

## UCOP HRIS Southern California Workshops Day 2 Notes

### **Agenda**

- 1) RECAP
  - present vote tally
  - Q: what was the most important take-away from yesterday?
  - Q: any unique location requirements?
- 2) OPPORTUNITIES
  - business opportunities
  - local initiatives
  - Q: what do campuses think we should do?
- 3) HRIS: NEXT GENERATION
- 4) HOW DO WE GET THERE?

### **Top vote-getters for high priority needs:**

Data warehouse	97
Historical data reporting	53
Merit processing/reporting	48
Electronic data capture	37
Costing projections	37
Workforce planning/reporting	34
Reminder notification based on dates	30
Enforcing data integrity	28
User friendly system and reporting	26
Ad hoc reporting	25

### **Most important realizations from yesterday:**

- Barbara: What we need is data. We have a lot of data in our current systems, but we can't get at it. And we're not capturing a lot of data that we need. We need to do reports. I was struck by commonality of issues raised; no disagreement about things that are needed. What's really important is to come to some understanding about how we get there. This is something that's so broken, broken doesn't even describe it—it's absolutely a disaster. We have to come together to figure out a way to make a way to make it work and commit to that.
- Bill: a project of this size seems overwhelming. 5-10 years to develop a system, seems a little too long. We should come up with a system in a shorter time, 2 years. At least something that we start with in a shorter period of time instead of waiting that long because there's a danger of technology outpacing us if we wait too long.
- Blakely: not quite as pessimistic about the current system, there are opportunities for improvement, what I'm looking forward to from this process is something that is less code intensive, is a lot more friendly, where people can enter information in English instead of alphanumeric codes. What we need to focus on is the data integrity issue and the completeness of the data. Fixing history so we're capturing everything instead of the last thing. A way to enter it to ensure that we're entering good

data. We have a lot of capabilities, people just aren't using it. Improve the front end and focus in on that, it'll go a long way to having better data.

- Paula: I agree with Blakely. A lot of data is in the current system it's a matter of communicating to departments about the current system.
- Marie: I haven't noticed a lot of differences between the campuses. Some campuses have better work-around systems, but it's the same issues and same work-around pattern.
- Mabel: Can't afford to wait 10 years to make changes
- Carol: Data elements could be entered into PPS now—we might have some issues immediately addressed through fixes to PPS
- Don: priority needs to be not an HRIS but building a data warehouse in every campus to access information on the campus and at UCOP. Given the budget and long time frame for a new HRIS implementation, development of data warehouses with reporting tools should be the first phase of any recommendation. Getting history screens implemented within a data warehouse environment would give us 70%-80% of addressing our needs. Then we should worry about a system replacement.
- Ruie: UCLA's campus committee saw in PPS that there are 70%-80% of the data elements we need already in that system. The issue is how to make PPS easier to use—for example, use vernacular instead of code. There needs to be two different processes: 1) short term fixes for now, e.g., making PPS easier to use, developing a data warehouse, figuring out how much that will cost; 2) long term process of the HRIS. There's also so much in common across campuses—that's a positive thing, that there isn't as much disparity in terms of what everybody thinks is important.
- Karen: similar needs but different lenses. Every campus has different questions it needs to answer, and different ways to aggregate data. How are people being employed? What business needs are we trying to meet? It seems that we've talked about clusters of issues—transactions systems, reporting, training, policy, technology, usability—the challenge will be developing solutions to address all these areas.
- Nick: what is it we're trying to accomplish? Short-term needs apparently can and need to be satisfied in the current PPS. There's an opportunity there. Need to develop a tactical as well as a strategic plan.
- Deb: I concur with the fact that there's a lot of commonality across campuses. These are normal HRIS needs of any large organization but UC is a much more complex organization. People who do the data entry need to be remembered for training, regardless of the current PPS or any new system. We need to make it really hard to enter bad data and easy to enter good data. Confine choices for people as much as possible. The number of hours of training right now for PPS is quite intense—we need to make it easier to do a good job in entering data. Most groups never got to the last page of Workshop #1 notes—I bet that applicant tracking might have been on the top 10 list, but we just didn't have enough time to get there.
- Julene: there's a gaping hole for reporting across campuses. Reporting deficiencies are pervasive across staff and academics. Reporting is a lot harder than I'd assumed.
- Pat: building something that has policy instructions in it is a great idea. We need to figure out the timing—do we continue what we're doing at our campus? Do we go forward with our own initiatives?

- Jan: should continue with campus initiatives because we need reporting and other features. Core needs but each campus has its own culture and interpretation. System needs flexibility so each campus can continue within it. Departments should use the system to do their own reporting.
- Stephanie: balance between user-friendly and ad hoc reporting, flexibility vs. standardization
- Patrick: it's hard to get data in and out of PPS. PPS does a lot more than I thought, but not being fully used—can we address this with a more comprehensive approach to training? PPS is being underutilized. There's a lot of agreement on needs and commonality on big picture needs.
- KC: what's the objective we're trying to accomplish? How does data help accomplish our objectives? What tools can best store data and report on data? What are our options?
- Judy: need baseline work on the policy side. Could solve data reporting by mandating data that need to be captured. Though UC growth presents a strong argument for doing something now, it also represents an obstacle because HRIS will be competing for resources against other initiatives. Need a compelling cost/benefit analysis to justify HRIS. Morale issues exist and people are being stretched to the limit now with existing work—how can we impose a workload increase to staff to implement a new HRIS? There are significant costs and hours to fix/install/train on a new system.
- KC Causey: PPS isn't a broken record yet—need to make some quick hits now. Way too easy to put bad data in PPS. We need a fix now to ease pain.
- Jonnie: there's a high degree of creativity at locations to meet data requirements. We also need to consider the work/life side ('software') and consider the impact on staff and potential increased stress and stress-related illness and workers' compensation claims that might result from a major systems implementation effort. Also, reengineering approaches recommend that we should take periodic pauses to acknowledge milestones and celebrate success. 5-10 years for a new HRIS is a long time to wait to celebrate achievements. Finally, when we rolled out PPS at UCSD, the issue from departments was that they didn't have equipment and right platforms for the roll-out. How will the new HRIS translate across various platforms?
- Cynthia: was really struck by the time, resources, and effort expended to develop workarounds and parallel systems to PPS. Had no idea of the extent campuses had gone to; these workarounds translate into hard dollars and opportunity costs. Cost benefit analysis needs to look at the cost of maintenance of these parallel systems and what will be freed up when we no longer need to expend these resources.
- Marilyn: Responsibility we have to ensure our campuses are on board and go forward as a group. My responsibility to make this happen.
- Laura: struck by hearing how UC tried to do this before. The 1987 effort was 13-14 years ago. I don't know why it hasn't worked yet. Are we doing the same things now of historical efforts that failed? If the system's broken, maybe our approach to fixing it is also broken?
- Jadie: For me, it's labor intensive to get information out of the system because I'm new to UC and I have to ask colleagues a lot of questions. If you multiply this across the campuses, there are significant costs to using this klunky system. Also, people switch jobs a lot more frequently, so there will always be turnover and new people having to learn PPS. People who've used the system for a while are perceived as experts and HR-type questions are taken to them. So building policy answers on-line could help make the process work more effectively. Since I work in Labor Relations, I'm always responding to information requests. To the extent that we can extract information easily and improve ability to access information, that would be a plus. This needs to happen faster than the 10

year timeframe for HRIS. We also say we don't want retroactivity, but the reality is that we're stuck with it because that's the way we do business. The new system has to make retroactivity easier to implement.

- I was struck by the need to sell this project from the end user's perspective. End users have to be able to get information out. A lot of data are in PPS but end users can't extract it to get reports, so it's hard to sell them on putting information into the system. Give end users the tools to do their jobs. Morale is low, and with UC growth looming, we need to give staff the tools they need to do their jobs.
- Esther: shocked by reporting incapability at some locations. Current PPS not quite broken, but real lack of programming—do not have support from OP to finish programming requests that would make life easier. The policy component to the current system is a good idea—end users have different levels of knowledge.
- Alexis: I'm confused about what we're doing. Everything on the list of needs is in PPS but hard to use. Why spend so much time lobbying for a data warehouse when it's an obvious need? Reporting—at UCLA Esther and I do all the reports and I can meet everyone's needs. If coding screens were easy, then other people could do reports. That's what the system needs improved—if PPS had a web-based front end, that's all we'd need. UCLA has great reporting tools that we could share with UCR. We've done it, and we can help meet your needs. If I had just 5 more fields in the current PPS, it would make me happy from an academic HR point of view. For OP, once you get your fields and data together, just create your own user-friendly data warehouse and let the campuses populate it with the information you need. OP has never been clear regarding what they want from us, which results in 9 different interpretations from the campuses. A data warehouse would solve OP's need for immediate data. I don't believe the system's broken, but it needs to be friendly and just like every other website. Have something simple.
- Priscilla: thinking about where our organization hurts was helpful yesterday. Thinking about our responses to that pain and what we can do individually is important. There's a lot of strength when we agree on priorities, and we need to remain united and work to find voices on campus to help in this process. Also, we need to look at underlying interests that we all have in common. Maybe enhancement of PPS is a cost effective way of starting to move ahead? We need to think about staff relief and support for people who're overwhelmed with workload. Staff turnover is projected to experience a major increase in the next 10 years—we're facing a challenge of turnover, training, and data quality as a result. Now is the prime time to look at ways of doing things differently to relieve stress and workload burdens.
- Shelley: I hear that enhancements to PPS is something that can be accomplished in two years or less, and that we need to think about short-, mid-, and long-term HRIS goals and solutions.
- Phil: here's what I heard:
  - we need to do something soon
  - PPS can do much more than it's being used for now; we need to exploit it more
  - Need a short-term fix to create optimism, momentum, and relieve workloads
  - Need a long-term solution to meet strategic challenges and expectations of HR management
  - Dealing with the present need for data management is a major pain

- Already invested a lot in our systems—time, money, parallel systems, workarounds, fixes, manual effort—so any new fix represents a major additional investment that needs to yield clear, major payoff
- “I agree with...” there’s a ton of agreement on issues here. We need to define issues for decisionmakers so the problems don’t seem like flyspecks but are aggregated in such a way that they pose serious challenges to the future success of UC. Individual needs must be aggregated into things that should matter.
- There are also differences: campus haves and have nots
- We need to think about the human side—end users and people who would be doing system implementation
- What are we trying to solve? This is a core, central theme we have to define.
- We have to match the HRIS initiative to UC’s long range plans—if we do x, what’s the impact and costs?

Other comments:

- The HRIS project needs to develop a list of problem statements and several proposed solutions to address each problem, along with cost/benefit analysis (CBA) for each solution. This CBA will widely differ from campus to campus because each campus has solved a different set of issues.
- The priority is to get good, clean, consistent data in, and get data easily out.
- Way too much time is spent doing data entry—it’s out of proportion with the value of data going in. For instance, it’s far too cumbersome for payroll data entry so payroll clerks don’t worry about entering correct data—they just put in whatever works to get a check issued, and if they fudge data, that’s what they’ll do, and I don’t blame them.
- Need to address the “what’s in it for me?” question.
- Let’s focus on the process experienced by the user so the system makes the process easier.

### **Business Opportunities and Local Initiatives**

From earlier workshops, here are some business opportunities identified in the area of HR systems and process:

- Eliminate secondary systems of record containing duplicate data, often requiring duplicate data entry
- Develop a self reporting employee development system to track employees’ training classes and certifications system-wide, which will allow for better use of resources and succession planning
- Take a comprehensive look at how the BELI is assigned and give it some internal consistency and understandable rules in order to streamline the automatic process of determining who is eligible for benefits
- Automate approval routing using online personnel transaction forms and workflow
- Create a position system to retain duties of positions and job descriptions

- Clarify and make consistent the definitions of eligibility for collective bargaining
  - A) define using either employee data or appointment data
  - B) definition of supervisor/confidential employee/student employee
  - C) clarify systems definition and identification of supervisors
- Develop a system-wide grievance management system.

What are additional business opportunities?

- How to market UC as a desirable employer? How to use the web to enhance diversity, outreach, recruitment, retention?
- Electronic scanning and workflow for the academic dossier and use of electronic signatures at UCSB
- On-line training. UCSD: as part of the portal project, web-based financial training and decision support system (how to's)
- UCLA/UCOP has a white paper underway to get funding for web training on business processes, e.g., accounting and EDB. This project is in its early stages, but could be leveraged across the system.
- UCSD: web based job description library and job skills builder
- UCLA: data dictionary for job descriptions
- KC: hiring online with Resumix database
- UCSB: building web based online requisitions, application, and applicant tracking system

Discussion of UCLA's data warehouse:

- The project started in 1995 with the first generation operational data store. This effort was part of a project to calculate the total cost of campus management. AIS built a collection of data on the mainframe for querying and reporting. Data entry was distributed, and departments wanted access to the data they were keying into the system. Departments' need for access to the information, and AIS's desire to consolidate the various systems of record all over the campus into a single place, led to the creation of a data warehouse serving as the system of record.
- Today, the data warehouse is very popular and successful, and the project evolves. The data warehouse was modified when the "myUCLA" student portal needed real time data from the data warehouse at a time when there was only a nightly batch feed to update the data warehouse. The student information system is building its own reports from the data warehouse. Other issues with the data warehouse is that it requires knowledge on the data model, structures, and administrative system to use it effectively. Because of these issues, UCLA hired a consultant to do a data warehouse needs analysis, and they came up with a 3-tiered data model:
  - 1 transaction layer (COBOL mainframe)
  - 2 operational data store (SQL) to aggregate transaction system to provide real time data (used for the web)
  - 3 star schema dimensional data model optimized for inquiry and reporting. Incorporates business rules for cleaning up the data before reporting.
- All history has been taken off of the transaction system and moved to the data warehouse. New reporting tools (e.g., drag and drop dimensional reports) are part of the data warehouse

- The model is to take AIS out of the report generating business and let departments do their own reporting
- The data warehouse allows UCLA to strip off legacy screens and back ends into more user-friendly interfaces.
- UCB is also implementing a data warehouse. Challenge is to get all campuses at the same level of data warehouse use and to have same data definitions so we can exchange data.
- Data warehouse is consistent with the NBA and portal projects.
- Website: data warehouse report from UCLA: [www.ais.ucla.edu/bizinfo/dwr.html](http://www.ais.ucla.edu/bizinfo/dwr.html)

UCSD local systems:

- System to populate course load and student data for faculty review
- Course schedule information
- Telephone directory from PPS and departments
- Identifying rules for portal information

#### **General Discussion—What should we do?**

- It would be nice if there were more sharing—e.g., sharing data warehouse business rules. How can we enhance the sharing process?
- 1) provide a clearinghouse of systems and technology solutions for swapping across campuses, while recognizing that technologies and tools may not translate easily across campuses easily. 2) OP should lead the sharing as a clearinghouse of local initiatives. OP should plan to bring various players to the table—HR, IS, Finance—periodically to help people network. 3) Barriers to sharing: resources, scalability. The UCOP/UCLA white paper initiative is a good model, as is the UCSD portal model.
- Need to do cross-pollinating among financial, HR, IT people. Perhaps data warehouse is the catalyst?
- Generally felt a need to do something now, in addition to the long term major HRIS solution
- 3) address needs in short term: there's a very long list of PPS fixes sitting in the development queue at UCOP. How to address this queue? The 5 available programmers are all handling labor contract agreements, and then tax changes.
- Current systems address or cure specific needs at a campus continue to be supported because it's easy to justify them
- Campus haves and have-nots need to be recognized. Can't suggest leaving campuses to each develop its own solution using its own resources.
- 2) campus vs. systemwide enterprise needs. OP needs to identify its needs for systemwide data requirements.
- Report with achievable recommendations. Model could be: 1) Consortium to determine joint priorities; 2) Articulate needs in PPS; 3) Build better trust between OP/campuses

- Need to track reporting requests—general feeling that with more data available, more reporting requests and increase pressures on HR. Drive partly by governmental changes and policy (e.g., whistleblower policy) which always seem to involve annual reporting to OP.

Phil: Strategy—building a case

- 1 what are we trying to solve?
- 2 Define the problem
- 3 Articulate the impact of the problem
- 4 What will happen if we fix the problem? What will happen if we don't fix?
- 5 How can we fix it? Implementation.
- 6 What will it cost?
- 7 What is its downside?
- 8 What's in it for...EACH opinion builder.

**HRIS: The next generation**

<p>Legacy PPS:</p> <ul style="list-style-type: none"> <li>■ Mainframe</li> <li>■ Batch data</li> <li>■ Codes/character user interface</li> </ul>	<p>New HRIS:</p> <ul style="list-style-type: none"> <li>■ Graphical user interface</li> <li>■ Web-deployed</li> <li>■ Real time information</li> </ul>
<p>Transaction processing</p> <ul style="list-style-type: none"> <li>■ Data and file maintenance</li> </ul>	<p>Strategic Support</p> <ul style="list-style-type: none"> <li>■ Forecasting and planning</li> <li>■ Statistical and analytical processing/reporting</li> </ul>

HRIS core functions: single relational database; modules are already defined to streamline processing: compensation, benefits, HR, payroll, recruiting, time and labor, reporting

**Where do we go from here?**

- Identify people who are bridge-builders, who are involved in several areas (e.g., IT and HR) to be opinion leaders re: HRIS needs
- Report to HR advisory groups and form sub groups for HRIS needs
- Meet with Chief Financial Administrators and AVC's of Technology
- Develop a better understanding of what are UCOP's needs from HRIS.