



Service Level Agreement

Human Resources
September 2015

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1.0 GENERAL OVERVIEW

The University of California Riverside is one of the most ethnically diverse research universities. Baseline data of the current UCR population and facilities is as such¹:

- Over 21,000 students (18,000 Undergraduate and 3,000 Graduate)
- Over 4,000 faculty and staff
- 101 Bachelor degree programs, 52 master's degree programs, 42 Ph. D programs
- Campus is located on 1,200 acres
- Over 4.5 million square feet of facilities
- Revenues of over \$750 M
- Operating expenditures of \$725 M

2.0 MISSION STATEMENT

Provide Human Resources leadership and expertise to create and support a high-performing, inclusive workplace which advances UCR's mission and strategic objectives.

3.0 DESCRIPTION OF SERVICES

3.1 COMPENSATION

The Compensation unit partners with the campus to deliver effective compensation and rewards programs tailored to advancing UCR as an employer of choice,

Design and implement compensation and classification processes
For each salary program, develop implementation guidelines, review individual employee eligibility, develop rosters for departments
Process Individual Salary Actions and Exceptions to Policy Salary Reviews
Conduct Salary Surveys and Individual Market Analysis Requests
Review Stipends
Review Contracts
Conduct Annual Reporting for Senior Management Group Coordination (SMG)
Provide Organizational Unit Consultation
Support Data Reporting and Analytics
Execute Strategic Projects (e.g. Career Tracks implementation)

3.2 TRAINING AND DEVELOPMENT

Provide professional and performance enhancing learning opportunities which empower individuals and teams to develop their job skills, knowledge and effectiveness, and prepare for future career growth opportunities.

Develop comprehensive systems approach to employee development
Conduct and develop instructor led trainings
Conduct and develop eLearning courses

¹ Based on 2013-2014 data

Coordinate vendor-provided training
Maintain LMS interface to ensure database of mandated and optional training

3.3 TALENT ACQUISITION

Designs and delivers progressive human resources programs to attract diverse and highly competent applicants in support of EEO and Affirmative Action goals and the campus strategic vision. Develops and maintains employment policies and procedures, provides tools, resources and expertise to assist hiring departments with meeting their recruitment goals.

Recruitment Services
Assist departments by developing recruitment strategies for difficult to fill or niche positions
Perform outreach activities to increase diversity of applicant pools
Develop programs to address future staffing needs (pipelining)
Develop marketing strategy to position UCR as employer of choice
Source of qualified applicants for HR positions
Screening of applicants for HR positions
Develop and implement social media campaign (e.g. Facebook and Twitter)
Maintain LinkedIn Recruiter license to search for candidate profiles
Maintain LinkedIn Job Slots
Coordinate and attend campus and diversity job fairs
Assist hiring departments with selecting appropriate assessments; conduct department charge backs
All Applicants - A one hour session on UCR's job application process for the general public every last Friday of the month
Veterans – A one hour session for veterans on how to translate their military experience to a civilian job

3.4 EMPLOYEE AND LABOR RELATIONS

Serves as a resource to employees, supervisors managers and also as UCR's representative in labor management interactions. Assists with resolution of workplace problems, administration of Human Resources policies and practices, and administers collective bargaining agreements.

Negotiations/Contract Implementation
Conduct negotiations for one (1) local agreement (K5 – Skilled Crafts) and represent campus at negotiations for 13 system-wide agreements
Solicit input from campus stakeholders
Coordinate costing and review of proposals
Draft contract language
Providing training on resultant agreements
Grievances
Review grievances for procedural arbitrability
Prepare correspondence related to grievances
Facilitate informal and formal grievance meetings
Respond to grievance-related information requests
Conduct investigation of underlying issues and recommend University position
Facilitate settlements, where appropriate
Draft formal grievance responses
Arbitrations
Prepare for hearings – including case/legal research, prepare witnesses for hearing, prepare exhibits
Represent the University at hearings
Prepare and submit briefs to arbitrators
Unfair Labor Practice Charges
Investigate and prepare campus position statements
Represent University at mediation sessions

Investigations
Conduct fact-finding Investigations into allegations of: misconduct, workplace violence, discrimination, harassment, Improper Governmental Activities, etc.
Corrective Actions
Consult with managers on proposed corrective actions
Conduct/direct fact-finding
Advise on appropriate level of discipline
Prepare/review corrective action notices
Advise Skelly officers
Consultations
Consult with managers and employees on matters involving individual performance or workplace matters
Facilitate conflict resolution
Consult with managers on interpretation and application of employment policies, laws and collective bargaining agreements
Review proposed changes to working conditions/work rules
Facilitate resolution of issues with union representatives
Address issues of concern raised by union relating to interpretation/application of bargaining agreements
Labor Management Meetings
Facilitate periodic meetings between management and bargaining union representatives.
Conduct research in support of management
Assist in formulation of university position in matters
Facilitate resolution of issues raised by unions and management
Union Notices
Provide notices to unions, as required by HEERA
Campus Event Response Team
Coordinate campus response to organized labor demonstrations, rallies and strikes, in conjunction with UCPD and other stakeholders
Serve as LR liaison at such events to mitigate any disruptive conduct.
Requests for Information (RFIs)
Respond to RFI submitted pursuant to HEERA
Training
Conduct training in support of Employee/Labor Relations topics, such as
Contract Administration
Managing in Unionized Environment
Corrective Action for Supervisors
Conflict Resolution
Background Checks
Receive Agency, DOJ and FBI background check results
Review reported convictions for suitability for employment
Unemployment Insurance Benefit (UIB) Claims
Research and provide information to third-party administrator in response to UIB claims
Facilitate appeal hearings, including serving as witness for the campus in hearings, as appropriate.
Policy Review/Development
Draft and implement policies and local procedures related to ELR functions
Communicate change to campus
Provide appropriate training
Layoffs
Review proposed layoffs for compliance with policy and CBA provisions, including review of impact of proposed layoff on bargaining units
Route for further approval
Review proposed correspondence

Provide support to managers and employees affected by layoff
Settlement Agreements
Draft agreements to resolve employment disputes and to facilitate separations
Special Projects
Develop training, templates, process flow diagrams, to assist in application of contract and policy provisions.

3.5 WORKPLACE HEALTH AND WELLNESS

Wellness consists of worker's compensation, ergonomics, disability management and wellness programs.

The Workplace Health and Wellness unit provides programs, services and resources to UCR faculty and staff which will improve the health and wellbeing of the workforce, enhance productivity and minimize the risk of injury and illness. The unit provides office ergonomic assessments and recommendations, wellness initiatives and programming, management of the Workers Compensation and WorkStrong programs, and facilitates the disability management function on the campus by managing the interactive process and requests for reasonable accommodation.

Worker's Compensation
Administer the campus self-insured worker's compensation program
Process and distribute worker's compensation claims
Ergonomics
Ergo iSeat online training to identify individual risks, automated injury prevention activities, and customized analysis of your results.
Conduct comprehensive evaluations of an employee's workstation
Disability Management
Transitional Return to Work
Interactive Process/Reasonable Accommodations
Ergonomic Evaluation for Individuals with a Disability
On-Site Job Analysis
Disability Management Training
Special Selection/Reassignment
Support and provide disability resources for the departments and campus including training.
Wellness Programs
See Wellness website for current and up to date listing of programs

3.6 AFFIRMATIVE ACTIONS

Provide comprehensive services to the campus addressing questions and concerns regarding equal employment opportunity and affirmative action in employment. Services provided to the campus include policy development, maintenance and updating of the campus' Affirmative Action Plan, processing of complaints, mediation of disputes, and advising the campus on laws, rules, regulations and issues impacting equal opportunity and affirmative action.

3.7 POLICY OVERSIGHT, PROGRAM, AND BENEFITS

Overall administration of benefits, policies/procedures, design/deliver progressive HR programs, lead department communications, and manage special projects. Consultation and support related to health, disability and retirement benefits. Devise, implement and provide clarity on personnel policies and procedures, design and deliver progressive human resources programs, lead human resources communication efforts; and manage special projects. Represents campus at system wide level on benefits and policy issues; conveys UCR interests and priorities to UCOP.

Benefits
Health Care Facilitation
Consult with employees to understand their benefit plans

Discuss plan options with employees and help them navigate the various online systems
Help employees resolve issues with their health plan, medical group or physician
Provide information regarding transitioning to retiree/Medicare health coverage, intercampus transfers, or separating from UC
Explain UC retirement disability income/health plan options to employees unable to return to work
Develop on-line resources (i.e., Medicare Matrix, Long-Term Care Insurance)
Benefits Analyst
Assist departments and employees with questions about the disability process
Assist employees and department with benefits related questions
Conduct New Employee Benefits orientation
Administer Expectant & New Parent workshop series
Review and process benefit enrollment forms
Expedite employee benefits eligibility
Communications
External Communications
Electronic communications — HR Digest, Scotmail, R'Space — branding & distribution
Review campus wide communication policies and update department communications policies and procedures as needed
Develop and distribute consistently branded communications including brochures, flyers, posters, presentations, and custom design pieces
HR SharePoint (Intranet)
Develop, maintain, and update structure and content designed to improve department onboarding and administrative efficiency
Department Website
Maintain and enhance the site, run analytics and provide annual reports
Provide website development and maintenance of additional websites, as needed (i.e., UCR UCPath, Career Tracks, Bi-Weekly Pay Conversion)
Policy
Develop, train, communicate and/or consult on all:
Systemwide HR policies
Campus HR policies
Local HR procedures
Provide departments and employees assistance with questions related to the FML process
Rehired Retirees
Consult
Process requests (staff only)
Reporting
Programs
Ongoing
Administer the Performance Management process & related reporting
Manage/enhance the Lactation Accommodation program
Manage/enhance the Chancellor's Recognition of Staff & Faculty
Co-Manage the Catastrophic Leave program
Administer the Employee-initiated Reduction in Time (ERIT) Program
Projects
HR Subject Matter Expert - UCPath
Planning for the Future Workshop Series
Electronic Document Management
Early Adopter – Vendor Management I-9/E-Verify Process
Student Loan Forgiveness Program Resource Website
Develop a HR policy/procedure guidance repository
Campus Organizational Unit Level Org. Charts
Co-Sponsor the Payroll Direct Deposit Enrollment Campaign

Training
PPS Policy Training
Overview of Leaves

4.0 **SERVICE PERFORMANCE**

4.1 **COMPENSATION**

- 9 staff bargaining units with typically 2 actions per employee per year, 1 range adjustment and 1 step increase (3,797 wage actions in 2014-15 or 315 wage actions per month)
- 1 salary program implementation for Non-Represented Staff (1488 wage actions this year)
- Minimum Wage increases, primarily for students (1707 wage actions this year)
- STAR program implementation (2 cycles per year for non-represented staff)

4.2 **TRAINING AND DEVELOPMENT**

Below are the current service level for FY 13-14. Number of activities dropped in 2014 and 2015 due to a staffing vacancy

Metric	FY2013	FY2014	FY2015
Instructor led activities offered	287	234	194
eLearning activities offered, Currently Active/Total	39/53	61/82	85/110
Participants who attended at least one activity (ILT or eCourse)	5712	3958	3883

4.3 **RECRUITMENT SUPPORT**

- 1400 Recruitment question addressed
- Applicant assistance for 19 individuals
- Recruitment assistance for 65 partial and full cycle hires
- 13 Recruitment plans developed
- 185 Kenexa/Skill Survey Requests

4.4 **EMPLOYEE AND LABOR RELATIONS**

Negotiations

- 14 contracts managed
- 1 contract negotiated locally
- 84 days to support negotiations per year
- Grievances – 32 cases filed, 29 resolved in 1st formal step on campus, 1 cases resolved in 2nd formal step, 1 case resolved at step 3 (OP), 12 cases settled
- Arbitrations – 1 case appealed to arbitration
- ULP's – 5 cases filed, 5 cases resolved in favor of the University
- Investigations- 36 cases managed, 30 handled by ELR staff
- 48 corrective actions, 3 appealed actions
- 372 Consultations
- 39 Union Notices issued
- 4 Strike Responses
- 359 UIB claims processed, 326 declined, 59 appeals processed, 6 hearings attended, 4 hearings won
- 14 Settlement Agreements

4.5 WORKPLACE HEALTH AND WELLNESS

Worker's Compensation

- FY 13/14 – Workers' Comp Incident/Claim Fee and Incentives Recharges: 390
- FY 14/15 (first and second quarters) - Workers' Comp Incident/Claim Fee and Incentives Recharges: 187

Ergonomic Evaluations

- FY 13/14 : **249 evaluations**
- FY 14/15 (July 1st-December 31st): **150 evaluations**

Disability Management

- FY 13/14 Total cases: 160
Academic: 22
Staff: 138
Job Analyses 8
- FY 14/15 (July 1st–December 31):
Total cases: 69
Academic: 8
Staff: 61
Job Analysis 1

FY 13/14 Wellness Data

- Number of Wellness Programs (includes education sessions, wellness challenges, Wellness Ambassador Trainings, etc.):46
- Number of individual wellness consultations: 60
- Number of individual wellness health screenings: 82
- Number of MobileFit group exercise sessions: 55
- Number of pedometers and exercise bands provided for WalkingFit enrollment: 81

Q1 and Q2 FY 14/15 Wellness Data

- Number of Wellness Programs (includes education sessions, wellness challenges, Wellness Ambassador trainings, etc.): 33
- Number of individual wellness consultations: 3 (vacancy of key staff member during this period)
- Number of individual wellness health screenings: 0 (vacancy of key staff member during this period)
- Number of MobileFit group exercise sessions: 54
- Number of pedometers and exercise bands provided for WalkingFit enrollment: 110

4.6 AFFIRMATIVE ACTIONS

- 892 short list reviews
- 33 consultations
- 50 complaints and grievances (internal and external)
- 98 waiver requests
- 37 academic and stay layoff reviews

4.7 POLICY OVERSIGHT, PROGRAM, AND BENEFITS

- 543 Service Awards Processed
- 2,255 Catastrophic leave donations processed and 2,255 hours donated

5.0 INCREMENTAL SERVICES OFFERED

Worker's Compensation

- FY 13/14 – Workers' Comp Incident/Claim Fee and Incentives Recharges: 390
- FY 14/15 (first and second quarters) - Workers' Comp Incident/Claim Fee and Incentives Recharges: 187

6.0 OUT OF SCOPE DEPARTMENTS

HR funds a position in C&C.

HR manages the MOU with the FSAP and with various vendors.

7.0 AREAS FOR POTENTIAL OUTSOURCING

N/A

8.0 GOVERNANCE

[This section will be used as a placeholder to reference governance policies as determined by governance committee. This will include policies to govern modifications and updates to the service level agreement, ownership and contact information for agreement.]

9.0 KEY PERFORMANCE INDICATORS

[This section will be used as a placeholder for UCR to document key performance indicators. This will be dependent on decisions made in conjunction with the governance committee and the service provider.]

10.0 SIGNATURES

We have read the attached contract and terms and hereby forge an agreement according to the conditions stated therein:

Business Unit Representative	Date
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Service Provider Representative	Date
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Vice Chancellor	Date
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