

GC MEETING MINUTES 12/13/12

With Jeannine Raymond

ANNOUNCEMENTS

- Introductions to Jeannine
- Barinder named to IT Director of CSS
- AVC Jeannine Raymond. Topics for today
 1. Campus Competencies and HR
 2. Campus Shared Services (CSS) update
 3. Synthesizing information by staff organizations

JEANNINE

Hopes to have many discussions over the course of the year. She welcomes opportunities to talk to us. Wants today to be a discussion, not just her talking. There is so much happening on campus. Energy and enthusiasm about projects – so many projects at once. She recognizes that we are all sharing a level of stress over so many projects hitting the road at once!

PERFORMANCE EVALUATIONS

Automation of performance evaluations → via UC Path. We own licenses to do what we need to do, and are already using HCM. Can use HCM for performance evaluations. Some other schools and medical centers don't yet have these, but are expected to by April 2014. Berkeley is leading the effort to put together 6 locations. Working to create an automated design that can be used by all the locations, that is compatible with their individual priorities. Can hear during 2013 about what the system will look like.

Delivering the tool doesn't mean that you manage the behaviors. How do we create a culture that supports performance management? By engaging managers about what this will look like will heighten awareness about what this tool will look like. Breaking out of the mold of 1/year performance management to create a regular practice of feedback campuswide.

Vinaya: are we using standardized Core Competencies? Jeannine: No, every campus does it their own way, but we are working to standardize them. One LDP team evaluated the differences between system-wide standards and UCB ones. This conversation is in its infancy. Alongside our core competencies, there are Operating Principles coming along. What will emerge is a revision to get core competencies in alignment but also to get them aligned with the Operating Principles.

Donna: Concerning performance evaluations– does this include represented employees?

Jeannine: This is part of the discussions. Everything needs to be within constraints of bargaining unit. Jeannine does not want represented to be outside automation; content of the form is a bigger question than the form of the evaluation.

Rochelle: We need to instill a culture of seeing value of performance evaluation. But there's currently no incentive based on high performance culture, i.e. no tangible outcome. Jeannine: We are having these topics in our conversations. Spot and achievement awards should be factored into performance. This year we do not have a merit pool, though it is likely we could from Prop 30. We've received anecdotal feedback from managers saying, "Why should we bother with performance evaluations if there is no extra money?" The answer is that we could use performance evaluations for other career opportunities.

Tom: What will be more automated? Jeannine: We won't use paper. All performance evaluation content will be recorded and stored in HCM (though this is still up for discussion). HCM is a totally different environment, so there might not be a direct translation of the paper to the computer. At this time, we don't know who will have access to this data in HCM.

Roia: Are we moving into direction of 360s being mandatory? Jeannine: Yes, but the mandatory word causes gasps on this campus. Roia: it would be great if there was a guide/standards for HOW to perform it. Jeannine: I will look at that.

Tom: How do you present the positive aspects of more opportunities to participate in performance evaluations? Jeannine: First, more regular feedback can help you develop professionally. I project a workforce that has high turnover from retirees. We want to develop people within the organization to fill the needs of the organization. The Metrics Project is taking the evaluation to the unit level, not just the individual level. This is a change in the culture and orientation: service, efficient, effective, and evaluating all of the pieces that get to that goal.

Vinaya: Because of the UCB way of "consensus" decision-making, is there going to be a more community-based evaluation? In light of merits, a consensus-built evaluation would be beneficial. Jeannine: I don't see staff evaluations mirroring those of faculty. "Level 5" ratings have to go to leadership units; we have instituted this practice to level playing field and help our organization understand performance. CSS will have same forms for evaluation.

CSS

OPENS in January for the IT positions, the first week in March for Human Resources, and the rest cascade in Spring 2013. All functional leads hired except for Research Administrator, for which we are actively recruiting. Also, UC Path center has actively begun a recruiting campaign. They were here yesterday for management positions. GC Member: No one felt that there was communications to staff that they would be here. Jeannine: They are coming again. Toni: could there be an all-staff communication? Jeannine: I'll see if we can broaden the audience of the communication for next time. Right now there is a concentration on hiring first from UC employees before going out of the organization. (Lots of discussion about how that communication went out...)

Steve: What kind of incentives are being offered to employees to entice them to go? To Riverside? Moving incentives? Jeannine: \$5000 moving allowance. Sounds like we need to get a link to UC Path site that has all of this information.

Jeannine: We are getting facility ready; looks like it will open on time. There was an open house last week. "Better than folks expected." But there don't seem to be enough meeting space for meetings, lunch...

Tom: Hearsay is that there aren't enough people from campus IT and they are going outside to hire. JR: Needs for staff exceeds the numbers of staff that are being transferred in each function. Need to find 500 people in the next 24 months. Questions about who should be reassigned. Inventory – comparing who is coming in. 10:1 ratio between applicants, external:internal staff. So even though the efforts are being made to stay with campus employees, there aren't enough applicants from campus.

Camille: Is there a penalty for holding onto a person who should be going to CSS? JR: Yes, because the work is moving to CSS.

Donna: Heard a staff member discuss what it might be like to go to 4th street. It's a cube environment. Desktop support happens behind your computer instead of a person showing up. "Remote assistance" is a culture change in the perception of how we receive a level of service. JR: Though remote desktop isn't the norm in UCB, in VCAF, IT does the changes from remote assistance, and it is very efficient.

Michele Rabkin: From an HR perspective, what do you see as special challenges of CSS being a start-up of this size, with 60% new staff? How is campus preparing? JR: We have gone through this in a pilot version a couple of years ago, and we have had 2 year learning period. People who come from outside the organization need to get up to speed quickly on HR content. We need HR supervisors who will need to be able to advise on issues that they don't know yet. One way to facilitate this is by building the culture of the team, helping to communicate the culture of UCB – there are many things that are special about our culture. CSS also has an interest in developing the customer service skills of all of their employees, and this will be a new orientation for many people. We have an HR advisory board that is prioritizing content areas of what needs to be learned on the very first day → this is important even from people from across campus, not only those from outside → there is a need to standardize. Early adopter groups will have a lot of learning to do.

CUBE WORK ENVIRONMENT

JR: What is it like to move to a cube environment?

- noise, distractions
- lights
- windows
- perfumes
- no natural light, no natural air
- pod idea is new. Still need to find a room to go talk
- phone screening and interviewing – there aren't enough rooms to reserve to have a private conversation, and noise level gets high.

JR visited 2 HR shared service centers before we did ours, and all employees did noisy work, and confidential work. The common themes of these kinds of workspaces are:

- low walls
- tall walls for confidentiality, not noise control
- call centers had cubes that were 4 feet wide
- half floor of building was pods, earphone
- every floor had a corner room to get a break
- UC Path – one huge floor with 500 people; largest cubes are 6x6
- As they renovate other floors in UHall, adding other meeting rooms

OPEN QUESTIONS

1. UC Path – career arch tracking – Will UC Path system allow us to do metrics about this trajectory? Jeannine: UC Path is HCM, so there is no new functionality, but we will have a common database. Will have great potential to track jobs. Also, we need to standardize job descriptions, thus career compass is going to all campuses to help define the jobs all the same way.
2. Seems that the University is trying to have more turnover than at other times? E.g. clocking in and out for non-exempt employees is seen as unfavorable. Feels like there is no condition that you are part of a University setting. Also why is CalTime not becoming bi-weekly for everyone? Also, not enough time to do professional development?
 Jeannine: Biweekly pay is a UC Path project and decision, and it is out of the decision of the campus. Changing pay cycles means all non-exempt people to be converted. CalTime is just the mechanism for reporting the hours. Some employees already swipe an ID card. Also can do at the end of two weeks. Also can pre-populate time card. If you currently clock in you'll continue to clock in, if you don't you won't.

Meeting adjourned.