OE Frequently Asked Questions

1. When will the OE changes impact me? When will my job change?
As you can see from the broad timeline below, the real work to design and
develop these new ways to work has just begun. So we won’t know what many of
the new jobs may look like until the OE Work Groups finish their work. The first
Departments will start participating next May, 2011 while other departments may
not participate until the last months of 2013.

Our jobs will also change as the new tools roll out throughout the following years.
Additional OE benefits - new training programs and the introduction of some new
job families that have career path opportunities clearly defined - will be rolling out
in the spring.

March 31, 2010: Comprehensive Plans for Initiatives vetted and submitted to the
Chancellor
June 2, 2010: Chancellor announces her decision and charges the Schools to
move forward with Operational Excellence
June 22, 2010: OE Coordinating Committee, chaired by John Plotts and Jeff
Bluestone, kicks off next phase of OE effort

July – December 2010: OE Work Groups translate the Chancellor’s charge into
a working reality. Designs and processes for new ways to work are developed
and then vetted by Schools, OE Coordinating Committee and Chancellor

January – April 2011: Implementation and detailed rollout planning. Volunteer
departments aligned for initial phase of the OE effort.
May 2011: First departments participate in new way to work
July 2013: OE becomes fully implemented throughout UCSF

2. Is it true that UCSF is centralizing all administrative services?

No, UCSF is not centralizing all administrative services. However, in order to
reduce our costs and to minimize the replication of processes, we must become
more efficient and change how we currently get our work done.

The OE effort is looking into the best way to accomplish this. The initial report to
the Chancellor demonstrated that cost savings could be achieved by pooling
together some of the administrative services which are currently replicated in
multiple departments. The current thinking is that a cluster-style organizational
unit might best meet the Chancellor’s charge. Not only does the work flow need
to be streamlined but the information technology that supports our work needs
considerable investment to be more effective.
3. What are Clusters and how are they going to work?

We do not know definitively what a cluster looks like, what services it will provide or what services will remain within a department, where it will be located, how it will be governed or how we will pay for it. These are the questions the OE Work Groups are working through now. The design and activities assigned to a cluster, or grouping of administrative services, are the charge of the OE Work Groups.

We do know some fundamentals that are guiding how we develop these pooled administrative services/clusters.

- We do know that the identity and integrity of the Schools and their Departments will be preserved.
- We do know that pooling administrative services into groups is more cost effective than replicating that service in 55 different Departments, ORU’s and Interdisciplinary Research Centers.
- We do know that the clusters will be organized to primarily support the Department.
- It is likely that a Department may receive some of its support by functional teams housed within one cluster – ‘one stop shopping’
- We do know that these new groupings will enable smaller Departments access to a service level that they might not have been able to provide for themselves.
- We do know that groupings of subject matter experts into teams will provide a consistent level of service, backup for holidays, illness and unexpected absences. It will also ensure consistent application of policy and procedures.
- We do know that any service that is provided to a department will be required to adhere to strict performance standards. The department will partner with cluster management to provide performance feedback and successful team assignments.
- We do know that it is likely that Research Administration, Staff HR & Academic Affairs and Finance will house some of their services in a cluster-style organization while some activities within each of these functions may remain within the department.
From: Operational Excellence [mailto:OperationalExcellence@UCSF.EDU]
Sent: Wednesday, August 11, 2010 8:33 AM
To: DEAN-MED@LISTSRV.UCSF.EDU
Subject: OE FAQs #2 IT Focus

Dear Colleagues,
Whereas most of the Operational Excellence efforts are benefiting from rigorous
debate, achieving the objectives of the IT efforts will probably be welcomed,
endorsed and encouraged. The question for the OE IT effort is not ‘Do we have
to make the change?’ The question is ‘When can this happen?’ Four IT Work
Groups – Helpdesk, Email, Network/Wireless and Procurement – have just
gotten to tackle these fundamental support issues with an objective to achieve
results within a year.

**OE Frequently Asked Questions #2 IT Focus**

1. Right now I have to carry around a bunch of different phone numbers to call if my
computer crashes. I never seem to get anyone when I really need them. Is this ‘fix’ on
someone’s ‘to do’ list?

The goal of the Helpdesk Work Group is to make it much easier for you by having only one point of contact
when something goes wrong. It won’t make any difference if you are a student, staff, or faculty you can get
help via one telephone number, email, web, chat, or maybe walk-in location. This level one Helpdesk
should be able to address the majority of the problems with first-call-resolve (e.g., password changes, minor
problems) and will triage the rest to the appropriate level 2 and level 3 support centers. The hours of
support will also be extended.

2. I had one email address and then I moved to another job and now I have another email
address. I have problems getting my mail.

In order to simplify some very basic IT support issues, we will restructure the UCSF Active Directory and
subsequently consolidate all Campus and Medical Center email/calendar services (including disaster
recovery) into a single Microsoft Exchange environment (preferably outsourced). As a result, everyone at
UCSF will have an email identity which will be some permutation of first and last name. This unique email
identity can be attached to one or several SMTP addresses (e.g. @ucsf.edu or @ucsfmedctr.org)
depending on business needs. These actions should alleviate problems with email receipt and provide a
better experience especially when moving from one part of UCSF to another.

3. It is hard enough to work around old systems but it seems that a stable network should
be a given. Plus, I just want to be able to take my laptop to a meeting and get connected
easily.

We are working on a plan that will upgrade the wired and wireless campus network with the long-term goal
of providing the entire UCSF community with a high-speed, reliable, secure, and sustainable voice and data
network. The first phase of this effort will focus on the architecture and deployment of modern equipment
for the campus data network with an emphasis of blanketing the campus with ubiquitous wireless coverage.
We will pay for this improvement with funds generated by a $35 data recharge program.
4. Costco is on the way home. Why can’t I stop there and buy a laptop for our new Postdoc?

We know we have some real work to do in making this a better experience. We need to negotiate better contracts and improve the purchasing process. UCSF is one of the areas largest employers and we can use that advantage for better pricing, better support services, delivery, etc. We lose those benefits when staff buy goods independently for UCSF rather than part of the UCSF procurement system. We recognize that we have to make it beneficial to you, as the client, to utilize the IT Tech Stores. Our plan is for a central procurement/vendor management office to proactively get you that support for IT expenditures across all of UCSF (including the Medical Center). We have one OE Work Group that is focusing solely on making this more effective and a more user friendly transaction.

On behalf of the OE and the IT Work Groups, we look forward to your suggestions and comments. Please feel free to send any input to operationalexcellence@ucsf.edu

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From: Operational Excellence  
Sent: Thursday, August 26, 2010 7:49 AM  
To: 'dean-med.listserv.ucsf.edu'; SOM Non-Faculty Academics; SOM Non-Academic Staff  
CC: Lium, Erik; Lopez, Georgina; Goldsmith, Jill; Kane, Beth; O'Halloran, Marge  
Subject: OE FAQs #3 Research Administration

Dear Colleagues,
This is the third in our series of Frequently Asked Questions. These three questions are focused on the OE’s Research Administration efforts. We welcome your comments. Please feel free to send them to: operationalexcellence@ucsf.edu

1. Other administrative areas at UCSF are much more ‘broken’ than Research Administration. Why are we even working on Research Administration?

Research Administration has benefited from really positive changes over the past several years and all the more reason to keep the momentum going. Supporting the faculty in their research is a critical cornerstone of UCSF and one that merits our best efforts at continual and significant improvement.

The OE Research Administration Work Group, supported by many of you in the departments, has a three pronged approach. 1. Streamline the current pre-award process. Make the proposal development, submission and award set up as easy and clear as possible. Eliminate unnecessary back and forth including duplicative signatures. 2. Create a Research Administration job family. All related positions will be designed and updated to reflect the new way to work. Ensure equity review across all positions. Provide clearly defined career goals and professional advancement that is transparent and encourages highly professional level service. 3. Training, Certification and Signature Authority will be significant changes within the new Research Administration program. Individuals will benefit from intensive training and ongoing education which ultimately results in appropriate levels of professional certification.

The process and technology are knitted together. The implementation of the new RASII research system will be intrinsic to the new way to work in research administration

2. Our department’s pre-award works fine, our faculty is really happy. Moving that support to a cluster can’t be good.
Our department struggles with supporting our Faculty’s research. We don’t have someone who can focus on getting their research stuff done.

These two comments reflect very common and valid concerns throughout the departments. It strikes at one of the principles the Chancellor and the Dean have highlighted in earlier comments. It is important that departments have equal access to outstanding administrative support. The OE Work Groups are charged with addressing differing levels of support for the departments.

The Research Administration Work Group is working on a solution that taps into the existing expertise within departments and enables other departments to take advantage of that – have access to it. No one wants to dismantle existing excellence but we need to figure out a way to translate that excellence so that all departments and their faculty can take advantage of it.

3. What is happening to Post-award? And award set-up?
Post-award is complicated because it is inextricably interconnected with pre-award and with Finance. To make sure that it is being reviewed and thoroughly evaluated with the depth it warrants, a separate subgroup has been formed with both Pre-Award and Finance members. It formally sits within the Finance Work Group but there is a strong bridge and link with Research Administration. No conclusions or changes have been recommended as the group has just begun to look at post award.

Award Set Up has been plagued by the challenges of multiple organizations participating in completing an award set up. Although, we made substantial improvements in the last 6 months, additional streamlining can still be achieved by establishing a single owner. Contracts & Grants, EMF, the Department and a possible Cluster must all be aligned to ensure a simple and effective award set-up process. Because of the complexities and politics of working out a solution, the group working on this has all the key players working on it together.

Please feel free to send comments to: operationalexcellence@ucsf.edu

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From: Operational Excellence
Sent: Wednesday, September 01, 2010 11:58 AM
To: 'dean-med@listserv.ucsf.edu'; SOM Non-Faculty Academics; SOM Non-Academic Staff
Cc: Hawgood, Sam; Hindery, Michael; O'Halloran, Marge; Kane, Beth
Subject: OE FAQ #4 What makes this time different?

Dear Colleagues,
This is the fourth in our series of OE Frequently Asked Questions. Do you have questions? Please feel free to send them to: operationalexcellence@ucsf.edu

1. **UCSF tried merging hospital and outpatient activities with Stanford - that didn’t go well. What makes this time different?**

   The OE efforts have an advantage in that we are not dealing with two universities with significant cultural differences and some differences in objectives. We have the marked advantage of having a Chancellor who has the authority and responsibility to make decisions in the overall best interest of the UCSF campus. This is not to understate the current OE challenge inherent in bringing together strong independent departments. But ‘lessons learned’ is a great tool whether the lessons come from UCSF or from another institution.

   An effort like OE that is broad, complicated and targets the work we do every day is bound to be fraught with difficulties and disagreements. Without a robust exchange of views, productive tension, we can’t get to the best possible solutions. We also know that we won’t get it all right at the outset; we will need to make adjustments until we do get it right.

   No one can guarantee success but we can guarantee rigorous and relentless attention to answering the right questions. Doing it right is as much about paying attention to ‘what to do’ as it is about paying attention to ‘what not to do’.
   - Does it save money?
   - Are we solving the right problem?
   - Is the benefit of all this change going to be of real value? Will we recognize it as beneficial?
   - Are we paying attention to the people most impacted by the change? Do they have a voice in the solution?
   - What will the impact be on the departments? How will they restructure or absorb the changes in work flow?
   - Will the technology support the streamlined processes?
   - Is accountability clearly identified and supported with delineated roles and responsibilities?
Do the numbers and data support the claims? Do we trust the data?
Are the solutions realistic and are we giving ourselves the time to test them?

2. I feel like OE is taking so long. We know changes are coming but we’re just waiting and getting stressed out because we don’t know how things are going to change.

You are right; for many individuals, the wait since the Chancellor first announced Operational Excellence (then Efficiencies) in late 2009 until now has felt long and tough. Not surprisingly, for others it feels like it has been rushed. As a note, for those members of the Work Group who are charged with meeting these deadlines, it feels like an intense time crunch. While the OE timeline has created uncertainty for individuals and departments, it has given us some critical time to approach this more judiciously.

It is at the time of highest stress that we need the clearest vision. A large number of UCSF staff members are working hard to translate this OE vision into a working operation. We are hoping to have the results of their work this fall. Once the new ways to work have been developed, they will be shared with you.

- **July – December 2010**: OE Work Groups translate the Chancellor’s charge into a working reality. Designs and processes for new ways to work are developed and then vetted by the Schools, OE Coordinating Committee and Chancellor.

- **January – April 2011**: Implementation and detailed rollout planning. Volunteer departments aligned for initial pilot phase of the OE effort.

- **May 2011**: First departments participate in new way to work in a Pilot program

- **July 2013**: OE becomes fully implemented throughout UCSF

In addition to Town Halls and Brown Bags, we will be sharing what we have developed on-line.

3. What about those of us who work in Fresno, at SFGH, at the VA or other locations that may not always be considered as a central campus site? Are our needs part of the OE planning efforts?

You raise a really good point and one that we need to make sure is part of each Work Groups’ scope.

At this stage in the timeline, we can’t answer with any credibility how your, or any, campuses/locations will fit into the solutions since we are still developing the solutions. We can reassure you that we will take the
uniqueness of your situations into considerations and make every effort to keep whole what is currently working so well. There are many ways that you approach your work that have proved to be cost effective and efficient. Our hope is that the OE effort can benefit from best practices wherever they occur.

Keeping that in mind, UCSF still has to reduce costs and that will entail tough decisions and some changes to how we have long been accustomed to working. Fortunately, the process that has been established to find these solutions is led by your colleagues and is broad-based and thorough.

Please feel free to send any comments to this email address: operationalexcellence@ucsf.edu

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