Background

- The need for a human resource application has been under discussion on a systemwide basis for some time; current PPS system provides some personnel data but its primary focus is on payroll processing, tax reporting, etc.
- Various systemwide analytical consulting efforts have been undertaken to define the problem and identify potential solutions.
- The lack of funding for a centralized solution has led to local solutions being implemented at two locations (Berkeley and Davis Med Center).
- At UCLA, a work group was formed to look at this issue in 2005 and issued a resultant white paper in 2006 that recommended a solution that has been incorporated into UTIPP2.
- This solution would focus on cleaning up data elements in PPS to ensure consistent utilization of fields that are available, building web interfaces for transaction processing and to collect data not currently collected, and integrating other applications in CHR (i.e., training database, PeopleAdmin, etc.) through the datawarehouse to provide integrated views of the data for management purposes.
- The UC compensation audits that occurred in 2006 re-focused attention at the systemwide level on the need for an HRIS solution.
- UCOP currently relies on data fed from the campuses to the Corporate Personnel System as the only definitive repository of University-wide employee data. The compensation audits at UCOP last year called into question the integrity of this data.
- As a result of the audits, which recommended that the University invest in a modern, comprehensive, integrated human resources information system, UCOP built a Senior Leadership Information System (SLIS) to track senior management job offers, Regental approvals, actual compensation and benefits provided among other things. This was envisioned to be an immediate solution to address the need to report on executive compensation until a broader range of HRIS capabilities could be undertaken. UCLA had shared its recommended solution with UCOP IR&C and this white paper generated a lot of interest about one potential solution for addressing the broader HRIS issues.

Deloitte & Touche Study

- Subsequent to the development of SLIS, UCOP IR&C commissioned Deloitte & Touche to study the current and planned HR system capabilities at the campuses.
- The outcome of that study was an acknowledgement that there is a high degree of variation among the campuses and local customization, with opportunities to develop a multi-campus or system wide solutions.
- The study identified a range of challenges
  - Inconsistent PPS data definitions and data entry practices
  - Uneven, unreliable data quality
  - Highly diverse HR practices on campuses (and within campuses)
  - Lack of standard information systems platforms for HR applications
- The study also recognized that UCLA’s proposed approach for enhancing PPS to provide HRIS-like capabilities was a viable approach for addressing the problem.
- The study identified several delivery options to address the needs:
  - Develop an HR solution borrowing from campuses where possible
  - Buy a commercial product
  - Pursue a hybrid approach: a combination of the above
- The study was presented to the COVCA and it was concluded that a hybrid approach was probably the most viable alternative given the current state.
Proposed HRIS Strategy Endorsed

- The COVCA endorsed a plan to pursue the following strategy, which include elements of the UCLA proposal:
  - Improve the quality of and access to employee data
    - Identify and add new data elements to base PPS
    - Improve PPS edits and perform periodic data “scrubbing” to reflect HR policy
    - Identify data elements for PPS to collect from new HR applications and store in the HR data warehouse
    - Create a UC HR data warehouse to make payroll/HR data more readily retrievable in a format other than the standard PPS screens and reports
  - Develop UC enterprise HR/Payroll service architecture
    - Create a Service Oriented Architecture (SOA) framework, compatible with UC SOA standards, to integrate components of the proposed Payroll/HR systems solutions
    - Develop a web interface to PPS instances to facilitate updates to the Employee Database (EDB), utilizing the SOA framework
  - Provide new HR applications to address UC-wide needs
    - Identify and develop new UC HR applications that would benefit the campuses and would be implemented via common solution under the SOA framework.
    - Extend the web based interface to provide access to new HR applications for multi-campus use
    - Identify and, where feasible, adapt current “best practice” campus HR applications for systemwide use and presentation in the UC web menu

Proposed Organizational Model and Next Steps

- The successful Effort Reporting System model, which was a collaborative effort among five UC campuses and OP, is being held up as an organizational model for the HRIS initiative.
- Next steps include the creation of various systemwide work groups (similar to Effort Reporting System model) to provide oversight for the project, develop functional requirements, advise on technological requirements, and clarify relevant policies and practices as needed.
- A Project Manager will be hired to provide overall project management and direction. Pixie Ogren, former Director of UCLA Payroll Services, has been identified as a possible candidate to provide functional oversight to the project.