenges

HR staff expressed a **desire to partner with campus leaders and implement solutions to improve HR**. If empowered to do so, key employees appear positioned to take initiative to affect change.



Leadership Listening to Employees' Priorities

While exercises to solicit employees' feedback have previously taken place at UCR, **some employees expressed optimism that campus leaders are now listening and ready to address feedback** by investing in campus-wide HR.



Momentum Driving Change Readiness

Thorough engagement with the HR community at UCR throughout this assessment, and additional vehicles for feedback, have **generated momentum and started preparing the community for upcoming changes**.



Establishing Mechanisms for Collaboration

Many HR employees in the campus units expressed **appreciation for new Office Hours established by central HR to promote communication and collaboration between HR Partners**.

Capitalizing on these strengths will create a solid foundation for successful change adoption.

Assessment Theme Definitions

Our recommendations, summarized on the next slide, fit into **8 key organizational themes** defined as:



Leadership

The people who lead your organization and are responsible for strategic direction and culture of the organization



Operating Model

The operating model determines *how* work gets done within an organizational structure



Culture

The attitudes and behaviors of an organization's people, ideally intentionally developed around a set of shared core values



Policy and Risk Mitigation

How policies are applied across an organization, and which policies are put in place in order to minimize risk to the organization and its people



Skills & Expertise

The abilities and knowledge needed to successfully perform one's role within an organization



Processes

The standard way of doing business within an organization



Organizational Structure

The way in which people within an organization are structured



Data & Technology

to meet the strategic goals of the department, unit, or school

Assessment Theme Definitions

The tools and information that can be leveraged to carry out the day-to-day work of an organization



Overview

- UC Riverside is **struggling to retain strong HR leaders in key positions**. The prolonged lack of leadership has resulted in downstream challenges such as poor reputation across campus, low levels of trust from HR employees and customers alike, increased attrition, and a negative organizational culture.
- Central HR is **not currently engaged in university strategic planning** in part because there is no leader to speak on behalf of the division and its goals, limiting effectiveness of talent management and workforce planning during a critical time.
- Some current HR Directors/Managers in central HR reported that they are not working on strategic tasks and instead are working on transactional day to day tasks because of workload in their team. This ultimately means they are **not able to serve as strategic thought partners or dedicate time to effective supervision and development of team members**.
- Many central HR staff members report no regular collaboration across teams, and some are concerned team **leaders are not held accountable for setting team strategy, maintaining core HR skills, and demonstrating consistent leadership**.

Core Challenges to Address

L1

Leadership Vacancies: The lasting impact of turnover in the CHRO position as well as the slow replacement have left challenges for central HR's employees as well as the division's campus reputation. There is not a senior leader at the university who can guide workforce strategy and make critical talent decisions.

L2

Performance Management of Managers in Central HR: Central HR's performance management system and process does not ensure leadership development or skill development for team leaders. Further, the lack of CHRO has likely resulted in a residual lack of coaching opportunities and accountability for team leaders.

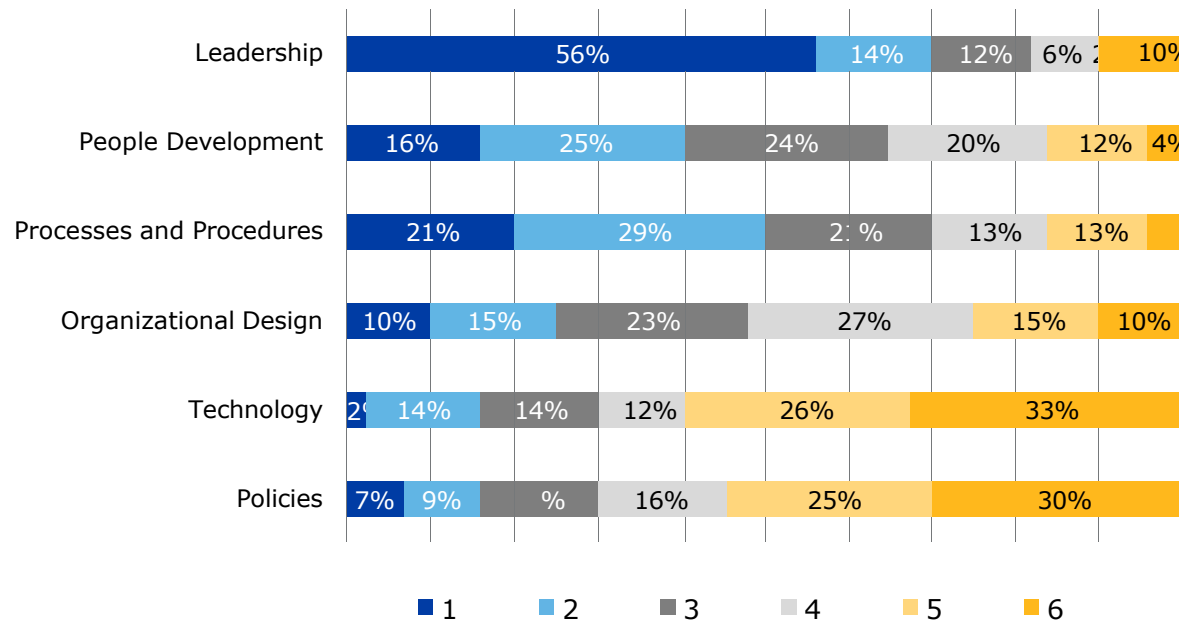
L3

HR is Not Seen as Responsibility of all Managers/Supervisors: Managers and supervisors across campus do not consistently demonstrate shared responsibility for organizational and talent matters (e.g., team culture, employee development, retention, performance management, etc.).



Survey Data

Where Would You Most Like to See Future Investment Placed into HR at UC Riverside? (Central and Unit HR Employees)



Industry Benchmark

A competent and committed leader in place for HR is paramount for ensuring an organizations most important asset, its people, have a seat at the table. Across other peer institutions that have recently undergone HR transformations (e.g., University of Iowa, USC, UC Irvine, Penn State, Ohio State) the top HR leader reports directly to the President/Chancellor. This distinction ensures HR is considered as a strategic asset to the University, which in turn can improve performance of employees in the department.



Overview

- **Divisions exist between the individuals and teams providing HR services at UC Riverside.** There are both intra- and inter- group challenges among central HR employees and between central HR/campus unit HR employees.
- **Lack of trust, psychological safety, strong connections to colleagues, and ability to collaborate** have all been cited by UCR HR employees. There are also concerns about **inequitable treatment, severe burnout, high turnover, and general disrespect** for the work and individuals performing HR work.
- Majority of staff reported **not regularly communicating across offices and teams**, and some shared that individuals are **not held accountable for disrespectful and antagonistic behavior**.
- The **current working environment makes it difficult for employees to engage in their work**, collaborate with colleagues, and deliver effective customer service.

Core Challenges to Address

C1

Reputation/Disrespect for HR: The sentiment among central HR employees and unit HR employees is that HR is undervalued, unappreciated, and does not garner respect. For central HR, this is being exacerbated by the highly visible and ongoing turnover in leadership roles and lack of vision for HR services. The sentiment that HR is not respected is supported by opinions expressed by partners working with HR as well as HR customers.

C2

Reduced Trust: Mistrust of central HR leaders by their teams and campus partners has been cited in survey data and during assessment interviews. Perception exists that some central HR teams cannot rely on their leaders and that not all employees are held to the same standard or are valued equally. Concerns about inequitable access to promotion are being exacerbated because many **central** HR employees do not see opportunities for growth or promotion within HR at UCR.

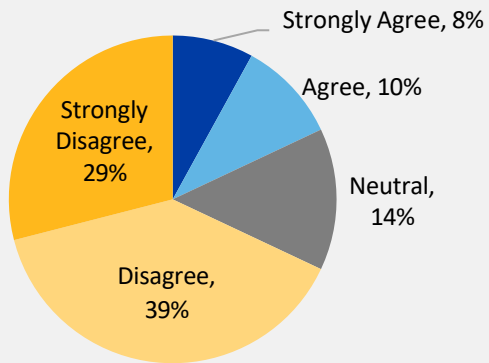
C3

High Turnover: HR employees are leaving the university due to burn out, unhealthy work culture, absence of leadership, uncompetitive compensation, and inadequate access to resources. While industry trends demonstrate high turnover in HR nationally, UCR is experiencing higher attrition than industry norms.

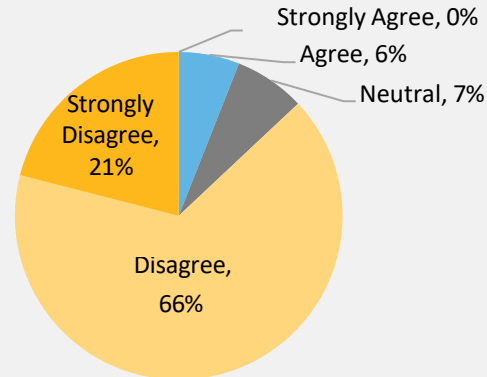


Survey Data

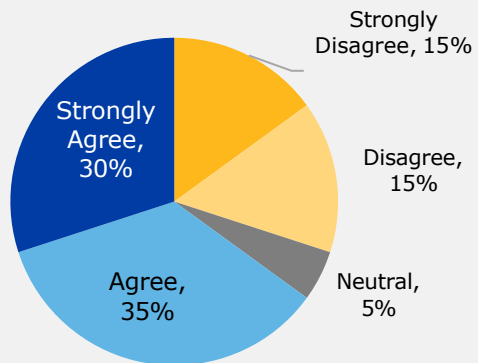
Investing in HR is Considered a Campus Priority
(Central and Campus Unit HR)



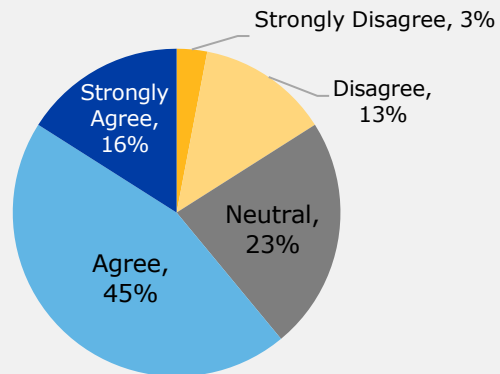
HR Functions are Respected Across Campus
(Central and Campus Unit HR)



I feel Supported by Central HR
(Central HR)



My HR Career is Supported by My Leaders
(Campus Unit HR)



Industry Benchmark

Lack of trust and poor communication are often cited as **key indicators of a toxic culture**. Companies recognized industry wide as having exceptional cultures share two key indicators. First, they have **strong core values** and second, they put **honest internal communications** and **transparency** above all else. Dismissing the signs of a toxic culture can lead to burnout, retention, and recruitment issues.



Overview

- HR professionals in the central HR division and campus units have **varied levels of HR knowledge and expertise** with some not meeting industry standards or the needs of the UCR community.
- HR professionals who do have extensive background in their functional area **have not received the professional development or training** necessary to be fully competent in their roles as the industry has experienced massive shifts in recent years.
- Underqualification and undertraining of HR professionals is resulting in **inconsistent policy interpretation and process execution – exposing the university to significant risk.**
- HR customers receive different service based on who interacts with them, **diminishing campus trust in university-wide HR and placing added pressure on the few highly skilled team members.**

Core Challenges to Address

S1

HR Skills and Knowledge: HR customers suggest that some central HR and campus unit HR professionals do not have the right level of HR knowledge (e.g., solution focused approaches, policy and process expertise) to accurately resolve cases and advise clients in a timely manner. Staff reported significant delays, lack of transparency, decision avoidance, and inconsistent support.

S2

Lack of Training and Development for HR Professionals: UCR is not keeping up with the HR industry's quickly evolving changes. Now more than ever, HR professionals require continuing education to maintain currency and develop new skills. COVID-19 has exacerbated the need for ongoing learning; however, resources have not been made available to UCR employees.

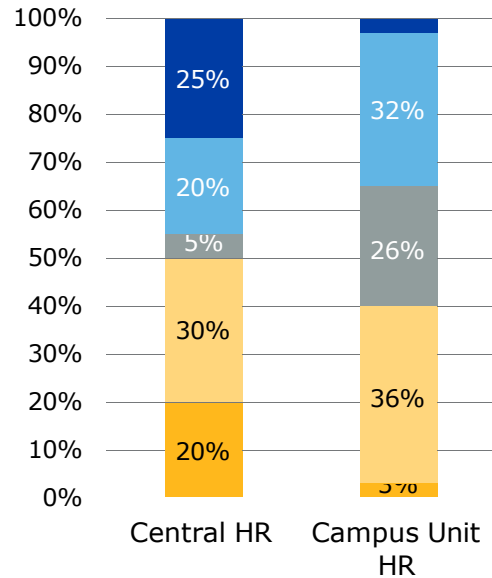
S3

Skillset Variability Inhibiting Collaboration: HR professionals in central HR and campus unit HR both report challenges in their partnership due to actual and perceived knowledge gaps, breakdowns in trust, and differentiated visions of HR.

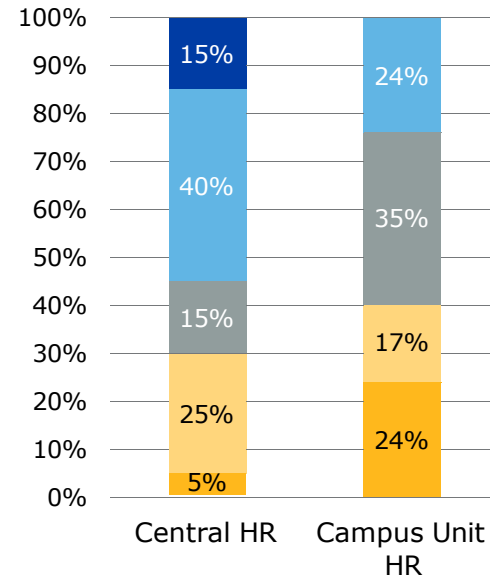


Survey Data

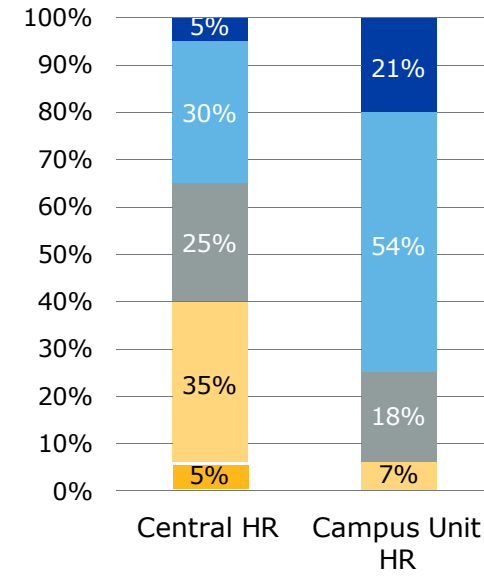
The Professional Development Opportunities Available to Me Meet My Needs



Central HR Professionals Have the Functional and Technical Expertise Needed to Successfully Support HR



Campus Unit HR Professionals Have the Functional and Technical Expertise Needed to Successfully Support HR



Strongly Agree Agree Neutral Disagree Strongly Disagree



Industry Benchmark

Training opportunities are top of mind for all staff. **Across industries, time spent on professional development by employees has increased on average 25% since 2019.** More than any other category, **companies have invested most in technologies that make it easy to learn from anywhere.**



Overview

- UCR's size and infrastructure has grown **without scaling or adjusting how HR operates** and supports the university.
- The organizational structures of central HR and HR activities in the units are **leading to disjointed decision making for HR matters** and **creating inconsistencies** that could lead to compliance issues.
- There are 10 different job codes for individuals serving as HR Partners in campus units, meaning **each unit has a differently skilled individual serving as their primary HR leader**.
- HR reporting structure and current resources dedicated to HR have created **a negative perception of respect and limited partnership**. Workload distribution in central HR team is not assigned to appropriately skilled and leveled resources.
- The current organizational structure of central HR creates siloed collaboration and duplicative work. Teams currently do not have goals and objectives to meet their expectations.

Core Challenges to Address

OR1

Ineffective Central HR Reporting Structure: The absence of an HR expert/leader in the Chancellor's Executive Council is diminishing respect for HR and precluding UCR from developing an effective HR strategy. Additionally, the existing structure has resulted in insufficient investment and "dangerously low HR staffing" (*Compliance and risk reports by senior campus officials*).

OR2

HR Partner Conflict of Interest: Having HR Partners in campus units report only to unit leadership creates a conflict of interest for HR matters. HR Partners have trouble with decision-making and some fear retaliation when acting upon conflicting guidance from unit leaders and central HR.

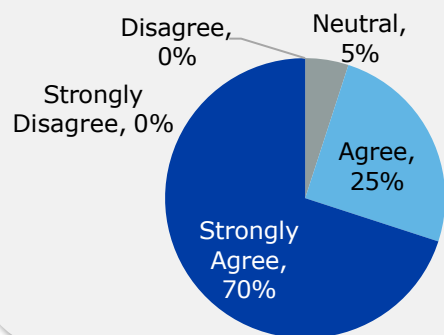
OR3

Imbalanced HR Staffing and Workloads: The current structure of campus-wide HR with bifurcation among Shared Service Centers, central HR, the UCPath Campus Support Center, unit HR, and UCPath at UCOP is resulting in an unequal distribution of HR work. Staffing and workloads vary across the campus. While central HR remains severely understaffed, there appears to be duplicative work taking place in the field.

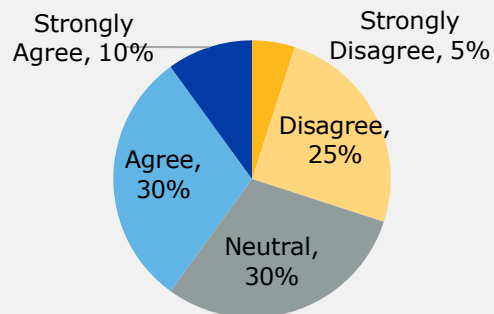


Survey Data

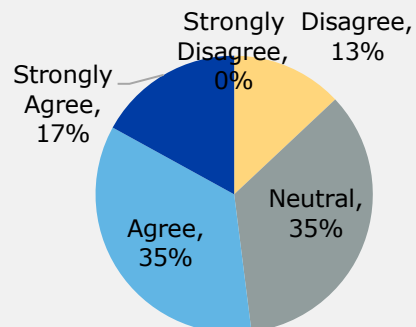
I would like to See Increased Collaboration Between Central HR and HR Professionals in the Campus Units (Central HR)



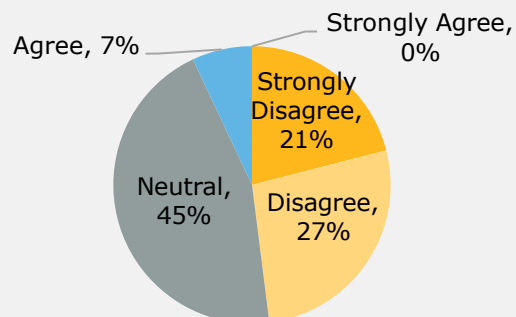
Central HR is Seen as a Trusted Advisor to Leaders Across Campus (Central HR)



I am Supported by My HR Peers Across the Campus (e.g., HRBPs in Other Units, CHR Employees) (Campus Unit HR)



Communication is Effective Between Central HR and Campus Unit HR (Campus Unit HR)



Industry Benchmark

Leading peer institutions such as, UCLA, Yale, UCSD, University of Virginia, Syracuse, Boston University and others, as well as **private corporations** (e.g., Pfizer, Unilever, Dupont) have recently **shifted to a solid line reporting structure** of HR Partners to the central HR function. This **improves effectiveness, communication and consistency** for staff and HR Customers.

Organizational Structure: Supporting Information



Overview

- Current central HR operating model is **transactional rather than strategic** across HR functions. HR Partners in units described the **current HR operating model** as **disorganized without strategic vision and customer service orientation**.
- HR customers report **mixed levels of satisfaction with service received**; however, processing time, information accuracy, and consistency have all been cited as consistent pain points.
- HR customers report visible **breakdowns in leadership, communication, collaboration, and transparency** across HR teams that lead to mistrust in services and solutions.
- Staff cite insufficient transparency across HR functions; Staff are **unclear about ownership and current statuses of staff actions**.
- New mandates driven by UCOP or central HR are **communicated without thorough guidance** and there is **insufficient consultation** on how best to implement them at the unit level.

Core Challenges to Address

OP1

Functioning in Silos: There is a lack of central support and coordination to promote leading practices or consistency across units.

OP2

Inefficient and Ineffective Handoffs: There are superfluous handoffs and extra steps in the process to resolve HR inquiries (e.g., SSC, UCPath, CSC, HRP, CHR, APO).

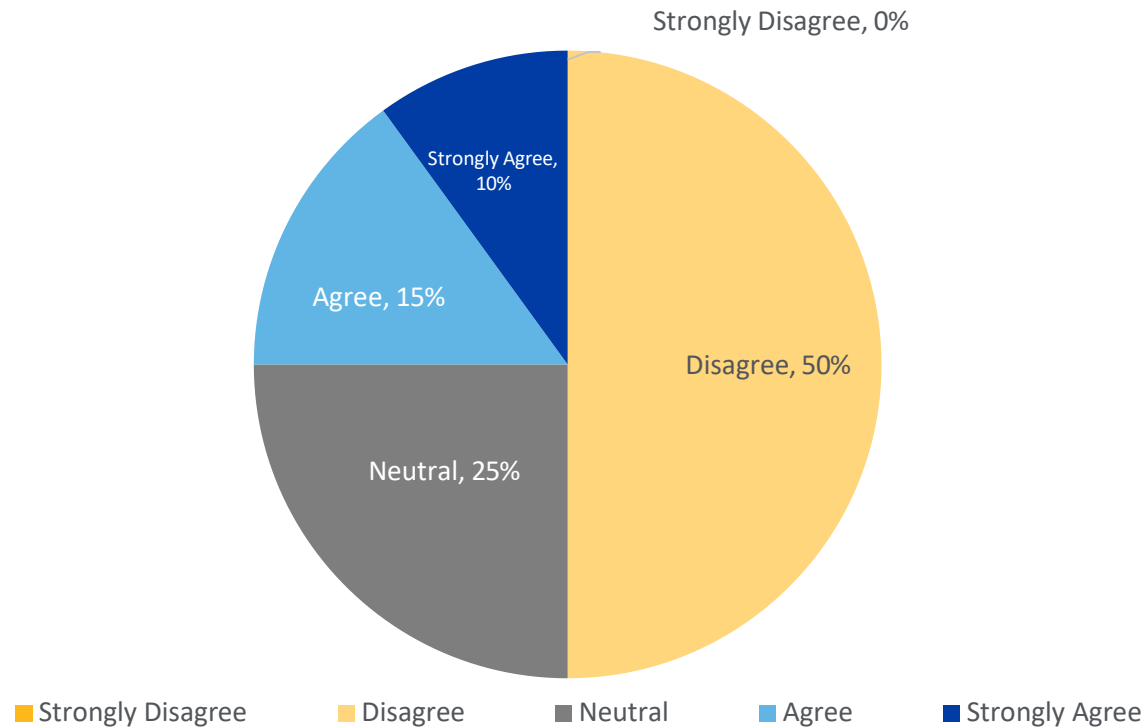
OP3

Employee Frustration with HR Service: Faculty and staff at UCR are frustrated with the quality of service they receive. Many employees appreciate the effort of the people performing HR, but blame central HR and UCPath for their negative HR experience; however, it appears the breakdown in service stems from **a combination of inadequate access to the UCPath system and an unclear collaboration system** for resolving customer concerns.



Survey Data

There are Clear Roles and Responsibilities Defined Between Central HR and HR Professionals in the Campus Units (*Central HR*)



Industry Benchmark

Many peer institutions (e.g., Univ. of Chicago, Univ. of Washington, Univ. of Ohio) have **recently moved towards a shared services model for HR** to help alleviate many of the challenges found at UCR. Across other industries, surveys from organizations like Coca-Cola, Dell, GE, and Verizon, found **that 60% of large organizations operate with a shared services model for HR** and 40% outsource routine tasks with low interdependencies.



Overview

- When policies are disseminated from UCOP or UC Riverside, **HR does not provide clear guidance to the campus units for how to interpret and enact changes** to their existing policies. Further, many individuals report varying policy interpretations and case-by-case solutions that prompt inequity.
- Policy reviews and creation of new policies have been **delayed or ignored due to insufficient resources and leadership guidance**.
- Campus unit HR staff reported that **policies are not clearly articulated**, and many are unsure of how to apply them to their unit's business needs.
- Central HR is hyper-focused on risk aversion and **struggles to navigate situations and provide guidance when multiple policies appear to conflict**.
- Central HR struggles to separate and clearly communicate to staff when policies apply to staff and/or academic personnel. **Central HR does not proactively collaborate with Academic Personnel to discuss applicability of these matters prior to announcements to staff.**

Core Challenges to Address

PO1

High Risk Aversion/Unit of “No”: HR is seen as the “unit of no” with rigid interpretation of policies. The perception is that there is lack of creativity or thinking outside of the box to best support campus business objectives.

PO2

Little Communication and Implementation Guidance: New policies and regulations created by UCOP or central HR are not communicated or interpreted and explained to units.

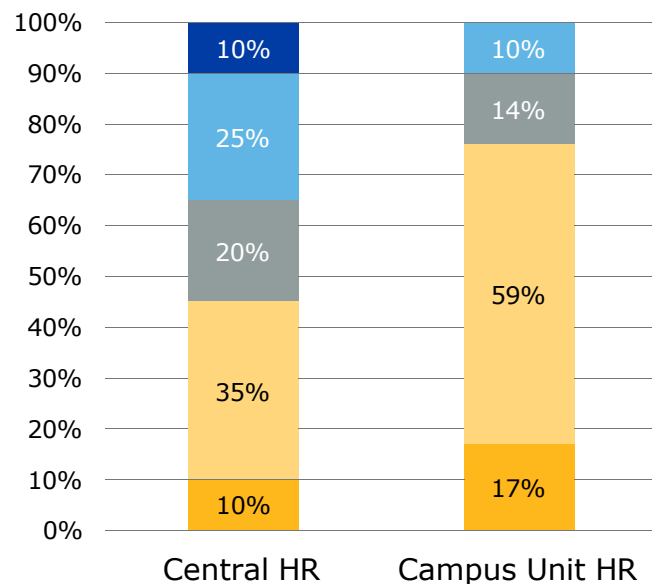
PO3

Lack of Expertise in Policies that Span Across HR Domains: There is a lack of knowledge in policies and an inability to reconcile seemingly conflicting policies that transcend multiple HR domains.

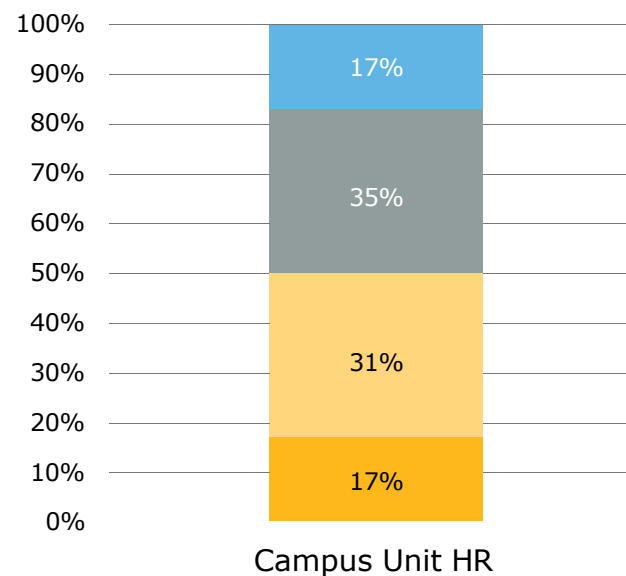


Survey Data

Central HR is Effective at Driving Policy Across Campus



When There are Changes to UC System-wide Policies or Procedures, Central HR Serves as a Conduit of Information from UCOP to My Unit



Strongly Agree Agree Neutral Disagree Strongly Disagree



Industry Benchmark

Many HR policies are long overdue for an update, **the pandemic has provided an opportunity to not only revisit old policies, but to elevate the function to the strategic decision-making body it deserves to be.** Organizations with great HR functions are using this time to revisit old policy, create new ones, and **act as a strategic advisor to senior business officers** as they navigate the Future of Work.



Overview

- **Processes are not well defined nor documented** in central HR as well as within HR teams in the campus units, creating confusion around handoffs, steps, and actions. In addition, it is causing cumbersome and duplicate efforts, which **wastes personnel time**.
- Central HR **does not incorporate leading practices** through methodologies, expertise, or templates to support more efficiency and effectiveness of HR functions across campus.
- **Process roles, responsibilities, and activities are not well divided amongst teams for efficiency and accuracy**. For example, I9 processing is being performed in the campus units differently when there should be a straightforward process where a single team can execute standard and accurate processing.

Core Challenges to Address

PR1

Minimum Process Maturity: Processes in central HR are low on the maturity scale.

PR2

Leaves/Onboarding/I-9s Challenges: There are processes that are expected to be executed by campus unit HR Partners without a clear process and guidance leading to inconsistencies across the university and exposing the university to potential litigation.

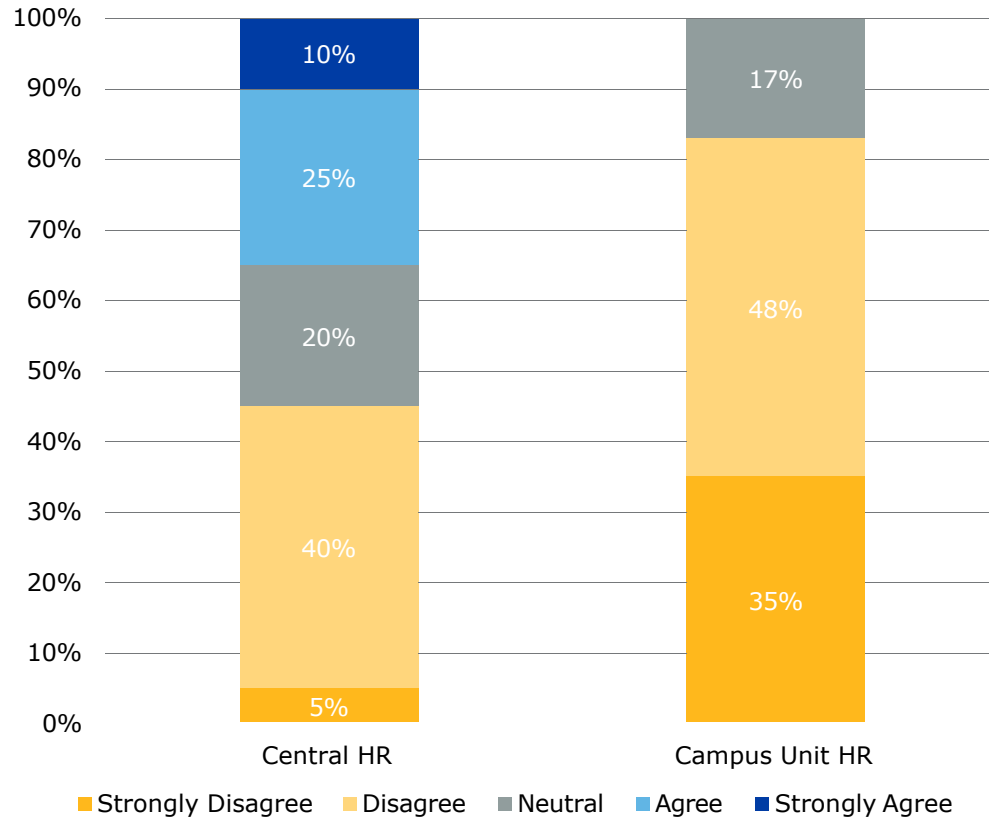
PR3

Decentralized Transactional Support: Transactions are completed across the university by all levels and skillsets in HR teams and the APO office.



Survey Data

Central HR is Effective at Driving Consistent Processes and Procedures Across Campus



Industry Benchmark

The most resilient organizations are also often the best at documenting their processes & procedures. **Higher Education institutions often have years of institutional knowledge, but it is held by a few people and rarely recorded.** By committing to a Business Process Design process HR will be able to alleviate the concerns of its customers and **improve workflows.**



Overview

- UPath has dramatically impacted the HR technical landscape at UCR, however, **little time and investment has been placed toward other kinds of HR applications.**
- It appears that **HR professionals do not understand the technical possibilities available** that may improve their daily operations. In addition, there seems to be a mentality in central HR that technology is an additive cost rather than an investment that may decrease costs such as personnel through efficiencies.
- Employees do not have a mechanism to understand who they should contact for which HR matters. In addition, **there isn't a clear way for employees to submit or track their HR requests.**
- **HR lacks technology to support communication and tracking.** It is a challenge to track employee requests and HR matters to resolution as well as pass information easily amongst HR professionals in central and unit HR teams.

Core Challenges to Address

T1

Data Shortcomings: Data is not optimized across central and campus unit HR teams to support workforce management.

T2

Lack of Technology Investments: Enhancements to existing systems and applications have not been prioritized and there has been a lack of investments in emerging technologies.

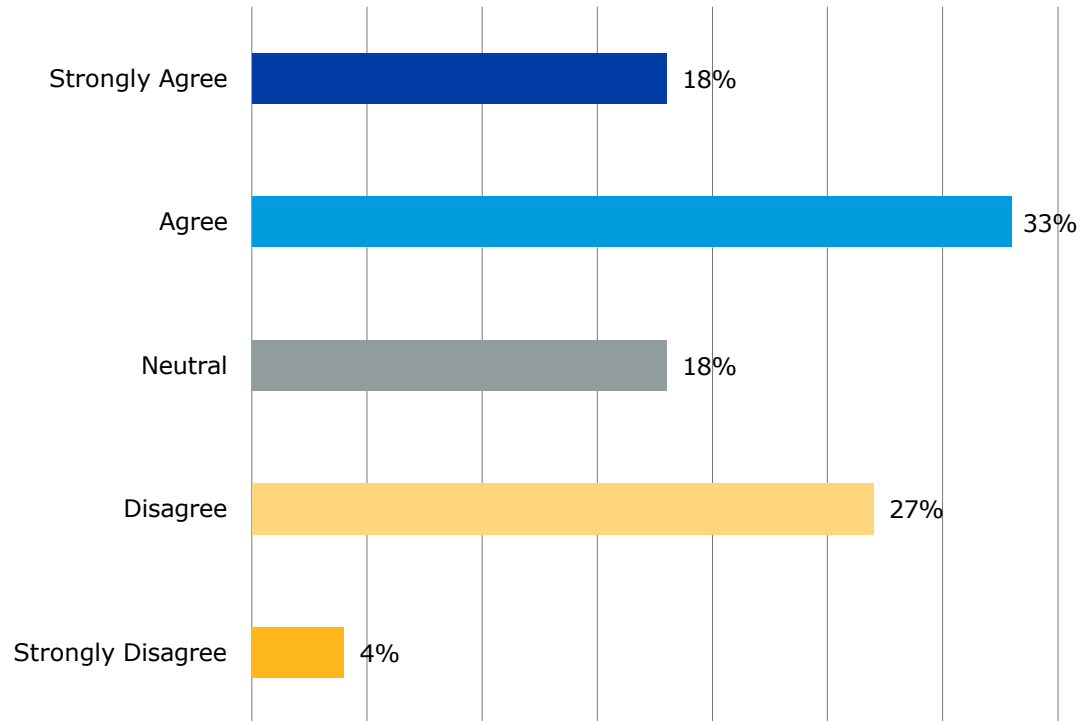
T3

HR Request Management Challenges: There is no technology solution for HR requests/solving HR inquiries. Handoffs between teams are difficult and lead to lost requests or partial information shared.



Survey Data

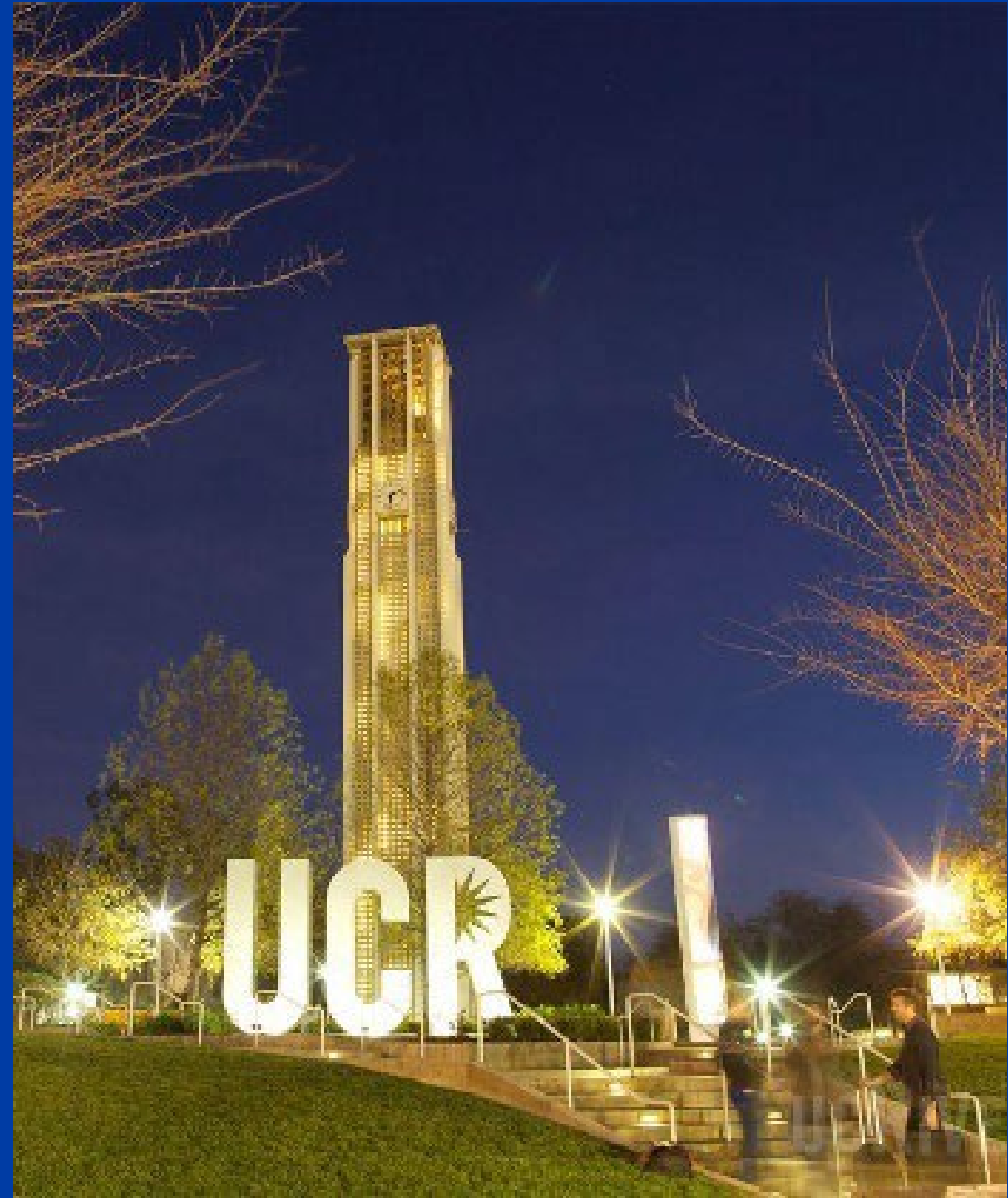
I Have Access to the Technology and Tools I need to be Successful in My Position (*Central and Campus Unit HR*)



Industry Benchmark

The Future of Work will be brought about when people can use technology to automate portions of their roles so that they can focus on more strategic, people centered work. According to a study by Gartner, the **share of processes that are handled by HR technology across industries will grow from 17% to 30% in 2022.**

Recommendations & Roadmap





LEADERSHIP

1. Fill the CHRO position
2. Highly interactive program for HR managers and supervisors
3. Educational campaign and trainings for people managers and supervisors



CULTURE

1. Rebranding campaign for central HR
2. Targeted culture strategy that includes tailored workshops
3. Revise total rewards packages



SKILLS & EXPERTISE

1. Create, communicate, and train on consistent job expectations; reclassify those who are not properly classified and hire highly skilled resources
2. Comprehensive training program for all HR employees
3. New mediums for idea sharing, knowledge transfer, and collaboration



ORG. STRUCTURE

1. Elevate the HR function to report to the Chancellor
2. Unit HR teams to have solid reporting line accountability to central HR
3. HR activities in the field could be re-delegated



OPERATING MODEL

1. Develop an HR Support Center and specialized training to upskill central HR
2. Review and clarify roles and responsibilities for HR teams
3. Define service level agreements



POLICY INTERPRETATION

1. Designated team to manage policies
2. Create a program management function in HR
3. Consider a centralized policy office to develop broad and deep HR-specific policy expertise



PROCESSES

1. Analysis of current standard HR processes
2. Centralize select processes (onboarding, leaves administration, workforce comp, I9s)
3. Centralized service delivery model



DATA & TECHNOLOGY

1. Optimize data structures and access to data
2. Identify and prioritize technical enhancements to improve operations
3. Invest in a technical solution for tracking and management of HR matters

In this section we have provided *one* of many potential roadmaps for UC Riverside HR. It is critical to note that this is only one of many possible paths forward and that additional UC Riverside leadership and input is needed before implementation can begin. Development of an HR strategy and execution of an HR transformation like the one laid out here needs to be evaluated continuously as interdependencies affect what is possible and should be prioritized. This possible path forward does not currently account for dependencies on concurrent university initiatives taking place outside of HR. Additionally, there are numerous activities, including the hiring of a permanent CHRO, that may change priorities and relevance of future decisions and recommendations. Additional community input, priorities of university leaders, and ongoing changes at UC Riverside need to be considered in the ongoing development of the campus HR strategy. The strategic vision of the future leader of HR at UC Riverside will be a critical input to the path forward.

Roadmap



- L** Leadership
- C** Culture
- S** Skills & Expertise
- OR** Org. Structure
- OP** Operating Model
- PO** Policy Interpretation
- PR** Processes
- T** Data & Technology

Appendix A: Detailed Recommendations

This section contains 24 recommendations for how to address the key challenges identified in the previous section of this report. In order to guide UC Riverside’s path forward and aid university decision makers in the prioritization of next steps, our team has also provided our perspective on the potential level of effort and level of impact associated with each recommendation. These estimations are based on our team’s experience implementing similar transformations at colleges and universities across the country. The estimates also consider the unique environment at UC Riverside based on our current state assessment.

Levels Used:



HIGH



MED



LOW

Definitions:

Level of Effort: The approximate amount of time, resources, and change management activity required for successful execution compared to other recommendations.

Level of Impact: The approximate value-add or net benefit of successful execution compared to other recommendations.

Recommendations

Leadership Recommendations

LOE

LOI

Culture Recommendations

LOE

LOI

L1

Prioritize filling the CHRO position by distinguishing this role from other open CHRO positions in the industry and UC System with compensation, reporting level, university mission, hybrid work options, commitment to increased resources, and support for implementation of new leader's vision and strategy.

HIGH



HIGH



C1

Accompany upskilling and training efforts for HR professionals with a rebranding campaign for central HR that emphasizes a "transformed HR organization" that is positioned to meet UCR's needs and collaborate with partners across the campus. UCR HR should also involve teams/workgroups who bring perspectives outside of HR throughout transformation process, integrating feedback early.

LOW



LOW



L2

Introduce highly interactive program for HR supervisors and managers complete with on-going training, collaboration opportunities, revised performance management system, defined actions/outcomes from performance evaluation findings, and structured system for documenting 360 feedback, reports, and complaints. There should be required and optional components for all staff that have individuals reporting to them.

MED



HIGH



C2

Develop a revised and targeted culture strategy that includes tailored workshops and ongoing education for central HR. Include elements of this culture strategy in the mandatory trainings for central HR managers and supervisors detailed in Recommendation L2; ensure content on how to effectively lead teams and empower individuals is integrated.

MED



HIGH



L3

Launch educational campaign and trainings for people managers and supervisors across the organization to shift general mindset. Emphasize the importance of people management and accountability to the success of the university.

LOW



LOW



C3

Evaluate and revise total rewards packages and value proposition for employees to emphasize employment benefits in addition to compensation. Identify, recruit, and retain talent who will be loyal, committed, and invested in UCR's mission. Additional actions should include hybrid work options, a recommitment to HR as a critical university function, hiring a CHRO who will prioritize training and development opportunities for the HR organization. In parallel, HR needs to develop leading practices that include approaches above to reduce turnover and retain talent across the campus.

HIGH



HIGH



Skills & Expertise Recommendations

LOE

LOI

Organization Structure

LOE

LOI

S1

Create, communicate, and train on consistent job expectations and increase skill sets to meet the expectations, as needed. Reclassify all HR employees who are not properly classified so there is parity amongst roles and experience is equal to level. Use existing vacancies to hire highly competent resources in each HR area. Once provided additional training, HR employees should also be empowered to make critical decisions.

HIGH



HIGH



OR1

Elevate the HR function to report into the Chancellor to demonstrate university commitment to HR. Separate the HR function from finance functions in the centralized administrative unit.

LOW



HIGH



S2

Launch a comprehensive training program for all HR employees or enroll all HR employees in outsourced job-related training programs. Give additional emphasis and investment to upskilling all HR managers.

MED



MED



OR2

Once culture of trust is established across campus-wide HR employees, change the reporting structure for unit HR teams to have solid reporting line accountability to central HR. A dotted line may remain to their unit along with a collaborative professional development and performance management process.

LOW



HIGH



S3

Establish new mediums for idea sharing, knowledge transfer, and collaboration between central HR, shared service centers, HR in the campus units, academic personnel office, and academic personnel in the campus units.

LOW



MED



OR3

While central HR lacks adequate FTEs to meet campus needs, HR activities in the field could be re-delegated to improve workload distribution and overall campus HR spend.

HIGH



MED



Recommendations

Operating Model

LOE

LOI

Policy Interpretation and Advising

LOE

LOI

OP1
Develop an HR Support Center to be the front door for all HR related questions that can answer general questions and escalate/navigate to HR domain experts. Strengthen structure of HR teams by reinforcing teams with subject matter experts and backups across HR functions. Add specialized training to upskill central HR to be domain experts who can consult and support campus unit HR teams to deliver consistent service.

HIGH



HIGH



PO1
Establish a designated team to manage policies to uphold accountability. Integrate corresponding training for HR teams to upskill their knowledge on policies and their application. With each new policy, central HR should provide an implementation approach and leading practices that prioritize enabling business operations.

LOW



HIGH



OP2
Review and clarify roles and responsibilities of each job in HR processes and refine HR business processes to reduce unnecessary handoffs. This will require a comprehensive workforce assessment of all central and campus unit HR and Academic Personnel employees.

HIGH



HIGH



PO2
Create a program management function in HR to support implementation of new mandates and changes of current state (e.g., policy changes) that can support creation of implementation best and standard practices along with the change management efforts to successfully socialize unit HR teams. Once in place, create a process to communicate policies and regulations to staff. In addition, hold meetings or office hours after the communication to share examples of how to apply and answer questions, and allow HR Partners to bring their most unique cases to test the policy and make sure it can be applied.

LOW



MED



OP3
Define service level agreements for all processes and create a process for customers to view the status of each request.

HIGH



HIGH



PO3
Consider a centralized policy office to develop broad and deep HR-specific policy expertise.

LOW



MED



Recommendations

Processes

LOE

LOI

Data & Technology

LOE

LOI

PR1

Conduct process re-design effort: 1) Analyze current standard HR processes. 2) Define a team that consists of central and campus unit HR professionals to meet regularly and review processes and best practices and then share with the broader HR community. 3) Define metrics to measure and enforce practices across community. 4) Designate a quality control specialist to simplify create and manage a quality assurance program. 5) Align to industry best practices.

HIGH

HIGH



T1

Optimize data structures and access to data so that campus unit HR and central HR can better support the university. Improved data will enable workforce planning and data driven decisions in order to meet business objectives as well as anticipate and improve service delivery needs.

MED

MED



PR2

Centralize select processes (onboarding, leaves administration, workforce comp, I9s) that are best suited for standard execution to create more efficiency, accuracy, and compliance while reducing duplicative efforts across campus.

MED

HIGH



T2

Educate users on how to identify technical opportunities to improve their operations and encourage them to develop and propose ideas. Create priority enhancement lists based on proposals. Develop an HR technical roadmap and evaluate it against requested enhancements and existing processes. Leverage automation and innovative technical solutions to reduce workload.

LOW

MED



PR3

Create a centralized service delivery model that defines who processes transactions and who advises/reviews. Perform analysis of current HR team's responsibilities and reallocate transactional activities from strategic partner roles.

HIGH

MED



T3

Develop a business case for a technical solution for tracking and management of HR issues and explore technical options. Align technical needs based on the determined future state organizational structure, operating model and HR technology.

LOW

MED



Appendix B: FTE Benchmarking Data

Understanding FTE norms and appropriate HR organization sizing is imperative to the proper provision of HR services. As the needs of colleges and universities have changed since the start of the COVID-19 pandemic, so too has the necessary number of HR professionals needed to appropriately deliver HR services.

It is also critical to understand the way HR employees are structured to complete the work. It is imperative to acknowledge that the data provided on the following slides is only one piece of the full HR story. To truly understand how to build the most efficient and effective organization, UCR must also thoroughly understand the way work is distributed among these individuals.

According to the [College & University Professional Association](#) in August 2020, the median ratio for higher education institutions is 2.43 full-time HR staff per 100 faculty, 1.65 full-time HR staff per 100 staff, and .18 full-time HR staff per 100 student workers.

	Median Ratio	Projected UCR #s based on Median Ratio	Current UCR HR/AP Staff	Variance UCR to Median Ratio
CUPA benchmarks				
F/T HR staff per 100 faculty	2.43	28.50	39.86	11.36
F/T HR staff per 100 staff	1.65	58.84	70	11.16
F/T staff per 100 student workers	0.18	7.19		-7.19
		94.54	109.86	15.32

Data notes:

- Current state UCR data has not been validated by Deloitte
- Deloitte recommends a comprehensive workforce analysis to confirm current state FTE and understand workload distribution
- Current state numbers do not account for currently vacant positions
- Focus is on traditional HR/AP activities – not payroll/UCPath transactions
- All ratios are full-time equivalent (FTE)

According to [Bloomberg BNA’s HR Department Benchmarks and Analysis report](#) released in January 2021, the rule-of-thumb ratio is 1.4 full-time HR staff per 100 employees.

	Rule of Thumb Ratio	Projected UCR #'s based on Rule of Thumb Ratio	Current UCR HR/AP Staff	Variance UCR to Rule of Thumb Ratio
<u>Bloomberg benchmarks</u>				
F/T staff per 100 employees	1.4	122.29	109.86	-12.43

Data notes:

- Current state UCR data has not been validated by Deloitte
- Deloitte recommends a comprehensive workforce analysis to confirm current state FTE and understand workload distribution
- Current state numbers do not account for currently vacant positions
- Focus is on traditional HR/AP activities – not payroll/UCPath transactions
- All ratios are full-time equivalent (FTE)