Cross-functional, multi-campus teams have been working diligently toward the planning and creation of standardized business processes throughout the UC system to support the implementation of PeopleSoft and establishment of the UCPATH Center.

Thanks to the hard work and collaborative nature of these teams, progress is made daily. Some days that progress must be measured in small steps rather than giant strides, but it is, undeniably, progress. This newsletter will communicate that forward motion within UC Path – our Footsteps along the way – for how can we all get there together unless everyone knows where we are going?

Focus 1: Technology

The technology component of this program consists of many projects – ten in all – as listed below.

1. Interfaces
2. Legacy Data
3. Operational Data Store (ODS)
4. Data Warehouse
5. Campus QA/Test
6. Identity & Access Management
7. General Ledger Integration
8. Bi-weekly Payroll Conversion
9. Composite Benefit Rates
10. System Test Planning & Conduct

Each project consists of many tasks. Some of these projects are in progress, while others are planned/not started; and a few are still under investigation/awaiting a decision as to whether or not they should proceed.

For the latest status regarding the technology projects in progress, go to Blink at: http://blink.ucsd.edu/sponsor/ucpath/events/index.html under the Sharecase section of the page.
Focus 2: Systemwide Business Process

Last edition we discussed the importance of streamlining and standardizing system-wide business processes to facilitate PeopleSoft HCM 9.1 design and configuration as well as to enable the creation of the UCPath Center.

In this edition, we will discuss the objectives of the business process mapping and share with you the processes identified as part of the system-wide effort.

The goals of the system-wide business process mapping effort are:

1) Document and harmonize business processes across campuses to support one common HR/payroll system

2) Identify at which point in the process campuses will vary (i.e., “before this point, campuses will follow their own process; after this point they will follow the same process”)

3) Highlight who is responsible for the completion of each step within the process

4) Understand the flow of information and determine how the information is passed between the campus to the UCPath Center

System-wide business processes fall within seven groups – Workforce administration, Payroll, Commitment Accounting, Benefits, Compensation, Absence Management and Miscellaneous. Within these groups, 96 specific processes have been identified.

Examples of these processes include, but are not limited to:

- Personal data changes
- Promotions
- Payroll processing
- Direct deposit
- W2 processing

The entire list will not fit within the space of this newsletter. However, you can find it on Blink at: http://blink.ucsd.edu/sponsor/ucpath/project-documents.html under the Program Documentation section of the page.

System-wide business process mapping will not complete until December 2012.

Focus 3: Campus Business Process

Efforts expended for campus-wide business process reengineering or mapping rely on an understanding of the functionality of technology components such as PeopleSoft, outcomes of other business system modifications (e.g. General Ledger Integration) as well as system-wide business process mapping results which help determine the division of roles and responsibilities between the campuses and the UCPath Center. While we are waiting for these activities to be further along in the design process or to complete, there is some information that you may find useful to provide a general understanding of the UCPath Center. You can find that information on Blink at: http://blink.ucsd.edu/sponsor/ucpath/project-documents.html under the Program Documentation section of the page.

Specifically, there is a scope of services document which provides high-level information about the division of labor between the campuses and UCPath Center.

This edition includes an article about business process reengineering/mapping (BPR/M) and the steps that are taken as part of that effort to provide an overall understanding of the tasks involved when working on business process streamlining and standardization.

Stay tuned for more information…
Focus 4: UCPath Center/Shared Services Center
This focus area deals with three major efforts associated with the UCPath Center – build out of the facility, selection and implementation of technology within the facility and staffing of the facility. A great deal of progress has been made in each of these efforts. Since the last edition:

- **Facility:** An architectural firm has been hired to facilitate space design and a concept design has been completed.
- **Technology:** An RFP has been submitted, vendor responses reviewed and a final vendor has been selected for the case management tool – Enwisen. RFPs for telephony and Automated Call Distribution (ACD) and Interactive Voice Response (IVR) tools are in progress.
- **Staffing:** The search for an Executive Director, Customer Service Director and Operations Director are in progress. The UCPath Center organizational structure, as well as job descriptions for that structure, are in progress.

Frequently asked questions regarding the UCPath Center can be found on Blink at: [http://blink.ucsd.edu/sponsor/ucpath/faq/center.html](http://blink.ucsd.edu/sponsor/ucpath/faq/center.html).

Focus 5: Communications/Training/Change Mgmt
UC San Diego’s PMO is currently developing a strategy for Organizational Change Management (OCM) on our campus. This strategy will include a comprehensive communications plan that will clearly convey to targeted audiences the degree of change and specific details relative to how campus business processes and HR functions will be impacted by UCPath. It also will communicate what steps UC San Diego needs to take in order to effectively manage and communicate the overall change brought on through the implementation of UCPath and the migration of services to the UCPath Center.

UCOP is developing a training strategy that will be incorporated into the UC San Diego training plan.

Frequently asked questions regarding the UCPath Center can be found on Blink at: [http://blink.ucsd.edu/sponsor/ucpath/faq/center.html](http://blink.ucsd.edu/sponsor/ucpath/faq/center.html).

Business Process Reengineering/Mapping
Just as there are organization charts, there should be process maps to give a picture of how work flows through an organization.

**Business Process Redesign/Mapping (BPR/M)** provides tools for identifying current business processes and can be used to provide a roadmap for redesigning business functions. BPR methodology consists of five activities, as follows:

1. **Prepare for Effort** – Identify objectives, develop plan and build cross-functional team.
2. **Map and Analyze Current Process** - Map existing processes first, then analyze and improve on them to design new processes.
3. **Design Process To-Be** - Produce one or more alternatives to the current situation that satisfy the strategic goals of the enterprise.
4. **Implement Redesigned Process** - The transition plan is validated and pilot versions are designed and demonstrated. Training for employees/stakeholders is initiated and the plan is executed in full scale.
5. **Improve Process Continuously** - The success of every redesigning effort lies in continuously improving the redesigned process.

UCPath Guiding Principles
We will achieve sustainable long-term cost savings by standardizing and simplifying common business processes and technology infrastructure across the UC system.

The solution will provide enhanced service delivery with increased efficiency and improve UC’s ability to respond to changing business and reporting needs.

The project must begin to show benefits as soon as possible.

UCPath Ground Rules
- Maximize efficiency and effectiveness
- Transformational change
- Maintain strong momentum
- University-wide objectives and outcomes
- Teamwork
- Communication
The UCPath PMO

UC San Diego UCPath PMO welcomes three new team members: Barbara Angeletti, Kelly Aranaz and Susan Eng.

- **Barbara Angeletti** is the Communications Lead for UCPath. Employed with UCSD for one year and for nearly 20 years at West Virginia University, she transitioned a campus-wide program from an existing system to a newer, more comprehensive one that impacted a population of 40,000 stakeholders. Barbara brings to the team a nice blend of change management and communications experience – both written and verbal – that will certainly be put to use as UCPath progresses. Her e-mail address is bangeletti@ucsd.edu.

- **Kelly Aranaz** is the Project Coordinator for the UC San Diego UCPath team. Kelly has held roles as a Project Specialist, Project Manager and Business Analyst. She has experience in business modeling, requirements, training and testing. She brings to the team a nice blend of “hands on” experience as well as project coordination and management skills. Her Email address is: karanaz@ucsd.edu.

- **Susan Eng** is the IT Technical Implementation Lead and brings a wealth of program/project management experience, having worked for companies such as Expedia, Microsoft, and most recently, ServiceNow. She has implementation experience in ERP systems, PeopleSoft General Ledger, CRM, benefits administration systems, Leave of Absence (LOA) systems and many other types of systems. She is experienced in the SDLC (Software Development Lifecycle) and the activities which occur in that lifecycle. Possessing a nice blend of technical "know how", program/project management and people skills as well as organizational skills, Susan is a wonderful addition to the team. Her email address is: sueng@ucsd.edu.

In Case You Missed It

- The shared services center at UC Riverside will be known as the UCPath Center. In order to provide excellent customer service, it will be open from 7:00 a.m. through 7:00 p.m. daily, excluding weekends and holidays.

- The Shared Services Center will open in conjunction with the Wave 1 go-live of the new HR/payroll system and provide services to Wave 1 locations.

- Some functions are best managed through individual campuses and will not migrate to the shared services center. They include Staffing and Recruiting, Performance Management, Learning Management, and Employee and Labor Relations.

- General Ledger/financial system integration teams are wrapping up design decisions; consultants are focused on functional design documents.

- The UCPath Blink site continues to be the best resource for information as well as the latest updates about the program. Features of the site include document archives, a list of project activities, UCOP bi-weekly status reports, project timelines and "room to grow" for campus-specific content. It can be found at: http://ucpath.ucsd.edu.