Leadership Development
Program 2004/2005

New Employee Start-up Package

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Office of the Registrar

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Executive Summary

Overview

"It would have been nice to have an ID card, phone, computer, and e-mail set up on the first day."

The University of California, Berkeley, currently employs more than 10,000 people. In 2002, a campus economic impact study identified the University as the fifth largest employer in the Bay Area and the third largest East Bay employer. Working at a large, public research institution has tremendous benefits. Faculty have the opportunity to serve the public good while collaborating with pioneers in a broad range of fields. Staff enjoy a variety of career options with the satisfaction that their work supports the noble causes of accessible higher education and research for a better world.

But as with any large institution, potential negatives also exist — particularly in a highly-decentralized work environment such as the Berkeley campus. The same systems, policies, and procedures that are designed to promote consistency and uniformity can occasionally lead to inefficiencies, extra or hidden costs, and an overall feeling of dissatisfaction with the University. Nowhere is this a more critical issue than in the hiring of new faculty and staff. A poor first impression of the campus can lead to a negative attitude that colors a person's relationship with the University.

Project Objective

A larger initiative to study how the campus welcomes new hires determined that if new employees could not be productive on their first day of work, no welcoming program could be successful in fostering a positive feeling about working at Berkeley. As a result of this conclusion, the New Employee Start-up Package project team of UC Berkeley's Leadership Development Program (LDP) was asked to research and make recommendations for streamlining the process of bringing new employees on board with the goal of having them ready to do work on their first day.

Our project outline included an assessment of the systems and procedures currently in use on campus, a look at the best practices of other Universities, an investigation of how the Human Resources Management System (HRMS) and the

campus business portal could be used as the systems of entry for new hires, and a determination of current costs and the projected savings of our proposed recommendations.

Please note that in order to create a more easily readable report, we have used several acronyms. In most cases, the acronym is spelled out upon first reference. For a glossary of all the terms used, see Appendix A.

Methodology

The team based its findings on interviews with campus stakeholders and representatives from other universities, a survey of recent hires, a survey of both academic and administrative personnel managers, and Web-based research.

Findings

New Employee Survey Findings

Finding 1.1
Of the 15 essential items identified by the project team, new employees identified the following items as critical to being productive on the first day of work.

- Computer Account/Access
- E-mail Account
- Brass Room/Building Keys
- Phone Number
- CalNet ID/Passphrase
- Cal 1 Card (photo ID)/Library Card
- Plastic Card Key to Access Building
- Voicemail
- Parking Permit

Finding 1.2
On average, it took 3.6 days for our surveyed group of new hires to acquire all of the items they deemed essential to begin work.

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Because of the overnight delay in updating data between HRMS and HR BAIRS (the data warehouse that provides employee data to all other systems) new employees who fill out forms on their first day will not be activated for one to two days.

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Finding 3.3
It takes most employees several days to obtain a Cal 1 Card. The Cal photo ID is not mandatory, but is increasingly being used as an electronic key or proof of campus affiliation for obtaining services on campus.

Finding 3.4

There is no procedure in place for issuing new employees a campus parking pass for their first day of work. New employees that drive are forced to pay for city garages or find street parking on their first day — and until they have their Cal 1 Card — which can be an unwelcome introduction to campus.

Finding 3.5
Background checks take between two weeks and more than a month to complete and can significantly delay the first-day productivity of individuals whose positions require background checks.

Finding 3.6
There is no campus policy preventing the use of electronic signatures, but they are not being utilized even when their use could significantly improve the efficiency of a process.

Recommendations

Recommendation 1
Make real-time updates from between databases.

Recommendation 2
Modify key systems to recognize a new employee as active on their first day of work.

Recommendation 3
New hires should be provided with a complimentary single-use parking permit prior to their first day of work and parking permit registration should be migrated to an online transaction.

Recommendation 4
Background checks should be conducted on top candidates as part of the hiring process.

Recommendation 5
Begin using electronic signatures immediately and incorporate wherever possible.

Recommendation 6
Build a self-service module for new hires, hiring managers, and HR personnel that facilitates the new-hire process through

dynamic checklists and interactions with other campus computer systems.

Recommendation 7
Digitize and make available online as many new-hire forms as possible.

Recommendation 8
Collect additional information through eRecruit to enable more new-hire tasks to be accomplished prior to the first day of work.

Recommendation 9
Enable CalNet ID authentication for new employees prior to their first day.

Recommendation 10
Provide online orientation and trainings to ensure new employees have access to training on demand.

Recommendation 11
Enhance the Welcome component of the new-hire process by focusing on five initiatives: Consistency, Video, Checklists, Manual, and Orientation Programs.

Conclusion

Rather than new employees waiting for systems on campus to recognize them and initiate service or access, we advocate a situation where systems are ready and waiting for new employees to begin working on campus. The project team concludes that with some changes to procedures and existing systems, along with the development of a front-end that would tie check-lists and systems together and facilitate early information sharing between the campus and the new employee, the campus could realize its goal to have new hires ready to do work on their first day.

Project Overview

> *"Having my computer configuration along with the necessary access permissions would have saved me a lot of frustration."*

The purpose of this project is to make recommendations for a New Employee Start-Up Package that would streamline the process of bringing a new faculty or staff on board at the UC Berkeley campus with the goal of having them ready to do work on their first day. On February 1, 2005, the LDP project team met with the project sponsors to kickoff the project.

Original Scope

This LDP project is designed to develop and evaluate an integrated set of services to support bringing on board a new faculty or staff employee, or visiting scholar (non-employee affiliate with the goal of having the new employee set up logistically to do work upon arrival. It will include an assessment of whether the same system could be used to support his or her eventual departure from the campus. The project will assess whether additional funding is required to accomplish this initiative, as well as the steps necessary to offer it to the campus.

Using HRMS and the campus business portal as the systems of entry, a menu of services could be offered to departments to assist them in establishing their new employees immediately and ending access upon their departure. For the complete project proposal from sponsors, see Appendix B.

Scope Clarifications

On February 10, the team met with the project sponsors to review and revise the scope of the project based on time constraints, and develop a clearer understanding of the requirements. Scope clarifications include:

- Recommendations will focus exclusively on first-day issues.
- Recommendations will address the average employee or faculty member and will not attempt to address all possible new-employee cases.

At the midpoint meeting with our sponsors on March 30, the team presented a further clarification to the project scope. We determined that employee departures were handled in an ad hoc manner across campus and that a proper assessment of departures could not be completed during the course of this project. We have included comments on departures when possible, but we recommend that a full investigation be conducted as part of future research associated with this project.

Given the unique business processes and technical systems at UC Berkeley, we decided to concentrate our research efforts on determining how the overall system currently works and what aspects of this system could be improved, including specific recommendations on how this could be done.

Research Methodology

"I had a great experience being hired. I wouldn't change a thing."

On February 1, the team received a project proposal prepared by the sponsors in conjunction with LDP manager, Inette Dishler. At that time, we had a kick-off meeting to review the proposal with our sponsors, discuss and refine the scope, and identify stakeholders.

Interviews

At our kick-off meeting, we analyzed stakeholders and determined the individuals who were critical to the new-hire process, as well as those who would be most affected by any changes we might recommend. To streamline our interview process, we divided these stakeholders into two categories: 1) business processes and 2) technical infrastructure. The project team conducted interviews with 15 stakeholders on campus.

To create consistency across all interviews and conduct them more efficiently, a list of general questions was distributed to each interviewee prior to the meeting. For the business process interview questions and summaries, see Appendix C. Technological Infrastructure questions and summaries are found in Appendix D.

Business Process Interviews

After analyzing individuals and their roles, and conducting some initial interviews, the business process subgroup finalized its list of stakeholders. People were chosen because they were responsible for some function associated with bringing a new hire on board. In some cases, where noted, the subgroup was referred to other contacts who could be of further assistance.

Business Process Stakeholders

- **Background Checks:** Lieutenant James L. West, UCPD (referred by Police Chief Vicky Harrison) (background checks)
- **Parking Permits:** Richard Ching, customer service manager, Parking and Transportation (referred by Nad Permaul) (parking permits)
- **Travel Card:** Joe Knowles (travel card)
- **Payroll:** Auna Harris, manager, Financial Services — Payroll; Delia Vavizo, assistant manager, Financial Services — Payroll
- **Cal 1 Card**: Reggie Nance, principal administrative

analyst, Residential and Student Services

- **Academic Hiring:** Patti Owen, Director of Academic Personnel

Technical Infrastructure Interviews

The technical infrastructure subgroup identified people on campus who were owners of the most relevant systems impacting the new employee start-up process.

Technical Infrastructure Stakeholders

- **CalNet ID:** Jann Fong, computer resources manager, Information Systems and Technology (IST) — Central Computing Services (CCS)
- **Payroll:** Auna Harris, manager, Financial Services — Payroll
- **Blu:** Tessa Michaels, chief technology officer/resource development, Business and Administrative Services (BAS) — Budget and Financial Planning
- **Human Resources Management System:** Chris Whitney, HRMS analyst, Office of Human Resources — HRMS; with ongoing feedback from sponsor Patrick Ellis
- **Student Services:** J.R. Schulden, director, IST — Student Information Services; Tony Christopher, principal administrative analyst, Vice Chancellor — Student Affairs (MyBerkeley)
- **Berkeley IT Policy:** Karen Eft, IT policy manager, IS&T — Associate Vice Chancellor's Office; Shel Waggener, director, IS&T — CCS

Surveys

In the second-half of March and early April, the project team decided to conduct two surveys with the intention of validating some of our assumptions and hearing from Berkeley hiring managers and recently hired employees about their perspectives on the new-hire process. Both surveys focused exclusively on first-day issues.

New Employee Survey

The primary goal of the New Employee Survey was to create a benchmark for evaluating future improvements made to the new-hire process. The survey also allowed us to document the process as it now stands, validate our assumptions about critical first-day issues, and compare faculty and staff first-day needs. The survey responses we received provided the team with factual support for some of the recommendations contained in this report.

The team developed a set of survey questions based on responses from our initial interviews and discussions with our sponsors. These questions were then vetted by Robert Lee from Berkeley's Survey Research Center, who helped us to revise the survey wording to ensure we would get the best responses. The e-mail to new hires introducing the survey was approved by project sponsors Emily Sexton and Carolyn Capps. Karen Eft, Berkeley's IT policy manager, also read the introductory e-mail and reviewed our process to ensure we were not violating campus policy by our use of e-mail addresses for new employees. She helped us to revise our e-mail for compliance. For a list of New Employee Survey questions, see Appendix E.

The New Employee Survey was distributed to 183 new staff members and 102 new faculty members, all hired since March 1, 2004. A data request was sent to project sponsor Patrick Ellis to pull from HRMS the names and e-mail addresses for all faculty and staff hired in the last year. This request generated more than 500 names. However, only 240 names had e-mail addresses associated with them. To supplement this list and ensure good coverage of new faculty, project sponsor Carolyn Capps provided us with names of all faculty members hired in the last year. This list yielded another 40 names.

The New Employee Survey was conducted using Zoomerang, a service that distributes online surveys, collects data, and generates reports including automatic cross-tabulation of responses. We used a version of Zoomerang purchased by the Haas School of Business that has additional features not available in the freely distributed version. Once the survey questions were posted to Zoomerang, an e-mail was mailed out to our list inviting them to participate. An email reminder was sent out to people who did not respond to the survey three days and seven days after the initial e-mail blast went out. We received a total of 167 survey responses, including 135 from staff and 32 from faculty.

Academic and Administrative Personnel Managers Questionnaire

The goal of the Academic and Administrative Personnel Managers (AAPM) Questionnaire was to contact a wide range of both academic and administrative departments to obtain a clear understanding of general new-hire practices and to uncover the differences, if any, between departmental needs for faculty and staff hires. Responses from this survey provided an understanding of additional obstacles to the new-hire process, but also highlighted best practices across campus. This survey validated some of the team's initial findings resulting from interviews with individuals responsible for the new-hire process within their departments.

Members of the project team developed a set of questions for departmental representatives based on initial interview findings. The entire team then reviewed the questions. For the AAPM Questionnaire, see Appendix F.

The AAPM Questionnaire was distributed to 182 departmental personnel managers through the AAPM e-mail list maintained by Lisa Rykert, senior analyst in the Office of Human Resources (OHR). To ensure the fair representation of academic representatives in the survey, we coordinated with Patti Owen, Director of Academic Personnel, who distributed the survey to professionals within the academic departments who are responsible for hiring. The survey was conducted over two-weeks, with one follow-up e-mail sent out toward the end of that period to encourage people to participate in the survey. Forty-eight departments responded to the questionnaire, of which 71 percent of the responses came from academic departments and 29 percent of the responses came from administrative departments. Of the 48 departments that responded, we found that MSO/manager or human resources personnel are typically responsible for hiring practices in their department.

Best Practices Research

The goal of our best practices research was to support the development of our recommendations by investigating what is being offered — both at Berkeley and at other universities — to support supervisors and new employees during the new-hire process. We evaluated these offerings based on their services and how well they might work if applied to the Berkeley campus. We also used our research to formulate questions we would use in follow-up interviews.

The project team began its best practices research by investigating new-hire procedures at the nine UC campuses. We chose to focus on the UC campuses initially because we felt that, given the unique systems and procedures relating to personnel on the Berkeley campus, best practices at other UC campuses would be the most easily integrated. We evaluated Web offerings and determined that only UC San Diego and UC Davis had successful programs in place. We then focused our research on these two campuses.

At our midpoint meeting with our sponsors, they recommended that we investigate other organizations outside of the UC system. After some discussion, we agreed to review the practices of the University of Washington and the University of Wisconsin. Upon reviewing the Web sites of these two institutions, we determined that both campuses employed best practices that would match the needs of this project.

In April, team member Karen Denton attended AACRAO, a conference for college registrars and admissions officers, where she conducted informational interviews with individuals from the various institutions represented at the conference. Her criteria for selecting interviewees were that the institution have a well-functioning online new-hire process. Based on these interviews, the team added seven additional institutions to its research pool: Miami University of Ohio, Johns Hopkins University, Washington University — St. Louis, SUNY — Old Bury, Loyola Law School, University of the South, and Capella University.

In addition to researching external institutions, the team interviewed and collected samples from various departments on campus that have best practices that can be implemented as part of our project. Samples were collected from the Haas School of Business, Facilities Services, Office of the Registrar, Institute of Business and Economic Research, and Communication and Network Services. The samples that we gathered varied from departmental orientation manuals to new-hire checklists. For selected samples, see Appendix G.

Research Findings

Essential First-Day Items

"A list of items to complete would have been helpful. I learned about things to do from talking to people."

Before we could begin our research and analysis, the project team had to define a list of essential first-day items in order to determine what was necessary, according to our scope statement, to be "set up logistically to do work upon arrival." Early on, the project team developed a working list of first-day essentials, which includes:

- CalNet ID/Passphrase
- Computer Account/Access
- E-mail Account
- Phone Number
- Voicemail
- CalAgenda
- Cal 1 Card Card
- Business Cards
- Plastic Card Key to Access Building
- Brass Room/Building Keys
- Parking Permit
- Access to Library
- Access to Berkeley Financial System (BFS)
- Access to Human Resources Management System (HRMS)
- Access to Payroll/Personnel System (PPS)

We later tested our assumptions through the survey of new hires and the survey of academic and administrative personnel managers. The new-hire survey respondents identified the following first-day essentials in order of importance:

- Computer Account/Access
- E-mail Account
- Brass Room/Building Keys
- Phone Number
- CalNet ID/Passphrase
- Cal 1 Card (photo ID)/Library Card
- Plastic Card Key to Access Building
- Voicemail
- Parking Permit

The only item that was identified as an essential first-day item for faculty that was not also singled out by staff was library access. However, since library access is gained using the Cal 1 Card, there is no significant difference between faculty and staff perspectives on first-day essentials.

A survey of academic and administrative personnel examined first-day essentials from the perspective of the hiring manager. Respondents to this survey identified the following items as essential on the first day:

- Computer Account/Access
- E-mail Account
- Phone Number
- Voicemail
- CalNet ID/Passphrase

We believe the difference in perspective between the new-hire and the personnel manager stems from the fact that hiring managers are thinking about essential needs in terms of requirements for ongoing work, and not necessarily about employee's personal needs or needs that, once taken care of, do not recur (keys). Also, we feel that personnel managers do not always hear about a problem when it occurs. New employees are more apt to take up issues with their supervisor or an administrative assistant or even coworkers.

New Employee Survey Findings

In addition to validating the team's assumptions regarding first-day essentials, the New Employee Survey showed that the majority of new hires felt their first-day essential needs were not met on day one. In an extreme case, one respondent claimed it took three weeks:

I had an absolutely terrible hiring experience. There is no way to summarize it here except to say that it took more than three weeks to accomplish what was done in three hours when I was hired for the same position at the University of Illinois four years ago. I still have not overcome the anger and frustration experienced in my first semester here, from virtually every University service and department I had to interface with. Absolutely nothing was easy or straightforward.

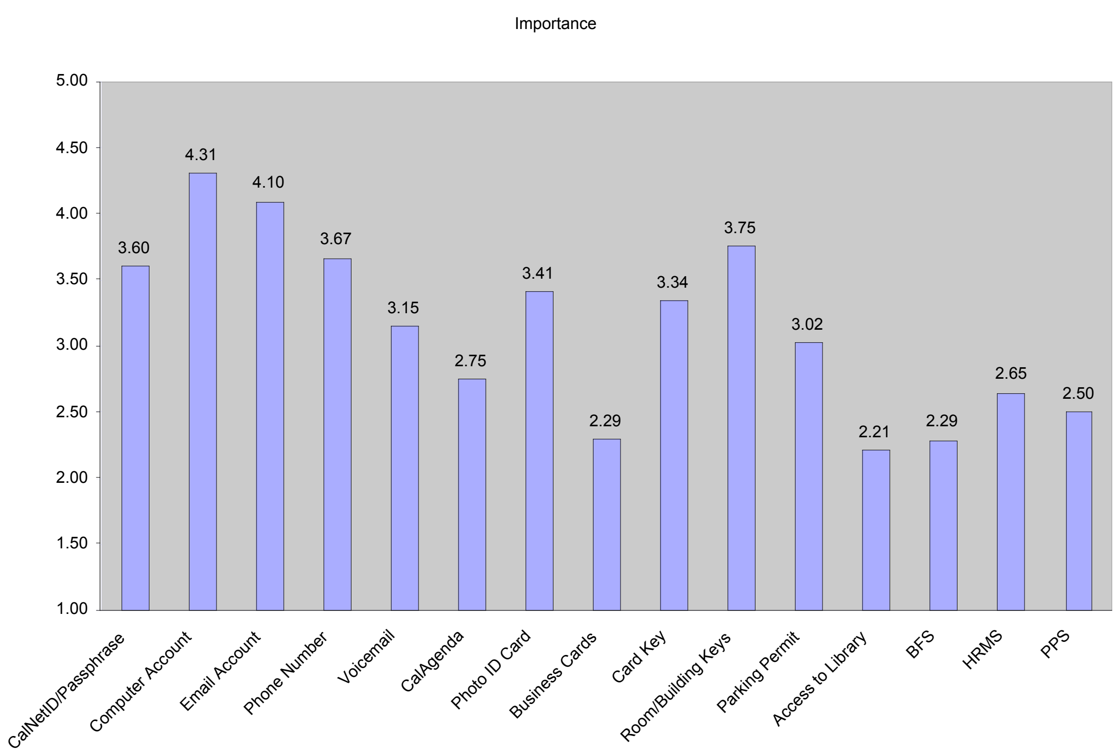
Finding 1.1

Of the 15 essential items identified by the project team, new employees identified the following items as critical to being productive on the first day of work:

- Computer Account/Access
- E-mail Account
- Brass Room/Building Keys
- Phone Number
- CalNet ID/Passphrase
- Cal 1 Card (photo ID)/Library Card
- Plastic Card Key to Access Building
- Voicemail
- Parking Permit

New employees were asked to rate a list of 15 essential items on a scale of 1-5, with 1 being "not at all important" and 5 being "extremely important." The team determined that any response of three or above was significant.

Table 1: Survey responses indicating essential items and rated importance.

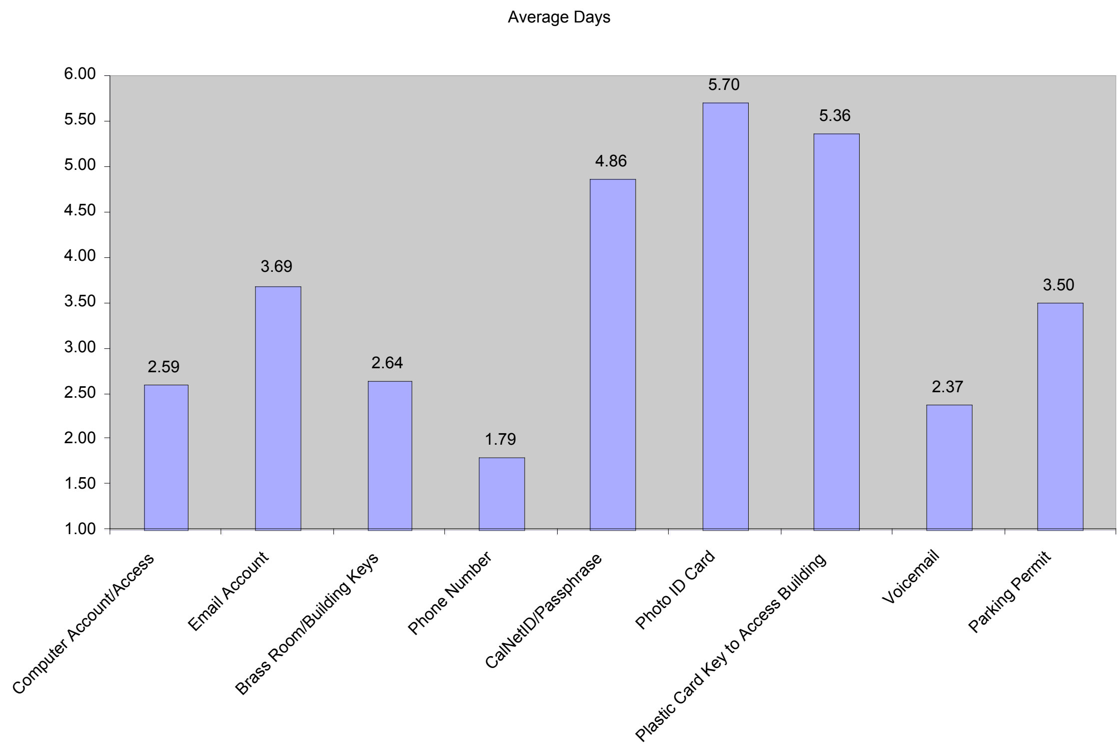


Finding 1.2

On average, it took 3.6 days for our surveyed group of new hires to acquire all of the items they deemed essential to begin work.

The team focused its analysis on the nine items identified by new hires as essential. As part of the survey, we measured the number of days it took a new employee to acquire a particular item.

Table 2: Survey responses indicating average days to obtain essential items.



Finding 1.3

Only 34 percent of new employees were signed up for Orientation when they arrived on campus their first day.

For the complete New Employee Survey Findings, including comments collected from recent UC Berkeley hires, see Appendix H.

Academic and Administrative Personnel Managers Questionnaire Findings

The Academic and Administrative Personnel Managers (AAPM) Questionnaire was highly qualitative, soliciting many open responses. As such, the survey lent itself to a different type of interpretation than the New Employee Survey. Through the AAPM Questionnaire, the team was able to investigate a number of issues around the new-hire process and produce a set of findings.

Finding 2.1
The new-hire process is essentially the same for faculty and staff.

In this survey, we examined the differences between the new-hire process for faculty and staff. Through our research and our interview with Patti Owen, Director of Academic Personnel, we determined that the new-hire process should be the same for faculty and staff. Academic departments we interviewed stated that the process is extremely detailed, cumbersome, and very different from the administrative process. However, information we gathered from the survey suggests that basic new-hire procedures are exactly the same for faculty and staff. Departments take the following steps to bring on a new hire:

- Recruitment
- Intake (new hire paper work and benefits counseling)
- Background Check (if required)
- Information entered into HRMS
- Campus/Departmental/Office Orientation

Several departments responded that they use the checklist provided by OHR as their guide through the process. Some academic departments stated that their process bogs down when international faculty or postdoctoral researchers are hired. One department stated that, “for GSR’s (graduate student researchers) and new faculty, the new hire forms are often sent to the candidate in the mail. Most other hires fill out forms on-site; generally on the date employment begins.”

Finding 2.2

The majority of departments feel they are providing the most essential items to their staff on the first day.

Of the 48 departments that responded, 62 percent felt that they do provide these items to their new staff on the first day. This response conflicts with responses given in the New Employee Survey, where it was expressed that these items were not provided on the first day. The team has concluded that AAPM respondents may have interpreted the question to mean “currently” providing these items rather than currently providing these items on the “first day.” Also of note, 86 percent of respondents require new hires to come into the office to complete the new hire process.

Finding 2.3

There are several obstacles in the current hiring process that impede the personnel manager’s ability to support new hires in being productive on day one.

The top five obstacles identified in the AAPM Questionnaire are:

- Time constraints make it difficult to find the time to follow through on the process and provide what the new hire needs for the first day.
- It takes, on average, a total of nine days to obtain computer access for new hires.
- There is not enough support staff to complete the process efficiently.
- Trainings and campus orientation programs are required for many computer programs needed for first day duties, but classes are not offered frequently enough, or in a timely fashion.
- HRMS is not user friendly, not functional during peak times, and is unable to generate the employee number right away.
- There is no consistent, streamlined process for bringing a new hire on board.

Overall, a revision of new hiring practices on campus seems to be welcomed by our surveyed population. However, several respondents felt that the survey was another attempt at change that will not be realized.

“It would be nice if this survey and leadership project actually made it off the ground. We have been asked numerous times in the past to be on planning committees, to answer surveys, to give input, etc. regarding improvements in campus procedures, only to have the committees and/or surveys abandoned time after time. It is pretty debilitating to be honest. I'm hoping that this time, this one comes to some sort of fruition."

Finding 2.4

There is no consistent or organized process for introducing a new hire (faculty or staff) to campus.

The current process checklist available on the OHR Web site, used by many departments but not all, has not been updated since 1998 and is not easily accessible. Departments use variations of what is recommended by OHR and have created programs specifically to meet their needs. The problem is that some departments do not have the staff or time to devote to this effort and rely solely on OHR for the process, which is not easily accessible.

Finding 2.5

New hires do not always take advantage of the campus orientation.

This happens for a number of reasons, including because the current session is filled, the orientation is not offered at a good time, or the period of initial enrollment has passed by the time orientation takes place. There are no other alternative orientation programs (welcome video, central campus orientation manual) that a new staff member can take advantage of, leaving a deficiency in the new employee welcoming process.

For the complete AAPM Questionnaire Findings, including comments from academic and administrative personnel managers, see Appendix I.

Key Research Findings

Finding 3.1

Because of the overnight delay in updating data between HRMS and HR BAIRS (the data warehouse that provides employee data to all other systems) new employees who fill out forms on their first day will not be activated for one to two days.

The Human Resources Management System (HRMS) is the centralized campus system for recording and updating Berkeley personnel information including staff, faculty, visiting scholars, and student employees, as well as some affiliated non-employees, such as volunteers and consultants. HRMS manages the employee life cycle from start to finish (i.e., recruitment, hiring, promotion, transfer, leaves and sabbaticals, retirements, other separations). HRMS provides the following functionality:

- Hosts the eRecruit module
- Enables employees to manage their own data (e.g., phone number, home address, credentials, as well as faculty biography and bibliography).
- Integrates with Berkeley's Payroll/Personnel System (PPS) for payroll and time-keeping functions, and with UCOP At Your Service for benefits activities.
- Integrates with the Berkeley Integrated Budget System (BIBS) for tracking of permanently budgeted positions.
- Tracks tenure, faculty events, and histories.
- Provides mandated reports to the Office of Federal Contract Compliance Programs (OFCCP), the Equal Employment Opportunity Commission (EEOC), and other federal and state agencies.

The eRecruit module allows internal and external job applicants to view job listings and apply for positions. It enables managers to submit job listings, review applicant rosters, and log the status of their recruitments. After a manager offers a job to an applicant, the departmental HR representative will close the job listing and data about the new hire is transferred to the next stage in HRMS. The eRecruit module could be developed further to collect more data on job applicants for background checks and provide greater functionality during the hiring process.

During business hours, HRMS is a mission-critical application. Thus for performance reasons, OHR uses a separate database for reporting: HR BAIRS, the portion of the campus's data warehouse under the functional control of OHR. Both HRMS and HR BAIRS are PeopleSoft applications, but are not synchronized in real-time. Every night the HRMS system goes down and initiates a several hour transfer of data from HRMS to HR BAIRS. All other systems on campus update their databases from HR BAIRS. This is a significant choke-point for getting employees operative on their first day. The overnight data dump is not ideal, nor is it scalable as more records are added. However, real-time transactions are technically difficult and require a different interface layer.

New-employee data can be entered into HRMS up to three months in advance. Once it is entered, employees are recognized as inactive until their effective (start) date. The effective date is the indicator to the payroll accounting system PPS to begin paying a new employee. While we recognize that this is an important trigger for payroll, other systems that look for the effective date are actually recognizing employees as active a day after their start date due to the overnight delay in the updating of campus databases.

HRMS is managed by a small staff across several departments, including two dedicated functional analysts from OHR, Administrative Systems Department (ASD) programmers from IS&T, and staff from CCS. The long-term goal of the HRMS team is to increase data integration among its databases and among systems on campus. Already, great strides have been made in this area. The updates from HRMS to other systems on campus used to take up to two weeks, but because of online automation of forms and recordkeeping and the work of the HRMS team, those transactions are now overnight.

For current data flow charts, see Appendix J.

Finding 3.2

Most new employees do not have a CalNet ID on their first day. Because many services including computer systems, intranets, and other online services, require a CalNet ID to be initiated, this presents a major obstacle to being ready to do work on day one.

A CalNet ID is a person's online identity on campus and is used to authenticate individuals when they log in to sensitive systems on campus. It is an important tool for protecting the security of data on campus. CalNet is a master aggregator of all IDs (students, employees, alumni, etc.). Some evolution of the system has occurred over the years (it used to be known as "Community Profile Dataset") and now CalNet is the central repository of identity management. The goal of CalNet is to become a gateway to all other services and provide employees with a single point of login/authentication to access all the other systems they are approved to access.

Departments input information into HRMS, it is then transferred to HR BAIRS (an Oracle data warehouse) overnight. CalNet pulls information from HR BAIRS and Student Information Systems (SIS) every morning around 7 a.m. with a stored procedure. This process takes about three hours. Ultimately, most people involved agree that real-time updating would be ideal. The campus is currently investigating a Java Messaging layer, which allows for asynchronous, record-by-record, on-the-fly updates. Implementation is proposed for June 2005, but the project is not funded. HRMS and SIS are fully behind the project, but central funding is required to begin work.

Once the data is in CalNet, a new hire can be issued a token to create a CalNet passphrase. Currently, a token must be issued by a CalNet deputy or through the Cal 1 Card office. CalNet deputies were created so that people requiring tokens would not have to travel to a central office for visual identification with a photo ID, but instead could be visually identified by someone in their department.

CalNet supplies the LDAP directory service (People Finder), but it is not synchronized with the HRMS directory service. Representatives from HRMS feel that the HRMS directory should be the master list. LDAP provides public information such as employee name, department, functional title (not payroll title), address, phone number, and an indication of full or part-time status. When individuals authenticates through CalNet, this personal information is used by departmental applications to recognize their identity.

We investigated with our stakeholders the possibility of moving authentication online, but Tessa Michaels felt it was imperative to have visual identification of individuals against their photo IDs at some point in the process. In fact, she suggested centralizing that service at the Cal 1 Card office, where workers are trained to recognize the authority of a broad range of national and international identification papers. Deputies are also trained in validating identity.

CalNet has 1.5 FTE associated with the project and could use one more FTE. The unit and technological innovation associated with the unit needs to be centrally funded, rather than getting by on discretionary funding from the office of the University's Chief Information Officer.

Finding 3.3

It takes most employees several days to obtain a Cal 1 Card. The Cal photo ID is not mandatory, but is increasingly being used as an electronic key or proof of campus affiliation for obtaining services on campus.

The Cal 1 Card, also referred to as the Cal Photo ID, came into existence for faculty and staff in 1996. Prior to that year, Photo ID's were only available for students. It is a multi-use card that can be used to access services and buildings. The card can also be used to make purchases on campus. Today, most people on campus have Cal 1 Cards, including faculty, staff, students, post-docs, and emeriti.

Original funding for the program was supplied by many sources — including $25,000 from the Chancellor — but after the inception of the program, those units who contributed initially no longer had the funding to continue their support. Because Photo ID was handled through Housing and Dining, now known as Residential and Student Services Program (RSSP), they assumed the funding for the program for faculty and staff. The cost to process a card is $15. Undergraduate and graduate fees pay for the 1st card for students but the faculty/staff card costs are absorbed by RSSP.

Campus policy does not mandate that all faculty and staff have a Cal 1 Card. However, some departments use the Cal 1 Card as a key card for building access, and Parking and Transportation requires the card to receive a parking permit. Also, the Cal 1 Card is now used for library access, which many faculty members cited as an essential first-day item. The ID can also be used to provide proof of official campus affiliation for quick identification during emergency situations or in case of a major disaster.

Some of the benefits of the card include access to:

- Library services
- Shuttle services
- Ability to obtain a Parking Permit
- Recreational Sports Facility and its programs
- Special campus events like Charter Day, Staff Appreciation, and others
- Discount tickets for Cal Performances
- Discounted season tickets for athletic events
- Discounts for Strawberry Canyon Recreation programs
- Discounts at Lawrence Hall of Science, Botanical Garden
- Free Admission to the University Art Museum

New employee data is updated to a server housed at RSSP nightly from the Oracle database. Data is fed from HRMS for faculty and staff and Bear Facts for students. Because of this overnight delay, new employees must wait until the second day on the job to have their digital photo taken. It only takes three minutes to have the card in hand, except at busy times of the year including the beginning of each term and summer (because of student orientation).

The following information is captured for each card:

- Name
- Date of birth
- Card number
- Digital picture
- EID/SID #
- Proximity card number
- Date issued
- Bar code number
- Magnetic stripe number (EID with one digit subtracted)

The Cal 1 card is governed by a steering committee comprised mostly of RSSP management who report directly to Harry Le Grande, associate vice chancellor — student affairs. An advisory committee of campus administrators and students is also available to give input to the steering committee. Headed by Angela Blackstone, CTO and director of IT, RSPP is ultimately responsible for the Cal 1 Card. Reggie Nance oversees its daily operations. OHR sets the policies for faculty, staff, and affiliates. The Office of the Registrar sets policies for students.

Because of the delay between HRMS and HR BAIRS, which feeds the Cal 1 Card system, most of the data on the Cal 1 Card system is a day old. However, a lost or stolen card will show up immediately because information about it can be entered directly into the system by Cal 1 Card staff. Because of the overnight delay, new employees are unable to get parking permits, access the library, or access recreational facilities on their first day, because those services require a Cal 1 Card. If employees are terminated and the ID card is not retrieved, they will continue to have access to those systems for at least a day. For this reason, Reggie Nance would like to see real-time transactions occur between HRMS and other systems to increase security assurance.

Finding 3.4

There is no procedure in place for issuing new employees a campus parking pass for their first day of work. New employees that drive are forced to pay for city garages or find street parking on their first day — and until they have their Cal 1 Card — which can be an unwelcome introduction to campus.

Parking and Transportation is responsible for providing transportation-related services to all faculty, staff, students, and some visitors on campus. One aspect of Parking and Transportation's responsibilities is the issuance of parking permits to all qualified individuals at UC Berkeley. Currently, all faculty and staff are required to be physically present at Parking and Transportation in order to obtain their first parking permit. Therefore, any new hire would be required to visit Parking and Transportation prior to obtaining a parking permit. Applicants seeking a parking permit need their Cal 1 Card, a completed application for monthly deductions, and employment verification through HRMS.

As it stands, new employees cannot obtain a parking permit prior to their first day of service because there would be no evidence in HRMS that they have been hired. The obvious dilemma that is created by the existing process is that new employees must find a temporary parking spot on their first day of employment so that they can visit Parking and Transportation to obtain permanent permits.

Students, on the other hand, are not faced with this same dilemma. Parking and Transportation has in place a process that allows students to download a temporary permit that enables the student to park for a short period of time until the student can obtain a permanent campus permit. Parking and Transportation allows students to download a temporary permit because students are allowed to complete forms online using an electronic signature. Students who obtain the temporary permit are mailed the permanent permit to an address of their choice. Students are not required to physically present their identification at Parking and Transportation.

Parking and Transportation does not have the same option for faculty and staff because there is no provision for electronic signatures. The department did, however, recently institute autorenewals of parking permits with an opt-out feature. Through further investigation the project team discovered that the temporary permits students can download are only applicable during the grace period when parking permit requirements are not enforced on campus. The grace period coincides with the beginning of the academic year. Unlike students, new employees join Berkeley at all times of the year, meaning their start dates do not always coincide with these grace periods.

The requirement that new hires must be physically present at Parking and Transportation to obtain their first permit can be a cumbersome requirement. The process of obtaining a parking permit at Parking and Transportation can take up to several hours depending on the time of year. For example, if new hires attempt to obtain a parking permit at the beginning of the academic year, they would be required to wait in line with hundreds of students who are also attempting to purchase a permit.

Parking and Transportation relies on information gathered through payroll, HRMS, and the Cal 1 Card when issuing permits. A new hire would be forced to complete the new hire process related to each of those databases before they could begin the process with Parking and Transportation. Once again, the dilemma remains that a new hire would need a temporary parking location before being able to complete the process with Payroll, HRMS, and the Cal 1 Card.

Parking and Transportation is open to new processes that would expedite the permitting process. The department recognizes that there are too many types of permits and that reducing the types of permits would speed up the existing process. The department is also understaffed and this contributes to some of the delays from obtaining a permit at their main office. They are prepared to support online permitting of new faculty and staff if the campus decides to do so. For complete details on obtaining a parking permit, see Appendix P.

Finding 3.5

Background checks take between two weeks and more than a month to complete and can significantly delay the first-day productivity of individuals whose positions require background checks.

The UC Berkeley Police Department estimates that it will background 2500–3000 individuals in 2005, making background checks a significant procedure in the new-hire process. New hires (individuals who are not currently employees in the UC Berkeley system) can be provisionally hired before the criminal background check has cleared because new hires serve a probationary period and can be released if they do not clear the criminal background check. Some positions, however, require a background check before they begin work. Provisional hires may be able to start their jobs, but may not have access to many of the tools they need to do their job until after their background check is complete. Both situations represent significant obstacles to first-day productivity.

UCPD's preference is that background investigations become a part of the interview process and not a day-one goal. Generally, a background can be completed within two weeks if the employee has no prior criminal history. If the employee has a criminal history, the background can take more than 30 days to complete. If the applicant came to UCPD 3–4 weeks before the date of hire, UCPD could have results for 98–99 percent of all candidates before their scheduled hire date. The likely objection to that type of procedure would be cost, as background checks cost the hiring department $82 per individual. Departments may resist paying that cost for applicants before the department has determined which applicant they are going to select for the job.

The actual process to complete the paperwork and initiate the background process should only occupy approximately 20 minutes of the applicant's time. The most significant delays occur when the applicant goes to UCPD with incomplete paperwork. In some cases individuals have come to UCPD without a job description, waiver form, chart string, or completed Live Scan form. Approximately 25–50 percent of all appointments are no shows or people who come without completed paperwork. However, if the paperwork is completed in advance, UCPD can accommodate an individual's request for an appointment typically within five business days.

In the vast majority of situations, UCPD can conclude a background investigation within seven days. If the applicant has no criminal history whatsoever, background investigations can be concluded in less than five days. However, there are a limited number of cases that take upwards of 30 days to complete the background investigation. The wide range of waiting times is based on the fact that UCPD must receive information from the Department of Justice (DOJ) and the Federal Bureau of Investigation (FBI). UCPD has no control over the processing speeds of either the DOJ or the FBI. If an applicant has a criminal history that is a potential disqualifier, the review committee generally completes their review of the applicant within seven days of receiving notification from UCPD that a potential conflict exists. Once UCPD receives the background results from the DOJ and FBI, and no criminal history is discovered, the police department notifies the hiring department that the hiring process can be completed. The background report remains with UCPD.

In the event that the employee has a criminal conviction, UCPD will notify the Criminal Background Review Committee, which will review the results and make final determinations regarding the suitability of subjects for specific positions. In accordance with California law AB655, UCPD will also provide a summary of the criminal background check to the subject of the investigation, regardless of the results.

UCPD is concerned that any changes to the current process may cause problems because people are now familiar with the current system. The changes themselves may lead to resistance. Although UCPD is continually looking for ways to speed up the process, UCPD's ability to complete a background investigation depends on the responses from DOJ and the FBI. For a detailed explanation of the background process, see Appendix K.

Finding 3.6

There is no campus policy preventing the use of electronic signatures, but they are not being utilized even when their use could significantly improve the efficiency of a process.

Electronic signatures are mechanisms by which individuals can fill out online forms and attest to the truth in the information they provide without having to provide a written signature or in-person identification. Electronic signatures are widely used in online environments and are common way to indicate acceptance of software licenses ("click-through-licensing agreements") and terms of service.

Although electronic signatures are not widely used on campus, according to Tony Christopher, as of the late 1990s, the Office of the President approved their use. For example, students use electronic signatures for the Statement of Intent to Register (SIR) and faculty use them for E-grades. Electronic signatures could be employed in a number of areas including to obtain parking permits and to fill out forms such as those required for background checks and new hires.

Current Scenario

Jane is the director of finance. She is in the middle of a search for a new associate director of finance. She is using eRecruit to promote and manage her search process. After a month of reviewing resumes and two rounds of interviews, she has the pool narrowed down to two strong candidates and one back up candidate. At this point, she alerts the two top candidates — Melanie and Craig — that she is ready to conduct the final interview. Her assistant calls them to set up the interviews.

Jane brings in both Melanie and Craig in for their final interviews. In this round, Craig really shines. The next day, Jane calls to offer him the job and explains what the salary will be. He counters with a higher salary, but he seems very interested in taking the position. They have a few more phone calls to iron out all the details and arrive at a number that works for both of them. In her last call with Craig, she offers him the job.

Craig accepts and Jane tells him that he will need to come in for a background check with the police department and that Susan, the HR manager, will be contacting him soon. Jane alerts Susan to the fact that she has offered the job to Craig. Susan then calls the police department to see what times are available for a background check. An officer gives her several choices and she calls Craig to see which time works best for him.

After her call to Craig, Susan fills out the Request for Live Scan and the University of California Employee/Applicant Release and Disclosure Form. In the meantime, Jane writes an offer letter for Craig stating monthly wage, hours, vacation, and a few other items they discussed, and sends it out through the campus mail service. She finishes her work by filling out the Interview Data Form and handing it off to Susan, who then closes out the job on eRecruit.

A week prior to his start date, Craig makes a visit to his new office to get the background check paperwork. Jane's assistant gives it to him and tells him how to get to Sproul Hall. Craig inquires if there is any parking near Sproul Hall or if he should leave his car where it is. Jane's assistant advises him to walk because he'll enjoy the stroll through campus. She says he can save himself some time on his first day if he will come back after his trip to the police department and fill out a few more new-employee forms with Susan.

He asks Jane's assistant what kinds of forms he still needs to fill out. She explains that there is the:

- Demographic Data Transmittal,
- Payroll Earnings Distribution Authorization,
- Employment Eligibility Verification,
- W-4,
- State Oath of Allegiance, Patent Policy, and Patent Acknowledgment,
- Benefits Eligibility Level Indicator (BELI) and Status Qualifier Code (SQC), and
- Emergency Card.

Craig will also be given a booklet entitled "Political Reform Act Disqualification Requirements" to read, which discusses conflict of interest and outlines, among other things, the University's policy on accepting gifts, doing business with outside vendors. Craig grabs his briefcase and heads up to UCPD. Because he has all his proper paperwork, he is only at the police department for a half hour. Plenty of time to return to his new office and fill out some more papers before heading to the dentist.

After Craig has completed his paperwork, Susan wishes him a good day and then enters all his pertinent information into HRMS, including his start date. Lucky for Susan, the eRecruit program has autopopulated her form with some of the information Craig provided through eRecruit. Once Susan is done, HRMS creates Craig's employee ID number. Susan can now schedule him for New Employee Orientation. Unfortunately, the orientation coming up in two weeks is already full, so she signs Craig up for the next class, which is in a month and a half.

Susan also puts in a request for Craig to attend the next BFS training and talks to Tom, the computer resource specialist, to make sure that the computer Craig will be using has the appropriate software, such as Corporate Time, that he will need. That night, the information she entered into HRMS will be handed off to other campus databases but will remain in an inactive state until Craig's first day of work.

The day prior to Craig's first day, Jane asks her assistant to check out his workspace to make sure that the phone works, the area is clean, and that he has pens, pencils, and note pads. The next day, Craig arrives at 8:30 a.m. He could have been even earlier, but he had to circle the area a few times before he found a parking space. He reports to Jane and, since he has already filled out his paperwork, Jane shows him around the work area and introduces him to the staff. The department has an internal orientation, so Jane sends Craig to Susan to go over the checklist Susan has prepared. Jane says that, unfortunately, she has a business meeting at lunchtime but she will met up with him later. Craig is on his own for lunch.

After a chicken salad sandwich at the deli across the street, Craig goes back to the office to meet with Tom who will set up his e-mail and work through with any other computer related issues. Everything seems to be working fine, except that he can't log in to the office intranet because he does not have a CalNet ID. He asks Tom about this and Tom says he has to find a deputy to get a token. Craig nods, but has no idea what Tom is talking about. Craig decides to ask Jane's assistant about it later.

The office doors are opened with a card key. Craig will eventually use his Cal 1 Card (photo ID) to access the office, but he won't be able to take his picture until tomorrow because his name does not currently appear in the Residential and Student Services Program database. Susan tells him he will have to wait at least a day for that to happen, so she gives him a temporary card to use. Tomorrow when he gets his Cal 1 Card, Susan will contact UCPD to activate his card for building access. Depending on the backlog of activations at the police department, it may be awhile before Craig can use his Cal 1 Card as his key. He will continue to use the temporary key until then.

Jane finds Craig toward the end of the day and asks him how his first day went. He says his computer is up and running, and his phone works, but that he can't access the intranet yet. Jane invites him to come to lunch tomorrow and he accepts.

A little overwhelmed, but feeling good about his new workplace and the great work that Cal does in the world, he walks back to his car and finds a ticket on his windshield. He grumbles. That night, while Craig and his wife are celebrating his first day at work, Craig's HRMS information is being transferred to the Payroll, CalNet, and Residential Student Services Program databases so that he will be able to get paid, obtain his parking permit from Parking and Transportation, and set up his CalNet ID. And maybe then he can get some work done.

A Note about Faculty New Hires

The new-hire process for academic departments should be the same as it is for the administrative departments. Following recruitment:

- the new-hire information is entered into HRMS,
- the new hire is guided through the intake process completing the required forms,
- the new hire is given an employee ID number and instructed to obtain a Cal 1 Card and parking (if applicable),
- office logistics are squared away,
- a departmental orientation is given (if applicable), and
- the new hire attends campus orientation.

The only area where the academic new-hire process deviates from the administrative process is when a faculty member or international postdoctoral researcher is not available to complete the forms in person. Many departments send forms to new hires before they arrive on campus. Another difference is that personnel responsible for new academic hires deal more frequently with immigration documentation, such as visas.

Best Practices Findings

University of California Best Practices

"Offer seats at New Employee Orientation to actual new employees. It's absurd to have to wait over a month to get into a class!"

In our review of various UC campuses, as well as universities outside of the UC system, we selected institutions that were comparable to Berkeley in business, funding, and available resources, and ones that provided an online new hire process to their staff and faculty. In our initial review of the nine campuses it became apparent that only two have practices we felt were worthy of modeling some of our recommendations: UC San Diego and UC Davis. Beyond that, there are four campuses that offer some form of interactive, online new hire/orientation program for new staff: UC San Francisco, UC Santa Barbara, UC Irvine, and UC Santa Cruz.

UC San Diego (UCSD)

This campus proved to have the most remarkable new hire program of all the nine UC campuses. UCSD offers an interactive online Web site showcasing their new employee guide. The home page of their Web site provides links to the employee orientation, a checklist for new employees, and a link to the New Employee Orientation Video.

UCSD's orientation program is free to departments. The program provides a wide variety of information from the campus's mission and vision to personal career development. A continental breakfast is offered at the event along with a drawing for door prizes. The Web site provides links to register online for the orientation program, driving directions to the program and parking information. Their Staff Education and Development office sponsors the orientation program.

UCSD also provides an extensive interactive checklist that guides the new hire through their first day, first weeks, and first few months on campus. The goal of the checklist is to ensure that the new hire is not overwhelmed by the many resources available to them. For a copy of the UCSD checklist, see Appendix L. New hires are guided step-by-step to ensure that they have obtained all the necessary essentials from a parking permit on the first day to training and career development programs offered during their first few months on campus.

UCSD also offers a welcome video that is approximately 12 minutes long. The video offers a look into the various departments on campus and the services they provide to the students and community. Additionally, each member of their Chancellor's cabinet is introduced through a photo, biography, and short description of what the individual brings to the UCSD campus.

UC Davis

This campus offers orientation sessions every other Wednesday. They do not have an online program for new hires but they do offer an extensive checklist. The reason we chose to use this extensive checklist as a best practice is because their new hire process is very similar to UC Berkeley's. Their PPS system automatically generates an employee ID number as soon as the information is entered into the system. On the first day, new hires complete their paperwork, visit Transportation and Parking, and the Staff ID card office. Afterward, new hires then visit the Information Technology office to get access to a campus email account. The new hire checklist guides both the hiring department and the new hire through the process.

UC San Francisco (UCSF)

UCSF holds an annual New Employee Fair for all staff hired in the past calendar year. The focus of this event is only for newly hired staff. Current staff who has been employed for over a year is not invited. The event is 2.5 hours long and is given a theme; i.e. UCSF: Focus on your Future. Departmental representatives and high-level campus management staff from over 50 campus organizations attend this fair to share information on resources available to the new employee. Attendees participate in a raffle drawing that is sponsored by neighborhood vendors. The prizes range from gift certificates to hotel accommodations. To further set the tone of the event, light refreshments are served. This event has been held for five successful years. The fair is sponsored by their central Human Resources department and organized by a committee.

UC Santa Barbara, UC Santa Cruz, and UC Irvine

These three campuses all offer monthly new employee orientation programs that provide a general overview of the campus and resources available to employees. As part of its program, UC Santa Cruz offers an optional one-hour bus tour of their campus. UC Irvine encourages new staff to attend the orientation program by fining the departments $45 if the new staff member registers for the orientation and 1) fails to cancel their registration by the deadline or 2) does not attend. At all three campuses, registration for the orientation programs is done online.

We researched the best practices of two universities outside of the UC system: University of Madison-Wisconsin and University of Washington. Each campus not only provides online interactive Web sites for their new hires, but they also have the capability of getting their new hires ready to perform their duties on the first day of hire. Each campus provides a welcome feeling as the new hire is guided step by step through the new-hire process.

University Best Practices Nationwide

University of Wisconsin-Madison

The new-hire program at the University of Wisconsin-Madison is notable for its many online visual aids, including Campus in Profile, Campus Slideshow, and current 30-second TV commercials advertising the school. The campus profile provides an online overview of the campus and its history. The Campus Slideshow gives the new hire a virtual campus tour.

Before new employees begin their first day, HR staff from the individual units in both academic and administrative departments have the capability to enter the new hire information before the effective date of hire into their HRIS system which feeds into their payroll system overnight. The new hire is then assigned an employee number the day after the information is entered. The payroll system will not take any action on the information entered until the effective date of hire. The academic departments are currently following the new hire protocol by entering the information into the system before the effective hire date due to the needs of the faculty. There is a issue with the administrative departments regarding the common practice to enter the information ahead of time so that the new hires will be able to work on their first day of hire.

The employee number is then given to the new hire who is responsible to navigate the new-hire Web site, employees are also guided through a process which helps them decide which parking permit they are eligible for. The University of Wisconsin-Madison has a transportation coordinator for each department. This person is responsible for entering the new hire information into a system called "Parking Application System (PAS)." After the new-hire information has been entered, the new hire can then sign up for parking online.

The practice of entering the information into their systems before the effective date to generate an employee number is key to their success in getting their staff up and running on the first day. The lesson to learn from this campus is the need to communicate and enforce standard processes and expectations so that newly hired staff have the same experience from both the administrative and academic departments.

This university offers an Employee Orientation and Resource Fair for all classified staff, academic staff, faculty and postdoctoral researchers. At this fair, they provide new hires with the opportunity to meet with various department heads, learn about the campus' mission and vision, and win door prizes. The central Human Resources department sponsors this program.

The University of Washington (UW)

The orientation program at UW showcases an impressive online Web site that is user friendly and has an abundance of information. The university has a separate benefits orientation Web site for the new hire to review and make informed decisions during the period of initial enrollment. The new employee orientation program is exclusively online and its completion is required for all new hires. The exception to this policy is for those who completed the mandatory orientations designed for academic and administrative staff associated with the UW Medical Center, Harbor Views Medical Center, or the Bothell and Tacoma campuses. New hires are required to complete the online program within the first week of employment. The online program covers campus policies, safety, Staff ID card, and various benefit information.

The online program guides the new hire through an overview of the campus and its policies and procedures. Before continuing with the online program, the new hire is asked to print out the new-hire checklist. For a sample of the UW new-hire checklist, see Appendix M. The online program also directs the new hire to the transportation department where they can get 10 free bus passes (U-Pass) for their Metro Transit or Community Transit for use until they get their parking permit. The online program also explains the significance of the "Husky Card," a university identification card after the school's mascot. This card is used for various things such as library access, obtaining the free U-Pass, and as a campus debit card.

The campus has the capability to enter a future appointment into their payroll system, Online Payroll Update System (OPUS) and an employee number will be generated automatically. The information will sit dormant in the system until the effective date of hire, but new hires can use their employee number to apply for computer access and various other resources on campus.

Like University of Wisconsin-Madison, UW gives new hires the responsibility for signing up for their UW NetIDs, which will give them access to various computer resources on campus. To sign up for the NetID, new hires need to provide the nine-digit employee number assigned by Payroll (not a social security number). The NetID provides access to a personal Web portal that displays information based on the role of the new hire on campus and their personal preferences. On this personal Web portal, new hires can access the Employee Self Services Web pages where they can view or update their address, or information on taxes, insurance, or retirement.

At the completion of the orientation program, new hires fill out an online form to request a UW ID card and print out a certificate of program completion that is submitted to the Central Human Resources Office. The new hires are required to complete the entire online process within the first week of hire, however, because new hires have the ability to apply for immediate needs, computer access, parking, etc, they are able to begin work on the first day.

UC Berkeley Departmental Best Practices

Capital Projects

This Berkeley department within Facilities Services has developed a new-hire program that provides new employees with an orientation manual and a campus resource guide during the intake process. Each resource is designed to provide an overview of the department and the resources that are available to them on campus. In 2002, the campus awarded Capital Projects recognized the Capital Projects orientation program as a "Workplace Success Story," further supporting our choice to include this department in our Best

Practices research.

The manual is an easy-to-use, step-by-step guide for all new and continuing Capital Projects employees to follow. It includes a welcome letter from the Vice Chancellor and a list of all the Berkeley acronyms that have become a second language for most of us. In the manual are pictures of the staff and an introduction to the units in Capital Projects. At the end of the manual there is a Fun Facts Quiz that is designed to help the new employee become familiar with not just the departmental Web site, but the Berkeley campus Web site as well. The employee is instructed to answer the questions by surfing the Web, at the same time learning about the mission and history of UC Berkeley. Upon successful completion of the quiz, the employee receives a welcome gift. The gift is a small desk clock embossed with the department's values: Our People, Our Customers, Our Legacy.

The manual is only the first piece in the welcoming of new staff to Capital Projects. Each month, the department holds unit-overview training sessions for all staff, but make them mandatory for new staff members. The management staff facilitates these hour-long unit sessions. The process begins with a half-hour visit with the vice chancellor, followed by a session on safety trainings. This is a great opportunity for each employee to be trained on the Building Emergency Plan and the Injury and Illness Prevention Plan. Following these sessions are one-hour sessions introducing new hires to each unit and explaining what the unit does and how it interacts with other units to meet common goals.

In 2002, Capital Projects was awarded recognition of its orientation program by the Staff Equity and Diversity Services department for Workplace Success Stories: Strategies for a Diverse Workforce. For additional information on resources provided by Capital Projects, contact Charo Albarran at 642.7631.

Office of the Registrar

In this department, a new employee is guided through the new-hire process using a checklist. (For the Office of Registrar checklist, see Appendix G.) In addition to the standard new-hire forms that are required at intake, this department also requires new employees to complete internal forms regarding student privacy issues. Employees are then given a copy of the departmental Employee Handbook to review with the intake coordinator. The new hire is given an overview of the work rules and dress code. Additionally, the employee is required to attend three orientations: 1) internal 2) campus and 3) control unit level. Along with these orientations, the new hire is required to complete the Computer Health Matter training, Sexual Harassment Online training, and Family Educational Rights and Privacy Act (FERPA), which is required for anyone who has access to the OnLine Add/Drop System (OLADS) or Bear Facts.

Haas School of Business

Haas School of Business begins their new hire intake process after an offer has been extended to the new hire with a detailed email to the hiring manager requesting various items. The hiring manager is asked to provide information to help HR set up the logistics for the staff, telephone, furniture, keys and even a waste paper receptacle. The hiring manager is then asked to set up several appointments for the new hire with HR and payroll, Computer training (CalAgenda, Eudora, etc.), ergonomic evaluation, and the campus orientation. Additionally, the hiring manager is reminded on the new hire's first day to review the job description and Physical, Environmental, Mental Demands form (PEM). The hiring manager is referred to the department's new-hire checklist, which covers "Before the First Day" and "First Day" activities. For a sample of the Haas checklist, see Appendix G. A letter is also sent to the dean's office of Computing Facilities Personnel Services that provides the staff with information about the new hire, including equipment or services needed to get the new hire up and running.

The new hire is sent a welcome letter from the Haas School of Business director of HR highlighting links to parking locations, campus map, and public transportation.

Each department showcased here demonstrates how successful a department can be by following the standard new hire process outlined on the OHR Web site. Each department has creatively tailored the new hire process to meet the needs of their specific departments and each has gone above and beyond what is required by OHR.

Recommendations

"I was hired on a Monday and was told that HRMS uploads on Friday nights, so I couldn't get my ID until the following Monday. This was really a hassle to wait over a week for access."

After three and a half months of research, analysis, discussions with key stakeholders on campus, and group discussion, the project team would like to make the following recommendations for moving the campus toward first-day productivity for new hires as expressed in the recommended scenario:

Recommendation 1

Make real-time updates from between databases.

While this is unlikely to be the first change the campus will make to improve the first-day productivity of new employees, the ability to perform real-time updates between HRMS and other systems on campus (such as Parking & Transportation, the Cal 1 Card, and CalNet ID) would accommodate current business practices and eliminate first-day delays. CalNet is currently investigating a potential solution for database updates that utilizes Java Messaging technology. If successful, the same technology may be applicable to other database updates.

Recommendation 2

Modify key systems to recognize a new employee as active on their first day of work.

Stakeholders on campus disagree about how databases understand effective dates or handle inactive/active status. What is clear is that there should be some way for campus systems to receive data about new employees long before their effective date. The project team came up with several scenarios that allow this to happen. For example, the systems could be modified to recognize a "middle" state between inactive and active that allows for some manipulation of an individual's record, but does not give that individual access to sensitive campus information. Another might be the real-time reporting of data between HRMS and HR BAIRS.

Recommendation 3

New hires should be provided with a complimentary single-use parking permit prior to their first day of work and parking permit registration should be migrated to an online transaction.

New employees who indicate they will be driving to work should receive a one-day scratch-off parking permit in the mail — along with their offer letter, a campus parking map, and other welcome information — prior to their first day of work. All Parking and Transportation forms should be moved online and linked to the new-hire module with other first-day forms so that new hires may obtain a permanent parking permit without visiting the transportation office. Electronic signatures should be adopted to aid in the completion of online forms. (See recommendation 5 below.)

Recommendation 4

Background checks should be conducted on top candidates as part of the hiring process.

Background checks should be initiated on all applicants that have been identified as legitimate candidates for a position. In most cases, this pool will consist of no more than three candidates for any one position. Ideally, a background investigation will be initiated no less than 12 days prior to a scheduled start date. Initiating a background process this early in the process will accommodate the scheduling of the fingerprint process with UCPD and the seven-day waiting period for the DOJ and FBI to provide results.

All UCPD background forms should be made available online and prepopulated with applicant information supplied by eRecruit. Additional information needed for the background check will be gathered when an individual submits a job application or later in the process through added eRecruit functionality whereby a candidate can log in and update their own information during the hiring process. Electronic signatures should be adopted to enable the completion of all UCPD forms that do not require an ink signature.

In order to create efficiencies for both UCPD and the applicant, applicants should be permitted to make appointments with UCPD for fingerprinting only after all the appropriate forms have been completed on-line and the individual departments have posted job descriptions and chartstrings to the new-hire module. UCPD should have the capability to access the background forms portion of the module and download that information in the event that the applicant fails to bring the appropriate paperwork to the fingerprinting appointment.

Recommendation 5

Begin using electronic signatures immediately and incorporate wherever possible.

As noted above, the use of electronic signatures would prove useful in a variety of settings on campus. Because there is no campus policy against the use of this mechanism, we see no reason why this cannot go forward immediately.

Recommendation 6

Build a self-service module for new hires, hiring managers, and HR personnel that facilitates the new-hire process through dynamic checklists and interactions with other campus computer systems.

See the Recommended Scenario section below for a description of how the self-service module might work. Until such a system can be designed, an updated version of the new-hire process outlined by OHR and currently available on its Web site can serve as the basis for a University-wide new-hire process and can be linked to Blu, as well as academic and administrative unit Web sites. Trainings for hiring personnel and supervisors should be conducted to communicate what the campus expectations are with regard to new hires. The list can also be used by new hires to help them navigate their way through the system, particularly if it is linked up to other key Web sites and provides detailed instructions, phone numbers, and addresses of important departments to visit.

Recommendation 7

Digitize and make available online as many new-hire forms as possible.

As noted above, digital forms along with electronic signatures would significantly improve the new-hire start-up process. Some forms, including the W2 form, are already available (see the People Tab — Self Service on Blu, look for ezW-2) and are good models to follow. Forms could be prepopulated with information collected in eRecruit and HRMS to conserve administrative and financial resources. All the online forms associated with the new-hire process should be made available through the new-hire module on Blu. For a complete list of new-hire forms, see Appendix N.

Recommendation 8

Collect additional information through eRecruit to enable more new-hire tasks to be accomplished prior to the first day of work.

The new-hire intake process begins in eRecruit. Either by collecting additional information up front, such as mother's maiden name, or allowing candidates to log in and update their application profile during the hiring process, eRecruit can be used to facilitate a number of new-hire tasks prior to day one, including background checks and CalNet ID authentication. Also, information in eRecruit can be used to prepopulate forms and manage some communications between the campus and the candidates prior to hiring. Upon making a job offer, all the information in eRecruit can be immediately handed off to HRMS, automating the process of entering new-employee data into HRMS as soon as it is available.

Recommendation 9

Enable CalNet ID authentication for new employees prior to their first day.

On average, it took new employees that we surveyed 3.6 days to obtain essential items such as their CalNet ID and passphrase. To some extent, this delay is associated with the complex process of obtaining a "token" (secure electronic key) from a campus-approved CalNet deputy prior to being able to set up an account. This extra security step allows for in-person identification of an individual against a valid picture ID before allowing access to sensitive data and computer systems. While many people on campus feel that the CalNet deputy process is a little arcane, the benefits of obtaining visual proof of identity for new employees on campus far outweighs the negatives.

The project team feels that CalNet authentication should occur between the date of job acceptance and the date of hire. This would allow new hires to have access to Blu prior to being on campus to fill out forms and set up services, and to have full access to computer systems and Web sites that are necessary for their job. We propose two solutions that automate the CalNet ID process but still keep security as a top priority.

Students are currently able to activate their CalNet ID online prior to coming to campus by using a PIN number that is mailed to them and providing personal information gathered earlier in the admissions process to verify themselves. Because students typically do not have access to the degree of sensitive information that faculty and staff have, in-person identification may still be a campus requirement. If this is the case, new hires could sign up for a temporary CalNet ID that would allow them to access Blu upon job acceptance. Then, on the first day of work, new hires would be visually identified by their HR personnel manager as part of their I-9 identification and would receive a token or additional access at that time. Either way, the goal is to ensure that new hires have Blu access prior to their first day of work and a CalNet ID on their first day.

Both Tessa Michaels and Reggie Nance advocate a "One Stop Shop" where new employees and students alike can get parking permits, class passes, Cal 1 Cards, and the CalNet passphrase. This office would serve as a centralized location where people new to campus could learn about the services they are "entitled" to (i.e., library services). During times of heavy use, such as the beginnings of academic terms, satellite offices could be set up to service special sectors. For example, Tessa Michaels suggested that satellite offices could be set up at the fall faculty retreat or at employee orientations.

Recommendation 10

Provide online orientation and trainings to ensure new employees have access to training on demand.

New employee orientations occur once a month and are sometimes filled two-weeks in advance, causing a potential wait of 1.5 months before a new employee receives a proper introduction to Campus. Additionally, many systems such as HRMS, BFS, and PPS require training before use is allowed. We learned anecdotally that when new hires are unable to receive prompt training and immediate access to computer systems, other employees in the department compensate by sharing login names and passwords, thereby creating a security risk.

The project team's solution is for the campus to offer orientations and important trainings online in a self-directed format, similar to how the campus currently addresses sexual harassment training. The team discovered that the University is currently investigating software called Breeze that would enable online trainings. In our best practices research, we found online trainings and orientations that were successfully implemented, particularly at the University of Washington.

Recommendation 11

Enhance the Welcome component of the new-hire process.

Although the Welcome component of introducing new faculty and staff to campus is beyond the scope of our project, we learned a number of things we would like to pass along in the form of specific recommendations. The Berkeley campus can create a welcoming environment by focusing on five initiatives: Consistency, Video, Checklists, Manual, and Orientation Programs.

Consistency: In reviewing the data received from the AAPM Questionnaire, the need to have a consistent process became evident. The academic departments perceive that their new-hire process is different from the administrative units' processes although this is not true. The new-hire process should be the same for both sides of the campus. These procedures should be housed in one location and made easily accessible to both academic and administrative departments. Currently the process is outlined in the Central Human Resources Web site under resources for supervisors. Currently there is no link on the homepage for supervisors or hiring personnel to go to for quick review.

Additionally, our research highlighted a need to have departments do as much preparation for the new hire as possible before the first day of employment. This will make it easier to communicate department expectations to new hires on their first day of employment.

Video: UC Berkeley is a large institution and is overwhelming for new hires. To solve this problem a video offered on the UC Berkeley Web site modeled after the video produced by UC San Diego would help more people feel welcome and informed. The video can introduce our Chancellor and the Vice Chancellors, as well as give an overview of our history and importance in the community. The video can also provide some structure for the new hire in relation to understanding our mission and goals of the campus.

Checklists: There could be two checklists offered, preferably online and interactive, one for the newly hired staff member and one for the supervisor. The new-hire checklist would highlight first-day essentials and what steps must be taken to obtain them. The checklist should be based on UC San Diego's list, which assigns new hires the responsibility of completing certain tasks during the first week of employment. There could also be an interactive online checklist for the hiring personnel listing first-day essentials and steps the department should take to prepare for the new hire.

Manual: The campus should create a comprehensive manual for new hires that highlights various resources available to them on campus, as well as important dates and events. The manual can begin with a welcome message from the Chancellor followed by an organizational chart explaining the complex structure of the University.

Orientation Programs: If an online orientation program cannot be developed, the traditional campus orientation program should be held more than twice a month to meet the needs of the new hire. Additional programming could be created, such as the New Staff Orientation and Resource Fair at UCSF, to welcome staff and encourage networking.

Recommended Scenario

Jane is the director of finance. She is in the middle of a search for a new associate director of finance. She is using eRecruit to promote and manage her search process. After a month of reviewing resumes and two rounds of interviews, she has the pool narrowed down to 2 strong candidates and one back up candidate. At this point, she alerts the two top candidates — Melanie and Craig — that she is ready to conduct the final interview. When her assistant calls them to set up the interview, he asks them if they would be willing to submit to a background check as a requirement of taking the position. Both candidates agree to this, so Jane brings up their profiles in eRecruit and initiates the background checks.

Jane brings in both Melanie and Craig in for their final interviews. In this round, Craig really shines. The next day, Jane calls to offer him the job and explains what the salary will be. He counters with a higher salary, but he seems very interested in taking the position. They have a few more phone calls to iron out all the details and arrive at a number that works for both of them. After her last call with Craig, Jane pulls up his profile in eRecruit and indicates that she is ready to issue an offer letter. She identifies his position from a series of pre-determined pull-down menu of roles and indicates the salary she is offering. After Jane saves her changes, eRecruit sends an e-mail to Craig with a copy of the official offer letter, which is also being mailed to him.

The offer letter e-mail requests that Craig log on to eRecruit to complete his job application (he would use the same login and password he created to apply for the job). When he does, the system welcomes him to the UC Berkeley community and explains that he is nearing the end of the hiring process. The system then requests that he provide his social security number and driver's license to assist in the final stages of hiring, which include identification verification. While on eRecruit, Craig can view a copy of his offer letter and sees that his background check has been successfully completed and a letter has been mailed to him. An e-mail regarding his background check has also been sent to Jane along with paper verification.

The next day, Craig calls Jane and says that he has decided to take the job. They work out a start date for two weeks in the future. Jane welcomes him aboard and says that in the meantime, he will be receiving a series of e-mails from UC Berkeley instructing him on how to complete the hiring process and prepare for the first day of work. When Jane gets off the phone with Craig, she pulls up his profile in eRecruit and clicks a button indicating that Craig has accepted her job offer.

Based on the role that Jane had indicated earlier, the system prompts her to review a checklist of startup items that may be required for that role. She is asked to select which items will be needed in this instance. She selects computer, phone and voice mail, business cards, building keys, access to BFS, a CalMail account, a Cal Agenda account, and a parking permit. Because all employees are required to have a CalNet ID and a Cal 1 Card, these items are already pre-selected. After she saves her changes, eRecruit hands off Craig's profile to HRMS and an employee ID is created.

At this point, the new-hire system begins to contact other systems to initiate requests for services. The system contacts Parking and Transportation and puts in a request for a parking permit. This request in turn triggers Parking and Transportation to mail out 1 day-use parking permit to the address indicated, approximately one week before the start date. The system also contacts ICE and registers the new hire for a BFS training class and the monthly new employee welcome luncheon (which replaces orientation, now done online). The system can also generate regular e-mail reminders to the supervisor to complete tasks that are department specific.

One to two days later, HRMS confirms that Craig's information has reached HR BAIRS and issues Craig an e-mail requesting that he log into Blu, the University's faculty and staff portal. The system issues him his employee ID and a temporary PIN to enable him to do this. The URL he is given is a page on Blu specifically designed for new hires. This page welcomes him to the Cal community and explains that he must first verify his identity before gaining access to Blu. After logging in with his employee ID and temporary PIN, he is asked to answer a series of personal questions designed to verify his identity. Once his identity is verified, Craig is issued a token that he can use to activate his CalNet ID and then log into Blu.

Once Craig logs into Blu, the system welcomes him to the UC Berkeley community and explains that in order to make his first day on the job more successful, the University has created a new-hire tool to assist him in getting started. In this "new-hire view" of Blu, there is a special section at the top featuring Craig's personalized checklist of items to be completed for hiring. The checklist lets him know that his supervisor has requested a computer, phone/phone number, and keys. From this view he can also see that a parking permit has been ordered and that he will soon receive in the mail a single-use parking pass for his first day. The system also alerts him to the days when he has been signed up for BFS training and the new employee luncheon. At this point, the system recognizes Craig as a new hire or "offered" hire and blocks his access to key systems and databases until he can be visually identified and he has started work on campus.

In this view, under the Quick Access menu, Craig sees a variety of options, including "First-Day Forms," "Setting up Your Calendar," "Setting up Your E-mail," "Ordering Business Cards," "Setting up Blu," "Online Orientation," and "A message from the Chancellor." Each link leads Craig to a page that walks him through that particular task. Under "First-Day Forms," Craig finds a list of all the forms he needs to fill out and bring with him on his first day of work, including a W2, I-9, Emergency Contact, Employee Data, Payroll Distribution, Demographic Data, and State Withholding. Craig is able to complete most forms online. These completed forms are e-mailed to the HR representative in his hiring department and are kept in his file. He prints out the forms that need to be brought into the office. If he is unable to print, he can leave the forms on the system and print them out on his first day of work.

At this point, Craig is in the system and has a CalNet ID. His equipment has been requested and he is signed up for the necessary trainings. He has filled out all the forms necessary for his first day of work and he has had some time to view the online orientation and video message from the chancellor. His parking pass along with a map showing him which parking lots he can park in on his first day came in the mail a few days before he was due to start work. The day before he starts work, he and his wife go out for a celebratory dinner.

On Craig's first day of work, he arrives at 8 a.m. and uses his complimentary parking permit to park in a lot near his new office. He meets with Jane, who introduces him to people in the office and shows him where his desk will be. On his desk is his new computer and phone. Jane asks him if he had any trouble with the new-hire tool and he shows her his stack of signed forms. She instructs him to visit Cheryl, the department's HR representative, and then to visit the Cal 1 Card office to get his photo ID. After that, he can come back to the office and get familiar with his computer and then she will take him out to lunch.

Craig visits HR to turn in the rest of his forms and verify his I-9. While verifying his I-9, Cheryl pulls up his profile on HRMS and clicks a button indicating that she has visually identified him and everything checks out. She also gives him information on signing up for benefits and explains that he can do this through Blu, which links to atyourservice.ucop.edu. She gives him directions to the Cal 1 Card office and tells him that the next step is getting his photo ID. Once he gets his card, he comes back to his desk and logs into Blu. Now that Cheryl has visually identified Craig, he has access to more items on Blu including benefits. On Blu, he sees that he still has a few more tasks to complete before his hiring process is finished. Now that he has his phone number, he can order business cards through UC printing at ucprint.berkeley.edu.

Jane stops by Craig's desk to see if everything is working out all right. He says that he's completed all his paperwork and shows her his new Cal 1 Card. She takes him to lunch at the Faculty Club and they talk about how beautiful the campus is in spring and how exciting it is to work for the top public university in the world.

Cost-Benefit Analysis

Quantitatively and qualitatively, our cost-benefit analysis supports the implementation of our proposed recommendations. Current processes cost the campus $215,441.22 to bring aboard the new hires in our surveyed population. If our recommendations had been in place when those surveyed were hired, $185,309.58 could have been saved.

"I was fortunate that my previous employer allowed me to keep my e-mail account in the transition. Given the delay in setting this up at Berkeley, I would have been without e-mail for nearly five weeks."

To arrive at these figures, we took the average salaries of new hires, added a benefit cost (22 percent), and divided by the number of hours worked in a year (2080). We then multiplied the resulting hourly wage by the reported time (28.6 hours) it took to get set-up to work on campus. We then subtracted the existing cost with our projected cost, of four hours of set-up time ($30,131.64), and obtained projected savings of $185,309.58. This translates into to a 715 percent savings for the University. The intangible benefit of our proposed recommendations is that the campus can advance a public face of competence, efficiency, and service and make a good first-impression with new hires. For a detailed explanation of the cost benefit analysis, see Appendix O.

Our initial estimates project a significant savings for the campus, but in order to realize these savings, an investment must be made in programs that support the political, cultural, and technological changes we are recommending. It is anticipated that many of our proposals would fall under the ownership of the Vice Chancellor of Administration, and that this unit would provide ongoing funding for these projects. Initially, however, funding is likely to come from a variety of sources.

Our deployment strategy focuses on minimal technological change in order to keep down the cost of implementation and eventual maintenance. Our new-hire module will be integrated with existing systems such as eRecruit and Blu so that the campus can further leverage its investment in the People Soft human resources software and create efficiencies that reduce cost. Current FTE budgeting can be leveraged too: Blu already has FTE dedicated to it (and Tessa Michaels CTO of BAS and functional owner of Blu, already supports many of our proposals) so modest changes and shared costs can be shouldered within this framework.

The first step in the successful implementation of our recommendations is having a champion dedicated to acting upon this proposal. We expect that the project champion would help to unite all levels of the organization in the adoption of our recommendations by strategically promoting the financial, political, organizational, and technological benefits of the recommendations. In addition to a project champion, we believe the reorganization of the Chancellor's cabinet and the creation of the position of Vice Chancellor of Administration will provide a cohesive platform for the advancement of our proposals.

Ultimately, the success of our recommendations requires that there be a dedicated person overseeing the daily operation of the new-hire module. We propose that the position of information manager be created within the Vice Chancellor of Administration's unit. This position could be shared with Blu and eRecruit — each unit paying only a third of the $33,333 FTE salary — to save costs. The information manager would not only oversee the business and technical aspects of the new module, but would also coordinate the efforts between departments and units and promote the strategic vision and benefits of the module to the entire campus community.

Program Evaluation

"Streamline communication between offices. It took at least 20 e-mails and phone calls, plus multiple office visits, to straighten out problems with my ID number, ID card, and payroll."

In the event that the recommendations we are proposing are adopted, we are suggesting the following methods for evaluating their success:

Follow-up New Employee Survey

Six months to a year after enacting the changes we have outlined, a follow-up New Employee Survey should be conducted. Existing data from the first survey can be contrasted with the new data to determine if there is a positive trend in time-to-productivity and in the overall impressions of new hires. For example, the average time to gain all first-day essentials can be compared. While the surveyed populations will not be the same, the follow-up survey will identify overall trends on campus.

User Group Sampling

A few departments should be selected for observation prior to the launch for a before-and-after comparison during the pilot phase of the program. Items to be tracked could include ease of hiring, number of days to obtain first-day essential items, and supervisor/new employee satisfaction during the hiring process.

Academic and Administrative Personnel Managers Questionnaire

Prior to the launch of any new initiative, the information manager could work with select AAPM representatives to develop a set of expectations for the proposed changes. Within a year of the changes being made, a follow-up AAPM Questionnaire could be conducted to assess whether or not those expectations were met. Milestones by which the project can be tracked could be developed based on project goals and user expectations.

Funding Signal

If projects stemming from the recommendations in this report were to receive regular, ongoing funding from the campus after a pilot period. This would be a signal that the campus perceives the value of the project and is willing to make an investment in its continued success.

Future Research

During the course of the project, our team discovered several areas related to our project that are good candidates for future research. Over the next year or two, we feel that the University needs to further investigate: departures, data integration, and PPS.

"My hiring experience was the best I've had — especially at a university. Everything was well organized for me and I came to work on my first day with a computer, e-mail account, phone, and voicemail."

Departures

Whenever an employee permanently leaves the department and will not be returning to work, it is consider a departure. The individual should return all UC Berkeley properties to the department in a timely manner and that individual's access to all University systems should be revoked.

Challenges

Unlike the essential items needed on the first day of work, it is difficult to assess the various items and access employees have obtained over the course of their employment. Another challenge is that it may be necessary for business items and access to be returned at different times. For example, it might be important to return the office or building key on the last physical day in the office, but e-mail access may need to be remained active for a longer period of time.

Benefits

It is important that former employees no longer have access to resources that only employees should have. Also, by collecting items such as laptops back from former employees, the campus can conserve its limited resources. Solving these issues are just two major benefits to conducting further research on employee departures.

Data Integration

The various University data systems have become increasingly integrated over the last several years. However, the problems associated with data integration across these various systems are something the University will continually have to deal with over the next few years.

Challenges

There are several important challenges facing better data integration. For example, we identified the following challenges during our work on this project: 1) Overnight delay in dataflow from HRMS to HR BAIRS (Data Warehouse); 2) Confusing diversity of interfaces; 3) Non-unified access request systems; 4) BFS and HRMS are so heavily customized for the Berkeley staff that upgrades are very difficult; 5) BFS and HRMS are the same platform but are not integrated; 6) Duplicate directory services at HRMS and CalNet; and 7) Duplicate IDs in HRMS and CalNet.

Benefits

The benefits of better integrating these systems are numerous. First, it will reduce many of the data propagation delays between those systems. Second, it will reduce data duplication and thereby reduce possible data corruption. Third, it will streamline business processes. Finally, it will create a better user experience.

PPS

PPS is the system used to store payroll data including pay, hours worked, etc. From our research, we found out that PPS does not have a big affect on first day issues. Most of the issues are within HRMS and live data feeds

Challenges

PPS is an old mainframe system designed by UCOP that all campuses are required to use. It is expensive to run and requires a large staff to maintain. PPS is written in an outdated computer language that many people are unfamiliar with. This requires that the University pay high-priced consulting fees to programmers who can maintain the antiquated system. OPTRS is the time reporting system that is a subset of PPS. HRMS feeds into PPS once a hire transaction is complete and active (start date entered into system). These transactions are uploaded nightly. It is possible to put future hire dates into HRMS. However, the data does not go into PPS until the night before someone starts their job. Once someone is in the PPS system, this triggers pay and service credits. This is why people do not get entered into PPS until they are actually on active pay status.

All ten UC campuses use this system. Add-ons and modifications were added to the system that make it inflexible and difficult to maintain. Each night an exception report is produced showing any problems that need to be addressed. PPS has difficulty communicating with other campus systems because it is outdated. A lot of time and resources are devoted to translating data between the two systems.

Benefits

Bringing cohesion into the business and technical processes would create better flow of data. Data flows fine through PPS right now, but it is becoming increasingly difficult to maintain and keep systems talking with it. Sooner or later, this system will need a major overhaul.

PPS will most likely become a Web-based application. UCOP needs to catch up to what Berkeley is doing. There has been no talk from UCOP of changing the system. A lot of people who designed the system are leaving/retiring. The future of PPS will be discussed soon at the Payroll Manager's Conference.

Appendices Contents

Appendix A: Glossary of Terms and Acronyms

AACRAO: American Association of Collegiate Registrars and Admissions Officers

APS (Academic Personnel System): database used by the Academic Personnel Office to track tenure, faculty events, and histories.

BAIRS (Berkeley Administrative Initiative Reporting System): reporting environments for the Berkeley Financial System and HRMS.

BAS: Business and Administrative Services

BFS (Berkeley Financial System): PeopleSoft financial application in use at Berkeley for Accounts Payable, Purchasing, General Ledger and other financial operations.

BIBS: Berkeley Integrated Budget System

BIS (Berkeley Information Systems): data warehouse for central administrative systems such as BFS and HRMS.

CalNet: unified directory service and authentication infrastructure.

EEOC: Equal Employment Opportunity Commission

HRMS (Human Resources Management System): software application for tracking and reporting on workforce and employee data.

ICE (Interactive Course Enrollment): web-based self-service system for Berkeley staff training and development courses.

IS&T (Information Systems and Technology): Berkeley administrative department that provides campus wide computing, communication, and technology services. IS&T is responsible for the technical environment upon which HRMS will rest.

IT: Information Technology

LDAP (Lightweight Directory Access Protocol): network security protocol widely used on campus.

OFCCP: Office of Federal Contract Compliance Programs

OHR: The Office of Human Resources

OPTRS (Online Positive Time Reporting System): subsystem of PPS used for reporting positive time and vacation and sick leave accrual/usage.

PIA (PeopleSoft Internet Architecture): technical architecture used by PeopleSoft in its web-based applications.

PPS (Personnel Payroll System): payroll system used by UC campuses, designed and updated by the Office of the President. PPS holds payroll, benefits data, and leave accrual.

UCPD: University of California Police Department

Appendix B: Project Proposal

Background

What does it take logistically to bring a new employee on board? And what is the true start up cost to the institution? can technology be use to streamline the process? New employees require at least some of the following: background check (credit, criminal, drug, medical), new employee orientation, access (CalNet and photo ID, business cards, name tags, card keys and metal keys), system authentication and access (email, CalAgenda, financial and human resource applications), parking permits and transit passes, communications devices (computers, printers, cell and telephones, fax machines), delegations of authority and signature authority, credit cards (travel card, blu card), and enrollments (payroll deduction and benefits). when an employee leaves university employment, equipment must be returned and access must be cancelled in a timely manner for security reasons.

To prepare for the arrival or departure of an employee, a department staff member now must work with some or all of the following service providers: Human Resources, UC Police, Printing, Information Systems & Technology, Parking, Disbursements, Payroll, Travel, Procurement, Residential & Student Service Programs and others as applicable.

There are hidden costs to the campus of using the current decentralized process. Significant department staff time is spend in handling the numerous coordinations necessary to bring a new employee on board, and the resulting delays in access can make new employees feel unwelcome or unable to start work on their first day. When the employee leaves, the process operates in reverse, or not at all; again it is time consuming and, if not done, creates a significant risk. Integrated services would increase effectiveness and efficiency.

Scope

The LDP project is designed to develop, and evaluate, an integrated set of services to support bringing a new faculty or staff employee, or visiting scholar (non employee affiliate), on board with the goal of having the new employee set up logistically to do work upon arrival. It will include an assessment of whether the same system could be used to support his or her eventual departure from the campus. The project will assess whether additional funding is required to accomplish this initiative, as well as the steps necessary to offer it to the campus.

Using HRMS and the campus business portal as the systems of entry, a menu of services could be offered to departments to assist them in establishing their new employees immediately and ending access upon their departure.

Components

The project will consist of the following:

A. Research and Analysis
   1. Review the current decentralized process to identify current campus services and service providers and create a flow chart to document the sequence of actions that must be taken.
   2. Survey stake holders and partners (customers, service providers and technical staff) to determine requirements.
   3. Research and document best practices on and off campus.
   4. Develop a proposed service package including technical constraints and assessment of whether new funding would be required and whether to extend to employees' departures.
   5. Review its feasibility with selected customers, service providers and technical staff.

B. Recommendations
   1. Recommend a comprehensive new employee start-up package with comments on the feasibility of its extension to employees' departures.
   2. Recommend metrics on how to measure success if the package is implemented.

C. Report
   1. Prepare a report documents the methods used by the group, the findings on the above, research, and recommendations for a comprehensive new employee start-up package.
   2. Share the report with the sponsors, service providers and HRMS Steering Committee.

Make a presentation to the entire LDP program, including sponsors and guests.

Appendix C: Business Process Interview Questionnaire and Notes

- Who do you serve?
- Please describe the service you provide to staff/faculty.
- What other departments or systems are you dependent upon to provide this service?
- How long does your process take?
- Who else should we talk to?
- Who is ultimately in charge of this service?
- How many staff/faculty per quarter do you serve?
- What are the obstacles?
- Are there any current steps being taken to improve or change your current process?
- Are there any policies that you rely on to determine how your service is delivered?
- What are the costs involved to provide this service?
- Describe your new hire intake for your faculty/staff person.
- What do you feel is lacking from your process?
- What additional support do you feel you need during the new hire process?
- How can we help you save time and money?
- What is your current hiring and separating process?
- How is your current hiring and separating process working?
- What are the key items your employee will need in order to start working on the first day?
- If there were a central hiring/separating system, what would it take in order for you to use it?

Delia Cavizo (Online Payroll Time Reporting System)

1. **Please describe your role in payroll.**

Pay Production and Customer Service Manager. Provide Support to Online Payroll Time Reporting System, Financial Leave Accrual Program and all internal payroll processes. Customers contact Pay Production and CS for OPTRS Help such as assistance with readiness issues, navigation in OPTRS and PPS, rush checks, 646 processing, PPP5302 inquiries, Workers Compensation adjustments, transaction inquiries, benefit adjustments, business process and payroll policy questions, etc. Callers range from new employees who are performing a transaction for the first time to senior long-term staff trying to find a better way to conduct business for their department. I provide oversight and workload planning; identify, recommend and direct training efforts for campus and internal staff processes; recommend hiring and disciplinary actions, merit and classification reviews; assign and monitor overtime/leave; resolve differences among staff as required; evaluate performance. Insure that the workplace adheres to all University and employee organization policy, offers a fair, bias-free, respectful and safe place for all staff to work. Review and update processing procedures on a regular basis to best meet campus needs and workload requirements in a changing environment. Document processes. Direct the implementation of changes. Develop performance standards for groups and individual staff members. Identify process, system or training problems for resolution and prioritizing. Maintain records and documentation.

2. **Who do you serve?**

All Faculty/Staff, Financial Services, Campus Department Administrators, UCOP, other Campus' and Outside government/state agencies and affiliates.

3. **Please describe the service you provide to staff/faculty.**

Pay Production/Customer Service and dissemination of Payroll Information includes: payroll check coordination, production and distribution: delivery of incoming mail; stop payments and reissues; 72 hour rule compliance; rush checks; benefits adjustments billing; multicampus Payments; salary attachments. We resolve front-line payroll problems from clients in person, by e/mail, fax, and on the telephone; handle ACH returns and reissues, research and problem resolution; coordinates with systems unit for update to bank tables; HRMS/PPS Interface Issue: Monitor work with technical and functional personnel to resolve issues relating to the HRMS to PPS interface Recommendations and Problem Resolution.

4. **How long does the process take to add a new employee into the payroll system?**

Central Payroll staff no longer have the capability of processing new hires. Departments enter transactions through HRMS.

5. **What are your (payroll departments) expectations of the hiring department?**

Timely and accurate entry of new hire/rehire packet. To establish and maintain communications between HRMS and OPTRS administrators for coordinating pay transactions.

6. **What contact, if any do you have with new employees? When does this contact occur, before or after the start date?**

Limited contact. We generally work through department personnel.

7. **Can you put an employee into the payroll system before the start date? If no, why not?**

New employees are not added to the payroll system, they are entered into HRMS and passed to PPS through an interface.

8. **Can you generate an employee ID number?**

No.

9. **What is the process to separate an employee and remove them from the payroll system?**

The termination is entered into HRMS using the appropriate action reason code. If employees are due final pay (REG, CMP, TRM etc), the separation check sheet from the payroll website should be completed and sent forward to payhelpberkeley.edu minimum 5 days in advance to comply with the 72 hour rule. You cannot remove an employee from the payroll system, they are purged after a year of separation and inactivity.

10. **What other departments or systems are you dependent upon to provide this service?**

I am not sure what service you are referring to. To perform our jobs, we rely on HRMS, PPS, UCOP, OHR, APO, ASD, Disbursements, LRO, ACH, SIS, Grad Division and Printing dept.

11. **Are there any policies that you rely on to determine how your service is delivered?**

SPP/ Financial Services Standards. Written pay policy can be found in the UC Accounting Manual. UC Business and Finance Bulletins, and various State and Federal tax bulletins as well as directives from the Office of the President.

12. **Who is ultimately in charge of this service?**

Every employee is accountable for his or her actions. Sr. Staff insures they are provided with the training, tools and standards to deliver.

13. **Are there specific times during the year, due to increased campus hiring that your workload increases?**

Semester Begin and End. Fiscal close and year-end.

14. **What are the obstacles?**

Timing, Deadlines, Interfaces and unforeseen downtime.

15. **Are there any current steps being taken to improve or change your current process?**

We are always looking for ways to streamline and improve our processes. It is time to work smarter since resources are becoming more and more limited.

16. **What do you feel is lacking from your process?**

Resources

17. **How can we help you save time and money?**

Resources

Richard Ching (Parking & Transportation)

1. Please describe your role in Parking and Transportation.

Richard Ching is the Customer Service Manager with Parking and Transportation. Parking and Transportation is responsible for accounts receivable maintenance for all cash processes including special events. Parking and Transportation is also responsible for issuing parking permits for all campus parking lots.

2. Who do you serve?

Parking and Transportation serves all faculty, staff, students and some external individuals such as contractors who are working on the UC Berkeley campus on a temporary basis.

3. Please describe the service you provide to staff/faculty.

Parking and Transportation sells permits. Parking and Transportation is trying to create a new renewal process that would allow for the least amount of user interaction as possible, for example an online process that would allow renewals to continue without the permit holder having to complete an annual application. The idea would be to have the permits automatically renew unless the permit holder opted out of a renewal.

4. What are your expectations of the hiring department?

Employees seeking a permanent permit need their employee I.D. card, the employment to be verified through HRMS and they need a completed application for monthly deductions or they have to have a check or cash payment for the permits. The forms that the employee must complete can be found on-line through the PS&T web site.

5. What contact, if any do you have with new employees? When does this contact occur, before or after the start date?

PS&T meets with new employees during the employee orientation day on the 1st Tuesday of the every month. The PS&T portion of the orientation occurs at 4:45 PM on that day. Frequently the employee already has his/her permit by the time the orientation occurs.

6. What is the process when an employee separates and remove they have a parking permit ?

If the employee has payroll deduction they must fill out a cancellation form.

7. What other departments or systems are you dependent upon to provide this service?

Payroll, HRMS, and Photo I.D.

8. Are there any policies that you rely on to determine how your service is delivered?

PS&T tries to incorporate payroll and HRMS policies because it impacts deductions. UCOP's pre tax policies also apply. Rates are approved by the Chancellor's office. Rates vary based on an individual's affiliation with the campus. The policy about rates is one that is decided internally.

9. Who is ultimately in charge of this service?

Nad Permal, Vicky Harrison, the oversight committee and the Chancellor.

10. Are there specific times during the year, due to increased campus hiring that your workload increases?

There are seasonal times. Campus hiring is a component of those increases. PS&T hours change based on the seasonal needs. PS&T is trying to streamline the process to make purchasing a permit quicker and easier.

11. Are there any obstacles?

Manpower is one. There are 4 cashier vacancies. It takes time to hire a cashier because these people need to be trained and backgrounded. Another obstacle is that there are many permits. PS&T is looking at ways to simplify the permits. PS&T is trying to standardize the permits. The complexity of the employee eligibility determines the type of permit that employee is eligible to obtain. Simplifying the permits would expedite the process.

Students can obtain a temporary permit by simply downloading it from the Internet. Students can obtain the temporary permit that will allow them to park for two weeks. The permanent permit is mailed directly to the student. The permanent permit arrives before the temporary permit expires. Students can obtain these temporary permits because PS&T accepts electronic signatures from students. Faculty or staff does not accept electronic permits. If electronic permits were accepted from faculty or staff then temporary permits could be down loaded by faculty and staff as well.

I later learned that the temporary permits that students down load are only valid during periods of time when permits are not enforced on campus. Twice during the year, parking does not require permits to be displayed. The temporary permits only work during that period of time. In essence, no one needs a permit not even a temporary permit during that period. Another problem with temporary permits is that there is no way to verify the permits. If down loadable permits were accepted throughout the year then there would be a potential for abuse because no one could determine if the permits were valid or not. There is no specific code that is printed on the permit that would allow parking personnel to determine when the permit was issued or who it was issued to.

12. Are there any current steps being taken to improve or change your current process?

PS&T is looking to initiate an automatic faculty/staff renewal program whereby customers would be automatically renew their permits online.

13. What do you feel is lacking from your process?

PS&T is working on eliminated an old "business rule" that a "wet signature" is required whenever a transaction affects a customers payroll deduction.

14. How can we save you time and money?

No comment at this time.

15. Who else should we talk to?

If needed, Richard recommended Mark Miller, Associate Director or our Director, Nad Permaul.

16. Are you available if we need to follow up with more questions?

Absolutely.

Joe Knowles (Travel Card)

Any UCB personnel can use the Travel Card. The travel card is a personal liability card and will go against your personal credit if not paid on time.

This card is only to be used with expenses associated with travel per UCOP travel policies.

The application time to process is 48 hours during the week. To apply, access the application on line and fax it to Joe Knowles. It will take up to ten business days for an answer to be received from US Bank.

A person can be denied the travel card if they have a negative history with US Bank.

From this interview it was not determined if faculty or anyone else from the academic side has a need for this on their first day.

Patty Owen (Academic Personnel)

Patty Owen: Interview Results 3/24/05 (Interviewed by Karen Denton and Charo Albarran)

Patty Owen is the Director for Academic Personnel. Her office does not deal with the details of the actual hiring process. This responsibility has been delegated (decentralized) to the individual departments within the schools and colleges. Patty's office services all academic departments by being the central contact regarding policy and faculty reviews (tenure and merit).

Challenges: Faculty hired are paid for nine months over a twelve month period and pay begins 7/1.

*While we may appoint them to begin 7/1, faculty may show up before that date to begin preparation and need their Cal Net ID number and Cal Card. Some departments are creating phony titles and appointing faculty in the system just to generate a Cal Card before 7/1. This breaks down any integrity of records kept.

*Faculty will be hired on 7/1 but physically is on another campus completing their work and need access to our systems for preparation. (Currently cannot obtain CalNet ID's unless there is face-to-face interaction.)

Cal Net ID's and Building Keys are the essential items that faculty need on the first day.

Recommendations:

- Brochure: Providing welcome letter from the Chancellor
- Personalized "blu" page according to the individual job code.
    - Direct the individual directly to their personnel contract
    - Automated checklist that shadows each step as they are completed.
    - By job code identify what type of parking permit they are eligible for

- How many forms can be signed electronically?
    - Patent
    - BELI
    - W4
    - Waiver for Social Security

- Electronic notification of Background checks results.

Lieutenant Jim West (Background Check)

1. Why are background checks conducted?

The national Association of College and University Attorneys has developed a guideline that many Universities and Colleges throughout the country have adopted as the purpose for why background checks are conducted. September 11, 2001 and lawsuits for negligent hiring have prompted many Universities and Colleges to verify the veracity of an applicants resume and background information to assure that undesirable personnel are not hired by the entity.

The University of California Berkeley completes backgrounds as a proactive management stance in an effort to create a safe environment for students, staff and faculty. The University of California completes background checks on all new employees as a part of the University's due diligence with regard to new hires.

2. Who must complete a background check?

The decision to background an individual depends on the role the employee will assume within the University. For example, Cornell University hired a bus driver who subsequently was involved in an accident. The driver struck and killed a pedestrian while driving the bus. The bus driver was intoxicated at the time. The family of the deceased discovered that the bus driver had been convicted of driving while intoxicated a week earlier. Cornell University was subject to a large lawsuit based on the claim of negligent hiring because they did not background the driver and did not know about the previous arrest. The test is " should Cornell have known and could they have known" about his prior arrest before hiring him to drive the bus.

UC Berkeley completes background checks based on the job that the employee is going to perform. Human Resources (HR) and individual departments determine what types of past criminal activities are disqualifiers for each job. A conviction for drunk driving for example is not relevant for a job that does not require the employee to drive.

Commonly jobs that require background clearances are those where the employee will handle money, property (keys), and other special groups. Special groups include individuals who will be working with children or kids in K-12 – such as tutors. Some professions require background checks pursuant to state and federal requirements. Those background checks are frequently more intensive than the general background check. Examples of those jobs are those that include health professions.

3. What exactly does this policy do?

The policy provides guidance on the criteria for determining when positions are sensitive and require criminal background checks. It articulates the responsibilities of the department and other campus units, describes the process for criminal background checks, including the notification process, and provides for the confidentiality of information gathered and the protection of privacy of individuals undergoing criminal background checks.

4. Who determines which positions are "sensitive?"

The hiring department, in consultation with the Office of Human Resources, will determine which positions should be designated as "sensitive," based on the duties and responsibilities of each position.

5. Who created the policy regarding background checks?

Vice Chancellor Horace Mitchell in consultation with a University committee created the policy. The policy to background new employees is one that is now used on most if not every UC campus.

6. Can employees be hired before the criminal background check has cleared?

New hires (individuals who are not currently employees in the UC Berkeley system) can be provisionally hired before the criminal background check has cleared. This is because new hires serve a probationary period and can be released if they don't clear the criminal background check.

7. Why does UCPD advise UC employees who have applied for an internal position to provide notice to their current department only after the criminal background check has cleared?

This is because there is no provision in the policy to hold or guarantee the old job if an employee gives notice and the criminal background check subsequently precludes that individual from accepting the new sensitive position. The principle here is to preserve an individual's job rights.

8. Can departments hire student employees and limited employees and allow them to begin working in sensitive positions before criminal background check results are completed?

Since both student employees and limited employees can be terminated at will if the criminal background check reveals relevant criminal convictions, a department may at their discretion choose to let such employees begin working in some positions before completion of the background check. It depends upon the kinds of sensitive duties the employee would perform and the potential consequences of criminal behavior. For example: For a position that has been designated sensitive because of access to cash, the department may carefully weigh the University's business need against risk management considerations and decide that a student or limited employee whose job duties would include, e.g., part-time operation of a cash register in a low-volume gift-shop operation does not pose a significant financial risk of theft or embezzlement, and can allow the employee to begin performing the duties before the criminal background check results have been received.

For a position that has been designated sensitive because of duties involving contact with children, the potential consequences of even a single act that caused harm to children would outweigh any business need considerations, and the individual should not be allowed to start working in the job before being cleared.

For a position that has been designated sensitive because of access to keys, the decision of when a student or limited employee can begin work should take into account the nature of the theft or harm that could result from misuse of the keys. For instance, if the employee would possess keys to an office supplies storeroom, the department may consider that this does not represent a risk of significant theft. But if the employee possesses keys to dormitory rooms or to laboratories with hazardous materials, the consequences of misuse of the keys may represent too great a risk of harm.

9. Who would be prevented from working until their background is completed?

The University's preference is that the background is completed in advance of the employee's first day. Generally, a background can be completed within 2 weeks if the employee has no prior criminal history. If the employee has a criminal history, the background can take over 30 days to complete.

Less than _ of 1% of new hires have criminal histories. The policy requiring background checks appears to have successfully vetted out individuals who know they will not be qualified for the position because the background check will reveal their prior criminal conduct. In 2004, approximately 2500 individuals completed background checks. Of the 2500 individuals who completed the background check, approximately 30 of them had issues in their background that required a review by the review committee. The review committee makes the final decision based on their evaluation of the job requirements and the negative finding from the background check. The review committee determines if the applicant's background excludes him/her from holding the position.

The review committee meets once a week, if needed, to make determinations about an individual's suitability for a job. In some cases, the hiring department can modify the individual's job description so that he/she can still be hired but is excluded from performing tasks that are incompatible with their past criminal history. For example, an individual with a criminal history for money crimes might not be allowed to sign checks but could still be allowed to work in another role. The review committee is a due process requirement.

It is important to remember that less than _ of 1% of applicants have any criminal history and the review committee evaluated approximately 30 applicants last year.

10. Who must be bonded before they can start work?

No one. Bonding is a procedure that the University requires of some outside vendors.

11. Who determines the list of jobs that require background checks?

The hiring department, in consultation with the Office of Human Resources, will determine which positions should be designated as "sensitive," based on the duties and responsibilities of each position.

12. When are criminal background checks required?

Criminal background checks are required for any personnel actions involving sensitive positions, including new hires, transfers, promotions, reclassifications, or changes in job duties that move a position into a "sensitive" category. _This includes career, limited, contract, per diem, student, and volunteer positions._

Where policies and contractual provisions related to background checks for specific personnel programs currently exist, it is intended that the provisions of this policy be applied in conjunction with those provisions. Employees in the Clerical unit will remain covered by the relevant contractual provisions and the previous policy pertaining to background checks while collective bargaining obligations are completed. See Unions, Bargaining Agreements, and Labor Relations for more information.

Human Resources in consultation with the individual hiring departments make that determination. Human Resources must supply the job description along with the application. The job description is required at the onset so that no one is singled out later in the process. For example, if background checks were completed on 10 people from one department and UCPD later asked for the job description for only one person, the supervisors at that department may erroneously conclude that the one individual has a problem with his/her background. UCPD obtains the job descriptions in advance so that unnecessary disclosures are eliminated. The employer is not entitled to know of the applicant's past criminal history if it is not relevant to the job that he/she is going to perform.

13. Who supplies the paperwork to the employee before they schedule a background check through UCPD and What specific forms and documents are needed for this process, and where can they be obtained?

The Request for Live Scan Service, a multi-part paper form, is available at the UCPD. A sample of how to fill out the form is available on the UCPD website at http://police.berkeley.edu/services/criminalbackgroundchecks/RLSS_Form_(Sample).pdf

The Employee/Applicant Release and Disclosure Form is available on the UCPD website at http://police.berkeley.edu/services/criminalbackgroundchecks/CBCForm.pdf_

Sample Letters of Notification (to inform an individual that employment in a particular sensitive position is conditional upon the results of a criminal background check) are available on the Office of Human Resources website at http://hrweb.berkeley.edu/policy/bgchecktools.htm.

Each department must provide the applicant's job description, waiver form, completed Live Scan paperwork (provided to the department by UCPD), and advanced payment for each applicant undergoing a background check.

UCPD has encountered individuals who have come to their appointment for fingerprinting without having the completed necessary paperwork.

14. How long does it take to complete a background check?

UCPD should receive the DOJ criminal background check information in three to seven days and the FBI information in approximately 30 days.

15. How long does it take for the Criminal Background Check Review Committee to make

its decisions?

The Committee will complete its review within seven days of receiving notification of a DOJ/FBI background check with convictions.

Generally for an applicant without a criminal history: It takes five business days to schedule an appointment. The Department of Justice (DOJ) sends a reply back to UCPD within 3-5 business days. After UCPD receives their response, the department sends via mail a copy of the applicant's criminal history to the applicant. UCPD mails the applicant a copy so that the applicant can review the findings for discrepancies. If the applicant does not have a criminal history, UCPD can email the finding to the hiring department with a mailed finding sent at a later time.

16. What happens when you get the results back?

The University of California Police Department (UCPD) will maintain the results of criminal background checks. If there are no criminal convictions, UCPD will notify the department to complete the personnel transaction (e.g., hire). The original report will remain in the Police Department. If there are criminal convictions, the UCPD will notify the Criminal Background Check Review Committee, which will review the results and make final determinations regarding the suitability of subjects for specific positions. In accordance with California law AB655, the UCPD will also provide a summary of the criminal background check to the subject of the investigation, regardless of the results.

Generally for an applicant with a criminal history: It takes up to 30 business days to receive a response from the DOJ and potentially much longer for a response from the FBI. Once the criminal history information is returned to UCPD, UCPD sends the applicant a copy of the criminal history so that the applicant can review the findings for discrepancies. The findings are also sent to the review committee for a determination of the applicant's compatibility with the job. The review committee meets once a week, as needed, to make a final determination. The review committee is only entitled to see findings of previous convictions or pending cases. The review committee is not entitled to see arrests that did not lead to convictions.

If the applicant eliminates himself/herself from the hiring process before the background information is collected, UCPD sends a notice to DOJ and FBI stating that UCPD is no longer interested in receiving the findings.

In some cases UCPD can expedite certain components of the process. For example, UCPD can notify the hiring department via email or telephone that the applicant has no criminal history. UCPD can also make certain adjustments to fingerprint an individual as soon as possible but UCPD has no control over DOJ and FBI response times.

17. Who schedules the appointment with UCPD?

In some cases the hiring department schedules the appointment and in some cases the individual schedules the appointment. UCPD does not require either method.

18. How long does it take for an employee to complete the process?

The actual process takes roughly 15 minutes. The most significant delays occur when the individual comes to UCPD with incomplete paperwork. In some cases individuals have come to UCPD without the job descriptions, waiver form, chart string, or completed Live Scan form.

Fingerprint appointments are scheduled every 15 minutes so a delay by one individual may impact subsequent appointments.

19. What is the waiting time for appointments?

It various based on the time of year. UCPD estimates that it will background 2500-3000 individuals this year. 25-50% of all appointments are no shows or people coming without the proper paperwork. However, if the paperwork is completed in advance, UCPD can accommodate an individual's request for an appointment typically within five business days.

20. What other departments or systems are you dependent upon to provide this service?

Each hiring department because they must supply the job description and chart string, DOJ, FBI, and the applicant. Applicants often come unprepared. The applicants must have the completed paperwork as well as proof of identity. There have been some instances when the applicant did not have any proof of identity and the background process could not be initiated.

21. What are the obstacles?

The biggest obstacle is the response from DOJ and the FBI. DOJ is generally very prompt but the FBI has much longer delays. UC has no control over either entity and cannot change their processes. For example since November 2004 to February 2005 there are seven individuals that have not yet received a response from DOJ or the FBI. Those seven individuals have been waiting for nearly four months for a determination.

22. What are the problems (if they differ from the obstacles)?

Some applicants are not on time and/or have not completed their paperwork in advance. Individuals must bring their identification with them before they can be fingerprinted. Appointments are so tightly scheduled that a delay by one person can affect subsequent appointments on that day.

23. What do you feel is lacking from your process?

Waiver forms because they can be confusing. Some people state that they have no criminal history but in fact they have a criminal history. Generally the individual is not lying, rather they just do not realize that a fine that they paid for some minor offense is an admission of guilt and leads to a conviction for that minor offense. That person may then have a criminal history without even realizing that they have one.

24. What additional support could you use?

The reality is that any changes may cause problems because people are now familiar with the current system. The changes themselves may lead to resistance. Everyone is looking for expedited results and UCPD is continually looking for ways to speed up the process but UCPD is dependent on the responses from DOJ and the FBI.

Ideally, the background check would be part of the interview process and not a day one goal. If the candidate could come to UCPD 3-4 weeks before the date of hire UCPD could have results for 98-99% of all candidates before their scheduled hire date. The likely objection to that type of procedure would be cost. Background checks cost each department $82 per individual. Departments may resist paying that cost for applicants before the department has determined which applicant they are going to select for the job.

25. How can we help you save time and money?

Ending no-shows and unprepared people would be a great help.

26. Could the process be expedited if UC used an on-line tool for background checks such as Choice Point or Lexus Nexus.

The problem with that type of information is that many of those public sites are only allowed to obtain information that can only go as far back as 7 years. UCPD is a law enforcement agency and can review the entire history and is not limited to information that is subject to rules that govern credit-reporting bodies. If UCPD used the on-line tools, UCPD would not have a complete background history.

27. Is there anything else about the process that I have not asked but should know?

The number of people going through the background process who have a criminal history is less than 1%. A criminal history alone is not an impediment for employment. A criminal history is only a bar if the criminal history is somehow related to the job function. The few people who have been denied employment with the University have had very serious violent criminal histories.

28. Are you available for follow up questions should the need arise?

Yes.

29. Is there anyone else you think we should interview about this process?

Records.

30. Is there any other information that you would like to add?

There have been a few occasions when the hiring department has hired an individual who lives in another state or is unable to come to UC Berkeley prior to the scheduled hire date. UCPD does no accept background checks conducted by other agencies in lieu of a background completed here at UCPD. If another agency initiates the background that agency will also receive all the responses from DOJ and FBI. UCPD will not have the benefit of reviewing the entire record. The few individuals who are not physically able to come to UC Berkeley prior to their scheduled hire date will have to go through the background check after they are physically in Berkeley. That poses somewhat of a dilemma for individuals who are moving to the area and their first time in the area will be after their move has been completed.

Reggie Nance (Cal 1 Card)

- Manager Cal 1 Card
- March 21, 2005

Big Findings

1. All staff (2.0 FTE) and student-employees (5-8.0 FTE) are Cal Net deputies.
2. Remote set-ups are possible with laptop, digital camera, portable printer, IP address and secure network.
3. Reggie Nance totally supports and advocates a "One Stop Shop" for many of the artifacts we are trying to place in our constituent's hands. That is Parking permits, Class Pass, Cal ID card, Cal Net Passphrase and it would serve as a centralized way to have people learn about services they are "entitled" too (i.e. Library services.
4. UCPD wants real-time HRMS updates because if someone gets terminated they want access to buildings and services terminated quickly.

With the Cal 1 card - his office is the first person they see. The service gives access to a multitude of functions and it is his desire for the process to be as smooth as it can. His office handles and is considered a "data custodian" of Student/Faculty and Staff data - sometimes "UCPD comes over to ask to look at identities but it takes a subpoena or the Registrars office to allow access to that data.

The Cal 1 card has been around since 1996 - the money to have the program came from a lot of sources (including $25k from the Chancellor) but after the inception of the program the units who contributed did not have any more money to fund the program so now it is funded by Housing & Dinning (aka RSSP).

Card Facts: It takes 3 minutes to issue a new card. All cards cost $15.00 undergrad/grad fees pay for the 1st card but faculty/staff card costs are absorbed by RSSP. - most people have cards, faculty, staff, students, post-docs, emeriti, and there are other types of people who could be in the system: contractors, family, disabled-student program people (DSP).

Busy times are the beginning of each semester as well as Summer because Cal-student orientation (Calso) has hundreds of people going through the orientation. Cal 1 card offices also issue class-pass stickers for Parking & Transportation.

All staff are Cal Net deputies - they can issue tokens (but not put employees into HRMS) laptop station 5 can be used by people to input a passphrase. To authenticate people when they come in the office they require a "currently issued government id."

Remote Cal 1 card creation is possible - e.g. Haas Evening MBA program has their students obtain cards remotely. It requires, however, digital camera, laptop, portable printer, IP address and a secure network (wireless is not secure in his opinion). To have remote services, however, requires more FTE to be there (with Haas because it is the evening MBA program requires someone to be there at night and/or there during a weekend day for example.).

Data is updated in system (housed at RSSP head-quarters) nightly ("if all goes well") from

Oracle. Data is fed from HRMS for faculty/staff and Bearfacts for students.

Reggie would encourage real-time transactions between HRMS and their database. ("we all want real-time") if security can be guaranteed (an example he gave was someone who may be in the system but in actuality has not been hired. Or another problem can be the person who is on campus from May 31 but that persons start date isn't until July 1. He is concerned about accuracy (consistency) and worried about redundancy. E.g. is the data warehouse were to crash it would be a big problem. Mentioned **Angela Blackstone** who is *Director of Information Technologies* (RSSP).

Another thing he mentioned was UCPD wants real-time HRMS updates because if someone gets terminated they want access to buildings and services terminated quickly.

Reggie mentioned some aspects of the system is "real-time" - the RSSP Oracle database for example actively lets other systems know if a card has been lost or stolen - so those trying to use it nefariously cannot. With the HRMS system the big issue for Reggie is: Is the data correct? "We rely on anybody who enters the data into the system." It is a training issue about data origin.

Tessa Michaels and Jann Fong are big advocates of the Cal 1 id card program.

Dataflow notes:

(Students) SIS=> Bear Facts(24 hours)=> Cal 1 DB (24 hours)(2days total to have data)

(Fac/Staff) HRMS=>Cal 1 DB (24 hours) - 24 hour turn-around time.

Data captured in system includes: Date of Birth, Name, Card Number, Digital Picture, EID/SID #, Proximity Card Number, Issue date, Bar Code Number and Mag Stripe Number (which is the EID with one digit subtracted).

It is all about the effective date from HRMS.

Governance: Cal 1 has a Steering committee mostly comprised of RSSP management (reporting to Harry Legrande) as well as there will be an Advisory committee comprised of campus administrators and students (to be begun around May). RSSP is ultimately in charge of the service.

Notes: It occurs to me (DR) that it may be a good idea to talk to UCPD and building coordinators about Cal 1 card as a key-card and we should research the process for getting building access set-up. I know at OLAC it can take from 3 hours to 5 days to have UCPD "turn-on" the key-card with particular buildings.

Reggie's responses.

1. **Please describe your role in Residential and Student Service Programs.**

We provide ID card services to our residents and the entire Campus

2. **Who do you serve?**

Faculty, Staff, Students and Affiliates

3. Please describe the service you provide to staff/faculty.

Provide photo identification cards that are used to access services and buildings. And the photo identification cards can also be used to make purchases on campus; Issuance of CalNet Tokens

4. How long does the process take to get the photo ID?

Approximately 3 minutes

5. What contact, if any do you have with new employees?

When does this contact occur, before or after the start date? At the time we capture the image of the new employee. After the new employee's start date

6. How often you get downloads to update your system?

Nightly

7. Can you put an employee into the photo ID system? If no, why not?

No. To ensure data security and accuracy

8. What is the process to separate an employee from the photo ID system?

Separation is done at the department level. During the nightly download, the status field of the employee's record will be updated to reflect terminated

9. What other departments or systems are you dependent upon to provide this service?

For Students' data we depend on the Student Information System's (SIS) database and the BearFacts database; For Faculty, Staff, and Affiliates data we depend on the Human Resource Management System's (HRMS) database.

10. Are there any policies that you rely on to determine how your service is delivered?

Policies handed down by the Office of the Registrar are used to provide services to students; Policies used to provide services to Faculty, Staff and Affiliates come for Campus HR

11. Who is ultimately in charge of this service?

Residential and Student Service Programs

12. How soon after an employee is entered into the HRMS system can the photo ID be requested?

Twenty-Four hours after the data is entered into HRMS or any time on or after the employee's start date

13. Are there specific times during the year, due to increased campus hiring that your workload increases?

Yes. During the summer months (beginning Mid-May and at the beginning of each semester

14. What are the obstacles?

Having data inputted accurately and in a timely manner

15. Are there any current steps being taken to improve or change your current process?

Yes. We are in the process of upgrading our ID production system

16. What are the cost involved to provide this service?

$15 for the production of a ID Card

17. What do you feel is lacking from your process?

The mechanism to have Faculty and Staff pay for their ID cards

18. How can we help you save time and money?

Not Applicable

19. Who else should we talk to?

Not Applicable

20. You are familiar with our project – do you think it is feasible to speed up processes?

No. Speed is only an means but proper planning, efficiency and consistency is what really matters.

21. Would you be supportive of increasing the speed of data-feeds (if mentioned) by using real-time transactions (or something like it).

I would be supportive and understand the need to have real-time processes on the Campus, but I must once again express my concern about the accuracy/security of the data being entered.

22. It has been mentioned that one solution is to have multiple satellite facilities to serve faculty/staff during busy periods, beside money, what are the barriers to accomplishing this?

Data security

Appendix D: Technical Infrastructure Interview Questionnaire

Administrative Section

1. What is your group's mission and who are your clients?
2. Do your services overlap with other groups on campus?
3. Can you provide us with an organizational chart?

Resources Section

1. What resources (technology, human, other) do you use to fulfill your mission?
2. What are your constraints (e.g., 5yr Peoplesoft license, not enough money, etc.)?
3. How can we save you time/money?

Data Flow Section

1. Can you provide us with a data flow diagram including inputs and outputs?
2. Identify what constrains the flow of data through your system as well as to and from your system? Please address both technical and policy constraints?
3. How do employees get taken out of your system?

Architecture Section

1. What interfaces does your system use to communicate with other systems?
2. What technologies/languages are you using? Why?
3. How much of your system is off-the-shelf vs. customized by your staff or others on campus?

Vision Section

1. What are the strengths of your systems? What are the weaknesses?
2. What is your 5-year plan for developing this system?
3. If you could throw the whole system out today, what would you replace it with?

Miscellaneous Section

1. What are we overlooking?
2. Whom else should we talk to?
3. What would need to change to allow a new employee to start work on the first day all ready entered into all the relevant electronic systems?
4. What obstacles do you see that would prevent this from working?

Tony Christopher (My Berkeley)

_ Principal Administrative Analyst
_ Project Manager for My Berkeley
_ April 4, 2005
_ Charo, David, Karen, Liane, Sherief, Jarrod, Julie, and Steve (notetaker)

Tony deals with all of the communication strategy with new undergraduate admits after they fill out the Statement of Intent to Register (SIR). My Berkeley is a portal used by applicants to apply to Berkeley and then used as a tool to get them here. My Berkeley was able to replace all the paper that was used for newly admitted undergraduate students. There are two and a half FTEs working on My Berkeley. Tony does not have a data flow diagram and said that if we needed more technical information, that we should speak to his boss, Tim Heidinger.

The clients of My Berkeley fall under two categories: the audience served by the system and the customers of the system. The audience is made up of new students to the University and parents of these students. The customers are made up of staff, departments and technical people who contribute content to the system and provides the services linked to in the system.

Tony stressed that the most important thing to consider when launching a program such as this is to have a clear communication strategy.

Newly admitted students access My Berkeley by getting a code from the campus and logging in.

Tony receives information from the different departments and uses a content management system called Ektron. This information then goes through a snippet database to populate My Berkeley. The system was inexpensive with hard costs of about $6,000. This does not include staff time.

We spoke about electronic signatures with Tony and he told us that the Office of the President a couple of years ago approved all electronic signatures. For electronic signature to work, you need to have a series of questions answered that should only by known by the staff person. The data from these questions should perhaps come from HRMS and maybe be part of the application process. The data should get into the system from one source to maintain integrity of the date.

There were some challenges faced when getting this project up and running:

_ Getting buy in from the departments involved.
_ Increased workload for technical staff.

Tony suggested that in our report we recommend who should own this project and who should manage it.

Students get into other systems such as Housing and Dining by being authenticated in My Berkeley. The student is then returned to My Berkeley after completing the transactions in the other system. If a student changes their mind and decides not to attend Berkeley the student can do this through My Berkeley.

The architecture of the system is written in ASP and data is transferred through XML. The system is robust and works well. There is a lot of content and it can get out of control, so there needs to be someone to manage all of this. There were originally some bandwidth issues that were dealt with. Department are now approaching Tony to have more content added.

We asked Tony if he knew of an Authentication Policy and he said he was not aware of one existing.

Jann Fong (CalNet/PhotoID)

_ Computer Resource Manager II
_ Manager Cal Net Steering Committee
_ March 02, 2005
_ Steve Garber and David Rieger (note taker)

Big Finding: It takes overnight to have data get sent from DB2 d-base to HRMS - this is the significant choke point for our efforts (as is the 3 hours it takes to go from HRMS to Cal Net).

Mission: Service provider that ensures an infrastructure to facilitate Academic & Administrative computing. (*Jann wants to rebrand her unit to be more of a service provider*)

Cal Net pulls information from SIS & HRMS every morning around 7am with a stored procedure. Departments input information into DB2 =>(overnight) => HRMS (Oracle w-house) and takes 3-hours for this information to be pulled into Cal Net from which the new hire can be issued a token to create a Cal Net pass-phrase.

Jann related to us she is the chair of the Cal Net steering committee and they are seeking to change this system June 2005 to allow for "real-time" transactional processing. That is, theoretically, a Departmental hiring action could occur at 10am and instantaneously that new person could be a part of the Cal Net system.

When a person has their Cal Net ID created they are also inputted into the Kerberos DB. Some evolution of the system has occurred over the years (used to be known as "Community Profile Dataset") - so now Cal Net is the central repository of identity management. A new function for them is they now work with "Affiliates" (around 6,000 people) and this used to be the purview of User & Account services because these people are not formally a part of the University (in a PPS sense?).

Jann said a big problem is that there is a lack of a Higher-Education Applications ("Roles" management).

To have "real-time" processing requires a Java Messaging layer - which allows for record-by-record on-the-fly updates and this is proposed for June 2005 (but it is not funded) although, SIS and HRMS is on-board with this project.

Cal Net has 1.5 FTE and could use +1 FTE - the unit and technological innovation associated with the unit needs to be centrally funded rather than discretionary funding from AVC McCredie.

LDAP (provides public info - employee name, department, functional title (not payroll title), address, phone number and a semaphore indicating full/part-time etc.) and this information is used by departmental applications (when the department wants this) when one authenticates via Cal Net id. E.g. Renewing parking permits.

Cal Net is a master aggregator of all id's (SID/EID/Alumni ID) etc.

Future Focus:

1.) Central funding 2.) Java Messaging Layer (real-time updates f(x)) HRMS & SIS are on-board with this. 3.) Cal Net and Cal "1" integration (id card's with integrated services)

When an employee leaves the following occurs: 1.) HRMS sends a message to Cal Net where the individual is disabled. In the LDAP server, however, that person is purged.

Infrastructure: Infrastructure is open-source as much as possible. LDAP (Light-weight Directory Access Protocol) is open source, Kerberos is MIT but the DB has migrated from SYBASE to Oracle because HRMS is an ORACLE database w-house. Communication is incepted with Perl (5.3) to LDAP (June 2005).

Strength's: Reliability, robust & scaled.

Weaknesses: Lack of roles (AWS), Proxy Kerberos w/ 5.3 => LDAP proxy w/ ID mgt.

Five years out:(ID management components). Roles management, Authentication, provisioning and authorization can be provided with Cal Net services. Right now on campus there is no central department listing. No one list of departments (there are 3 separate lists!).

If could start fresh: Still use open source, but would want unit to assign Cal Net ID's. Wants all users to be treated equally (i.e. students have a user friendly name rather than having to use SID).

Goal of project/service is a gateway that provides single-sign-on.

Auna Harris (PPS)

_ Payroll Manager
_ Oversees Campus PPS
_ March 2, 2005
_ David Rieger and Steve Garber (notetaker)

Big Finding: Payroll does not directly affect issues regarding first workday.

1. What is your group's mission and who are your clients?

Payroll's mission is to provide correct and on-time pay to everyone in the payroll system, including staff, faculty and students.

2. Do your services overlap with other groups on campus?

No one else performs this service.

3. Can you provide us with an organizational chart?

We received an Org chart from Auna Harris.

4. What resources (technology, human, other) do you use to fulfill your mission?

Money and a large staff.

5. What are your constraints (e.g., 5yr Peoplesoft license, not enough money, etc.)?

It costs a lot of money to keep these systems up and running. We end up having to pay consulting fees for an old antiquated system.

6. How can we save you time/money?

Bringing cohesion into the business and technical processes would create better flow of data. Data flows fine through PPS. The choke is within HRMS. There are issues with the triggers. Our project could be a catalyst for an advisory group to form and to create better efficiencies between PPS and HRMS.

7. Can you provide us with a data flow diagram including inputs and outputs?

We were provided with data flows at the meeting. PPS is an old mainframe system designed by UCOP that all campuses are required to use. OPTRS is the time reporting system that is a subset of PPS. HRMS feeds into PPS once a hire transaction is complete and active. These transactions are uploaded nightly. It is possible to put future hire dates into HRMS. However, the data does not go into PPS until the night before someone starts their job. Once someone is in the PPS system, this triggers pay and service credits. This is why people do not get entered into PPS until they are actually on active pay status.

8. Identify what constrains the flow of data through your system as well as to and from your system? Please address both technical and policy constraints?

HRMS sits on top of PPS. It is a difficult system to utilize. All 10 UC campuses use this system. There is little flexibility built into the system. Add-ons and modifications were added to the system that makes it difficult to maintain. Each nights an exception report is produced showing any problems that need to be addressed. BFS is a PeopleSoft? product and PPS is an old mainframe system. This causes problems with the systems communicating with one another.

9. How do employees get taken out of your system?

All outstanding time (vacation, sick leave, etc.) must be collected and a final paycheck is printed on someone's last day. Once the termination date is in the system, the person becomes inactive.

10. When and how do you synchronize your databases?

HRMS feeds into PPS once a hire transaction is complete and active. These transactions are uploaded nightly.

11. What are the strengths of your systems? What are the weaknesses?

The system works and people get paid. It is a clunky system because of its age.

12. What is your 5-year plan for developing this system?

PPS will most likely become a web-based application. Get rid of HRMS since maintenance is so difficult. UCOP needs to catch up to what we are doing at Berkeley. There has been no talk from UCOP of changing the system. A lot of people who designed the system are leaving/retiring. The future of PPS will be discussed soon at the Payroll Managers Conference.

13. If you could throw the whole system out today, what would you replace it with?

Have the Office of the President come up with a better more integrated system. The functionality of HRMS should be integrated with that of PPS. There was not money originally for the system and it was implemented too quickly.

14. What are we overlooking?

We have a good handle on this.

15. Who else should we talk to?

Renata Ellis is Auna Harris' technical equivalent in IST. Jerry Wilcox and Patty Yamashita at UCOP. It seems like a lot of the future of PPS rests at UCOP.

16. What would need to change to allow a new employee to start work on the first day all ready entered into all the relevant electronic systems?

HRMS. PPS does not affect first day of work issues.

17. What obstacles do you see that would prevent this from working?

HRMS

Tessa Michaels (blu)

- Chief Technology Officer/Resource Development
- BAS – Budget and Finance Planning
- Also in charge of Blu and on the Cal Net committee
- March 3, 2005 Interview

Systems

Tessa Michaels talked us through the Core System Map from Patrick Ellis.

BFS and HRMS are both on the People Soft platform – but they aren't using the same version and they aren't on the same upgrade schedule. HRMS and Blu are currently on 8.4. BFS is being upgraded to 8.8 in September. Her plan is to upgrade HRMS and Blu to 8.9 before the BFS upgrade. As far as the Oracle takeover of People Soft goes, Tessa is looking at a three-year trajectory with People Soft and then, who knows.

Key Learning > Get BFS and HRMS on the same upgrade schedule, if not the same system. She also said the key to our efforts is *getting data into Cal Net ASAP* (DR)

The problem is one of resources. The staff she has dedicated to this work is tapped out managing the BFS upgrade. (This doesn't make sense to me if she wants to do the HRMS upgrade first.) Her staff is spread too thin to consider integrating the BFS and HRMS systems at this time. **Cal Net and ID management could use funding and development efforts**.

HRMS updates BFS, HR-BAIRS, and PPS overnight. Data must run through an extensive translator before going into PPS because PPS is such an old kludge of a system. Once data is in HR-BAIRS, people can come get it.

PPS is not People Soft. It's old and written in a language that most young programmers don't want to study (COBOL) so they are running out of support resources. That's the biggest risk, soon it will be impossible to support this old system.

BAIRS is an Oracle data warehouse. CalNet is not People Soft.

BFS requires a chartstring to get started.

It's important to get dataflow to CalNet/CalID as quickly as possible.

Systems do come down each night for transfers of data (no other company she's worked for does this – all the systems were 24 hours).

There have been several major improvements in these systems already. PPS used to feed the Cal Net and Cal ID information directly. It used to take 2 weeks to get an employee ID, now it takes 2 days.

Blu

Blu is a front end only and is not meant to hold data. (It is Section 508 ADA compliant for those who care.)

Her vision for Blu is some element of employee and supervisor self-service. A hiring manager should be able to log on to Blu and check off services/access requests/etc. that will be needed by an employee. The system should walk then walk a new employee through the start-up process with a dynamic checklist based on the choices the hiring manager made when initially setting the new employee up. According to Tessa and Chris, the idea is that Blu would be everyone's front door – and that once you authenticated through Blu – you wouldn't have to authenticate again. It would know you and tell other systems who you are (like an electronic wallet).

There is "quick button" flow from eRecruit to HRMS. She said we could build some of the functionality she's talking about into E-recruit (like the supervisor checklist perhaps). All of this could be a custom piece on top of e-recruit. A "new employee integration screen"

Fixes Needed

There is another system – access request. She called it a Request Login ID. You can see an example of this here: http://hraccess.berkeley.edu/ComApps/UserEmpCheck.cfm This is not a secure method because the employee making the request is the one who is providing the supervisors-mail address for request verification. The employee could put in a friend's e-mail address and easily (we assume and Tessa suspects) gain access to places they shouldn't be allowed.

Tessa says that Berkeley's system of obtaining a passphrase (the token managers) is not a good system and it is very confusing to many people. She gets a lot of questions through Blu about how to get a passphrase. The scope of the deputy needs to be tightened.

Funding & Staffing

Cal net could use funding. There is no funding for it – but, as Tessa says, it is up and running, so it must be funded. Also, since there is a big push toward getting the entire campus to use the Cal Net authentication system, it should get some funding. Cal Net is currently defacto funded. It's currently being funded on the margin with little bits of money from here and there. She once investigated getting it in the budget as a line item but that idea never went forward.

Staffing Dedicated to This Work

- She has two FTE programmers in ASD
- She has some number in CCS to do infrastructure
- and then there is her

She has proposed a blue administration team

Identity Management Centralization

She would like to see UCPD, key cards, Cal Net, Photo ID, etc. all happen at a single point – where folks go to pick up their ID. She wants to see identity management centralized. We asked her about how to handle the crunch times when students are also getting their IDs. She suggested opening up a satellite office for faculty in the fall, and said one could be opened at the faculty/academic retreat each year. This could also be done at employee orientation, but that might not be the best solution if it only happens once a month.

Suggestions

She talked about developing requirements for the different services – what would a service provider need to receive a data hand off. She suggested we talk to service providers. Also, she said we should look at MyBerkeley and what they did for students. It integrates a lot of service providers and interested parties that need to touch students. It's a good working model for integration.

Other positive moves are to get BAS to cooperate (the merger is helping that) and to partner with the Cal 1 Card.

Identity management needs to be more of a platform, it needs to be enhanced.

Contacts

- Helen Norris – Project Manager for the BFS upgrade
- David Scronce – Project Manager for the HRMS upgrade
- Angela Blackstone – Cal 1 Card
- Reggie Nance – Cal 1 Card
- Bill Allison – ADS (programmers)
- Patrick Ellison – (functional), HR BAIRS
- Elaine Meckenstock – Financial BAIRS

Second Interview

- April 13, 2005
- Julie Chiron (notetaker), David Rieger

Meeting Notes Review

We began the meeting by going through the meeting notes from last time. She will provide a new version to me with corrections and clarifications.

Developing for Blu

Then we began to discuss Blu and how we might develop a new module for Blu. She has some documentation for developers, but it's primarily geared toward how to hand off identity data to other programs and organizations. Perhaps too technical for our needs.

She explained that Erecruit, HR Administration Workforce, and a Self-Service Employee/Manager module are all be part of the PeopleSoft? application (and are all CalNet enabled). Blu wraps around that and acts as a single point of login for all these applications. Blu passes whatever info is needed by the new system. Based on roles (which Blu updates in its system nightly) gathered from a CalNet login, and some data pulled from LDAP, Blu would know who was logging in and display information relevant to that person, give them a special view based on their login. For example, under the people tab – someone who is logging in from HR might see an HRMS link under job tools.

Adam Ng is the developer for Blu. His wife just had a baby, so he's out right now. But he could help us by reviewing any suggestions we make for a new-employee module for Blu.

Tessa said that when she writes "blu" in a document, she uses capital "Blu" so we will probably alter our style guide to reflect that.

Hand-off from E-recruit

E-recruit terminates when an offer letter is generated. At that time, there is an automatic movement of data with the job position that goes into the Admin (HR) Workforce. There are ways for people to subvert this system. They can get a waiver. There are usually two instances when people get waivers – one is if the new hire is at a high-level and the University doesn't want to make them go through all the hoops of filling out a bunch of information online. The other is if people do their hiring outside of the e-recruit system. In that instance, they would put them directly into the HR Workforce Admin application. This is happening less and less as e-recruit becomes the primary way for people to make new hires. (One policy that has forced this is that you can't get your job posting up on the Berkeley Web site unless you use e-recruit – an incentive to get people to use e-recruit.)

Measuring Success

We asked Tessa how she measures the success of her projects, in particular Blu and e-recruit. She uses surveys and user group feedback. They also categorize all their customer e-mail into different types of requests and then assign steering committees for each development piece. She also checks in with her boss and her peer management team to ensure that their expectations are being met. So we may want to have a meeting with stakeholders to determine expectations and then develop metrics that would measure whether or not we met those expectations both at the 6-mo mark and the 1-yr mark. One part of her business case for a new product/project would be "further investment in an application" is a metric of success. She gives intangibles more weight than usual at Berkeley, especially because the negative intangibles are so serious.

Verification

Personally, Tessa doesn't believe in authentication without in-person verification. Some types of employees are easy to do verification for, but others are more difficult. And there are some situations where the fairness factor may be in question – foreign employees for example. I-house currently handles verification of international employees. The problem is having someone who can understand what kinds of paperwork are valid for international verification. Departments can't do it because they aren't properly trained and there is a risk of breaking the law. This is a process issue. Foreign students are easier to verify because they have a student visa and that's it. She feels it is very important for the photo ID to be done in person. She feels that HR should be the organization handling verification of employees and faculty; the Registrar should verify students; I-House verifies international employees; and visiting professors, which are a difficult case, are usually verified by the Office of Sponsored Projects or I-House.

New Version is Better

They understand that the Peoplesoft product is a little clunky right now. The 8.9 version is much much better and we may see some big improvements in Blu when the new version is loaded.

EZW2

They already put the EZW2 forms online and that is working well. This is an example of forms that are online that people can download and fill out prior to arrival.

Parking

With parking, the critical issue is around disabled placards. How do you verify that someone is disabled? This is also hard to do in person also. It's just a point that we need to consider if we're suggesting that people get their temporary passes online.

JR Schulden

(Informal Phone Interview - Friday, March 18, 2005)

Big Finding

By using submitted demographic information students can be authenticated when they attempt to use the PIN number assigned and mailed to them.

Student ID's are assigned when they are admitted and they do indeed receive a pin number and that is sent to the address of record. The system authenticates the students by asking them about demographic information submitted in the application. An example: *What is your zip code?* would serve to authenticate the student - from which the student then incepts their pass-phrase.

Faculty members are set-up up to 3 months before their "effective date" (i.e. PPS) - this allows them to set-up classes in CourseWeb. UCB as of one year ago requires students to have an email address - to allow faculty to communicate with them.

JR mentioned it took her "3 weeks" to get login's/set-up when she came onto campus.

"Email is the common tie" - but email services are paid for by campus registration fees. She mentioned some outlier problems with graduate students who take a year or so off (Ph.D's) and then lose-out on their email because of the current funding model (at this point mentioned **Joe Duggan** - I did a directory look-up and he's a professor and Associate Dean of the Graduate Division) - so there are discussions about helping students retain access to libraries and email for a longer timeframe.

Right now she said it is her operational goal to "get out of the feed business" by establishing a student data warehouse which when can be provide "read" access to the database (and this would support a java messaging layer to have pseudo real-time data transmissions). Also with feeds there are always people who fall outside the feed cycle process and have to wait. For example if a student is admitted at 5pm - they will miss-out on the data feed for that night and will have to wait another 24 hours for the next feed.

Right now there are performance issues with operational files (for example BearFacts was down earlier this year because it was receiving 15,000 simultaneous hits). So she supports the establishment of the student data warehouse.

Suggested we talk to **Jann Fong**.

Suggested we talk to **Jerry Smith** who is the "Email Guy."

Chris Whitney (HRMS)

Chris Whitney
HRMS Analyst in Human Resources/HRMS
March 3, 2005

Data Flow

There have been big improvements to the system already. Once an employee is in HRMS, they get an ID# immediately (given to HR). But it doesn't get into the other systems (where the new employee will be recognized) for one or two days. At night, the core personnel section of HRMS goes down and then data is flowed between systems.

Cal photo ID and CalNet get their information (employee/non-employee) from HRBAIRS – a DataWarehouse fed by HRMS.

The disadvantage with the overnight data flow is that if there is a problem with info going into data warehousing, the transfer may not work right and that could delay the process. He usually tells people 2 biz days to get their EID into the other systems.

The transfer to CalNet is overnight. CalNet would have preferred to have real-time access to HRMS, but that was ruled out at the time of the HRMS rollout, so they settled on an overnight delay.

HRMS is organized against a master org tree that reflects the structure of the University. Each night the department tables are updated.

Affiliates and Students

Whitney is working on the integration of affiliates – not student, not employee, not faculty (such as visiting researchers, scholars) – who are not on payroll but who need access to our systems. When CalNet was getting its info from payroll, these people didn't make sense. So now CalNet gets info from HRBAIRS and that is a big improvement.

Cal does not have a unified community DB. Students have a student ID and an employee ID. Talk to JR Schulden at SIS.

There are lots of gray areas. One kludge is that CalNet must reconcile the employee population with the student population. Many of the attributes don't match up. That's why CalNet has a virtual ID.

Identity Management

What are all the systems that people are using to say who they are?

- CalNet
- LDAP
- Others?

HRMS Employee self-service- part of this data goes to CalNet for authentication, but it doesn't update LDAP. There was a problem with the Login ID – for a while it was authenticating from LDAP.

They are working on a universal access request system - a universal first step to accessing systems. So request for all system logins is in one web-based application. So you can sign up for BFS, HRMS, etc. from one place. This is imminent – it will be available in months, not years.

Staffing Resources

HRMS Project has

- 2 functional analysts from OHR dedicated to HRMS/HRBAIRS
- Kathryn works on HRBAIRS
- Chris is the point person on getting other groups access to data
- ASD programmers from IST
- CCS – central campus computing for mail services, cal net.

Academics Get Early Access

Some faculty need access before and after their appointments to set up classes and finish up grades. As long as you have documentation, you can hire in advance, send them an ID#, get the supervisor to OK them and give them a token, and then have the person login and create an account. Within a couple of days they will have system access, and then they can come in physically on day one and get a cal card. You could issue the card up to one month in advance if you get the data needed to create the CalNet id.

Removing People

How people get taken out of the system depends on the system and on the departments. Normally, HRMS depends on the department to tell them when an employee is left. Depending on what roles they have, they shouldn't have access to certain data after they leave. E-mails do go out to security administrators. A lot of this is done retroactively – this needs to be tightened up.

Other Points

Cal ID is a tool, not an information system itself.

The idea with Blu is that once you're in, you're in and it can authenticate for you.

The office of the president dictates PPS – they get 100 releases from OP but many are simply updates to how reports are formatted.

The trend is moving toward Cal Net authentication. Blu would be a single CalNet authentication point. All systems should be CalNet authenticated.

There is an HRMS pilot to keep track of employee resources – different resources associated with each employee, such as laptop, cell phone, etc.

Appendix E: New Employee Questionnaire

-What date was your first day at work (start date)? (_Answer Type: Date)

-What type of employee are you? (_Answer Type: Check Box)

Faculty

Staff

-Including faculty and staff, what size department do you work for??

(1-25 - Small) || (26-75 - Medium) || (76+ - Large)

-On a scale of 1-5 with 1 being "Not At All Important" and 5 being "Extremely Important," how important was it to have the following things on your first day? If you do not know what something is, please answer NA. (Answer Type: Scale: 1= Not At All Important on my first day and 5 =Extremely Important on my first day)

CalNetID/Passphrase

Computer Account/Access

Email Account

Phone Number

Voicemail

CalAgenda

Photo ID Card

Business Cards

Plastic Card Key to Access Building

Brass Room/Building Keys

Parking Permit

Access to Berkeley Financial System (BFS)

Access to Human Resources Management System (HRMS)

Access to Payroll/Personnel System (PPS)

-How many days did it take you to get each of the following:

CalNetID/Passphrase

Computer Account/Access

Email Account

Phone Number

Voicemail

CalAgenda

Photo ID Card

Business Cards

Plastic Card Key to Access Building

Brass Room/Building Keys

Parking Permit

Access to Berkeley Financial System (BFS)

Access to Human Resources Management System (HRMS)

Access to Payroll/Personnel System (PPS)

-On what day of work did you visit the following campus offices (first day=1, second day=2, etc.)?

Cal Photo ID Office

Parking and Transportation

UC Berkeley Central HR at University Hall

Department HR

Police Department (Background Checks)

Other

-How many different campus offices did you have to go to get started to do your job (please include all places visited during your first week of employment)? (*Answer Type*: number)

-How did you find your way around campus? (*Answer Type*: Multiple Choice) Campus Map, Supervisor, Co-worker, Other Staff, Berkeley Website, Combination, Other

-Were you already registered for the New Employee Orientation when you arrived on campus on your first day? (*Answer Type*: Y/N)

-If you had a background check, how many days did it take for you to find out you passed the check? (*Answer Type*: Number of days)

-Thinking about your experience of being hired, what ways could it be done better? Do you have any suggestions on making it more manageable? (*Answer Type*: Open)

-Other comments? (*Answer Type*: Open)

Appendix F: AAPM Questionnaire

1) What department/control unit do you serve?

2) What is your working title?

3) Are you responsible for the new hire process in your unit?

4) Please describe what is considered a new hire in your department.

5) Describe in detail the new hire process for each type of faculty and staff that you are responsible for.

6) Can your newly hired staff begin doing work described in their job description on their first day?

1. YES 0 NO

7) In your opinion, what do you feel your newly hired staff need to begin working on their first day? (Check all that apply)

1. CalNet ID/Passphrase
2. Computer Account/Access
3. E-mail Account
4. Phone Number
5. Voicemail
6. CalAgenda
7. Photo ID Card
8. Business Cards
9. Plastic Card Key to Access Building
10. Brass Room/Building Keys
11. Parking Permit
12. Access to Berkeley Financial System (BFS)
13. Access to Human Resources management System (HRMS)
14. Access to Payroll/Personnel System (PPS)

7a) Are you currently providing these items?

1. YES 0 NO

7b) How many of these items can be accessed via the web?

7c) Do you require your new hire to come into the office to complete the new hire process?

1. YES 0 NO

8) Are there any computer related accesses your staff or faculty member may need on their first day? (BFS, Course Web, HRMS, PPS, E-Grading System, etc.)

8a) Is a Cal Net ID required to gain access to these systems?

8b) How long does it take to get your new hire access to these systems?

9) What obstacles are you faced with during the new hire process? What do you feel is lacking from your process?

10) Does your department have an orientation program?

1. YES 0 NO

If yes, please describe.

11) Do you require new staff to attend UC Berkeley's orientation program?

1. YES 0 NO

11a) Who is responsible for registering the new hire for this?

12) When is a new faculty or staff given their CalNet ID number?

13) When is a new faculty or staff given their Cal Photo ID card?

14) Are there any current steps being taken to improve or change your current process?

1. YES 0 NO

If yes, please describe.

15) Are there specific times during the year, due to increased campus hiring that your workload increases?

16) Considering the New Employee Start-up project, in what ways can the project work for you to make the hiring and start-up process more effective?

17) Additional comments.

Appendix G: Best Practices Information

Capital Projects Checklists

Capital Projects

New Hire Checklist for CP-HR

Employee Name							
Title							
Employee ID #						Hire Date	

	Contact Person				Completed	
Action	**Charo Albarran**	**Shannon Covey**	**Maria Fong-Pedro**	**HR Mgr**	Initial	Date
Develop and Post Job Advertisement	X					
Review and select candidates for interview	X					
Job Offer Letter	X					
Notify and forward offer letter and resume to Shannon	X					
Schedule New Hire Intake		X				
Contact Employee of New Hire Intake appt		X				
Notify Hiring Manager of new hire appt		X				
Contact Christine Shaff of new hire name		X				
Print out HRMS New Hire Information Sheet		X				
Perform HRMS transactions		X				
Conduct New Hire Intake		X				
INTAKE STEPS						
State of Oath/Patent Acknowledgement-US Citizens Only						
Zandra signs the HRMS Hire/Rehire and personal data form		X		X		

File HRMS Hire/Rehire and personal data form in the personnel file		X				
Forward employee ID # to employee		X				
Forward employee ID # to IT		X				
Send copy of HRMS Hire/Rehire and personal data form to HRMS		X				
Add Employee to Campus Directory		X				
Update Org Chart			X			
Issue Building Keys				X		
Establish CalNet ID and passphrase upon request		X				
INTAKE STEPS						
State of Oath of Allegiance/ Patent Acknowledgement-Only US Citizens		X				
I-9 2 Forms of ID needed (to be completed with in 3 days)		X				
Benefits Eligibility Level Indicator Form (BELI)		X				
PIN		X				
Personal Information Form (Emergency info)		X				
Surepay or inform new hire of blue.berkeley.edu		X				
Benefits and Retirement Coverage discussion		X				
Campus Resource Guide		X				
Prism and Administrative Timesheets		X				
Leave Request Form		X				

Ground Rules		X				

Capital Projects

New Hire Checklist for Managers

Employee Name						
Title						
Employee ID #				Hire Date		
	Contact Person				Completed	
Action	HR	IT	Acctg	Hiring Mgr	Initial	Date
Begin Recruitment Strategies for new position	Charo Albarran					
Develop and Post Job Advertisement	Charo Albarran					
Review and select candidates for interview	Charo Albarran					
Job Offer Letter	Charo Albarran					
Returned Signed offer letter	Charo Albarran					
Schedule New Hire Intake	Shannon Covey					
Assign Office/Cubical/Desk				X		
Order new Computer *(3 weeks in advance of employee's start date)*		Marilyn Todacheene	X			
Order new Voice Service (3 weeks in advance of employee's start date)		Marilyn Todacheene	X			
Reconfigure existing voice service or computer equipment (7 days in advance)		Marilyn Todacheene	X			
Provide an up-to-date UCB directory	Zandra LeDuff					
Update Unit Org Chart	Maria Pedro			X		
Procurement Card (6 months after employment)			Laurel Ballard			
Est. Calnet ID & Passphrase	Shannon Covey					

Est. BFS/BAIRS Log-on ID			Laurel Ballard			
Email announcement to CP Mail list (1 week before start date)				X		
Contact person identified for new hire to report to				X		
New Hire given a tour of workspace				X		
New hire introduced to immediate supervisor				X		
Building Keys issued				X		
Unit Overview Training Scheduled	Charo Albarran					
Newsletter interview appointment				Christine Shaff		
Photo for CP Use				Christine Shaff		

Office of Registrar Checklist

OFFICE OF THE REGISTRAR

PERSONNEL ORIENTATION FOR NEW EMPLOYEES

EMPLOYEE NAME: ____

Orientation Checklist:

___ WELCOME – Present Employee Handbook

___ Review Organizational Structure (from Employee Handbook)

___ Your responsibilities as a UC employee (work rules)

___ Dress Code

___ Orientation – Campus and Benefits

___ Employee Time sheets/Pay day/Sure-pay (stub)

___ Vacation accrual/leave

___ Sick leave accrual/usage

___ Lunch time & work breaks

___ BENEFITS – P.I.E ________.
Health
Dental
VSP

___ New Employee Orientation _______

___ Computer Health Matters _______

___ Preventing Sexual Harassment Training

___ FERPA training _______

___ Employee I.D. Card

___ Background Check ______

___ Parking & Transportation BART/AC Transit

___ Overtime Compensation

___ E-mail address/usage

___ Cal Net ID

___ Registrar email list

___ Relevant Personnel Policy

___ Job Description signed

___ Professional development: OR/CDOP

___ HR Website

___ Other (specify):

____

___ **INITIAL and DATE** to indicate that all subjects above have been discussed.

Revised 2/05

IS&T: Communication and Network Services

Request for Shattuck Keys & Swipe Cards

Instructions: Supervisors use this form to request keys and access when a new employee is hired or when an employee needs additional keys and access. Provide requestor and employee information and obtain unit Manager's approval. Please check ☑ the boxes for the keys and access the employee needs. Submit the completed form to the CNS-Human Resources unit. You will be contacted within 2 working days of submission regarding the status of your request.

Unit Name:	**Date:**

Requestor's Name: ____	
Email address: ______________________________	**Phone #:** ________________________

Employee's Information	
Name: ____________________________________	**Unit:** ____________________________
Payroll Title: _______________________________	**Employee ID #:** __________________
Email address: ______________________________	**Phone #:** _________________________

Manager's Name:	
Manager's Approval:	**Date:**

☐ **Shattuck - *Swipe Card***

- Employee's terms of employment
  - _ Career
  - _ Temporary Assistance Program
  - _ Student
  - _ Contract Employee
  - _ Other ___________
- Access Location
  - _ Standard (outside doors, stairwells, suites)
  - _ Manager (Standard with access to other manager offices)
  - _ LAN Room
  - _ Workroom
  - _ Tech Staging
  - _ Office # ___________________________
  - _ Other ______________________________
- Timeframe

Time	Days
_ Standard (7am-7pm)	_ Standard (M-F)
_ 24 hrs	_ Daily (Sunday – Saturday)
_ Other ___________	_ M-F & Holidays
	_ Other ________

☐ **Shattuck – *Metal Building Key***

- Type of Access:
  - _ Master
  - _ Outside Doors (front and back door) & Front Stairwell
  - _ Office #___________________
  - _ Other _____________________

☐ **Shattuck - *Desk and/or Cabinet Keys***

- _ Cubicle # ___________________________________
- _ Office # ____________________________________
- _ Desk Lock #(s) ______________________________
- _ File Cabinet(s) Lock # ________________________
- Other

IS&T: Communication and Network Services

Request for Access to Evans Hall & Other Campus Locations

Instructions: Supervisors use this form to request keys and access when a new employee is hired or when an employee needs additional keys and access. Provide requestor and employee information and obtain unit Manager's approval. Please check ☑ the boxes for the keys and access the employee needs. Submit the completed form to the CNS-Human Resources unit. You will be contacted within 2 working days of submission regarding the status of your request. Please note that each of the keys and swipe cards listed below requires additional forms and authorizations (IS&T / AVCO, Lock-Shop, UCPD). Background check and finger printing may be required.

Unit Name:	**Date:**

Requestor's Name: ______________________________	
Email address: ______________________________	**Phone #:** ______________________

Employee's Information	
Name: ______________________________	**Unit:** ______________________
Payroll Title: ______________________________	**Employee ID #:** ______________________
Email address: ______________________________	**Phone #:** ______________________

Manager's Name:	
Manager's Approval:	**Date:**

☐ **Evans Hall - *Swipe Card***
- _ Network Services (standard)
- _ OIR (standard)
- _ Specific Rooms: ______________________________
- _ Other: ______________________________

☐ **Evans Hall - *Building Key***
- _ Elevator
- _ B2A
- _ B1
- _ Other ____________________

☐ **2195 Hearst - *Building Key***
- _ ______________
- _ ______________

☐ **Campus Access - *Swipe Card***
- _ Universal Access

☐ **Campus - *Lock Box Key Set***

☐ **Campus - *Cyber Key***

☐ **Campus - *Alarm Codes (UCPD & Denalect)***

☐ DOE CEV	☐ B2A Evans Hall
☐ REC SPORTS CEV	☐ B1 Evans Hall

☐ **Other** **Keys Not Listed Above**

Describe: ______________________________

CNS New Employee Checklist

Steps	Action
Step One: Unit Manager or Supervisor	❑ Receives Director's approval to hire and sets salary. ❑ Informs CNS-HR of final selection. If salary offer is above mid-point the Form B must be sent to IST-AVCO for approval. ❑ Once IST-AVCO informs CNS-HR of salary approval the Manager can proceed to make job offer to the applicant and set start date. Remember that "sensitive" positions require a successful background check prior to hire. ❑ Makes Shopping Cart order for communications resources such as Telephone, Radio, cell phone, pager, DSL service. ❑ Determines new employee's "buddy" during first week on the job.
Step Two: Unit Manager meets with CNS-HR	❑ Close out recruitment and discusses new employee's arrival. ❑ Manager/Supervisor completes the Interview Data Form (IDF). ❑ Manager/Supervisor assigns Keys and Access on a form for: • Shattuck Keys & Swipe card • Access to 2195 Hearst, Evans Hall, CEV and other campus locations ❑ If DMV Pull is required, Manager/Supervisor completes form.
Step Three: PAO-ICS	❑ CNS-HR informs Internal Computer Support (ICS) about new employee by email (copies Manager/Supervisor on the message). ICS will contact manager/supervisor to determine work station hardware and software requirements. ❑ Manager/Supervisor coordinates with ICS to determine on hardware and software requirements for new employee. ❑ Internal Computer Support will do the following: ▪ Install workstation. ▪ Create Cal Agenda, email account, and Mysoft/Mystic ▪ Schedule Ergonomic Evaluation for new employee
Step Four: FAB – HR	❑ Schedule meeting with new employee before start date to go over the following: payroll/benefits forms, DMV pull, background check. ❑ Schedule campus new employee orientation. ❑ Send Offer Letter or Confirmation of Acceptance Letter. ❑ Send to FAB-Payroll email notification and completed New Hire payroll forms. ❑ Close out job in eRecruit. Once FAB-Payroll enters information into HRMS the eRecruit information is closed. ❑ Provide Equipment Management a copy of Keys/Access Request form. (this transaction ensures that office/desk/building keys and swipe card are available for new employee on the first day on the job.) ❑ Process DMV Pull (includes processing CNS Procurement Request) ❑ Schedule Background Check. (Provides copy of successful background check to Equipment Management so that Chris Gilmore can obtain Cyber-keys, T-Keys, Evans Hall keys, 2195 Hearst keys.) ❑ Provide Emergency packet to new employee. ❑ Assign a mail box in the Mailroom. ❑ Make name plate for cubicles. Order name plate for offices. ❑ Add to Staff Safety Roster. ❑ Take digital photo. Send to CNS-PAO employee name, phone number, e-mail address to CNS Staff Directory web site. ❑ Send new employee's name, phone, email to IST-AVCO. ❑ Puts office supplies on new employee's desk (pens, paper, note pads, stapler, staple remover, Kleenex).
Step Five: Unit Manager or Supervisor	❑ First day on the job • Review job description and Workplace Expectations. • Discuss performance expectations and performance review schedule. • Send email notice to all staff of new employee's arrival. • Introduce to all staff and give tour around department • Review workstation, hardware, software. • Review Job Orientation schedule.

New Employee Orientation
Institute of Business & Economic Research

Welcome to IBER! Here are some of the basics that will get you started as you begin employment at Berkeley and our research institute.

- Department address: IBER, F502 Haas, Berkeley, CA 94720-1922.
- Telephone: (510) 642-1922 Fax: 642-5018
- Employment paperwork: Teri Mortimer is the Personnel Administrator at IBER. She can be reached at 642-3537 or by email: teri@haas.berkeley.edu. She will handle all of your employment forms and provide information on signing up for benefits. The Period of Initial Eligibility (PIE) to sign up for benefits is within 30 calendar days of your hire date.
- New Employee orientation: New Employee Orientation is held the first Tuesday of each month. We encourage new employees to attend as soon as possible after you begin work at Berkeley--you'll learn about the campus, gain understanding of your benefits, and discover some new opportunities that are free to staff. To enroll, use the online Interactive Class Enrollment (ICE) system, located at http://hrweb.berkeley.edu/ice/home
- Keys: Your supervisor or manager will arrange for you to receive office keys. At the Haas School, these are distributed centrally from room F518.
- UC identification card: Cal 1 Card is a plastic identification card with your picture and UC Berkeley employee ID number on the front, and a magnetic stripe on the back. It is UC Berkeley's official identification card, assigned permanently to you, and not transferable. In addition to serving as your photo identification card, it permits you to gain access to campus buildings, events, and activities. You can get your Cal 1 Card at the office located at 110 Cesar Chavez Center, Lower Sproul Plaza, by presenting a current government-issued identification card such as a driver's license or passport.
- The CalNet ID, together with an associated secret passphrase, is your personal network identity for accessing secure campus online services such as renewing your parking permit, changing your tax withholding or bank deposit information. See Kathy Romain, IBER's Cal-Net Deputy, to get signed up.
- E-Mail account: Your supervisor can assist with the process to set up a new email (Eudora) account for you. Or contact Kathy Romain (642-5789) for information.
- Emergency information: Please complete the attached emergency information form, sign and make copies for your personnel file in IBER as well as your supervisor.
- Building emergency plan and injury policy: Each building on campus has a formal written emergency plan and injury policy. At Haas, that information can be found on the Haas website at http://www.haas.berkeley.edu/haas/emrginf2.html Kathy Romain will show you the exit procedures and escape route for the Haas School. If your work location is elsewhere, ask the unit manager to provide this information as soon as possible. If you are injured on the job, please inform Teri Mortimer or Kathy Romain within 24 hours so she can prepare the required Workers Compensation report.
- Paycheck: You will receive a monthly paycheck (or deposit statement) on the first of each month (or earlier, if the 1st falls on a weekend or holiday). We recommend that you have direct deposit, so funds are immediately available to you.
- Hours of work: The standard work week at UC Berkeley is Monday-Friday, 8 a.m. to 5 p.m. with a one-hour lunch break. Flextime is both allowed and encouraged to mutually accommodate the needs of the employee and the department. The details are worked out with your supervisor.
- Sick and vacation leave accrual and usage: Your position accrues 10 hours of vacation leave and 8 hours of sick leave per month. The sick leave may be used as it is accrued. Vacation leave begins accruing as of your start date, and can be used after you complete six months of service.
- Overtime policy: Overtime work needs to have advance approval in writing by your supervisor. It is IBER's policy to compensate overtime with compensatory time off. Time worked in excess of 40 working hours per week is compensated at time and a half.
- Probationary period: There is a six-month probationary period for your position. At the midpoint of the probationary period, your supervisor will have a brief meeting to review your performance to date, make appropriate recommendations and provide a written evaluation.

- Monthly time reports: MSO Kathy Romain (642-5789) will provide you with a time report template, which needs to be completed each month and signed by you and your supervisor. The signed form is returned to Kathy by the 6^{th} of the following month, so that vacation and sick leave usage can be recorded centrally.
- Workstation ergonomic review: Within 90 days of your hire, the department performs an evaluation of your workstation, if you spend more than four hours per day using a computer on the job. The ergonomics consultant at IBER will contact you to set up an appointment. The department is responsible for making the recommended adjustments to your workstation.
- Background check required for sensitive positions: Positions with duties involving access to confidential information or cash handling are subject to a background check by the UC Police Department. You are notified prior to the date of employment that such a check will be performed. The cost is paid by your department.
- Work rules: The University provides two paid 15-minute breaks in an 8-hour work period and allows 30-60 minutes (of unpaid time) for lunch. You can arrange the specifics with your supervisor. If you are ill or have to miss work unexpectedly, please phone your supervisor by 10 a.m. to report your absence.
- Telephone, e-mail, and Internet use: The University permits a reasonable amount of personal use of local phone calls, sending and receiving personal email messages and use of the internet. If you need to place a long distance phone call, use a personal calling card to pay for it. The shared understanding is that such telephone, e-mail and internet use will not interfere with the performance of assigned job duties. The campus policy on computer use states: "UC Berkeley extends to students, faculty, and staff the *privilege* to use its computers and network. When you are provided access to our campus network, you are enabled to send and receive electronic mail messages around the world, share in the exchange of ideas through electronic news groups, and use Web browsers and other Internet tools to search and find needed information. The Internet is a very large set of connected computers, whose users make up a worldwide community. In addition to formal policies, regulations, and laws which govern your use of computers and networks, the Internet user community observes informal standards of conduct. These standards are based on common understandings of appropriate, considerate behavior which evolved in the early days of the Internet, when it was used mainly by an academic and highly technical community. The Internet now has a much wider variety of users, but the early codes of conduct persist, crossing boundaries of geography and government, in order to make using the Internet a positive, productive, experience. You are expected to comply with these informal standards and be a "good citizen" of the Internet." For more information, see the IT website: http://itpolicy.berkeley.edu:7015/usepolicy.html
- Sexual harassment prevention training: The University is committed to ensuring that all employees are knowledgeable about their responsibilities to prevent sexual harassment. You will need to complete an online training session, found at: http://newmedialearning.com/psh/ucberkeley/index.htm. Please print out the certificate of completion, sign and send to MSO Kathy Romain.

Feel free to contact Kathy Romain or Teri Mortimer at any time for advice or assistance on any employment matters. We are here to facilitate your work at Berkeley.

Institute of Business & Economic Research

EMERGENCY INFORMATION FORM

(Information is provided for personnel file and emergency contact by supervisor or department only.)

Name: ____

Payroll Title: ____

Work Address: ____

Work Telephone: ____

Home Address: ____

Home Telephone:_____________________Cell Phone:_________________________

Designated personal physician:

Name: ____

Telephone: ____

Emergency contact person(s) who should be notified in case of serious illness or injury and to whom information may be released by your supervisor:

Name: ____

Relationship: _____________________________________

Telephone: ____

or

Name: ____

Relationship: _____________________________________

Telephone: ____

Signature: ____ Date: ______________________

Appendix H: New Employee Survey Findings

Survey Results (Included Responses)

Go to Individual Complete Responses:

Show respondent's emails.

INCLUDED RESPONSES

EXCLUDED RESPONSES

Included Respondents: 167
Excluded Respondents: 0

UC Berkeley New Hire Survey

Report created on: Tuesday, April 19, 2005 9:54:00 AM

Cross Tabulate
Cross reference multiple questions

Download Results
Receive results in spreadsheet format

View Recipient Status
Check the response status of each of your recipients

The results of your survey are displayed below. If your survey includes text responses, click the "View" button to read individual results. To exclude a particular response, click the Included Responses button. You can then view the set of individual responses that are currently included and select those you wish to exclude. Results below contain only Included responses

EXCLUDE BLANK RESPONSES

Launch Date	03/24/2005 - 3:26 PM
Modified Date	03/28/2005 - 2:54 PM
Close Date	04/07/2005 - 11:38 AM
Email Invites	290
Visits	202 (70%)
Partials	0 (0%)
Completes	167 (58%)

Responses: Completes only / Partials only / Completes & Partials

1. What date was your first day at work (start date)? What time did you have to report to work?

VIEW 167 Responses

2. What type of employee are you?

	Number of Responses	Response Ratio
Faculty	32	19%
Staff	135	81%
Total	167	100%

3. Of the 350 departments at UC Berkeley (i.e., Haas School of Business, Anthropology, etc.), including faculty and staff, what size department do you work for?

	Number of Responses	Response Ratio
Small (1-25 people)	44	26%
Medium (26-75 people)	44	26%

Large (76+ people)		79	47%
	Total	167	100%

4. On a scale of 1-5 with 1 being “Not At All Important” and 5 being “Extremely Important,” how important was it to have the following things on your first day? If you do not know what something is, please answer N/A.

The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option	5 Extremely Important	4 Very Important	3 Important	2 Not Very Important	1 Not at all Important	N/A
1. CalNetID/Passphrase	34% 56	25% 41	19% 31	16% 27	7% 12	0% 0
2. Computer Account/Access	59% 99	20% 34	14% 24	5% 8	1% 2	0% 0
3. Email Account	50% 83	22% 37	17% 28	8% 14	2% 4	1% 1
4. Phone Number	33% 55	24% 40	21% 35	16% 26	5% 8	2% 3
5. Voicemail	23% 38	16% 26	22% 37	26% 43	11% 18	3% 5
6. CalAgenda	10% 16	11% 19	22% 37	24% 40	13% 22	20% 33
7. Photo ID Card	30% 50	16% 27	21% 35	25% 41	5% 9	3% 5
8. Business Cards	4% 7	8% 13	22% 37	37% 62	23% 38	6% 10
9. Plastic Card Key to Access Building	26% 43	14% 23	16% 26	12% 20	13% 21	20% 34
10. Brass Room/Building Keys	35% 58	20% 34	20% 34	9% 15	6% 10	10% 16
11. Parking Permit	22% 37	11% 19	13% 21	16% 26	19% 32	19% 32
12. Access to Library	7% 11	8% 13	17% 29	25% 42	32% 54	11% 18
13. Access to Berkeley Financial System (BFS)	4% 7	10% 16	13% 22	19% 32	25% 41	29% 49
14. Access to Human Resources Management System (HRMS)	7% 11	17% 29	14% 23	14% 24	21% 35	27% 45
15. Access to Payroll/Personnel System (PPS)	8% 13	12% 20	13% 21	17% 29	23% 39	27% 45

How many days did it take you to get each of the following? If you did not need something, please select N/A.

5. CalNetID/Passphrase

	Number of Responses	Response Ratio
N/A	5	3%
1	32	19%
2	20	12%
3	16	10%
4	13	8%
5	12	7%

6	2	1%
7	16	10%
8	5	3%
9	0	0%
10	11	7%
11	0	0%
12	3	2%
13	2	1%
14	8	5%
More than 14 Days	22	13%
Total	167	100%

6. Computer Account/Access

	Number of Responses	Response Ratio
N/A	5	3%
1	84	50%
2	21	13%
3	12	7%
4	5	3%
5	7	4%
6	2	1%
7	10	6%
8	2	1%
9	0	0%
10	3	2%
11	0	0%
12	0	0%
13	1	1%
14	2	1%
More than 14 days	13	8%
Total	167	100%

7. Email Account

	Number of Responses	Response Ratio
N/A	6	4%
1	69	41%
2	14	8%
3	12	7%
4	10	6%
5	12	7%
6	2	1%
7	17	10%

8	3	2%
9	0	0%
10	4	2%
11	0	0%
12	1	1%
13	1	1%
14	8	5%
More than 14 days	8	5%
Total	167	100%

8. Phone Number

	Number of Responses	Response Ratio
N/A	19	11%
1	110	66%
2	9	5%
3	3	2%
4	3	2%
5	4	2%
6	0	0%
7	6	4%
8	1	1%
9	0	0%
10	3	2%
11	0	0%
12	0	0%
13	0	0%
14	0	0%
More than 14 days	9	5%
Total	167	100%

9. Voicemail

	Number of Responses	Response Ratio
N/A	44	26%
1	73	44%
2	13	8%
3	3	2%
4	2	1%
5	7	4%
6	0	0%
7	6	4%
8	1	1%
9	0	0%

	Number of Responses	Response Ratio
10	5	3%
11	0	0%
12	1	1%
13	0	0%
14	0	0%
More than 14 days	12	7%
Total	167	100%

10. CalAgenda

	Number of Responses	Response Ratio
N/A	76	46%
1	27	16%
2	15	9%
3	8	5%
4	1	1%
5	8	5%
6	3	2%
7	5	3%
8	3	2%
9	0	0%
10	2	1%
11	1	1%
12	0	0%
13	0	0%
14	2	1%
More than 14 days	16	10%
Total	167	100%

11. Photo ID Card

	Number of Responses	Response Ratio
N/A	6	4%
1	13	8%
2	17	10%
3	20	12%
4	5	3%
5	12	7%
6	3	2%
7	24	14%
8	3	2%
9	3	2%
10	12	7%
11	1	1%

12	1	1%
13	0	0%
14	11	7%
More than 14 days	36	22%
Total	167	100%

12. Business Cards

	Number of Responses	Response Ratio
N/A	67	40%
1	4	2%
2	0	0%
3	1	1%
4	1	1%
5	3	2%
6	0	0%
7	3	2%
8	0	0%
9	1	1%
10	5	3%
11	0	0%
12	1	1%
13	0	0%
14	7	4%
More than 14 days	74	44%
Total	167	100%

13. Plastic Card Key to Access Building

	Number of Responses	Response Ratio
N/A	73	44%
1	17	10%
2	4	2%
3	4	2%
4	5	3%
5	6	4%
6	0	0%
7	8	5%
8	1	1%
9	1	1%
10	6	4%
11	0	0%
12	1	1%
13	0	0%

	Number of Responses	Response Ratio
14	6	4%
More than 14 days	35	21%
Total	167	100%

14. Room/Building Keys

	Number of Responses	Response Ratio
N/A	22	13%
1	76	46%
2	14	8%
3	8	5%
4	4	2%
5	7	4%
6	1	1%
7	11	7%
8	2	1%
9	0	0%
10	2	1%
11	0	0%
12	1	1%
13	0	0%
14	2	1%
More than 14 days	17	10%
Total	167	100%

15. Parking Permit

	Number of Responses	Response Ratio
N/A	105	63%
1	16	10%
2	13	8%
3	3	2%
4	2	1%
5	7	4%
6	1	1%
7	3	2%
8	1	1%
9	0	0%
10	2	1%
11	0	0%
12	1	1%
13	0	0%
14	1	1%
More than 14 days	12	7%

		Number of Responses	Response Ratio
	Total	167	100%

16. Access to Library

	Number of Responses	Response Ratio
N/A	84	50%
1	14	8%
2	7	4%
3	9	5%
4	3	2%
5	7	4%
6	1	1%
7	12	7%
8	2	1%
9	0	0%
10	3	2%
11	1	1%
12	0	0%
13	1	1%
14	4	2%
More than 14	19	11%
Total	167	100%

17. Access to Berkeley Financial System (BFS)

	Number of Responses	Response Ratio
N/A	106	63%
1	1	1%
2	5	3%
3	6	4%
4	4	2%
5	5	3%
6	1	1%
7	9	5%
8	2	1%
9	1	1%
10	1	1%
11	0	0%
12	0	0%
13	0	0%
14	5	3%
More than 14 days	21	13%
Total	167	100%

18. Access to Human Resources Management System (HRMS)

	Number of Responses	Response Ratio
N/A	100	60%
1	15	9%
2	10	6%
3	4	2%
4	5	3%
5	4	2%
6	2	1%
7	8	5%
8	1	1%
9	0	0%
10	2	1%
11	1	1%
12	1	1%
13	0	0%
14	2	1%
More than 14 days	12	7%
Total	167	100%

19. Access to Payroll/Personnel System (PPS)

	Number of Responses	Response Ratio
N/A	108	65%
1	9	5%
2	7	4%
3	3	2%
4	0	0%
5	4	2%
6	0	0%
7	9	5%
8	2	1%
9	0	0%
10	1	1%
11	0	0%
12	1	1%
13	1	1%
14	2	1%
More than 14 days	20	12%
Total	167	100%

On what day of work did you visit the following campus offices (first day=1, second day=2, etc.)? If you did not visit the office, please select N/A. If you visited before your first day, please select 1.

20. Cal Photo ID Office

	Number of Responses	Response Ratio
N/A	13	8%
1	25	15%
2	21	13%
3	19	11%
4	8	5%
5	10	6%
6	5	3%
7	19	11%
8	2	1%
9	2	1%
10	8	5%
11	1	1%
12	0	0%
13	1	1%
14	6	4%
More than 14 days	27	16%
Total	167	100%

21. Parking and Transportation

	Number of Responses	Response Ratio
N/A	74	44%
1	18	11%
2	13	8%
3	8	5%
4	8	5%
5	4	2%
6	1	1%
7	9	5%
8	0	0%
9	0	0%
10	4	2%
11	1	1%
12	0	0%
13	0	0%
14	2	1%
More than 14 days	25	15%
Total	167	100%

22. UC Berkeley Central HR at University Hall

	Number of Responses	Response Ratio
N/A	119	71%
1	10	6%
2	6	4%
3	2	1%
4	1	1%
5	1	1%
6	0	0%
7	4	2%
8	0	0%
9	0	0%
10	2	1%
11	0	0%
12	0	0%
13	0	0%
14	0	0%
More than 14 days	22	13%
Total	167	100%

23. Department Human Resources (HR)

	Number of Responses	Response Ratio
N/A	75	45%
1	77	46%
2	2	1%
3	2	1%
4	2	1%
5	1	1%
6	0	0%
7	3	2%
8	0	0%
9	1	1%
10	0	0%
11	0	0%
12	0	0%
13	0	0%
14	0	0%
More than 14 days	4	2%
Total	167	100%

24. Police Department (Background Checks)

	Number of Responses	Response Ratio
N/A	121	72%

	Number of Responses	Response Ratio
1	21	13%
2	4	2%
3	1	1%
4	1	1%
5	4	2%
6	3	2%
7	2	1%
8	0	0%
9	1	1%
10	2	1%
11	0	0%
12	0	0%
13	0	0%
14	0	0%
More than 14 days	7	4%
Total	167	100%

25. How many different campus offices did you have to go to get started to do your job (please include all places visited during your first week of employment)?

VIEW 167 Responses

26. How did you find your way around campus? Select one of more of the following:

	Number of Responses	Response Ratio
Campus Map	120	72%
Supervisor	37	22%
Co-worker	74	44%
Other Staff	26	16%
Berkeley Website	44	26%
VIEW Other, Please Specify	21	13%

27. Were you already registered for the New Employee Orientation when you arrived on campus on your first day?

	Number of Responses	Response Ratio
Yes	57	34%
No	110	66%
Total	167	100%

28. If you had a background check, how many days did it take for you to find out you passed the check? If you did not have the a background check, please select N/A.

	Number of Responses	Response Ratio
N/A	117	70%

1	1	1%
2	1	1%
3	4	2%
4	2	1%
5	6	4%
6	1	1%
7	9	5%
8	1	1%
9	1	1%
10	5	3%
11	0	0%
12	2	1%
13	0	0%
14	6	4%
More than 14 days	11	7%
Total	167	100%

29. Thinking about your experience of being hired, what ways could it be done better? Do you have any suggestions on making it easier for a new employee?

VIEW 115 Responses

30. Other comments?

VIEW 47 Responses

Thinking about your experience of being hired, what ways could it be done better? Do you have any suggestions on making it easier for a new employee?

1 The 30-day limit for enrolling in various benefits programs was unknown to me until i took the orientation, which was about 16 days into my hire, and was Not emphasized as critical for setting up benefits properly.

2 Have ID card ready to be take on first day.

3 none

4 It was a smooth process. The only painstaking part was the CalNet Passphrase.

5 Being the only SAO in the department a mentor (another SAO) would help. It would allow you to ask questions without having to call multiple offices and to know what campus systems you need to do your job effectively.

6 Get the electronic accounts set up ahead of time. The new employee orientation was a bit long.

7 I had a great experience being hired. There is nothing I would change.

8 I had an absolutely terrible hiring experience. There is no way to summarize it here except to say that it took more than 3 weeks to accomplish what was done in 3 hours when I was hired for the same position at the University of Illinois four years ago. I still have not overcome the anger and frustration experienced in my first semester here, from virtually every University service and department I had to interface with. Absolutely nothing was easy or straightforward.

9 A list of items to complete would have been helpful. I learned about things to do from talking to people (e.g., have you purchashed business cards? have you signed up for the Bart checks?, etc.)

10 1. The moment I walked into my allocated office for the first time I felt I had made a terrible mistake coming to Berkeley: it was the dirtiest and most horrible room I had ever seen. I cleaned in within the first week and it felt much better but it would have really improved my first week to have not have had to worry about cleaning and to not have had to negotiate for it to be painted and furnished etc etc. 2. In my first week I discovered that the majority of my allocated research space was not free. This has been an ongoing issue that I hope will be resolved by the summer. Freeing up and renovating research space prior to my arrival would have made my first week/early weeks and months much easier. I realise though it was not pratical in my case.

11 There was a lot of confusion surrounding the accuracy of my passwords and voice mail. Even though I was assigned passwords / phrases, and a voice mail box, there were many errors.

12 The hiring process took a long time, but other than that, our staff made my transition very smooth. One issue is that BFS is part of my job, but I have been unable to attend training since the system is changing. Therefore, I am having to wait for a few months before learning that part of my job.

13 It would have been nice to know I needed all of the above, from HR, at the time I started.

14 In general, the time it took to run the set up errands was reasonable, and the staff at the Haas School of Business and other administrative offices was very helpful.

15 I was hired on a Monday and was told that the HRMS system uploads on Friday nights so I couldn't get my ID until the following Monday. The ID is tied to the calnet ID which allows access to computer systems and to email and cal Agenda. This was really a hassle to wait over a week for this access.

16 Offer seats at New Employee Orientation to actual new employees. It's absurd to have to wait over a month to get into a class!

17 enable employees to get their ID card and CalNet ID info before the first day of work, since you need the CalNet ID number to get anything done on campus.

18 More frequest Campus tours would have been nice.

19 We tried taking care of some of these things (background check, etc) prior to my start date so that I could hit the ground running on day 1, but that appeared not to be possible as it turns out.

20 I was thrown into work pretty quickly and didn't feel that I had adequately oriented myself nor did I have adequate opportuniy to set up my workspace - v-mail, email, accounts, hr paperwork, etc.

21 Reading question #27 is the first I've heard of a New Employee Orientation!

22 It seemed pretty easy, maybe a packet prior to arrival of what needs to be done and a better campus map.

23 employee orientation should be conducted in smaller groups, more frequently and with fewer presentations. most "presenters" just read from the hand-out materials provided or referred any questions back to their websites.

24 It would have been great if my predecessor could have trained me, but that not having been possible, I think my department did their absolute best. Hats off to IB.

25 The first thing that you need to have is a social security number. If you are from a foreign country, it takes long to get it (around 1 month)... Therefore I couldn't have any neither ID Card before, nor access to the library, nor anything... Perhaps you can thing of a provisional kind of identification, which gives to people in that situation the possibility to borrow books etc during their first weeks.

26 Have a set orientation packet sent to employee in advance of the first day, include benefits paperwork, parking, a checklist of things you will need to attend to (i.e. Cal Net), etc.

27 After the interview, whether the applicant is selected or not, he or she should be informed in a timely manner either by phone or by email.

28 give supervisors an orientation training on how to guide their new hires through the process

29 It would have been very helpful if there was an orientation on the first day so that I would have know who to talk to and where to go to get computer, phone, email access, I had to find my way around and since I didn’t know any one it took a few hours to get

everything straightened out that first week.

30 I was familiar with the campus having been an undergraduate student here. However, I was not as familiar with the department. There was not a forum to meet individuals from various departments or understand how they all operated (outside of the org chart). I met individuals and departments by way of co-workers or necessary meetings.

31 A more structured, written down manual on all the UC systems that you need to know about and how to go about accessing these systems.

32 I did not learn much from the New Employee Orientation. The computer people in my department were extremely helpful in getting me off to a smooth start.

33 I was lucky in that I had assistance from my co-workers and from people they knew. My transition was very smooth, and they pretty much made me aware of what needed to be taken care of- they even assisted me with these things.

34 Each department should have a check list of all that is needed to be set up for day one.

35 integrate the issuing of the employee id with whatever system provides calnet id services. it took almost 3 weeks for my employee id to show up in the system so that i could have a token issued for me and get setup.

36 New Employee Orientation should be available within 30 days of hiring in order to be able to make informed decisions when electing benefits! It's bad management to have a sign up deadline, but not provide an information session before that deadline.

37 Definitely needed parking on the first day and did not have it. It would be rgeat if this could be arranged ahead of time. Also did not have a computer right away.

38 Provide employees with the opportunity to have their workstation ergonmic evaluation done at least 2 weeks prior to their first day on the job. Ditto for Cal Net ID, email account and background check. Had I not spent a half day on campus 2 weeks prior to my start date, my first week at CAL would have been very unproductive.

39 It will be better to have a new employee orientation provided by the university.

40 The background check took longer than I expected. I have not been able to find a scheduked orientation class.

41 We should get SSNs much earlier. It can be a bottle neck.

42 Orientation sooner. List of websites to visit/register.

43 For new faculty, it would be good to have SOMEONE whose responsibility it is to provide you with some orientation. Also would be nice to be able to set up e-mail accounts prior to starting. I was fortunate that my previous employer allowed me to keep my e-mail account in the transition. Given the delay in setting this stuff up here at Berkeley, I would have been without e-mail for nearly 5 weeks otherwise. Also, would be good to get office furniture for new faculty BEFORE they arrive. i did not have a fully furnished office until about 3 weeks ago (early march...after starting in january). I also have YET to get my business cards. First of all, this is not welcoming. Secondly, it is beyond what is normal, even for under-financed public institutes. (I came from one of those that did a lot better job at this stuff.) Starting in a new institution as complex as Berkeley is bewildering. New faculty members are left

virtually to their own devices to figure out who they half to go to to get things done. My partner started the same day as I did as a staff member and had someone in his office lead him through the process. In contrast, I had to figure it all out on my own, making numerous trips to numerous people and office to get what seems to me to be the basic minimal requirements for doing my job.

44 Very good experience, nothing really needs to be improved.

45 It would be VERY HELPFUL to have a comprehensive list of all the administrative things that a new employee must do before being fully set up - people kept randomly mentioning more and more things I needed to do. Also, it would be good to have the different steps you need to take IN ORDER - for instance, I needed a CalNet ID before I could do several other things. My first few days, I felt like I was really fending for myself - it would have been much more pleasant if I had one person who was responsible for getting me set up.

46 there should be a document outlining how to get started as a faculty member, with a good table of contents and index.

47 Facilities for foreigner postdocs at Cal are very poor. Accelerate paperwork in this bureaucratic university.

48 Since I'm faculty, these details weren't pressing, and staff was around to help. What was harder was figuring out how funding for students, computing services, etc worked.

49 My wife got sick on our first week here but there was no way for her to see a doctor yet -- that was very frustrating. If the keys had been done in advance (i.e. the background check), that would have been most helpful.

50 Streamline communication between offices. Make a single, central office for coordinating all of the aspects of being a new hire. It took at least 20 emails and phone calls, plus multiple office visits, to straighten out problems with my ID number, ID card, and payroll status. It took well over a month to get my payroll status straightened out, and several months to get access to my benefits online or by phone (eventually, I resorted to submitting handwritten paperwork because noone could access my account via the computer). It took a total of SEVEN months to straighten out my library card status as faculty member. It has been a total nightmare being a new hire at UC Berkeley.

51 It takes 2 weeks to get processed into the system. For those 2 weeks I couldn't get anything done without my Cal Photo ID. You could make things much better by having new employee information being processed much faster than from system to system day by day. Could not get email or Calnet access until my info filtered to the appropriate system a week and a half later.

52 The staff ID, keys and cyberkey took a while (2 weeks) and all of this should have been ready so I could do my job. The systems accesses were a bit of a problem also but didn't seem to take as long.

53 Doing a background check and all other necessary HR paperwork/id card/etc. before starting work.

54 I was never actually told I passed the background check as it was done before my start date and I just came in on the start date. A suggestion would be a better laid out computer set-up plan as I am constantly finding that things I need access to are not loaded on my computer.

55 Having an employee's office or workstation prepared with supplies, cleaned up and available is importantly. Assigning a buddy to walk around and introduce new employee is important.

56 Our department does certain things differently, like ordering business cards, and these departmental specific things are the only ones I have suggestions on.

57 It was extremely helpful to meet with our department's HR person on the first day. However, it was very time-consuming to have to wait in line to get my photo-ID. It would have been helpful having either a line for Cal employees, or a specific time during the day when one can "get to the head of the line" It took an hour out of my work day to get my photo ID.

58 I do financial stuff here, it would have been nice to have everything go through your calnet id, instead of passwords for each individual system.

59 It would have been nice if everything was set up before I got here... meaning, it would have been nice if I already had an email account

60 It seemed pretty straight forward for me.

61 Because our HR person was overwhelmed with work, it took me a few weeks and a lot of prodding to get my employee ID. That delay caused the delay in obtaining a CalNet ID and a photo ID.

62 There need toi be clear, accurate, written procedures for acquiring all of the various IDs and "tokens" and passwords necessary, as well as accurate information on when they will be available. For example, both ID and email are not available until certain system events have happened, and no clear answer is given. I had to go to the Cal ID center more than once, since the first time I went I was not "active" in the system. Email is a critical tool in today's business world, and it should not take 2 weeks to get an account, which it regularly does, based on my experience and those hired at a similar time as me. Also, I never did the new employee orientation, but there wasn't one available before I had to sign up for benefits, which was the main reason I would have gone. Training staff in the program or dept is not that prectical if they do not have frequent hires. A written, and up to date procedure is more likely to be accurate, or an individual in HR who is responsible for shepherding a new hire through the system.

63 Make sure new employee has time to set up everything before starting work.

64 I received a form email after I was hired that was a rejection letter! Way too many access codes for various computer systems. I still don't have them all memorized. I don't think I have even taken the new staff orientation.

65 1. 2x a month HR training, please. My HR training was about 28 days after I started, giving me only a day or two to make some choices. (Because they only have training once a month.) 2. Better HR training - the all day session was too much! Lots of info I

didn't need, not enough info on medical/retirement issues (was told to read the website for details - don't need to attend a class to be told that!) 3. I got a generic campus-wide orientation packet, but I would have liked at least an informal dept. specific packet that included such things as a job description, phone lists, etc. A flow chart of university admin. organization would have helped, too.

66 the financial thing was kind of a mess...getting onto the various travel/entertainment systems and such. and because of work i could not attend the first orientation i signed up for so couldn't go for 2 months.

67 1) A new employee orientation, to learn the acronyms (systems) on campus, 2)calnet ID ready the first day an employee arrives because that is they key to campus, 3)a computer ready for at least temporary use when I arrived (I had to bring in my personal laptop for the first month!).

68 To have the Calnet ID already established upon hire. That was the link to so much.

69 To be pre-enrolled in courses i.e. new employee orientation, BFS, etc. To have computer, phone, accounts ready on first day.

70 Better communication during the long process of applicant review.

71 A quick overview of everything at one time: web sites, parking permits, etc.

72 Clearer instructions on how to get an ID

73 It would be nice to have ID card,phone, computer and email all set up on the first day.

74 I did not have a contract until my first day on the job. Until that day, there was no written proof of any kind that I had been hired/offered the job over two months before!

75 No

76 offer new employee orientation more frequently. have new hire checklist so that the new employee can make sure all of the above happens.

77 I was thrown a ton of paperwork and given websites, when what I really needed was someone to sit down with me to explain a few key things. Even our admnistrators were ill-informed about how to do many things, or were not able to give clear information to me. There are still things that I haven't been able to do or figure out 8 months later.

78 1. For faculty it is useful to be able to get a new e-mail address a month before arriving. 2. It took months to file paperwork with different offices to have checks, reimbursements, etc. direct deposited. Streamline this. 3. Worse, it took about 6 months to get reimbursements for all of my moving expenses, summer salary, etc. The bureacracy here is orders of magnitude worse than other large universities that I have been at.

79 I did not have a desk or a computer of my own for about two months! I was hired before there was space for me. I was moved to a temp desk after about a month of sharing an office/computer with my supervisor. It was extremely difficult to be effective that way. I don't know how this could be ameliorated. The beauracracy of buying the equipment, getting people to move it in, finding old equipment for me to use and setting up the phone/computer lines all took a lot of time. It was very

frustrating.

80 The hiring process took too long - 4 different interviews spread out over more than a month

81 Complete new hire paperwork at least a week in advance of staff's start date. The would expedite access to some systems.

82 I received my official offer letter 2 businesss days before my start date which in my opinion was not a substantial amount of time.

83 Everyone should be enrolled in the New employee orientation the first day of work, and your photo id should be taken THAT day. It was a huge inconvenience to have to wait for an ID number to be generated before I could get an ID card.

84 I would have been given a clean, decently painted office to work in, and not be expected to clean it myself on the first day.

85 Having my computer configuration along with relevant necessary access permissions would have saved me a lot of time and frustration.

86 Inform the students/staff @ the Cal Photo ID office that staff employees get staff ID cards regardless if they are students. It was a most frustrating experience running back and forth between UHS HR and the ID office. The desposition of the ID employees bordered on rudeness as they refused to confirm or verify that their information was correct. It took a physical print out from UHS HR for them to even attempt to issue me a staff ID card, even though I had furnished my staff ID number to them on previous occasions.

87 My experience was great. Renee Wallace is my personnel manager and she is not only a professional but enthusiastic and always helpful.

88 it all worked out smoothly

89 N/A

90 My department, particularly my supervisor, could have given me some organized information if they had it. Information was spotty.

91 I would have liked more information about parking and Cal ID card.

92 My experience when I was hired was the best experience I've had - especially at a University. Everything was well organized for me and I came to work my first day with a working computer, e-mail account, phone and voicemail - in my opinion, the most important things to ensure that you feel welcomed and that your supervisor was prepared for your first day. The only thing that could have been helpful would have been providing me with a one-day parking pass. I had to come into Parking and Transportation on my own, before my first day of work, to ensure that I could park on campus on my first day. That was a little bit of a hassle.

93 I think the Buddy Idea is great. I was not able to attend New Hire orientation until 4 weeks after I was hired, which by this date was too late. All of the information I ended up gathering on my own, through my colleagues. I think the New Hire Orientation should put out a master checklist / information guide that should be given to all new hires on Day 1. So the information given there is readily available in one guide (why

do we have to sit through a day of orientation). And then the can offer different seminars on different pieces - ie. for benefits / 403b etc. This information guide could be distributed by Haas HR during your first day meeting with them. Personally I was completely lost about the commuting situation - getting pre-tax Bart passes etc. Even Parking and Transportation office lacks this information on their site. I think there are too many places one has to look - so a master guide would be great.

94 Speeding the process of getting a Cal ID; this would have sped everything else, e.g. enrolling for healthcare.

95 health insurance processing time should be shorter

96 My department was incredibly thoughtful about my orientation. They each took time to meet with me to talk about what they do and how our jobs interact. It was very helpful and help to build both professional and personal relationships with each member of the team.

97 The campus is overwhelming. A more formal 1st day orientation by a team member would have been appreciated. I had to ask many questions rather than have someone inform me of the many things I needed to do.

98 It went very smoothly. People in the administrative offices and in the program's office were extremely helpful, as well as being clear and organized. Anything they didn't know, they were able to get back to me with answers.

99 Every one I had to deal with, but it took weeks to get anything done.

100 Creating a "buddy system" would be helpful. My former employer would assign one person to help get each new employee oriented. That way, you know who to go to with questions, without feeling like your were bothering someone. Also, that person arranged to go with you to lunch once or twice and invited other coworkers to give you a better chance to get to know them and make you feel more included during your first week.

101 There was no ONE person who could suggest and/or walk me through what I needed to do. That would have been extremeley helpfull!

102 Having new employee ID number set up BEFORE my start date would have made getting BFS access and getting a UC ID much more efficient.

103 The time from first interview to job offer to start was extremely short (less than one week from offer to start date), making a tricky transition.

104 some temporary parking stickers for moving my stuff. I got a ticket for moving my boxes! Totally unfair.

105 Extremely protracted process -- lasted six months or so. Suggestion: a shorter process.

106 A information package, or better yet, a website of all important things (like the list in this web)

107 A check list of things one needs to get started and who to get them from would have been nice. Things like keys, ID, calnet passphrase, parking passes, health benifit forms.

108 Greater coordination between offices and a simple check list of things to be done and their location

109 I think my new employee experience was fine. Too much information all at once doesn't have time to be processed effectively.

110 a bit more centralized

111 Could definitely have used more hand-holding on many things. It all seemed to be a figure-it-out-for-yourself game. I never got any clear indication of who to ask about what.

112 none

113 Voicemail and email training could have been better. Otherwise, it went very well.

114 Overall, I had a good experience. I do think new staff should be given a campus map and should be talked through the parking process in detail by the person who hires them. There was no one person orienting me and this was confusing as well.

115 It was a great process and my HR representative was very professional in caring out her charge. Medelene Kachhi!

Other comments?

1 none

2 I can offer numerous suggestions, and would be happy to do so. However, it would be much easier to do this in person rather than spending more than a day of my time enumerating each of my frustrating experiences in writing.

3 Thanks for asking!

4 My supervisor made my transition very smooth. I actually came in the week before so that they could start the process of setting up my calnet id, etc. Also, when I went to sign up for my new employee orientation, it was full. It was suggested that I attend the full session anyway...It worked out fine. I think that more people should be aware of that kind of good advice.

5 my new hire experience was not the best and could have been managed with more information given as I was new to the UC system.

6 This survey is il-designed. It is hard to see the difference between unanswered and answered questions. Plus, how can you give a New Employee survey to someone hired before 2004, as indicated by the hire date choices?!!

7 New hire orientation for following month was booked; I had to wait until November.

8 I very much like my job and the people that I work with and am glad to be here.

9 Supply ordering could be more centralized, to save time and money.

10 Perhaps the problem was that I didn't have the correct information from my department, and I could have had access to everything before, without social security number? But I don't thing so...

11 IT seemed confused about what needed to be installed on my computer; there was a lot of wait between when access was granted and when that program was made available on my computer - computers can be set up ahead of time with appropriate programs that will be used as stipulated by supervisors...then the wait is only for userids and passwords...

12 Difficult to start at UC if you haven't ever worked in the system. Lots of different systems/areas that you don't always know about until you need to do something.

13 The computer people in my department were extremely helpful in getting me off to a smooth start.

14 The hiring process was a great experience on my part. I was well taken care of, and there was no "guessing" or feeling lost.

15 I have been advised that my hiring process happened quickly. I was given a phone interview and then a panel interview within a weeks timeframe. i was advised of the job in 1 weeks time.

16 automatic enrollmet in the new hire orientation or some sort of benefits intrduction would be very helpful.

17 New Employee Orientation should be better coordinated. Presentations were not given according to schedule provided, including no-show presenters.

18 HR Orientation, especially the IT explanation could benefit by providing facts and instruction about how to use Cal Mail, how to sign up for Cal administrative memos, how to navigate around the Cal Website and other valuable details.

19 My department staff were extremely helpful and knowledgable

20 The people in my department have done everything they can to make me feel confortable in the job and have helped me obtain the tools to do the job.

21 There is much information available to new staff - they just need to know where they need to look.

22 To get the building keys really took a long time for me.

23 Parking was a PAIN. I need two permits just so I can park at home (we're on Clark Kerr with two cars). That's unreasonable, since my wife doesn't even work on campus and has never once parked there (yet we pay for her F permit). You should really give all new employees a 5-day parking pass to get them started, since you otherwise can't do ANYTHING until parking is sorted out. What a way to get introduced to the UC system!

24 On campus parking is too expensive. Nearly 100 dollars out of my pay each month.

25 Coming from a very dynamic, private industry this working environment has been something of a challenge. I am used to working until the job is done & if that means "past 5:00 PM" you continue. Having to stop what you are doing until the next day insome cases does not make sense to me. It has nothing to do with overtime, or compensation but just being thorough and doing a personally good job. I feel restricted. I am also amazed at the attitudes of some of the employees/staff here who are content to do an average job instead of trying to bring things up to the next level. I

was always taught that the job I do is a reflection of my personal integrity and if it takes a bit longer to do the job completely "right", then that is what it takes. I thoroughly enjoy what I do & take pride in it on a daily basis and am discouraged to find that that is not the norm here. If we expect our students to excel, shouldn't we as staff expect the same for ourselves? I have tried to "teach by example" and when I am involved with my co-workers I try to influence manage their level of work. I have noticed a lot of waste and inefficiency and I am trying to correct this where I can. Thanks for listening....

26 there are so many passwords and access requirements. I am finding that once I get access to a system, the proper software is not installed on my computer to run the system.

27 I felt the new employee orientation was too long. I don't think it is necessary to have it for a whole day and the presentations could be shorter. Although some departments representatives had valuable information, some of it was unecessary and the presentations could be much shorter.

28 they should give new employee discounts at the student store.

29 Other than the delays reported in question #29, my first few weeks were relatively problem-free.

30 You may want to give this survey earlier. I don't remember the specifics of each item. However, I did come to campus a week before starting and that still didn't expedite getting my codes, etc.

31 This survey is a great idea, but I think my answers would have been more deatailed, and more accurate I taken this survey within the fist couple of months of being hired.

32 I would have appreciated a "departmental" orientation of sorts (more formal than I got) to support what I learned in CADS training and to give me the lay of the land before jumping in.

33 none

34 I'm enjoying the job at UC Extension very much! Thanks!

35 I started in the beginning of October and couldn't get in to a new employee orientation until the first week of December. Way too late.

36 I'm glad I'm here

37 N/A

38 it was quite easy. no real difficulty in getting started

39 My business cards were delayed due to our move from 2440 Bancroft to 2080 Addison. It should not be viewed as something that was not completed.

40 I have not had any campuswide new employee orientation. I am a visiting scholar, only 20% time, so don't know if that is recommended.

41 The hiring process was completed in less than three days at my previous job at the University of AZ. California can do better tan this!

42 Have this survey within some time frame that I could actually remember and answer any of the questions. Also, because I started and then took unpaid leave time off right away for pre-employment planned vacation that delayed getting some of the above accomplished in what might be a normal time frame. So, I think my survey is extremely limited in its usefulness to you.

43 I found the directions for what I needed to do and what systems I needed to be on to be lacking. A one-pager outlining what Web sites I needed to go to, etc. would have been helpful. I didn't know that I wasn't on the Berkeley web directory for about a month -- no one told me I had to add myself. I had assumed I would be added as part of the HR process.

44 Glad to be here!

45 It would be nice if the first day one showes up to work is the orientation to the UC campus. That way there wouldn't be anything to distract from going to the orientation.

Appendix I: AAPM Survey Findings

1. What department/control unit do you serve?
    - 48 departments answered the survey.
    - 34 Academic 71%
    - 14 Administrative 29%
2. What is your working title?
    - HR Specialist/Manager 13 27%
    - Personnel/Payroll 3 6%
    - MSO/Manager 14 29%
    - Director 6 13%
    - Officer 3 6%
    - Admin Analyst/Spec 9 19%
3. Are you responsible for the new hire process in your unit?
    - 25 Academic dept handle both Academic/Admin 52%
    - 7 Administrative dept handle only Admin 15%
    - 1 Academic dept handles only Academic 2%
4. Please describe what is considered a new hire in your department.
    - 84% described a new hire as someone completely new to the University
    - 8% described a new hires as someone new to their department
    - 8% did not supply an answer
5. Describe in detail the new hire process for each type of faculty and staff that you are responsible for.
    - Academic Department with Academic Hires (5 departments are represented)
        - Setting them up on payroll, orientation, benefit enrollments and entered into HRMS.(4)
        - …after the chair of the department
        - completes the appointment case, I enter the case through case tracking, HRMS and submit the case to the control unit (COE). Once the case goes through the appropriate channels and the candidate has been officially given an offer, and the candidates accepts the offer, I would process their appointment through HRMS and have him/her fill out the necessary forms and to provide enrollment packet to the new hire.
        - Provide the following: package applicable to faculty, mailbox, new hire forms, benefits package, tour of department, list of office number, parking application, new employee package from department and key to building (2)
        - In the non-senate hiring process I've generally "met" the prospective new hire via email and provided as much hiring and visa information as I can. I process all appointment/visa paperwork. I meet with all newly hired employees discuss current appointment and salary, provide all new hire forms, benefit enrollment(if applicable), payroll information, Cal ID info., email address /contact, vacation/sick leave accrual (if applicable). I enter all data into HRMS and make appropriate adjustments/changes throughout the employee's appointment.
    - Administrative Departments (16 departments are represented, 1 did not respond to this question)
        - New hire complete intake paperwork, benefits and employee orientation,

provide checklist, departmental orientation material, and enter information into HRMS (10)
    - Mentor assignment added to their new hire process
    - Background check included in their new hire process
    - “We are currently working on a process. Right now it focuses mostly on getting them set up for benefits etc, rather than education them about our department.”
    - “Resumes are reviewed, candidates for interviews are selected, interviews are held, references are checked, and an offer is made. If this candidate is from the UC system, his/her personnel file is reviewed.”
    - “There really isn’t a process for the department. We usually use the checklist from the OHR website to make sure that all the paperwork are filled out.”
  - Academic Departments with both Academic and Administrative Hires (34 departments are represented, 2 did not respond to this question)
    - New hire complete intake paperwork, benefits and employee orientation, provide checklist, departmental orientation material, and enter information into HRMS (17)
    - "The UCB recruitment process is explained in detail on the HR web site, along with the procedures and processes of hiring and setting up a new employee.”(2)
    - “I’m responsible for non-senate academic titles (Postdocs, Specialists, Visiting Scholars and GSRs) and non-academic titles (core admin staff and SRA’s). Forms are filled out on the date of employment.”
    - “The process for faculty is completely different from staff.”
    - “My unit hires all new faculty, postdocs, GSRs, GSIs, lecturers, other nonsenate faculty, core admin staff, laboratory assistants, SRAs, visiting scholars. For GSRs and new faculty, the hire forms are often sent to the candidate in the mail. Most other hires fill our the forms on site, generally on the date employment begins.”
    - “…complete their hiring forms before their first day of work.”
    - “This process is more extensive when it applies to an International postdoc and Domestic postdoc.”
    - Recruitment process, new hire intake process and set up office logistics (2)
    - Background check included in their hiring process
6. Can your newly hired staff begin doing work described in their job description on their first day?
  - 57% YES
  - 24% NO
  - 19% Did not respond
7. In your opinion, what do you feel your newly hired staff need to begin working on their first day? (Check all that apply)
  - 10 % CalNet ID/Passphrase
  - 13 % Computer Account/Access
  - 12% E-mail Account
  - 12% Phone Number
  - 12% Voicemail
  - 8% CalAgenda

- 4% Photo ID Card
- 6% Business Cards
- 1% Plastic Card Key to Access Building
- 4% Brass Room/Building Keys
- 9% Parking Permit
- 3% Access to Berkeley Financial System (BFS)
- 4% Access to Human Resources management System (HRMS)
- 3% Access to Payroll/Personnel System (PPS)

8. Are you currently providing these items?
   - 62% YES
   - 26% NO
   - 12% Provided no answer
9. b How many of these items can be accessed via the web?
   - On average 4 items can be accessed via the web.
10. Do you require your new hire to come into the office to complete the new hire process?
    - 86% YES
    - 6% NO
    - 8% Provided no answer
11. Are there any computer related accesses your staff or faculty member may need on their first day? (BFS, Course Web, HRMS, PPS, E-Grading System, etc.)
    - BFS (9)
    - HRMS (9)
    - PPS (6)
    - Computer Accts (6)
    - No systems (15)
    - Dept Web Site (1)
    - ICE (1)
    - Course WEB (2)
    - Extension Mainframe (1)
    - DB2/CSR (4)
    - DSAS (2)
    - CDS (1)
    - Email (6)
    - Internet (1)
    - Blu Card (1)
    - OPTRS (1)
    - Travel Card (1)
12. a Is a Cal Net ID required to gain access to these systems?
    - Yes (32)
    - No (8)
13. b How long does it take to get your new hire access to these systems?
    - Number of day or weeks to get access to systems. The average is 9 days.
      - 2 weeks (3)
      - 1 to 1.5 weeks
      - 2 to 5 days (4)
      - 10 to 14 days
      - few days (5)

- 2 or 3 to 30
- several days
- 3 to 4 days (2)
- immediate
- varies (3)
- 3 days (3)
- depends
- up to 8 days
- few days unless training needed
- 7 to 14 days (2)
- 7 days (1 week) (5)
- 2 to 3 days (2)
- 24 hours
- Weeks and weeks, even longer if training required.
- Dependent on training (5)
- 2 to 3 weeks
- 3 to 5 days
- Up to 3 months

14. What obstacles are you faced with during the new hire process? What do you feel Is lacking from your process?
    - Obstacles
    - Time (6)
    - Visiting scholars w/o a social security number, departments need to submit hire packet to HRMS-Data Services for entry which could take up to 7 to 10 working days to get an ID number. (2)
    - Volume of new employees. (3)
    - Not enough staff support. (4)
    - Ensuring that the ees bring the appropriate employment authorization documents so that their hire can be completed. (4)
    - In order for employees to have access to computer systems, they need to complete all of their hiring forms before their first day at work. (3)
    - Getting access to all the systems can be very frustrating. (2)
    - Volume of new employees served leads to reduced customer service.
    - Background check (2)
    - DMV pull and background check take time. DMV pull requires a typed form that has to be faxed to the Fleet Services. There is no confirmation that they've received the form. It would be easier if we could email the form and get email confirmation. The background check has been streamlined but are not always processed in the order in which they are received.(2)
    - Scheduling Trainings (4)
    - The amount of accesses needed in beginning to be overwhelming. (2)
    - The restriction that UC allocates to the departments.
    - Employee number (can't get email, CalNet ID, etc)
    - Too many processes decentralized to departments.
    - ..with administrative staff, the lag time spent in getting their authorizations and access to campus systems like BFS, HRMS, etc means that current staff workload is negatively impacted by having to take up the slack of a

vacancy and new hire period.

- Depending on other departments to complete process.
- Employees not having phone numbers and access to email.
- HRMS system being slow during peak periods or if it is down. (2)
- HRMS is not user friendly-too cumbersome.
- Even if we do the HRMS entry before the start date, the record remains in "inactive status" until their official date of hire, and we can't set up the CalNet ID until then.
- The complete over saturation of many bosses, information, bureaucracy, rules, regulations, miscommunication, funding issues, unrealistic timelines, and general lack of planning.
- Getting a phone installed can take a while.
- Organization. Not sure what is available on-line and what is not.
- Lacking
- It would be nice to have a standard packet for new hires with information about employment, the University and the department.
- Employees should complete their hiring forms before their first day of hire.
- Departmental Orientation
- Support from campus.
- I would like to be able to complete the new hire forms on-line. (2)
- Streamlined process (3)
- …any concern about the consequences of short timelines, unrealistic requests/goals and little sense of what is required to process appointments so that hiring can be done in an organized and timely manner.
- Input, consistency, communication
- Ultimately, we should have one form that captures all the information that needs to be inputted into HRMS and the system will generate all the forms necessary like the state oath and paten, W-4, I-9, etc. This way, when the employee appears to sign the documents, he/she will already have an employee id number and can spend time getting their email address and employee id card done, instead of filling out forms.
- Timing of campus, HR or SA orientation.
- Policy and procedure change

15. Does your department have an orientation program?
    - 45% YES
    - 49% NO
    - 6% Did not respond
        - If yes, please describe.
            - Departmental orientation for all new staff. (7)
            - Video welcome from all RSSP directors, org overview and policy info.
            - Departmental Orientation manual and/or campus resource guide or websites.(5)
            - Checklist (2)
            - Mentor assignment
            - Intake process (4)
            - Work rules
            - Office tour (6)

_ Campus Orientation

16. Do you require new staff to attend UC Berkeley's orientation program?
 _ 41% YES
 _ 0 NO

17. a Who is responsible for registering the new hire for this?
 _ 45% New hires
 _ 31% Personnel responsible for new hire process
 _ 8% Supervisor
 _ 2% Did not know there was a UC Berkeley Orientation program.
 _ 14% Did not respond

18. When is a new faculty or staff given their CalNet ID number?
 _ When information is available in CalNet system 9%
 _ After HRMS assigns an employee ID number 37%
 _ ASAP 18%
 _ Within 5 days 6%
 _ When they sign up for it 4%
 _ Usually on their first day 8%
 _ During the first week of employment 4%
 _ Within the first two weeks of starting. 2%
 _ When they need it to access the e-recruit 2%
 _ When they ask for it 4%
 _ By the end of the day 2%
 _ Not sure 4%

19. When is a new faculty or staff given their Cal Photo ID card?
 _ Within 5 days (5)
 _ Not required
 _ Told to wait 3 days
 _ Staff encourage to schedule appointment
 _ Next day (4)
 _ As soon as possible (3)
 _ After setup in payroll
 _ Within 2 days (2)
 _ Once have EID
 _ Turnaround PAN received
 _ Within a few days
 _ Whenever they need for library; discounts
 _ A few days after ID created

20. Are there any current steps being taken to improve or change your current process?
 _ Yes (14)
 _ No (31)
 _ Includes web links on email to new hires
 _ This is a campus issue; not department
 _ HR making changes
 _ Always open to changes
 _ Department developing internal orientation
 _ Constantly refining procedures
 _ New HR manager will review process and make changes

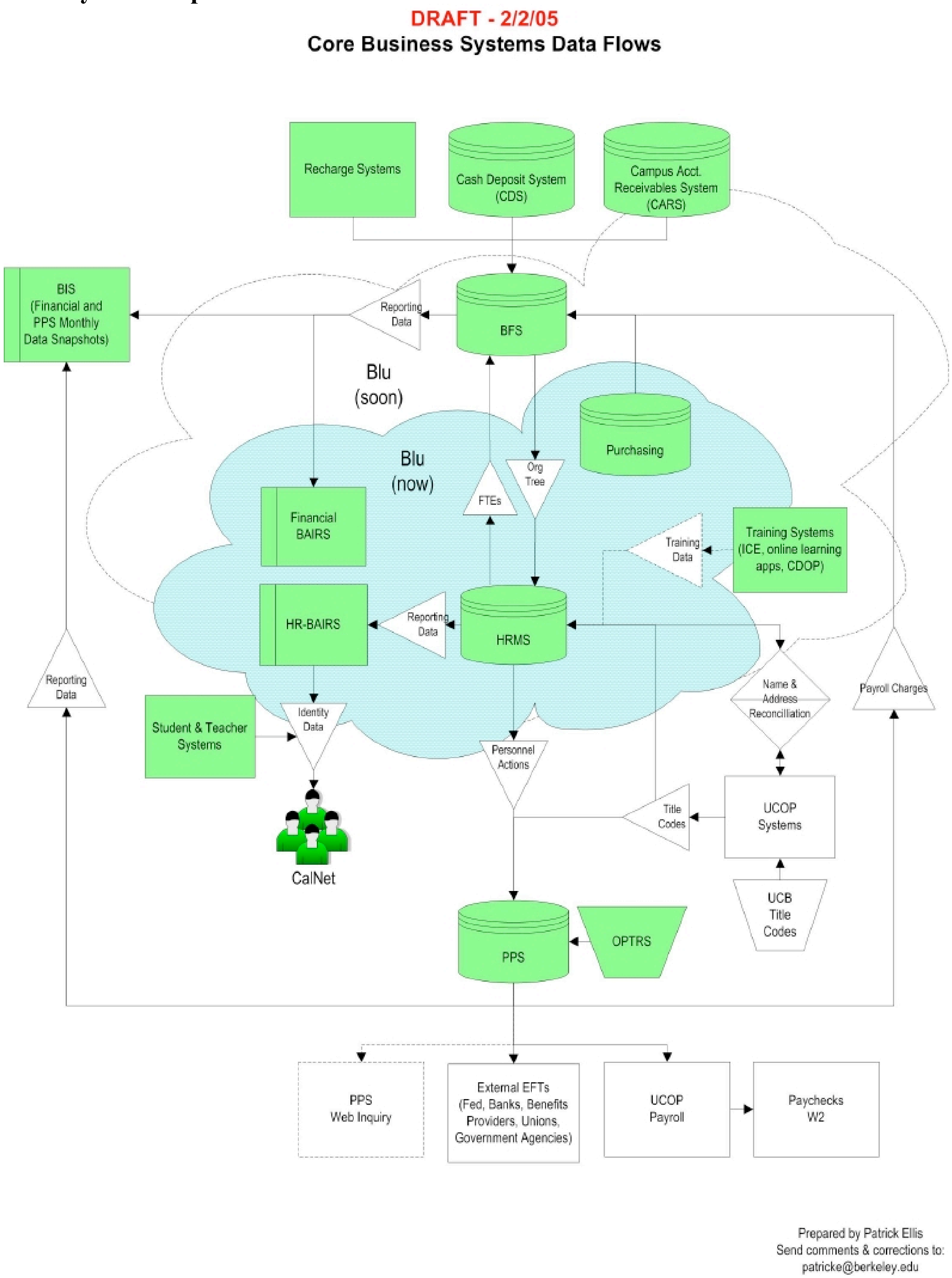
- Weekly orientation
- Prepare or order services before new hire comes on board
- Task force looking at orientation
- Try to address all problems before first day
- Always room for improvement
- Trying to get powers to be to see that improvement needed

21. Are there specific times during the year, due to increased campus hiring that your workload increases?
    - Departments agree that the beginning of each term and during the summer is the busiest.
22. Considering the New Employee Start-up project, in what ways can the project work for you to make the hiring and start-up process more effective?
    - Centralize the process
    - Getting CalNet real-time
    - Have all items in #7 as a set up list
    - Speed up process for system access
    - Check list for staff (2)
    - On-line tools
    - Guide for departments
    - Stream-line training/ access/security process
    - Training on I-9's
    - HRMS open to 7pm during peak periods
    - More training sessions on HRMS, PPS, etc
    - Group trainings; temporary access till training is completed
    - Faster transfer of data (2)
    - Hiring department would like list of all systems that a employee has access to so they can cancel or add more access
    - Startup package should be tailored to employee
    - Step by step instructions
    - More campus-wide consistency
    - HRMS not friendly
    - Design a new hire packet
    - Provide standardized recommendations for individual hire, i.e., faculty, staff
    - All forms in same place on-line
    - Hiring policies in same place with applicable links, so that we do not have to look all over the web.
23. Additional comments.
    - I'd suggest surveying again after you've collated the results of this one, and include MSOs as well as DPMs in your next group.
    - It will be helpful, once the candidate accepts the position, he/she can access a temporary website to enter his/her own personal data (e.g. birthday, bank account, address…) Department representative will validate those information with backup before this employee is active.
    - This is a great project! Thanks for doing it.
    - If the campus want to make changes it is important that line managers who do the day-to-day work be involved in pilot programs. There should be no distinction between a small or large department, we are one employer and we all have to do the same work regardless of size.

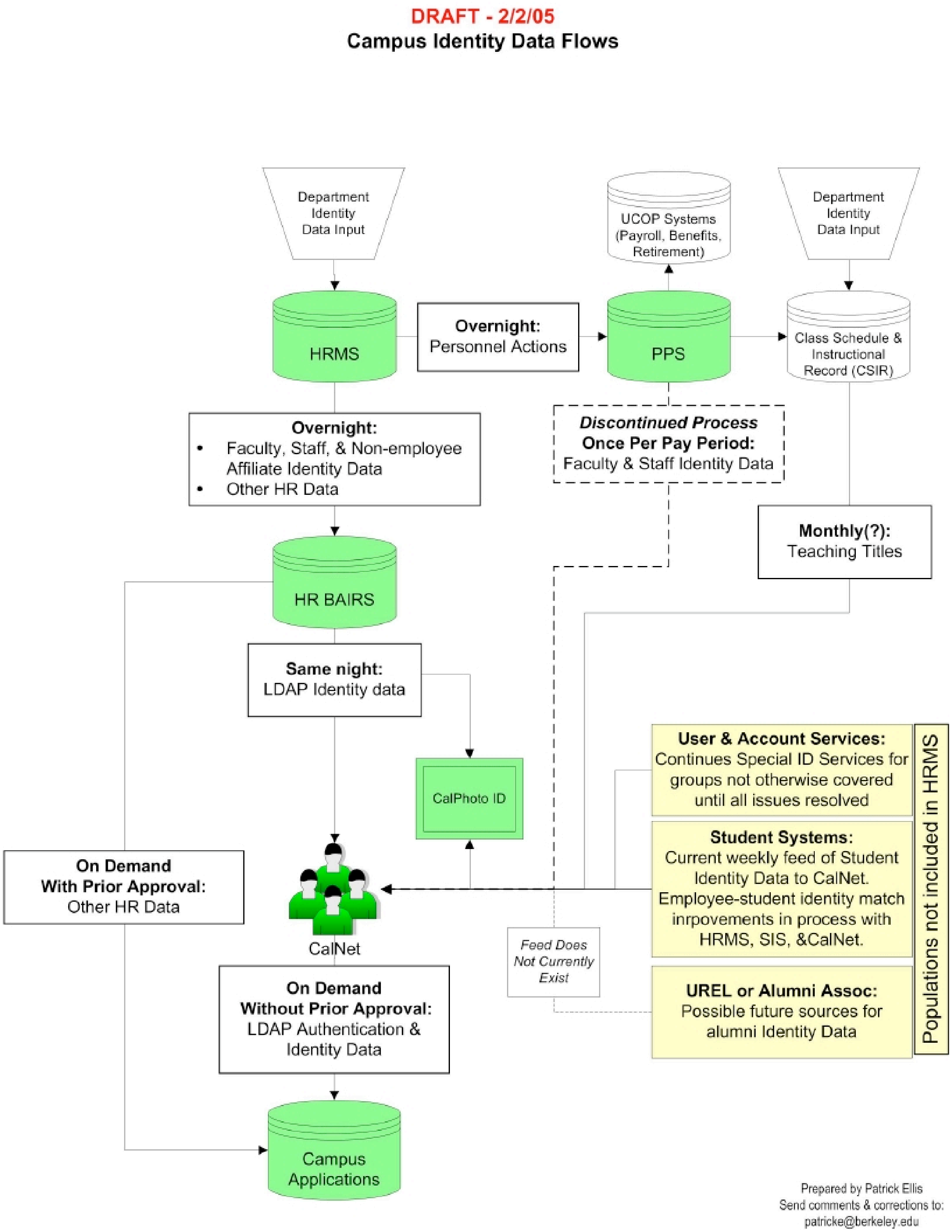
- Getting access to employees is presently too time consuming. The institution of the computer systems has made work more difficult, not easier for staff members. The hiring process is not always simple. Each case can vary; the fact that there is a help desk after two plus years in which HRMS has been instituted demonstrates that entering information on HRMS can be a complicated procedure.
- I have heard that the new employee orientation is almost exclusively benefits related. I don't know if this is true, but I think a campus orientation should include much more than that. They should also be informed about staff organizations.
- Good luck!
- It would be nice if this survey and leadership project actually made it off the ground. We have been asked numerous times in the past to be on planning committees, to answer surveys, to give input, etc. regarding improvements in campus procedures-only to have the committees and/or surveys abandoned time after time. It is pretty debilitating to be honest. I'm hoping that this time, this one comes to some sort of fruition.
- Increasing the number and frequency of new employee orientations would benefit us greatly. Often they are filled up.

Appendix J: Flow Charts

Core System Map



Campus Identity Data Flows



Appendix K: Background Check Process

Vice Chancellor Horace Mitchell, in consultation with a University committee, created the background check policy for UC Berkeley. The policy to background new employees is one that is now used on most, if not every UC campus. The policy provides guidance on the criteria for determining when positions are sensitive and require criminal background checks. It articulates the responsibilities of the department and other campus units, describes the process for criminal background checks, including the notification process, and provides for the confidentiality of information gathered and the protection of privacy of individuals undergoing criminal background checks.

UC Berkeley conducts background checks on applicants as a proactive management stance in an effort to create a safe environment for students, staff, and faculty. The background checks are completed on all new employees as a part of the University's due diligence with regard to new hires. The terrorist attacks on the United States on September 11, 2001 and lawsuits for negligent hiring have prompted many universities and colleges to verify the veracity of an applicant's resume and background information to assure that undesirable personnel are not hired. The National Association of College and University Attorneys has developed a guideline that many universities and colleges throughout the country have adopted as the purpose for why background checks are conducted. Berkeley follows these guidelines when conducting background investigations.

Berkeley's OHR in conjunction with individual departments determine what positions require a background investigation. The campus completes background investigations based on the job that an applicant is going to perform. Individual departments and OHR determine what types of past criminal activities are disqualifiers for each job. For example, a conviction for drunk driving is not relevant for a job that does not require the applicant to drive.

Typically, jobs that require background clearances are those where the employee will handle money or property (keys), and other special groups. Special groups include individuals who will be working with children or kids in K–12, such as tutors. Some professions require background checks pursuant to state and federal requirements. Those background checks are frequently more intensive than the general background check. Jobs in the health profession are among those included.

Limited employees can be terminated at will if the criminal background check reveals relevant criminal convictions, a department may at their discretion choose to let such employees begin working in some positions before completion of the background check. The decision to hire an employee on a provisional bases depends upon the sensitive duties the employee will perform and the potential consequences of criminal behavior. For a position that has been designated sensitive because of duties involving contact with children, the potential consequences of even a single act that caused harm to a child would outweigh any business considerations, and the individual should not be allowed to start working in the job before being cleared.

In 2004, approximately 2500 individuals completed background checks. Of the 2500 individuals who completed the background check, approximately 30 of them had issues in their background that required a review. In the event that the employee has a criminal conviction, UCPD will notify the Criminal Background Review Committee, which will review the results and make final determinations regarding the suitability of subjects for specific positions. In accordance with California law AB655, UCPD will also provide a summary of the criminal background check to the subject of the investigation, regardless of the results.

The review committee meets once a week, if needed, to make determinations about an individual's suitability for a job. In some cases, the hiring department can modify the individual's job description so that the employee can still be hired but is excluded from performing tasks that are incompatible with a past criminal history. For example, an individual with a criminal history for money crimes might not be allowed to sign checks, but could still be allowed to work in another role. The review committee is a due process requirement.

Although some commercial entities offer online instant background checks, use of those companies to complete a background investigation is not a practical option. The problem with the on-line commercial entities is that they are only allowed access to information that goes back up to 7 years. UCPD is a law enforcement agency and can review an applicant's entire history without being limited to information that is subject to rules that govern credit-reporting bodies. If UCPD used these online tools, UCPD would not have a complete background history. According to experts in the field of commercially based online background investigations, the method is full of holes. Rhonda Taylor, CEO of Intellisense Corp., recently said, "we've done tests, and the national databases have a 41 percent error rate. (There is) a glaring issue related to a false sense of security if that information is relied upon with no other investigative tools."

There is no thorough means of completing a background investigation other than completing one through UCPD. As previously reported, most background investigations can be completed within seven days. An important point to consider is that the number of people going through the background process who have a criminal history is less than 1%. A criminal history alone is not an impediment for employment. A criminal history is only a bar if the criminal history is somehow related to the job function. The few people who have been denied employment with the University have had very serious violent criminal histories.

I. Department's Procedures:

1. Departments must work with HR to determine which positions are "sensitive".
2. If someone takes such a position after 4/2/04, the department must arrange to have that employee/applicant fingerprinted at UCPD. The department must print, complete and file a copy of the Employee/Applicant Release and Disclosure Form (PDF 70KB). UCPD will need a copy of this form and a copy of the sensitive position's job description. Copies of these documents may be faxed to UCPD once the fingerprint appointment is made.
3. The department should fill out section 1-4 of the Request for Live Scan Service form (a 3-part form available for pickup from UCPD). The employee/applicant also fills out a portion and must bring the form to UCPD for their fingerprint appointment. The sample Request for Live Scan Service form indicates in yellow the areas that should be filled in. The sample Request for Live Scan Service form indicates in yellow the areas that should be filled in (PDF 14KB).
4. Each department must fax (642-6434) or send a completed IOC for payment. UCPD will not take fingerprints until payment has been received. The rate is listed on the recharge page.

5. The department must call 642-6760 to make an appointment for each employee/applicant. II. What this means for the employee/applicant:
6. Employee/applicant must have an appointment for fingerprinting at UCPD.
7. Employee/applicant must bring the Request for Live Scan Service with you. Sections 1,2 and 4 are to be completed by the department. You must fill out section 3.
8. Employee/applicant must present valid identification at the time of fingerprinting. Examples of valid identification are a driver's license, passport, or birth certificate with a picture ID.
9. UCPD uses a non-ink fingerprinting system that will not stain your clothing. The fingerprinting process usually takes 15 minutes. III. What happens with the results:
10. The State of California Department of Justice usually sends results to UCPD within 7 business days. The FBI usually takes 30 days. UCPD will receive the entire criminal history or record. Please note: juvenile offenses and certain other convictions may be sealed by the courts, and will not by sent to UCPD.
11. UCPD will send a letter of the results to every person fingerprinted. The letter will be sent immediately if there is no criminal history.
12. If a criminal history is reported, the results are sent to the UC Criminal Background Check Review Committee for review. The committee will decide within 7 business days if the criminal history disqualifies the employee/applicant from the new position/duties. The committee will inform UCPD of decision.
13. UCPD will inform the department and the individual in writing of the committee's decision.

The UC Berkeley Police Department is responsible for completing background investigations on new employees. The Office of Human Resources must supply the job description along with the application to UCPD. The job description is required at the onset so that no one is singled out later in the process. For example, if background checks were completed on 10 individuals from one department and UCPD later asked for the job description for only one person, the supervisors at that department may erroneously conclude that the one individual had a problem with his/her background. UCPD obtains the job descriptions in advance so that unnecessary disclosures are eliminated. The employer is not entitled to know of the applicant's past criminal history if it is not relevant to the job that he/she is going to perform.

The applicant must complete several forms to initiate a background investigation. The forms include the Live Scan Service application and the Employee/Applicant Release and Disclosure forms. The Request for Live Scan Service, a multi-part paper form, is available at the UCPD. A sample of how to fill out the form is available on the UCPD web site at http://police.berkeley.edu/services/criminalbackgroundchecks/RLSS_Form_(Sample).pdf The Employee/Applicant Release and Disclosure Form is available on the UCPD web site at http://police.berkeley.edu/services/criminalbackgroundchecks/CBCForm.pdf_

Sample Letters of Notification (to inform an individual that employment in a particular sensitive position is conditional upon the results of a criminal background check) are available on the Office of Human Resources web site at http://hrweb.berkeley.edu/policy/bgchecktools.htm._

Currently, each department must provide the applicant's job description, waiver form, completed Live Scan paperwork (provided to the department by UCPD), and advanced payment for each applicant undergoing a background check to UCPD.

Appendix L: UC San Diego Checklist

☑	Your first day	Take care of the most crucial items needed for your first day at work. • Ask your department contact to provide your employee ID number. • Buy a parking permit (you need your employee ID number or a letter from your department verifying your employment). • Figure out where you are going by looking at maps and directions for campus and other UCSD sites. • Find out about your first paycheck. • Set up your office voicemail, e-mail, and even your workstation if they are not already set up for you.
☑	Employee ID number and campus ID/ staff ID card (first day)	You need your employee ID number to get a campus ID/ staff ID card, and to buy a parking permit. Ask your department HR contact to provide your employee ID number after you have signed hire paperwork. • When you get your employee ID number, you can get a campus ID/ staff ID card. • Get your ID card and check out the Campus Card Unit.
☑	Parking permits, prices, rules, services, and lots, and commuting and rideshare options. (first day)	To buy a parking permit, you need your employee ID number or a letter from your department verifying your employment. If your ID number is not ready, you may buy a daily permit at the information booths or parking office. Need a map? • Learn about parking prices, rules, and services. • View a campus map with color-coded parking areas. • See detailed maps of parking lots. • Explore your commuting options (carpooling, mass transit, UCSD shuttle system) and find your way to UCSD.
☑	Campus maps and tours (first day)	Explore campus and find key locations at UCSD. • Look at maps and directions. • Become an expert, take a tour.
☑	Your paycheck (first day)	Complete all your new hire paperwork before you start working and refer to the payroll calendar for paydates and holidays. Ask your department HR contact for information about direct deposit, also called Surepay. • Plan for delay in getting your first check. Ask your deparment HR contact when you should expect it. If you convert from bi-weekly to monthly pay, plan your budget accordingly. • Review the payroll calendar to note paydates and holidays. • Check the list of paid holidays and learn about vacation accrual.
☑	Communications and computers (first day)	Your office may already be equipped and set up for you. If you need to do it yourself, here is information on how to set up your communications and computer resources. • How to set up e-mail on campus: E-mail Mail lists • How to get your workstation together:

		Workstation set up Hardware and software Networks Security and passwords Technical help • How to set up phones, pagers, radios, and voice mail: Overview Process and resources
☑	Your first few weeks	What to accomplish in your first few weeks: • Check dates and times for appropriate orientations and attend as required. • Enroll for benefits within your Period of Initial Eligibility (PIE) (**within 31 days of your hire date**). • Find out about safety information and training. • Refer to business resources you need to do your job. • Check your directory information and make corrections if needed.

☑	Orientations (first weeks)	Acquaint yourself with UCSD culture, and find out about benefits, injury prevention, and new employee orientations.
		
		• Learn and apply UCSD Principles of Community and performance standards.
		• Participate in a Benefits Orientation. You must enroll for benefits within your Period of Initial Eligibility (PIE), which is **within 31 days** of your hire date.
		• Attend the Injury and Illness Prevention (IIPP) Orientation within 30 days of your hire date.
		  ○ Attend one of the IIPP courses below, depending on the type of work you perform:
		    ▪ **Research employees:** Laboratory Safety Principles/ IIPP
		    ▪ **Non-research employees:** Injury & Illness Prevention Program
		  ○ Give your certificate of completion to your department administrator
		• Attend a New Employee Orientation. You may request an invitation by contacting Policy Development and Quality of Work/ Life at (858) 534-9659. A New Employee Orientation video is also available. (Requires Real Player)

☑	Health and welfare benefits (first weeks)	Enroll for benefits during your PIE, which is **within 31 days of your hire date**, have or select a physician before you enroll, and review benefit plan providers. • Find and select a physician and make sure the one you select is covered under the health plan you choose. • Enroll for health benefits. If you are a returning UC employee, use the UPAY 850 form (PDF) to enroll or make changes to health benefits during your PIE. • Review health plan provider names and group numbers.
☑	Safety (first weeks)	Learn about emergency contacts, safety training programs, ergonomics, risk management, and workers' compensation information. • Know emergency contacts for campus and healthcare sites. • Check out the Safety Training Directory.

		• Take preventative measures to avoid injury — set up an ergonomic workstation. • Report an on-the-job injury or illness. • Find out about workers' compensation and view the workers' compensation online booklet.
☑	Campus business resources you may need to do your job (first weeks)	Use these resources as appropriate in doing your job. Some resources have restricted access and require specific training. • Check out campus business resources you may need for your work: Bookstore Business Cards Copy card Faculty/ Staff Directory, in the white bar on top of every Blink page, and directory update Faculty Club Notary Public on campus Post Office on campus Publications Storehouse Travel Office • Online tools for UCSD business processes: Look at business systems by function and refer to summarized information about the Link family of online systems.
☑	Your first few months and beyond	Take a look at some important items related to your long-term UCSD experience. • Check out training and professional development opportunities. Some are available only to employees who have completed their probationary period. • Make appropriate changes to your personal and payroll information as your life events affect it. • Explore, join, and use associations and facilities to enhance your experience as a UCSD employee. • Plan now for your future retirement. • Learn the policies that drive processes and procedures in your work.
☑	Training and development (first months)	Ask your supervisor about recommended training for your position or department and use these resources. • Browse an overview and explore your opportunities for training and development. • Look at the UCSD employee development policy and find out about educational benefits and reduced fee enrollment. • Explore career planning, the mentor program, and internships offered through Career Connection. • Enroll in classes or order training videos from Staff Education and Development. • Take advantage of self-paced, self-directed Web-based training. • Check out the Staff Skill Bank to explore overtime opportunities in other departments.
☑	Life events (first months) Use At Your Service's life events checklist to review and update your	Find resources for leaves of absence, sickness and accident, disability and rehabilitation, retirement, selection or change of beneficiary, and change of personal and tax information. • Explore an overview of sickness and accident resources, and learn

	information depending on the type of event • Relocation • Family status changes • Maternity/ paternity • Different kinds of leave	about leaves of absence, disabilities and rehabilitation resources, the Faculty and Staff Assistance Program (FSAP), and substance abuse resources. • Get retirement information. • Find out about death benefits, the claims process, and designate a beneficiary at At Your Service. • Find out how to change your personal or tax information online.
☑	Campus associations, services, and facilities (first months)	Find out about staff associations, diversity resources, and services and facilities on campus. • Find out about staff associations and diversity resources. • Explore personal and recreational resources: Banking: Credit union (USE) Birch Aquarium Calendar of events Childcare Eldercare Food/ Dining on campus: Dining Services and Price Center eateries. Performing Arts: La Jolla Playhouse, music, and theatre and dance Sports facilities Staff discounts for local attractions Stuart art collection University libraries
☑	Retirement (first months)	Review UCSD retirement and supplemental savings plans, find out about financial workshops, and start planning for your future. • Explore retirement and supplemental savings plans: University of California Retirement Plan (UCRP) Tax-Deferred 403(b) Plan Defined Contribution Plan (pretax account) Defined Contribution Plan (after-tax account) • Check out the financial workshops to learn more about retirement, UCSD insurance plans, investing, financial planning, and supplemental savings plans.
☑	Policy Resources (first months)	Find resources on policies, workplace conduct, and items related to UCSD culture. • Educate yourself about personnel policies: Classification criteria and series concepts Collective bargaining agreements Compensation Performance appraisal Title and pay plan Vacation • Read UCSD's workplace conduct policies: Conflict management Diversity Equal employment opportunity and affirmative action Principles of community Sexual harassment prevention Smoke-free workplace Workplace conduct

- Find other policies by using the navigational tools in Blink:
  Look up a policy by using the search Policy and Procedure Manual option in the Blink search results page.

Appendix M: University of Washington New Hire Checklist

University of Washington
New Employee Checklist

File in Employee Personnel File

Employee___________________________ School/VP Area______________________
Supervisor___________________________ Department __________________________

o Find out your Employee Identification Number (EID):___________________________________
o Find out your Employment Program:____
o Complete Orientation on: ___________ and enroll in benefits choices within 31 days of start date.
o Complete New Employee Orientation online by:____
o Register for Sexual Harassment Prevention class
o Sign up for New Employee Q&A Coffee Hour - optional

- UW Organizational Overview • Equal Opportunity and Disability Services
- Getting to the UW (commuting options) • C&C – Computer, E-mail and Internet usage
- Human Resources – HR Organization, Key UW Policies and Procedures
- MyUW – Personalized web page for all UW staff, students, and faculty
- Health and Safety at Work • Staff ID Card – Husky Card

Amenities Professional Development Additional Information

- UW CareLink
- Tuition Exemption Program
- University radio
- UW Libraries
- Release Time
- University news
- UW Bookstore Patronage Refund
- Training and Development
- Recycling
- Performing and Visual Arts
- Educational Outreach
- Disaster Resistant UW
- Fitness and Sports Facilities
- Computer training
- Ergonomic tips
- GET Program
- Women's Center
- UW Events

Supervisors: Please review and check off items as you address them with your new employee.

o Clarify terms of employment
(employment program/probationary period/salary)
o Building use and access/security
o Work schedules & breaks/Overtime provisions
o Departmental Safety Plan
o Time and leave reporting/paydays/direct deposit
o Equipment use and access
o Types of leave and accrual rates
o Location of Reference Station
o Requesting time off
o Telephone use/etiquette/voicemail/directory
o Job duties and performance expectations
o E-mail account and usage tips

o Performance appraisals
o Emergency notification information
o Function of department/organizational chart
o Inclement weather procedures/policies
o Interrelationships with other departments
o Order University business cards (if applicable)
o Labor contract / dues obligation (if applicable)
Employee’s Signature____Date________________
Supervisor's Signature____Date________________
Copy to Employee

Appendix N: New Employee Forms List

Paper Forms

* State Oath of Allegiance, Patent Policy, and Patent Acknowledgment UPAY 585 (R11/97) E0420 7143-180
* Employee Eligibility Verification I-9 Rev 11/21/91, UCB HR Benefits 5-99
* Benefits Eligibility Level Indicator (BELI) and Status Qualifier Code (SQC) UPAY 726 (1/05)
* Demographic Data Transmittal U5605 (R12/02)
* Emergency File Card
* Department Internal Forms

On-line Forms

* Payroll Earnings Distribution Authorization UPAY 544A-I Rev 8-03
* UC W-4/DE4

Appendix O: Cost Benefit Analysis

Introduction

The project team conducted the following cost-benefit analysis to provide return-on-investment metrics that we feel support the adoption of our proposals. For our analysis, the team used a survey of new hires, new hire salary-range data, best practices research, and interviews to triangulate how our proposals will provide both tangible and intangible benefits to the campus.

Survey Data

New hires (March 2004-05)	n=386 (Does not include University Extension teachers and student employees)
Survey contacts	290
People who visited our survey site	202 (70%)
Survey completion rate (faculty/staff)	n=166 (57%)
Of people who completed survey, "Faculty"	n=32 (19%)
Of people who completed survey, "Staff"	n=134 (81%)

Response rates, cyclical considerations, data used in our efforts and assignment of productivity metrics

With a remarkable response rate (57 percent), the New Employee Survey is meant as a solid baseline measurement, but it is not intended as a comprehensive survey of all new hires on campus. Our survey addressed new hires over a one-year period and there are presumably seasonal and cyclical considerations that may affect the sample. Also the number of faculty responses, while significant, does not reflect the same ratio of faculty to staff on campus.

The method to calculate loss of productivity is not totally accurate because we had to work with time and confidentiality limitations. For example, we could not discover the exact starting salary of each new hire. To address this we choose to use the salary range for each new hires title (less start-up packages and seed monies for faculty) plus benefits (22 percent). Because of the limitations to this approach, we also used an HRMS report that gave us the average campus salary of positions on campus that has more than 10 FTE associated with that title.

It is also difficult to quantify loss of productivity. For example, if a new hire cannot access their computer for two days, what is the exact loss of productivity? A systems administrator would be crippled but a gardener, for example, would not be as impacted. If a new hire cannot access the library and does not have card-key access to their laboratory without help from a colleague ,what is the loss of productivity? In response to these considerations, the team choose to use a straight metric, 3.6 days (28 hours, 48 minutes), which was the average time our surveyed population reported that it took to become fully productive in a new position.

It is from this information that we assert the tangible benefit that our proposals can deliver by significantly reducing the time it takes to bring new personnel on board. Clearly, therefore, this initiative can save time and money. Business asserts time is money but in an university setting, time is intellectual capital. Our proposals are devoted to creating and bolstering that capital for faculty and staff by providing efficiencies and access to the campus community as soon as possible to access and contribute to that capital. Our proposals will also help front-line personnel increase their efficiency in service departments too. By reducing face-time and streamlining processes, these personnel can devote their time to more important duties.

Intangible Benefits

In a public university, setting the intangible benefits are important to consider. First, new-hires and their home departments benefit from the initiative because, from day one, new employees are able to immediately contribute. For their part, new hires experience a campus that is effective, efficient, and focused. Naturally, as an outgrowth of this experience we expect new hires will reflect these same qualities in the execution of their duties for the University As well as witnessing and emulating these efficiencies, the traditional organizational perception of the "Berkeley Way" (at least the part of the "way" that encompasses the awareness and powerless acceptance of bureaucratic inefficiencies) will become more firmly rooted in an expectation and experience of competence.

The perception and experience of inefficiencies change from indifference toward active change to expectation and promotion of proactive strategies that mitigate and eliminate those inefficiencies. Our proposals, as a part of a portfolio of implementation strategies toward University excellence, will help serve to foment the atmosphere of organizational change to meet these goals and objectives.

Lastly, the Campus will be seen as a organization taking incremental steps toward greater efficiencies, as well as greater organizational competencies, for both the new-hire as well as the teaching, research, and business operations of our Campus.

JOBCODE	JOBCODE_DESCR	COUNT	LOW	MID	TOP	AVG W/ BENEFITS	LOSS	NESU COST	SAVINGS
0245U	Director (Functional Area)	1	$78,337.84	$106,299.71	$145,634.50	$134,310.63	$1,846.77	$258.29	$1,588.48
0259U	Asst Dir (Functional Area)	3		$88,362.00		$107,801.64	$4,446.82	$621.93	$3,824.89
0280U	Manager (Functional Area)	2		$81,993.50		$100,032.07	$2,750.88	$384.74	$2,366.14
0355U	Admin/Coord/Officer(Func Area)	1		$90,359.96		$110,239.15	$1,515.79	$212.00	$1,303.79
0723U	Pr Construction Inspector	1	$59,000.00	$83,900.00	$107,800.00	$101,951.33	$1,401.83	$196.06	$1,205.77
0728U	Senior Development Engineer	1	$59,000.00	$83,900.00	$107,800.00	$101,951.33	$1,401.83	$196.06	$1,205.77
0729U	Principal Development Engineer	1	$72,600.00	$101,600.00	$130,700.00	$123,992.67	$1,704.90	$238.45	$1,466.45
0731U	Pr Administrative Analyst II	1	$54,600.00	$76,400.00	$98,300.00	$93,248.67	$1,282.17	$179.32	$1,102.84
0739U	Prog./Analyst IV-Supvr	1	$66,100.00	$92,500.00	$119,000.00	$112,890.67	$1,552.25	$217.10	$1,335.15
0742U	Programmer/Analyst IV-Ucb	4	$66,100.00	$92,500.00	$119,000.00	$451,562.67	$24,835.95	$3,473.56	$21,362.39
0744U	Computer Resource Mgr III-Ucb	1	$72,600.00	$101,600.00	$130,700.00	$123,992.67	$1,704.90	$238.45	$1,466.45
0788U	Asst Coach-Intercolg Athletics	1	$40,000.00	$70,000.00	$100,000.00	$85,400.00	$1,174.25	$164.23	$1,010.02
1100	Professor-Acad Yr	1	$67,500.00	$92,600.00	$128,300.00	$117,282.67	$1,612.64	$225.54	$1,387.09
1108	Vis Professor-Acad Yr	1	$67,500.00	$92,600.00	$128,300.00	$117,282.67	$1,612.64	$225.54	$1,387.09
1132	Professor Emeritus (WOS)	1							
1200	Asso Professor-Acad Yr	1	$57,400.00	$63,500.00	$72,600.00	$78,690.00	$1,081.99	$151.33	$930.66
1300	Asst Professor-Acad Yr	8	$46,300.00	$51,700.00	$60,100.00	$64,294.00	$7,072.34	$989.14	$6,083.20
1308	Vis Asst Professor-Acad Yr	2	$46,300.00	$51,700.00	$60,100.00	$64,294.00	$1,768.09	$247.28	$1,520.80
1343	Asst Professor-Acad Yr-B/E	3	$46,300.00	$51,700.00	$60,100.00	$64,294.00	$2,652.13	$370.93	$2,281.20
1630U	Lecturer - Academic Year	1	$34,404.00	$66,930.00	$99,456.00	$81,654.60	$1,122.75	$157.03	$965.72
1974	Act Asso Professor-Acad Yr-B/E	1	$74,400.00	$80,500.00	$85,400.00	$97,722.00	$1,343.68	$187.93	$1,155.75
2260C	Fieldwork Consultant-AY-Cov	1		$40,000.00		$48,800.00	$671.00	$93.85	$577.15
3220	Asst Research-Fis Yr	1	$53,900.00	$60,000.00	$69,700.00	$74,664.00	$1,026.63	$143.58	$883.05
3228	Vis Asst Research ______-Fis Yr	1	$71,400.00	$80,000.00	$89,600.00	$98,006.67	$1,347.59	$188.47	$1,159.12
3240	Postgraduate Research ___-FY	2	$31,044.00	$47,500.00	$77,004.00	$63,256.19	$1,739.55	$243.29	$1,496.25
3252	Postdoc-Employee	11	$31,044.00	$47,500.00	$77,004.00	$63,256.19	$9,567.50	$1,338.11	$8,229.39
3253	Postdoc-Fellow	2	$31,044.00	$47,500.00	$77,004.00	$63,256.19	$1,739.55	$243.29	$1,496.25
3254	Postdoc-Paid Direct	8	$31,044.00	$47,500.00	$77,004.00	$63,256.19	$6,958.18	$973.17	$5,985.01
3258	Adj Professor-Acad Yr	1	$57,400.00	$63,500.00	$72,600.00	$78,690.00	$1,081.99	$151.33	$930.66
3278	Asst Adj Professor-Acad Yr	1	$57,400.00	$63,500.00	$72,600.00	$78,690.00	$1,081.99	$151.33	$930.66
3310	Asso Specialist	2	$45,048.00	$49,914.00	$54,240.00	$60,675.48	$1,668.58	$233.37	$1,435.21
3320	Asst Specialist	1	$36,096.00	$38,652.00	$41,352.00	$47,214.00	$649.19	$90.80	$558.40
3370	Vis (______)-Postdoc	1	$31,044.00	$47,500.00	$77,004.00	$63,256.19	$869.77	$121.65	$748.13
3504	Cont Education Specialist VI	1	$55,000.00	$57,650.00	$60,800.00	$70,536.33	$969.87	$135.65	$834.23
3574	Teacher-UNEX	2		$50,000.00		$61,000.00	$1,677.50	$234.62	$1,442.88
3999	Miscellaneous	1		$50,000.00		$61,000.00	$838.75	$117.31	$721.44
4001U	Recreation Supvr, Prin	1	$37,300.00	$52,200.00	$67,100.00	$63,684.00	$875.66	$122.47	$753.19
4002U	Recreation Supvr, Sr	1	$33,900.00	$47,400.00	$61,000.00	$57,868.67	$795.69	$111.29	$684.41
4122U	Resident Advisor	1	$25,400.00	$35,600.00	$45,700.00	$43,391.33	$596.63	$83.44	$513.19
4352U	Student Aff. Officer IV	2	$45,100.00	$63,100.00	$81,200.00	$77,022.67	$2,118.12	$296.24	$1,821.88
4353U	Student Affairs Officer II	2	$37,300.00	$52,200.00	$67,100.00	$63,684.00	$1,751.31	$244.94	$1,506.37
4354U	Student Affairs Officer I	2	$33,900.00	$47,400.00	$61,000.00	$57,868.67	$1,591.39	$222.57	$1,368.82
4355U	Student Aff. Officer III	3	$41,000.00	$57,400.00	$73,800.00	$70,028.00	$2,888.66	$404.01	$2,484.65
4672C	Clerk, Sr/Secretary	1	$23,652.00	$25,428.00	$28,632.00	$31,602.88	$434.54	$60.77	$373.76
4722C	_____Assistant III	15	$34,932.00	$38,256.00	$43,812.00	$47,580.00	$9,813.38	$1,372.50	$8,440.88
4723U	_____Assistant II	22	$30,720.00	$33,408.00	$38,256.00	$41,636.16	$12,594.94	$1,761.53	$10,833.41
4724C	_____Assistant I	5	$27,120.00	$29,400.00	$33,456.00	$36,590.24	$2,515.58	$351.83	$2,163.75
4727U	_____Assistant II-Supvr	1	$28,000.00	$39,200.00	$50,400.00	$47,824.00	$657.58	$91.97	$565.61

4804C	Computer Resource Spec. II	2	$36,540.00	$42,948.00	$52,752.00	$53,777.60	$1,478.88	$206.84	$1,272.05
4823C	Mail Processor	1	$24,384.00	$28,116.00	$31,848.00	$34,301.52	$471.65	$65.96	$405.68
5062C	Storekeeper, Sr	2	$27,324.00	$31,692.00	$36,048.00	$38,659.36	$1,063.13	$148.69	$914.44
5334C	Parking Representative	1	$23,928.00	$27,444.00	$30,960.00	$33,481.68	$460.37	$64.39	$395.99
5441U	Food Service Coordinator	1	$49,600.00	$69,400.00	$89,300.00	$84,708.67	$1,164.74	$162.90	$1,001.84
5442U	Food Service Manager, Prin	1	$41,000.00	$57,400.00	$73,800.00	$70,028.00	$962.89	$134.67	$828.22
6102C	Artist, Sr	1	$38,628.00	$45,552.00	$57,864.00	$57,764.56	$794.26	$111.09	$683.18
6452U	Program Representative III	1	$37,300.00	$52,200.00	$67,100.00	$63,684.00	$875.66	$122.47	$753.19
7162C	Engineering Aid, Sr	1	$27,504.00	$29,976.00	$32,592.00	$36,629.28	$503.65	$70.44	$433.21
7172C	Technician, Development, III	1	$35,400.00	$38,832.00	$42,528.00	$47,482.40	$652.88	$91.31	$561.57
7182U	Engineer, Development, Assoc	1	$54,600.00	$76,400.00	$98,300.00	$93,248.67	$1,282.17	$179.32	$1,102.84
7213U	Statistician	1	$41,000.00	$57,400.00	$73,800.00	$70,028.00	$962.89	$134.67	$828.22
7241U	Analyst, Administrative,Prin I	9	$49,600.00	$69,400.00	$89,300.00	$84,708.67	$10,482.70	$1,466.11	$9,016.59
7242U	Analyst, Administrative, Sr	4	$45,100.00	$63,100.00	$81,200.00	$77,022.67	$4,236.25	$592.48	$3,643.76
7243U	Analyst, Administrative	13	$37,300.00	$52,200.00	$67,100.00	$63,684.00	$11,383.52	$1,592.10	$9,791.42
7262U	Analyst,Public Administrat, Sr	1	$45,100.00	$63,100.00	$81,200.00	$77,022.67	$1,059.06	$148.12	$910.94
7600U	Prog./Analyst III-Supvr	2	$54,600.00	$76,400.00	$98,300.00	$93,248.67	$2,564.34	$358.65	$2,205.69
7601U	Programmer/Analyst III-Ucb	6	$54,600.00	$76,400.00	$98,300.00	$93,248.67	$7,693.02	$1,075.95	$6,617.07
7603U	Programmer Analyst II-Ucb	4	$45,100.00	$63,100.00	$81,200.00	$77,022.67	$4,236.25	$592.48	$3,643.76
7604U	Programmer/Analyst I-Ucb	1	$37,300.00	$52,200.00	$67,100.00	$63,684.00	$875.66	$122.47	$753.19
7615U	Accountant V	1	$54,600.00	$76,400.00	$98,300.00	$93,248.67	$1,282.17	$179.32	$1,102.84
7617U	Accountant III	1	$41,000.00	$57,400.00	$73,800.00	$70,028.00	$962.89	$134.67	$828.22
7646U	Admin. Specialist	5	$33,900.00	$47,400.00	$61,000.00	$57,868.67	$3,978.47	$556.43	$3,422.04
7671U	Public Information Rep, Sr	1	$45,100.00	$63,100.00	$81,200.00	$77,022.67	$1,059.06	$148.12	$910.94
7682U	Editor, Prin	2	$45,100.00	$63,100.00	$81,200.00	$77,022.67	$2,118.12	$296.24	$1,821.88
7683U	Editor, Sr	3	$37,300.00	$52,200.00	$67,100.00	$63,684.00	$2,626.97	$367.41	$2,259.56
7694U	Publications Coordinator, Sr	1	$37,300.00	$52,200.00	$67,100.00	$63,684.00	$875.66	$122.47	$753.19
8212C	Building Maintenance Worker,Sr	1	$30,444.00	$35,448.00	$40,464.00	$43,251.44	$594.71	$83.18	$511.53
8302C	Technician, Electronics, Sr	2	$42,528.00	$46,692.00	$51,336.00	$57,159.44	$1,571.88	$219.84	$1,352.04
8813C	Prepress Foreperson	1	$58,923.00	$67,761.45	$77,925.67	$83,208.11	$1,144.11	$160.02	$984.10
9283C	Pharmacy Asst I	1	$30,168.00	$34,176.00	$38,184.00	$41,694.72	$573.30	$80.18	$493.12
9552U	Botanical Gar/Arboretum Mgr	1	$33,900.00	$47,400.00	$61,000.00	$57,868.67	$795.69	$111.29	$684.41
9601C	Laboratory Asst IV	1	$35,676.00	$39,132.00	$42,948.00	$47,887.44	$658.45	$92.09	$566.36
9602C	Laboratory Asst III	1	$29,976.00	$32,592.00	$35,676.00	$39,952.56	$549.35	$76.83	$472.52
9603C	Laboratory Asst II	1	$25,488.00	$27,504.00	$29,976.00	$33,740.32	$463.93	$64.89	$399.04
9605C	Laboratory Asst I	1	$22,800.00	$24,516.00	$26,424.00	$29,987.60	$412.33	$57.67	$354.66
9610C	Staff Research Assoc IV	1	$41,832.00	$53,064.00	$67,320.00	$65,967.84	$907.06	$126.86	$780.20
9611C	Staff Research Assoc III	2	$38,052.00	$47,304.00	$61,188.00	$59,594.56	$1,638.85	$229.21	$1,409.64
9612C	Staff Research Assoc II	2	$34,500.00	$42,912.00	$55,512.00	$54,055.76	$1,486.53	$207.91	$1,278.63
9613C	Staff Research Assoc I	5	$31,416.00	$33,492.00	$37,488.00	$41,641.04	$2,862.82	$400.39	$2,462.43
9615U	Sra III - Supervisor	1	$37,300.00	$52,200.00	$67,100.00	$63,684.00	$875.66	$122.47	$753.19
9617C	Staff Res Assoc II-Nonexempt	1	$34,500.00	$42,912.00	$55,512.00	$54,055.76	$743.27	$103.95	$639.31
9722C	Scientist, Museum, Sr	1	$41,832.00	$53,064.00	$67,320.00	$65,967.84	$907.06	$126.86	$780.20
9723C	Scientist, Museum	1	$34,500.00	$42,912.00	$55,512.00	$54,055.76	$743.27	$103.95	$639.31
9900U	Staff Volunteer	2							
TOTALS	NEW HIRES	239				**$6,676,992.72**	**$215,441.22**	**$30,131.64**	**$185,309.58**

Appendix P: Parking and Transportation

I. Faculty/Staff Parking Permits

A. Follow these steps in order to receive your permit:

1. Present a valid Cal Photo ID
2. P&T will verify employment status through the Human Resources Management System (HRMS)

B. Employee Verification

1. Employees who purchase a permit for the first time in the Fiscal Year will be required to provide a photo ID to verify status in the Human Resources Management System (HRMS).If the employee's updated information is not in HRMS, the employee must ask his or her Payroll representative to complete and sign an Employment Verification Form (PDF, 33 KB). We cannot accept incomplete forms. P&T will check HRMS in one month from date of purchase to verify information on the Employment Verification Form. If HRMS is still not updated after one month, employee may be required to return the permit.

1. Employees are required to inform P&T Customer Services of any change in employment.

C. Payroll Deduction

1. If you are a full time/career employee or on casual employment status through the end of the fiscal year, the annual permit fee can be deducted from your paycheck each month for most permit types. Contact the P&T Customer Services office for information on how to start or cancel payroll deduction of your permit fees.