However, when an organization invests substantial resources into change that is described as transformational, there can be no doubt that a need for it exists.

According to the Prosci Change Management Network, "Organizations don't change but individuals do." Individual change is the key to organizational change. Research shows that action is needed at multiple levels, from senior leaders to front-line supervisors and finally, to individual contributors to reinforce the change message.

Our leaders on the path will not be confined to those who hold leadership positions on campus; our UCPath leaders will be made up of early adopters who embrace the change and invite others to do the same. These early adopters can be found at all levels within UCSD.

By UC's own definition, UCPath is the "most complex operational initiative ever attempted" in the history of the university. This suggests both uncertainty and opportunity – no template exists for the new paradigm and while this could be viewed as an uncertainty, it also affords boundless opportunity for us to chart our own course, influence our own outcomes, and determine our own destiny. UC San Diego's autonomy can be preserved through decisions that we make on our campus prior to UCPath implementation. Employees at all levels need to stay informed about UCPath; the best way to do this is through the Blink site.

Activities surrounding UCPath have accelerated to the point of no turning back. Our direction can only be forward; the path will be populated with leaders and followers, both of which are necessary. Consider which role you will assume on the path and remember – those in front have the best view.

Transformational Change - A shift in the business culture of an organization resulting from a change in the underlying strategy and processes that the organization has used in the past. A transformational change is designed to be organization-wide and is enacted over a period of time.

This definition concisely and accurately defines the UCPath Program in just two short sentences. Reading the definition, transformational change seems both simplistic and altruistic at once. This definition is stated factually and without emotion; its tone almost suggests that transformational change is a tidy and tranquil process. On paper, the procedures that facilitate transformational change appear to be orderly and organized, the path leading to change seems smooth and peaceful, and the result – well, it’s transformational!

In truth, change on such a grand scale is disorganized and chaotic at times, full of compromise and mutual concessions, with more than a little conflict thrown in for good measure. Change is not always embraced and can, in fact, be met with resistance.

"The task of the leader is to get his people from where they are to where they have not been." Henry Kissinger
Focus 1: Technology

The Executive Steering Team concurred with the UCPath PMO recommendation to conclude the design phase of the project by December 15. Project activities system-wide are focused on the completion of outstanding technical/functional/process designs and closure of all design questions.

Due to the design deadline of mid-December, access to our conversion environment has been postponed until sometime around the end of January. This is to ensure completion of all Wave 1 campus conversion runs.

Progress is being made on Tier 1 interface work tasks. Interface documents are reviewed by campus locations as they become available. In addition, interfaces are being developed and unit tested by Oracle development teams in preparation for Wave 1 integration test scheduled to start in January 2013.

Meetings are in progress in which Operational Data Store (ODS), Data Warehouse (DW), and Cognos projects are discussed. UCSD development teams are reviewing ODS data maps as they are released. Locally, work is beginning on a data mapping document for dissemination in the January timeframe to campus developers and Tier 3 users. A SharePoint site is being built to facilitate the dissemination of the mapping documents as well as other pertinent information. Meetings will be held in January to disseminate information to these users.

Work continues on identifying and implementing PPS and MTE modifications necessary to support bi-weekly conversion.

Identity Management work continues with IDM proofs of concept currently in progress for Wave 1 campuses. IDM design is expected to complete in early January. Complex integration issues across Enwisen, Oracle on Demand and UC IDM systems have been resolved.

Focus 2: System-wide Business Process

Business Process Mapping (BPM) sessions are now complete. Draft BPMs have been posted to Sharepoint for review, and all location feedback was due by December 7. BPMs will be finalized by December 15 to coincide with the conclusion of UCPath’s Design Phase. This body of work represents a total of 50 separate design sessions covering 106 days addressing Payroll, HR, Absence Management, Academic Personnel, Benefits, and Commitment Accounting. In addition, there have been numerous small-group work sessions to address specific process design questions.

The latest listing of all system-wide business processes can be found on Blink.

Focus 3: Campus Business

Work in the areas in which campus business process efforts depend is still ongoing:

1) Finalization of system-wide business process mapping which determines the roles and responsibilities between the various entities
2) Design and configuration of PeopleSoft
3) Design and configuration of other business system modifications such as General Ledger Integration
4) Understanding of the role of the UCPath Center

At this time, the best source of information that campus departments may find useful is the scope of services documentation provided to all campuses by UCOP. It can be found on Blink. Also on Blink is the list the latest listing of all system-wide processes including those for commitment accounting.

The scope of services along with an understanding of program progress with respect to finalization of the system-wide business processes and PeopleSoft configuration as well as information regarding the UCPath Center provides the best picture at this time of the activities that act as inputs into any campus business processes efforts.
Focus 4: UCPath 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. Since the last issue:

Facility: The building purchase is complete. It is located at 14350 Meridian Parkway in the Meridian Business Park southeast of the UC Riverside campus.

Technology: Imaging requirements have been finalized and procurement is underway. The team is evaluating requirements and options for check printing.

Staffing: The UCPath Center recruitment process to fill the initial 156 open positions opened on November 26. These openings can be accessed through the UC Systemwide Jobs Board. An Information Fair was held on the UCSD campus on December 6 at the Price Center and another that afternoon at the Hillcrest Medical Center. UCPath Center officials were on hand to present information and answer questions relative to employment at the UCPath Center. The sessions were well attended and attendees received answers to their questions.

UCPath welcomes James Leedy, the new Executive Director of the Center.

Focus 5: Communications and Training

The UCPath team kicked off the first of regular communication conference calls with all Wave 1 locations. Communication Leads from all locations are invited to participate in the calls going forward.

At UC San Diego, the focus of communications is the bi-weekly payroll conversion, which will occur in January 2013, as well as the UCPath Center recruitment and Information Fairs. Monthly themes for communication that dovetail with UCOP’s communication efforts are being developed. The Blink site continues to be the main vehicle for UCPath communication.

Since the Bi-weekly Conversion page was created in October, it has registered 10,162 page views.

All UC training stakeholders participated in an Oracle-led User Productivity Kit (UPK) boot camp December 3-6 in Oakland. UPKs are used to produce automated simulations that will be used for training UCPath users. Participants helped to produce the UCPath training simulations. UC San Diego was represented at these sessions.

Bi-Weekly Payroll Conversion

On January 20th, 2013 UCSD’s non-exempt and hourly employees will transition to a bi-weekly pay cycle. Employees on the bi-weekly pay cycle will be paid every other week on Wednesday. The first bi-weekly pay date is February 13th, 2013.

UCSD’s transition to a bi-weekly pay cycle continues with communication at the forefront of the effort. The Business and Financial Services Payroll Office has hosted two Town Hall Sessions to date, and another is scheduled on December 12 for PPS preparers and campus timekeepers. The Payroll Office staff has scheduled numerous meetings with various departments throughout December to meet with employees, explain the details of the conversion, and answer questions. They will also explain how employees can apply for the Transition Assistance Program (TAP) to leverage UC-sponsored financial assistance through the conversion.

If you would like to schedule a meeting in your department, send an e-mail request to payrollquestions@ucsd.edu.

More detailed information about the conversion, as well as activities surrounding it, can be found on the Blink Bi-weekly Conversion page.

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

Last month we discussed the behind-the-scenes activity relative to UCPath. Much preparation and infrastructure development was necessary in order to ensure UC San Diego’s campus readiness for “kickoff” in April 2013. As expected, the UCPath PMO is now actively engaged in projects relative to the overall UCPath Program Implementation that include:

- **Program Foundations:** The UCSD PMO continues to work on program budgets, team organization and staffing, team tools and specific project communication approaches. As certain projects bring attention to UCPath (see below), the PMO has been receiving departmental requests for presentations with increased frequency. The list of UCPath subscribers for communications continues to grow and is now 80% greater than when the PMO was first established.

- **Project Oversight/Implementation:** Many projects are in progress requiring oversight and implementation guidance from the PMO – legacy data conversion, GL/Financial system integration, interfaces, operational data store/data warehouse, campus QA environment, bi-weekly payroll conversion and process design. Upcoming projects include: composite benefit rates, reporting, system testing, transition readiness and factored leave accrual.

- **UCPath Major Milestone:** As requested from UCOP, all system design – technical as well as functional – needs to be completed by December 15th. Many team members have been working diligently to meet this goal.

The UCPath PMO will always be the best source for information relative to UCPath and the UCPath Center on our campus. Stay tuned to the Blink site for the latest updates.

In Case You Missed It …

- Since UCPath Center employees are UCOP employees, UCOP policies, procedures and bargaining agreements apply.

- All UCPath Center open staff positions are currently posted on the [system-wide jobs board](http://ucpath.ucsd.edu). Applications have been received for every open position. To date, 1,500 applications have been received; of those, approximately 350 have come from UC employees. UC employees are given hiring priority for these positions. Their applications will be screened, qualified applicants will be interviewed and job offers will be made before external applicants are interviewed. In the event that two candidates are equally qualified, priority will be given to current UC employees.

- The [UCSD UCPath Blink](http://ucpath.ucsd.edu) site has been the primary source of information for the bi-weekly conversion initiative, and has enjoyed over 10,000 page views since the bi-weekly conversion site was created. The Payroll Office staff of experts continues to travel to departments across campus to meet with staff and answer questions.

“**To improve is to change; to be perfect is to change often.”**

~Winston Churchill

---

**About the PMO**

The UCSD PMO works with the UCOP UCPath PMO to support the successful implementation of the program by identifying campus resources and facilitating communication.

In addition, the campus PMO evaluates campus legacy systems and processes, identifies those that will be impacted due to UCPath and provides project management support for campus-specific activities that occur as a result of the adoption of UCPath and the UCPath Center.

---

**Contact Us**

Location:
UCPath PMO
TPCN #307

Email:
ucpathproject@ucsd.edu

Web:
http://ucpath.ucsd.edu

---

To improve is to change; to be perfect is to change often.”

~Winston Churchill

---

**Seasons Greetings**

Regardless of which Holiday you and your family observe, the UCPath PMO wishes you a safe and happy Holiday Season!