Dear RES Colleagues,

This is the sixth communique from me with status on the 27 recommendations that management and staff have committed to implementing. Of the original 27, eight have been completed. First some other news.

**Shared Services**
I attended the CSS Steering Committee this week. Here is a synopsis of the information provided. No decisions were made.

- **IT Process Design:** The process design for IT shared services is completed, but not published. It is still being reviewed, expect approval 15 October. I am not sure what this means, but “All the core processes [are] mapped, agreed to and socialized [?] with our Early Adopter Community of Practice, Secondary Review Committee and Advisory Committee.” Editorial remarks are bracketed. RES does not have anyone on this work group.

- **Business & Financial Services Process Design:** The processes are under review and expected to be approved 15 October. Jadine is on this work group.

- **Research Admin:** The Research Admin Transition Work Group will be reactivated. The purpose is to help set the direction of future work for the RA Process Design Work Group, on which Nick and Kim serve. A report of the recent Summit will be released soon.

- **Acad Pers:** Processes have been designed and reviewed by a large representation of AP subject matter experts from various campus colleges, schools and central organizations. Finalization of this is expected 15 October.

- **HR:** Process design is completed and under review. Anita is on the work group.

- **BEAR BUY:** Matt Weaver represents RES on the “Expended BearBuy Liaison Group” and he has this to pass on from the last meeting:

  1) BearBuy is currently not recognizing duplicate invoice numbers, so it's possible for the same invoice to be paid twice if it is submitted twice. This occurs if a Match Exception Approver decides to force a "Match Exception," rather than investigate and take notice that they are actually dealing with an invoice that has already been fully matched and paid.

  2) Some vendors have requested that we manually add invoice numbers to the "Payment Details" section of our BearBuy payment requests. Doing so would add the invoice number to the check and help the vendor know what we have paid them for. The next software update will automatically transfer this information to the check, but for now we have to manually add it if we want.
3) There were many questions about how BearBuy processes will change when departments are all transitioned into Shared Services. Matt gave insight into how some VCR units operate and the internal workflows we use before a request is submitted.

4) There is now an "Auto-Approved" report that provides information on transactions that are automatically sent to the vendor and automatically paid because they are under $1000. This report is available in Cal Answers.

5) In order to meet the 12/23/12 deadline for closing or converting all BFS 9 purchase orders to BearBuy purchase orders, campus will be looking to be proactive in closing POs that are likely unneeded. The criteria for closing these has not been confirmed, but likely will include POs that were converted from BFS 8.8 and have had no recent activity, and POs that have less than a 20% balance and no recent activity. We are to stress to our unit directors and PIs to look at the BAIRS Encumbrance Reports that we send out monthly to determine which should be closed and which should be converted via BearBuy. Campus-wide communication will go out in late October or early November outlining the criteria they will use to auto-close certain POs.

Thanks Matt, good job.

Faculty are invited to a lunch with Andrew Szeri, Dean of the Graduate Division and Operational Excellence Program Faculty Head, or Keith Gilless, Dean of the College of Natural Resources and faculty sponsor of Campus Shared Services. Dates are date preference: 10/12, 10/22, 11/6, 11/19, 12/17.

If you know of any PIs or other faculty that are interested in participating, please ask them to sign-up by sending a note to sharedservices@berkeley.edu

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.

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<tr>
<th>#</th>
<th>Description</th>
<th>Due Date</th>
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<tr>
<td>5</td>
<td>Establish management committee to review equity across all RES to make recommendations (not just in own unit)</td>
<td>30-Aug-2012</td>
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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:** Management has a meeting this week with Campus HR Compensation analysts to review proposals.

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<th>8</th>
<th>Commit managers and supervisors to hosting social event at least 1x annually</th>
<th>15-Sep-2012</th>
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**ACCOUNTABLE MANAGER:** JOHN KASO

**ACTION:** We need to schedule the next one for 2013

**STATUS:** OPEN

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<th>10</th>
<th>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)</th>
<th>30-Sep-2012</th>
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**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:** The committee is meeting this week. David will provide a report for publication.

**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: Completed.

October 25th, 0900-1100 at the Log Cabin (between the two Faculty Clubs). We intend to ask VCRO to present a slide show on the ‘state of research.’

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: 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

| 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.

<table>
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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:** Ongoing

**ACTION:**

**STATUS:** Status on the remaining job openings is:

Search Committees: The committee members for these jobs are as follows:

- Financial Analyst III (career) -- Martha Saavedra, David Castellanos, Cain Diaz, and Charlene Nicholas
- Financial Analyst III (contract) -- Mejgan Massoumi, David Castellanos, Cain Diaz, and Charlene Nicholas

The status of the remaining jobs is as follows:

Grants
- Research Administrator III #14175 (1 career position) -- Interviewing

Finance
- Financial Analysis Supervisor II #14172 -- Interviewing
New Training Opportunities, not mandatory, but 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.

- 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

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<th>18</th>
<th>Acknowledge, award/recognize employees who carried extra work load within last 18 months</th>
<th>30-Nov-2012</th>
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**ACCOUNTABLE MANAGER:**  JOHNS KASON

**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.

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<th>19</th>
<th>Establish regular RES newsletter/bulletin to include notes and announcements from meetings, regular updates on these recommendations, positive anecdotes, other news, and etc.</th>
<th>1-Dec-2012</th>
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**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 Thursday 4 October, instead of 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. The url is res2.berkeley.edu.

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: Have not received any suggestions yet.

22 Continue hiring until supervisors are relieved of enough daily work to provide leadership 31-Dec-2012

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 2 October, 5 open positions, down from 8 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: No new status, although Managers are always discussing work load and possible new positions to meet new needs. 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.

25

Develop RES new employee orientation plan and policy

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: The Orientation committee’s first meeting is Tuesday, 2 October. The members are:

- Liz Kafer (HR)
- Clara Fiedler (Payroll)
- Anthony Stamos (C&G)
- Moises Ochoa (Fin)
- Chris Hardin (Rec)
- Aleece Stellern (Pur)
- Rugie Bhonopha (Comp)
- Melinda Collier (Reimb)

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<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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<td>ACCOUNTABLE MANAGER: LATARA HARRIS</td>
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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>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: OPEN.

As always, feel free to provide me feedback.

Cheers!

John