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1 Program Overview

UCPath stands for University of California Payroll, Academic Personnel, Timekeeping and Human Resources. Originally named the UC-wide PPS Initiative, UCPath involves the replacement of PPS as well as the creation of a more effective and efficient way to deliver payroll and human resources services to UC employees. UCPath is a UC system-wide initiative and is one of the main tenets of the Working Smarter resolution. It is one of the most complex operational initiatives ever undertaken at the University.

Based on studies performed by third parties, UC recognized that its payroll and human resources processes can be greatly streamlined and standardized across locations, resulting in more efficient operations and higher quality of service to employees. The program encompasses five main focus areas:

- **Implement enabling technology**: Replace PPS with Oracle’s PeopleSoft payroll and HR systems and modify impacted campus business systems.

- **Streamline and standardize system-wide business processes**: Standardize all related payroll and HR/APO business processes UC-wide.

- **Streamline and standardize campus business processes**: Review campus business processes for potential impacts due to the adoption of PeopleSoft and shared services center called the UCPath Center.

- **Centralize transactional activities**: Centralize payroll and HR/APO processes through the UCPath Center.

- **Prepare campus for change**: Develop an organizational change management strategy to ensure successful adoption of the new technology and business approach.

### Guiding Principles

- The initiative 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.

### Ground Rules

- Maximize efficiency and effectiveness
- Transformational change
- Maintain strong momentum
- University-wide objectives and outcomes
- Teamwork
- Communication
2 Document Purpose

This document is intended for all UCPath stakeholders – Chancellors, Vice Chancellors, Assistant Vice Chancellors, campus leadership (ABA, ORUBA, MSOs, DBOs, Managers and Department Chairs), implementation team members (technical and functional) and PPS end users (HR, payroll, and timekeepers).

It provides a program overview and description, identifies program benefits, discusses the approach and governance, outlines the scope, establishes the program timeline and describes the next steps going forward. It builds upon the UCSD Program Charter as well as the strategy and planning documents that the UCOP PMO has shared with the campuses. Its goal is to cascade the information in those UCOP materials to actionable information from a campus perspective.

Figure 1: Program Management Documentation Structure

This document is one of a series of program deliverables which will be created and maintained as part of UCPath/UCPath Center for UCSD such as:

- Program Management Plan
- Program Charter
- Program Implementation Plan
- Project Implementation Plan(s)
- Program/Project Schedule(s)
- Various deliverables to support design, development, test and launch of system-wide and campus systems
- Business process maps and supporting documentation for system-wide and campus processes
3 Program Description

UCPath is a program comprised of several projects which vary greatly in outcomes and approaches. For example, one project delivers process maps and supporting documentation, another delivers technology and yet another delivers a facility for a shared services center. Furthermore, some of these projects are managed by UCOP, while others will be managed by the campus. All projects have inter-relationships and dependencies that are critical to the success of each project and the overall program.

Figure 2: UCPath - A Program Consisting of Many Inter-related Projects.
3.1 Implement Enabling Technology

Enabling technology comes in two forms – system-wide with the replacement of PPS with Oracle PeopleSoft HCM 9.1 and campus-specific with the modification of campus business systems that will interact with PeopleSoft.

3.1.1 Oracle PeopleSoft HCM 9.1

PeopleSoft is an Enterprise Resource Planning (ERP) suite of applications. These applications include:

- Human capital management
- Financial management
- Supplier relationship management
- Service automation
- Supply chain management
- Supporting tools

The UC system-wide implementation is focused on Oracle PeopleSoft Human Capital Management (HCM) 9.1 – only one of the six available applications within the suite. Within this core application, UC is adopting most business processes included in the modules of benefits administration, payroll and human resources.

The UC instance of PeopleSoft HCM 9.1 will be hosted by Oracle as part of their product offering called Oracle on Demand.

The Oracle PeopleSoft implementation is also referred to as UCPath.

3.1.2 Campus Business Systems

Campus business systems are described using levels or tiers. There are three tiers as described below:

- **Tier 1**: Any system, application, process or business dependency that relies on directly using or connecting with UCOP PPS data or functionality.
- **Tier 2**: Any system, application, process or business dependency that relies on directly using or connecting with ACT systems-level data or functionality.
- **Tier 3**: Any system, application, process or business dependency that relies on directly using or connecting with the ACT Data Warehouse or any campus department shadow system.

Interfaces to these business systems will be retrofitted and tested to ensure proper operation after the launch of the PeopleSoft application.
3.2 Streamline and Standardize System-wide Business Processes/Procedures/Practices

UC system-wide business processes must be standardized and streamlined to facilitate PeopleSoft HCM 9.1 design and configuration as well as to enable the success of a shared services center. The task to document and clarify current and future business processes is called business process mapping (BPM).

Business processes fall into six (6) groups – workforce administration, payroll, commitment accounting, benefits, compensation and absence management. The standardization and streamlining of these processes not only facilitate the PeopleSoft configuration and build, they also relate the technology solution to the UCPath Center.

Figure 3: System-wide Business Processes – Common to the Success of the Shared Services Center and PeopleSoft

3.3 Streamline and Standardize Campus Business Processes/Procedures/Policies

The replacement of PPS with Oracle PeopleSoft, standardization of system-wide business processes and centralization of transactional activities will impact how the campus interacts with current campus business systems. This may affect some current campus business processes, practices and policies. UCSD will need to catalog and document current business processes/practices/policies, evaluate for impact and implement any necessary modifications.
The first step is to identify those processes, practices and policies that are affected by implementation of UCPath and the establishment of the UCPath Center.

UCSD then needs to catalog and document current business processes, review current practices and policies, evaluate those items for impact and implement any necessary modifications.

Inputs for this focus area include an understanding of the technology components of the program such as PeopleSoft and campus business system outcomes (e.g. General Ledger integration, biweekly payroll conversion) as well as system-wide business process results and the UCPath Center technology selections.

3.4 Centralize Transactional Activities

In addition to replacing PPS, a key piece of this initiative is a system-wide Shared Services Center. It will process routine transactions related to payroll, workforce administration, benefits administration and leave management. The Center is also referred to as the UCPath Center.

The creation of the Shared Services Center includes the:

- Selection of a location
- Build out of the facility
- Selection and implementation of technology within the facility
- Staffing the facility
- Training all employees within the facility

After a thorough review and analysis, UC Riverside was selected as the host location for the UCPath Center.

3.5 Prepare Campus for Change

Organizational change management (OCM) is a framework for managing the effect of new business systems/processes, changes in organizational structure or cultural changes within an enterprise. Simply put, OCM addresses the people side of change management. UCSD will need to develop an OCM strategy that is specific to the campus to address the change management, communications and training required to ensure successful adoption of the technology solutions, business processes/practices/policies as well as the Shared Services Center.
4 Program Benefits

Successful completion of this program will result in the following benefits for UC:

- A single payroll and HR solution for all employees UC-wide.
- Employees will have access to their information and be able to make changes via online self-service.
- Dedicated customer support staff will provide accurate and timely information by phone, e-mail or chat.
- Payroll processing will be real-time, automated, efficient and accurate.
- HR, payroll and academic personnel transactional processes will be simplified and consistent across all UC locations.
- Consistent, quality data will be readily available to improve analytical reporting, and decision-making.
- UC will deliver payroll and HR services at a substantially lower cost than today.

This program represents a significant financial and organizational investment. To achieve the benefits listed above will require careful management of program scope and organizational adoption to recover the investment cost and realize an on-going operational cost savings.
5 Program Approach and Governance

A program this large carries with it significant risk in its development and implementation. To manage this risk, program functionality and geographical reach are being handled in smaller subsets. Functionality is being managed in phases and geographical reach is being managed in waves. UCPath and the UCPath Center will be completed in phases with the technology and the services provided by the shared services center rolled out in waves within those phases.

5.1 Phases: Managing Technology Rollout

The entire program will occur over the course of four years with implementation broken into three phases:

- **Phase 1:** In the first phase, all of the existing PPS functionality will be replaced, including core HR and Payroll integration with campus general ledgers. At the same time, transactional payroll and HR/APO processes will be centralized through a Shared Services Center.

- **Phase 2:** In the second phase, the University will adopt a system-wide time and attendance solution, significantly reducing business process redundancies, shadow systems and paper processing. Phase 2 will begin before Phase 1 is completed.

- **Phase 3:** In the final phase, HR functionality will be expanded. UC will implement system-wide HR and Payroll reporting capabilities, a UC-wide portal facilitating access to all systems and a human resources/payroll data warehouse for analytics and decision support.
5.2 Waves: Managing Geographical Rollout

A "wave" is made up of a group of UC campuses and medical centers. Three waves have been identified for the program. The campus composition for Wave 1 represents about 1/3 of the UC employee population and 3 of the 11 instances of PPS. Wave 1 campuses are considered to be pilot campuses.

The "wave" approach allows the program to manage risk, build momentum and provide proof of the program’s success by focusing initial implementation efforts on the Wave 1 group and rolling out the technology to subsequent wave groups after a successful production launch. Each wave is able to execute more efficiently and effectively by building on the experience and lessons learned in the previous wave. While implementation efforts are focused on Wave 1 participants, it is important to note that all campuses and medical centers are involved in the configuration of the system as well as business process mapping.

The technology roll out for Phase 1: Human Resources and Payroll and Phase 2: Time & Attendance will be done in waves. Phase 3-Integrated Portal & System Wide Data Warehouse will not use the wave approach for technology rollout. All campuses and medical centers will "go live" simultaneously.

5.3 Governance

The PeopleSoft system implementation and the creation of the shared services center are led by the UCOP PMO (Program Management Office). The UCOP PMO relies heavily on campuses as well as third parties (Oracle, IO Consulting, Aon Hewitt and Huron Education) to provide resources to help with the configuration/development of the system, the creation of a shared services center and the design of associated system-wide business processes. The UCOP PMO works with the UC Executive Sponsors and a variety of groups to govern the program at the system-wide level.

UCSD provides resources for the system-wide tasks as well as resources for the modification of campus systems and business processes impacted by the adoption of the PeopleSoft system and the creation of the system-wide shared services center. The completion of any campus-specific activities is the responsibility of the campus leadership, PMO, project team and stakeholders. The UCSD Governance structure closely mirrors the UCOP structure.
6 Scope

Scope in this context refers to the work that will be necessary to accomplish the program’s objectives. The purpose of having a clearly defined, detailed scope document at the onset of a program is to provide a reference point for the activities that are expected to be performed and to identify deliverables that will be produced over the duration of the program. The scope for this program is broken into five main areas:

- System-wide and campus technology/business applications/systems
- System-wide business process mapping and design
- System-wide shared services center
- Campus business process mapping and design
- Organizational change management

6.1 Technology

The technology area of this program focuses on Oracle PeopleSoft HCM 9.1 as well as campus business systems, including the UCSD data warehouse.

6.1.1 Oracle PeopleSoft HCM 9.1

The PeopleSoft implementation development approach consists of the stages of configuration and build, test, transition and release. Working with UCOP and the other campus teams, the UCSD team will provide support for the design, configuration, test and launch of PeopleSoft HCM 9.1. Specifically:

a. Provide current state interface maps and catalogs for UCSD as well as participate in discussions to clarify information
b. Provide detailed requirements for interfaces with UCSD systems and third party products
c. Participate in functional design:
   - Participate in data mapping meetings
   - Identify, provide potential resolutions and review/approve final gap disposition
   - Define and document business rules and functional specifications
   - Attend CRP (conference room pilots) sessions
   - Review, provide recommendations and approve Functional Design Documents (FDD)
d. Review, provide recommendations and approve Technical Design Documents (TDD)
e. Design, develop and test campus QA/test system (mainframe, ODS/DWH, identify management) and associated application development environments
f. Participate in Operational Data Store (ODS) development:
   - Attend design sessions and provide feedback
   - Build campus infrastructure
   - Conduct ODS testing
   - Generate data maps to support downstream systems and processes.
Prepare campus data warehouse (also a Tier 2 interface), in conjunction with ODS development. This may include data model design and ETL design/build.

g. Retrofit and test Tier 1 interfaces:
   - Provide data for testing interfaces in the format specified in the FDD
   - Retrofit impacted outbound extract routines and inbound import routines for interfaces to the standardized layouts
   - Test inbound/outbound interfaces and provide regular status and visibility on testing

h. Support work associated with identity management
   - Support development of system-wide/campus strategies
   - Develop requirements
   - Design and build solution

i. Prepare legacy data:
   - Perform data cleansing tasks on PPS data extracted from current PPS production and submit to UCOP via sFTP
   - Collect, cleanse and submit to UCOP via sFTP non-PPS data for inclusion into PeopleSoft
   - Identify PPS data that does not map to PeopleSoft and document to facilitate evaluation of impact to downstream systems
   - Assist UCOP with PPS to PeopleSoft data conversion in the areas of HR, payroll and non-PPS data

j. Support/conduct test activities:
   - Assist with development of test strategy, test plans and procedures for all test activities
   - Review all test deliverables and modify, if necessary, to reflect campus-specific details
   - Conduct System Integration Test (SIT), record test results and assist with resolution of test anomalies
   - Conduct Payroll Parallel Test (PPT), record test results and assist with resolution of test anomalies
   - Conduct User Acceptance Test (UAT), record test results and assist with resolution of test anomalies
   - Conduct Security Test, record test results and assist with resolution of test anomalies

k. Prepare and implement technology transition/go-live plan

l. Leverage lessons learned through Wave 1 campuses.

6.1.2 Campus Business Systems

Campus business systems are those applications which: (1) use or connect with ACT system level data or functionality or (2) use or connect to the ACT data warehouse. The UCSD campus teams will work to prepare the campus for the PeopleSoft production release. Specifically:
a. Retrofit and test Tier 2 interfaces:
   • Identify current state
   • Perform functional and technical design
   • Provide data for testing interfaces in the format specified in the FDD
   • Retrofit impacted outbound extract routines and inbound import routines for interfaces to the standardized layouts
   • Test inbound/outbound interfaces and provide regular status and visibility on testing

b. Evaluate Tier 3 business systems and interfaces for impacts:
   • Create business system, interface and report catalogues
   • Evaluate Tier 3 business systems for impact and if impacted, modify and test business systems
   • Evaluate current reporting needs, and if impacted, identify alternatives (ad hoc queries, new reporting source, etc.)

c. Support requirements, design and test of General Ledger integration

d. Support requirements, design and test of Composite Benefits rates

e. Perform activities associated with the bi-weekly payroll conversion as well as prepare impacted individuals for the change

f. Support other campus business system activities as identified

g. Prepare and implement technology transition/go-live plan

6.2 System-wide Business Processes/Procedures/Policies

Business process mapping and design is a procedure whereby the steps in a business process are clarified and documented in both written form and visually in a flow chart. Information about the process is gathered and compiled and the steps in the process are laid out from left to right and top to bottom, with specific shapes used to denote specific process components (decision points, documentation, etc.). During this process, identified gaps are noted, potential resolutions are provided and a final solution selected. Working with UCOP and the other campus teams, the UCSD team will provide input for the mapping and design of system-wide business processes. Specifically:

a. Participate in Business Process Mapping (BPM) sessions
b. Identify current campus business processes and assist with development of future system-wide business processes

c. Review/approve final future system-wide business processes

6.3 Campus Business Processes/Procedures/Policies

The adoption of Oracle PeopleSoft HCM 9.1 and the shared services center requires the identification, evaluation and potential modification of existing campus business processes/policies/procedures. Working with UC San Diego key stakeholders, the UCSD
UCPath team will perform tasks to ensure that essential business functions continue without interruption after the PeopleSoft production release. Specifically:

a. Evaluate campus-specific business processes impacted by interaction with PeopleSoft and/or data warehouse as well as the UCPath Center:
   • Identify, catalog and document existing impacted business processes
   • Evaluate those business processes for impact
   • Modify, if necessary, those campus-specific business processes that will be impacted (e.g. work study, student FICA, My Time Entry)

6.4 Shared Services Center

The creation of the UCPath Center is primarily the responsibility of UCOP and the host location. However, campuses will need to support certain activities to support the system-wide effort, if required. Specifically:

a. Support development of staffing roles, job descriptions and levels for personnel to staff the UCPath Center
b. Support communications of available positions
c. Support technology needs assessment, requirements development and selection
d. Assist with facility planning
e. Support development of training curriculum for the UCPath Center
f. Support UCPath Center employee training

6.5 Organizational Change Management

Organizational change management (OCM) is a framework for managing the effect of new business systems/processes, changes in organizational structure or cultural changes within an enterprise. Simply put, OCM addresses the people side of change management. Working with UC San Diego Executive Sponsors, Functional/Technical Leadership Team and key stakeholders, the UCSD UCPath team will perform tasks to ensure that the future state of the organization is effectively and appropriately communicated to all campus stakeholders. Specifically:

a. Perform activities associated change management planning:
   • Identification of core team
   • Work with leadership to identify objectives and outcomes
b. Develop transition plan which addresses necessary organization design activities, resource activities, process activities, training and communication activities.
c. Implement transition plan
d. Provide mechanisms for information sharing to campus stakeholders, including but not limited to the Executive Sponsors, Leadership Team, Core Team and key contacts.
e. Support/provide training:
• Assist with the development campus training materials
• Review all training materials provided by UCOP and modify, if necessary, to better align with campus needs
• Deliver campus training associated with PeopleSoft implementation and shared services center adoption such as employee/manager self-service and analysis/reporting
7 Out of Scope

Out of scope in this context refers to areas/activities that are determined to be outside of the program’s purview. Deliverables that are out of scope for this implementation plan include:

- Staff retention planning and implementation for the project period
- Enhancements to local processes or systems not required for UCPath implementation
- Business process changes within individual units/divisions
- Update or decommission of non-integrated local “shadow” systems which use PPS data elements

Note that while these activities are considered out of scope, any information that will facilitate this work, if it is indeed required, will be supplied to the identified point of contacts.
8 UCPath Projects

Within each of the five focus areas, there are many projects. Each project is unique and has a different approach – a logical sequence of activities to accomplish the project’s goals and objectives. Therefore, each project will have its own implementation plan that will detail the project lifecycle approach and the activities that need to be completed to make the project successful. At this time, the following projects have been identified:

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<tr>
<th>Focus Area</th>
<th>Project(s)</th>
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<tr>
<td>Technology (system-wide)</td>
<td>• PeopleSoft HCM 9.1 Design, Configuration, Test and Deployment (including Tier 1 interfaces)</td>
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<td></td>
<td>• Legacy Data (PPS and non-PPS) Cleansing and Conversion (to include handling of historical data)</td>
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<td></td>
<td>• Operational Data Store (ODS) Design, Development, Test and Deployment/Data Warehouse Retrofit, Test and Deployment</td>
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<td>• Campus QA/Test System</td>
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<td></td>
<td>• Test Plan and Procedures (comprehensive across all projects listed above)</td>
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<td>• Transition/Go Live</td>
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<tr>
<td>Technology (campus)</td>
<td>• Tier 2 Interfaces Retrofit, Test and Deployment</td>
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<td>• Tier 3 Interfaces Evaluation and Remediation</td>
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<td>• General Ledger Integration</td>
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<td>• Bi-weekly Payroll Conversion</td>
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<td>• Composite Benefit Rates</td>
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<td>• Test Plan and Procedures (comprehensive across all projects listed above)</td>
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<td>System-wide Business Processes</td>
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<td>Shared Services Center</td>
<td>• Facilities Build Out</td>
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<td>• Technology Selection &amp; Implementation</td>
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<td>• Staffing &amp; Training</td>
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<td>Organizational Change Management</td>
<td>• Transition Plan</td>
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<td>• Communication Plan</td>
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<td>• Training Plan</td>
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Table 1: UCPath Program- Focus Areas and Corresponding Projects

The UCOP PMO has provided some strategy and planning documents that can be used to create the campus-specific implementation plans for the projects listed above.
9  Program Timeline

UC San Diego is a Wave 2 campus. As such, there is a Kick-off date of May/June 2013 and a Go-live date of January 2015.
10 Next Steps

The Program Implementation Plan provides the framework to build a project organization structure and team. The next step is to create a program organization chart, identify resource gaps and start the work necessary to fill those gaps.

In addition, each project listed in Section 8 will need its own implementation plan which will provide further detail on the scope, project life cycle and schedule. These plans should be written by the project leads (when identified) and then be reviewed by the entire project team as well as all stakeholders.