

**UC Irvine Submission**  
**2020 Larry L. Sautter Award for Innovation in Information Technology**

**Project Title: Employee Experience Center**

**Submitted by:**

Cameron Cosgrove, Director, IT Programs and UCPATH Support Lead at UCI ([Cosgrove@uci.edu](mailto:Cosgrove@uci.edu))

Stephen Whelan, Executive Director, UCI HR, People Services ([swhelan2@uci.edu](mailto:swhelan2@uci.edu))

**Project Team:**

Role	Name	Department
Executive Sponsor	Richard Coulon	Division of Finance and Administration (DFA)
Executive Sponsor	Ramona Agrela	Office of the Associate Chancellor
Project Executive	Stephen Whelan	People Services, Human Resources
Project Lead	Cameron Cosgrove	Office of Information Technology
Project Team Member	Maria Teider	People Services, Human Resources
Project Team member	Dorothy Ong	People Services, Human Resources
Project Team Member	Martha Nunez-Flores	People Services, Human Resources
Project Team member	Valerie Contreras	UCI Health, Human Resources
Project Team member	Kimberly Vo	UCI Health, Human Resources
Project Team Member	Jean Chin	Academic Personnel
Project Team member	Debbie Kistler	UCPATH Project Team
Project Team member	Carolyn Murry	UCPATH Project Team
Project Team member	Lori Husein	Campus Payroll and Accounting
Project Team member	Melissa Lee	Campus Payroll and Accounting
Project Consultant	Bob Moulton	Consultant
Project Consultant	Connie Powers	Consultant

**Collaborators and Stakeholder Representatives**

Name	Role and Department
Martha Graciano	Executive Director of Finance, SOM, College of Health Sciences
Karen Tano	Personnel Manager, Office of Research
Kristen Caplin	Director of Personnel, School of Biological Sciences
Cristina Nunez	Director of Personnel, Office of the Vice Provost for Teaching & Learning
Linda Cornett	Director of Personnel, Graduate Division
Kerry Kick	Director of Personnel, School of Physical Sciences
Kara McClyde	Director of Finance, Henry Samueli School of Engineering
Stephanie Dubnick	Director of Finance, School of Law
Georgana Thompson	UCPATH, Project Director
Jill Rijkschroeff	Payroll Manager, UCI Medical Center
Amy Oh	Payroll Systems Analyst, UCI Medical Center
William Von Der Ahe	UCI Medical Center, UCPATH Project Team

**Project Summary:**

Employee Support at UCI Campus and Medical Center was greatly enhanced with creation of the **Employee Experience Center** (EEC). New technology with new processes and UCPATH were leveraged and converged to transform HR/Payroll service delivery to improve the employee experience with:

- A single phone number for employees to call
- A secure employee portal to submit an online service request and receive updates
- Searchable knowledge bases
- New support branding and employee facing web sites created to unify and improve the employee experience:



## *Project Narrative*

### **The Situation and Problem Statement:**

Before the solution, service delivery for employees had evolved organically over the history of the campus and locally throughout various departments. Campus HR support has a centralized component along with decentralized HR within each division (School). Central Campus HR accepted requests across 10 email boxes and direct emails/phone calls to subject matter experts. Medical Center used the campus centralized HR service and their own centralized Payroll service. Campus Payroll had its own centralized support email boxes and phone number.

Without re-organizing or centralization of the decentralized HR and payroll functions, UCI leadership wanted the employee support experience to be easy to find, scalable, sustainable, consistent, professional, a focus on first call/contact resolution where possible; including well organized support cases tracked with metrics. Leadership, also, wanted to re-align the way support is provided at UCI with the UCPath system and UCPath Service Center to ensure employees get support without adding extra steps, delays, unnecessary hands-off and finger pointing.

### **Project Solution:**

The solution unified over 60 support services and linked processes across both centralized HR and Payroll, decentralized HR specialists on Campus as well as the support Medical Center teams. The new service delivery design incorporated how local UCI UCPath support operates in alignment with the UCPath Support Center.

By using a new (enterprise wide) case management platform (ServiceNow Enterprise HR Module) we were able to unify all the teams with a single “pane of glass” view of the entire Campus and Medical Center. The ServiceNow Enterprise HR module was specifically configured to bring together all UCI HR and Payroll support departments, teams and individuals with unified case in-take, triage, prioritization, communication, case status and a single source of truth for support case metrics.

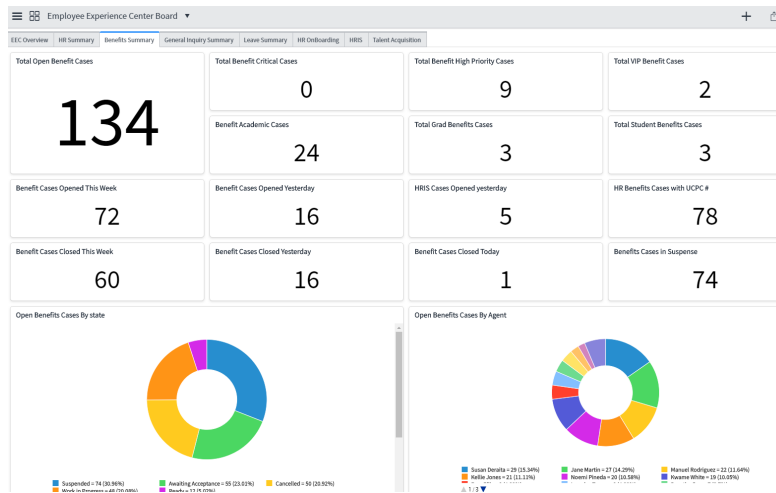
The Campus OIT team built integrations with UCPath in such a way that employee profile and organizational hierarchies are imported into the ServiceNow HR module daily. This way all the data in ServiceNow was up to date and accurate. This data schema is leveraged to provide access permissions with granular controls to prevent decentralized teams from seeing any information outside of their division. This is leveraged equally by the ITSM Modules used by OIT and greatly eased our transition into UCPath as well.

The main innovation was not the technology, but the collaborative service delivery design process and establishing the new support team called the **Employee Experience Center** (EEC). The EEC is housed in the Central Campus HR area as tier 1 or primary in-take for all Campus and Medical Center support issues; especially issues and questions arising from UCPath for pay and benefits. The EEC is the primary conduit and point of contact to the UCPath Service Center. There are many benefits realized from of this new support model:

1. Transforming the entire organization into a single support taxonomy with well-organized and socialized method of collecting and triaging all issues and questions about pay, benefits, UCPath and general inquiries. This transition enabled Campus and Medical Center service providers to focus on request fulfillment and issue resolution while leveraging the same terminology, process flows, data and case management system.
2. The EEC is scalable and provides transparency on all support issues across the enterprise. This paid huge dividends when UCI converted to UCPath; as well as UCI’s single COVID-19 point of contact for inquiries and information. With the EEC Model and Case management platform, we could monitor the entire enterprise in real time and reallocate resources to special needs as they arise. All issues and questions were captured in thousands of cases with complete (real time) transparency to leadership and the UCPath Service Center. Management had real-time access

to issue trends through customized team dashboards. UCI’s transition to UCPATH is considered a success, in part, to the new support model, case management platform and teaming across the enterprise.

3. All support providers are on equal footing – and fully supported, so that we became one big team. The culture was about owning our situations and working better together to solve them without finger pointing. It was observed multiple times by the members of the UCPATH Service Center (UCPC) that were on-site at time of conversion to UCPATH, that “UCI’s teamwork is exceptionally strong”.
4. When State mandated COVID-19 rules and the shift to working remote, the teams were easily able to make the shift—with the model and service platform keeping us all connected and UCI was able to expand services beyond employees, and support our students and parents at a very critical time. .
5. The EEC model is sustainable and will grow over time to encompass more services such as onboarding, Employee Workforce Relations, employee engagement and training.
6. Case Management Platform (Service-Now HR Module) Dashboards keeps the EEC, stakeholders and leadership informed and focused:



## Collaboration

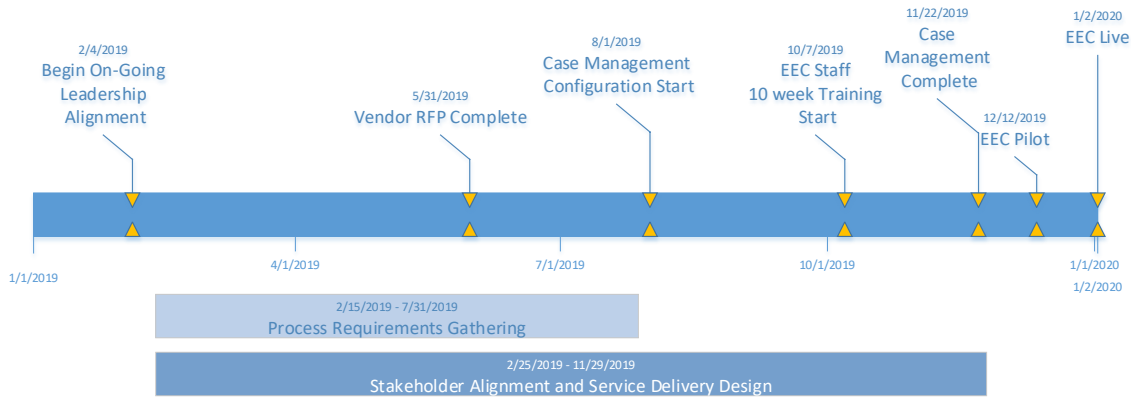
Extreme collaboration across the entire campus community and medical center was required to facilitate deep discussions and reviews of decades old processes, individual roles and come to agreement on proposed changes to improve and realign. To create the future state service delivery design, 9 months of stakeholder meetings were conducted weekly to hear the “voice of the customer” and understand the current support scope of work performed throughout Campus and Medical Center. With this deep level of collaboration we were able to design processes that were flexible enough to meet a diverse set of local needs, and yet, have a common foundation for implementation within an Enterprise wide Case Management Platform. In short, all Campus and Medical Center service owners were on-board with the future state and new case management platform, including buy-in for the new processes they would perform daily.

Overcoming the status quo was not easy. Aligning around a new model to work together on a common platform and integrating UCPATH business processes and system changes was an achievement of teamwork and commitment to the common objective of providing all UCI employees with the level of service they deserve.

## Project Timeline:

UCI went live with UCPATH on January 2, 2020. We started the Collaborative Stakeholder meetings in March of 2019. By the time the stakeholder alignment process and tool selection was complete, it was August of 2019—time was running out to implement this new case management platform along with dozens of new support processes, role changes that also had to align with additional hiring and training. The goal was to have everything in place including new employees for the EEC team hired, trained and ready to go in early December 2019 in order to pilot the new processes and Service-Now HR module a few weeks before the UCPATH go-live. It was game on. Everyone pulled

together to meet our timeline. The EEC went live on December 9<sup>th</sup>. Training was significant and spanned multiple months starting in October 2019.



## Impact

This project is a prime example of how technology enables people and process. The people and processes are the centerpiece of all the results achieved. The EEC completed their pilot and was fully operational on same day UCI went live with UCPath. The EEC was the focal point for collecting, triaging and assigning all issues. The EEC was taking over a hundred of calls a day and a remarkable 30% of the cases opened were created by the employees on the self-service portal. With detailed case information the team was able to work effectively with employees and the UCPath Center. With full visibility into all open issues teams, managers and top leadership were informed in real time.

## Measures of Success

There were two objectives of the Employee Experience Center and ServiceNow HRSD platform. The first was to create a one stop shop at UCI where we can effectively communicate how UCI employees get assistance. The second was to integrate each of UCI's service departments, thus avoiding the need to create a massive support team, but to the employee requesting a service we appear as one. By accomplishing these objectives, we have created the best employee experience possible. UCI's Employee Experience Center:

1. Provides consistent information and services by a dedicated tier 1 team
2. Is a simple one stop shop and employees know where to go
3. Is seamless, despite the back end integration of 100's departments, 30 divisions, and three business units
4. Keeps local issues local
5. Eliminates unnecessary handoffs, replication of work and drain on resources, including the employee
6. As needed, ensures UCPath issues are resolved timely, and UCI employees have access to UCI subject matter experts for critical pay and benefit issues
7. Does not replicate the business processes that the UCPath Center owns but adds value if an employee contacts the EEC for a UCPath related transaction. Under these circumstances the EEC will set employee expectations, provide guidance as needed and direct them to the UCPath Center. We believe setting the employee expectations (e.g., call wait times, recommending employee self-service, UCPath service level agreements, required documents needed etc.), increased the likelihood of a more positive and effective UCPath Center/employee experience.

There were a great deal of unknowns at the time of UCPath go-live given the unique relationship with a semi-outsourced HR system, and the unique experiences of each UC that went before UCI. However, our measure of success was to give our employees the best employee experience possible, adapt our support model effectively and efficiently as more information became available, and realize employee self-service numbers of about 30% for this new service and technology. In this early phase, we have considered the effort a success with the following accomplishments:

1. Prior to UCPATH go-live there was not a single source to capture general, pay and benefit related inquiries, and now since UCPATH go-live we have received over 7,500 calls and 10,000 inquiries through March 2020.
2. Latest employee survey rates the EEC's ease of use at 4.8 of 5 and overall experience is 4.28 of 5.
3. In 24 hours we configured the EEC model to support a dedicated COVID-19 line, and expanded our services to concerned students and parents.
4. Overall employee self-service is 34.2% since go-live and was 45.4% in March.

There was a great deal of work in the preparation for go-live, however, it is truly just the beginning. Over the course of the next 18 months we'll continue to expand our services, optimize our business flows, add automated life cycle events, incorporate chat and release a native mobile app.

## Technology

These are the foundational technology products used by the EEC:

- ServiceNow Enterprise HR Module
- Mitel Call Center Agent

In addition, the office of technology provided integrations to UCPATH and the Operational Data Store (ODS) to provide employee profile and organizational structure information with mapping to ServiceNow HR Module.

Significant amount of work went into the ServiceNow HR module configuration and implementation. Over 60 new services were defined and dozens of assignment groups created for service providers to organize their incoming cases.

A pleasant surprise was the high level of adoption by employees of the self-service portal. ServiceNow initially recommended that we wait on the portal for a year post go-live to give the employee population time to adjust to the new service delivery model. We decided that part of the value of the new platform is self-service and part of our guiding principles is scalability—so despite our tight implementation timeline—we rallied our team to implement the self-service portal. Within the first month we had over 30% of our daily cases created by employees. By the second month, there were peak days of 45% created on the portal. By the third month our average self-service cases were in the 40% range with peaks as high as 60%.

We believe the high rate of employee adoption was directly related to the ease of use, a large service catalog and the creation of over 100 knowledge articles.

