We value each member of the UCSD community for his or her individual and unique talents, and applaud all efforts to enhance the quality of campus life. We recognize that each individual’s effort is vital to achieving the goals of the university.

We affirm each individual’s right to dignity and strive to maintain a climate of justice marked by mutual respect for each other.

We value the cultural diversity of UCSD because it enriches our lives and the university. We celebrate this diversity and support respect for all cultures, by both individuals and the university as a whole.

We are a university that adapts responsibly to cultural differences among the faculty, staff, students, and community.

We acknowledge that our society carries historical and divisive biases based on race, ethnicity, gender, age, disability, sexual orientation, religion, and political beliefs. Therefore, we seek to foster understanding and tolerance among individuals and groups, and we promote awareness through education and constructive strategies for resolving conflict.

We reject acts of discrimination based on race, ethnicity, gender, age, disability, sexual orientation, religion, and political beliefs, and we will confront and appropriately respond to such acts.

We affirm the right to freedom of expression at UCSD. We promote open expression of our individuality and our diversity within the bounds of courtesy, sensitivity, confidentiality and respect.

We are committed to the highest standards of civility and decency toward all. We are committed to promoting and supporting a community where all people can work and learn together in an atmosphere free of abusive or demeaning treatment.

We are committed to the enforcement of policies that promote the fulfillment of these principles.1

We represent diverse races, creeds, cultures, and social affiliations coming together for the good of the university and those communities we serve. By working together as members of the UCSD community, we can enhance the excellence of our institution.

1These policies include but are not limited to: Academic Personnel M015-The University of California Policy on Faculty Conduct and the Administration of Discipline, The University of California Personnel Policies for Staff Members and UCSD Implementing Procedures, Appendix II - Personnel Policies for Senior Managers, The University of California, San Diego Student Conduct Code, UCSD House Officer Policy and Procedure Document, Applicable University Collective Bargaining Agreements. For further information or inquiries, contact the Director, Office of Academic Affirmative Action, the Director of Human Resources for Equal Opportunity/Staff Affirmative Action, and/or the Director, Student Affirmative Action and Human Relations Programs.
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VISION

To be the model human resources organization by

Valuing people
Maximizing employee potential
Exceeding customer expectations

MISSION

We are dedicated to exemplary customer service in support of the teaching, research, patient care, and public service mission of UCSD. Our leadership strategies and programs will attract, retain, and motivate a workforce of the best-qualified people whose diversity and skills contribute to and sustain UCSD's excellence.
HUMAN RESOURCES DEPARTMENT SERVICE STANDARDS

TO FOSTER THE BEST WORKING ENVIRONMENT FOR THE UCSD COMMUNITY, HUMAN RESOURCES WILL:

TIMELINESS

Respond to the client’s needs within an agreed-upon period and follow-up as necessary in order to ensure the client is satisfied with the level of service delivered.

RESPECT

Treat the client with respect by exhibiting courtesy and concern.

UNDERSTANDING

Listen to the client’s articulation of the issues, recognize and confirm their point of view, and develop goals for service.

OPTIONS

Offer the client assistance and flexible alternatives, or provide the client an explanation when options cannot be offered.

ORGANIZATIONAL INTEREST

Support a win-win philosophy representing the interest of all parties.

ACCESSIBILITY

Ensure maximum access to Human Resources staff, programs, and services.

PROFESSIONALISM

Provide the client with excellence in service delivery.

SIMPLIFICATION

Explore with the client creative service approaches that represent simplification.
FUNCTIONAL DESCRIPTIONS

Administration

The Assistant Vice Chancellor has primary responsibility and accountability for the direction, management, and leadership of the overall UCSD Human Resources programs involving the establishment of strategic vision, mission, and goals for the organization. Operational priorities must be maintained in the sustaining of University excellence and in promoting a positive, productive, and ethical work environment.

Rogers Davis
Assistant Vice Chancellor - Human Resources
Extension: 40286
Mail Code: 0922

Barbara Ellis
Administrative Analyst
Extension: 42824
Mail Code: 0922

Tina Waldrop
Administrative Specialist
Extension: 40286
Mail Code: 0922
Benefits

Benefits maintains an effective Benefits Program communications support system which provides faculty and staff with counseling and assistance with the full scope of university-sponsored health, welfare, and retirement benefit plans. This support includes the training of departmental representatives and supervisory personnel who assist employees in their respective departments with benefits-related issues and/or materials.

Jacqueline Edwards
Manager, Benefits
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Linda Jacobson
Benefits Analyst
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Jo Morales
Benefits Analyst
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Ruth McDaniel
Benefits Analyst
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Jim Redhead
Benefits Analyst
Extension: 42154
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Tuyet Le
Financial Planner
Extension: 22568
Mail Code: 0926

Grace Cruz
Disability Coordinator
Extension: 41623
Mail Code: 0926

Corinne Castro
Benefits Assistant
Extension: 47696
Mail Code: 0926

Wilma Westmoreland
Benefits Assistant
Extension: 42817
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Compensation

The unit is responsible for managing compensation and classification programs including the administration of base pay and ancillary pay; range adjustment, merit increase, and award programs; classification and pay grade determination of positions; development of classification tools and compensation methodology; organizational design consultation; training; dissemination of information to the campus; coordination of campuswide classification advisory committees; and auditing of personnel actions entered into the payroll/personnel system.

Judy Johnson
Compensation Manager
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Suzzonne Donovan
Compensation Analyst
Extension: 44215
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Thelma Vanesian
Compensation Analyst
Extension: 44130
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KC Causey
Records Coordinator
Extension: 43847
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Kristen McConnell
Records Assistant
Extension: 40985
Mail Code: 0922

Judy Burt
Compensation Assistant
Extension: 40986
Mail Code: 0922

Susan Stelly
Classification Assistant
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Campus Employee Rehabilitation Program

The Campus Employee Rehabilitation Program provides counseling and vocational rehabilitation services to all staff and faculty who have a medical condition that is interfering with their ability to continue working or to return to work after a medical leave. Medical condition can also refer to problems resulting from alcohol and drug abuse and/or mental stress. Additionally, management consultation is available for interpretation on reasonable accommodation of a worker with a disability as required by Sections 503 and 504 of the Rehabilitation Act, the Americans with Disability Act, the California Fair Employment Act, and California Workers’ Compensation Labor Code Sections.

Barry Niman  
Manager, Employee Rehabilitation Program  
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Bonnie Matheny  
Certified Rehabilitation Counselor  
Extension: 47700  
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Wendie Sandvik  
Vocational Rehabilitation Counselor  
Extension: 47771  
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Marcia Finkle  
Administrative Assistant  
Extension: 46744  
Mail Code: 0944

Vivian Cohen  
Administrative Assistant  
Extension: 49770  
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Employee Relations

Dedicated to sustaining UCSD’s excellence, Employee Relations is committed to providing responsive, dependable and consistent customer-centered service which fosters expanded communications, and supports the rights and responsibilities of the UCSD population. As the point of contact, Employee Relations provides consulting services, advice, support, and referrals in the Human Resources arena to UCSD employees, supervisors, and administrators. Primary focus encompasses policy and collective bargaining agreement interpretation and application, conflict resolution, personnel programs, public relations and liaison, workforce modification, and affiliated training.

Mary Ann Mead  
Director, Employee Relations  
Extension: 44115  
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Kathy Leech-McKinney  
Employee Relations Specialist  
Extension: 44214  
Mail Code: 0922

Jenni Leibman  
Employee Relations Specialist  
Extension: 44136  
Mail Code: 0922

Diane Stapleton  
Employee Relations Specialist  
Extension: 48011  
Mail Code: 0922

Pam Tollefson  
Employee Relations Assistant  
Extension: 23328  
Mail Code: 0922
Employment and Staffing Services

This unit administers the campus employment function through the following core activities: implementing the annual affirmative action hiring plan through recruitment and special employment programs and by assisting with outreach activities; recruiting and referring qualified external and internal applicants who reflect diversity; providing professional and efficient applicant intake services to job seekers; guiding hiring authorities through the employment process to ensure that hiring decisions are made by following sound human resources practices and university policies; and providing assistance and guidance to layoffs seeking reemployment and employees seeking transfers.

Patricia Wong
Manager, Employment and Staffing Services
Extension: 42820
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Alma Brewer
Recruitment Specialist
Extension: 46338
Mail Code: 0922

Angela Tessmer
Recruitment Specialist
Extension: 48034
Mail Code: 0922

Becky Stov
Recruitment Specialist
Extension: 40279
Mail Code: 0922

Tanisha Buggs
Recruitment Specialist
Extension: 44214
Mail Code: 0922

George Sanders
Applicant Services
Extension: 47613
Mail Code: 0967

Denise Karp
Application Services
Extension: 46333
Mail Code: 0967

Dodie Lewis
Applicant Services
Extension: 49897
Mail Code: 0967

Carol Yaza
Recruitment Assistant
Extension: 21876
Mail Code: 0922

Joyce Fleming
Recruitment Assistant
Extension: 44116
Mail Code: 0922
Equal Opportunity/Staff Affirmative Action

The Office of Equal Opportunity/Staff Affirmative Action implements and monitors human resources procedures to ensure equal opportunity and nondiscrimination in employment and business contracting; develops compliance reports as mandated by the federal and state governments; collaborates with university representatives to develop and deliver programs for the diversification of UCSD's staff workforce; provides career counseling to staff employees; participates in the informal resolution of discrimination and sexual harassment complaints; and provides special training for supervisors and employees on topics such as equal opportunity and affirmative action responsibilities and effective management of culturally diverse work groups.

Paula Doss  
Director of Human Resources for Equal Opportunity/Staff Affirmative Action  
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Paul W. Chan  
Senior Administrative Analyst  
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Mail Code: 0923

Jorge Rios  
Senior Administrative Analyst  
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Patty Arnett  
Administrative Assistant  
Extension: 46466  
Mail Code: 0923

Linda Olvera  
Administrative Assistant  
Extension: 43694  
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Faculty and Staff Assistance Program

The FSAP provides private and confidential assistance to faculty, staff and their dependents. The problems that the FSAP is designed to work with are those difficulties that are personal and interpersonal in nature.

James F. d'Artenay  
Director, Faculty and Staff Assistance Program  
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Michelle Brown-Shelton  
FSAP Counselor  
Extension: 45509  
Mail Code: 0918

Nancy E. James  
FSAP Counselor  
Extension: 46751  
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Rose Lee Josephson  
FSAP Counselor  
Extension: 42387  
Mail Code: 0918

John Smith  
FSAP Counselor  
Extension: 42113  
Mail Code: 0918

Irene Serrano  
Administrative Process Manager  
Extension: 45523  
Mail Code: 0918

For general information: (858) 534-5523
Human Resource Services

The Director, Human Resource Services, provides coordinated decision support services to achieve effective human resource actions in the areas of staffing, total compensation, information systems, benefits and disability management.

Thomas R. Leet
Director of Human Resources for
Human Resource Services
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Janice Cydell
Administrative Assistant
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Kevin DelMastro
Extension: 42812
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Human Resources Information Systems

Human Resources Information Systems (HRIS) delivers systems that support Human Resources’ mission and business needs. HRIS collaborates with customers in Human Resources and throughout the UCSD community to design programs that add value, increase effectiveness, and improve customer service. Products are delivered via the World Wide Web so as to offer the widest possible access to users of diverse systems. HRIS is also responsible for daily systems operations and maintenance, network infrastructure, and user services within Human Resources.

K.C. Davis  
Manager, Human Resources Information Systems  
Extension: 42323  
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Brian Lorentz  
System Administrator  
Extension: 42239  
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Chaozi Chen  
Software Developer  
Extension: 40066  
Mail Code: 0922

Bill Speckman  
Software Developer  
Extension: 21563  
Mail Code: 0922

Eric Garcia  
Network Administrator  
Extension: 45912  
Mail Code: 0922
Labor Relations

The primary objective of the Labor Relations Office is to act as consultant and advocate to campus administration in the area of labor relations in support of the proper exercise of collective bargaining processes and overall procedures for formal conflict resolution.

Michael P. Melman  
Director, Labor Relations  
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Belinda M. Hein  
Labor Relations Advocate  
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Lori Trofemuk  
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Dan Wyman  
Labor Relations Advocate  
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Lois Rubin  
Administrative Assistant  
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Katrina Kiefer  
Administrative Assistant  
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Policy Development and Quality of Work/Life

The Policy Development and Quality of Work/Life division oversees human resources policies; provides interpretation; develops practice and procedure guidelines; and initiates research, new and collaborated services, and programs that support the interdependent work/life issues of UCSD's diverse and dynamic community.

Jonnie Craig-Winston
Director, Policy Development and Quality of Work/Life
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Carol Walker
Administrative Assistant
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Professional Recruitment and Community Outreach

The Professional Recruitment and Community Outreach division of Human Resources provides information regarding career opportunities at UCSD and job skills assistance for UCSD employees and individuals seeking to work at UCSD; recruitment planning; applicant sourcing assistance for hiring departments; the development and presentation of related training and workshops; and liaison activities throughout San Diego county and the UC system.

Claude Rowe III
Manager, Professional Recruitment and Community Outreach
Extension: 40282
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Janet Loomis
Outreach Programs Coordinator
Extension: 49691
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Retirement Association

This unit provides leadership and coordination to retain the experience, enthusiasm, and energy of the retired staff and faculty of UCSD. Initiatives include developing and maintaining programs which encourage the retirees' participation in campus life, providing information about UCSD, and providing opportunities for the retirees' continued service to the university.

Lisa Hreha
Executive Director, Retirement Association
Extension: 44724
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Board of Directors
Extension: 44724
Mail Code: 0020

Office Volunteers
Extension: 44727
Mail Code: 0020
Staff Education and Development

Staff Education and Development facilitates individual and organizational learning to ensure a productive, effective, and high-quality organization. The division offers campuswide learning opportunities centrally through the delivery of courses and programs in both a state of the art Learning Center and Computer Training Center, and distributes learning through the Video Library and Video Broadcast, Computer Based Training, customized on-site workshops, and self-paced materials. Staff Education and Development offers additional services, including organization development, career consultation, and sexual harassment information and problem resolution.

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Grace Balch
Principal Personnel Analyst
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Linda Veliz
Senior Personnel Analyst
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Donna Mulcahy
Senior Personnel Analyst
Extension: 23346
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Ruth B. Sinclair
Program Assistant
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Diana I. Enriquez
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Extension: 44890
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Eunice Han
Student Assistant
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Temporary Employment Services

The Temporary Employment Services (TES) unit is responsible for supplying temporary staffing to departments on the campus, at UCSD Healthcare, Thornton Hospital, and the Veterans Administration Medical Center. Temporaries fill the need for substitutes when regular employees are ill or on vacation, vacancies exist, or additional help is required when the workload unexpectedly surpasses current staffing levels.

TES is continuously recruiting new employees, paying particular attention to the campus’ commitment to affirmative action. New and existing employees are rotated throughout the campus community on job placements that vary in length from a half-day to several months. TES also manages all financial operations associated with the unit including payroll, recharges to customer departments, and budget preparation.

Kim Ayoub
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Dawn McDevitt
Placement Coordinator
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Neema Dickey
Placement Coordinator
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Jeannie Reeves
Employment Representative
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Steve Smith
Payroll/Personnel Assistant
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Patricia Groves
Administrative Assistant
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Introduction

The Human Resources Business Plan for the period July 2000 through June 2002 is predicated on:

- A scan of the current Human Resources related internal/external environment
- Data collected from UCSD departments’ customers reflecting their needs
- Balanced Scorecard Human Resources measurements results, and
- Strategies embodied in the UC Business Architecture.

Among other issues, this plan will contribute to the success of:

- Blink
- Process improvement/cycle times
- Policy simplification
- On-line initiatives
- Informed decision-making at appropriate levels
- Human Resources issues related to UCSD campus growth
Department Goal

Retention: Promote policies, practices and conditions of employment to positively impact UCSD’s market competitiveness.

Description: This effort is designed to focus on overall review of conditions of employment and ensure that UCSD is appropriately positioned in the labor market as a competitive and quality place to work.
Core Initiative: Promote compliance with The UCSD Principles of Community (POC)

Description: As appropriate, all Human Resources activities, contacts, publications and processes will integrate the values contained in The UCSD Principles of Community in an effort to positively impact conditions of employment.

Core Initiative: Meet the employees’ need for work life balance

Benefits

Action Item: Enhance life cycle counseling to meet work life balance goals.

Description: The Benefits unit will develop and present programs that enhance faculty and staff work life needs, in collaboration with other Human Resources units. Specialized programs will include health and welfare presentations and other interactive events.

Faculty and Staff Assistance Program

Action Item: Provide information and counseling, workshops and support groups that support and help to balance work and personal life.

Description: The FSAP will further develop resources and psycho-educational material for distribution to individuals, groups and departments within the campus community.

Policy Development and Quality of Work/Life

Action Item: Convene the UCSD Work/Life Advisory Committee.

Description: Human Resources will appoint and convene the UCSD Work/Life Advisory Committee. The Committee will be convened to support the objectives defined by the UCSD representatives who attended the UC Work/Life Symposium and subsequent meetings with members of the UCSD Human Resources Department. The Committee will help to support the identification, recommendations, implementation and expanded communication of new or enhanced UCSD work/life programs.
Core Initiative: Support UCSD’s standing as a model employer

Employee Rehabilitation

Action Item: Demonstrate UCSD’s commitment to provide a reasonable accommodation to employees with disabilities through an integrated Transitional Employment Program.

Description: Employee Rehabilitation will continue to contribute to the development and successful implementation of an integrated Transitional Employment Program. This Program will foster return to medically suitable temporary tasks during recuperation and treatment periods for employees with disabilities. Employees with non-industrial or work-related illnesses, injuries, and medical conditions and the supervisors of these employees will receive job accommodation assessment assistance to reduce time lost from work. This will provide financial security to employees and improved productivity for their supervisors.

Employee Relations

Action Item: Partner with UCSD departments to deliver needed information, education and updates on current Employee Relations’ topics.

Description: The Employee Relations Division will continue to provide information exchange at various venues to support the Human Resources’ needs of departments.

Equal Opportunity/Staff Affirmative Action

Action Item: Initiate a coordinated approach to promote UCSD as a model employer.

Description: Collaborate on strategies with other divisions to promote UCSD as a model employer.

Faculty and Staff Assistance Program

Action Item: Offer personal services that are individually beneficial and supportive of the UCSD community.

Description: The FSAP will update current workshops and add new support groups as needed and requested by the UCSD faculty and staff community.

Human Resource Services Staffing Units

Action Item: Develop a marketing campaign to publicize UCSD employment opportunities and the many advantages of working at UCSD.

Description: Using newspaper display advertising, print brochures, and electronic media, an employment brand campaign will communicate the key reasons why UCSD is a model employer. The use of a central advertising strategy marks a more contemporary approach to marketing career opportunities to the external community.
Labor Relations

Action Item: Assess and develop communication venues in order to provide clear, concise, timely, accurate and appropriate information for various audiences regarding collective bargaining.

Description: In conjunction with the development of Blink this will provide an opportunity to strengthen commitments with clients and provide them with timely and accurate electronic information regarding collective bargaining.

Policy Development and Quality of Work/Life

Action Item: Develop and recommend a UCSD Work/Life and Resource Guide.

Description: Design and recommend a UCSD Work/Life Resource Guide to support increased awareness about related programs and services available to UCSD employees.

Retirement Association

Action Item: Develop and implement training and development opportunities for Retirement Association members.

Description: This initiative is designed to develop training workshops and materials to enhance the post-retirement lives of Retirement Association members. Opportunities could include computer-based training (email, computer software), financial/lifestyle training, and other training external to UCSD (e.g. Small Business Association assistance to seniors, Welfare to Work Senior Mentoring Program).

Staff Education and Development

Action Item: Demonstrate, as individuals and as a division, model leadership practices reflected in The UCSD Principles of Community; and develop a strategy to increase employee awareness of UCSD’s excellence.

Description: Staff Education and Development will continue to integrate model leadership practices, as described in The UCSD Principles of Community, into its operations to offer the UCSD community a high standard of training and development programs and services; and to market the excellence of its programs and services.
Core Initiative: Assist in redesigning employee recognition programs

Administration

Action Item: Revise the UCSD Employee Incentive Award program.

Description: In light of the restoration of a major portion of the UC incentive award dollars (.8%) to base pay, Human Resources will initiate and evolve the process to revise the UCSD effort to continue an incentive award program, including the assessment pool dollars. In addition, working in conjunction with UCOP Labor Relations, Human Resources will develop strategies to permit campus based recognition programs for represented employees.

Employee Relations and Policy Development and Quality of Work/Life

Action Item: Coordinate the identification of UCSD “best practices” recognition and awards programs.

Description: Through research and collaboration, identify recognition and reward programs that represent best practice models.

Temporary Employment Services

Action Item: Explore opportunities to enhance the TES Incentive Award Program.

Description: Currently the TES Incentive Award Program recognizes temporary workers who exceed performance expectations on their assignments. Enhancing the award program will enable TES to maintain high employee morale and provide recognition to a group of UCSD employees whose contributions are greatly valued.
Core Initiative: Develop a UCSD Internal Promotion and Transfer Strategy

Employment and Staffing Services

Action Item: Develop a strategy to communicate transfer and promotion opportunities to career employees.

Description: Resource materials will be developed for UCSD staff to assist them with exploring promotion and transfer opportunities. Use of the World Wide Web and the development of special career guidance forums will also contribute to enhancing staff’s understanding of current opportunities.

Equal Opportunity/Staff Affirmative Action and Human Resource Services Staffing Units

Action Item: Develop a web-based interactive career path tool for employees.

Description: This effort will assist employees with identifying possible career opportunities and requisite skills leading to the development of a career path or a career track program.
**Department Goal**

**Organizational Knowledge: Use the Blink Business Portal to electronically develop and deliver information; access to Human Resources knowledge; Human Resources processes; and professional development.**

**Description:** This effort supports the development of the Vice Chancellor – Business Affairs Blink Project as a web-based distributed model for information, knowledge and process dissemination. It is particularly significant in that Human Resources is the pilot department for this project.
Core Initiative: Collaborate with strategic partners to capture and manage organization knowledge in support of Blink

Description: The Human Resources Department will configure information about relevant Human Resources processes, policies and other information to the Blink format so that campus departments will have easy access and clarity.

Human Resources Information Systems

Action Item: Provide information technology to the Human Resources Department.

Description: The team of System Administrators, Programmers, and Database Administrators will supply the technology and services needed to provide client access to Human Resources processes, knowledge and professional development.
Department Goal

Policies and Processes: Maximize the opportunity to improve the flexibility, the cycle times, the streamlining and the simplification of Human Resources Department policies and processes.

Description: This effort is designed to facilitate improvements in the flexibility, the timeliness and the process for delivering Human Resources policies and services to the customer.
Core Initiative: Maximize use of technology and use innovation and creativity to improve policies, practices, and cycle times

Compensation

Action Item: Develop and implement a web-based job description form.

Description: Create a simplified web-based job description form to facilitate on-line completion, electronic submission, storage and retrieval of job description information. Develop a library of electronic images of job descriptions and make it accessible to the campus community via the web.

Employee Rehabilitation

Action Item: Facilitate objective analysis of job accommodation alternatives.

Description: Employee Rehabilitation will revise and simplify the suggested approaches to evaluate job accommodation options and determine if medical separation is necessary. Supervisors and employees will be encouraged to meet and consider innovative and nontraditional ways to perform essential job functions to decrease the disruption that can be associated with time off of work due to partial disabilities. Supervisors will be encouraged to obtain current medical documentation of impairment prior to authorizing leaves of absence for medical reasons.

Employee Relations

Action Item: Develop reference materials to facilitate client’s efficiency and effectiveness in the Human Resources arena.

Description: Support enhanced partnerships with clients to provide processes and practices that will assist them in the execution of their employee relations’ responsibilities.

Employment and Staffing Services

Action Item: Develop applicant skill pools for information technology professionals and research technicians.

Description: Build skill pools by identifying the core competencies for these job categories in collaboration with campus departments. Develop processes for pre-screening resumes for core competencies.

Action Item: Streamline and improve the resume review process for administrative support titles.

Description: In collaboration with department managers and supervisors, identify core competencies for administrative support positions. Resumes will be screened and assigned categories of core competencies. The recruiter will assess resumes by matching the core competencies of the job to those on the resume.
Action Item: Develop a process to fill limited service/part-time vacancies that are currently handled as exceptions or waiver requests.

Description: Develop a posting and placement process that complies with the new policy for Limited Appointments. Ensure that the process serves the departments’ need to fill their immediate needs at the same time the University’s requirements are met.

Action Item: Design and place all employment related forms on the web. As feasible, make them interactive.

Description: Redesign the Resume Screening Worksheet and Staff Selection Report as interactive forms. Develop the Resume Supplement and Applicant Data Form as interactive forms with selected data going directly into Resumix. Design the Background Check Request Form for placement on the web page.

**Equal Opportunity/Staff Affirmative Action**

Action Item: Reorganize Affirmative Action job groups according to new census data and compensation plan revisions.

Description: Develop focus groups in order to define appropriate job groupings of payroll titles for equal opportunity/affirmative action purposes.

**Policy Development and Quality of Work/Life**

Action Item: Review and revise the UCSD Implementing Procedures.

Description: Convene a Team to participate in the review and revision of the UCSD Implementing Procedures. This initiative will support communication of policies and procedures for Blink, and provide an opportunity to update UCSD Implementing Procedures to incorporate systemwide policy changes, as appropriate.

**Staff Education and Development**

Action Item: Streamline and simplify the process for receiving approval for educational benefits via the Training Justification and Anticipated Cost (TJAC) form.

Description: To support UCSD career employees in their use of educational benefits, Staff Education and Development will review the process and solicit input from functional area representatives and clients to identify and recommend improvements to the approval process.
Action Item: Enhance the capability of Enrollment Central to accommodate the enrollment process for courses offered through other divisions or departments.

Description: To support the one-stop enrollment service for campuswide training, Staff Education and Development will collaborate with Human Resources Information Systems and other divisions and departments to assess, develop and implement, as feasible, central enrollment in courses offered through other divisions or departments.

Action Item: Adapt Enrollment Central to integrate Video Library system.

Description: Migrate existing Video Library data to Enrollment Central and create a booking capability for video circulation and broadcast.

Temporary Employment Services

Action Item: Explore opportunities to increase accessibility to TES services.

Description: An on-line request system will be developed to offer increased flexibility to current and potential clients. This will allow clients to place requests more quickly and easily from a wider variety of locations.
Department Goal

Training and Development: Make information and learning opportunities available to address current and future needs of the organization and its workforce; and promote an integrated learning model for professional development as an institutional priority.

Description: This effort focuses attention on enhanced models to deliver training and development. It provides opportunity to position UCSD with “cutting edge” practices to assess, define and address not only current, but also future learning priorities of the workforce.
**Core Initiative: Develop knowledge transfer strategy aimed at retention pursuant to key retirements**

**Administration**

Action Item: Research and identify best practices in knowledge transfer that will retain and transfer competencies of key retirees within the organization.

Description: In recognition of the imminent retirements of experienced university employees, the Department will conduct research and will partner with key campus contingencies to promote development of an organizational strategy for retaining the “knowledge” of key individuals who plan to retire over the next several years.

* * * * * * * * * *

**Core Initiative: Research and identify core knowledge, skills and abilities (KSAs) to respond to the significant growth and changing needs of the organization**

**Administration**

Action Item: Research and identify core knowledge, skills and abilities (KSAs) to respond to the significant growth and changing needs of the organization.

Description: Drawing on research in higher education and using *UC 2010, A New Business Architecture for the University of California* as a framework, identify core KSA areas needed for success in this changing environment and an integrated learning and development approach to support these areas.

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**Core Initiative: Enhance supervisory and specialized training**

Description: Enhance or augment curriculum and materials/information for UCSD managers and experienced supervisors, and design specialized training for employees needing specific UCSD job skills, as appropriate.
Core Initiative: Develop on-line learning capability

Administration

Action Item: Formulate a strategy via Blink to assist the campus in the development of on-line learning resources (e.g., Financial Systems training), ensuring resource availability and an implementation schedule.

Description: This effort is aimed at the implementation of an integrated on-line curriculum for Financial Systems training. It will facilitate design and delivery of specific on-line tutorials, regarding financial tools and practices curricula as well as off-the-shelf self skills training.
Department Goal

Recruitment and Outreach: Prepare for projected UCSD student growth by developing a strategic response to current market forces affecting UCSD’s ability to recruit and retain the best staff workforce.

Description: This effort will address the ability to identify workforce needs and existing barriers in order to adequately recruit and retain the best workforce. The strategy is to address existing barriers so that UCSD, as it experiences growth, remains a highly productive work environment.
**Core Initiative:** Decentralize selected classification and compensation decisions

Description: Human Resources will continue decentralization of classification and compensation decisions, subject to Vice Chancellor area readiness, including revisions to policies and procedures, training of decision-makers, and establishment of post-audit review procedures.

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**Core Initiative:** Modify hiring practices and expand flexibility

*Employment and Staffing Services*

**Action Item:** Implement modifications that will enhance the Hire Online module, and the Resumix applicant management system.

Description: This effort will improve compliance tracking, provide better information to customers (both applicants and supervisors), and enable the recruiters to use the search functionality. Based on requests from customers, this modification will improve the effectiveness and ease of use of the Hire Online and Resumix systems.

**Action Item:** Revise the UCSD Job Bulletin to create a more efficient and easier-to-read format.

Description: The Job Bulletin will be changed into a more compatible format for current technology.

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**Core Initiative:** Provide internal mobility strategy

*Employment and Staffing Services*

**Action Item:** Develop an internal career mobility strategy.

Description: The growth of the campus and the increased need to retain UCSD knowledge and experience require a programmatic response. This includes developing a program to market internal opportunities to career employees by inviting them to register with the UCSD applicant management system, as well as developing and implementing a strategy to encourage and facilitate the career development of employees through transfers and promotions.
**Equal Opportunity/Staff Affirmative Action**

**Action Item:** Enhance Staff Equal Opportunity Enrichment Program services and programs.

**Description:** Review and modify Staff Equal Opportunity Enrichment Program Services to ensure broad participation and customer satisfaction.

**Temporary Employment Services**

**Action Item:** Develop a program in which TES employment will serve as a bridge to additional career options for UCSD employees.

**Description:** This program will enable UCSD career employees to maintain their benefits while working through the temporary pool. This will provide opportunities for skills enhancement, networking and career planning with the ultimate goal of advancement within UCSD.

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**Core Initiative: Develop a succession planning model**

**Administration**

**Action Item:** Research succession planning models in higher education, as well as the private sector and partner with a cross section of campus administrators to develop a succession planning model for UCSD.

**Description:** Drawing on succession planning trends and effective models and consultation with UCSD leaders and administrators, the Department will develop a model to address how the organization can avoid "short term" gaps in key organizational competencies and designate responsibilities when key individuals separate or retire from UCSD.

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**Core Initiative: Forecast staffing needs**

**Administration**

**Action Item:** Forecast staffing needs at UCSD.

**Description:** In partnership with appropriate campus departments, develop a formula on which to base current staff FTE head count and identify variables that will impact growth projections.
Core Initiative: Enhance recruitment and outreach strategies

Human Resource Services Staffing Units

Action Item: Develop a campus recruitment strategy that expediently connects talented job seekers with hiring decision makers.

Description: Working with key campus hiring managers, strategies will be developed and implemented for effective applicant sourcing.

Temporary Employment Services

Action Item: Focus on developing strategies for aggressively recruiting a diverse pool of applicants.

Description: TES will partner with other Human Resources staffing units to aggressively increase its visibility within the community. Efforts will include but are not limited to, increased participation in career fairs and presentations to a wide range of employment organizations. This will allow for TES to build and enhance relationships with various organizations within the community through site visits and exchanges of information while developing a diverse pool of temporary workers.
Department Goal

Compensation: Revise policies and practices to maximize compensation flexibility affecting hiring, merit, reclassification, promotion and equity rates and increases.

Description: Through this effort Human Resources will continue to define areas of flexibility, modification of existing practices, and development of new practices to ensure the timely ability of UCSD departments to recruit and retain the best possible workforce.
Administration

Action Item: Identify cutting edge compensation practices and assess adaptability to the UCSD environment.

Description: The effort will focus on research and development of “cutting edge” models for compensation and analyze whether “best practices” used outside of UC can be transported to UCSD.

Compensation

Action Item: Using a market-based approach to compensation program development, revise grade structures, salary ranges, payroll titles, policies and practices to maximize flexibility and support decentralized decision-making.

Description: The effort will include market analysis and alignment of the compensation program to the market by revising grade structures, payroll titles, classification criteria, FLSA exemption status and compensation policies and procedures. It will also involve training of campus decision-makers as changes occur and implementation of effective post-audit monitoring and controls that support the decentralized environment.

Equal Opportunity/Staff Affirmative Action

Action Item: Ensure EEO/AA compliance with new compensation practices.

Description: The focus of this initiative will include collaboration with HR Services/Compensation to review new compensation practices for EEO/AA compliance.

Labor Relations

Action Item: Negotiate collective bargaining agreements, which permit development of decentralized compensation programs and market-based approaches to pay.

Description: UCSD Labor Relations, working in conjunction with UCOP Labor Relations, will develop strategies to permit decentralized compensation programs and market-based approaches to pay.