



# *Service Level Agreement*

Human Resources  
Jul 2016 – Jun 2017

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## **1.0 EXECUTIVE SUMMARY**

The Human Resources (HR) Division provides comprehensive programs and services to support the HR needs of academic and staff employees, and in some cases, retirees. Our mission is to provide HR leadership and expertise to create and support a high-performing and inclusive workplace, and our vision is to be the benchmark in higher education for innovative HR strategies and exemplary service delivery.

The HR division is responsible for the design and delivery of an innovative and diverse portfolio of campus HR programs, processes, policies, procedures, and systems in support of campus and organizational strategic priorities; for the negotiation of local collective bargaining agreements; for representation of campus interests in systemwide contract negotiations; and for the campus implementation of systemwide HR programs, collective bargaining agreements and systems. The division provides subject matter expertise and consultative services in highly technical and complex areas. The division is responsible for a number of compliance functions related to management of human resources, and for managing associated risk. HR provides policy, compliance and oversight services for the HR function across campus through organizational HR business partners.

Services are currently organized into the following functional units:

Compensation and Benefits

Employee and Labor Relations

Employee and Organizational Development

Equal Employment Opportunity and Affirmative Action Planning

Policy and Programs (including UC Path)\*

Talent Acquisition and Diversity Outreach

Workplace Health and Wellness

\*HR is one of four divisions tasked with implementation of UC Path as a pilot location, and a separate UC Path unit has been formed for the duration of the initiative.

To respond to UCR's ambitious redesign of major human resources programs impacting staff, BAS authorized the hire of eight new positions during FY 2015/16. The positions will add critically needed capacity to our existing staff infrastructure in Human Resources; the benefits of which, in terms of services provided to the campus, are reflected in our Service Level Agreement. Detail concerning the positions is also available in the "HR Staffing Request" document which is attached as an appendix. Even with the addition of the eight new positions which are necessary to provide core services, HR is leanly staffed by higher education, UC System and industry standards.

It is important to note that BAS will provide temporary resources of ~\$2.5 million to fund these positions for ~2.5 years (through June 2018). Thereafter, BAS anticipates that known resource flexibility will be significantly depleted. To the extent that BAS is unable to free up and redirect resources through further

streamlining/efficiency initiatives, Lean projects, etc., we will submit a funding request through the campus budget process and, if necessary, revise our Service Level Agreement to reflect a lesser level of service to the campus.

**Human Resources is the Functional Owner of the following campus based systems:** The Human Resources website, Registration Number System, Irecruit, Ireview, Labor Relations Tracking System (LRTS), Career Tracks Job Builder, Local Title & Pay Plan System, Job Description System, Job Description Library and the Human Resources Data Warehouse (HRDW). Human Resources also manages the local administration of the following systems: UC Learning Center (LMS), iVoS & EFR.

**As a high priority, all BAS units will emphasize client communication/feedback and training around services and accessing services, to ensure high levels of client satisfaction and engagement.**

**2.0 SERVICE LINE SUMMARY**

Service Line Summary				
Service	Level of Service			Page #
	Core Service	Premium Service	Recharge Service	
Unit Services				
HR Policy Development, Maintenance and Administration	√			05
Campuswide HR Program Development, Implementation and Administration	√		√	06
Compliance and Reporting	√			07
Employee and Organizational Development	√			08
Systems and Vendor Management	√			09
Campus Representation and Advocacy	√			10

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### **3.0 GENERAL SERVICE OVERVIEW**

Human Resources provides support to the populations listed below along with retirees. It is responsible for the administration of 13 systemwide Collective Bargaining Agreements and 1 local Agreement. Human Resources administers over 40 programs and services.

#### **University of California, Riverside Faculty & Staff FTE & Unduplicated Headcounts October 2015 Payroll (including Student Employees)**

<b>Academic Personnel</b>	<b>Headcount</b>	<b>FTE</b>
<b>Ladder Rank Faculty</b>		
Full Professor	347	284.64
Associate Professor	177	168.50
Assistant Professor	189	171.16
<b>Subtotal - Ladder Rank</b>	<b>713</b>	<b>624.30</b>
<b>Other Instructional Faculty</b>	<b>314</b>	<b>236.80</b>
<b>Subtotal - Instructional Faculty</b>	<b>1027</b>	<b>861.10</b>
<b>Other Academic Appointments</b>	<b>530</b>	<b>523.18</b>
Teaching Assistants/Associates	853	421.23
Medical Residents	112	111.73
Other Student Appointments	640	269.84
<b>Subtotal - Student Appointments</b>	<b>1,605</b>	<b>802.80</b>
<b>Total - Academic Personnel Appointments</b>	<b>3,162</b>	<b>2,187.08</b>
<b>Staff Personnel</b>	<b>Headcount</b>	<b>FTE</b>
Executive/Management/Senior	315	294.60
Professional/Support/ClericalStaff	4,829	2,971.00
<b>Total - Staff Personnel Appointments</b>	<b>5,144</b>	<b>3,265.60</b>
<b>Grand Total - Academic and Staff Employees</b>	<b>8,306</b>	<b>5,452.68</b>

Updated: December 2015

**4.0 SERVICE LINE DETAIL**

Name of Service:	HR Policy Development, Maintenance and Administration
Brief Description of Service:	<ul style="list-style-type: none"> <li>• Develop, Maintain, Implement and Administer all Personnel Policies for Staff Members (PPSM) &amp; Local Procedure</li> <li>• Manage and Administer all Collective Bargaining Agreements</li> <li>• Manage and Administer Affirmative Action/Equal Employment Opportunity (AA/EEO) Guidelines, Procedures, and Processes</li> <li>• Maintain, Implement and Administer Campus policies and processes related to employment at UCR</li> </ul>
Customers Eligible to Request Service:	<ul style="list-style-type: none"> <li>• UCR Academic Employees</li> <li>• UCR Staff (including student employees)</li> </ul>
Web Address	<a href="http://hr.ucr.edu/policies.html">http://hr.ucr.edu/policies.html</a>
Service Level Agreement Specifics:	Provide deep subject matter expertise and consultation in the campuswide coordination, interpretation and application of employment policies and collective bargaining agreements. Develop, implement and maintain local guidelines, procedures and processes for systemwide policies, collective bargaining agreements, and other workplace policies to ensure consistent best practices, compliance, and alignment of HR policies and procedures with organizational values and goals. Coordinate consultation and review with campus stakeholders to represent campus interest in systemwide policy reviews and proposed local procedures and processes. Review and advise on proposed departmental procedures.
Recharge Services	<ul style="list-style-type: none"> <li>• None</li> </ul>
Premium Services	<ul style="list-style-type: none"> <li>• None</li> </ul>

<p><b>Name of Service:</b></p>	<p>Campuswide HR Program Development, Implementation and Administration</p>
<p><b>Brief Description of Service:</b></p>	<ul style="list-style-type: none"> <li>• Administer Benefits</li> <li>• Administer Health Care Facilitation</li> <li>• Facilitate the Retirement Process</li> <li>• Assist with Disability Process</li> <li>• Assist with Rehired Retiree Administration</li> <li>• Provide Talent Acquisition Services</li> <li>• Facilitate the Workers Compensation process</li> <li>• Provide Ergonomics Program</li> <li>• Provide Work Strong Program</li> <li>• Assist the UCR Retirees' &amp; Emeriti Associations</li> <li>• Implement and Manage Career Tracks</li> <li>• Manage Compensations</li> <li>• Manage Classifications</li> <li>• Monitor and Manage Affirmative Action issues for the campus</li> <li>• Facilitate Diversity Outreach</li> <li>• Manage Wage Implementation</li> <li>• Manage and Facilitate Employee and Labor Relations</li> <li>• Provide Wellness Programs</li> <li>• Assist with UCPath</li> </ul>
<p><b>Customers Eligible to Request Service:</b></p>	<ul style="list-style-type: none"> <li>• UCR Academic Employees</li> <li>• UCR Staff (Including student employees)</li> <li>• Dependents of UCR Academic and Staff Employees</li> <li>• Retirees</li> <li>• Applicants</li> </ul>
<p><b>Web Address</b></p>	<p><a href="http://hr.ucr.edu/">http://hr.ucr.edu/</a></p>
<p><b>Service Level Agreement Specifics:</b></p>	<p>Design and deliver progressive human resources programs utilizing best practices to integrate with campus initiatives, address campus needs and issues, and support all phases of employee recruitment, retention and development. Programs include those specific to staff such as talent acquisition, classification and compensation, employee relations, and employee development; and others which apply to all current faculty and staff such as health and welfare benefits, affirmative action, wellness, learning management system administration; and some services which include retirees and emeriti such as retirement and health care facilitation. Current initiatives include the UC Path pilot, Career Tracks implementation and the redesign of the staff performance management process.</p>
<p><b>Recharge Services</b></p>	<ul style="list-style-type: none"> <li>• Workers Compensation</li> </ul>
<p><b>Premium Services</b></p>	<ul style="list-style-type: none"> <li>• None</li> </ul>

Name of Service:	Compliance and Reporting
Brief Description of Service:	<ul style="list-style-type: none"> <li>• Develop Annual Academic and Staff Affirmative Action Plans</li> <li>• Analyze and Report Affirmative Action Supporting Data</li> <li>• Conduct Compliance Reviews of Personnel Actions</li> <li>• Generate Benefits Reports</li> <li>• Generate Rehired Retirees Report</li> <li>• Analyze and Report on Executive Compensation</li> <li>• Develop and Maintain Required posting of OSHA Form 300A Log (summary of work related injuries and illnesses)</li> <li>• Report on Compliance Training</li> <li>• Produce various ad-hoc reports upon request</li> </ul>
Customers Eligible to Request Service:	<ul style="list-style-type: none"> <li>• UCR Academic Employees</li> <li>• UCR Staff (Including student employees)</li> </ul>
Web Address	<a href="http://hr.ucr.edu/">http://hr.ucr.edu/</a>
Service Level Agreement Specifics:	<p>Monitor, report on, and develop strategy for compliance with Regental and Office of the President reporting requirements, and external regulatory reporting requirements on issues related to employment at UCR. Activities include development of the faculty and staff affirmative action plans, management of the workers compensation program and associated Occupational Safety and Health Administration (OSHA) reporting of occupational injuries, campus outreach, education and facilitation of the Interactive Process and Reasonable Accommodation to ensure compliance with Americans with Disabilities Act/Fair Employment and Housing Act (ADA)/(FEHA) regulation, reporting on executive compensation issues, compliance with mandated trainings (cybersecurity, Sexual Violence and Sexual Assault (SVSA), sexual harassment prevention, lab safety training). Development of quantitative reports on workforce analysis, placement goals, salary equity etc. Development of narrative reports to identify areas of concern. Creation of compliance related plans such as the faculty and staff affirmative action plans.</p>
Recharge Services	<ul style="list-style-type: none"> <li>• None</li> </ul>
Premium Services	<ul style="list-style-type: none"> <li>• None</li> </ul>



Name of Service:	Employee and Organizational Development
Brief Description of Service:	<ul style="list-style-type: none"> <li>• Provide Instructor-led Training</li> <li>• Provide E-Learning courses</li> <li>• Develop and Manage the Leadership, Professional, and Diversity Programs</li> <li>• Design Curriculum for Organizational Development</li> <li>• Assess Change Management Needs</li> <li>• Develop and Administer training for System-wide/Compliance/Mandatory Trainings</li> <li>• Manage and Administer the Diversity Education Program</li> <li>• Manage and Administer the New Employee Orientation</li> <li>• Manage and Administer Contract Implementation Training</li> </ul>
Customers Eligible to Request Service:	<ul style="list-style-type: none"> <li>• UCR Staff Employees</li> </ul>
Web Address	<a href="http://hr.ucr.edu/education.html">http://hr.ucr.edu/education.html</a>
Service Level Agreement Specifics:	Develop annual and ad hoc training and development plans. Present training to employees on a wide range of relevant topics to meet organizational needs and obligations, further achievement of organizational goals, build engagement, and appropriately manage risks in areas related to employment. Build and implement professional development programs to meet the changing needs of the campus, empower individuals and teams to develop job skills, knowledge and effectiveness, and prepare for future career growth opportunities. Services are delivered through a combination of instructor-led training, vendor coordination and eLearning opportunities.
Recharge Services	<ul style="list-style-type: none"> <li>• None</li> </ul>
Premium Services	<ul style="list-style-type: none"> <li>• None</li> </ul>

<p><b>Name of Service:</b></p>	<p>Systems and Vendor Management</p>
<p><b>Brief Description of Service:</b></p>	<ul style="list-style-type: none"> <li>• Provide Vendor Management</li> <li>• Manage and Administer LMS</li> <li>• Manage and Administer HR SharePoint</li> <li>• Manage and Administer HR Website</li> <li>• Manage and Administer Irecruit</li> <li>• Manage and Administer Ireview</li> <li>• Manage and Administer Career Tracks Job Builder</li> <li>• Maintain and Administer Job Description System</li> </ul>
<p><b>Customers Eligible to Request Service:</b></p>	<ul style="list-style-type: none"> <li>• UCR Staff Employees</li> <li>• External Applicants</li> </ul> <p>For LMS:</p> <ul style="list-style-type: none"> <li>• UCR Faculty</li> <li>• UCR Staff</li> <li>• UCR Students</li> <li>• UCR Affiliates</li> </ul>
<p><b>Web Address</b></p>	<p><a href="http://hr.ucr.edu/">http://hr.ucr.edu/</a></p>
<p><b>Service Level Agreement Specifics:</b></p>	<p>Partner with Computing &amp; Communications as design subject matter experts to manage and maintain various systems related to Human Resources for the campus.</p> <p>Implement the systemwide learning management system (LMS) locally, including system support, maintenance, troubleshooting, uploading, testing, and approving campus training materials, and resolving access and user issues.</p> <p>Identify appropriate vendor solutions and manage vendor relations such as SkillSurvey for reference checks, Kenexa for skills screening, Equifax for unemployment claims processing, advertising sources for recruitment such as LinkedIn, Job Target etc., and vendors for employee and organizational development materials. Provide technical support for end users.</p> <p>Manage contracted out programs such as the Faculty and Staff Assistance Program.</p>
<p><b>Recharge Services</b></p>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<p><b>Premium Services</b></p>	<ul style="list-style-type: none"> <li>• None</li> </ul>

<b>Name of Service:</b>	Campus Representation and Advocacy
<b>Brief Description of Service:</b>	<ul style="list-style-type: none"> <li>• Represent UCR in matters related to Union/Collective Bargaining Agreement (CBA) Management</li> <li>• Advocate on behalf of UCR</li> <li>• Represent UCR in matters related Employee Relations</li> </ul>
<b>Customers Eligible to Request Service:</b>	<ul style="list-style-type: none"> <li>• UCR Staff</li> <li>• Non-senate Faculty</li> <li>• Represented Academic Employees (including student employees)</li> </ul>
<b>Web Address</b>	<a href="http://hr.ucr.edu/supervisor/relations.html">http://hr.ucr.edu/supervisor/relations.html</a>
<b>Service Level Agreement Specifics:</b>	Represent campus interest in policy development, systemwide initiatives and collective bargaining. Negotiate local collective bargaining agreement and act as campus representatives to 13 systemwide bargaining units. Consult with key stakeholders to assess options and formulate campus positions. Manage labor relationships to meet and confer with unions as appropriate, resolve issues where possible, represent the university in formal disputes arising pursuant to policy and collective bargaining agreements, unfair labor practice filings, complaints with external compliance agencies [Department of Fair Employment and Housing (DFEH), Equal Employment Opportunity Commission (EEOC) etc.], and in mediation. Advocate for university in formal evidentiary hearings before administrative bodies and labor arbitrators/hearing officers. Develop and maintain strike plans, and act as liaison with unions when strikes occur. Response to information requests related to the collective bargaining process.
<b>Recharge Services</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Premium Services</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>

<p>Name of Service:</p>	<p>Consultation and Analysis</p>
<p>Brief Description of Service:</p>	<ul style="list-style-type: none"> <li>• Provide Consultations on Performance Management</li> <li>• Provide Compensation Analysis</li> <li>• Provide Subject Matter Expert (SME) Participation in various meetings and/or events</li> <li>• Provide Personnel Policy Consultation</li> <li>• Provide consultations on matters related to Discipline &amp; Dismissals</li> <li>• Provide consultations on matters related to Reorganization/Layoffs</li> <li>• Perform Workplace Conduct Investigations</li> <li>• Provide consultation and analysis for Accommodations</li> <li>• Provide Workforce Analysis</li> <li>• Provide Utilization Analysis</li> </ul>
<p>Customers Eligible to Request Service:</p>	<ul style="list-style-type: none"> <li>• UCR Staff Employees</li> </ul>
<p>Web Address</p>	<p><a href="http://hr.ucr.edu/">http://hr.ucr.edu/</a></p>
<p>Service Level Agreement Specifics:</p>	<p>Provide subject matter expert consultation related to human resources at the organizational and individual level for a variety of projects and initiatives such as organizational assessment and design, reorganizations, performance management, interactive process/reasonable accommodation, discipline and dismissal, prevention of workplace violence, conflict management, layoffs and other complex Human Resources issues. Conduct analysis of campus workforce data to identify areas of concern, and ad hoc analysis in support of strategic decisions. Conduct investigations into workplace conduct issues.</p>
<p>Recharge Services</p>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<p>Premium Services</p>	<ul style="list-style-type: none"> <li>• None</li> </ul>