

Submission for Individual Award – UC Collaboration Award

Submitted by: Laurie Graham – UCB bit Manager – laurieg@berkeley.edu

UC Locations – UCB, UCOP, UCSF, UCSC and all UCPATH locations

Individuals nominated for award: Laurie Graham, Beatrice Cardona, Dave Browne

Working for the UCs is unique. We don't just do IT, we do IT with a purpose of improving the world at large. The distinctive mission of the University is to serve society as a center of higher learning, providing long-term societal benefits through transmitting advanced knowledge, discovering new knowledge, and functioning as an active working repository of organized knowledge.

Back in 2011, UCB, UCOP and UCSF were having some challenges with their production control teams. Management put their heads together and through their collaboration created PCSSC, the Production Control Shared Service Center. These 3 locations consolidated their individual IT Production Control Functions into one organization service, striving to provide world class quality of service and reducing duplicate functions. This team was responsible for Workload Automation, Batch monitoring, and Managed File Transfers across the 3 IT organizations.

UCOP and UCSF were migrated from one tool to the common scheduling software (the same that UCB was on), thus allowing the ability to put dependencies across the locations batch processing. The decision to have this team reside at Berkeley was due to the fact that the software that was going to be the cornerstone, Control-M, was already running at Berkeley.

The collaboration increased efficiencies in business agility by supporting dynamic changes in business requirements, implementation and enforcement of standards, policies, and industry best practices. Right before UCPATH went live, the responsibility for all batch and file transfers were transitioned to PCSSC. The consolidation achieved operational efficiencies by minimizing duplication of staff functions and consolidation of multiple redundant technologies, allowing full 24x7 coverage and support. The collaboration increased efficiencies in business agility by supporting dynamic changes in business requirements, implementation and enforcement of standards, policies, and industry best practices. UCSC joined this great team in 2016.

Some of the goals that were realized with this shared service center are:

- Minimizing duplication of staff functions
- Combining functions into PCSSC that other departments are doing
- Common set of software tools through consolidation
- Increase efficiencies and quality of service thru tools, standards, policies, and industry best practices
- Establishing a combined Production Control team that was larger than any of the former three individual campus groups (UCOP, UCB, UCSF). By cross-training the staff, the technical skill set was improved
- Support dynamic changes in business requirements and technology

This collaboration put emphasis on the 5 pillars of customer service:

- Shared Service Vision and Values
 - Clear, compelling shared vision and organizational values support the expression of service excellence
 - Emphasize an exceptional experience for employees and customers

- Service-Focused Leaders
 - Leaders at all levels model the service mindset, value the contribution of employees and strive to continually improve the customer's experience
- Consistent Service Delivery and Measurement
 - Standards for service delivery are clear, consistent and integrated in the organization's systems
 - Established measures for face-to-face, phone and e-interactions are shared by all and practiced with employees and customers
- Developmental Training and Coaching
 - Training is provided to all employees so they can develop the attitude, communication skills and knowledge to provide an exceptional customer experience
 - Developmental performance coaching, versus punitive or evaluative, identifies and promotes service contributions and individual growth
- Constant Systemic Improvement and Reinforcement
 - Systems and processes are constantly improved and aligned with the service vision and values

As the formal transition of this service occurred, meetings were held to determine how incidents would be handled. At that time UC Berkeley was using Footprints and UCOP was using ServiceNow, so the plan going forward was to use emails and phone calls for raising requests and reporting incidents. The result is that incidents are created, tracked, and managed in the system of record for each organization, giving visibility to the local support organizations for incident resolution. The integration took on greater importance when UCOP moved to UCPath because it provides critical and timely communication and incident resolution to UCPath customers.

So ultimately, our initial collaboration in forming the PCSSC put us on the path to improve that service via more collaborative efforts, and to develop the framework that would enable the service to adapt to future needs!

On Thursday, April 30, 2015, Production Control Shared Service Center (PCSSC) became the first UCB IST unit to adopt the ServiceNow platform for incident management. This transition is in preparation for UCOP and UC Path's integration. The migration to ServiceNow will increase efficiencies for PCSSC's inter-campus work with UCSF and UCOP, who already use ServiceNow. According to Laurie Graham, Production Control Operations Manager, "By providing a more robust platform and reporting tools, Production Control will see improved incident tracking, problem management, and service request resolution."

Following the pandemic, it was decided that the best place for this team was at UCOP. By March 2021, the team was transferred to UCOP, with no drop of service. This was again the result of a fantastic collaboration between UCOP and UCB. Beatrice Cardona was a manager with PCSSC. She is now at UCOP managing their 24x7 monitoring team.

So, who am I (the author of this piece). I am Laurie Graham. I was brought into help shore up the team that started this great adventure. I started in March 2013 and worked with an amazing team of 15 (from PCSSC), many from UCOP, UCPath, UCSF, UCSC and other campuses and med centers. We all worked together for a common goal, to help improve all of UC's access to data, payroll, financials, HR, automated processes, and improved customer service. I am so proud of how PCSSC came together create a collaborative culture. This included:

- Discussing each other's practice, goals, and struggles
- Sharing knowledge, both internally and externally
- Observing practices
- Embracing positive reinforcement
- Taking the best practice, goals, standards from each campus

As a customer service provider, your number one asset is your people — your team members and colleagues. Lead them, serve them, inspire them, appreciate them, recognize them, develop them... show them – every day – you care for them. Collaboration is key. Surround yourself with exceptional talent and nurture and develop that talent as best as you can. Get to know your work associates on a personal level; understand their personal and their professional goals. Embrace your team and treat them like your family... YOUR success depends on THEM.

Yes, my success was the team's success. Not just PCSSC, but everyone involved in the day-to-day of running batch, file transfers, monitoring, helping with incidents, automating processes, and most important, working with customers across the UC.

I hope I was able to show how this submission meets all your criteria:

COMPLEXITY: Dealing with hundreds of campuses processes that we had to standardize, and automate

IMPACT: Easy. If the team didn't do their job successfully, people weren't paid

MISSION ALIGNMENT: We advanced the key value of access, saving UC money by having a successful shared service, and by the success