



Vision: *Deliver an outstanding, inclusive, and equitable talent experience through strategic partnership and an integrated talent management model that supports One UCSF.*

What is happening and why?

- Realign the Campus and Health HR teams into a structure that will better support UCSF's business strategy and adapt to changing business needs
 - Supported by CHRO's findings and Kincentric's 2018 assessment
- Position HR staff to be successful in well-defined roles
 - Routine HR activities performed consistently and efficiently
 - Allow specialized functions to focus on their expertise
 - Enable strategic functions to align to business goals
- Establish a change culture attitude/mindset in HR to continuously evolve as UCSF's human capital needs shift

HR Priorities 2020-2022

- **Review/refine HR structure and alignment (Ongoing – Initial realignment approved November 2020)**
 - (incl. success management; employee value proposition, leadership competency model)
- Improve, streamline, and communicate processes, systems, and policies (Ongoing – Started November 2019)
- Roadmap to consolidate and integrate HR technology (Ongoing - Started February 2020)
- Ensure optimal functioning of core HR (TA, LER, Comp) and establish SPAs/SLAs
- Clarify roles between HR and clients (Ongoing - Started July 2020)
- Create an inclusive and equitable talent experience via data-driven decision-making
 - Ensure proactive and consistent HR communication
 - Implement UCPATH (Implementation completed June 2020; *however, there are critical unresolved issues that need to be addressed*)
 - Enhance employee engagement
 - Strengthen workforce planning
 - Lead and support COVID Response, Recovery, and Labor Cost-Mitigation workforce planning (Ongoing – Started March 2020)

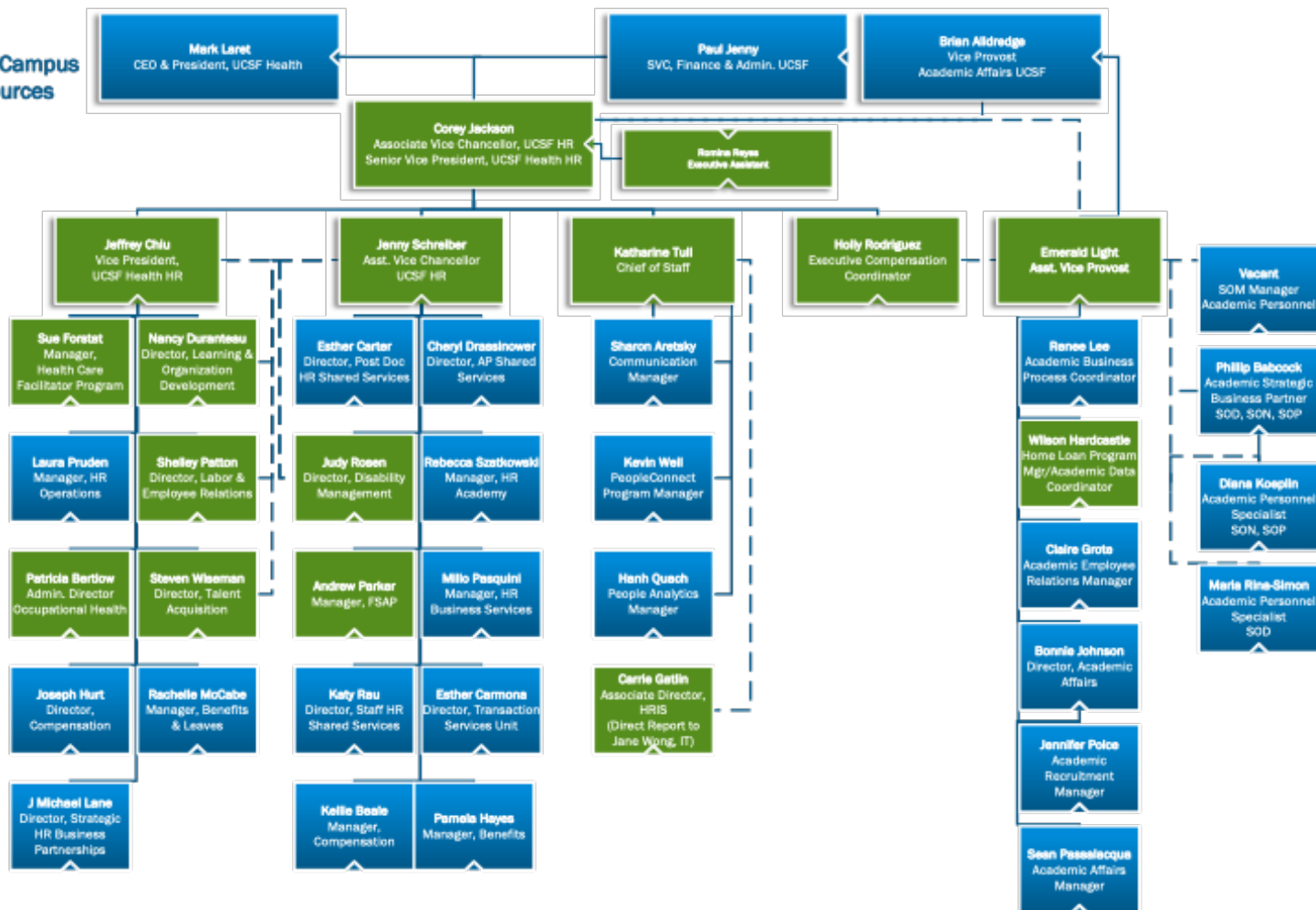
HR Organization Restructure

Current State

- Two parallel organizations with a Campus and Health leader reporting to the CHRO
- Some strategic talent management functions are combined/shared with different degrees of alignment
- Routine/operational work is separate and managed differently as is department management
- Neither organization is optimized to support UCSF's business strategy

Future State

- One integrated HR organization with leaders who have responsibilities for Campus and Health – focused on talent management, people wellness, shared services operations
- Delivery model more closely aligned to leading HR practices for academic medical & research centers
- Streamlined routine/operational work delivered consistently for all populations
- Continuous “value” improvement to have a better talent experience and meaningful outcomes for our stakeholders





Chief HR Officer
Organizational Chart

