

Auditing Campus Shared Services



Audit Services
Monthly Webinar Presentation
March 19, 2015

Your Speakers

Wanda Lynn Riley

Chief Audit Executive, Audit and Advisory Services
UC Berkeley

Wanda Lynn Riley has over twenty-four years of experience in public accounting and college and university administration. She has first-hand experience in higher education from account analyses to general ledger overhaul; financial statement auditing and compilation, internal financial, operational, compliance, performance, and investigative audits; policy evaluations and proposals; and risk management. She started her career as an auditor with Deloitte & Touche LLP, served as associate controller at Tuskegee University, director of Risk Management and Audit Services at Boise State University, and director of Audit and Advisory Services at UC Santa Barbara. She has also been a presenter for the Western Association of College and University Business Officers (WACUBO) and on the faculty for WACUBO's Business Management Institute. She has her CFE and CCEP accreditations. She has a B.A. from Hampton University.



Jaime Jue

Associate Director, Audit and Advisory Services
UC Berkeley

Jaime Jue is the Associate Director in the Audit and Advisory Services group at UC Berkeley. Prior to UC Berkeley, he was a Director at KPMG LLP in their Advisory Services practice. He focused on providing Fraud Risk Management, Dispute Advisory, Internal Controls, Forensic Accounting, and Internal Investigation services for Fortune 500 companies in the financial services, healthcare, technology, and retail industries. While at KPMG, he served as a national instructor for client service staff on topics related to fraud risk management, forensic accounting, engagement risk management, and effective reporting writing, among others. He has a Ph.D. from UC Berkeley in economic history and international economics. He is a Certified Internal Auditor and Certified Fraud Examiner.

Today's Topics

- Why Shared Services?
- Genesis of Shared Services at Berkeley – Operational Excellence
- Experience of Other Universities – Harvard, Yale Michigan, and UT Austin
- How does it actually work?
- Auditing Shared Service Centers
 - Business Process Design
 - Enterprise Readiness Assessment

Learning Objectives

Understand:

- Potential benefits of implementing campus shared services
- Different approaches to campus shared services recently taken by Tier 1 research universities
- Key steps toward implementing shared services
- Separation of duties in end-to-end business processes between units, campus shared services, and central administrative units
- Auditing approaches for campus shared services
 - Business Process Design
 - Enterprise Readiness Assessment

Why Shared Services?

Why Shared Services?

- Serve as a catalyst for campus-wide improvements in service culture and performance management
- Provide professional development opportunities
- Generate significant savings that campus can redirect teaching, research, and public service missions
- Create best practices for service delivery and continuous improvement

Source: <http://oe.berkeley.edu/campus-shared-services>

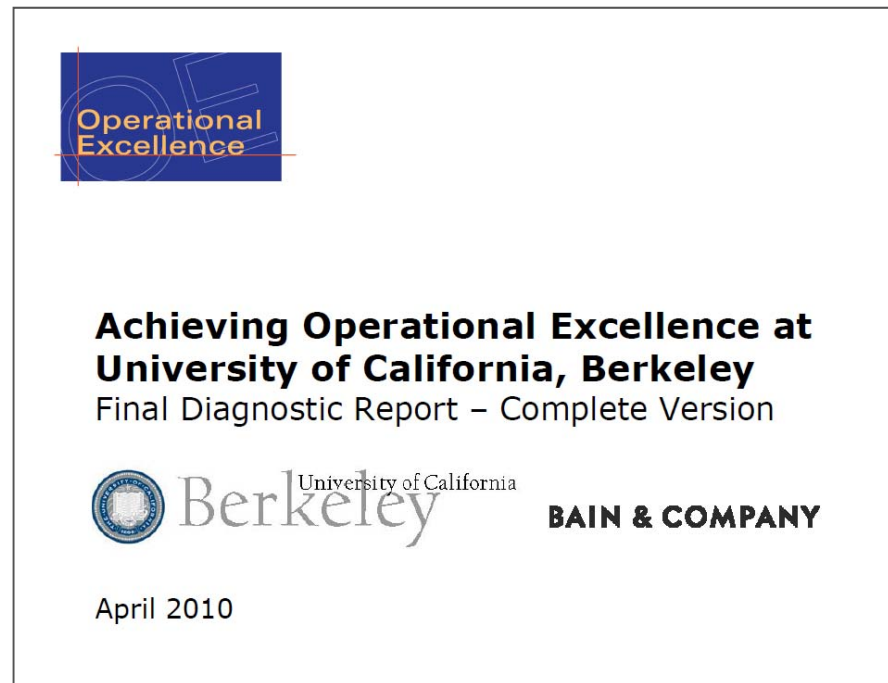
Genesis of Shared Services at Berkeley – Operational Excellence

Bain & Company Review

The OE Program began in the fall of 2009 with a comprehensive diagnosis of the campus operational and financial environment led by a campus steering committee and facilitated by the outside consultancy Bain & Company.

Through this diagnosis, the committee identified several key areas that offer significant opportunities to improve UC Berkeley's operational effectiveness while reducing the costs of campus operations.

Taken together, the committee projected that UC Berkeley could potentially reduce its annual administrative expenses by \$100 million; the Chancellor later chartered the effort with a goal of \$75 million that leadership judged to be more achievable.

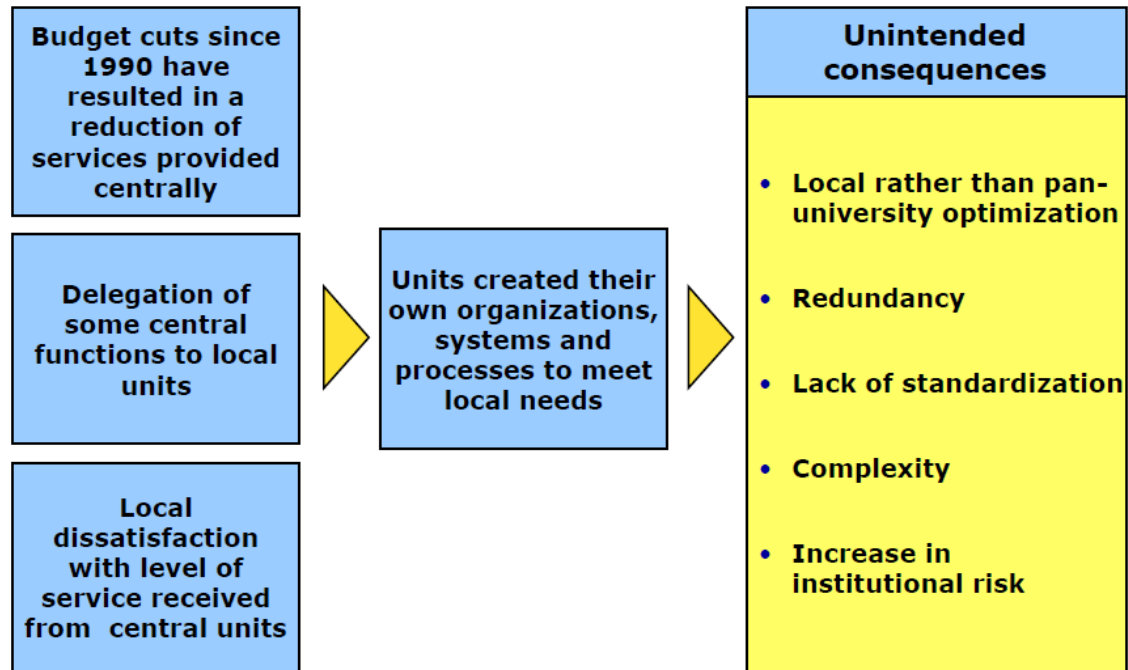


Source: <http://oe.berkeley.edu/programs/oe-program>

Bain & Company Review

Root Causes

UC Berkeley's current state is a result of several root causes

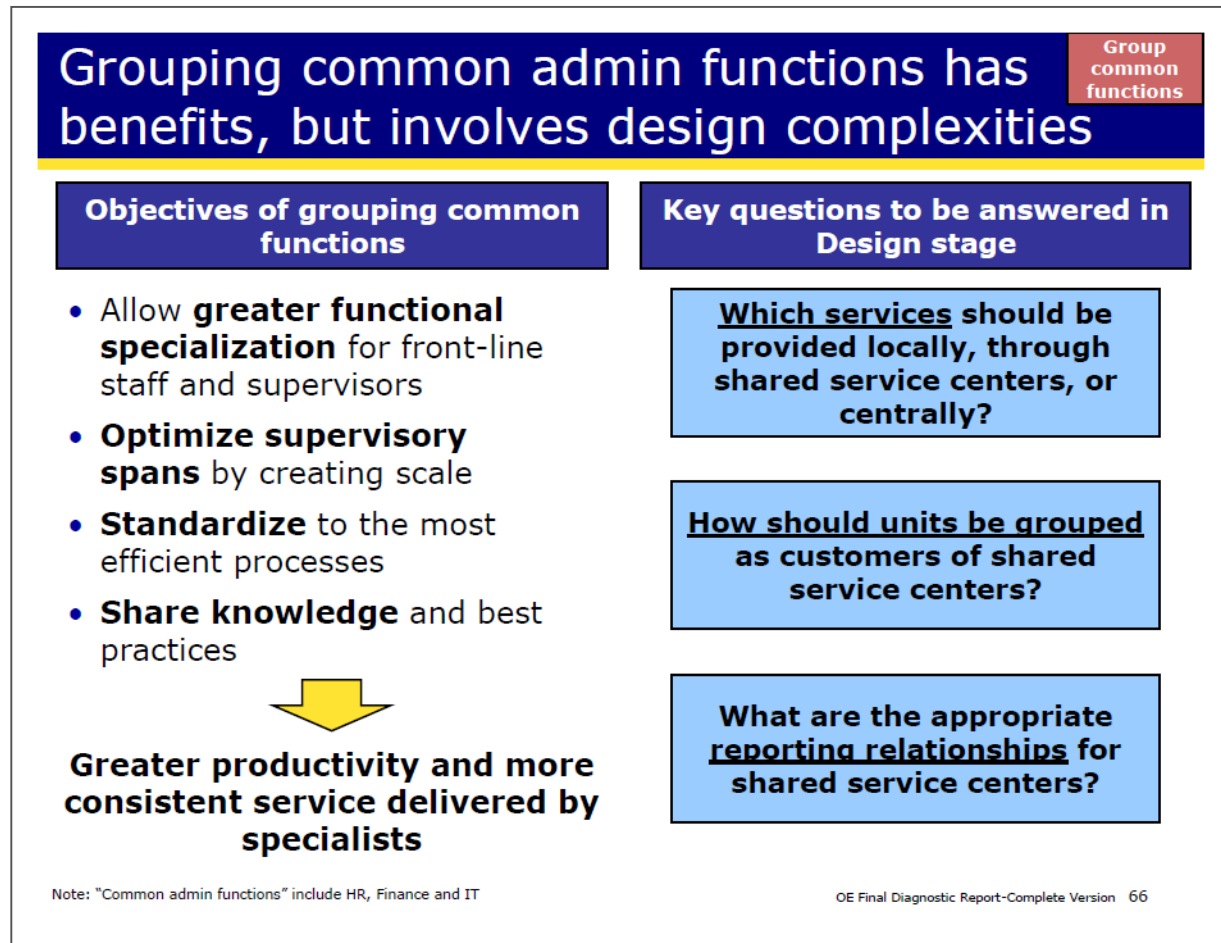


OE Final Diagnostic Report-Complete Version 53

Source: Bain & Company, Achieving Operational Excellence at University of California, Berkeley: Final Diagnostic Report – Complete Version, April 2010, p. 53

Bain & Company Review

Design Considerations



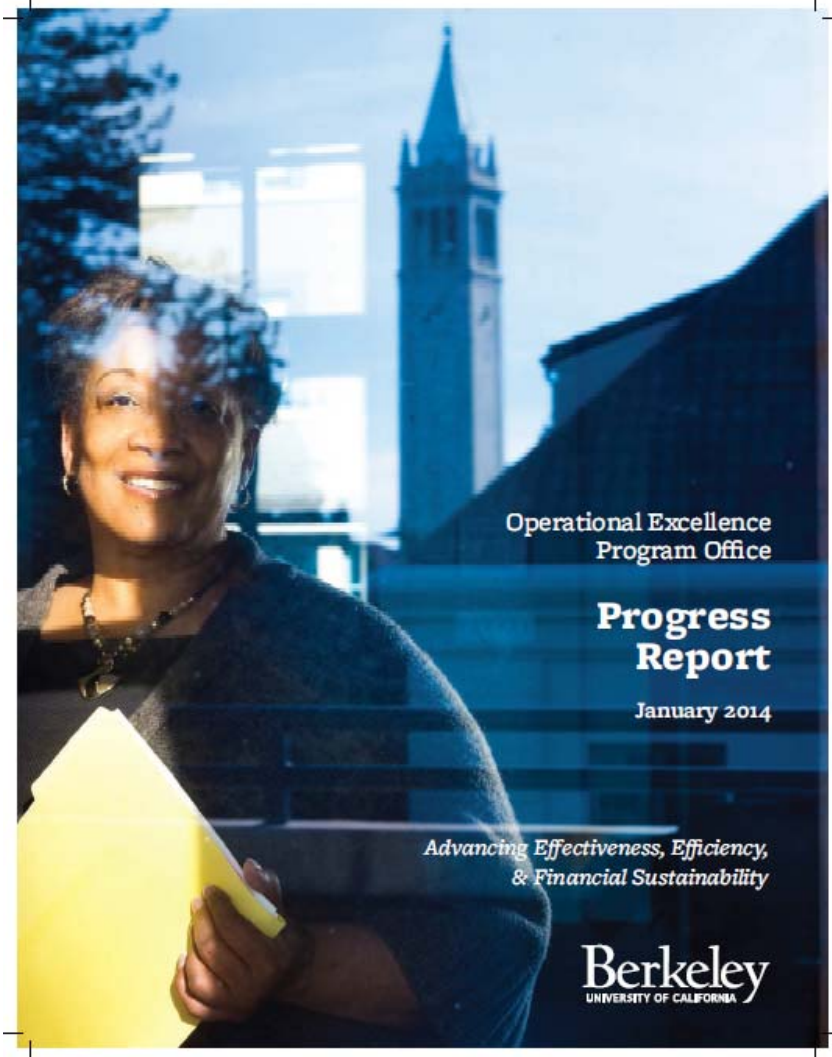
Source: Bain & Company, Achieving Operational Excellence at University of California, Berkeley: Final Diagnostic Report – Complete Version, April 2010, p. 66

Operational Excellence

The Operational Excellence (OE) Program is a multi-year, multi-project initiative that is building administrative excellence to support UC Berkeley's academic excellence. The OE Program consists of three phases--**Diagnostic, Design, and Implementation**--followed by a transition to operations.

By employing best practices in project management and other key disciplines and engaging leadership, faculty, staff, and students campus-wide, we are making excellent progress towards achieving our savings goals, building efficient and effective operations, and cultivating a culture of continuous improvement.

Source: <http://oe.berkeley.edu/programs/oe-program>



Experience of Other Universities – Harvard, Yale, Michigan, and UT Austin

Shared Services at Harvard University

Source: <http://campusservices.harvard.edu>

Shared Services at Harvard University

- Building & Facilities
- CommuterChoice
- Dining
- Fleet Management
- Housing
- ID Cards
- Mail
- Parking
- Printing
- Real Estate
- Shuttles & Vans
- Sustainability
- Tools
- Travel Safety
- Utilities

The screenshot shows the Harvard Campus Services website. At the top, there is a navigation bar with 'SERVICES', 'DEPARTMENTS', and 'TOOLS' tabs, and a search box. Below this is a grid of service categories, each with a list of links and a 'More about...' link.

Services			
BUILDINGS & FACILITIES Building Maintenance Custodial Fire Safety Landscaping Recycling & Waste More about Buildings & Facilities...	COMMUTERCHOICE Bicycling Walking Carpools Ride-share Order Transit Passes More about CommuterChoice...	DINING Retail Dining Harvard University Dining Harvard Faculty Club More about Dining...	FLEET MANAGEMENT More about Fleet Management...
HOUSING Harvard University Housing Faculty Real Estate Home Buying & Selling More about Housing...	ID CARDS Locations Card Deactivation/Reactivation October Re-Carding FAQ's Photo Submission Image Request More about ID Cards...	MAIL Campus Mail Centers & Contact Information Overview Frequently Asked Questions Delivery Metering More about Mail...	PARKING Visiting the Parking Office Interactive Campus Map Parking Permits For Junior Parents Weekend Information for Commencement 2014 Parking Parking Services Launches eBusiness Portal More about Parking...
PRINTING Variable Data Printing Color Printing & Copying Brochures, Flyers & Posters Business Cards More about Printing...	REAL ESTATE Harvard Real Estate - Leasing Meet Our Property Management Teams Harvard Real Estate - Property Management Meet Our Leasing Team Harvard University Housing More about Real Estate...	SHUTTLES & VANS Fleet Management Shuttle Services ShuttleTracker for iPhone Academic Year Service Overnight Service More about Shuttles & Vans...	SUSTAINABILITY Green Building Services Sustainability at Harvard University Housing Harvard Reaches Another Green Building Milestone Recycling and Waste Reduction Meet the Staff More about Sustainability...
TOOLS Work Requests Project Report Baseline	TRAVEL SAFETY International Travel Tools More about Travel Safety...	UTILITIES Energy Supply & Utilities Engineering Operations Center	

Source: <http://campusservices.harvard.edu>

Shared Services at Yale University

The screenshot shows the homepage of the Yale Shared Services (YSS) website. At the top, there is a blue navigation bar with the Yale University logo, a search bar, and links for 'Calendar' and 'A-Z Index'. Below this is a large blue banner with the text 'Yale Shared Services' and an aerial photograph of the Yale campus. A secondary navigation bar contains links for 'Home', 'Financial Management', 'Transactions Processing', 'Start Working With Us', and 'Forms and Tools'. The main content area is divided into three columns. The left column features a group photo of staff and a 'Yale Shared Services News and Announcements' section with a 'YSS Daily Update' and a link to 'Submitting 2014 U.S. Citizen & Permanent Resident Prizes, Awards and Fellowships'. The middle column includes a video player with a play button and a 'View older announcements' link. The right column is titled 'YSS Contact Center' and lists services like 'Expense Management', 'Accounts Payable', and 'Vendor Inquiry', along with 'Chat online now!', 'Call us 203.432.5394', and 'Email us' options.

Source: <http://yss.yale.edu>

Shared Services at Yale University

Financial Management

- Monthly Financial Review
- Monthly Budget Monitoring
- Quarterly Budget Forecasting
- Management Reporting
- Ad Hoc Analysis
- Annual Budget Process

The screenshot shows the Yale Shared Services website. At the top, there is a navigation bar with 'Yale University', 'Calendar', 'A-Z Index', a search box, and 'GO'. Below this is a blue header with 'Yale Shared Services'. A secondary navigation bar contains links for 'Home', 'Financial Management', 'Transactions Processing', 'Start Working With Us', and 'Forms and Tools'. The main content area is titled 'Financial Management' and includes a sub-header 'Home » Financial Management'. A photograph of a building entrance with 'YSS' signage is on the left. The main text describes the team's role in reviewing, monitoring, and providing reporting on financial transactions and budgets. A list of services is provided, including Monthly Financial Review, Monthly Budget Monitoring, Quarterly Budget Forecasting, Management Reporting, Ad Hoc Analysis, and Annual Budget Process. A 'Related Links' section lists various services like Accounts Payable, Administrative Directory, and Payroll. On the right, there is a 'YSS Contact Center' section with contact information and a 'Chat online now!' button. The footer includes the campus location and contact details for Ronn Kolbash.

Yale University
Calendar | A-Z Index | Search Yale | GO | Y

Yale Shared Services

Home | Financial Management | Transactions Processing | Start Working With Us | Forms and Tools

Home » Financial Management

Financial Management

Our team of experts in Financial Management will review, monitor, and provide reporting on your financial transactions and budget with a constant commitment to accuracy and improvement. We provide a number of services centered on your transactional and budgetary needs:

- **Monthly Financial Review**
Monthly review of your financial transactions to locate any misplaced or high-risk transactions before they become a problem.
- **Monthly Budget Monitoring**
Monthly review of your budget to identify and resolve variances and deficits, and keep you informed about your budget status.
- **Quarterly Budget Forecasting**
Quarterly forecasts let you know if spending will be over, under, or right on pace with your budget by the end of the year.
- **Management Reporting**
Periodically scheduled reports to business managers to support your business operations.
- **Ad Hoc Analysis**
Ad hoc financial analysis services for times when you need help with a request that does not occur on a regularly scheduled basis.
- **Annual Budget Process**
Assistance with the development of your annual budget, based on your program and financial goals, for approval by the Central Budget Office.

Forms for Financial Management services can be found [here](#), or contact us directly so we can address your financial management needs.

Related Links

- Accounts Payable
- Additional Invoice Details
- Administrative Directory
- Faculty Research Management Services
- Forms
- Payroll
- Policy and Procedures
- Vendor Information

YSS Contact Center

Got questions? We can help.

- Expense Management
- Accounts Payable
- Vendor Inquiry

Chat online now!

Call us
203-432-5394

Email us
where to submit work and inquiries

Campus Location

Yale Shared Services
344 Winchester Avenue
New Haven, CT 06511

Phone: 203-432-5394
Fax: 203-436-5351
Email: sharedservices@yale.edu

Ronn Kolbash

Source: <http://yss.yale.edu>

Shared Services at Yale University

Transactional Processing

- Limited Procurement
- Limited Accounting
- Accounts Payable

The screenshot shows the Yale Shared Services website. The header includes the Yale University logo, navigation links for Calendar, A-Z Index, and a search bar. The main navigation bar lists Home, Financial Management, Transactions Processing (selected), Start Working With Us, and Forms and Tools. The page title is 'Yale Shared Services' and the sub-page title is 'Transactions Processing'. A large group photo of staff is on the left. The main content area describes the YSS team's role and lists services under Procurement, Accounting, and Accounts Payable. A 'YSS Contact Center' sidebar on the right offers chat, call, and email options, along with the campus location and contact information for Ronn Kolbash.

Yale University | Calendar | A-Z Index | Search Yale | GO | Y

Yale Shared Services

Home | Financial Management | Transactions Processing | Start Working With Us | Forms and Tools

Home » Transactions Processing

Transactions Processing

The YSS team of experts processes your business and financial transactions in a complete, accurate, and timely manner. We routinely measure our performance against your expectations and continuously look for ways to improve our delivery and your satisfaction with our services.

Our Transactions Processing team provides an array of services in the following areas:

Procurement

- Expense Management System (EMS) Data Entry
- Expense Management System Operations Management

Accounting

- Journal Entries excluding sponsored agreements
- Labor Distribution Support
- Cash/Check Deposit (RIF)
- VIP Setup
- Internal Service Provider (ISP) Billing

Accounts Payable

- Invoice, Check Request, and Vendor Refund Processing
- Accounts Payable Helpdesk Customer Service
- Payments and Wire Transfers
- Petty Cash replenishment/closing Processing
- Study Participant replenishment Processing

Forms for Transactions Processing can be found [here](#), or contact us directly so we can address your transactions processing needs.

YSS Contact Center

Got questions? We can help.

- Expense Management
- Accounts Payable
- Vendor Inquiry

Chat online now!

Call us
203-432-5394

Email us
where to submit work and inquiries

Campus Location
Yale Shared Services
344 Winchester Avenue
New Haven, CT 06511

Phone: 203-432-5394
Fax: 203-436-5351
Email: sharedservices@yale.edu

Ronn Kolbash

Source: <http://yss.yale.edu>

Shared Services at the University of Michigan

- Financial Services
- HR Services

The screenshot shows the homepage of the Shared Services Center at the University of Michigan. At the top, there is a navigation menu with links for HOME, ABOUT, SERVICES, FAQs, CONTACT, and FORMS. A search bar is located to the right of the menu. Below the navigation is a large banner image of a university campus with a fountain and a tall clock tower. Underneath the banner are three main service buttons: FINANCIAL SERVICES (blue), HR SERVICES (grey), and FAQs (green). Below these buttons is a section titled "Shared Services Center" with a sub-header "Transaction Processing Status". The main text describes the SSC's role in providing Finance and HR services. To the right, there is a detailed "Transaction Processing Status" section with a table of processing dates for various services like Accounts Payable, Invoice with a PO, and Vendor add/update requests. A "MORE ABOUT THE SSC" button is also visible.

SHARED SERVICES CENTER
UNIVERSITY OF MICHIGAN

Call: 734-615-2000 | Email: sharedservices@umich.edu

HOME ABOUT SERVICES FAQs CONTACT FORMS Search

FINANCIAL SERVICES **HR SERVICES** **FAQS**

Shared Services Center

The Shared Services Center (SSC) at the University of Michigan offers select Finance and Human Resources (HR) transactional services to the entire institution. It combines these transactional services from colleges, schools, and units into one operation that offers high-quality customer service.

[MORE ABOUT THE SSC](#)

Transaction Processing Status

As of Friday, March 13, 2015, we are processing requests received on the dates listed below. Processing dates are based on complete and accurate requests received by the SSC.

Accounts Payable

Invoice with a PO:	Mar 12
Payment request - voucher created by unit:	Mar 11
Payment request - voucher to be created by SSC:	Mar 11
Vendor add/update requests:	Mar 12

Other Help

Source: <http://ssc.umich.edu/>

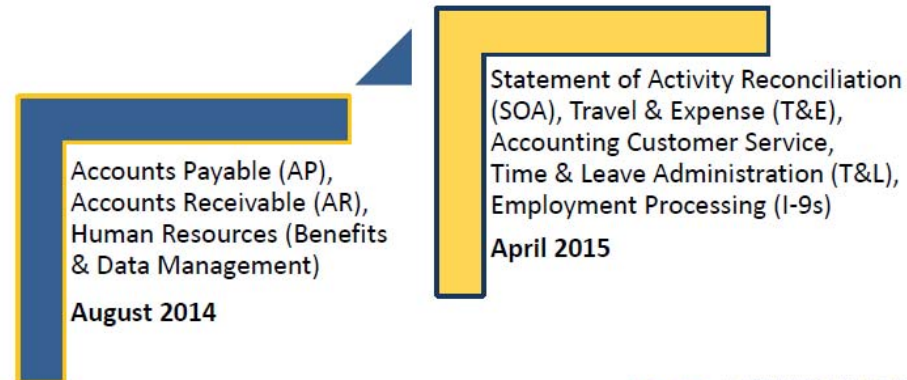
Shared Services at the University of Michigan

August 2014

- Accounts Payable
- Accounts Receivable
- Human Resources (Benefits & Data Management)

Shared Services Implementation Plan

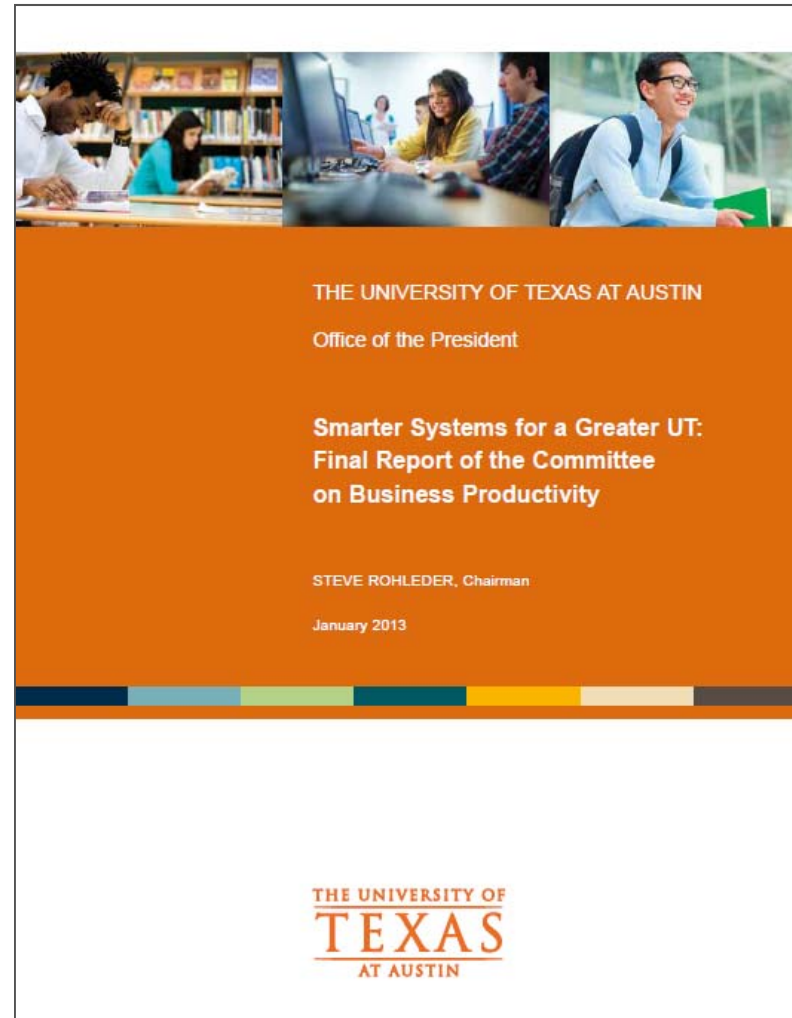
- The first set of Shared Services Center (SSC) processes transitioned to the SSC on August 4, 2014
- In January 2015, the AST executive sponsors and project leadership confirmed the approach and timing of the winter 2015 transition
- The next set of processes planned for the SSC are targeted to transition in April 2015



Shared Services at the University of Texas Austin

In 2012, a group of 13 alumni and business leaders were asked to examine UT Austin's administrative structure and operations with the goal of increasing business productivity. Their recommendations, recorded in the report, *Smarter Systems for a Greater UT*, were released to campus in January 2013.

One major recommendation of the committee was to consolidate certain administrative functions across campus to increase efficiency - a model known as shared services.



Source: <http://www.utexas.edu/transforming-ut/shared-services>

Shared Services at the University of Texas Austin

In 2013, Accenture was engaged to gather data and to educate our campus on what others in higher education were doing with shared services. This work was published in the UT Shared Services Draft Plan. Accenture has since completed its work and left the campus in February 2014.



Source: <http://www.utexas.edu/transforming-ut/shared-services>

Shared Services at the University of Texas Austin

Jan 2014



The screenshot shows the top of a news article on The Austin Chronicle website. The header includes the site name 'THE AUSTIN CHRONICLE' and navigation links for NEWS, FOOD, MUSIC, SCREENS, ARTS, and CALENDAR. The article title is 'Shared Services or Shared Suffering: UT's Plan to Cut 500 Jobs' with a subtitle 'Critics charge lack of transparency'. The author is Lizzie Jespersen, dated Jan. 24, 2014. Social media sharing options for Facebook (348 likes), Twitter (9 tweets), and Google+ (1 +1) are visible, along with 'Submit', 'print', and 'write a letter' buttons. The article text discusses faculty members returning to UT with plans to educate on the controversial 'Shared Services' model, which aims to eliminate 500 administrative jobs and centralize them in a 'Shared Services Contact Center'. An image of a woman speaking is partially visible on the right side of the article.

Source: The Austin Chronicle, January 24, 2014

Shared Services at the University of Texas Austin

April 2014

THE DAILY TEXAN **GO HORNS!** **CN Bus**
Serving the University of Texas at Austin community since 1900

HOME NEWS OPINION SPORTS LIFE AND ARTS MULTIMEDIA INTERACTIV

Home » News » University » More than 100 faculty members oppose Shared Services in letter to President Powers

More than 100 faculty members oppose Shared Services in letter to President Powers

Radio-television-film senior lecturer Anne Lewis helped author a letter to President William Powers Jr. opposing Shared Services. The letter has been signed by more than 100 faculty member in order to halt the possibility of approximately 500 jobs being eliminated in the centralization process.

Photo Credit: Shelly Taubar | Daily Texan Staff

TAGS
Accenture, Anne Lewis, Mary Knight, president, William Powers Jr.

These tags are automatically generated. The Daily Texan does not guarantee their accuracy.

Published on April 13, 2014 at 11:26 pm
Last update on April 23, 2014 at 12:20 pm
BY MADLIN MEKELBURG

President William Powers Jr. received a letter signed by more than 100 faculty members opposing Shared Services Tuesday

Source: The Daily Texan, April 13, 2014

Shared Services at the University of Texas Austin

April 2014

THE AUSTIN CHRONICLE NEWS FOOD MUSIC SCREENS ARTS CALENDAR

NEWS

UT's 'Shared Services' Begins Sharing ... Layoffs

Powers endorses controversial plan

BY LIZZIE JESPERSEN, FRI., APRIL 18, 2014

[f Like](#) 134 [t Tweet](#) 12 [g+1](#) 1 [Submit](#) [print](#) [write a letter](#)

"BREAKING NEWS: President Powers makes a landmark decision to stand with UT faculty, students, and staff, stop Accenture's bad shared services plan, and restore sanity to UT Austin!"

That was the April Fools' status update posted on April 1 to the Facebook page of UT's **Save Our Community Coalition**. In reality, in a memorandum addressed to the "Members of the University Community," UT-Austin President **Bill Powers** had signed a full endorsement of the "**Shared Services**" program just the previous day – stirring UT students, faculty, and staff to implore him to reconsider.

Shared Services is an administrative attempt to respond to UT's budgetary problems in the wake of federal funding cuts, recurring state budget reductions



Students show their love for UT staff.
PHOTO COURTESY OF BIANCA HINZ-FOLEY

Source: The Austin Chronicle, April 18, 2014

Shared Services at the University of Texas Austin

April 2014



The screenshot shows the homepage of The Texas Observer. At the top left is a logo featuring a white outline of the state of Texas on a black background, followed by the word "OBSERVER" in large, white, bold, sans-serif capital letters on a red background. Below the logo is a navigation menu with the following items: HOME, BLOGS (with a dropdown arrow), AUTHORS (with a dropdown arrow), CURRENT ISSUE, MULTIMEDIA, ARCHIVES, SUBSCRIBE, RENEW, EVENTS, and STORE. A secondary navigation bar below that lists various topics: POLITICS, ENVIRONMENT, CULTURE, BORDER, CRIMINAL JUSTICE, EDUCATION, HEALTHCARE, and ECON. The main content area features a large red headline: "UT-Austin Students Arrested After Protesting Job-Cutting Plan". Below the headline is the byline: "by Mikaela Rodriguez Published on Wednesday, April 23, 2014, at 5:23 CST". The article's main image shows a young woman with long brown hair, wearing an orange t-shirt with a white graphic, looking upwards with a distressed expression. She is surrounded by several police officers in dark uniforms and caps, some of whom are looking towards her. The setting appears to be an indoor hallway or lobby with wooden railings.

Source: The Texas Observer,
April 23, 2014

Shared Services at the University of Texas Austin

May 2014

The screenshot shows the homepage of the United Students Against Sweatshops (USAS) website. The header features a large banner with a crowd of protesters and the text "Chip in \$ 5" and "Donate". Below the banner is the USAS logo and navigation links: "About", "Campaigns", "Organize", and "Contact".

United Students Against Sweatshops
is a national student labor organization fighting for workers' rights with locals on over 150 campuses.

Join the Movement
email address
Sign Up

Support Our Work
USAS depends on the support of people like you to keep running groundbreaking campaigns that tackle the root cause of injustice. Join now and become a member of USAS.
Become a Member

Like 825 Tweet 17

May 16, 2014

VICTORY: UT Austin Cuts Ties With Accenture, Scales Back Job Cutting Plan

By Sarahi Soto and Bianca Hinz Foley, UT Austin USAS Local 18

We are thrilled to announce that after 14 months of campaigning, UT has cut ties with global outsourcing firm Accenture, and significantly scaled back the "shared services" plan in response to campus protests. The original shared services plan was set to cost \$54 million, and included campus-wide implementation of centralization and layoffs, and the creation of a call center to house the remaining administrative staff. In response to protests, UT removed Accenture from the project, halted plans to construct a call center, and limited the implementation of shared services to two pilot departments — the Provost's Office and the Department of Education. UT estimates that shared services will now cost \$5 to \$7 million, and has committed to

Source: <http://usas.org/2014/05/16/victory-ut-austin-cuts-ties-with-accenture-scales-back-job-cutting-plan/>

How does it actually work?

Shared Services at Berkeley

In 2010, UC Berkeley decided to move forward with creating a campus-wide shared services solution. Aside from achieving savings, the goal is to create a high-quality, reliable administrative infrastructure for all departments on campus.

In January 2013, Campus Shared Services (CSS) began implementation efforts to provide support to the campus faculty, staff and students in an effort to reduce the cost and compliance risks that are created by redundant work and paper-based systems. The implementation work will conclude by the end of March 2015, and the next phase will be to focus on service delivery. This has an impact on everything we do in CSS – how we interact with our campus colleagues, how we approach our work, and how we ensure we are meeting the service needs of the campus

Berkeley Campus Shared Services
Service Overview



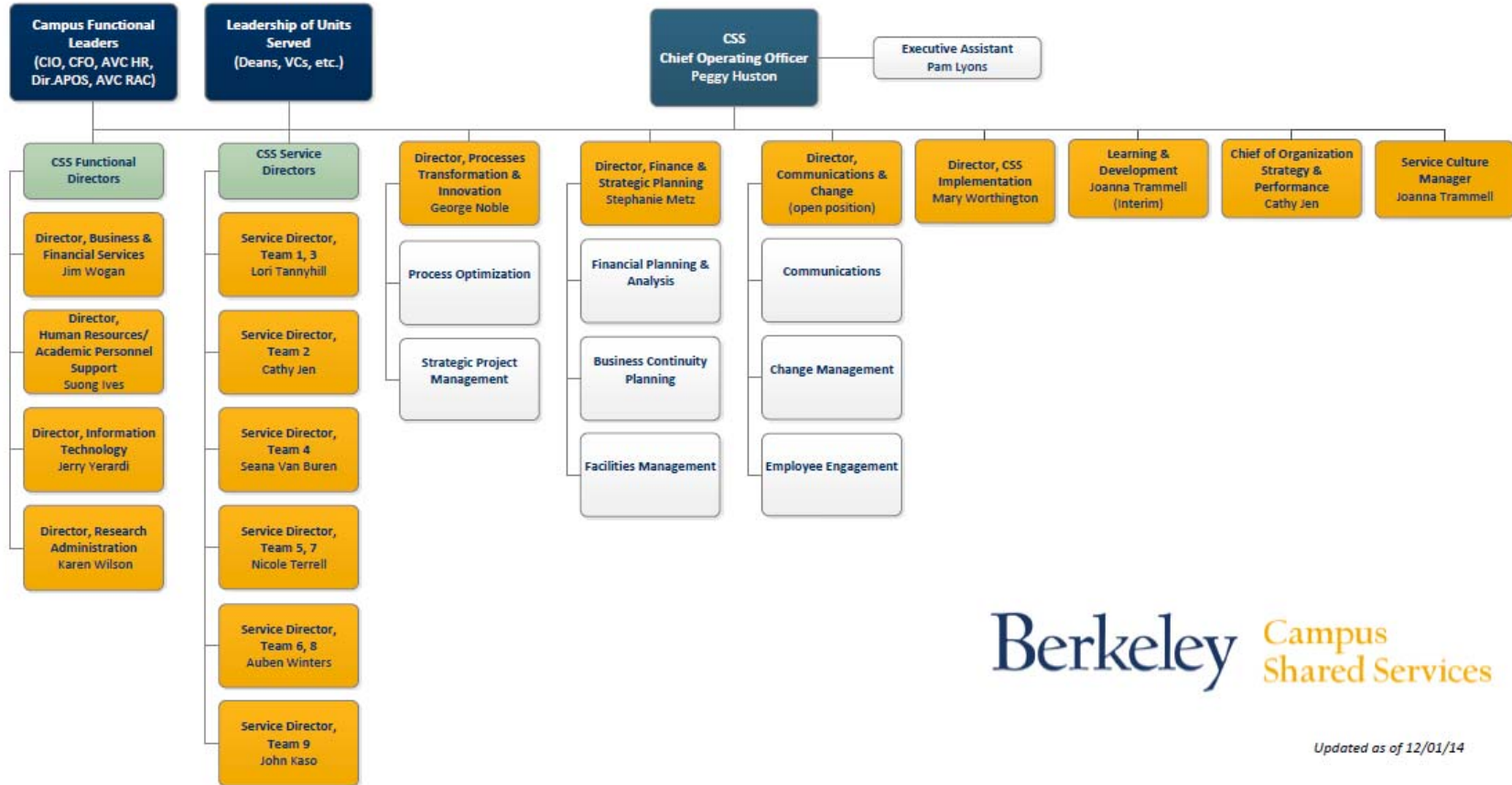
This document describes the scope of services provided by Campus Shared Services, including associated policies and administrative procedures. This document, formerly referred to as the Service Level Agreement (SLA), applies uniformly to all UC Berkeley units unless a Memorandum of Understanding (MOU) is in effect to accommodate a special/unique business need. Unit leaders who feel that their units require services or service levels outside the scope described in this document should contact their respective CSS Service Director.

Updated as of January 2015

How does it actually work?

- Standardized business processes / process transformation
- Assigned service teams / matrixed reporting
- Separation of duties
 - Shared Services
 - Central Administrative Units
 - Individual Units
- Ticketing / Workflow System
- Quality Assurance
- Financial Model

Shared Services at the Berkeley Matrixed Organization



Updated as of 12/01/14

Shared Services at the Berkeley Governance

Decision Process

The CSS project has a collaborative design and decision making process. Originally more than 19 work groups made up of staff subject matter experts from different academic and administrative units worked with the CSS team to develop recommendations that were brought to the CSS Steering Committee and CSS Liaison Group for input. Currently several senior advisory groups continue to provide input and guidance for CSS operations.

Key recommendations are reviewed by the CSS sponsors (John Wilton and Keith Gillless), the Council of Deans, Cabinet, and the OE Coordinating Committee and then taken to the OE Executive Committee for a final decision. (Decisions are posted as soon as they are finalized.)

Berkeley UNIVERSITY OF CALIFORNIA

Campus Shared Services

How can we help you?

- RESEARCH ADMINISTRATION
- INFORMATION TECHNOLOGY (IT)
- HR AND ACADEMIC PERSONNEL SUPPORT
- BUSINESS AND FINANCIAL SERVICES

HOME • ABOUT CSS • CSS GOVERNANCE

REQUEST SERVICE

- Telephone
- Email
- Submit a ticket
- Request Service - B&FS

FIND YOUR UNIT PROFILE PAGE

Academic & Cultural Units

- Centers
- Colleges
- Graduate Division
- Library
- Professional Schools

Administrative Units

- Chancellor's Office
- Executive Vice Chancellor & Provost
- Vice Chancellor for Administration & Finance
- Vice Chancellor for Equity & Inclusion
- Vice Chancellor for Real Estate
- Vice Chancellor for Research
- Vice Chancellor for Student Affairs

CSS Governance

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Key recommendations are reviewed by the CSS sponsors (John Wilton and Keith Gillless), the Council of Deans, Cabinet, and the OE Coordinating Committee and then taken to the OE Executive Committee for a final decision. (Decisions are posted as soon as they are finalized.)

CSS Project Sponsors

- Keith Gillless, *Dean, College of Natural Resources*
- John Wilton, *Vice Chancellor, Administration & Finance*

CSS Implementation Steering Committee

The CSS Implementation Steering Committee is made up of leaders from HR, IT, Finance, Research Administration, and Student Affairs, and from the academic units. This group advises the CSS Implementation Team and Sponsors. They are actively engaged in guiding design and implementation strategy.

Steering Committee Members

- Alice Kubler, Assistant Dean, Budget & Operations, Haas School of Business
- Angela Blackstone, Associate Chief Information Officer, Student Affairs - IT
- Ann Jeffrey, Chief of Staff, VC Administration and Finance
- Cathy Jen, CSS Service Director, Team 2-Engineering Research Support Organization (ERSO)
- Delphine Regalia, Controller, Controller's Office
- Erin Gore, Associate Vice Chancellor and CFO, Budget & Finance
- Hans Gude, Director, Enterprise Risk Services, Chancellor's Immediate Office
- Heather Archer, Director, Academic Personnel
- Heidi Hoffman, Assistant Dean, Budget & Administration, College of Letters & Sciences
- Jeannine Raymond, AVC, Human Resources, Human Resources

Shared Services at the Berkeley Process Transformation and Innovation

The screenshot shows the Berkeley Campus Shared Services website. At the top left is the Berkeley University of California logo. To its right is the header "Campus Shared Services". Below the header is a navigation bar with four categories: "RESEARCH ADMINISTRATION", "INFORMATION TECHNOLOGY (IT)", "HR AND ACADEMIC PERSONNEL SUPPORT", and "BUSINESS AND FINANCIAL SERVICES". The main content area is titled "Process Transformation & Innovation – About Us" and "Meet The PTI Team". It features a profile for George Noble, Director of Process Transformation & Innovation, with a photo and a bio. On the left side, there is a sidebar with "REQUEST SERVICE" options (Telephone, Email, Submit a ticket, BearBuy Request Service - B&FS) and "FIND YOUR UNIT PROFILE PAGE" options (Academic & Cultural Units: Centers, Colleges, Graduate Division, Library, Professional Schools; Administrative Units: Chancellor's Office, Executive Vice-Chancellor).

Berkeley
UNIVERSITY OF CALIFORNIA

Campus Shared Services

How can we help you?

RESEARCH ADMINISTRATION | INFORMATION TECHNOLOGY (IT) | HR AND ACADEMIC PERSONNEL SUPPORT | BUSINESS AND FINANCIAL SERVICES

HOME > PRIVATE: PROCESS TRANSFORMATION & INNOVATION > PROCESS TRANSFORMATION & INNOVATION - ABOUT US

REQUEST SERVICE

- Telephone
- Email
- Submit a ticket
- BearBuy Request Service - B&FS

FIND YOUR UNIT PROFILE PAGE

Academic & Cultural Units

- Centers
- Colleges
- Graduate Division
- Library
- Professional Schools

Administrative Units

- Chancellor's Office
- Executive Vice-Chancellor

Process Transformation & Innovation – About Us

Meet The PTI Team

For a high-level CSS PTI Organizational Chart, click [here](#).

George Noble (Certified Master Black Belt)
Director, Process Transformation & Innovation
gnoble@berkeley.edu



George is a Lean Six Sigma Certified Master Black Belt who graduated from UC Davis with majors in Mathematics and Statistics and a minor in Education.

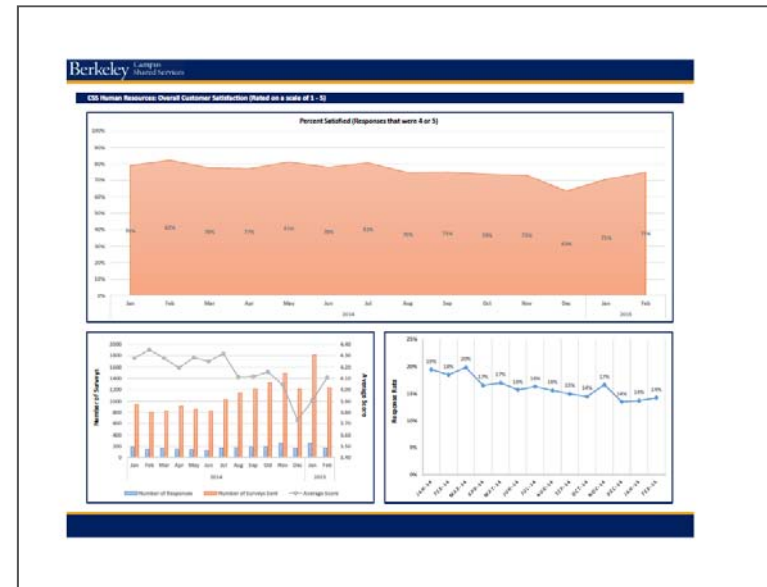
George joined UC Berkeley in late 2011 as one of the first CSS employees. He helped build the foundation of CSS for IT and RA functions, along with all supporting systems. He brings over 25 years of experience leading operations, developing people, and improving processes and performance. He has improved processes in just about every area of an organization including Research Administration processes at Lawrence Berkeley National Laboratory; IT and Financial processes at Sun Microsystems and Merrill Lynch; Sales and Operations processes at GE; and built a shared service model for Human Resources at a Silicon Valley company.

Shared Services at the Berkeley Metrics and Reporting

Toward a goal of operational excellence, CSS is currently developing a consistent, systematic and standardized methodology of measuring the organization in terms of the following areas:

- Productivity
- Service Satisfaction
- Cost Savings
- Staff Satisfaction
- Reduction of Unit's or Faculty Administrative Burden
- Risk Mitigation

Benchmarks and baselines are being established using data currently available. These measurements are used to address any service issues, process gaps, and opportunities for service improvement in a timely fashion.



Shared Services at the Berkeley Funding Model

Departmental Administration (“Core”) Services:

Academic Divisions will pay for Departmental Administration services through a 2% assessment on all non-contracts and grants expenditures.


Research Administration:

All Academic and Administrative Divisions will have access to Research Administration services without any periodic or per-use charge after the Division makes the initial ICR and unrestricted budget contributions to the CSS RA budget.

To pay for Research Administration, Central Campus will establish an operating budget for CSS. The budget allocation for CSS will be funded from the indirect cost generated by sponsored activity and by reclaiming all RA-designated unrestricted budget used to pay for RA from the Division. The current ICR distribution model used to return ICR funds to Divisions will be ‘turned-off’ and replaced with a new ICR distribution model.

FUNDING MODEL OVERVIEW

Campus Shared Services



CSS Funding Model Framework Overview:

The Campus Shared Services Funding Model Framework describes the cost calculation, the different risks faced by CSS and Campus Divisions, the phased implementation, and the method by which Divisions will ‘pay’ for CSS services.

The Team developed the recommended Cost, Risk, Phasing, and Payment Policies in order to deliver a funding structure that is simple, transparent, automated, and reinforces good decision-making by creating rational incentives.

The Team divided the campus into either Academic or Administrative Divisions. The determination was based on the fundamental mission of each Division. The services offered by CSS were divided into two groups: Departmental Administration (“Core”) and Research Administration Services. Core Services include all non-research related services.

Policy	Description
Cost	Academic Divisions will pay no more than 97% of current cost and Administrative Divisions will pay no more than 100% of current cost during the Implementation period.
Risk	During the Implementation period, Central Campus will bear the risk that the actual cost to operate CSS is different (higher or lower) than the amount collected from Divisions. Divisions also bear a cost risk due to ‘fractional’ work left in the Division and the possibility of additional coordination costs required to interact with CSS during the Implementation period.
Phasing	Implementation Phase: January 2013 through January 2015 Fundamental Review: January 2015 through July 2015 (campus-wide review of CSS financial operation) Sustained Operations: after July 2015
Payment	Departmental Administration Services: Academic Divisions will pay a 2% assessment on all non-contract and grants expenditure. Administrative Divisions will incur a budget adjustment. Research Administration: Central Campus will allocate a budget to CSS to pay for RA. The budget allocation will be funded by reclaiming un-restricted budget and through ICR.

Departmental Administration Services:

Academic Divisions will pay no more than 97% of the current cost. The current cost includes the cost of re-assigned employees, the cost of ‘fractional’ work transferred to CSS, and the cost of any amount currently paid for Departmental Administration Services through an existing on-campus service organization, such as the Human Resource Center in VCAF or Computing Resources in the College of Letters and Science.

Academic Divisions that primarily instruct students and conduct research (Schools and Colleges) will retain the budget associated with ‘shareable’ work and be assessed a 2% charge on all non-contracts and grants expenditure to collect the amount owed for service. Other Academic Divisions that support instruction and research will have their base budgets reduced in order to collect the amount owed; however, if the Other Academic Unit is not centrally funded and operates as an Auxiliary, then the Division will pay the amount owed through a periodic bill.

Example: Current Cost Calculation for an Academic Unit

Employee	% Shareable	Wage Cost	Current Cost	Re-Assigned?
Employee 1	100%	\$50k	\$50k	Yes
Employee 2	50%	\$50k	\$25k	Yes
Employee 3	20%	\$50k	\$10k	No
			Sub-Total	\$85k
			Other	\$15k
			Grand Total	\$100k
Calculation:			Discount Factor	97%
Wage Cost =	Salary + Benefits		Amount Owed	\$97k
Current Cost =	% Shareable x Wage Cost			

August 2013 1/2

Separation of Duties – Human Resources

Process Examples

Campus Shared Services UNIVERSITY OF CALIFORNIA BERKELEY									
Human Resources / Academic Personnel Support Service Menu									
Role of Unit Personnel (Dean/VCR, Chair/Director, Principal Investigator, Manager, Academic Personnel Analyst), Employee or Academic Appointee									
Units	Recruitment <ul style="list-style-type: none"> Approve position Choose advertising Candidate selection Approve offer AP Search/Recruit¹ Screening and interviewing² Teaching and administrative recall³ AP Search plan/waiver and search report⁴ Peer institution advertising⁵ 	Appointments <ul style="list-style-type: none"> Case preparation¹ Case review and decisions² Casetracking entry³ Casetracking routing⁴ New Hire / Onboarding <ul style="list-style-type: none"> Signs employment contract Unit specific New Employee Onboarding and Orientation Credentialing requirements 	Benefits & Leaves <ul style="list-style-type: none"> Benefit enrollments through At Your Service Participates in interactive process Decides Return to Work accommodations feasibility Approves Personal Leaves Sabbatical and professional development leave coordination¹ Communicate leave status 	Compensation <ul style="list-style-type: none"> Salary decisions² Job descriptions³ Achievement & SPOT Award decisions Advise on salary setting and additional compensation requests⁴ 	Performance Management <ul style="list-style-type: none"> Manages performance Develops staff 	Employee Relations <ul style="list-style-type: none"> Escalated issues to HR Makes decisions in consultation with CSS / Central HR Employee Relations (Initial contact)¹ Learning and development opportunities ASMD Coordination¹ 	Records Management <ul style="list-style-type: none"> Forwards documents for personnel file Prevent Service Awards² Sabbatical credits³ Outside activities report¹ 	Separations <ul style="list-style-type: none"> Provides information in preparing case for termination Decides positions affected by layoffs 	Payroll and Timekeeping <ul style="list-style-type: none"> Time reporting and approving Requests for payroll transactions HCM <ul style="list-style-type: none"> Person of Interest
	Role of Campus Shared Services HR/APS								
CSS HR / APS	Recruitment <ul style="list-style-type: none"> Confirm HCM position Post job in TAM⁴ Administer AP Search & AP Recruit⁵ Recommend & coordinate advertising Schedule interviews⁶ Screen resumes⁷ Check references⁸ Prepare, send, receive offer letter or contract⁹ Prepare documents for policy exceptions & waivers Work study and student employee recruitment and new hires 	Appointments <ul style="list-style-type: none"> Coordination of appointments, reappointments, merit, promotions, research recall¹ Administer VSPA Gateway² New Hire / Onboarding <ul style="list-style-type: none"> Coordinate pre-employment screening and background checks Send welcome email and onboarding package Coordinate hiring paperwork Conduct onboarding sessions Visa & Immigration <ul style="list-style-type: none"> Preparation and coordination of applications to be sent to BIO 	Benefits & Leaves <ul style="list-style-type: none"> Advising on Health and Welfare programs Process benefits forms and actions (including family member eligibility verification process) Claims resolution and service facilitation (health care, disability, death, COBRA, etc.) Leave Admin (FMLA, Worker's Comp, etc.) Review/Coordinate timekeeping for Leaves Coordinate leave Coordinate interactive process (eg. ADA) Prepare medical separation docs Coordinate return to work accommodations 	Compensation <ul style="list-style-type: none"> Job descriptions development support Coordinate classifications & reclassifications Prepare documents for salary adjustments Coordinate performance based award process (in conjunction with Performance Management) Coordinate Recognition awards payments and additional payments Process Summer Salary³ Coordinate Multi-location appointments Advise salary setting⁴ 	Performance Management <ul style="list-style-type: none"> Track and advise on Probationary status Provides counsel to EE around Performance Management process Supports Central HR with annual evaluations and escalates unsatisfactory ratings Provides coaching to managers on performance issues 	Employee Relations <ul style="list-style-type: none"> Counsel and advise unit and employee on policies Advise on disciplinary actions & assist in preparing documentation Assist with preparation of complaint & grievance material Union booklet distribution ASMD Coordination⁵ (and ASEs) 	Records Management <ul style="list-style-type: none"> Maintain personnel, medical and I-9 files Calculate seniority points Coordinate service awards Process deductions Employment verifications service EDO verifications and audit Provide standard employment data reports 	Separations <ul style="list-style-type: none"> Coordinate voluntary & involuntary separations including non-reappointments⁶ Conduct exit interviews Prepare and coordinate layoffs 	Payroll and Timekeeping <ul style="list-style-type: none"> Payroll and Timekeeping auditing and processing Auditing of tickets and PPS Overpayments and underpayments Terminal vacation pay Compensatory time election Leave accruals Earnings distribution changes Expense transfers Payroll and Timekeeping corrections Retroactive payments Layoff payments Separation payments Process Worker's Comp deductions
	Role of Central Human Resources, Chancellor, EVCP, Academic Personnel Office, Office of Faculty Equity & Welfare, Labor Relations, Graduate Division, Visiting Scholar & Postdoc Affairs, Berkeley International Office, Central Payroll								
Central Campus	Recruitment <ul style="list-style-type: none"> Coordinate exec. level searches Develops recruitment strategies for hard to fill & other positions Employment branding Develop pipelines Approve waivers Preferential Hiring/Recall 	New Hire / Onboarding <ul style="list-style-type: none"> Review contracts Visa & Immigration <ul style="list-style-type: none"> Review and coordinate approval process with US government 	Benefits & Leaves <ul style="list-style-type: none"> Program Management Compliance Approve rehired retiree Vendor Relations Lead Disability Mgmt. Committee in review of complex cases Administers Worker's Comp Facilitate return to work accommodations 	Compensation <ul style="list-style-type: none"> Approves classification AVC Approves > 25% Program Mgmt. Coordinates merit and award processes at the campus level 	Records Management <ul style="list-style-type: none"> Audit HCM records Manage HCM access 	Employee & Labor Relations <ul style="list-style-type: none"> Coordinate complex cases Manage investigations Review disciplinary actions and layoffs 	Separations <ul style="list-style-type: none"> Coordinate med separation reviews and approval Coordinate and approve involuntary separations and layoffs 	¹ Senate Faculty, Non-Senate and Non-Research Faculty ² All Academic Titles ³ Research Academic and Non-Employees only ⁴ Staff positions only ⁵ See Academic Titles in scope for scope of service	
	Policy development, Strategic Workforce Planning and Development, HR Business Process Improvement, Compliance								

Updated: October 25th, 2013

Source: Berkeley Campus Shared Services, Human Resources / Academic Personnel Support Service Menu, October 25, 2013

Separation of Duties – Human Resources

Process Examples

- Recruitment
- New Hire/Onboarding
- Compensation
- Benefits & Leaves
- Employee Relations
- Records Management
- Separations

Source: Berkeley Campus Shared Services, Human Resources / Academic Personnel Support Service Menu, October 25, 2013

Separation of Duties – Human Resources Employee Relations

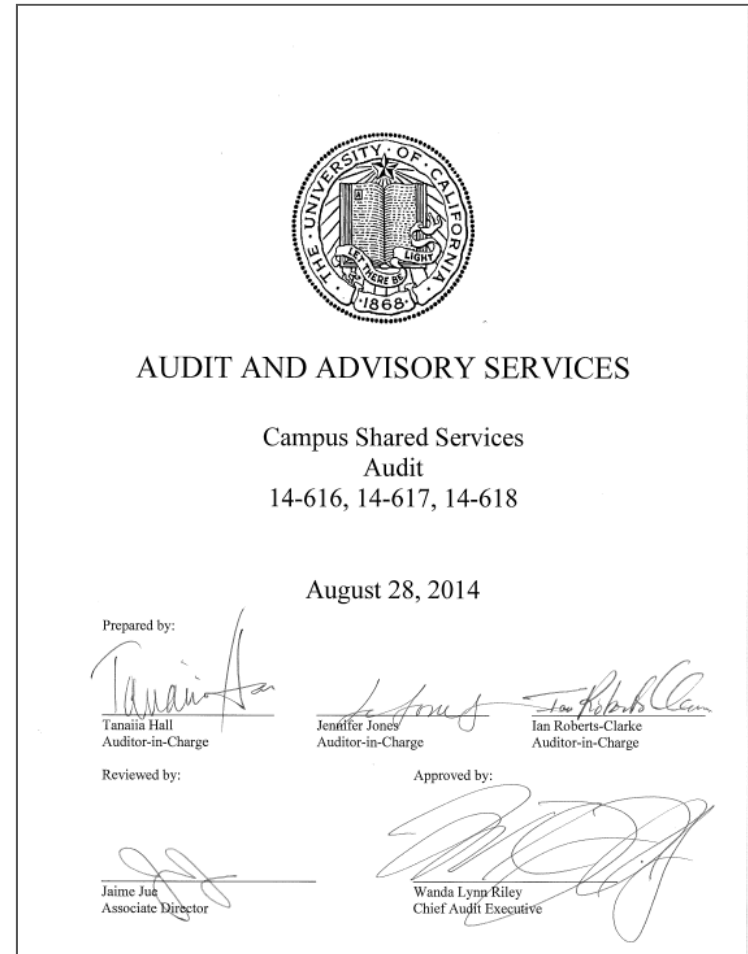
Role of Unit	Role of CSS	Role of Central Campus
<ul style="list-style-type: none"> Escalated issues to HR Makes decisions in consultation with CSS / Central HR Employee Relations (initial contact) Learning and development opportunities ASMD Coordination 	<ul style="list-style-type: none"> Counsel and advise unit and employee on policies Advise on disciplinary actions & assist in preparing documentation Assist with preparation of complaint & grievance material Union booklet distribution ASMD Coordination (and ASEs) 	<ul style="list-style-type: none"> Coordinate complex cases Manage Investigations Review disciplinary actions and layoffs

Source: Berkeley Campus Shared Services, Human Resources / Academic Personnel Support Service Menu, October 25, 2013

Auditing Shared Service Centers

Auditing Shared Service Centers – Business Process Design

- Audit Objective
- Scope
- Planning
- Audit Procedures
- Observations
- Lessons Learned



Auditing Shared Service Centers – Business Process Design

- **Audit Objective**

Evaluate the design and implementation of standardized processes and key internal controls that support critical end-to-end business functions in Business and Financial Services, Human Resources, and Research Administration

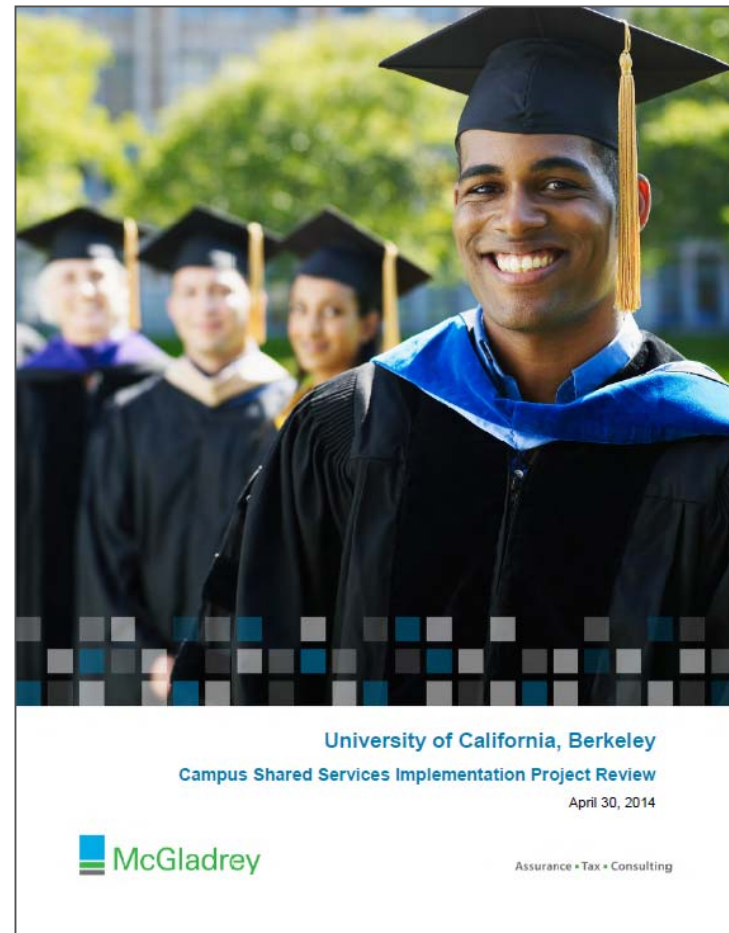
- **Planning**

Auditing Shared Service Centers – Business Process Design

- Observations
- Lessons Learned

Auditing Shared Service Centers – Enterprise Readiness Assessment

- Audit Objective
- Scope
- Planning
- Audit Procedures
- Observations
- Lessons Learned



Auditing Shared Service Centers – Enterprise Readiness Assessment



Audit Objectives

- McGladrey LLP was engaged to assist with a current state assessment and gap analysis against the approved project plan and to provide a gap analysis against relevant leading practices in shared service center implementation and service delivery at comparable organizations.
- More specifically, the objective of the of the engagement was for McGladrey to provide an independent assessment on whether senior management can be reasonably assured that the management objectives related to the Campus Shared Services implementation are (1) currently being met as of December 31, 2013 or (2) will likely be achieved by December 31, 2014.

Auditing Shared Service Centers – Enterprise Readiness Assessment



Management Objectives

Audit and Advisory Services outlined the following objective categories for evaluation relative to the approved project plans. They are excerpted from the CSS team's foundation charter documents



Auditing Shared Service Centers – Enterprise Readiness Assessment



Management Objectives – Cost Savings

- Fundamental management assumptions underlying multi-year cost savings model at the time the project was approved are still reasonable and applicable.
- Cost savings to date are in line with projections made at the time the project was approved or as subsequently approved.
- Management estimates of future cost savings are still reasonable, achievable and sustainable.
- Administrative costs have been reduced in line with the cost savings model proposed at the time the project was approved or as subsequently approved.
- The pricing model for provision of services at standard, minimum levels as well as those above are sustainable.
- Additional services above standard, minimum levels have established prices that cover incremental costs of service.

Auditing Shared Service Centers – Enterprise Readiness Assessment

How McGladrey's Observations were presented:

A Summary of the Original Baseline

- Approved, documented plans that act as the baseline against which we compared project progress

A Summary of Current State Observations Regarding Project Progress

- Notable efforts undertaken
- Areas for potential risk and management attention

Recommendations for Facilitating CSS Excellence

- Recommendations for additional actions to aid implementation and enhance effectiveness of controls

Evaluation Criteria

- Further assessment criteria from McGladrey experience working with other organizations establishing shared services centers

Risk Rating and Conclusion

- Our team's assessment of potential threats to the success of the project



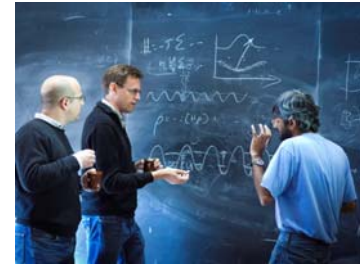
Learning Objectives



Understand:

- Potential benefits of implementing campus shared services
- Different approaches to campus shared services recently taken by Tier 1 research universities
- Key steps toward implementing shared services
- Separation of duties in end-to-end business processes between units, campus shared services, and central administrative units
- Auditing approaches for campus shared services
 - Business Process Design
 - Enterprise Readiness Assessment

Questions



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Thank You

