



Davis

ONE HR COMMUNITY
One UC DAVIS



Sacramento

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Executive Summary

HR Strategic Transformation

The HR Strategic Transformation project reflects the Chancellor's commitment to providing the best possible support services for UC Davis employees in order to advance the university's mission and vision. It is aligned with the UC Davis Vision of Excellence and other campus initiatives.

The project is a three phased process that will ensure HR is optimally equipped to deliver the type, volume and quality of HR services needed to advance an organization of our scope and global impact.

The first phase, **strategic review**, identified the current state of HR services, customer expectations and a future-state delivery model. Phase one was completed in May 2013.

Phase two involved the **strategic planning** necessary to support the future-state of service delivery. During this phase, staff from the full HR community developed Mission, Vision, and Values statements, and Strategic Goals that reflect One HR at UC Davis. Phase two was completed in early 2014.

In September 2014, the project reached a major milestone by recruiting the new leaders for the refined organizational structure. With the new leadership team in place, the One HR Community is now fully engaged in phase three, **implementation**.

The final pages of this document outline the key initiatives HR will undertake to ensure that we become an administrative model for the 21st Century: an organization that is customer centric, change ready and focused on continuous improvement.

Mission, Vision & Values

Mission: We promote excellence in people by delivering innovative HR programs and strategies to support One UC Davis.

Vision: We are a model HR organization that inspires all people to reach their full potential where their contributions and discoveries advance our world-class university.

We Value:

Excellence as the standard for measuring the quality, timeliness and consistency of our service.

Integrity at the core of all we do to provide service that is trustworthy, reliable and fair.

Compassion in our service to faculty, staff and students who have committed to building a better world.

Diversity to advance an inclusive and respectful culture.

Strategic Goals



One HR Leadership Team

Kelly Ratliff
Senior Associate Vice
Chancellor and Interim CFO

Susan Gilbert
Associate Vice
Chancellor
Human Resources

Executive Director,
Senior HR Strategic
Partner – UCDHS &
Interim Employee &
Labor Relations COE
Steve Chilcott

Executive Director,
Senior HR Strategic
Partner – Davis &
Interim Total
Compensation COE
**Irene Horgan-
Thompson**

Director
Talent Management
COE
**Carina Celesia
Moore**

Director
HR Operations
COE
Marion Randall

Director
Staff Recruitment
COE
**Susan
Summers**

Director
Diversity & Inclusion
Rich Shintaku

Director
Organizational
Excellence (interim)
Lisa Terry

COE (Center of Expertise), n. specialist team that focuses on the strategic operational priorities of its campus partners

Overarching Vision & Initiatives

Employee & Labor Relations COE

- **Overarching vision for Employee & Labor Relations**
 - Consistently provide high quality people management strategies and resources to our customers
 - **E&LR Initiatives**
 - Expand people management tools and education
 - Implement common case management technology
 - Strengthen local relations with labor unions
 - Conduct staff engagement survey in 2015
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Total Compensation COE

- **Overarching vision for Compensation**
 - Consistently provide high quality total compensation strategies and resources to our customers in support of the UC Davis mission and world-class status
 - **Compensation Initiatives**
 - Career Tracks implementation
 - UC Davis Compensation Philosophy approach
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Talent Management Center of Expertise

- **Overarching vision for Talent Management**
 - Maximize organizational potential through an integrated talent management strategy to develop, engage and retain the best people in support of the UC Davis mission and world-class status
 - Serve as advisor and expert regarding professional development, performance management, succession planning and leadership development
- **Talent Management Initiatives**
 - Comprehensive review of talent management programs
 - Succession planning strategies and programs

HR Operations Center of Expertise

- **Overarching vision for Operations**
 - Operational synergies and differences at the campuses are leveraged to drive efficiency and enhance customer service at both locations
 - Effective and efficient, shared technology supports One HR in support of the academic mission
 - Key Performance Indicators and metrics support the overall strategic direction of One HR
 - Operations team members are fully engaged and the organization benefits from their discretionary effort.
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Diversity & Inclusion

- **Align overarching vision for Diversity & Inclusion with UC Davis partners**
 - Ensure all Human Resources programs are aligned with UC Davis diversity and inclusion goals
 - Serve as a UC Davis expert and advisor on diversity and inclusion
 - Conduct a comprehensive analysis and assessment of current diversity and inclusion practices and policies
 - Facilitate new partnerships across UC Davis and other industries to identify best practices
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Staff Recruitment Center of Expertise

- **Overarching vision for Staff Recruitment**
 - To attract and retain an excellent, diverse staff with an efficient, customer-centric service model
- **Staff Recruitment Initiatives**
 - Increase customer touch points and process effectiveness
 - Ensure a seamless, efficient customer experience
 - Increase candidate sourcing to develop stronger applicant pools
 - Leverage shared services for transactional work – focus on time to successful hire

Organizational Excellence

- **Overarching vision for Organizational Excellence**
 - To significantly contribute to the success of large-scale, strategic campus initiatives through application of organization development and business analysis expertise
- **Organizational Excellence Initiatives**
 - HR and SSC business process analysis and redesign
 - Aligning HR Transformation with UCPATH and SSC, ensuring process and communication consistency
 - Implement a campus-wide change management model based on an HR pilot program