

*Confidential Position Specification*

**UCSF Health**

**Director of Shared Services**

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## UCSF Health

Director of Shared Services

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### Position Specification

## OUR CLIENT

For more than a century, UCSF Health has offered the highest quality medical treatment. Today, the Medical Center's expertise covers virtually all specialties, from cancer to women's health. In 2019, *US News & World Report* ranked UCSF Medical Center in the top ten on the national Best Hospitals Honor Roll, a testament to the quality of the Medical Center's team, including doctors, nurses, and other health professionals. UCSF Medical Center and UCSF Benioff Children's Hospital San Francisco have earned the prestigious Magnet Recognition® designation by the American Nurses Credentialing Center (ANCC), acknowledging their excellence in nursing, quality of patient care, and innovations in professional nursing practice. UCSF Health is home to five Nobel laureates who have advanced the understanding of cancer, neurodegenerative diseases, HIV/AIDS, aging, and stem cell research, and the Medical Center is proud of the talented, knowledgeable, and dedicated employees who have helped build its tradition of excellence in health care.

UCSF employees have helped make the Medical Center a leader in the integration of research and new treatments for the best possible care for patients. The Medical Center's staff receives more than a million patient visits to its clinics and handles about 43,000 hospital admissions a year.

As a premier health care institution committed to their patients and staff, UCSF Health can be the best place to advance and shape your career.

### The Role: Director of Shared Services

- ◆ Have you led Human Resources Shared Services transformation initiatives for a large, sophisticated organization?
- ◆ Do you want to have a direct positive impact on front-line healthcare workers protecting our community by providing them with outstanding talent experience and world-class Human Resources services?
- ◆ Are you a dedicated and experienced executive with a track record of delivering outstanding customer experience, leading workforce strategies, and creating an engaging environment focused on continuous improvement for best-in-class HR initiatives?

**If this sounds like you, this Director of Shared Services may be your next career move.**

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## Position Overview

The Shared Services Director provides leadership and vision to re-envision, consolidate and implement a realigned HR Shared Services organization to support UCSF Campus and Health, comprised of over 22,095 staff, 10,659 academics, and 1,918 trainees. The Director of Shared Services is responsible for developing and implementing strategies to increase HR operational efficiency while exceeding service level agreements and delivering an outstanding talent experience for employees and managers, with oversight of operational and transactional functions to support all UCSF/UCSF Health employees (faculty, non-faculty academics, staff, trainees, and learners). The incumbent partners across HR and HRIS to identify, process map, migrate and launch key processes and systems for Shared Services and engages client stakeholders to ensure alignment with UCSF's strategy and True North pillars and UCSF Health's strategic plan and True North pillars. Under the general direction of the Chief Human Resources Officer (CHRO), the incumbent implements strategic and business planning initiatives, policy formulation, program development and operations management for Shared Services functions. This is a highly interactive position that requires direct and continuous interaction with all levels of UCSF and UCSF Health administrative leadership, UC Systemwide Human Resources, and the UCPATH Center. The Shared Services director follows and promotes the UCSF PRIDE Values in all actions. The Shared Services director actively seeks to develop programs to strengthen diversity, equity, and inclusion (DEI) at all levels of the Shared Services team as well as provide leadership to UCSF stakeholders and HR clients on DEI efforts related to supporting employees via Shared Services.

## Reporting Relationships

The Director of Shared Services reports directly to the Senior Vice President of Human Resources / Associate Vice Chancellor of Human Resources of UCSF.

## Specific Responsibilities

- Provide vision, leadership, planning, and management for on-going cost-effective HR Shared Services to meet current and future business demands
- Establish and deploy digital HR service delivery strategy, integrated with UCPATH, HRIS, and related workforce management systems
- Establish the quality plan and management mechanisms for Shared Services, monitor customer support delivery quality, and enhance customer satisfaction and service experience
- Determine strategic priorities and resource support requirements for the HR Shared Services organization
- Develop and implement, monitor, and adjust tiered support model and escalation path for issues requiring support outside of HR Shared Services
- Establish close relationships with leaders, managers, and HR teams to identify needs and effectively resolve issues
- Provide leadership to UCSF stakeholders and HR clients and partner with other HR teams on DEI efforts related to supporting employees via Shared Services.

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- Manage strategic relationships with the University of California Office of the President and other third-party providers who deliver HR services to UCSF employees
- Create a service delivery model to leverage in-house support and outsourced solutions
- Recommend solutions designed to improve operating efficiency of HR systems and processes
- Monitor and maintain quality assurance and service delivery performance metrics, recommend measures for improvements, identify key trends, including those related to COE programs, and work with HR Leadership to review performance results; implement changes/solutions based on trends/identified gaps and needs to enhance performance
- Partner with other HR departments to identify areas for further integration of HR administration tasks and services into Shared Services and to execute programs in partnership with HR functional units; lead integration analysis and implementation projects
- Serve as business owner of HR service portal (PeopleConnect) and partner with product manager and HRIS to set requirements, prioritize enhancements, and continuously improve system to support service delivery and provide outstanding client support
- Establish and implement best practice operations standards and practices, including use of technology to improve efficiency and customer experience
- Standardize and enforce standards as they pertain to the input, use, and privacy of HR data, and the use of data for decision making
- Develop the performance measurement system and maintenance of service level agreements and key performance indicators, including synthesizing outcomes and preparing executive briefings on an ongoing basis, and presenting for senior organization leaders and stakeholders
- Ensures talent management/operations program policy, procedures, and guidance are accurate, regularly updated, and communicated in alignment with HR communication strategy
- Integrates staff to form leading practice shared services team, train and develop staff to operate in shared services model
- Oversee teams responsible for customer support for all employee populations (staff, academic personnel, postdoc/trainees) and managers/supervisors
- Prioritize and direct all activities for HR Shared Services
- Provide support to team members to ensure compliance with established process and procedures in an effort to improve service delivery
- Establish and communicate standard work within HR teams
- Ensure a diverse, equitable, and inclusive Shared Services workforce, and provide leadership to subordinate managers in doing so
- Foster a work environment that is inclusive and highly engaged
- Manage HR Shared Services budget in partnership with HR finance team and chief of staff

## Candidate Qualifications

- Bachelor's degree in related area and/or equivalent experience/training.
- Master's degree in Human Resources preferred.
- Expert and broad knowledge of organization and system-wide personnel policies and applicable laws and regulations
- Expert communication skills with a diversity of communication styles; demonstrates a high level of political acumen; communicates effectively orally and in writing
- Demonstrated ability to make decisions regarding hiring, evaluating, and development of subordinates
- Excellent management skills that include collaboration, coaching, and developing subordinates; ability to build relationships
- In-depth understanding of the unit goals and ability to determine the best way of achieving unit goals
- Demonstrated ability to handle extremely difficult or volatile situations/individuals effectively
- In-depth knowledge of specific functions in a University's HR management information systems, preferred

## Critical Competencies for Success

*Collaborative Leadership:* In a highly complex and matrixed organizational environment, the successful candidate must demonstrate a history of building collaborative relationships, developing strategies, and engaging in constructive problem-solving.

*Results Driven:* The Director of Shared Services must be able to utilize metrics and technology in a way that drives excellence, supports operations, and facilitates integration across a historically disparate organization.

*Relationship Building:* The ideal candidate must be able to build outstanding relationships at all levels of the organization in an environment that is managed through influence and relationships and not just positional power.

*Communication Skills:* The ideal candidate must be able to communicate complex information in a clear and concise manner that is comprehensible to a wide range of stakeholders.

## Other Personal Characteristics

- Open, honest and ethical; unimpeachable professional and personal integrity
- Apparent energy, drive, and passion for excellence
- A practical and direct individual who communicates complex ideas clearly, simply, and convincingly
- An ability to make decisions based on fact and sound judgment
- Creative, innovative, and flexible; politically savvy
- A leader who sets high standards of behavior, performance, quality, credibility, and integrity; exhibits judgment and business acumen necessary to raise performance to levels that would not otherwise be achieved
- A sharp, rigorous thinker who can operate successfully among very bright, progressive, and charismatic people
- Exhibits a balance between financial conservatism and the importance of investment
- Has outstanding relationship building and networking skills; is comfortable managing expectations
- A resourceful, action-oriented individual who possesses a strong sense of urgency and who knows how to overcome obstacles to get things done in a timely fashion
- Commitment to UCSF Health's diversity mission and initiatives

## Culture

### Mission, Vision and Values

*Our mission* — the reason we exist — is Caring, Healing, Teaching, and Discovering.

*Our vision* — what we want to be — is to be the best provider of health care services, the best place to work, and the best environment for teaching and research.

*Our values statement* — our guide to the individual and organizational behavior we expect — is embodied in the acronym PRIDE:

- P** for Professionalism, how we conduct ourselves and our business
- R** for Respect for our patients, families, ourselves, and each other
- I** for Integrity, always doing the honest, right thing
- D** for Diversity, understanding and embracing the diverse beliefs, needs, and expectations of our patients, community, and employees
- E** for Excellence, what we strive for in everything we do

In addition to our PRIDE values, UCSF is committed to diversity, equity, and inclusion - both in how we deliver care as well as our workforce.