Dear RES Colleagues,

I am looking forward to the RES Picnic tomorrow and hope to see you all there.

This is the third communique from me with status on the 27 recommendations that management and staff have committed to implementing. First, a note about behavior and how to make a complaint concerning unethical behavior.

**Quick guide to complaints**

I want everyone to feel safe working here. It is not only ethically and operationally desirable, but it is UC regulations, California and Federal law. What does this mean? Basically, we should treat each with respect. If you feel you are being inappropriately treated, you should tell your supervisor, or any supervisor, manager and/or me. There are also several campus offices you may go to, and a hot line. Graham Fleming, the VC for Research, is also there for you. You should know by now that we will not tolerate inappropriate behavior, like harassment, bullying and any form of discrimination. All complaints or concerns about potential violations of policy will be taken seriously and pursued to the extent possible according to the relevant campus or university policy and procedures. Anonymous and third party complaints are also accepted. Please note that the response to these kinds of concerns can be limited if the reported information is lacking in substance or cannot be verified.

It’s important to distinguish between reports that might not be able to be substantiated by additional evidence from *intentionally false reports*. Lack of corroborating information or “proof” should not discourage someone from reporting concerns about policy violations. Reports made in good faith, even if the facts cannot be substantiated by an investigation, are acceptable. However, if individuals who make reports that are later found to have been intentionally false can be subject to disciplinary action. Making such complaints maliciously, with no regard for truth or accuracy, not only hurts the parties involved in the alleged incident(s), but also can perpetuate an unsafe feeling among other employees and leads to poor morale and performance.

A good guide to ethical behavior and the process for reporting unethical behavior is *An Ethics Briefing for New Employees* (UC Learning course # BE-ERC002). You can view this by logging on to the blu portal, select "UC Learning Center" in the "Self Service" section, and search by course number. It is not long, and is clear and concise.
Now here are the updates to the 27 recommendations. Changes are in **RED** for your convenience.

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<th>Recommendations</th>
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<tr>
<td>1</td>
<td>Relatives and Friends are welcomed to apply for employment - ensure employees have no role in their hiring</td>
<td>Immediately</td>
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**ACCOUNTABLE MANAGER:** ANITA BAILEY  
**DISCUSSION:** We already adhere to this recommendation, but it should be written and available to all employees.  
**ACTION:** Draft an RES policy statement affirming that we look forward to the opportunity to interview and hire friends and family of current RES employees. Clearly state that where there is such a relationship that the employee may not take part in any of the search and selection process. It is expected that employees who do have a friendly or familial relationship with a candidate will volunteer this information and recuse herself from the process.  
**STATUS:** Anita has sent a draft to Rich Lau in Employment for his comments. We expect to publish later next week.  
*Still working with Employment to finalize draft*

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<th></th>
<th>Establish regular weekly managers meeting with me</th>
<th>27-Aug-2012</th>
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**ACCOUNTABLE MANAGER:** JOHN KASO  
**DISCUSSION:** This was already in process. We will develop agendas that contain standard (repeated) topics, such as status of these recommendations. I commit to publicizing all information that is not of a confidential or unfinished nature. Employees are encouraged to recommend agenda items.  
**ACTION:** Completed.  
**STATUS:** I am meeting with all managers together every Monday at 11 AM.

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<th>Establish regular all managers-all staff meeting at least quarterly chaired by me</th>
<th>27-Aug-2012</th>
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**ACCOUNTABLE MANAGER:** JOHN KASO  
**DISCUSSION:** It is important for effective communications and productivity that the management team meets with all staff together at least quarterly. The agenda will address updates on Shared Services and other campus issues. We may include a speaker on specific topics, and we may ask a unit in RES to present an overview of its work. There will also be time for a Q&A session.
ACTION: Schedule the year’s quarterly meetings and post/publish the dates. Prior to the meeting, solicit agenda items and publish the agenda in advance of the meeting. If necessary, schedule other all staff meetings to address rising issues. Notes will be taken and a summary of the meetings’ proceedings will be published on the new web site. Thus, those who miss the meeting will have a resource to find out what was discussed.

STATUS: Not completed

| 4 | Establish regular manager-staff meetings at least every other month (6x year) | 30-Aug-2012 |

ACCOUNTABLE MANAGER: JOHN KASO and ALL MANAGERS

DISCUSSION: It has been difficult for everyone in the same unit to receive the same information and at the same time, mainly due to our geographical separation. This is also a good opportunity to meet and greet another, especially for new employees.

ACTION: Managers will provide their scheduled meetings to Amanda who will combine them into a single calendar or publication.

STATUS: We will publish a calendar of regular meetings before the week is out. Nick Endsley (Contracts & Grants) has held the 1st meeting on 1 August and others are scheduled for 8 October and 10 December. Anita Bailey meets with Human Resources and Payroll staff on the 3rd Wednesday or Thursday of each month. Kim Williams has scheduled meetings on the 1st Tuesday of every month with Purchasing, Receiving, Compliance and Reimbursements. Charlene Nicholas is out recovering from surgery so I will be scheduling a meeting with all Finance staff in September.

| 5 | Establish management committee to review equity across all RES to make recommendations (not just in own unit) | 30-Aug-2012 |

ACCOUNTABLE MANAGER: JOHN KASO

DISCUSSION: The managers recognize that there are salary inequities within RES, as well as between RES and campus. We wish to retain our high performers and one way to do that is to ensure they are appropriately compensated. Much work has already been done on this recommendation. Membership to the committee may be limited because the information for this recommendation is highly sensitive. However, everyone should know what the standards and methods are for decision making. The recommendations will be retroactive to 1 July 2012. The VCR is the approver.

ACTION: Write and publish a policy that appoints the committee and determines frequency of meetings. Include what standards will be used to determine inequities in salary, and how decisions will be made and implemented. This policy will be available on the new
web site and updates will be included in communications from the Director. We have completed the study and have received comments from VCRO and Campus HR on the draft report, in order to make a stronger case for our salary recommendations.

**STATUS:** The request, submitted on 31 August, is under review. I expect to meet with the Vice Chancellor next week on this. Policy establishing the committee is attached; it will be archived on the new web site.

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<th>Have at least one non-RES person on every hiring committee</th>
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**ACCOUNTABLE MANAGER:** ANITA BAILEY

**DISCUSSION:** It is extremely important to overcome perceptions of favoritism by demonstrating that hiring decisions are not influenced or pre-determined. We need to be more transparent. (There are other recommendations that address the same issue to which we have committed). We in fact are already observing this recommendation.

**ACTION:** Write a policy statement that requires all selection committees to have at least one person on it who is not an RES employee. This policy will describe how this is to be implemented and monitored.

**STATUS:** COMPLETED. Policy is attached; it will be archived on the new web site.

Effective March 12, 2012, we instituted the practice of requiring all RES selection/hiring interview panels to include at least one person from outside of our organization. RES is committed to assembling a diverse panel: including supervisors, PIs, department administrators and/or staff members who are knowledgeable about the job and who have some relationship to the job (e.g., those to whom the job will provide service or support), including people of different genders, ethnic groups, and physical abilities whenever possible. The HR person handling the posting will ensure that this is complied with. By accomplishing recommendation #7, it will be obvious if we are complying or not.

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<th>Publicize membership of hiring committees</th>
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**ACCOUNTABLE MANAGER:** ANITA BAILEY

**DISCUSSION:** This is related to #6. It is important to demonstrate to all employees that RES is complying with this recommendation. However, the intent is not to have the candidates lobby or network with the committee members, so the timing of the publication needs considered.
ACTION: Publish the names of the selection committee as soon as the position closes. Initially this is accomplished through email, later on the web site. This action will be included in the same policy statement referred to above.

STATUS: COMPLETED.

Emails with this information are now sent from the Director’s office. The HR Generalist for RES will ensure each supervisor or manager selects an outside committee member and lists the names of each committee on the RES website after the close of the listing.

| 8 | Commit managers and supervisors to hosting social event at least 1x annually | 15-Sep-2012 |

ACCOUNTABLE MANAGER: JOHN KASO

DISCUSSION: In Managers, Supervisors and Leads meeting on Monday, 27 August, we all agreed to this recommendation.

ACTION: The first event is the BBQ scheduled for 12 September. Liway Martinez volunteered to head the planning committee for next year’s event.

STATUS: COMPLETED.

| 9 | Establish that EVERY employee will have a one-on-one check-in with her/his supervisor at least 1x every 2 months. | 30-Sep-2012 |

ACCOUNTABLE MANAGER: JOHN KASO

DISCUSSION: All Managers and Supervisors understand the importance of feedback, both ways.

ACTION: This will be included in managers and supervisors performance expectations and will be evaluated in the annual performance reviews. These meetings are intended to allow the employee and the supervisor to share feedback. It is not meant to review metrics, but to improve communications about expectations. The Managers and Supervisors discussed the desirability of creating a check list of items to discuss in these meetings, so that all the meetings will be uniform and the employee will know what to expect from the meeting.

STATUS: Managers and Supervisors have been asked to begin these meetings and schedule future ones.

| 10 | Develop a cross-RES committee that is authorized on a fast-track to develop and IMPLEMENT ways to improve and streamline internal processes (once it receives approval from me) | 30-Sep-2012 |
ACCOUNTABLE MANAGER: JOHN KASO/DAVID CASTELLANOS

DISCUSSION: This committee will solicit ideas from staff, review and recommend to me design changes in an internal process. I commit to providing necessary resources to implementing approved process improvements and authorizing the committee to make the changes.

ACTION: David Castellanos, Finance Supervisor 2, will chair the committee. If you have interest in serving on it, or if you have a process you would like considered, please contact him not later than 14 September at dcastell@berkeley.edu.

STATUS: Chair has been appointed. Committee is forming, seeking volunteers. The first project is to review all RES forms and look for opportunities to eliminate, simplify, condense or combine forms.

11 Morale Committee creates at least 2x annual social event (party) 15-Oct-2012

ACCOUNTABLE MANAGER: JOHN KASO

DISCUSSION: The Morale Committee hosted a breakfast earlier this spring. This is an opportunity to both socialize and share information of interest all RES.

ACTION: The Morale Committee has selected dates and is waiting to hear back from the venues for confirmation which will be published as soon as it is confirmed.

STATUS: The dates and times are:

January 17th 9am - 11am Thursday
April 22nd 9am - 11am Monday.

12 Establish regular ‘meet and greet’ one another, both inter and intra unit 15-Oct-2012

ACCOUNTABLE MANAGER: JOHN KASO

DISCUSSION: Managers and Supervisors discussed frequency, scope, possible locations, and who would host the events. It was agreed that each unit would host an event in rotation.

ACTION: Compliance (Latara Harris) will plan and host the next event.

STATUS: Not scheduled yet.

13 Assess each manager & supervisor for development needs, i.e. coaching. 31-Oct-2012
ACCOUNTABLE SUPERVISOR: LATARA HARRIS

DISCUSSION: Improving the quality of leadership and supervision is one of the 3 priorities for management in the next several months. Each manager and supervisor will be interviewed to determine what their individual and collective needs are.

ACTION: Latara Harris is in the process of interviewing and will present recommendations to me by the due date.

STATUS: Interviews are in progress, but we are not waiting for their completion before beginning action. We have scheduled an all managers, supervisors and leads a day-long retreat to discuss and learn principles of management (a Keys course). The KEYS trainings have been scheduled and are mandatory for all managers and supervisors. They will be advertised on a poster at the BBQ. Here are the dates:

- Principles of Supervision: Setting the Context – October 10
- Communication Skills: Listening and Feedback – October 31
- Coaching for Performance and Development – November 16
- Communicating Goals and Expectations – December 14
- Delegation Skills – January 14

14 Establish regular supervisors-staff meetings at least 2 6x month year 31-Oct-2012

ACCOUNTABLE MANAGER: EACH MANAGER FOR THEIR UNITS

DISCUSSION: Managers & Supervisors wish to change the minimum frequency because units are already meeting monthly with both the manager, and again with the supervisor.

ACTION: The schedules will be published on our web site beginning in October.

STATUS: In progress.

15 Develop unit specific protocols on how work will be covered when people are out, supporting notion that employees can arrange their own work-cover when and where possible 15-Nov-2012

ACCOUNTABLE MANAGER: ALL MANAGERS

DISCUSSION: Managers and Supervisors recognize that our employees know what work needs to be done when. When an employee is out of the office, that employee should determine if
the work needs to be reassigned, or he or she can completed upon their return. This of course excludes emergencies or intractable due dates.

**ACTION:** Draft and publish guidelines for determining how work will be covered when employees are out.

**STATUS:** In progress.

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<td>16</td>
<td>Establish and make public universal manager &amp; supervisor performance standards</td>
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**ACCOUNTABLE MANAGER:** JOHN KASO

**DISCUSSION:** The intent of this recommendation is to let everyone know what is expected of managers and supervisors. These standards should be uniform for each, regardless of the function or technical job requirements. Sarah Gutierrez said it well in this week’s meeting, “we want managers and supervisors who are committed to making RES a better place to work; we can teach the technical requirements.”

**ACTION:** The managers and supervisors will send their recommendations for standards to me and we will then review and brainstorm them at the next managers & Supervisors meeting in September.

**STATUS:** In progress. Manager expectations have been drafted and distributed for review and comment.

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<td>17</td>
<td>Establish public listing of all training opportunities, personnel changes, job postings, and etc.</td>
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**ACCOUNTABLE MANAGER:** KIM WILLIAMS

**DISCUSSION:** Everyone should have equal knowledge of what training and job opportunities are available. Additionally, when there are personnel or organizational changes these need to be made public and accessible to all.

**ACTION:** Latara Harris will provide Kim Williams information on training opportunities. HR will provide (and Amanda Janish) information of job openings, hires, and personnel changes. Emails will be sent to all RES at least monthly. When the new web site goes live in October, this information will be available and updated as information changes.

**STATUS:** In progress. Kim and Amanda have already issued 2 or 3 emails with information on job openings and new hires. *We are sending emails on job openings weekly, since there are so many (19).*
# Acknowledge, award/recognize employees who carried extra work load within last 18 months

**ACCOUNTABLE MANAGER:** JOHN KASO

**DISCUSSION:** Even during the past tumultuous months RES still completed its day-to-day work. Many RES staff not only kept up with their work load, but stepped-up and assumed a greater share.

**ACTION:** Managers and Supervisors will review all employees (who were here at the appropriate time) with and identify ones to be recognized. Anita Bailey Will research what monetary or other award we are allowed to give.

**STATUS:** In progress.

# Establish regular RES newsletter/bulletin to include notes and announcements from meetings, regular updates on these recommendations, positive anecdotes, other news, and etc.

**ACCOUNTABLE MANAGER:** KIM WILLIAMS

**DISCUSSION:** This recommendation corresponds to others that address standard and uniform communiqués covering a variety of information. It may be that the new web site will have a newsletter on it, instead of being emailed. Employees will be asked what type of information they would like to read, in addition to announcements.

**ACTION:** For the immediate future, general information and announcements will appear in this email. If you have any recommendations for topics, please let Kim or me know.

**STATUS:** Developing format for the web to include this recommendation.

# Provide each unit with a budget to host/sponsor team appreciation events

**ACCOUNTABLE MANAGER:** CHARLENE NICHOLAS

**DISCUSSION:** In the past each unit was provided $50 per employee to hold team events or team recognitions (such as gift cards). We discussed the need for publishing standards for whom and when these funds should be spent, what is allowable by UC policy, and the process the team/unit uses to decide how to use these funds.

**ACTION:** Draft policy and allow for comments from staff.

**STATUS:** In progress.
ACCOUNTABLE MANAGER: JOHN KASO

DISCUSSION: We would like to approach turnaround times in a rationale manner. We need to determine the customer’s expectations, and consider the resources available to deliver completed work. In some cases we expect there can be some relaxation of turnaround expectations. The employee who performs the work every day is usually the best person to determine if the work needs to be reassigned or left for his/her return when scheduling time off. Sometimes the supervisor or manager may need to reassign work, for example, to meet NSF deadlines.

ACTION: Solicit employees (and customers too?) for thoughts on current expectations. Managers and Supervisors need to create a review process (committee?). Publish turnaround times so that both employees and customers are aware of the standards. We will have a committee sign-up sheet at the BBQ.

STATUS: In progress. Will be discussed further at next Managers & Supervisors meeting.

ACCOUNTABLE MANAGER: JOHN KASO

DISCUSSION: Typically Managers and Supervisors have had to take-on daily work because of too little staffing. Mentoring, professional development, process improvements and other vital tasks or special projects have been necessarily neglected, to everyone’s detriment. We have created many new positions to correct this situation.

ACTION: There are, as of 4 September, 19 open positions, 10 of which are new, including contract or temporary ones, all of them in the interview stage. There is no plan to create any more new positions. As vacancies are created, by internal promotions for example, we will continue to fill them.

STATUS: In progress. Within 1 or 2 weeks offers will be made to fill several positions.
ACCOUNTABLE MANAGER:  JOHN KASO

DISCUSSION:  This is related to #13. As organizational needs arise, individual strengths, needs and workloads among the Managers and Supervisors will be part of the process of when making organizational change.

ACTION:  Continue assessment of Managers and Supervisors.

STATUS:  Leadership is in the process of making some organizational changes in order to strengthen supervision. Receiving will report to Latara Harris instead of me. Kris Thomson, Purchasing and Reimbursements will report to Kim Williams. All are effective 1 September. Contracts and Grants Supervisors are discussing the pros and cons of forming a team to spearhead closeout of awards.

ACCOUNTABLE MANAGER:  JOHN KASO

DISCUSSION:  What do Managers and Supervisors value in their employees and why? How do you fit into the organization? These attributes, whatever they are, should support the RES mission.

ACTION:  Managers and Supervisors will draft a document that describes and explains what skills, behavior and attitudes are valued, and will present to the Managers at next month’s meeting.

STATUS:  In progress.

ACCOUNTABLE MANAGER:  KIM WILLIAMS

DISCUSSION:  It is important that every new employee feels welcomed and prepared to start their job and contribute to RES as part of a team. Some units already have a structured onboarding process, some do not. RES needs a standard process to ensure the new employee is ready, has the resources and knowledge to be successful and feels that he/she did not make a mistake in coming to work in RES.
ACTION: Survey the RES managers, supervisors and staff for best practices. Draft a standard process for comment.

STATUS: In progress. A committee sign-up will be available at the BBQ. Until then, Kim has some documents she is reviewing.

Identify what cross training employees are interested in and establish a path, providing time to pursue training and development.

ACCOUNTABLE MANAGER: LATARA HARRIS

DISCUSSION: Initiatives like Shared Services and Bear Buy are changing jobs and campus organization. We recognize that to continue to be ‘marketable’ some people may have to learn new skills and change career paths. Others may just want to try something different we want to facilitate this within RES by providing a structured individual plan for cross training.

ACTION: Survey staffs on interest in cross training. Managers and Supervisors will discuss with the individual employee and draft a plan that provides for on-the-job training, instructions or other training.

STATUS: In progress. If you have interest in this please let your supervisor know.

Morale Committee creates regular knowledge-sharing activities

ACCOUNTABLE MANAGER: JOHN KASO

DISCUSSION: Information and knowledge is currently transmitted haphazardly. Sometimes it is where you sit in relation to your supervisor or who you know that determines what information you receive. RES needs to provide many different opportunities and methods of communication to reach everybody. These could include brown bag lunches around specific topics, fairs, or presentations.

ACTION: The Morale Committee will perform a needs assessment and creates a plan of regularly scheduled activities. If you have ideas you wish to share, you may email the Morale Committee at resmc@berkeley.edu.

STATUS: In progress.

Other news and information.

Contracts and Grants will begin user training on 17 September for the new Phoebe system that Sponsored Research Office is implementing. The immediate benefit of this new system will be to eliminate the Proposal Review Form (PRF), replacing it with an online authorization process.
**In Human Resources**

Liz Kafer will add VCRO, RES to her portfolio and assume duties as the new Team Lead. Cassandra Lumsey will now be the HR Rep for IBER and CEGA, which used to belong to Liz.

HR Administrator Andrea Martinez will be returning from maternity leave on October 16 to assume CEDR and IURD once again. We thank Cassandra Lumsey who has been supporting those units and doing a great job!

HR Administrator Kristin Rissanen is expecting her first baby in February.

**REPEAT Staff performance evaluations:** everyone should be in the process of performance reviews. This is an opportunity to both receive and give feedback to your supervisor. You should discuss your professional goals and objectives for the coming year and include these on the evaluation form. There is very good information about this process on the campus HR web site at:


In addition, Employee Relations will be offering the Participating in Your Own Performance Appraisal class on the following dates:

- Tuesday, September 25, 2012, 9:00 a.m. - 11:30 a.m. (class code: BEHRT002-120925)
- Monday, October 1, 2012, 9:00 a.m. - 11:30 a.m. (class code: BEHRT002-121001)

For course descriptions and registration, visit the UC Learning Center

**REPEAT RES Summer Barbecue - Hosted by RES Supervisors and Managers** Join us 1:00-4:30 p.m. on Wednesday, September 12, 2012 for our 1st annual summer barbecue as we express our sincere appreciation for your hard work and dedication throughout this passing year. It will be held at Codornices Park - 1201 Euclid Avenue, Berkeley. There will be games, prizes, food with tasty vegi-options, and more.

**Shared Services**

The Vice Chancellors and Deans whose schools have significant research portfolios are meeting Sept 25th to discuss how research administration will be approached within the CSS framework. The purpose of the meeting is to produce an overall agreeable approach to Research Administration (RA) and Shared Services (SS). This will provide us with more clarity to move ahead and contribute to the design and implementation of RA-SS. RES is already participating in the HR design process, and it looks like it is coming along fine.

I know that especially HR and payroll staffs are concerned about job changes because of the system-wide UCPATH initiative. We will share information with you as soon as it is official. So far, Berkeley’s timeframe to move to UCPATH is the end of the 2014 calendar year. We will soon announce classes on how to deal with stress and change.
Shared Services is seeking assistance in developing the Recognition and Reward Program(s) that will be utilized in the new shared services organization.

They are looking for UC Berkeley staffs who are subject matter experts on Recognition and Reward Programs to assist in the design of the program for the CSS organization and to share best practices from their home departments.

This is a great opportunity for individuals with the following experience/interests:

- Staff who have developed recognition and reward programs
- Supervisory/managerial staff who have experience implementing recognition and/or reward programs in a union environment
- Staff who expect to be reassigned to CSS and are interested in helping develop a culture of recognition and reward

If you are interested in participating or would like to nominate someone, please email AndreaLambert@berkeley.edu. Please forward this announcement to anyone who you think may be interested in participating.
SUBJECT: RES SALARY REVIEWS

Who does this policy apply to?
RES Managers.

Policy
RES managers as a committee will review all salaries at least annually to ensure that pay is equitable within and across job titles. Recommendations for increases or capping salaries will be made to the Vice Chancellor for Research, via the Academic HR Analyst in the Office of the Vice Chancellor for Research. The RES HR Manager will advise the committee as new hires, promotions, reclassifications, and retention offers are made and their possible effect upon equity issues within RES. The committee may meet on ad hoc basis to review all or a subset of RES salaries in these instances.

Why we have this policy?
To ensure that there is equitable pay for similar work.

Contact: Anita Bailey
RES HR Manager
Phone: (510) 666-3310

John Kaso, Director
SUBJECT: INTERVIEW PANELS FOR JOB OPENINGS IN RES

Who does this policy apply to?
RES Staff who have been appointed as hiring officials and/or to serve on any job interview panel, all managers and supervisors, and HR staff that administer recruitments for RES.

Policy
Every interview panel for any opening in RES must have at least one member who is not an employee of RES. A non-RES employee may even be appointed the Chair. This does not override campus Conflict-of-Interest rules and policy with regards to family or close friends of applicants serving on the interview panel. Refer to RES policy: HIRING FRIENDS AND FAMILY.

Why we have this policy?
To ensure that there is no favoritism, or the perception of favoritism, in RES hiring practices.

Contact: Anita Bailey
RES HR Manager
Phone: (510) 666-3310

John Kaso, Director