To foster the best possible working and learning environment, UCSD strives to maintain a climate of fairness, cooperation, and professionalism. These principles of community are vital to the success of the university and the well being of its constituents. UCSD faculty, staff, and students are expected to practice these basic principles as individuals and in groups.

- 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.

¹ These 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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</tbody>
</table>
VISION & MISSION STATEMENTS

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.

SERVICE STANDARDS
To foster the best working environment for the UCSD community, Human Resources will uphold and encourage the following service standards:

<table>
<thead>
<tr>
<th>Timeliness</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect</td>
<td>Treat the client with respect by exhibiting courtesy and concern</td>
</tr>
<tr>
<td>Understanding</td>
<td>Listen to the client’s articulation of the issues, recognize and confirm their point of view, and develop goals for service</td>
</tr>
<tr>
<td>Options</td>
<td>Offer the client assistance and flexible alternatives, or provide the client an explanation when options cannot be offered</td>
</tr>
<tr>
<td>Organizational Interest</td>
<td>Support a win-win philosophy representing the interest of all parties</td>
</tr>
<tr>
<td>Accessibility</td>
<td>Ensure maximum access to Human Resources staff, programs, and services</td>
</tr>
<tr>
<td>Professionalism</td>
<td>Provide the client with excellence in service delivery</td>
</tr>
<tr>
<td>Simplification</td>
<td>Explore with the client creative service approaches that represent simplification</td>
</tr>
</tbody>
</table>
FUNCTIONAL DESCRIPTIONS & CONTACTS

Administration

The Assistant Vice Chancellor has primary responsibility and accountability for:

- Direction, management, and leadership of the overall UCSD Human Resources programs
- Establishment of strategic vision, mission, and goals for the organization
- Operational priorities of Human Resources in the sustaining and maintenance of University excellence
- Promotion of a positive, productive, and ethical work environment
- Development, implementation, and management of an effective internal employee communications program for Human Resources

Rogers Davis

Assistant Vice Chancellor – Human Resources
Extension: 40286
Mail Code: 0922

Tina Waldrop

Senior Administrative Analyst
Extension: 42824
Mail Code: 0922

Tonia Hunter

Administrative Specialist
Extension: 40286
Mail Code: 0922

Laura Levinson

Administrative Assistant
Extension: 49656
Mail Code: 0922
Benefits

This unit provides faculty and staff with support on the full scope of University-sponsored health, welfare, and retirement benefit plans by:

- Maintaining an effective benefits communication program
- Providing one-on-one counseling and assistance over the phone, in person, and via e-mail
- Offering new employee benefit orientations to inform eligible faculty and staff about the University’s benefit plans in a small-classroom setting
- Training departmental representatives and supervisory personnel who assist employees in their respective departments with benefits-related issues and/or materials

Jacqueline Edwards
Manager, Benefits
Extension: 45634
Mail Code: 0926

Linda Jacobson
Benefits Analyst
Extension: 49686
Mail Code: 0926

Ruth McDaniel
Benefits Analyst
Extension: 40987
Mail Code: 0926

Jo Morales
Benefits Analyst
Extension: 45244
Mail Code: 0926

Jim Redhead
Benefits Analyst
Extension: 42154
Mail Code: 0926
Benefits continued

Tuyet Le
Financial Planner
Extension: 22568
Mail Code: 0926

Grace Cruz
Disability Coordinator
Extension: 41623
Mail Code: 0926

Position Vacant
Benefits Assistant
Extension: 42816
Mail Code: 0926

Wilma Westmoreland
Health Care Facilitator
Extension: 22192
Mail Code: 0926

Debra Wells
Health Care Facilitator Program Analyst
Extension: 22197
Mail Code: 0926

Angela Mundale
Health Care Facilitator Program Assistant
Extension: 42817
Mail Code: 0926
Campus Employee Rehabilitation Program

This unit provides counseling and vocational rehabilitation services to all staff and faculty with a medical condition — including problems resulting from alcohol and drug abuse and/or mental stress — that interferes with their ability to work or return to work after a medical leave. Services include:

- Counseling, including career counseling for people with disabilities
- Job placement, training, and transitional employment services
- Ergonomic Equipment Loaner program
- Fitness-for-duty evaluations
- Speech recognition software selection
- Training presentations
- Vocational evaluation and rehabilitation counseling

Management consultation is also 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
Extension: 46743
Mail Code: 0944

Bonnie Matheny
Employee Rehabilitation Analyst
Extension: 47700
Mail Code: 0944

Fred Bellinger
Vocational Rehabilitation Counselor
Extension: 46742
Mail Code: 0944

Wendie Sandvik
Employee Rehabilitation Analyst
Extension: 47771
Mail Code: 0944
Campus Employee Rehabilitation Program  continued

Alane Reardon

Administrative Assistant
Extension: 46744
Mail Code: 0944
Compensation

This unit is responsible for managing compensation and classification programs, including:

- Administration of base pay and ancillary pay
- Range adjustment, merit increase, and award programs
- Classification and pay grade determination
- Development of classification tools and compensation methodology
- Compensation-related training and communication programs
- Coordination of campus-wide classification advisory committees
- Auditing of personnel actions entered into the payroll/personnel system

Ray Rodriguez
Compensation Manager
Extension: 40986
Mail Code: 0922

Rosemarie Mirano-Del Mar
Compensation Analyst
Extension: 22650
Mail Code: 0922

Mary Paul
Compensation Analyst
Extension: 44215
Mail Code: 0922

Thelma Vanesian
Compensation Analyst
Extension: 44130
Mail Code: 0922

Pearl White
Records Coordinator
Extension: 43847
Mail Code: 0922
Compensation continued

Elizabeth Duenas
  Records Assistant
  Extension: 40985
  Mail Code: 0922

Sylvia Saiz
  Compensation Assistant
  Extension: 40986
  Mail Code: 0922

Susan Reba
  Classification Assistant
  Extension: 40281
  Mail Code: 0922
Employee Relations and Policy Development

This unit provides consulting services, advice, support, and referrals in the human resource management arena to UCSD employees, supervisors, and administrators on a wide range of matters related to conditions of employment; and oversees and reviews policies and procedures, provides general interpretation of policies and procedures, develops practice and procedure guidelines, and initiates research to identify new and collaborative polices and programs with a focus on:

- Policy and collective bargaining agreement interpretation and application
- Conflict management
- Personnel programs
- Public relations and liaison
- Workforce modification and affiliated training

Jenni Leibman
Director, Employee Relations and Policy Development
Extension: 44136
Mail Code: 0922

Michael Gonzalez
Employee Relations Specialist
Extension: 21286
Mail Code: 0922

Position Vacant
Employee Relations Specialist
Extension: 48011
Mail Code: 0922

Rene Goth
Employee Relations Assistant
Extension: 44115
Mail Code: 0922
Employment & Staffing Services

This unit administers the campus recruitment and staffing function through the following core activities:

- Implements the annual affirmative action hiring plan through recruitment and special employment programs and by coordinating outreach activities
- Recruits and refers qualified external and internal applicants who reflect requisite skills
- Provides professional and efficient applicant intake services to job seekers
- Guides hiring authorities through the employment process to ensure that appropriate hiring decisions are made by following sound human resource practices and University policies
- Provides assistance and guidance to former employees in layoff status who are seeking reemployment and to active employees seeking transfer opportunities

Position Vacant
Manager, Employment and Staffing Services
Extension: 42820
Mail Code: 0922

Alma Brewer
Recruitment Specialist
Extension: 46338
Mail Code: 0922

Lindsay Hicks
Recruitment Specialist
Extension: 40279
Mail Code: 0922

Position Vacant
Recruitment Specialist
Extension: 40282
Mail Code: 0922
Employment & Staffing Services continued

Marcele Maia
Recruitment Specialist
Extension: 44116
Mail Code: 0922

Denise Karp
Applicant Services
Extension: 49897
Mail Code: 0967

Jason Olliff
Applicant Services
Extension: 49897
Mail Code: 0967

Michael Sauvageau
Applicant Services
Extension: 49897
Mail Code: 0967

Carol Yoza
Recruitment Assistant
Extension: 21876
Mail Code: 0922
Equal Opportunity/Staff Affirmative Action

This division designs and facilitates campus-wide programs to foster equal opportunity, heighten awareness of the value of diversity, and ensure UCSD's status in good standing as a federal and state contractor by:

- Implementing and monitoring Human Resources procedures to ensure equal opportunity and nondiscrimination in employment and business contracting
- Developing compliance reports as mandated by the federal and state governments
- Collaborating with University representatives to develop and deliver programs for the diversification of UCSD's staff workforce
- Providing career counseling to staff employees and special training for supervisors and employees on topics such as equal opportunity and affirmative action responsibilities and effective management of culturally diverse work groups
- Participating in the informal resolution of discrimination and sexual harassment

Paula Doss
Director, Equal Opportunity/Staff Affirmative Action
Extension: 41922
Mail Code: 0923

Paul W. Chan
Senior Administrative Analyst
Extension: 41923
Mail Code: 0923

Jorge Rios
Senior Administrative Analyst
Extension: 20506
Mail Code: 0923

Linda Olvera
Administrative Assistant
Extension: 46466
Mail Code: 0923
Equal Opportunity/Staff Affirmative Action continued

Paul Tagliaferri
Administrative Assistant
Extension: 43694
Mail Code: 0923
Faculty and Staff Assistance Program

This division is a confidential service designed to help faculty, staff, and their dependents resolve personal and interpersonal concerns, which may be affecting well-being and/or job performance. Services include:

- One-on-one information, support, and counseling
- Departmental behavioral consultation assistance
- Coordinating counseling services and activities, as well as directing faculty and staff to outside resources
- Educational workshops and support groups on a variety of topics
- Monthly Learn at Lunch lectures related to personal and professional well-being

Equilla Luke

Director, Faculty and Staff Assistance Program
Extension: 46751
Mail Code: 0918

Michelle Brown-Shelton

FSAP Counselor
Extension: 45509
Mail Code: 0918

Rose Lee Josephson

FSAP Counselor
Extension: 42387
Mail Code: 0918

Brent Kahle

FSAP Counselor
Extension: 45526
Mail Code: 0918

John Smith

FSAP Counselor
Extension: 42113
Mail Code: 0918
Faculty and Staff Assistance Program continued

Carol Walker
Administrative Assistant
Extension: 45523
Mail Code: 0918
**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, Human Resource Services
Extension: 40284
Mail Code: 0922

**Janice Cydell**

Administrative Specialist
Extension: 42825
Mail Code: 0922

**Anna Calhoun**

Administrative Assistant
Extension: 42812
Mail Code: 0922
Human Resources Information Systems

This unit 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 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
Mail Code: 0922

Position Vacant
Systems Administrator
Extension: 42239
Mail Code: 0922

Chaozi Chen
Programmer/Analyst
Extension: 40066
Mail Code: 0922

Bill Speckmann
Programmer/Analyst
Extension: 21563
Mail Code: 0922

Amy Zhuang
Programmer/Analyst
Extension: 40868
Mail Code: 0922

Travis Emmel
Network Administrator
Extension: 22552
Mail Code: 0922
Internal Employee Communications & Quality of Work/Life

This division oversees the review and implementation of UCSD strategies devoted to effective communication of policies, practices and programs to the UCSD community. In addition, it provides services that support work/life for UCSD’s diverse and dynamic community. Ongoing UCSD work/life programs include:

- New Employee Orientation — welcomes and orients new staff members to the UCSD mission and culture
- Catastrophic Leave Donation Program — permits salary and benefits continuation for an eligible employee who has exhausted all paid leave due to serious personal or family illness or injury
- Annual Service Awards Program and Ceremony — recognizes employees who have achieved landmark years of service with the University
- Exemplary Staff Employee of the Year Award Program — recognizes and celebrates the achievements and service of Professional and Support Staff employees
- Alternative Work Arrangements — offers flexible work schedules

Colleen DeLory
Director, Internal Employee Communications and Quality of Work/Life
Extension: 23566
Mail Code: 0922

Amanda Chavez
Administrative Assistant
Extension: 49659
Mail Code: 0922
Labor Relations

The primary objective of this division 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
Extension: 42810
Mail Code: 0921

**Belinda M. Hein**
Labor Relations Advocate
Extension: 42810
Mail Code: 0921

**Lori Trofemuk**
Labor Relations Advocate
Extension: 42810
Mail Code: 0921

**Dan Wyman**
Labor Relations Advocate
Extension: 42810
Mail Code: 0921

**Bonnie Kelly**
Administrative Assistant
Extension: 42813
Mail Code: 0921

**Position Vacant**
Administrative Assistant
Extension: 42810
Mail Code: 0921
Professional Recruitment and Community Outreach

This unit is responsible for assisting the University in attracting the best-qualified and diverse applicants through various outreach efforts and for recruitment of professional and management level positions. This unit provides:

- Information regarding career opportunities at UCSD
- Job skills assistance for UCSD employees and individuals seeking to work at UCSD
- Recruitment planning
- Applicant sourcing assistance for hiring departments
- Development and presentation of related training and workshops
- Liaison activities throughout San Diego County and the UC system in support of UCSD's commitment to diversity and equal employment opportunities

Michael Yates
Manager, Professional Recruitment and Community Outreach
Extension: 22583
Mail Code: 0922

Janet Loomis
Outreach Programs Coordinator
Extension: 49691
Mail Code: 0922
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
- Promoting opportunities for the retirees' continued service to the University

Suzan Cioffi
Executive Director, Retirement Association
Extension: 44724
Mail Code: 0020

Board of Directors
Extension: 44724
Mail Code: 0020

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

This division is responsible for coordination, design, and delivery of campus-wide training and development programs for University staff. The division offers:

- Classroom learning in a state-of-the-art Learning Center and Computer Training Center
- Web-based training and self-study resources on CD-ROM and video
- Customized on-site workshops
- Organizational development
- Career consultation
- Sexual harassment information

Lana C. Brenes
Director, Staff Education and Development
Extension: 44890
Mail Code: 0922

Grace Balch
Principal Personnel Analyst
Extension: 21700
Mail Code: 0922

Donna Mulcahy
Senior Personnel Analyst
Extension: 23346
Mail Code: 0922

Linda Veliz
Senior Personnel Analyst
Extension: 42474
Mail Code: 0922

Position Vacant
Program Assistant
Extension: 44890
Mail Code: 0922

Dodie Lewis
Program Assistant
Extension: 25293
Mail Code: 0922
Staff Education & Development  continued

Position Vacant
Program Assistant
Extension: 44890
Mail Code: 0922

Position Vacant
Program Assistant
Extension: 25114
Mail Code: 0922
Temporary Employment Services

This unit is responsible for supplying temporary staffing to departments on campus, at UCSD Healthcare, Thornton Hospital, and the Veterans Administration Medical Center. Temporary employees 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.

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 manages all financial operations associated with the unit including payroll and recharges to customer departments.

Kim Ayoub
Manager, Temporary Employment Services
Extension: 43518
Mail Code: 0963

John Thiede
Senior Placement Coordinator
Extension: 49882
Mail Code: 0963

Neema Baraka
Placement Coordinator
Extension: 22722
Mail Code: 0963

Sarah Wilson
Placement Coordinator
Extension: 20540
Mail Code: 0963

Steve Smith
Placement Coordinator
Extension: 43222
Mail Code: 0963
Temporary Employment Services  continued

**Janice Rochelle**
Payroll/Personnel Coordinator
Extension: 21525
Mail Code: 0963

**Marj Myers**
Payroll/Personnel Assistant
Extension: 22721
Mail Code: 0963

**Patricia Groves**
Administrative Assistant
Extension: 44604
Mail Code: 0963
GOALS & PERFORMANCE MANAGEMENT

Introduction

The Human Resources Business Plan is predicated on:

- Unprecedented growth throughout the UC system, innovations in technology, and an increasingly complex regulatory environment
- A scan of the current Human Resources policies, processes, and procedures
- Customers’ needs as reflected in data collected from various UCSD departments
- Balanced Scorecard results for Human Resources–related measurements
- Strategies embodied in UC 2010, A New Business Architecture for the University of California

This plan will contribute to:

- Support for Blink
- Completion of Human Resources–related long-term Staff Retention and Support Steering Committee (SRSSC) initiatives
- Staff retention
- Internal communication
- Policy and process flexibility
- Staff training and development
- Applicant recruitment and outreach
- Staff compensation
- Human Resources performance and measurements of its performance
I. Recruitment and Outreach

<table>
<thead>
<tr>
<th>Department Goal</th>
<th>Develop and implement a strategy that responds to the employee labor market forces impacting the institution’s ability to recruit the best possible staff workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>The focus of this goal is to identify workforce needs and identify to what extent barriers to recruitment exist in policy and practice. The effort will also address UCSD’s ability to remain an employer of choice from the perspective of the applicants in changing economic climates.</td>
</tr>
</tbody>
</table>

**Supporting Initiatives:**

**A. Enhance relationship with the regional American Indian community to improve the numbers of American Indian applicants**

In-depth contact with this community will increase the number of American Indians applying for positions at UCSD, thereby increasing the potential for more American Indians to be hired.

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Develop a strategy to meet with the area’s American Indian community leadership regarding UCSD job opportunities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Communication and partnerships will build bridges between UCSD and American Indian community organizations and individuals. American Indian community members will learn the benefits of working at UCSD and develop the skills needed for UCSD jobs.</td>
</tr>
<tr>
<td>Responsible Units</td>
<td>Employment and Staffing Services, Professional Recruitment and Community Outreach</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Support the American Indian Faculty and Staff Association.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>In partnership with American Indian community members, a plan will be developed and implemented to assist in furthering the mission of the American Indian Faculty and Staff Association.</td>
</tr>
<tr>
<td>Responsible Divisions</td>
<td>Administration, Equal Opportunity/Staff Affirmative Action</td>
</tr>
</tbody>
</table>
## B. Implement new applicant tracking and retrieval system

The current online applicant tracking and retrieval system will be replaced with a customized system developed internally to meet UCSD's specific needs.

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Coordinate the operational implementation of new systems and provide training on the systems to campus clients.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Implementation will involve designing training materials and coordinating training on the new system.</td>
</tr>
<tr>
<td>Responsible Unit</td>
<td>Employment and Staffing Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Ensure equal opportunity and affirmative action considerations in the new system.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Equal opportunity and affirmative action compliance information will be used in planning and developing the system, and subject matter experts will actively participate in the planning committee.</td>
</tr>
<tr>
<td>Responsible Division</td>
<td>Equal Opportunity/Staff Affirmative Action</td>
</tr>
</tbody>
</table>

## C. Enhance applicant outreach

The applicant outreach strategy and activities should be reviewed to ensure Human Resources is making the right contacts, attending the right events, and investing time and effort in the right source materials to meet critical staff recruitment goals and challenges faced by UCSD. Modify strategies and activities based upon these assessments.

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Develop a communications strategy for enhancing applicant outreach.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>The strategy will include benchmarks, deliverables and an action plan to enhance applicant outreach.</td>
</tr>
<tr>
<td>Responsible Division and Units</td>
<td>Employment and Staffing Services, Internal Employee Communications and Quality of Work/Life, Professional Recruitment and Community Outreach</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Increase efforts to target various community career centers within San Diego.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Community career centers throughout San Diego provide excellent sites to present the “UCSD How to Get Hired Workshop.&quot; These forums also provide important guidance to career center staff on the qualifications needed to perform successfully at UCSD.</td>
</tr>
<tr>
<td>Responsible Units</td>
<td>Employment and Staffing Services, Professional Recruitment and Community Outreach</td>
</tr>
</tbody>
</table>
**D. Develop a strategy to sustain UCSD’s recruitment in an improved economic environment**

In anticipation of an improved economic climate, which will impact UCSD’s ability to recruit the best employees, this initiative will look to ways to sustain recruitment success.

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Establish a Human Resources Department sponsored task group to study improved recruitment methodology.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>This initiative will result in collaborative dialogue and planning to evolve improved recruitment and outreach strategies in a positive economic climate.</td>
</tr>
<tr>
<td><strong>Responsible Division</strong></td>
<td>Administration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Implement applicant tracking methods to improve retrievability of qualified applicants.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>By developing “employment category” retrievability, the best matched applicants will be readily accessed in the applicant database.</td>
</tr>
<tr>
<td><strong>Responsible Unit</strong></td>
<td>Employment and Staffing Services</td>
</tr>
</tbody>
</table>

**E. Develop a strategy to increase the percentage of internal transfers compared with external new hires**

Existing UCSD employees will have more opportunities for transfer and promotion. The goal is to improve the percentage of competitive hiring offers made to internal applicants compared with the percentage of competitive hiring offers made to external applicants.

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Increase the number of payroll titles in the UCSD Internal Recruitment Program.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Additional classification titles will be identified for providing priority consideration to career staff. This initiative expands upon the already successful internal recruitment program implemented in July 2003.</td>
</tr>
<tr>
<td><strong>Responsible Unit</strong></td>
<td>Employment and Staffing Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recruitment and Outreach Initiative</th>
<th>Promote the concept and identification of transferable skills to UCSD managers, supervisors and employees.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Career Connection program resources and the My Career at UCSD Web site will be used to promote recognition of transferable skills in support of career enhancement and mobility.</td>
</tr>
<tr>
<td><strong>Responsible Division</strong></td>
<td>Equal Opportunity/Staff Affirmative Action</td>
</tr>
</tbody>
</table>
## II. Retention

### Department Goal
Promote policies and practices that positively impact retention of employees and the essential core proficiencies that contribute to the University’s market competitiveness.

### Description
The focus of this goal is to identify and improve the conditions of employment that affect employee retention. The associated objectives and initiatives will build bridges of confidence with the internal community and ensure UCSD is known as a quality, competitive, and positive place to work.

### Supporting Initiatives:

<table>
<thead>
<tr>
<th>A. Expand payroll titles included in the UCSD Skills Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Retention Initiative</strong></td>
</tr>
<tr>
<td>Assess the need for additional payroll titles in the UCSD Skills Bank and add titles as appropriate.</td>
</tr>
<tr>
<td><strong>Description</strong></td>
</tr>
<tr>
<td>New titles will be added to the Skills Bank beginning in mid-2005. Some titles currently under consideration include the programmer analyst series and computer resource specialist series.</td>
</tr>
<tr>
<td><strong>Responsible Unit</strong></td>
</tr>
<tr>
<td>Employment and Staffing Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B. Promote employee recognition and rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Retention Initiative</strong></td>
</tr>
<tr>
<td>Review Incentive Award Program best practices with vice chancellor areas.</td>
</tr>
<tr>
<td><strong>Description</strong></td>
</tr>
<tr>
<td>Sharing &quot;IAP&quot; best practices will foster new and creative programs for appropriately recognizing performance.</td>
</tr>
<tr>
<td><strong>Responsible Unit</strong></td>
</tr>
<tr>
<td>Compensation</td>
</tr>
</tbody>
</table>

- 31 -
### Retention Initiative

**Administer and publicize the Service Awards and Exemplary Staff Employee of the Year Award programs.**

**Description**
This initiative describes an ongoing commitment to two high-profile employee recognition programs—one based on service years and the other on contributions to the University and San Diego communities.

**Responsible Division**
Internal Employee Communications and Quality of Work/Life

### C. Cultivate relationships with applicants

Ongoing relationships with potential applicants and those who have already applied will be nurtured to sustain the applicants’ willingness to be considered for more than one vacancy. This will enhance the development of high-quality applicant pools.

**Retention Initiative**
Work with campus departments to provide informational interviews to qualified applicants.

**Description**
Informational interviews will be conducted by UCSD hiring managers with best-matched applicants. Establishing relationships with applicants in this manner should assist UCSD during periods of lower unemployment when competition among area employers vying for many of the same applicants becomes intense.

**Responsible Units**
Employment and Staffing Services, Professional Recruitment and Community Outreach

**Retention Initiative**
Identify UCSD strengths regarding conditions of employment that affect retention, and develop and enhance communication vehicles to promote them.

**Description**
Compelling messages and delivery mechanisms will encourage new applicants and broaden the interest of current applicants concerning employment with UCSD.

**Responsible Division**
Internal Employee Communications and Quality of Work/Life
D. Develop and promote strategies to nurture the relationship with Policy Covered Staff (99s)

This initiative will inform managers and supervisors on sound management policies, practices and information to sustain the well-being and high productivity of Policy Covered Staff (99s).

<table>
<thead>
<tr>
<th>Retention Initiative</th>
<th>Collaborate with UCOP to review and enhance personnel policies for policy covered staff.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>In partnership with UCOP and other UC campuses, key personnel policies for policy covered staff will be evaluated, improved and supplemented.</td>
</tr>
<tr>
<td><strong>Responsible Division</strong></td>
<td>Employee Relations and Policy Development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Retention Initiative</th>
<th>Review, modify and develop tools to effectively communicate to employees and supervisors best practices for managing workplace relationships.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>This initiative will analyze existing methods, develop/expand an accurate electronic customer database, and determine best methods in disseminating and communicating information.</td>
</tr>
<tr>
<td><strong>Responsible Division</strong></td>
<td>Employee Relations and Policy Development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Retention Initiative</th>
<th>Collaborate with other employee support units to ensure consistent interpretation and application of UCSD policies and programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Employee support units will work together to facilitate information sharing affecting employee rights and responsibilities.</td>
</tr>
<tr>
<td><strong>Responsible Division</strong></td>
<td>Employee Relations and Policy Development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Retention Initiative</th>
<th>Coordinate and initiate a communications program concerning the possible UPTE “99” Unit campaign.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Working with UCOP, UCSD will develop appropriate strategies and materials for delivery to University managers, supervisors, and affected employees via training and orientation sessions and electronic communications.</td>
</tr>
<tr>
<td><strong>Responsible Division</strong></td>
<td>Labor Relations</td>
</tr>
</tbody>
</table>
### III. Compensation

<table>
<thead>
<tr>
<th>Department Goal</th>
<th>Identify compensation-related methods and means to maximize employee retention and customer satisfaction.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Research on and improvements to compensation practices will result in reduced cycle time and other enhancements. Enhanced compensation practices will strengthen recruitment and retention.</td>
</tr>
</tbody>
</table>

**Supporting Initiatives:**

**A. Enhance current compensation automated online processes**

The online job description and the job description library will be assessed and enhanced.

<table>
<thead>
<tr>
<th>Compensation Initiative</th>
<th>Improve the user experience with the current electronic job description system.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Improvements in the functionality of the online job description system will help reduce classification cycle time and will streamline the process for users.</td>
</tr>
<tr>
<td>Responsible Unit</td>
<td>Compensation</td>
</tr>
</tbody>
</table>

**B. Assess opportunities to streamline the reclassification process and further reduce cycle time**

Human Resources will evaluate additional opportunities to streamline the reclassification workflow and practices in an effort to further reduce cycle time. Human Resources will also promote the reduction of cycle time in the decentralized campus reclassification process.

<table>
<thead>
<tr>
<th>Compensation Initiative</th>
<th>Implement the recommendations of the Classification Cycle Time Workgroup, as appropriate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Implementation of recommendations will be prioritized based on their effect on reducing cycle time.</td>
</tr>
<tr>
<td>Responsible Unit</td>
<td>Compensation</td>
</tr>
</tbody>
</table>
C. Develop a more systematic method to conduct large-scale reclassification studies of UCSD jobs

A more proactive approach to compensation evaluations will enhance UCSD’s competitiveness.

<table>
<thead>
<tr>
<th>Compensation Initiative</th>
<th>Consult with the campus Classification Advisory Committee to determine high-priority needs of the campus.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>The most challenging compensation issues will be identified and corresponding solutions developed through consultation with this standing committee of representatives from campus vice chancellor areas.</td>
</tr>
<tr>
<td>Responsible Unit</td>
<td>Compensation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compensation Initiative</th>
<th>Develop a strategy for conducting large-scale classification studies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>UCSD’s growth requires a more strategic approach to classification rather than reviewing jobs spontaneously. A classification review schedule will be developed, where specific classifications are reviewed at scheduled intervals or regular “cycles,” thereby improving effectiveness of results and facilitating better planning.</td>
</tr>
<tr>
<td>Responsible Unit</td>
<td>Compensation</td>
</tr>
</tbody>
</table>
## IV. Communication

<table>
<thead>
<tr>
<th>Department Goal</th>
<th>Effectively communicate human resource management information on total compensation and employee benefits issues, and provide opportunities for dialogue and feedback to enhance employee input and commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Relevant human resources-related information will be communicated to UCSD employees using best-effect media and messages.</td>
</tr>
</tbody>
</table>

### Supporting Initiatives:

#### A. Revise Telecommuting Guide and develop campus orientation plan

A revised version of the UCSD Telecommuting Guide, with a primary focus toward online information, will improve access to information and use of telecommuting by UCSD staff.

<table>
<thead>
<tr>
<th>Communication Initiative</th>
<th>Research current telecommuting practices, finalize new Telecommuting Guide and roll out to campus.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>This initiative provides supporting materials to assist in implementing and managing flexible work arrangements, which increase employee satisfaction and loyalty, and can assist in recruitment and retention.</td>
</tr>
<tr>
<td>Responsible Division</td>
<td>Internal Employee Communications and Quality of Work/Life</td>
</tr>
</tbody>
</table>

#### B. Enhance attendance at New Employee Orientation and register new employees in a timely manner

Staff who attend new employee orientation receive information valuable to the performance of their jobs and to their career development. In attending soon after their hire, employees gain an understanding of and appreciation for the UCSD work culture that may eliminate potential problems or give them tools to successfully meet the challenges of their new positions.

<table>
<thead>
<tr>
<th>Communication Initiative</th>
<th>Institute online registration and tracking system for New Employee Orientation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Electronic invitations and registrations generated via the employee database will assist in ensuring greater coverage of new employees and in planning for the monthly sessions.</td>
</tr>
<tr>
<td>Responsible Division</td>
<td>Internal Employee Communications and Quality of Work/Life</td>
</tr>
<tr>
<td>Communication Initiative</td>
<td>Promote New Employee Orientation via a combination of print, online, and other media in concert with other Human Resources units.</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Description</td>
<td>Changes to the New Employee Orientation need to be communicated to campus departments and specifically the HR contacts to encourage participation of new employees.</td>
</tr>
<tr>
<td>Responsible Division</td>
<td>Internal Employee Communications and Quality of Work/Life</td>
</tr>
</tbody>
</table>

C. Develop newsworthy and positive information about the quality of the UCSD work environment and about the positive management of human resource issues; target dissemination as appropriate

Developing and disseminating positive information about UCSD staff and working conditions to targeted audiences will help promote UCSD as the employer of choice.

<table>
<thead>
<tr>
<th>Communication Initiative</th>
<th>Communicate new benefits initiatives, such as tax-deferred savings and investment program options, personal health care options, and Web-based self-help features.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Presentations, workshops, and Web-based tools will assist in educating UCSD employees regarding the intricacies of UC-sponsored health, welfare and retirement program provisions in an effort to promote cost-effective plan utilization.</td>
</tr>
<tr>
<td>Responsible Unit</td>
<td>Benefits</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication Initiative</th>
<th>Research and monitor the frequency, incidence and prevalence of client presenting problems to develop topics for potential articles.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Article topics, presentations and workshops will be developed based on the top five client presenting problems. Content will be delivered through Staff Education and Development and inclusion in electronic newsletters and Web pages.</td>
</tr>
<tr>
<td>Responsible Unit</td>
<td>Faculty and Staff Assistance Program</td>
</tr>
<tr>
<td>Communication Initiative</td>
<td>Use combination of print, online and other media to share information with UCSD and external audiences.</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Description</td>
<td>The dissemination of positive information to UCSD staff in multiple formats will inform, educate and inspire staff to take advantage of opportunities for personal and professional growth.</td>
</tr>
<tr>
<td>Responsible Division</td>
<td>Internal Employee Communications and Quality of Work/Life</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication Initiative</th>
<th>Enhance collective bargaining communication with clients by strengthening efforts to provide timely and accurate information.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>This initiative includes disseminating up-to-date bargaining information online to the UCSD community and conducting contract administration training on newly negotiated contracts in department meetings for UCSD managers and supervisors.</td>
</tr>
<tr>
<td>Responsible Division</td>
<td>Labor Relations</td>
</tr>
</tbody>
</table>
V. Policies and Processes

**Department Goal**
Maximize the opportunity to simplify, streamline and improve Human Resources-related policies, processes, and cycle times

**Description**
The focus of this goal is to make the job of Human Resources’ customers easier and less complex, as well as to allow for further decentralized decision-making in matters affecting employees. Human Resources will ensure controls and standards are upheld and that processes and practices are competitive.

**Supporting Initiatives:**

A. **Finalize and promulgate the Standards for Effective Supervision**
Promulgating the Standards for Effective Supervision will complete a critical initiative recommended by the Staff Retention and Support Steering Committee (SRSSC) and will become a fifth set of campuswide performance standards for UCSD managers and supervisors.

Responsible Division: Administration and Staff Education and Development

B. **Finalize the department’s analysis of process flowcharting to simplify and streamline each internal process**
This initiative is designed to ensure all service delivery processes are evaluated in detail and the process steps modified as appropriate to streamline delivery.

Responsible Division and Unit: Administration and HRIS

C. **Analyze opportunities to reduce cycle time, specifically targeting the hiring process**
This initiative will continue to emphasize cycle time reduction as a critical element in achieving excellent customer service delivery.

<table>
<thead>
<tr>
<th>Policies &amp; Processes Initiative</th>
<th>Implement the recommendations of the Hiring Cycle Time Work Group as appropriate.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Implementation of recommendations will be prioritized based on their effect on reducing cycle time.</td>
</tr>
<tr>
<td><strong>Responsible Unit</strong></td>
<td>Employment and Staffing Services</td>
</tr>
</tbody>
</table>
D. Identify and benchmark each Human Resources process against external UCSD best practices

Each Human Resources Department unit will be empowered to measure and compare its performance against an external cohort considered to be a practitioner of a best practice.

Responsible Units: All Human Resources Units

E. Monitor and maximize the protection of employee privacy in Human Resources record-keeping systems

It is critical that every Human Resources record system, including e-mail files, avoid use of Social Security numbers and other unnecessary private information. Where private information is needed, every precaution must be taken to protect the access to such information.

Responsible Units: All Human Resources Units

F. Develop a department systems documentation repository

This application will assist in managing core infrastructure components. The online repository will describe all Human Resources core processes, applications, databases, servers and workstations. Relationships established among components will facilitate strategic planning, training of new employees, service improvement initiatives, and systems development.

Responsible Units: All Human Resources Units

G. Sustain and improve equal opportunity/affirmative action efforts

This initiative will provide the necessary data, assessment, recommendations and outreach to focus leadership attention on the appropriate actions and plans designed to sustain and improve UCSD’s equal opportunity and affirmative action standing.

<table>
<thead>
<tr>
<th>Policies &amp; Processes Initiative</th>
<th>Enhance workforce information desktop capabilities for vice chancellors and their designees.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Additional key workforce information will be identified for delivery and made available to the vice chancellors and their designees.</td>
</tr>
<tr>
<td>Responsible Divisions</td>
<td>Administration, Equal Opportunity/Staff Affirmative Action</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policies &amp; Processes Initiative</th>
<th>Develop and communicate updated availability data to aid in monitoring equal opportunity/affirmative action progress.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Affirmative action availability data will be updated and distributed to key managers and human resources contacts.</td>
</tr>
<tr>
<td>Responsible Divisions</td>
<td>Administration, Equal Opportunity/Staff Affirmative Action</td>
</tr>
<tr>
<td>Policies &amp; Processes Initiative</td>
<td>Generate and promote a UCSD business contracting strategy in collaboration with appropriate UCSD vice chancellor areas.</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Description</td>
<td>In partnership with business contracting stakeholders, strategies will be developed to ensure equal opportunity in business contracting practices.</td>
</tr>
<tr>
<td>Responsible Divisions</td>
<td>Administration, Equal Opportunity/Staff Affirmative Action</td>
</tr>
</tbody>
</table>


## VI. Training and Development

### Department Goal
Expand and communicate available learning opportunities to address current and future organizational workforce needs; promote UCSD’s priority for professional development via integrated learning.

### Description
This effort focuses attention on enhanced models to deliver training and development. It provides the opportunity to position UCSD with cutting-edge practices to assess, define, and address current, as well as future learning priorities of the workforce.

### Supporting Initiatives:

#### A. Provide a training curriculum for all staff serving in human resources contact roles

This initiative is designed to develop and deploy an orientation module related to critical human resources processes and policies for UCSD department human resources contacts. This effort will better ensure consistent and compliant application of law, regulation and policy in the implementation of individual transactions.

<table>
<thead>
<tr>
<th>Training &amp; Development Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>This initiative is designed to develop and deploy an orientation module related to critical human resources processes and policies for UCSD department human resources contacts. This effort will better ensure consistent and compliant application of law, regulation and policy in the implementation of individual transactions.</strong></td>
<td></td>
</tr>
<tr>
<td>Develop and implement a curriculum to support UCSD staff in carrying out their roles and responsibilities as human resources contacts.</td>
<td></td>
</tr>
<tr>
<td>This is a collaborative effort among HR divisions to create and develop an HR contacts curriculum of new and existing courses on topics that may include job classification, recruitment, benefits, and performance management, among others, to be offered through Staff Education and Development.</td>
<td></td>
</tr>
</tbody>
</table>

**Responsible Division:** Staff Education and Development

#### B. Standardize the New Supervisor Orientation Program offerings

The Staff Retention and Support Steering Committee (SRSSC) recommended UCSD develop an orientation training program for new supervisors. This effort will finalize the development and deployment of the training module.

**Responsible Division:** Staff Education and Development
C. Finalize and make available to UCSD departments, succession planning options

Succession planning at UCSD is part of a UC systemwide initiative to research and develop a number of succession planning options. These will be made available for adoption by UCSD departments so they can plan adequately for staff turnover in critical positions.

Responsible Divisions: Administration, Equal Opportunity/Staff Affirmative Action, Staff Education and Development

D. Expand and promote the use of training and development “jobs to course matrix”

This effort will further promote and align the application of Staff Education and Development training courses to specific work disciplines in an attempt to make training directly relevant to employee jobs.

Responsible Division: Staff Education and Development

E. Implement the streamlined educational benefits approval process

A streamlined Training Justification and Anticipated Cost (TJAC) form will be deployed.

<table>
<thead>
<tr>
<th>Training &amp; Development Initiative</th>
<th>Description</th>
<th>Responsible Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Streamline and simplify the process for receiving approval for educational benefits via the Training and Justification and Anticipated Cost (TJAC) form.</td>
<td>To support UCSD career employees in their use of educational benefits, this initiative will design and implement an automated process for the approval of educational benefits.</td>
<td>Staff Education and Development</td>
</tr>
</tbody>
</table>

F. Provide readily accessible Web-based training relevant to the changing needs of UCSD

This effort will explore additional opportunity to develop Web-based interactive training courses and tutorials.

<table>
<thead>
<tr>
<th>Training &amp; Development Initiative</th>
<th>Description</th>
<th>Responsible Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement a strategy for making off-the-shelf Web-based training accessible across platforms.</td>
<td>The use of products that might meet the needs of Mac users and that work on a variety of current browsers will be explored to increase the usability and accessibility of campus-wide Web-based training.</td>
<td>Staff Education and Development</td>
</tr>
</tbody>
</table>
### Training & Development Initiative

**Description**

Develop an approach for rapid development of UCSD-specific Web-based tutorials for Business Affairs and other compliant processes.

Building upon the expanded scope of UCSD-specific Web-based tutorials and using the newly tested development tool, this initiative proposes to implement a plan for rapidly developing designated Business Affairs tutorials, including financial, safety, and computer security.

**Responsible Division**

Staff Education and Development

### G. Implement a new learning management system

This effort will enable the technology used to support the training enrollment process to keep pace with changing demands and increased need for capacity.

**Training & Development Initiative**

Enhance the capability of Enrollment Central by implementing a new learning management system.

**Description**

HR units will collaboratively develop and implement, as feasible, a learning management system with increased functionality to support the one-stop enrollment service for campuswide training.

**Responsible Division**

Staff Education and Development
## VII. Performance Management

<table>
<thead>
<tr>
<th>Department Goal</th>
<th>Use the Balanced Scorecard measurement methodology to effectively improve the Human Resources Department’s service delivery and to assess organizational and individual performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>The Balanced Scorecard, a measurement tool used across all Business Affairs’ departments, has proven to sustain and improve the organizational performance of the departments, including Human Resources.</td>
</tr>
</tbody>
</table>

**Supporting Initiatives:**

### A. Deliver Human Resources Department-wide staff development programs at least annually

It is important to offer a department-wide experience that brings all employees, regardless of payroll title, together for a common development and learning opportunity. The end result will build both knowledge and teamwork.

**Responsible Division:** Administration

### B. Manage Staff@Work matters, as appropriate

The foundation for good Balanced Scorecard results for the Human Resources Department is to ensure “good” to “excellent” ratings related to employee climate within the department. This initiative directs focus and attention toward this requirement.

**Responsible Division:** Administration

**Benefits**

- Continue to promote HR Rotation Program as a career development tool.
- Improve staff morale. Address salary equity and pay issues of staff.
- Reassess staff workload. Implement measures to ensure work is assigned equitably.

**Compensation**

- Review areas of the Staff@Work survey with the new Compensation Manager and develop a plan for improving areas of concern.
- Explore new ways of managing the workload through streamlining operations.
- Focus on the interpersonal development of Compensation staff.
Employee Rehabilitation

- Continue to discuss career development opportunities with staff members throughout the year and at the time of performance review.
- Provide ongoing opportunities for discussion of initiatives and program enhancements.
- Encourage active participation in disability awareness and other special events planning.
- Provide ongoing opportunities for individual discussion with Program Manager regarding client service activities.
- Work cooperatively to provide optimal services.
- Encourage individual and collaborative innovations.
- Recognize and celebrate achievements.
- Interact with ERP colleagues respectfully and demonstrate appreciation for their professionalism.
- Promptly share pertinent news.

Employee Relations and Policy Development

- Strive to maintain excellent Staff@Work ratings.

Employment and Staffing Services/Professional Recruitment and Community Outreach/Temporary Employment Services

- Review all areas of the Staff@Work survey and develop strategies for improving results.
- Provide opportunity to staff for staff education participation.
- Review, on a quarterly basis, goals of each staff member and their progress on those goals.
- Encourage participation in departmental events and activities.
- Encourage cross-department collaboration.
- Establish a mechanism for staff to provide ideas and input.

Equal Opportunity/Staff Affirmative Action (EO/SAA)

- Provide team members the resources and support to serve customers well.
Faculty and Staff Assistance Program (FSAP)

- Sustain a work environment that encourages open, respectful communication and effective problem solving.

Human Resources Information Systems

- Meet with team members to review goals, job descriptions, performance standards, measurements, and improvement plans.
- Work with team members to develop standard operating procedures and a continuous process improvement plan for each major activity in our delivery process.
- Meet with team members (1/1) at least weekly to obtain and provide feedback on performance, projects, processes, and support needs.
- Assist team members in enhancing their ability to provide quality services.
- Provide annual evaluations of team member performance.

Internal Employee Communications and Quality of Work/Life

- Encourage Internal Employee Communications and Quality of Work/Life staff training through Staff Education and Development.
- Work with external teams to ensure important programs are highlighted and easily accessible via Blink and This Week at UCSD.
- Revise and streamline timelines for major events to ensure Internal Employee Communications and Quality of Work/Life team shares clear goals and expectations.

Labor Relations

- Provide opportunity for staff to participate in staff education courses.
- Encourage participation in departmental events and activities.
- Establish a mechanism for staff to provide ideas and input.

Professional Recruitment and Community Outreach

- Provide opportunity for staff to participate in staff education courses.
- Review, on a quarterly basis, goals of each staff member and their progress on those goals.
- Encourage participation in departmental events and activities.
- Encourage cross-department collaboration.
- Establish a mechanism for staff to provide ideas and input.
Staff Education and Development

- Enhance employee satisfaction and team cohesiveness.

Temporary Employment Services

- Support career development opportunities for TES staff members.
- Continue open communication with TES staff members to resolve concerns or issues within the workplace.
- Listen and address concerns TES staff members may have regarding the climate of our department.

C. Sustain and improve Balanced Scorecard perspectives for each Human Resources division

The Balanced Scorecard is the framework for managing and evaluating the department’s outcomes. Each Human Resources unit must adhere to using benchmarks, and results from employee and customer satisfaction surveys. This initiative clearly articulates the requirement to sustain and improve current results.

Benefits

- Continue to assess and measure unit’s overall effectiveness as a customer service provider utilizing the principles of the Balanced Scorecard methodology.
- Develop innovative ways to work that increase employee morale and that meet customer service needs.
- Expand efforts to communicate and promote better client understanding of benefit plan provisions and limitations. Provide alternative options, where possible.
- Expand efforts to effectively communicate value of benefit plans and services to faculty and staff.
- Review operational processes for access and responsiveness to clients. Evaluate and streamline benefits-related process demands placed on client departments.
- Encourage and promote utilization of online transactions and information access via Blink and the At Your Service Web sites.
Compensation

- Work with external consultants and the classification cycle time team to identify and implement recommendations to further reduce classification cycle time.
- Focus communication efforts to the campus on total compensation.
- Enhance the online job description system.
- Continue to streamline the MSP classification process.
- Review classification delegation of authority to determine its effectiveness.

Employee Rehabilitation

- Contribute to methods to measure the cost of disability and savings from reduction in days off due to disability.
- Enable access to additional information, forms, and procedures through the Blink portal.
- Contribute to the development and implementation of a comprehensive Transitional Employment Program.

Employee Relations and Policy Development

- Review and develop materials and programs for employees and supervisors to deliver accessible and useful information and services.
- Review, modify and develop tools to effectively communicate to employees and supervisors Employee Relations’ services and best practices.
- Collaborate with colleagues to capture and convey key information related to the interpretation, application and implementation of policies, Collective Bargaining Agreements, and processes.
- Ensure dissemination of information, including awareness of Employee Relations and Policy Development.
- Complete action plans for Employee Relations supportive initiatives as stated in the 2004-2006 Human Resources’ Department Business Plan.
Employment and Staffing Services

- Review all potential improvement areas within the Balanced Scorecard perspectives. With improvement areas identified, leadership will take the necessary steps to create a strategy for improving these areas.
- Update the Job Bulletin to reflect current Web-based tools and recruitment trends.
- Develop a Web-based screening tool to facilitate resume review for supervisors and HR recruiters.
- Implement a fully customizable resume builder to meet customer needs for information specific to a vacancy.
- Develop desktop reports on applicant flow, requisition actions, and recruitment status for department/VC and recruiter use.
- Develop Blink pages for background checks, internal recruitment, hiring employees, employment contracts and other topics as needed.
- Implement a fully integrated applicant tracking system to streamline procedures and reduce workload at the department and HR levels.

Equal Opportunity/Staff Affirmative Action (EO/SAA)

- Continue to improve the quality and effective delivery of information to customers.
- Reach more academic and administrative staff members in person and via electronic and print media.
- Continue to provide key data in client-centered formats and promote its availability.
- Promote the “My Career at UCSD” career development portal and the Web-based skills assessment tool, SkillScan.

Faculty and Staff Assistance Program (FSAP)

- Sustain the level of excellence in the Balanced Scorecard perspective.

Human Resources Information Systems

- Continue to use proactive means to identify opportunities to enhance the technology used to support the processes that deliver services to our customers.
Labor Relations

- Use Web pages to disseminate up-to-date bargaining information to the UCSD community.
- Build upon ongoing outreach strategies to achieve direct contact with department administrators/managers.
- Complete Local Skilled Crafts contract negotiations.
- Conduct contract administration training on newly negotiated contracts.

Staff Education and Development

- Support and encourage professional development opportunities for the Staff Education and Development team.
- Enhance partnership with instructors and departments whose courses are delivered through Staff Education and Development.

Temporary Employment Services

- Increase the number of site visits to UCSD departments, allowing placement coordinators to acquaint themselves with their environment and culture to provide the best match for assignments.
- Continue follow-up to UCSD departments responding to POS surveys that rate TES service satisfactory or below.
- Track and give ample notice to departments regarding floater and limited provisions that affect their temporary employees and assignments.

D. Standardize Human Resources Rotation Program schedule

The Human Resources Rotation Program orients selected employees to the work of the various Human Resources units. Following completion of two pilot efforts, this initiative will operationalize the program as an ongoing effort within the Human Resources Department.

Responsible Division: Administration

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Treat people as if they were what they ought to be, and you help them to become what they are capable of being.

—— Goethe