Dear RES Colleagues,

This is the fifth communiqué from me with status on the 27 recommendations that management and staff have committed to implementing. First some other news.

**Shared Services**

At the Research Administration (RA) ‘summit’ hosted by VCAF and Campus Shared Services (CSS) this week, there were no decisions and no new information revealed. A chart for RA was discussed that showed both ERSO and RES as distinct service units, continuing to serve our current clients. Among concerns discussed was who the units would report to, an academic or administrative head, the need for *harmonizing* systems and practices across the different RA units and that CSS must improve communications between the administrator and the PI. On the CSS website you can see the timetable and make-up of the cohorts. RES is still “TBA.” In the meantime, we will continue to stay actively engaged in all the working groups designing RA under CSS, and, also develop a closer relationship with ERSO.

Cathy Jan, Director of ERSO, and I would like to develop our own working groups to share knowledge, training, and best practices. We each use, for example, our own application for reporting and budgeting for C&Gs, and we have different mechanisms to upload data from campus systems. By sharing information and working together we can a) improve our service to the faculty, and b) lay the foundation for campus-wide RA (like CSS). Between us, ERSO and RES administer half of the dollar value of research conducted at Berkeley.

Our Contracts and Grants unit has completed training on Phoebe, a new system for submitting sponsored research proposals. ERSO is testing it now and RES will soon follow. This has the immediate effect of eliminating ink signatures.

Both Finance and C&Gs are participating in Calplanning, the new campus budgeting tool. Calplanning will allow deans and management to see all their funds in a typical financial statement, which is not possible in Bairs. Our initial task is to review and hopefully eliminate the thousands of chart field combinations which have not been used in the last 3 years and/or have no dollar balance.

**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. Employee Relations will be offering the Participating in Your Own Performance Appraisal class on 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.

Here is the updated status on our recommendations. I have dropped the completed ones for brevity’s sake. All recommendations and their status will be listed on the web site.
| 3 | Establish regular all managers-all staff meeting at least quarterly chaired by me | 27-Aug-2012 |
| 4 | Establish regular manager-staff meetings at least every other month (6x year) | 30-Aug-2012 |
| 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:** 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:** The next meeting is on October 25, see recommendation #11.

ACCOUNTABLE MANAGER: JOHN KASO and ALL MANAGERS

**DISCUSSION:** It has been difficult for everyone in the same unit to receive the same information 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 on the web site. If you do not know when your unit (Finance, C&Gs, HR/Payroll, Reimbursements, Receiving, and Purchasing) is scheduled to meet, please ask your supervisor or manager.

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: Still under review. The Vice Chancellor has asked for additional information which we intend to deliver next week. We will publish the criteria that we used in the analysis next month. I apologize for the delay; I and the managers know how important this is.

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<tr>
<td>8</td>
<td>Commit managers and supervisors to hosting social event at least 1x annually</td>
<td>15-Sep-2012</td>
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<td>ACCOUNTABLE MANAGER:</td>
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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. We need to schedule the next one.

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<td>9</td>
<td>Establish that EVERY employee will have a one-on-one check-in with her/his supervisor at least 1x every 2 months.</td>
<td>30-Sep-2012</td>
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DISCUSSION: If you are NOT scheduled to meet with your supervisor yet, please ask him or her when you will meet. 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.

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<td>10</td>
<td>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)</td>
<td>30-Sep-2012</td>
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<td>ACCOUNTABLE MANAGER:</td>
<td>JOHN KASO/DAVID CASTELLANOS</td>
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**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:** The committee will review agenda items and make recommendations to me.

**STATUS:** The committee meets next week. The first project is to review all RES forms and look for opportunities to eliminate, simplify, condense or combine forms.

The committee is:

- David Castellanos, Chair
- Enrique Vallejo - HR
- John Stenske - FIN
- Ryan Maddox - PUR
- Laura Herrera - CG
- Cesco Brofferio - HR
- Maurice McElhaney - FIN
- Liway Martinez - PUR
- Henry Chan - CG
- Liz Kafer - HR
- Zulfat Mathers - FIN
- Ruben Munoz – PUR

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

**ACCOUNTABLE MANAGER:** JOHN KASO

**STATUS:** The Committee is hosting an all-RES breakfast meeting on October 25th, at the Log Cabin. There may be a short presentation from the VCRO on the state of research at Cal. Any updates on Shared Services will also be presented. Of course there will be plenty of food and refreshments.

The dates and times of other events 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. We are contracting and scheduling for coaching and training beginning next month.

STATUS:  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:  Meetings have been scheduled. If you do not know when your group is meeting with your supervisor, please ask your supervisor or manager.

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: Managers will address this in their unit meetings. If you have ideas on this please talk to your manager.

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<th>16</th>
<th>Establish and make public universal manager &amp; supervisor performance standards</th>
<th>30-Nov-2012</th>
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<td>ACCOUNTABLE MANAGER: JOHN KASO</td>
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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: Supervisors have reviewed a set of standards for themselves; managers are reviewing theirs. Once the standards are finalized we will publish here, and on the web site.

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<th>17</th>
<th>Establish public listing of all training opportunities, personnel changes, job postings, and etc.</th>
<th>30-Nov-2012</th>
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<td>ACCOUNTABLE MANAGER: KIM WILLIAMS</td>
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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: Status on the remaining job openings is:

**Grants**
- Research Administrator III #14175 (2 career positions) -- One position filled; Interviewing
- Research Administrator II #13019 -- Closed, position has been filled

**Finance**
- Financial Analysis Supervisor II #14172 -- Interviewing
- Financial Analyst III #14163 (2 career positions) -- Interviewing
- Financial Analyst III #14173 (1 contract position) -- Interviewing

**HR/Payroll**
- Payroll Supervisor II #14516 -- Open, no longer accepting applications
-HR Supervisor II #14511 -- Open, no longer accepting applications
-HR Generalist III #14429 -- Closed, position has been filled
-Payroll Analyst II #14493 -- Open, still accepting applications
-HR Assistant III (job not yet posted)

**Purchasing**
- Financial Services Supervisor I #14267 -- Closed, position has been filled

**New Training Opportunities**, **not mandatory**, but strongly suggested— you are invited to attend.

We are not taking attendance. If you cannot make one of these, or for other reasons do not want to attend, that is okay. However, the people I have talked to who have attended found the classes useful.

- **Resilience and Renewal for RES Staff** to explore ways to strengthen resiliency skills in light of oncoming changes.

- **Navigating Workplace Change** for RES Staff to identify resources that support employees to remain healthy and productive in a changing workplace.
  - All Staff Wed, Oct 3, 1030-1200, Section Club Rm, Tang Center
  - Register through UC Learning Center, COURSE # BEUHS023

| 18 | Acknowledge, award/recognize employees who carried extra work load within last 18 months | 30-Nov-2012 |

**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.
19 Establish regular RES newsletter/bulletin to include notes and announcements from meetings, regular updates on these recommendations, positive anecdotes, other news, and etc. 1-Dec-2012

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. The new web site will be launched on 1 October. It will not have all the features and information we want at the start, but we will continue work to add them. I have previewed the site and it is fabulous.

20 Provide each unit with a budget to host/sponsor team appreciation events 1-Dec-2012

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. This is approved of course. We are waiting for Charlene to return to create the actual budget lines. We would like to develop a policy to standardize how the money is spent in each unit. If you wish to contribute to this effort, please email me.

21 Solicit and review comments about any turnaround expectations re deliverables 15-Dec-2012

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.

ACTION: If you have turn-around times you think need to be reviewed for possible change, please send me (or Amanda) an email. For example, if you are expected to return all emails same day, but you think it could be relaxed to next day, tell us why. What would be the new benefit?

STATUS: In Progress.
22 Continue hiring until supervisors are relieved of enough daily work to provide leadership

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: Hire as quickly as possible.

STATUS: In progress. In February of this year there were a total of 111 people in RES. At the end of August there are 126. There are, as of 25 September, 8 open positions, down from 12 last week. Because several of the recent hires have been of internal candidates, there will soon be more openings; watch for the announcements.

23 Assess roles of managers & supervisors relative to their content expertise and RES needs, make appropriate shifts in organization

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.

I am working with VCRO to define a job description for a Chief of Staff to assist us with the implementation of these recommendations. This position, if approved and filled, will help with the internal administration of all these recommendations, among other projects, allowing managers to focus more attention on leadership and development of the staff.

24 Inform and explain how managers and supervisors look at skills, behavior and attitudes

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, discussions continue.

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<th>25</th>
<th>Develop RES new employee orientation plan and policy</th>
<th>31-Dec-2012</th>
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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 on boarding 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: Amanda Janish is chairing this effort, the committee is forming.

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<th>26</th>
<th>Identify what cross training employees are interested in and establish a path, providing time to pursue training and development.</th>
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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 pursuing a new career path please let your supervisor or managers know.

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<th>27</th>
<th>Morale Committee creates regular knowledge-sharing activities</th>
<th>31-Dec-2012</th>
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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.

As always, feel free to provide me feedback.

Cheers!

John