



**USC** University of  
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# Aligning HR Resources in a Siloed Environment

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## Structural Challenges

➤ **HR Service Providers** - supporting 40,000 full-time and part-time employees on an annual basis

- Centers of Expertise – 150 staff in 24 HR functional areas
- School/Division HR Support
  - 36 HR Partners, 316 HR support staff (177 FTE)
  - 34 Faculty Partners

➤ **Reporting Lines**

- Administration – Human Resources (Administration, HR Service Center, Benefits, Center for Work and Family Life, Compensation, Employee Engagement and Communications, Talent Acquisition, Learning, Disability Accommodations, HR Information Systems, HR Analytics)
- Finance – Payroll Services, Health Plans, Fringe Benefit Accounting, Information Technology Services
- Legal Affairs and Professionalism - Employment Law and Litigation, Professionalism and Ethics, Ethics and Compliance, Audit Services
- Provost – Faculty Affairs, Campus Wellness, Ombuds, Threat Assessment, Support and Advocacy
- School/Division Deans and Vice Presidents – Local HR Partners and Support Staff



## Silo Evolution

- **Creating Synergy – Alignment of Expertise in Central Services**
- **Local Investment – Prioritizing Unique Requirements**
  - Schools
    - Teaching
    - Research
    - Student Services
  - Administrative Units
    - Administrative Support
    - Service
    - Retail
  - Medical Enterprise
- **Different Service Perspectives**
  - Faculty
  - Staff
  - Research Assistants, Teaching Assistants
  - Student Workers
  - Postdoctoral Scholars

## Striking a Balance

### ➤ **Central Centers of Expertise**

- Broad-based HR strategic objectives, guiding principles, tactics, plan/program design
- Special expertise
- Economies of scale
- Consistency of advice and resolution
- Institutional priorities – consistent handling of high value and high risk matters

### ➤ **Local HR Support**

- Tailored to invest in supporting unique objectives and priorities
- Leverage in depth knowledge of the discipline/business and workforce
- Readily available, trusted partner

## Keys to Breaking Down Barriers

- **Common vision and service standards - focus on employee experience**
- **Information exchange – regular and robust**
- **Shared data sets and platforms – using the same playbook**
- **Professional standards – on-going, consistent, cross-trained**
- **Clarify accountability – avoid duplicative efforts**