1. Support Services Report Template

Report Info

Name of the person completing this report: Andre Johnson  
Title of the person completing this report: Director, Human Resources  
Supervisor/dean reviewing report: Brad Wells  
Service: Conduct transactional services in payroll, recruitment/hiring, benefits and human resources information systems  
Division/College: Administration & Finance

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Federal Law: Dept. of Labor, Fair Labor Standards Act, Affordable Health Care Act, IRS Regulations  
State Law: Department of Fair Employment and Housing Regulations, Americans with Disabilities Act  
Campus Policy: Collective Bargaining Agreements  
Any other: State Controller’s Manual, PeopleSoft systems, CalPERS  
Executive Order: CSU Systemwide Executive Orders,  
Title 5: Division 5 Chapter 1 Subchapter 7 Articles 1 thru 21,

Provide a brief explanation, if necessary, in < 60 words.

The Human Resources Department complies with federal and state law, collective bargaining agreements, CSU and Campus policy in actions relating to hiring, employment, benefits, pay and separation of employees. Human Resources and Payroll develops, implements and oversees transaction services in the areas of payroll, benefits, recruiting, hiring, and human resources information systems in compliance with internal and external regulations.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

The purpose of the service (transactions) is to ensure that campus human resources and payroll practices and transactions are accurate, timely and in compliance with collective bargaining agreements, CSU policy, state and federal regulations, and PeopleSoft applications. Human Resources and Payroll staff and managers collaborate with staff in the Chancellor’s Office, State Controller’s Office, and CalPERS, as well as campus IT Services to develop and maintain efficient, streamlined processes on a timely basis. The approach is compliance driven and a variety of communication strategies, systems applications and written guidelines are used to develop, monitor, review and audit human resources and payroll transactions in adherence to systems requirements. On-line applications and self-service options are continually developed to streamline and expedite processes.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 15%  
Faculty: 20%  
Administrators/staff: 45%  
Colleges/departments: 20%  
Total: 100%
2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th></th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Since human resources and payroll systems and transaction services are designed for campus employees, services outlined here are not applicable</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>The services indirectly assist students by creating and facilitating campus employment opportunities. All campus student employment as well as pay for performance is processed through campus Payroll. Student employment provides the opportunity for students to help fund their education, experience work life and prepare for their careers.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Human resources and payroll systems and transactions indirectly assist students after college through the on-campus work experience facilitated and paid by HR services. Students are more capable to make career choices, more able to pursue their education and more familiar with job expectations.</td>
</tr>
</tbody>
</table>

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Human Resources and Payroll systems and transactions do not impact pre-college students except for students’ expectations of campus employment to help fund their education.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>The consequence of not having the services outlined here will indirectly impact those students who work on campus. The services are required to appoint and pay students who</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Succeed while they are at Cal State East Bay</strong></td>
<td>Work on campus and without the services, students will be forced to seek employment outside or withdraw from the university.</td>
</tr>
<tr>
<td><strong>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</strong></td>
<td>The systems and payroll services outlined here indirectly impact student employees; the work experience helps them to make better career choices, become more familiar with work life and job expectations providing them with the ability and capacity to be more effective contributors in the workforce.</td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

2.4 **Alignment with Shared Strategic Commitments**

**How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?**

<table>
<thead>
<tr>
<th>SSC</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</strong></td>
<td>The skills and knowledge necessary to participate in the design, implementation, communication and training related to on-line payroll, benefits and recruiting applications and the determination of methods by which processes can be streamlined and expedited, require continual learning, collaboration and experimentation.</td>
</tr>
<tr>
<td><strong>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</strong></td>
<td>The efficiency of human resources and payroll systems and transactions depends on its compliance with federal, state, CSU and campus policy pertaining to diversity and equity. Ongoing reporting mechanisms in Human Resources ensure that diversity and equity are maintained.</td>
</tr>
<tr>
<td><strong>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</strong></td>
<td>Human Resources and Payroll systems and transaction services indirectly enhance the student educational experience through facilitating the hiring and compensation for student employment. Through student employment, students transfer learning and gain practical initial career experience.</td>
</tr>
<tr>
<td><strong>Foster a vibrant community through enriched student services and student life that support student engagement and learning</strong></td>
<td>Human Resources and Payroll systems and transaction services indirectly contribute to student life through opportunities for campus student employment.</td>
</tr>
<tr>
<td><strong>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</strong></td>
<td>One of the primary goals of Human Resources and Payroll systems and transaction services is to reduce dependence on paper through on-line processing and scanning; thereby reducing our &quot;carbon footprint&quot; while enhancing operational efficiency, records maintenance, access and privacy.</td>
</tr>
<tr>
<td><strong>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</strong></td>
<td>The development, implementation and measurement of diversity and equity in recruiting sources, hiring, promotions, training opportunities, leadership positions, compensation structure, pay and salary changes, serve as the foundation of human resources efficiency and perception of fairness. These values and practices are at the core of human resources and payroll transactions and form the basis of campus relationships.</td>
</tr>
<tr>
<td><strong>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</strong></td>
<td>The closest, most interdependent and strategic partnership is between Human Resources and Payroll. Together with IT Services, Faculty Affairs, Risk Management, Finance, and Professional Development, on-line systems applications are developed for a variety of purposes particularly in hiring, pay, benefits and personal and professional development.</td>
</tr>
<tr>
<td><strong>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</strong></td>
<td>Human Resources and Payroll systems and transactions led the CSU in the implementation of key PeopleSoft technology applications including Absence Management, E-Recruit and Benefits Self Service. On-Boarding and Off-Boarding processes are current and future innovations.</td>
</tr>
</tbody>
</table>
2.5 How might the demand for this service change over the next five years? (Please choose one category below).

Likely to increase

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

The campus continues to demand more efficient methods of transacting business allowing more time for the education process. By developing on-line applications covering, often complicated and heavily bureaucratic human resources and payroll processes, starting with on-line recruiting and hiring, on-boarding practices, on-line benefits enrollment and changes, on-line payroll transactions, and ending with on-line off-boarding procedures, employees will be able to initiate, monitor, review and verify necessary business transactions at their desks in a timely manner. Accuracy will increase while transaction time will decrease. Demands will increase for self-service options that allow employees to conduct professional and personal business quickly and easily at their desks or in their own homes. Completing paper forms and duplicating written information will end.

5. Quality of Service

Link to Scoring Rubric

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

The efficiency of the systems and transaction services is measured in several ways including 1) meeting timelines established in collective bargaining agreements, State Controller’s Office and CalPERS, 2) timeliness of transactions processed, 3) number of transactions processed, 4) reductions in payroll and benefits transaction errors, 5) feedback from clients, 6) campus employees' understanding of systems and transactions requirements and their ability to utilize the systems, 7) number of requests for assistance in utilizing the systems, 8) capacity of Human Resources and Payroll staff to assess changes in program requirements, prepare or revise procedures and implement changes on a timely basis, 9) creation of systems enhancements specifically self service applications and guides.

Link to Scoring Rubric

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

Service quality has been enhanced through various means: 1) an On-Boarding process was developed facilitating systems access on the first day of employment, 2) new reporting formats and system enhancements designed to promote communication and ensure compliance, e.g. tracking tool created to monitor completion of performance evaluations for probationary staff, 3) in Payroll, two examples include direct deposit capability for student pay and a payroll accounts receivable collection and tracking system in collaboration with Finance, 4) in Benefits, two examples include on-line benefits calendar and registration for events and workshops and on-line enrollment features including e-Signature, 5) in Recruiting, E-Recruit system modified to add notifications for background check requirements, mandatory training and Conflict of Interest reporting.

Link to Scoring Rubric

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in <120 words.

The HR department recently refined the department organizational structure by assigning an HR technician/administrative support analyst to each HR manager to share knowledge, provide greater mentoring and coaching and facilitate discussion on methods to increase productivity particularly in recruiting, benefits and payroll. Last year, the payroll specialist was assigned full time on a
temporary basis to the IT Services division to gain in-depth knowledge and skill in PeopleSoft applications. She is now the Assistant Payroll Manager and a key partner to the Manager of Payroll. More opportunities should exist to allow current employees the opportunity to collaborate and learn from other related departments such as IT Services and Faculty Affairs to gain knowledge and experience with systems and transactions.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Resources would facilitate the development of an Off-Boarding program designed to streamline the separation process. Mechanisms would be created to analyze turnover and design more effective succession plans. Resources would also assist in creating on-line new employee orientation programs that will provide necessary human resources information including conditions of employment, pay and benefits and can be tailored to individual department needs by acquainting employees with their individual departments and jobs. Employees would be able to access the information at their desks whenever they want and as often as they wish. Resources would be used for technical writing of on-line payroll guides. Resources would facilitate collaboration with departments on creating opportunities for paid student internships and other student employment opportunities.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

Human Resources and Payroll managers rely heavily on one-on-one inquiries with administrators and staff to determine satisfaction levels. Each HR manager meets monthly with individual deans and campus managers to discuss emerging issues and resolve problems. The HR managers encourage discussion of ways in which service can be enhanced. A customer satisfaction survey regarding all human resources and payroll services is currently under development in collaboration with the Chancellor's Office. The survey, scheduled for campus roll-out during 2013-14 will assist in developing new program enhancements.

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

Survey information is always valuable in providing direction for program development and services. While the survey provided only general data with regard to human resources and payroll services, data indicated that the services are deemed important, i.e. 73% faculty and 83% staff. While quality was rated in the mid to high 50% range, it is difficult to make conclusions based upon the low participation rate. Enhancing quality with a strategic organizational structure, on-line applications, training and mentoring continue to be a focus within Human Resources and Payroll.

Link to Scoring Rubric

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain

The Human Resources Department provides customer service training, mentoring and personal coaching concerning customer service and techniques for interacting with clients. Weekly management meetings are held with a focus on identification, assessment and development of customer service and communication techniques. Discussion in the meetings focuses on conflict resolution. Members of other departments are invited on a regular basis to discuss emerging issues and ways to improve or resolve problems.
For example, the Workers’ Compensation administrator (Risk Management) attends on a bi-weekly basis. In the future, other individuals whose functions are interdependent with HR, such as the Faculty Affairs administrator, will be invited.

### 3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Each year, following collective bargaining contract negotiations, a program review occurs and procedures are revised for compliance with new collective bargaining provisions. The review includes an assessment of relevant systems applications. Reporting formats are revised and auditing procedures are developed. Examples this year are the payroll procedures that were modified to incorporate changes in processing overtime pay and new special consultant guidelines. Next year changes relating to the new federal Affordable Care Act will be implemented. Initial annual goals reflect mandated changes resulting from federal, state and CSU regulations. Secondary goals result from client feedback requesting new or additional services especially in streamlining transactions and providing access to information. The new On-Boarding system is a good example.

### 3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

The Payroll Services function measures the number of transactions processed as well as processing time, accuracy and error rates. The Benefits Services and Recruiting functions measure the number of transactions initiated as well as the number of hires, reassignments and separations. Other measurements include the number of performance evaluations received, the number of grievances and complaints filed, the number and duration of leaves of absence, number of reclassifications and special salary increases processed and fee waiver requests. Diversity and equity are measured by several methods including diversity in hires, promotions, salary changes, and separations and this data submitted in the University Affirmative Action Plan.

### 6. Efficiency of Service (cost effectiveness)

#### 4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

655,770.00

Attach your allocated spreadsheet here.

PFD combined.xlsx

#### 4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

61,280.00
4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

246.61

Attach your allocated spreadsheet here.

Space allocation.xlsx

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

Staffing for transactions was reduced by one position and tasks were reassigned. HR/Payroll absorbed Foundation functions which included adding 1.5 staff for transaction processing within existing department space. Technological innovations have been implemented without increasing costs. These innovations, particularly in recruiting i.e. utilizing Social Media to publicize job announcements (LinkedIn Page), have expanded our ability to increase our applicant pool and more efficiently publicize job openings. Payroll staff have been temporarily reassigned (loaned) to IT to gain concentrated and comprehensive knowledge and skills in PeopleSoft applications. Self-service features/applications in the PeopleSoft technology have been implemented to streamline transaction processing and allow employees to conduct business on-line at their desks; e.g. Time and Absence reporting, Benefits plan enrollment.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Creating opportunities to collaborate with other campus departments on strategic initiatives, e.g. Off Boarding with IT, Payroll Accounts Receivables Collection and Tracking System with Finance, Background Check Program and Investigations with Risk Management. Establish, promote and maintain partnerships with other regional campuses on strategic initiatives including the Common Human Resources Management systems, Business Interruption and Business Continuity strategies in collaboration with CSU Stanislaus, etc.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Additional resources would allow the department to create more efficient scanning and tracking processes for Foundation activities. Currently, Foundation records are not scanned resulting in cumbersome, inefficient record-keeping and time-consuming effort to access information. With additional resources, consultants, specifically, technical writers would assist in preparation of on-line payroll guides and on-line benefits orientation programs.

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?
Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Reducing error rates and reducing processing time continue to be important goals in the Payroll unit. Increased productivity and reduced error rates will result with clearly articulated, user-friendly on-line payroll guides.

Link to Scoring Rubric

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

The output is based on the number of recruitments processed for employment, number of hires, reassignments, promotions, reclassifications, salary changes, and separations, number of benefits enrollment and benefits plan changes, number of leaves of absence processed and time base changes, number of payroll transactions for attendance, pay and employment changes. The transactions are processed in campus PeopleSoft systems as well as State Controller’s Office systems. In 2011-12, approximately 40,000 transactions were processed.

Link to Scoring Rubric

7. Other

Link to Scoring Rubric

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in < 60 words.

While the Faculty Affairs function recruits and processes faculty and academic student employment appointments, all systems for appointments are developed through a partnership between Human Resources and IT Services and transactions for pay are developed and monitored by Human Resources and Payroll. All transactions must be processed by Payroll to the State Controller’s Office. No other department performs these services.

Link to Scoring Rubric

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

The development and management of systems related to Human Resources and Payroll requires sets of knowledge and skills unique to University administration. In Payroll, State Controller’s Office systems include the Payroll Information Management System (PIMS) and the Campus Information Retrieval System (CIRS) as well as MyCALPERS, the Social Security Number Verification Service, Glacier - Arctic International, LLC for Nonresident Alien Tax Compliance and WS_FTP Pro, software used to transmit payroll files to the State Controller’s Office. On-campus PeopleSoft applications for which the department is responsible include Workforce Administration, Time & Labor, Absence Management, Payroll for North America, and Workforce Development. The distinctive characteristic is the effort made to engage and empower campus clients with Self Service applications.

Link to Scoring Rubric

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

Human Resources is utilizing social media to broadcast campus positions for recruitment. A LinkedIn page has been created to announce position openings. The objective is to publicize position vacancies as widely as possible in as many markets and target as many groups as possible. The goal is to ensure a highly skilled and diverse campus workforce. Utilizing various recruiting
sources and technologies will increase exposure to potential applicants and, in turn, increase the size and diversity of the applicant pool at no additional cost to the University. Technological innovations continue in Human Resources enhancing services and opportunities.