

Disrupting HR: What Happens When You Blow Up the Old Way of Working?

Michelle Quint, Executive Director, UCI HR Health
Ramona Agrela, Associate Chancellor/CHRE, UCI HR

The logo features a stylized, multi-pointed star or flower-like shape in a lighter blue color, positioned to the left of the text.

UCI Human Resources

No One Likes Change

“If you want to make enemies, try to change something”

~Woodrow Wilson

No One Likes Change

“People are very open-minded about new things, as long as they’re exactly like the old ones.”

~Charles F. Kettering

No One Likes Change

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

~Nicolo Machiavelli

So Why Disrupt

- Improve performance
- Improve the bottom line
- Enhance the competitive edge
- Keep pace with the evolving business community

Our Story



Who We Are

31,000+ students



92 majors — **86** minors

29
GRADUATE
programs ranked in
nation's top 50

— U.S. News & World Report

 **#1 university**
doing the most for the American
dream — *The New York Times*
College Access Index



1 of 62
leading research universities elected
into the prestigious

**Association of
American Universities**

 **28 NATIONAL TITLES**
in nine sports

 **\$5 BILLION**
annual economic impact
in Orange County

 **170,000+**
Anteater alumni

Points of Pride



— U.S. News & World Report



— Sierra magazine

18 Consecutive Years
UCI Medical Center
among nation's best hospitals

— U.S. News & World Report



— The New York Times

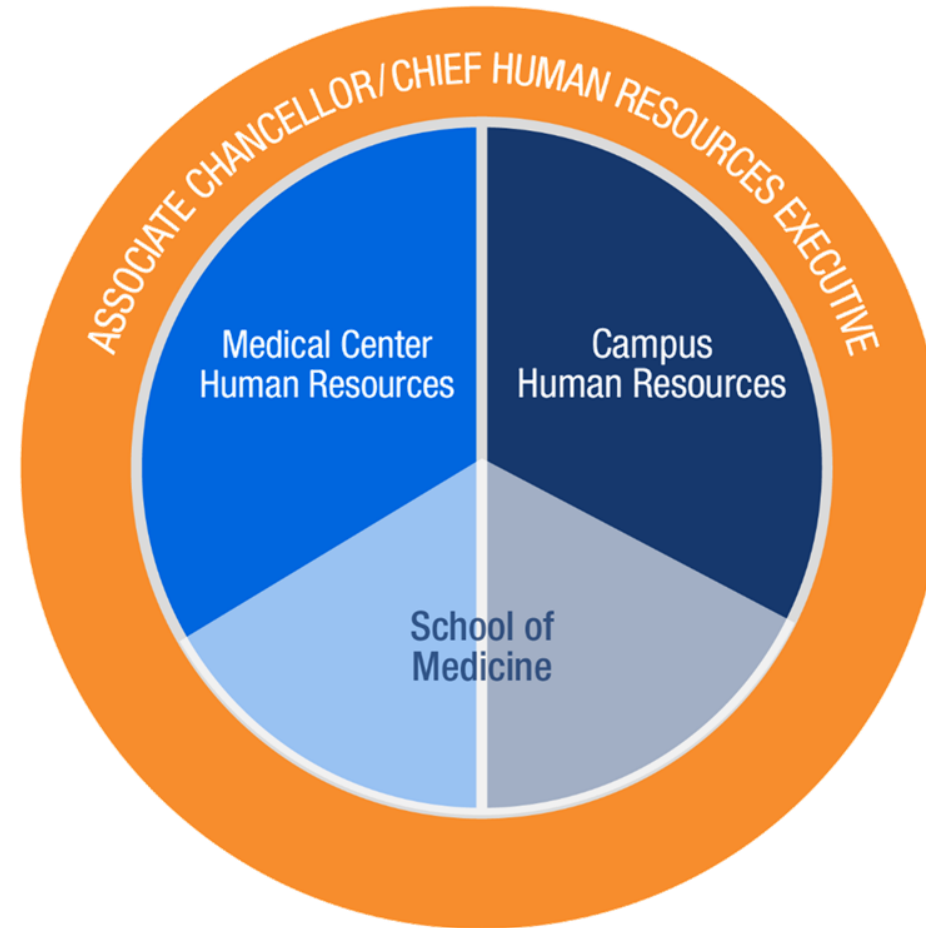


— Money



— Forbes

Our Original State



The Challenge

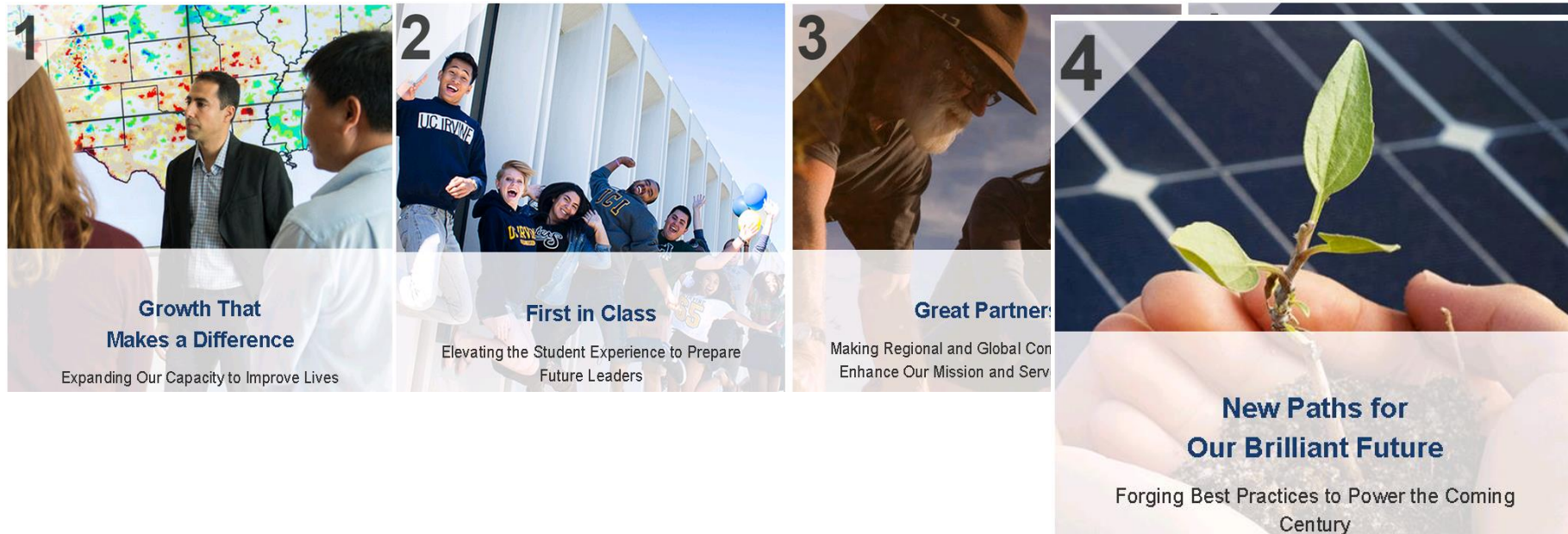
- 1 university
- 3 business units
- 3 approaches to delivering HR services
- 3 reporting lines for HR
- 2 sets of procedures
- 1 client caught in the middle

The Opportunities

- Timing
- New Players
- New Role for HR

UCI's Strategic Plan

Four Strategic Pillars



HR's Impact on the Strategic Plan



01

CHALLENGE THE STATUS QUO

– by evaluating organizational effectiveness, particularly in the areas of research, technology and strategic expansion

02

ENGAGE OUR PEOPLE

– by empowering them to be part of the solution

03

IMPROVE PRODUCTIVITY

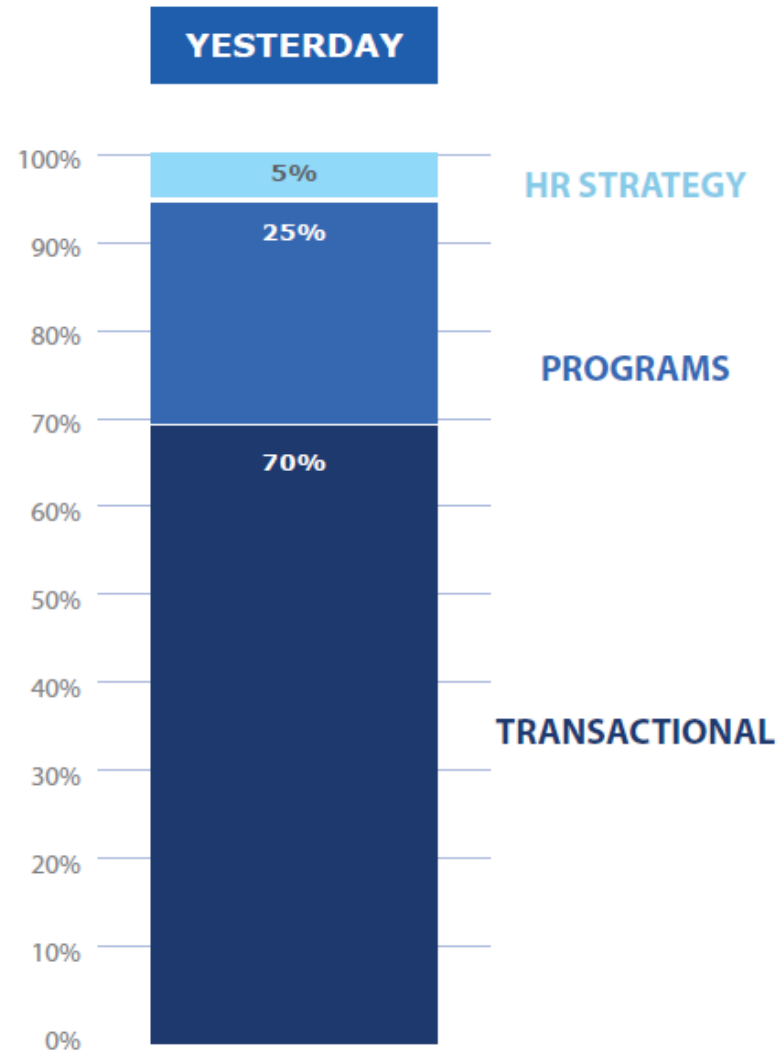
– within staff, system and process frameworks

04

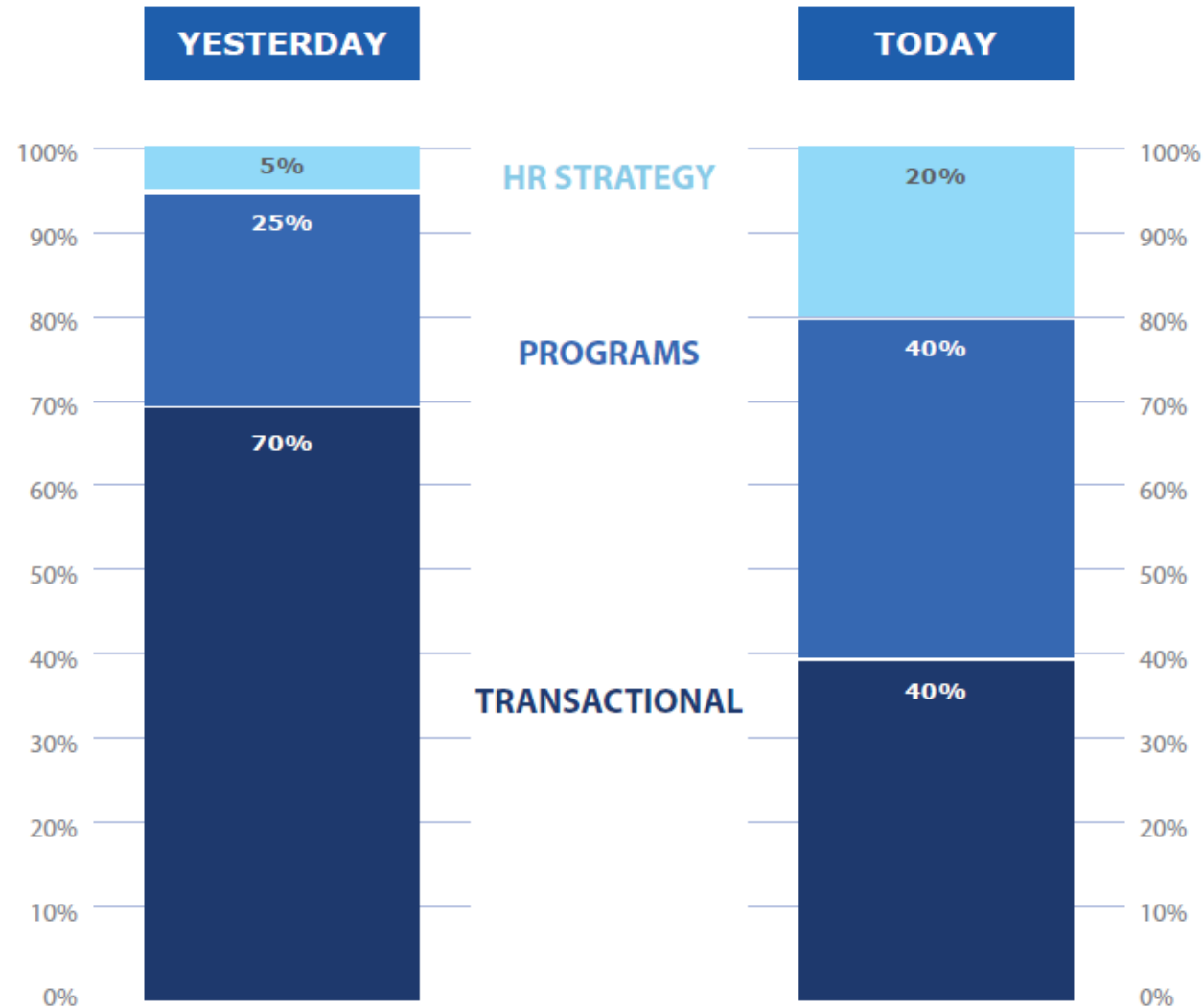
EXPAND INNOVATION & IMPACT

– by implementing smart solutions

HR Transformation



HR Transformation



Key Roles to Transform HR

STRATEGIC PARTNER

Partner with business to
achieve strategic business
objectives

Key Roles to Transform HR

STRATEGIC PARTNER

Partner with business to
achieve strategic business
objectives

ADMINISTRATIVE AGENT

Build flexible and efficient
HR services

Key Roles to Transform HR

STRATEGIC PARTNER

Partner with business to achieve strategic business objectives

CHANGE AGENT

Partner with business to enhance a “capacity for change”

ADMINISTRATIVE AGENT

Build flexible and efficient HR services

Key Roles to Transform HR

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Partner with business to achieve strategic business objectives

CHANGE AGENT

Partner with business to enhance a “capacity for change”

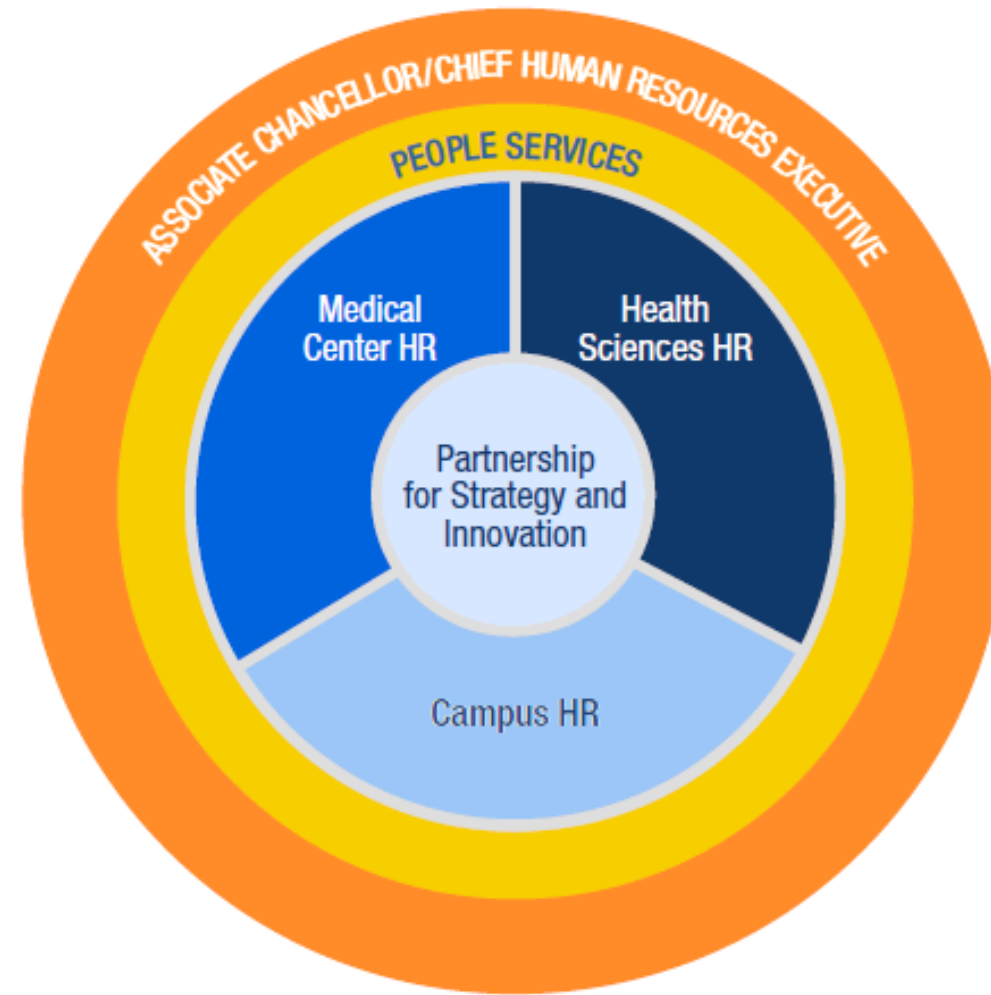
ADMINISTRATIVE AGENT

Build flexible and efficient HR services

EMPLOYEE CHAMPION

Partner with employee to increase employee capability and commitment

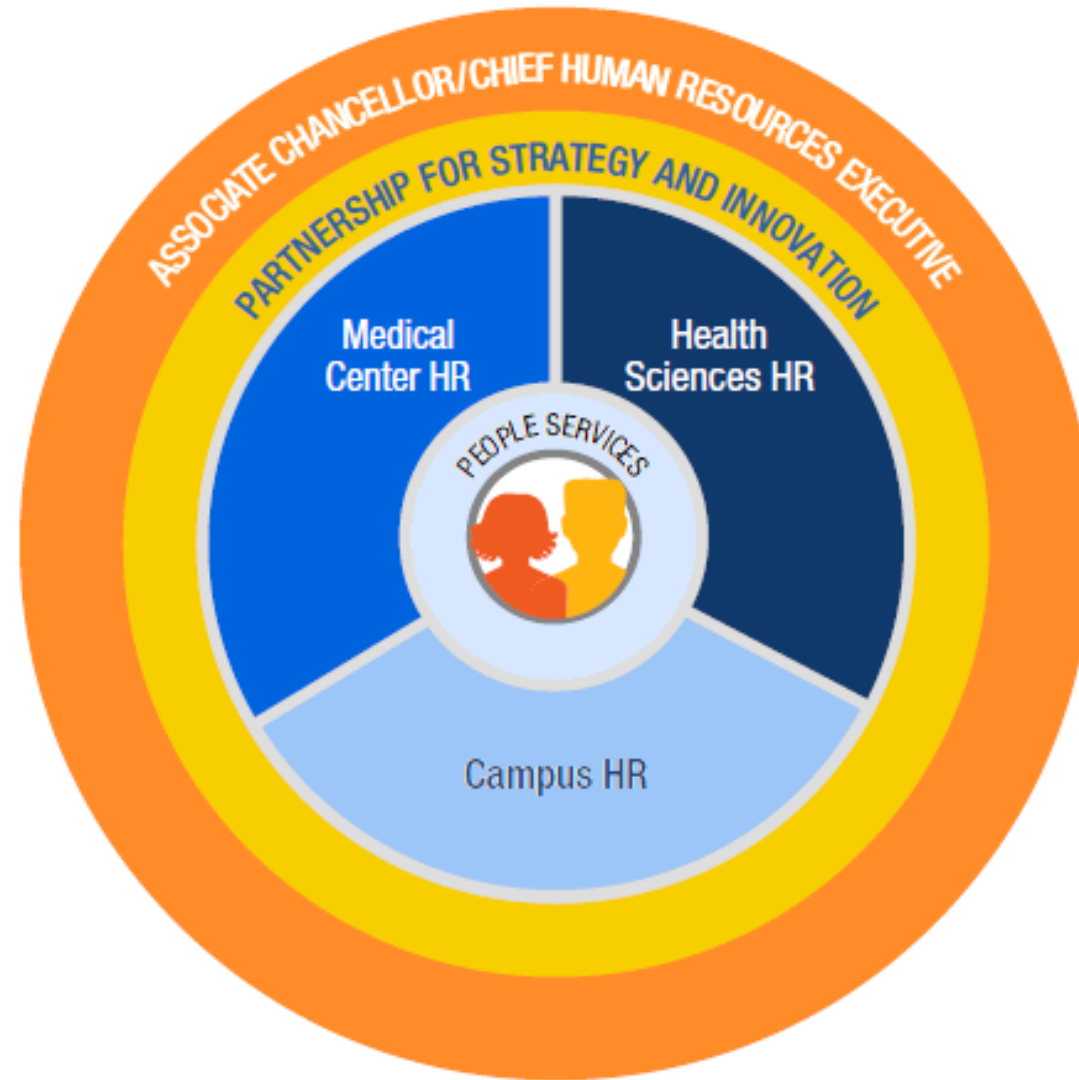
The New Model



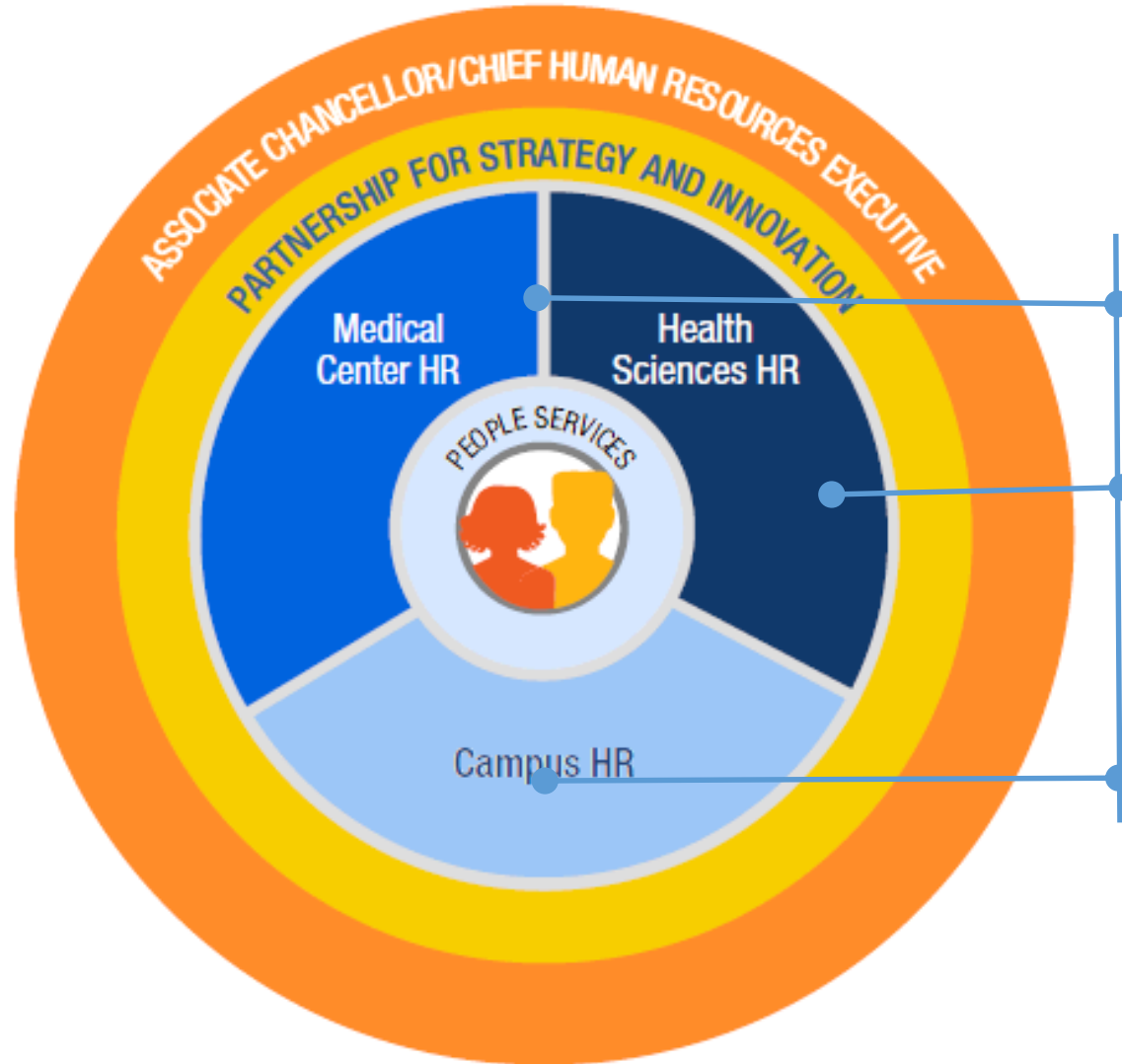
Goals of New Model

- **IMPLEMENT** enterprise-wide strategy
- **INTERPRET** and **APPLY** policies and practices consistently
- **REDUCE** redundancies
- **LEVERAGE** best practices
- **RESPOND** quickly to change
- **EMPOWER PEOPLE SUCCESS**

UCI's New Model for HR

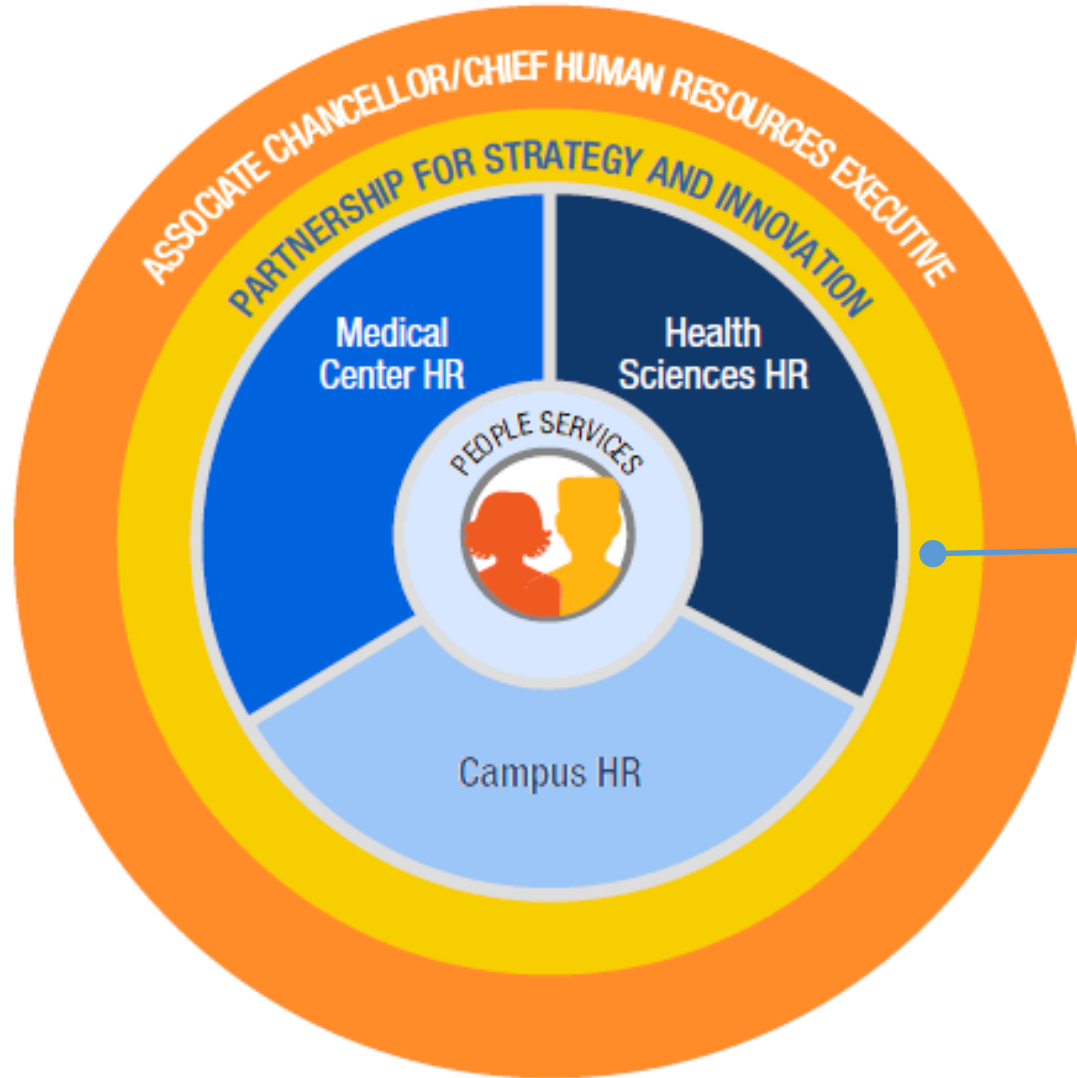


HR Business Units



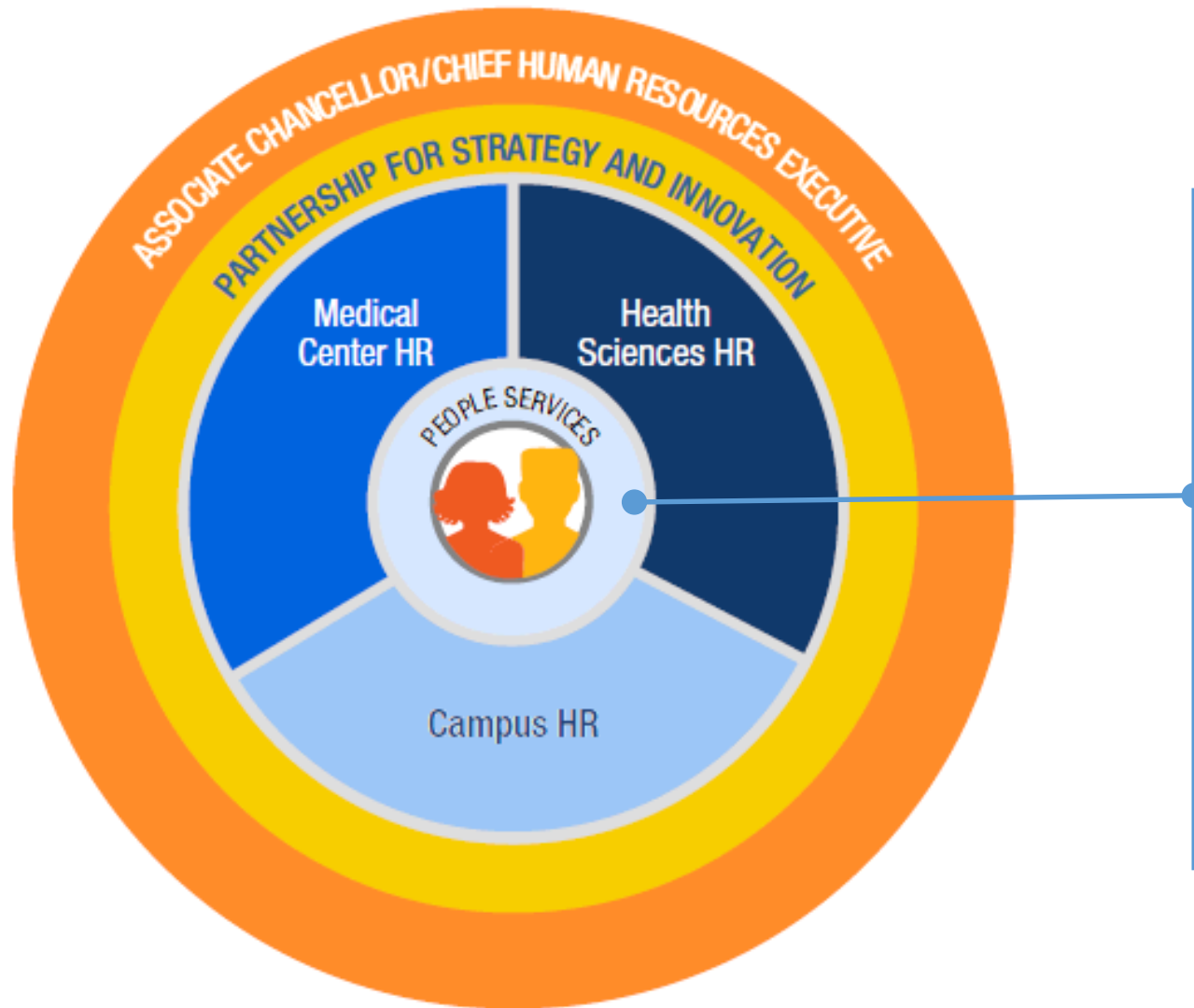
- Each led by an executive director
- Focus on providing excellent customer service to clients
- Three main areas:
 - **Client Services** – direct client access
 - **Specialized Services** – HR subject matter experts
 - **Organizational Services** – LSU support

Partnership



Strategic center staffed with individuals who will be responsible for planning and implementing strategic initiatives for the benefit of the university enterprise.

People Services



- Provides Tier 0 platforms and Tier 1 information/case triage
- Provides specialist support for “employment events” (recruit, hire, leave, WC/DM, retire)
- Delivers services directly to candidates, employees, and managers
- Processes or supports “transactions” and confirming appropriate approvals
- Generates, maintains, and retains records and documents
- Provides reports on operations (case volume, time-to-close)
- Manages day-to-day interactions with vendors and UCOP HR functions

Employee Experience Center

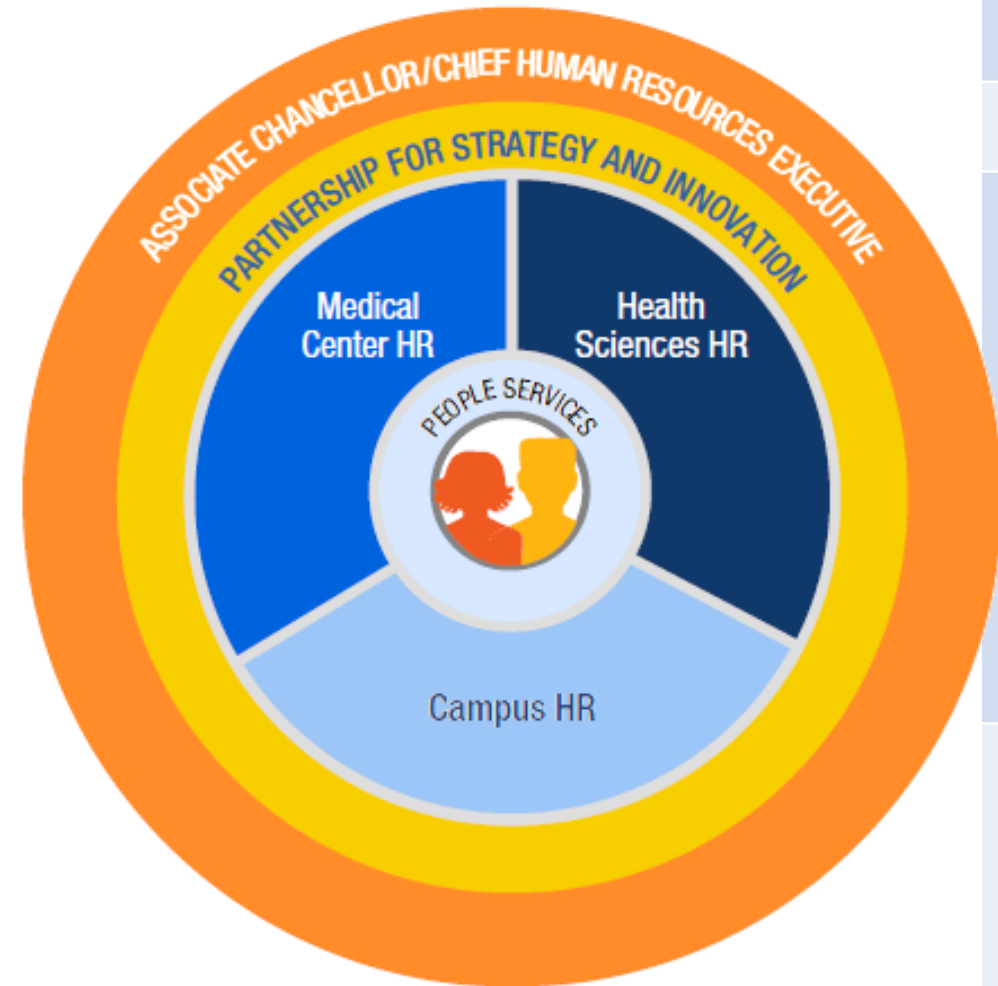


Centralized UCI service team that supports all UCI employees, dedicated to answering commonly asked questions and providing support related to HR, UCPATH, benefits, leaves, payroll, and HR systems.

A STRATEGIC APPROACH TO UCPATH TRANSITION Serving Faculty, Staff and Students

- ✿ Unprecedented **integration** across the enterprise
 - UCI UCPATH, HR, Payroll, Schools, Medical Center, Health Sciences
- ✿ One stop **centralized**, local support
 - **Strong technology solution** leveraging existing departments and subject matter experts
- ✿ Single case management system to **support all UCI employees**
- ✿ New employee **self-service** portal (33% adoption rate in first two months)
- ✿ Evolving **knowledge management system** with over 100 articles and growing
- ✿ **Real time** reporting
- ✿ Considerable **reduction of cases and burden** on UCPATH Center
 - UCI has the **lowest case count** to population ratio than any other UC

Service Tiers



Tier 0	Tier 1	Tier 2	Tier 3	Tier 4
Self Service	People Services	HR Generalists Case Managers	Functional Experts HRBPs	Partnership / Executive Directors
Employees	Employees	Supervisors / Managers	Chairs, Directors, CAOs	Deans, Unit Leaders
<ul style="list-style-type: none"> + Electronics tools (knowledge base, website, FAQs) to provide information and assist with navigation of programs and services 	<ul style="list-style-type: none"> + Staff and systems (case management) to support transactions, records management, and employee correspondence + System/data escalation support for all HRIS applications 	<ul style="list-style-type: none"> + Consultation and support for employees and managers related to specific workforce or employment situations or matters + HR systems support + Build and maintain security model across all HR applications 	<ul style="list-style-type: none"> + Consultation regarding workforce plans, programs, or structures to support unit and/or enterprise goals + Advice regarding complex or exceptional cases 	<ul style="list-style-type: none"> + Oversight of all tiers of service relative to unit and enterprise goals + Decisionmaking with regard to exceptional cases + Strategic partnership initiative leader + Initiate business process improvements
<ul style="list-style-type: none"> + Accessing information and resources + Making basic requests / changes 	<ul style="list-style-type: none"> + Providing navigation of information and services + Executing processes + Reporting & People analytics supporting tools and training 	<ul style="list-style-type: none"> + Providing consultation and decision support + Interpreting policy and programs + Compliance reporting & trending + Reporting & analytics 	<ul style="list-style-type: none"> + Providing interpretation of policy or more detailed analysis + Evaluating complex cases 	<ul style="list-style-type: none"> + Providing strategic guidance + Authorizing exceptions + Evaluating and mitigating enterprise risk + Execute/manage formal system change control process

Service Tiers



Tier 0

Self Service

Employees

- + Electronics tools (knowledge base, website, FAQs) to provide information and assist with navigation of programs and services

- + Accessing information and resources

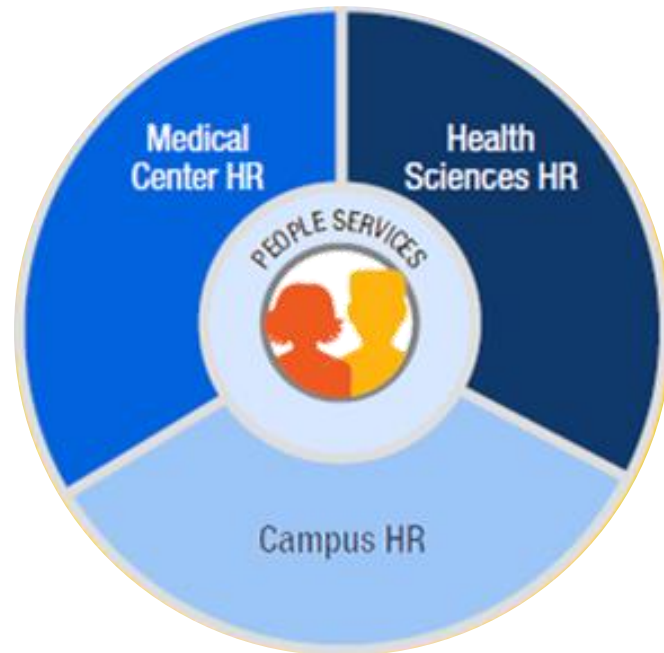
- + Making basic requests / changes

Service Tiers



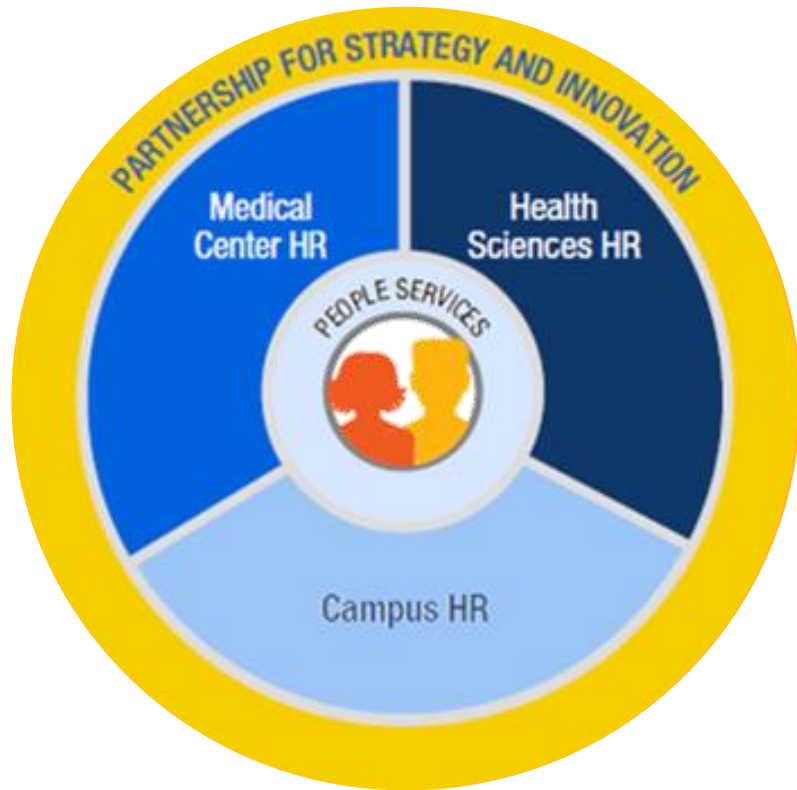
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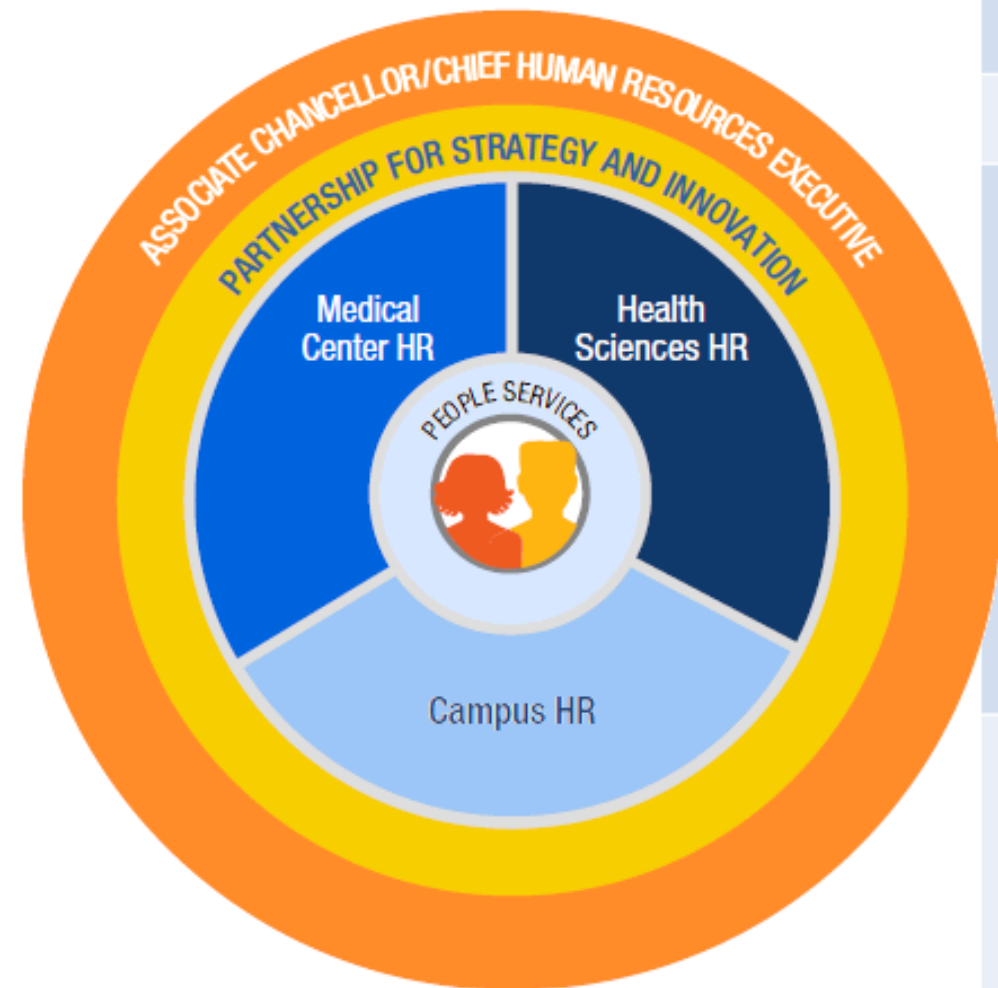
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Model Implementation

Phase I

Hired the team
Created the structure



Phase II

Changing
perceptions
Introduced the
HRBP Model



Phase III

Centralized
administrative
transaction with
a focus on the
client



Our Process

- Establish sense of urgency
- Form a powerful guiding coalition
- Create a vision
- Communicate the vision
- Empower others to act on the vision
- Create short-term wins
- Institutionalize new approaches

Establish Sense of Urgency



Office of the Chancellor
A message from Chancellor Howard Gillman



April 23, 2015

Dear Colleagues:

I am pleased to announce that, effective today, oversight of staff human resources, both on the main campus and on the health center campus, now resides in the Office of the Chancellor. I have asked Associate Chancellor Ramona Agrela to take on this additional portfolio and represent staff at the cabinet level.

This move reflects the importance of our staff to the overall success of our mission and to the fulfillment of our ambitions to advance as a globally preeminent research university. We have an outstanding staff of dedicated and hard-working women and men who every day make an enduring contribution to UCI's excellence. By unifying and overseeing all staff human resources at the highest level, we as an organization will be more responsive, more efficient, and more able to deliver the human resources support our staff deserves.

Chancellor Gillman

Form a Powerful Guiding Coalition



Create a Vision



Create a Vision



Create a Vision



Realizing the Vision



Measuring Success

EMPLOYEE ENGAGEMENT	ENTERPRISE EMPLOYER OF CHOICE	REACHING ORGANIZATIONAL GOALS THROUGH PEOPLE
The level at which employees feel empowered, energized, connected and committed to UCI	UCI is the talent destination for highly qualified candidates	Developing a workforce that exceeds UCI's goals to achieve new heights for excellence and social impact.
<ul style="list-style-type: none">• Employee Engagement Survey participation• Internal hire rate• Wellness• Risk Management	<ul style="list-style-type: none">• Turnover• Time to fill open positions• Sourcing and tracking talent• Health and welfare	<ul style="list-style-type: none">• ACHIEVE• HRBP Model• Empowered to Make a Difference

Measuring Success

EMPLOYEE ENGAGEMENT	MEDICAL CENTER EMPLOYER OF CHOICE	REACHING ORGANIZATIONAL GOALS THROUGH PEOPLE
<ul style="list-style-type: none"> • Achieve 80% participation in the survey • HRBP partners with 3 clients each to present results and develop impact plans • 80% of managers and supervisors complete actionable and thorough impact plans 	<ul style="list-style-type: none"> • Reduce voluntary turnover rates by 5% at all levels of UCIMC • Achieve an average time to fill vacancies of 60 days or less • Increase number of qualified internal hires by 10% • Increase the number of wellness opportunities available for UCIMC employees by 10% 	<ul style="list-style-type: none"> • Assess effectiveness of HRBP model as determined by improved scores (Q4 FY 18) from the baseline 18) on VOC survey • Increase the level of goal awareness among employees in a survey can identify all FY 18 • Create development plans for 20% of identified key internal

EMPLOYEE ENGAGEMENT	HEALTH SCIENCES EMPLOYER OF CHOICE	REACHING ORGANIZATIONAL GOALS THROUGH PEOPLE
<ul style="list-style-type: none"> • Achieve staff engagement survey participation rate of at least 85% • Increased and steady internal hire rate. Establish baseline at 10% of open positions • Increased marketing and communication of giving and volunteer campaigns. Increased and steady participation in internal and external campaigns. Establish baseline of 5% total employee participation 	<ul style="list-style-type: none"> • Decrease of 5-10% in the voluntary turnover rate within the first 3 years of hire • Ensure 3 highly qualified candidates per vacancy • Establish a baseline of quality of hires (check-in at 3 months/6 months/1 year) with less than 5% of new hires released within probationary period • Track/measure sourcing and employee referrals. Establish a baseline of 5% of open positions filled by employee referral 	<ul style="list-style-type: none"> • Steady increase of strategic goals over tactical goals (50/50 to 80/20). Goals categorized in employee performance tool • Goal attainment (within scope of control) at 55% on time/on track • Participation in new employee performance tool with 60% check-in rate for managers

EMPLOYEE ENGAGEMENT	CAMPUS EMPLOYER OF CHOICE	REACHING ORGANIZATIONAL GOALS THROUGH PEOPLE
<ul style="list-style-type: none"> • Launch new employee engagement survey for baseline scores with at least a 50% participation rate. Action plans developed for at least 25%. • Measure internal vs. external hire percentages and number of internal career moves as a baseline • Increase wellness metrics: increase EAP usage by 10%, reduce sick days by 5%, increase program participation by 10% • Maintain or decrease employer 	<ul style="list-style-type: none"> • Decrease voluntary turnover within first year of hire by 5% • Decrease time to fill positions (within control) by 5% • Begin tracking and engaging second choice candidates as future prospects • Gather candidate and client experience feedback through surveys and implement action plans 	<ul style="list-style-type: none"> • HRBP model 100% implemented and at least 33% of clients recognize added value of HRBP talent management services • At least 50% of staff have value-added goals and begin to measure percentage of goals (within control) completed on time • At least 25% of clients complete talent review and create development action plans • Managers effectively use Merit Criteria Guides, resulting in more consistent alignment with merit levels

Communicate the Vision

UCI Office of the
Associate Chancellor
Human Resources, Alumni Relations & Chief Executive Roundtable

UCI HR MODEL
MILESTONE CELEBRATION

TUESDAY
MARCH 22
2:00 – 4:00 P.M.

IRVINE BARCLAY THEATRE

UCI Human Resources

MODEL LAUNCH

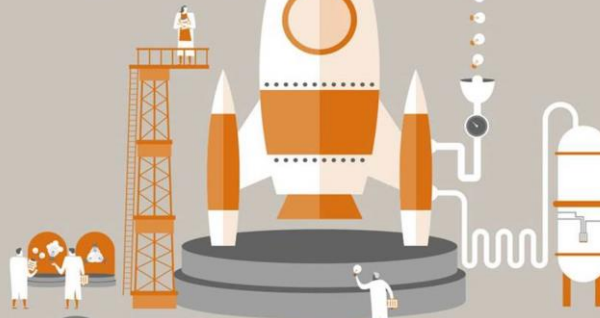
THURSDAY
SEPTEMBER 15TH
8:30 – 11:30 A.M.

Communicate the Vision



COUNTDOWN TO LAUNCH

"If you're offered a seat on a rocket ship, don't ask what seat. Just get on." *Sheryl Sandberg*



1 DAY & COUNTING

COUNTDOWN TO LAUNCH

"Faith is taking the first step, even when you don't see the whole staircase." *Martin Luther King, Jr.*



2 DAYS AND COUNTING

COUNTDOWN TO MODEL LAUNCH



"I alone cannot change the world, but I can cast a stone across the waters to create many ripples." *Mother Teresa*

3 DAYS AND COUNTING

COUNTDOWN TO MODEL LAUNCH

"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek." *Barak Obama*



4 DAYS AND COUNTING

UCI Human Resources

COUNTDOWN TO MODEL LAUNCH

"The secret to change is to focus all your energy, not on fighting the old, but on building the new." *Socrates*

5 DAYS AND COUNTING

Empower Others to Act

THE PLANNING TEAM

Many thanks to the following HR leaders who were instrumental in helping to develop and implement our new HR model:

Jamie Viramontes

Interim Executive Director, Medical Center HR

Kevin Phillips

Interim Executive Director, Campus HR

Michelle Quint

Human Resources Director, Health Sciences HR

Allison Shirley

Medical Center HR, HR Business Partner

Dale Cole

Medical Center HR, HR Business Partner

Dawn McKinley

Office of the Associate Chancellor, Director of Program Analysis and Research

Dawn Skirvin

Medical Center HR, HR Business Partner

Dorothy Ong

Medical Center HR, Manager, Benefits, Worker's Compensation & Disability Management

Dyan Hall

Campus HR, Worklife & Wellness Program Manager

Helen Ojeda

Medical Center HR, Organizational Effectiveness & Learning Consultant

Julie Lance

Office of the Associate Chancellor, Chief of Staff and Director of Strategic Initiatives

Kristie Heck

Human Resources Manager, Health Sciences HR

Lisa Scavone

Health Sciences HR, HR Manager

Maria Teider

Campus HR, Senior Compensation & Classification Analyst

Nancy Chen Lane

Campus HR, Director, Learning Development & Compliance

Njeeri wa Ngugi

Campus HR, Director, Conflict Resolution Services

Pam Wilson

Campus HR, Benefits, Worker's Compensation & Disability Management

Paul Kronheim

Medical Center HR, Labor & Employee Relations

Ryan Hammond

Medical Center HR, Manager, Compensation Programs

Sam Strafaci

Campus HR, Director, Labor & Employee Relations

Steve Johnson

Campus HR, Director, Talent Acquisition & Employment Services

Steven Wiseman

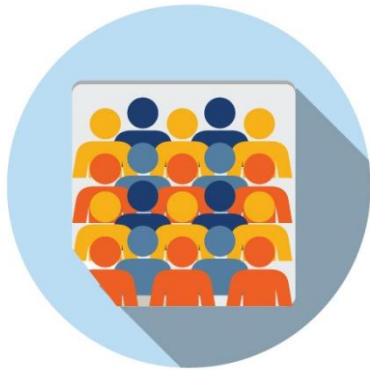
Medical Center HR, Manager, Talent Acquisition

Susan Pihl

Campus HR, Director, Benefits, Worker's Compensation & Disability Management

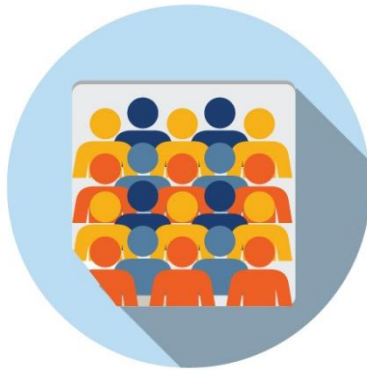
Create Short-Term Wins

Create Short-Term Wins



33 New Certified HRBPs

Create Short-Term Wins

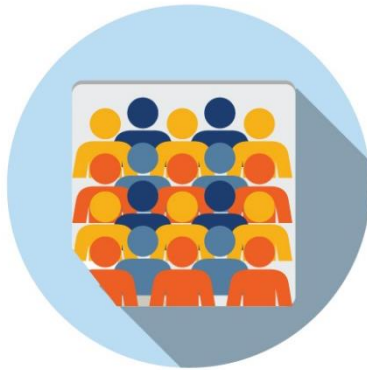


33 New Certified HRBPs



**84% Engagement Survey
Response Rate**

Create Short-Term Wins



33 New Certified HRBPs

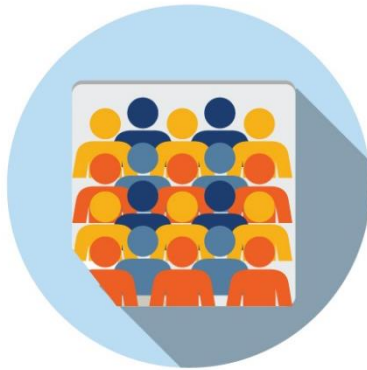


**84% Engagement Survey
Response Rate**



**Decoupling of merit and
performance cycles**

Create Short-Term Wins



33 New Certified HRBPs



**84% Engagement Survey
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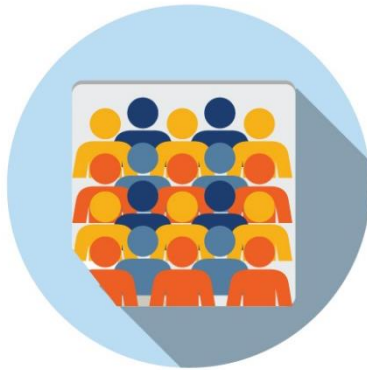


**Decoupling of merit and
performance cycles**



**Executive onboarding program
to ensure success in 12 months**

Create Short-Term Wins



33 New Certified HRBPs



84% Engagement Survey Response Rate



Decoupling of merit and performance cycles



Executive onboarding program to ensure success in 12 months



Employee idea sourcing to solve engagement issues

Create Short-Term Wins



33 New Certified HRBPs



84% Engagement Survey Response Rate



Decoupling of merit and performance cycles



Executive onboarding program to ensure success in 12 months



Employee idea sourcing to solve engagement issues



500 ideas collected in first year

Create Short-Term Wins



33 New Certified HRBPs



84% Engagement Survey Response Rate



Decoupling of merit and performance cycles



Executive onboarding program to ensure success in 12 months



Employee idea sourcing to solve engagement issues



500 ideas collected in first year



Release of new talent acquisition platform

Institutionalize New Approaches



Institutionalize New Approaches



Institutionalize New Approaches



Institutionalize New Approaches



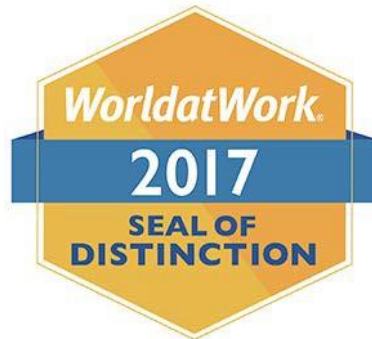
Institutionalize New Approaches



Institutionalize New Approaches



HR Points of Pride



We're Still Evolving

“To remain static is to lose ground”

~David Packard

Our New Model Allows Us To Be...



COVID-19 Support

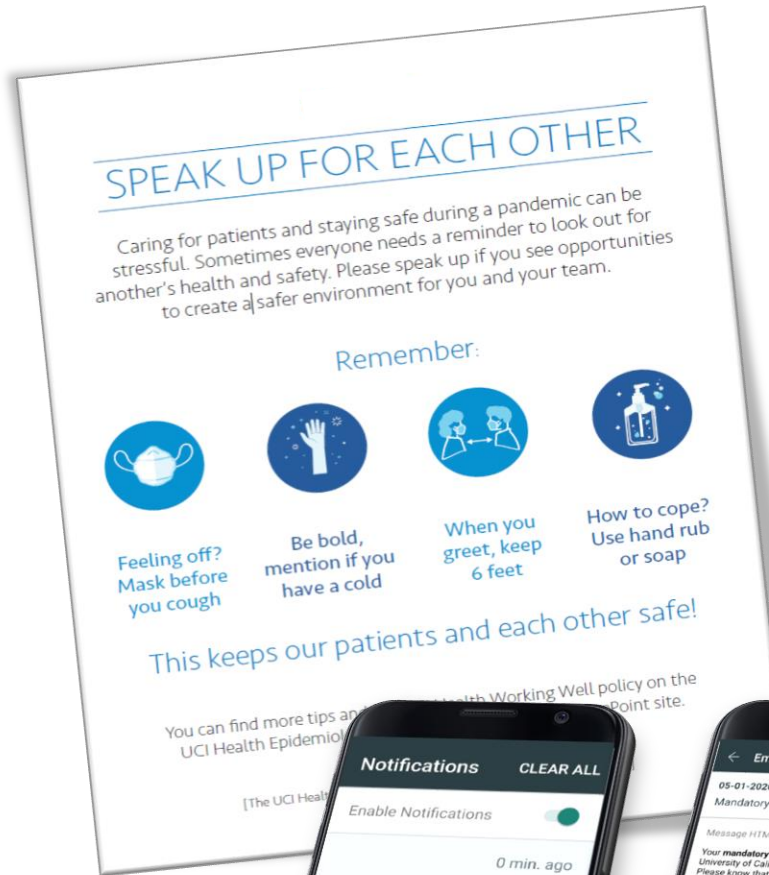


TIMELY AND AGILE LEADERSHIP & SUPPORT

- Employee Experience Center
- Leave eligibility guidance
- Position Management Program
- Hiring guidelines
- Focus on the Frontline
- Telecommuting guidance
- Childcare for essential staff
- Tracking and reporting of all COVID-19 cases
- Continued onboarding to keep operations going
- Resumption of Work Activities committee
- Engagement resources for remote work
- Extensive offerings for self-care and mental health

Empowering the UCI community to overcome COVID-19.

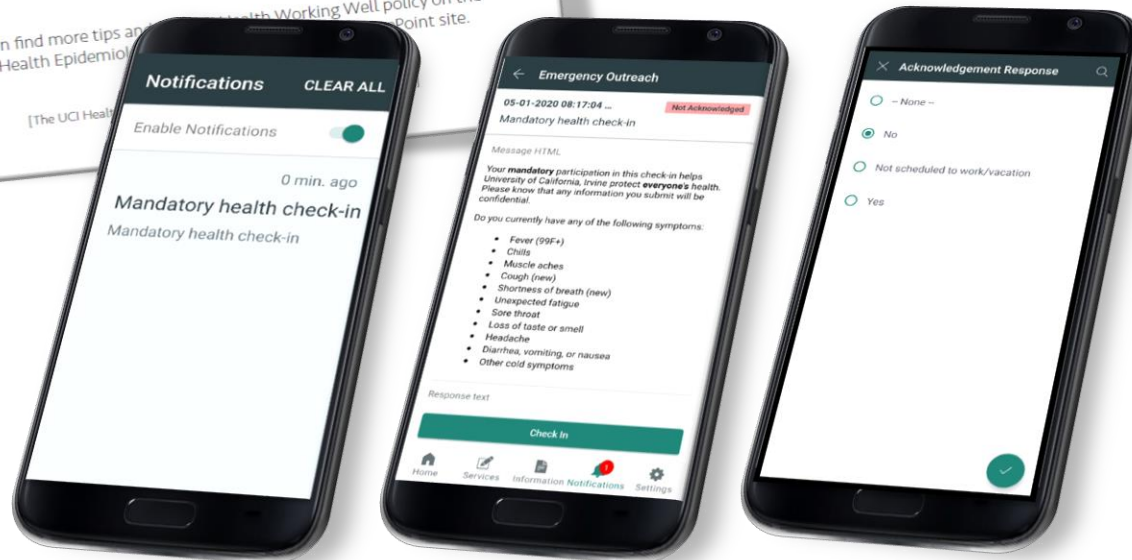
COVID-19 Support



EMPLOYEE RETURN TO WORK

- Resumption workgroup
- A Telecommuting mindset
- Social distancing in an office environment
- Staff health protection
- Accommodations
- Child care
- Employee screening app
- Clinical triage support from SOM
- Safety campaign and communication

Empowering the UCI community to overcome COVID-19.



Support for Frontline Co-Workers



Meal and Gift Card Donation

- 68,142 combined donations
- Onsite food trucks
- Groceries for COVID+ coworkers

Financial Wellbeing

- One-on-One session with Fidelity
- Provide guidance during the economic impact of COVID

Nursing Staff Support Services

- Individual, private 30-minute support session
- Supportive counseling

Pet & Music Therapy

- Trained therapy dogs to benefit patients and coworkers
- "Music to Heal"

Samueli Institute Wellness Programs

- Mindfulness & Meditation
- Guided Acupressure (no contact)
- Guided Massage (no contact)
- Yoga (no contact)
- Stress management strategies
- To date, served for 14,000 coworkers

Support for Remote Co-Workers



WORKING WELL™
PROCESS FLOW



LEADER & EMPLOYEE
GUIDES



LEADER CHECKLISTS



REPORT
KNOWN STAFF
CORONAVIRUS CASES
AND SUSPECTED
EXPOSURE CASES



RETURN TO ON-SITE
WORK PLANNING TOOLS



ADDRESSING
EMPLOYEE CONCERNS



STAYING WELL AT WORK



DAILY HEALTH
SCREENING



WORKING REMOTELY



UCI CORONAVIRUS PAGE



HR CORONAVIRUS PAGE

EXECUTIVE DIRECTIVES

- ▶ June 10, 2020
Issued by Chancellor
Howard Gillman
Face Coverings
- ▶ July 21, 2020
Issued by Chancellor
Howard Gillman
**Gatherings, Events
and Meetings**

One More Word on Change

“If you’re offered a seat on a rocket ship, don’t ask what seat. Just get on.”

Sheryl Sandberg

Empower
People
Success