





Association of American Medical Colleges  
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## QUESTIONS: Basic Science Consolidation (con't)

We haven't yet done any wide scale consolidation although a few of our departments have been using resignations/retirements as an opportunity to merge their administrative services with other departments. Most recently, a basic science department merged all administrative functions (HR, finance, grants management) with a clinical department when their department administrator retired.

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At Stanford we have consolidated many HR services for most medium and small departments. In 2001 with the conversion from our legacy system to PeopleSoft, we took our first steps toward a model known as "clustering" in order to reduce users. For the pilot we consolidated the small units of the Dean's Office to utilize the service of a single PeopleSoft user. Soon after, we began planning an HR cluster for the Basic Science departments. The goal for this cluster was to provide a variety of HR services (not just data management) to meet the varying needs of the participants. Some departments retained some basic HR services in the department and only wanted HR data management. Other departments wanted more complete services. The model was set up so that departments could choose the services and pay based on the type of services and the size of the department. All but the largest clinical departments followed suit and formed similar clusters. During this past year we brought the clusters under the supervision of a single HR professional. While all departments purchase the data management service, they may also select from other services from employment, compensation and employee relations. Those who purchase "full services" have the benefit of everything that a department HR manager provides, but the cost is shared among several departments. Several employees staff the clusters and this also provides coverage for all participating departments during vacations and illness.

By implementing the cluster model, we have reduced PeopleSoft users and improved our data integrity. Small departments benefit from the services of HR professionals rather than relying on administrative staff who have also been assigned some HR responsibilities. This model has the advantage of keeping service local, ensuring more knowledge of departmental business needs. Directors of Finance and Administration retain control of the HR function in their departments, and the Human Resource Group continues to provide specialized consultation and assistance.

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## **QUESTIONS: Basic Science Consolidation (con't)**

Yale School of Medicine had done some consolidation of services in the past for some of our Basic Science Departments. These were always done "across the board" where all business office functions for several small departments and operational units were consolidated into one office. The success of this type of consolidation is heavily dependent on the support/buy-in of the department chair. In some cases, we've had to dismantle a consolidation because a chair chose to secede from the group due to dissatisfaction with the level and/or quality of services provided.

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