

**Creating the
Business Resource Center
(BRC) at UCOP**

Overview

- BRC objectives and goals
- Inventory of service lines
- Analysis of current environment and staffing
- Proposed resource requirements for the BRC
- Organizational structure
- Job descriptions
- Timeline and next steps

BRC Objectives and Goals

- Desired end state of the BRC will focus on the following themes:
 - Centralize transaction processing for administrative functions, allowing departments to focus on their core responsibilities in support of the President and the Campuses
 - Standardize, to the greatest extent possible, procedures and controls to ensure maximum service to departments as well as efficient, controlled processing
 - Ensure compliance with University policies, procedures and delegations of authority

Inventory of Service Lines

BRC service lines are grouped by 1) Procure to Pay, 2) Data Management and 3) Payroll

Procure to Pay Service Lines

1. General Purchasing
 - 1a. Purchases Not Requiring UCLA Purchasing (BRC interacts with vendor Online or Offline)
 - 1b. Low Value <\$5K: Department Under Commitment
 - 1c. Over \$5K with UCLA
2. Purchasing Under Blanket Agreements
 - 2a. Establishing and Maintaining Departmental Blanket Agreements
 - 2b. Placing Orders Under Blanket Agreements
 - 2c. Invoicing and Processing Blanket Agreement Payments
3. Service Agreements
4. Procurement Card ("P Card")
 - 4a. Purchase and Payment
 - 4b. Monthly Statement
5. Reimbursement to an Individual for Travel & Entertainment

Inventory of Service Lines

(continued)

Data Management Service Lines

6. Cash Receipts
7. Ledger Reconciliation

Payroll Service Lines

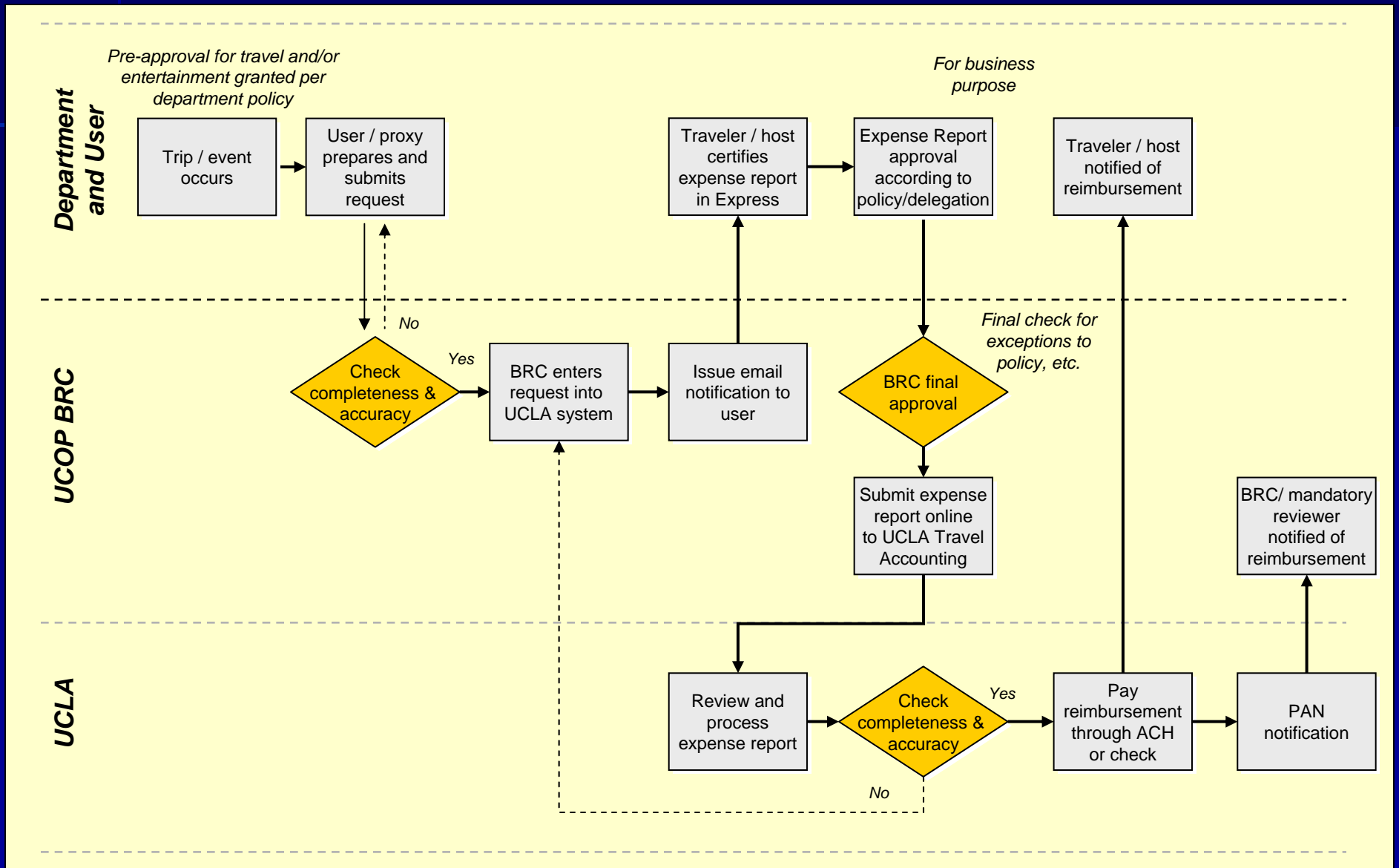
8. New Hires
9. Promotions
10. Separations
11. Reclasses
12. Merits
13. Other Pay Adjustments
14. Incentive Awards
15. Time Sheets

Note:

Potential future service lines may include, but are not limited to, Travel Arrangement Assistance, Event Planning, Recharges, Contract and Grant Administration.

These, and potentially others, are unique in nature and could be incorporated at a later time.

Process Map Example: Reimbursement to an Individual for Travel and Entertainment



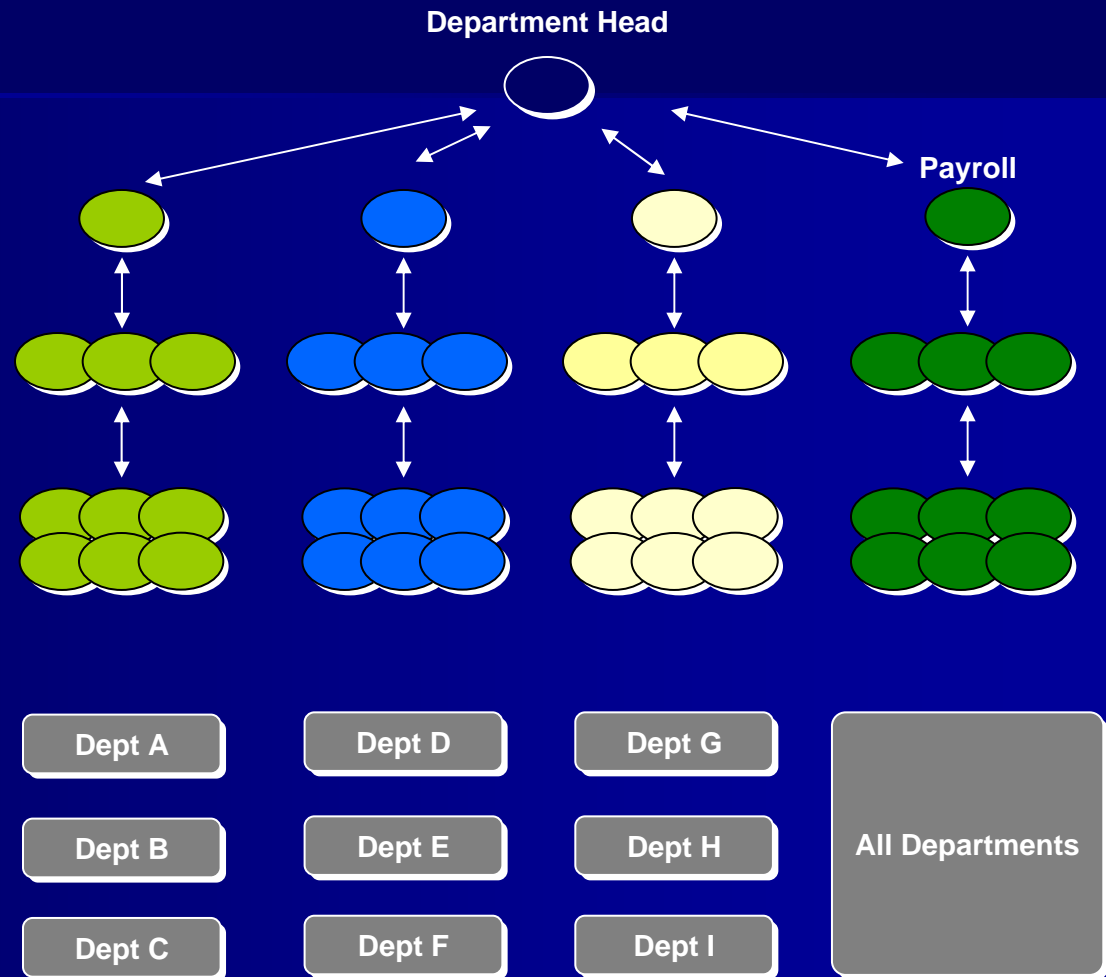
Conceptual BRC Functional Model: "Pods"

Team Leaders: Leaders with expertise across all non-payroll functions, and one payroll leader; Oversee team operations, including staffing and training

Functional Experts: Senior team members with proficiency across all Procure-to-Pay and Data Management functional areas*; Perform tasks and provide support to staffing pool

Staffing Pool: Staff members with skills to perform tasks

OP Departments: Each department will be assigned to a "pod"; this pod will be the direct contact for all business services carried out by the BRC other than payroll



* Proficiency across all functional areas (excluding payroll) is desired end state; initially, significant cross training is expected

Conceptual BRC Functional Model: "Pods"

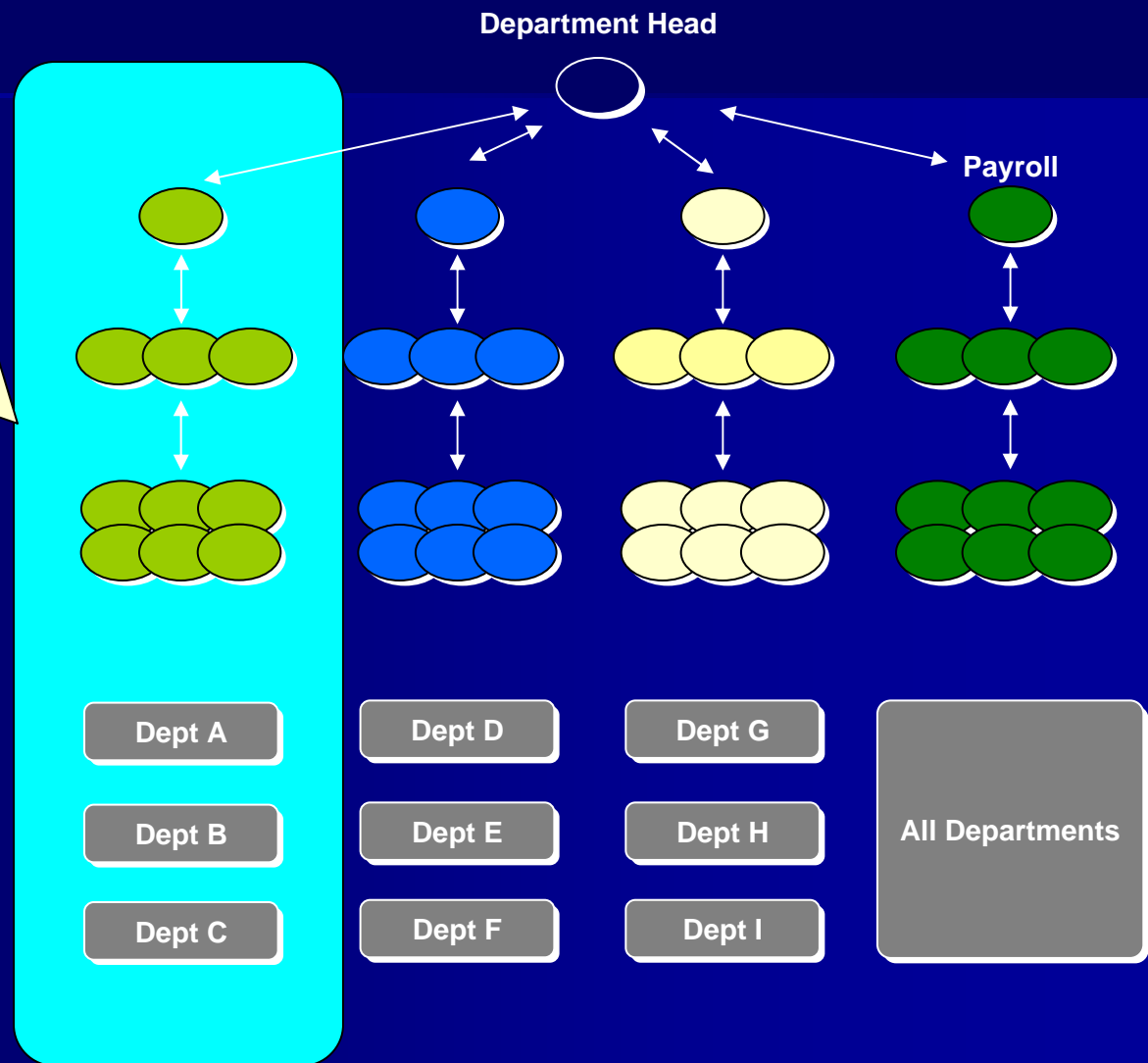
Pod Concept: Vertical Advantages

Team members fully trained in all service lines

"One-Stop-Shopping" for assigned Departments

Ability to assign staff from various levels to work on special projects on behalf of departments

Career pathing for staff



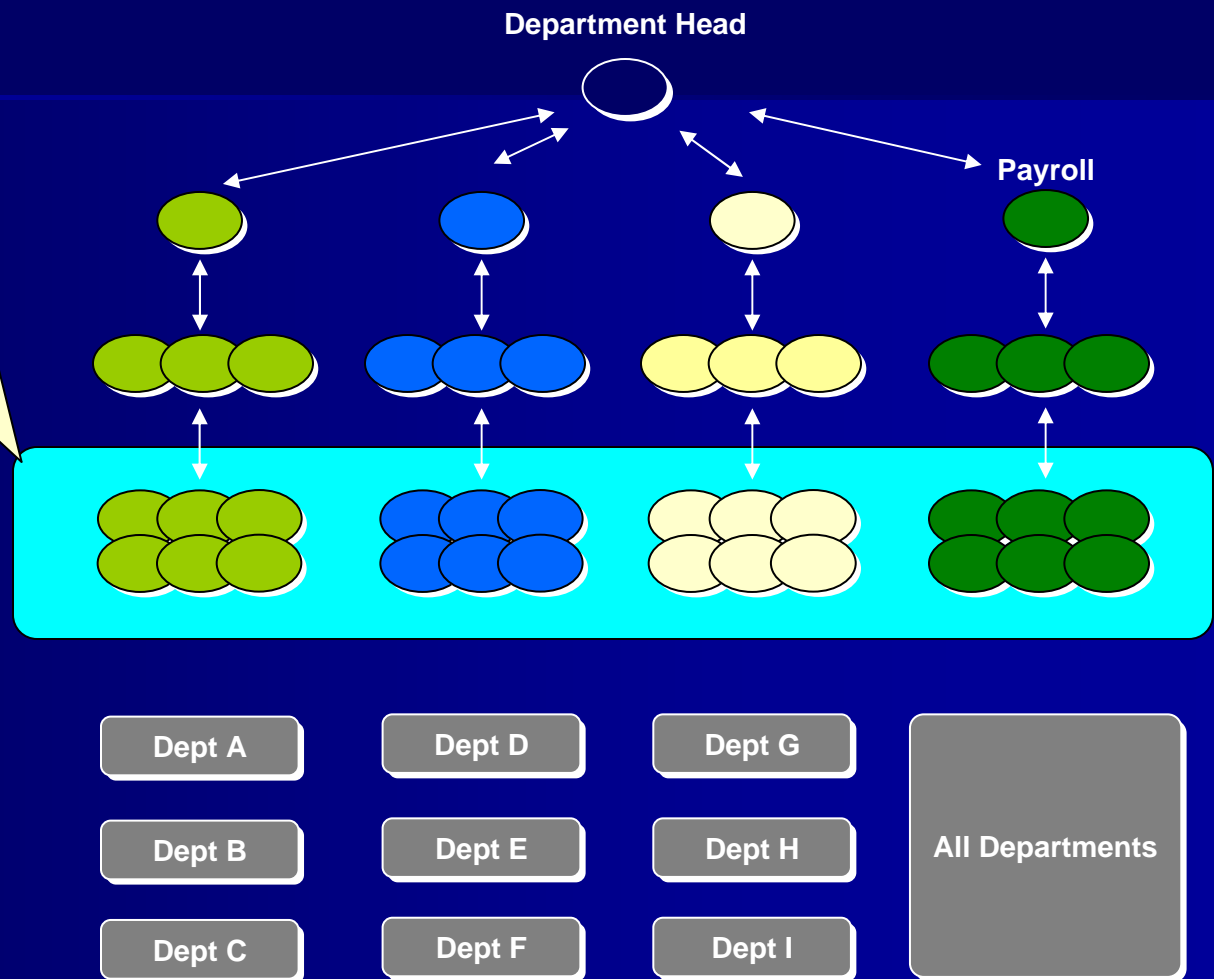
Conceptual BRC Functional Model: "Pods"

Pod Concept: Horizontal Advantages

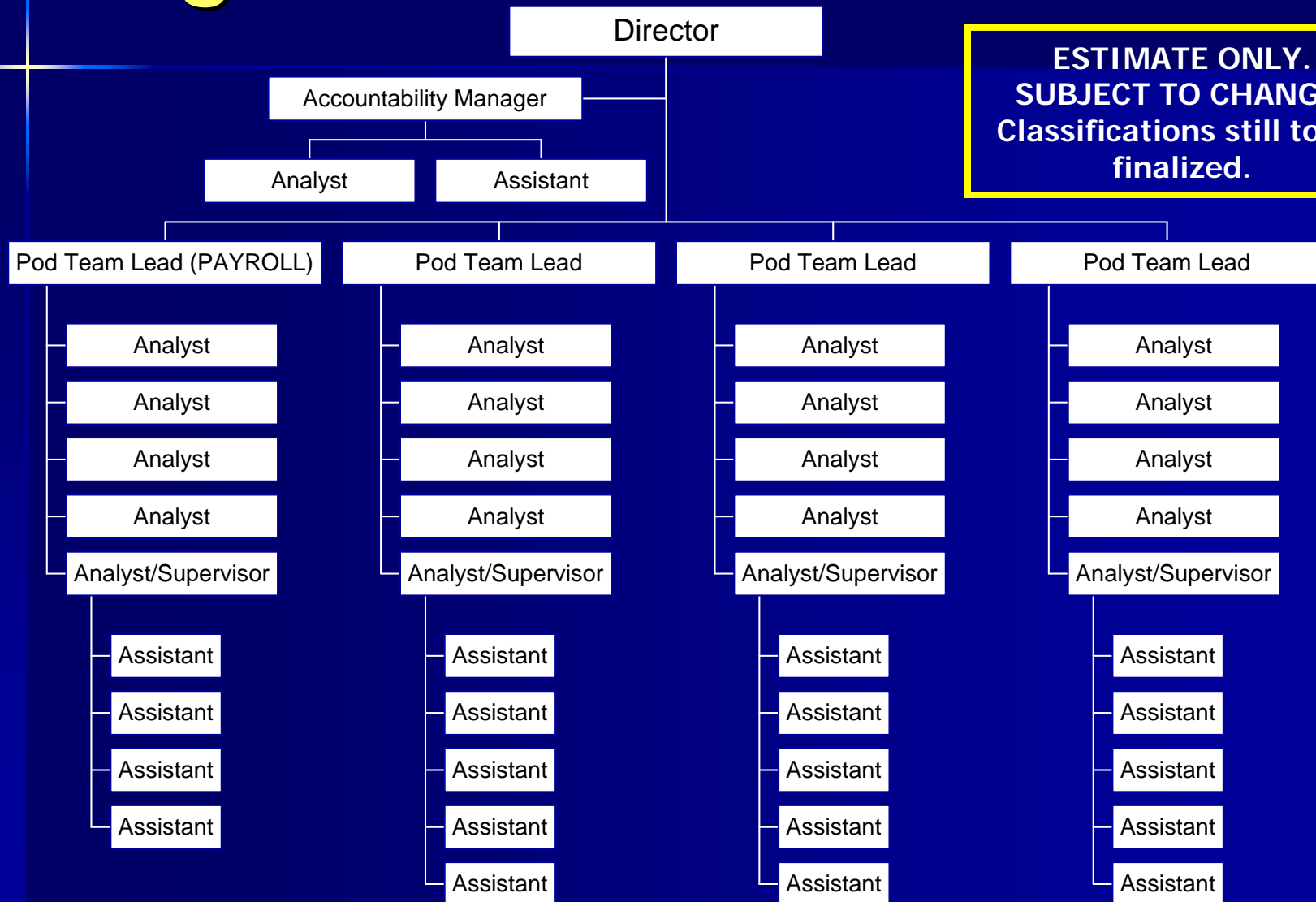
Ability to transfer to a different pod for job growth, new experiences, increased employee satisfaction

Promotional opportunities in other pods

Flexibility for completing large, complex projects



Detail Proposed Organizational Structure



**ESTIMATE ONLY.
SUBJECT TO CHANGE.
Classifications still to be
finalized.**

Job Descriptions

■ DIRECTOR

- Interacts with OP senior leadership and others to establish strategic plans and objectives
- Establishes BRC objectives and service standards, and evaluates performance towards meeting goals in order to ensure operational effectiveness
- Leads efforts to design, develop, and implement systems that ensure the accuracy, control and compliance of financial data and reporting
- Plans, designs, and implements business service lines and establishes direction, policies and procedures for the BRC
- Full responsibility for development and adherence to the BRC budget
- Full responsibility for personnel-related matters including mentoring and supervision of direct reports and staff development and training
- Responsible for administrative, personnel, and operational matters

Job Descriptions

■ ACCOUNTABILITY MANAGER

- Responsible for ensuring consistency in documentation of procedures, controls and compliance across all pods
- Responsible for tracking departmental performance metrics and reporting
- Responsible for consistency in accounting controls, data management and training programs
- Responsible for BRC systems security, access and internal systems development and upgrades
- Liaison to the OP Budget Office, including coordinating fiscal close
- Responsible for audit coordination for BRC functions

Job Descriptions

■ POD TEAM LEADS

- Ensures compliance with University policy, federal and state requirements
- Performs complex accounting/payroll analysis for reporting
- Advises senior management on all accounting/payroll matters
- Reviews and approves exceptions to policy
- Grants system access
- Acts as advisor to business service lines
- Contributes to the development, implementation and maintenance of internal processes and procedures for business service lines
- Ensures delivery of quality customer service to various constituencies
- Selects, develops and evaluates personnel to ensure the efficient operation of the function

Timeline and Next Steps

- Post job descriptions and recruit Director, Accountability Manager, Team Leads (Management Team)
- Once hired, management team will refine process maps for Service Lines
- Begin recruiting for Pod members
- Phased approach to servicing OP departments
 - Closely follow implementation of the OP Budget Office
 - BRC management team to coordinate with Departments