

# CSU CHANNEL ISLANDS

## STRATEGIC INITIATIVES | NON-FUNDED WORK

### Expansion of the Shared Services Solution Center

#### Strategic Initiatives and Actions

##### Capacity and Sustainability

4.10 Continue to pursue efficiency and assess effectiveness in administrative services.

4.11 Maximize efficiencies by expanding opportunities for cross-divisional collaboration and communication, as well as realigning resources in support of the University's Strategic Indicatives.

4.12 Leverage technology to allow more time for people to engage in the activities that require human intervention.

#### Project Summary

As Channel Islands continues to grow its student population and expand its services, it is imperative that the University effectively utilizes employee time and efforts. In effort to facilitate this goal, the Division of Business and Financial Affairs is expanding the role of the Shared Services Solution Center (SSSC).

The Shared Services Solution Center (formerly known as the Solutions Center) provides a one-stop-shop and first layer of support services to students, faculty, staff, and others. Initially, the Solution Center handled campus' mainline calls and transfers, providing general-level support for IT-related issues addressing Commencement-related questions through a hotline.

The goals of this expansion to the new Shared Services Solution Center (SSSC), are to make it easier for employees to also get answers to their HR related questions, and support improved campus administrative workflows for processes like new employee hires and separations. This will allow the expert staff of the Human Resources team time to dedicate more of their time on complex issues to contribute to strategic priorities critical to the success of the University.

To facilitate achievement of these goals and desired outcomes, the SSSC utilizes a three-step approach of solidifying, stratifying and offloading business processes. Below is an example of how the SSSC is applying this three-step approach to its new HR-related service expansion.

*Solidifying:* As a newer university, some processes have not yet been formally documented instead, many departments rely on informal processes passed down orally or in ephemeral written form. The SSSC works to learn and document all of a department's processes. This understanding serves as a basis for training SSSC staff and collecting data to inform future improvements to a department's processes. Regarding SSS's partnership with Human Resources, thus far, the SSSC has documented over 30 HR processes and associated frequently asked questions based on past inquiries. These processes are being aggregated into a single knowledge base that will be accessible to all of HR and inform documentation distributed to the campus community.

*Stratifying:* As the SSSC develops its understanding of a department's processes and documents its findings, the SSSC seeks to stratify the work involved in the day-to-day operations into a tiered structure, identifying what work can only be done by department subject matter experts, what work can be done by student staff in the SSSC, and what can be automated with the use of technology.

*Offloading:* A very tangible benefit the SSSC hopes to bring to any department it partners with is to free up time for the department's key staff to support the campus with complex issues requiring expertise.

In summary, the Shared Services Solution Center (SSSC) will expand its services by first including support for faculty and staff to get responses to frequently asked Human Resources questions. Concurrently and in ongoing phases, it will review and improve HR processes, including the development of self-service electronic workflows. Finally, the SSSC will continue to expand its services to include other functional administrative areas.

The impact of this expansion will be to improve business processes, increase service efficiency, effectiveness, and capacity, and finally improve the customer experience.

#### Baseline Data

- Percentage of HR calls the Shared Services Solution Center is able to address/resolve without transfer to intermediate level staff - 0%
- Percentage of calls the Shared Services Solution Center intermediate level staff is able to divert from expert level staff in HR - 0%
- Number of identified business processes to be used for – 30
- Number of improved business processes – 0
- Dollars Saved - \$0
- Satisfaction survey - TBD

#### Goals

- Percentage of calls the Shared Services Solution Center is able to address/resolve without transfer to intermediate level staff - 50%
- Percentage of calls the Shared Services Solution Center intermediate level staff is able to divert from expert level staff in HR - 80%
- Increase total number of improved business processes - 5 per year
- Dollars Saved - \$50K/year
- Satisfaction survey results improvement year over year

#### Project Status

Implementing phase

#### Lead Division

Division of Business and Finance

#### Key Leaders and Divisions

Action Champion(s)	Elaine Crandall, Associate Vice President for Administration, Laurie Nichols, Executive Director of Human Resources
Action Project Lead(s)	Tara Hughes, Interim Manager of Administrative Services
Action Collaborator (s)	Human Resources Information Technology Services