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00:00:04.200 --> 00:00:10.340

UCR: Good afternoon, everybody. Thank you so much for all of you who joined today's Vision Seminar

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00:00:10.350 --> 00:00:25.619

UCR: from our final candidate for the Associate Vice Chancellor to Human resources. Superposition. My name is Christine Richterino. I'm. The Associate Chancellor I'm, sharing the Search Committee, and for today's vision Seminar

3

00:00:25.630 --> 00:00:44.569

UCR: We're pleased to welcome Alex Nakana Alex is currently the human resources manager at the Inland of Empire, Utility, agency, previous to This role Alex served as associate vice, President of human Resources and co-chief. Diversity Officer at Cal State University, San Bernardino.

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00:00:44.580 --> 00:00:56.749

UCR: He received his bachelor of Arts in history from Uc. Berkeley and his master of public administration from Cal State University in Virginia, so he's a Uc. And a csu.

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00:00:56.820 --> 00:01:14.990

UCR: Please be advised that we have provided Alex with a prompt for the vision Seminar. He'll spend about twenty minutes discussing the following topic: one: the opportunities and challenges facing human resources over the next several years to the specific opportunities and challenges he sees in Ucr

6

00:01:15.000 --> 00:01:22.120

UCR: and his vision for human resources at Ucr, and how we would work towards achieving that vision.

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00:01:25.460 --> 00:01:35.229

UCR: At the conclusion of Alex's presentation we'll open the session up for questions or see you will facilitate questions, and we'll be taking questions here. Live as well as online.

8

00:01:35.410 --> 00:01:44.690

UCR: If you're joining us in person. Please raise your hand, and one of our team members will come to you with the microphone. And for those of you who've joined us by the Webinar. Hello there,

9

00:01:44.700 --> 00:01:53.329

UCR: please submit your question using the Q. And A. Function. And with that please story me in welcoming Alex.

10

00:01:56.420 --> 00:02:19.410

UCR: Well, good afternoon, everyone. It is truly a pleasure to be here with you for those of you who have been so committed to sit in multiple sessions with me. An extra. Thank you.

11

00:02:19.420 --> 00:02:36.190

UCR: Hr. And Hr. In general is facing and opportunities for the future, as Christine has shared role is to discuss the challenges and opportunities for Hr. As an industry. Um a little bit about what I see here in terms of those challenges for Ucr. Hr.

12

00:02:36.200 --> 00:02:41.200

UCR: And then a vision for what I think Hr. Means to be if I were here.

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00:02:45.740 --> 00:02:58.429

UCR: So i'm going to break protocol with most job interviews and start with a personal story, because I think, as this quote says, What we learn becomes part of who we are.

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00:02:58.460 --> 00:03:07.980

UCR: This information I want to share with you really has been a critical part of my leadership, philosophy, and development, and how I would like to meet here at the University.

15

00:03:08.280 --> 00:03:11.100

UCR: So in

16

00:03:11.440 --> 00:03:15.249

UCR: maybe a couple of weeks after Author's Day, two thousand and twenty,

17

00:03:15.360 --> 00:03:23.930

UCR: I, during the first summer of the pandemic. If you guys remember at that time reading it much about Covid, we were still trying to figure out what was going on,

18

00:03:24.020 --> 00:03:27.470

UCR: and people at that point Who that significant

19

00:03:27.660 --> 00:03:28.990

UCR: he's sick, or you'll,

20

00:03:29.000 --> 00:03:33.899

UCR: and went into the hospital oftentimes in come back out

21

00:03:34.540 --> 00:03:42.790

UCR: a really scary time in the cooling period. It was during this time that I, right after Father's day contracted.

22

00:03:42.800 --> 00:03:44.000

UCR: I'll go

23

00:03:44.280 --> 00:03:45.389

UCR: at that point, was released.

24

00:03:46.260 --> 00:03:47.420

UCR: Experience

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00:03:47.660 --> 00:04:04.910

UCR: and I settled through nine days of high fevers under two hundred and three hundred and four continuously. I would get better in the evening, and it'd get worse in a couple of hours, regardless of whatever medication I took.

26

00:04:04.920 --> 00:04:12.410

UCR: As the day is trended forward, my oxygen levels get trending one. So the point where I get below eighty five,

27

00:04:13.090 --> 00:04:27.330

UCR: and so I called Kaiser, you know, and he said, What do I do? Do I come in everything i'm hearing on the news says, Come in, if you should, and they're honest. Answer. Their candid answer to me was, Well, you're still breathing on your own,

28

00:04:27.440 --> 00:04:29.640

UCR: and you've gone this long.

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00:04:29.790 --> 00:04:33.690

UCR: So if it gets more serious, and you feel like you can't breathe anymore.

30

00:04:33.700 --> 00:04:34.800

It's.

31

00:04:35.220 --> 00:04:42.180

UCR: And I knew at that time the lived reality at that time was that if I went in. I wasn't sure if i'd come back out

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00:04:42.440 --> 00:04:44.530

UCR: now, i'm a father of seven,

33

00:04:44.550 --> 00:04:47.950

UCR: and someone who loves my family,

34

00:04:48.010 --> 00:04:53.349

UCR: and I had to make a phone call that my wife did not know I was having to my benefits manager at that time,

35

00:04:53.860 --> 00:05:09.150

UCR: and I called her and I said, Listen, My wife ex-military school teacher principal up his nails. The one thing I know she doesn't want to will not want to deal with is anything having to do with my benefits, or all of those forty Hr things

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00:05:09.180 --> 00:05:12.910

UCR: she'll be focusing on the family if something happens.

37

00:05:13.110 --> 00:05:18.840

UCR: I told her my benefits manager. If in three days you don't hear from me,

38

00:05:19.490 --> 00:05:21.280

UCR: actually have gone into the hospital. The

39

00:05:21.660 --> 00:05:25.649

UCR: I need you at that point to check in with my wife

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00:05:26.020 --> 00:05:29.070

UCR: and walk her through what her options

41

00:05:29.470 --> 00:05:32.480

UCR: and the resources and the things that show me

42

00:05:32.560 --> 00:05:34.810

UCR: to help focus on the landing

43

00:05:36.420 --> 00:05:40.239

UCR: conversation, probably not unique to myself,

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00:05:40.420 --> 00:05:43.410

UCR: but definitely the hardest one I've ever had to have.

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00:05:44.280 --> 00:05:46.250

UCR: Luckily I made it through,

46

00:05:46.430 --> 00:06:02.510

UCR: and I eventually recovered. But from that experience, and because of what we're seeing now is the effects of Kovat, any of the underlying conditions and things that have been circulating from years of work Habits

47

00:06:03.270 --> 00:06:04.330

UCR: I it came to the for,

48

00:06:05.780 --> 00:06:09.259

UCR: and it altered me physically,

49

00:06:10.060 --> 00:06:12.890

UCR: and so I had to have a real conversation with my daughter

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00:06:13.260 --> 00:06:18.989

UCR: and my wife about what my options were, and where I was physically healthy at that time.

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00:06:19.130 --> 00:06:20.600

UCR: So

52

00:06:20.660 --> 00:06:27.940

UCR: after a lot of fun prayer on it, I spoke to the President of Cal State, and I said, listen.

53

00:06:28.140 --> 00:06:32.889

UCR: You call me for a mission and a purpose to come here. We've achieved

54

00:06:32.900 --> 00:06:34.469

UCR: up to this point.

55

00:06:34.490 --> 00:06:38.529

UCR: We've got good people in place, but I've gone as far as I can go.

56

00:06:38.930 --> 00:06:41.949

UCR: My health I has to get taken care of,

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00:06:42.490 --> 00:06:45.509

UCR: and so I gave four months notice.

58

00:06:50.330 --> 00:06:51.780

UCR: We'll probably know

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00:06:53.230 --> 00:06:54.409

UCR: Sold our house.

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00:06:56.500 --> 00:06:58.720

UCR: You go forward. We're done

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00:06:58.840 --> 00:07:00.510

UCR: no other alternative,

62

00:07:01.350 --> 00:07:09.589

UCR: because I understood at that point where I was, and I had come face to face with the effects of not taking care of yourself.

63

00:07:10.360 --> 00:07:13.449

UCR: And so I spent four months,

64

00:07:20.710 --> 00:07:22.370

UCR: the healthy boundaries

65

00:07:22.840 --> 00:07:26.149

UCR: to be prioritizing the things that needed to happen in my life,

66

00:07:26.400 --> 00:07:30.879

UCR: because, whatever else I was going to do whatever job I eventually took.

67

00:07:31.170 --> 00:07:33.649

UCR: I couldn't do that. Well, if I wasn't.

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00:07:34.850 --> 00:07:39.780

UCR: And so why am I sharing all of this personal story with you

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00:07:46.480 --> 00:07:57.919

UCR: truly transformed me. I've always been a person and a leader who cared about people who sought to do well for others to serve others. But I hadn't been as compassionate enough with myself,

70

00:07:58.850 --> 00:08:05.800

UCR: and from that experience and understanding the need to really recontextualize work and life.

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00:08:05.960 --> 00:08:07.110

UCR: Yes,

72

00:08:07.190 --> 00:08:15.489

UCR: build my leadership approach, and this is important because it has cemented my values in taking care of people.

73

00:08:15.650 --> 00:08:24.169

UCR: I cemented my values in honoring our health and well-being as cemented and clarified for me the importance of culture,

74

00:08:25.020 --> 00:08:27.240

UCR: a healthy work environment.

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00:08:27.760 --> 00:08:43.290

UCR: And I share that with you, because, as you as a campus collectively determine who's the right leader for you, it's not just about what the challenges of today are, or what the challenges and opportunities, maybe this year or next year.

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00:08:43.299 --> 00:08:50.830

UCR: But do you have a leader that will have the philosophical value and framework

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00:08:50.860 --> 00:08:53.620

UCR: to help build a resilient organization,

78

00:08:54.580 --> 00:08:59.689

UCR: so that we're ready for today's, challenges and tomorrow's challenges, and the time after that,

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00:08:59.700 --> 00:09:09.069

UCR: so at least with me as we deal with Ppsm. Or Union contracts, or monkey pops, or whatever craziness comes to us.

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00:09:09.350 --> 00:09:11.459

UCR: That's not analytical framework.

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00:09:18.220 --> 00:09:21.960

UCR: So what are the challenges that all of Hr. Is experiencing,

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00:09:21.970 --> 00:09:31.009

UCR: you know surprise, surprise, and this isn't new to the public sector. But it is accentuated now everywhere. Talent, attraction and retention.

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00:09:31.090 --> 00:09:40.960

UCR: I just last night read a survey from Pricewaterhouse Cooper, that said that there is a prediction that inflation and cost of

84

00:09:41.340 --> 00:09:48.739

UCR: wages will continue to rise at least four point five to seven percent over the next few years.

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00:09:49.260 --> 00:09:54.930

UCR: That expense makes it harder and almost impossible for any organization to pay enough,

86

00:09:55.140 --> 00:10:02.500

UCR: and it's even more difficult for a higher institution. So organizations are struggling with attracting people

87

00:10:03.400 --> 00:10:06.959

UCR: more importantly for organizations like ourselves, retaining,

88

00:10:07.790 --> 00:10:14.570

UCR: making sure that they've got an environment where they're not wanting to just go somewhere else or chase the next dollar.

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00:10:14.590 --> 00:10:23.080

UCR: One of the interesting things that that survey shared was that there will always be another place that can provide more money or more Perks.

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00:10:23.470 --> 00:10:28.210

UCR: But what can't be replicated is the culture and the values and the



91

00:10:29.810 --> 00:10:31.270

part of our community.

92

00:10:31.510 --> 00:10:43.310

UCR: And so every organized organization and employer is looking to. How do we bring people in? We know we can't compete in all aspects of it. But how do we really put our best put forward?

93

00:10:43.770 --> 00:10:45.940

UCR: Employee Health and well-being

94

00:10:46.630 --> 00:10:50.390

UCR: employees have discovered, as they should have

95

00:10:50.400 --> 00:10:58.560

UCR: myself included. That there's more to life than just work. Work is a big part of who we are. It's a big part of our identity.

96

00:10:58.730 --> 00:10:59.879

They're right in it.

97

00:11:00.030 --> 00:11:03.439

UCR: But if it's that kind of a cost to yourself.

98

00:11:03.700 --> 00:11:09.489

UCR: Your belief that you have to make the work happen won't matter if you're not there,

99

00:11:09.880 --> 00:11:28.900

UCR: whether because you're too sick or you're burned out. You have moved on to the next school somewhere else. And so part of the challenge that organizations are finding is well. How do we in this shift in technology. How are we focusing on a tangible health and wellness effort for our employees and that doesn't mean,

100

00:11:28.910 --> 00:11:42.400

UCR: you know, memberships to gyms that doesn't mean just necessarily better, that it means, how are we implementing opportunities and programs that allow people

101

00:11:43.450 --> 00:11:47.369

UCR: a chance to make sure that they have the boundaries that help  
Indeed,

102

00:11:47.640 --> 00:11:50.190

UCR: aged and successful mental health, the

103

00:11:50.460 --> 00:11:55.100

UCR: is now more prominent and something that's important than there ever  
was before

104

00:11:56.040 --> 00:11:58.989

UCR: prioritizing or development and culture

105

00:11:59.000 --> 00:12:01.710

UCR: and employee training, development and engagement.

106

00:12:02.670 --> 00:12:11.980

UCR: It's not just. Are we having enough certifications? Are there enough  
programs for career development? How are we building the structures and  
opportunities

107

00:12:12.060 --> 00:12:15.739

UCR: in place that really do create growth

108

00:12:15.820 --> 00:12:17.490

UCR: and engagement.

109

00:12:17.560 --> 00:12:33.950

UCR: Some people are really happy in the role that they have, but maybe  
they want to add a different element to it, perhaps to be part of lead or  
staff assembly, or serve as some kind of cohort. What employees are  
looking for is part of the new retention, effort, and talent need.

110

00:12:34.090 --> 00:12:36.969

UCR: This is the organization

111

00:12:37.040 --> 00:12:38.550

UCR: he's on up,

112

00:12:38.560 --> 00:12:45.540

UCR: and not just in white papers and mission statements and value  
statements. But what do The daily actions look like,

113

00:12:45.730 --> 00:12:51.849

UCR: you know. Is there a period of time carved out once a week for training and development, or I'm not having it.

114

00:12:52.870 --> 00:12:54.470

UCR: Yes,

115

00:12:55.020 --> 00:13:01.069

UCR: lastly, all employers are trying to navigate the post-operative work realities.

116

00:13:01.370 --> 00:13:12.780

UCR: We went mostly in ired and in other places, from no remote work or limited remote work, not really having the apparatus for it to be thrown into one hundred percent.

117

00:13:13.240 --> 00:13:17.330

UCR: And now, as we move to the next phase of the pandemic,

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00:13:17.950 --> 00:13:21.099

UCR: it's a conversation around. Okay,

119

00:13:21.650 --> 00:13:25.260

UCR: which model are we going? To? Which way are we moving?

120

00:13:25.940 --> 00:13:32.029

UCR: And that's something that employers are having to battle again With respect to the talent, attraction, and retention.

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00:13:32.360 --> 00:13:38.440

UCR: Employees understand that if a lot of employers understand that we need to try to find that flexibility

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00:13:38.470 --> 00:13:39.590

UCR: they can

123

00:13:40.140 --> 00:13:41.759

UCR: for our employees,

124

00:13:41.890 --> 00:13:44.070

UCR: what? What a services look like!

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00:13:44.950 --> 00:13:56.130

UCR: How can we continue to meet our mission and still keep talent? Because if we keep having turnover, we're not going to be able to keep it, and that looks different for every industry,

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00:13:56.140 --> 00:14:06.350

UCR: and then looks different for each organization, and even within a large institution like Ucr, it looks a little different within specific organs,

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00:14:06.670 --> 00:14:17.389

UCR: but underlying all of that is the value on providing employee agency, empowerment, valuing health and wellness,

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00:14:17.420 --> 00:14:20.179

UCR: and really coming together collaboratively

129

00:14:20.330 --> 00:14:26.900

UCR: to develop a good service model in our reality. Because we're not going back to pre-covid

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00:14:27.530 --> 00:14:34.840

UCR: wherever we end up Covid happened is forever alter how we do work, and it's just about moving forward

131

00:14:36.550 --> 00:14:39.449

UCR: particular challenges here at Ucr.

132

00:14:41.200 --> 00:14:45.879

UCR: First of all, I want to say that, having been a prior employee at Ucr with the

133

00:14:46.180 --> 00:14:48.560

UCR: I know how amazingly

134

00:14:53.350 --> 00:15:07.569

UCR: and not just the central Hr: I'm. Talking about the units out with the academic departments, I think. What's one thing that's clear about the Ucr employees in general is that we give,

135

00:15:08.320 --> 00:15:11.329

UCR: but we have certain challenges here as an institute

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00:15:12.130 --> 00:15:19.079

UCR: get addressed, one of them for Hr. In particular, and I don't think you can take any one of these and publicly apply it to different organizations.

137

00:15:19.810 --> 00:15:24.070

UCR: But for Hr. Navigating the impacts of leadership and stability.

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00:15:25.240 --> 00:15:27.400

UCR: You've had multiple crowds

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00:15:27.430 --> 00:15:39.269

UCR: over the last few years. You had changes in the Eod directors of compensation directors, elr directors, and those things accumulate.

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00:15:39.930 --> 00:15:43.740

UCR: If anything, because we lose institutional knowledge

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00:15:44.330 --> 00:15:47.609

UCR: equally as important, and it speaks to the sense of

142

00:15:47.670 --> 00:15:48.950

is the value.

143

00:15:49.220 --> 00:15:54.289

UCR: When you have those transitions, it's difficult for an organization to understand.

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00:15:54.300 --> 00:15:58.770

UCR: What's our vision? What's our plan? What are we going to do

145

00:15:59.090 --> 00:16:01.440

UCR: year from now or five years from now? The

146

00:16:01.970 --> 00:16:08.560

UCR: And so it's difficult to make those things happen if we're not having a stable situation.

147

00:16:09.980 --> 00:16:16.230

UCR: Other challenges revitalizing Hr Culture values and community. It's a challenge, but it's a not great opportunity.

148

00:16:16.770 --> 00:16:23.349

UCR: We've got an amazing core of people who I know value, collaboration, value community.

149

00:16:23.460 --> 00:16:26.940

UCR: Now, you're making an impact and serving the University Mission.

150

00:16:27.310 --> 00:16:29.140

UCR: But we, those in leadership

151

00:16:29.400 --> 00:16:39.610

UCR: the Hr. And at the campus we need to make sure we revitalize and redefine what that culture looks like, which is one that talks about psychological safety.

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00:16:39.800 --> 00:16:47.469

UCR: It's one that focuses on building trust. Leader is giving trust first and earning trust from your staff.

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00:16:48.010 --> 00:16:53.480

UCR: It means ensuring that in Hr. We have candid and honest conversations among them

154

00:16:53.550 --> 00:17:01.180

UCR: ourselves, about where we are in our service, how the campus feels about our abilities, and what the plan needs to be

155

00:17:03.640 --> 00:17:08.109

UCR: uh ensuring ongoing resources and service alignment.

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00:17:08.190 --> 00:17:12.990

UCR: I know having been here before. That's a challenge for a lot of departments.

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00:17:13.000 --> 00:17:16.220

UCR: There will always be more work than there are people in money,

158

00:17:16.510 --> 00:17:29.149

UCR: and it's not a question of getting all the resources that you would like to have there isn't any number of resources. But are we having honest conversations, candid conversations about what we actually can do?

159

00:17:29.690 --> 00:17:32.550  
UCR: I like in the situation in Hr.

160  
00:17:32.590 --> 00:17:34.170  
UCR: It was stress, fraction.

161  
00:17:34.660 --> 00:17:42.680  
UCR: And what do I mean by that the stress fracture is a cracking, a bone that occurs as a result of constant and ongoing pressure,

162  
00:17:43.540 --> 00:17:49.639  
UCR: without the opportunity for revitalization, rehabilitation, or proper nourishment,

163  
00:17:50.460 --> 00:17:59.610  
UCR: and a stress fracture is tricky because it starts really small, and when you first get it you can still walk. You can still carry the weight. You can still do the most of your functions.

164  
00:18:01.560 --> 00:18:06.829  
UCR: But you end up over time if you don't monitor and heal that

165  
00:18:07.090 --> 00:18:12.290  
UCR: fracture grows, and what you were easily able to do before

166  
00:18:12.940 --> 00:18:15.019  
UCR: it is no longer possible

167  
00:18:15.250 --> 00:18:18.459  
UCR: until you have in the worst case scenario a whole break,

168  
00:18:19.410 --> 00:18:25.330  
UCR: and that is from my perspective. After having read the Deloitte, report what we have

169  
00:18:25.410 --> 00:18:27.389  
UCR: we had hr under

170  
00:18:27.400 --> 00:18:31.140  
UCR: as mostly campus under stressful conditions,

171  
00:18:31.440 --> 00:18:39.000

UCR: that'll always be the case. There is not a situation where you're stress-free. But are we taking care of our employees?

172

00:18:39.090 --> 00:18:46.330

UCR: Are we ensuring appropriate rest Are we rehabilitating them as they're working from project to project

173

00:18:47.630 --> 00:19:06.759

UCR: so that's one of the key things that, as the crow, you know, I have to help make sure that we are ah bringing in, and you know, moving forward the strategic initiatives of the campus. I can't just say, hey? Sorry, Hr Doesn't have enough resources. We can't do it, but it is communicating.

174

00:19:07.300 --> 00:19:13.920

UCR: Here's what we can do. Or here's a reasonable timeline, or here are some alternatives

175

00:19:14.120 --> 00:19:15.300

UCR: and an engagement

176

00:19:15.330 --> 00:19:23.290

UCR: in that dialogue, and that's one of the important roles of the crow is to ensure that they're speaking not just for Hr, but for the reality of all staff.

177

00:19:23.740 --> 00:19:25.649

UCR: And hopefully they're receiving this information,

178

00:19:26.310 --> 00:19:28.160

UCR: people across the campus,

179

00:19:28.170 --> 00:19:31.189

UCR: so that when leadership is making these difficult decisions,

180

00:19:31.840 --> 00:19:34.099

having been at cabinet-level conversations,

181

00:19:34.180 --> 00:19:36.130

UCR: they're all hard decisions,

182

00:19:36.380 --> 00:19:39.050

UCR: they're helping to make the best of one disease



183

00:19:40.850 --> 00:19:49.030

UCR: making investment in the organization in Hr. And in the staff of cornerstone value.

184

00:19:52.110 --> 00:19:53.719

UCR: He's a plan.

185

00:19:53.760 --> 00:19:58.350

UCR: How are we going? We don't have endless resources. But here's the plan.

186

00:20:04.270 --> 00:20:05.919

UCR: Here are some options that we did.

187

00:20:06.130 --> 00:20:07.349

He provides you.

188

00:20:07.580 --> 00:20:11.140

UCR: Here is the long-term conversation on what we want you to do

189

00:20:12.080 --> 00:20:18.879

UCR: maybe having those thoughtful conversations. It means, you know, checking in with the management team that I would have and say, How are we doing those

190

00:20:20.720 --> 00:20:24.079

UCR: instead of how many projects, or how many things were completed.

191

00:20:24.550 --> 00:20:27.370

UCR: How? What is the organisation of Health

192

00:20:27.500 --> 00:20:29.430

UCR: and our employees

193

00:20:29.470 --> 00:20:31.319

UCR: in the organization of the Department?

194

00:20:32.060 --> 00:20:40.690

UCR: And then the last challenge? It's not the only challenge to be honest with me, but the one I have listed here is establishing a unified campus. Hr. Voice.

195

00:20:40.820 --> 00:20:50.069

UCR: I think, in the best circumstances. When I was here previously. We got to a point where there was a lot of good coordination,

196

00:20:50.990 --> 00:20:56.119

UCR: but we were still working on having a consistent and unified voice.

197

00:20:56.390 --> 00:21:03.370

UCR: That's a challenge, because in the last few years Kovat, as with everything else in life, only magnified the

198

00:21:03.720 --> 00:21:05.960

UCR: the things that were challenges before.

199

00:21:06.390 --> 00:21:18.230

UCR: And so now we have to rebuild on that, and ensure that as a leader of Hr. I'm. Not just the leader of Central, each of the Hr function,

200

00:21:18.740 --> 00:21:31.250

UCR: and these divides that we know exist. But Don't speak of. We'll hear that. Hr. Ap.

201

00:21:31.430 --> 00:21:32.700

UCR: We have to find a way

202

00:21:32.890 --> 00:21:34.390

UCR: to eliminate those lines,

203

00:21:34.400 --> 00:21:40.470

UCR: not to eliminate roles or stop it, distinguishing characteristics

204

00:21:42.460 --> 00:21:47.720

UCR: of um, ensuring that people have a united.

205

00:21:49.320 --> 00:21:52.620

UCR: So my Hr. As I envision it,

206

00:21:52.630 --> 00:22:10.930

UCR: is defined by these kind of key, five points, one a transparent, encouraging, and uplifting environment. I need my talent to remain, to

grow and to help us be leaders in an organization, and to do that people have to feel good about our culture.

207

00:22:11.410 --> 00:22:17.769

UCR: I want an Hr. That a place where people are inspired, feel valued, and remain engaged

208

00:22:17.950 --> 00:22:19.480

UCR: regularly

209

00:22:20.290 --> 00:22:26.609

UCR: valuing a growth mindset founded on curiosity, integrity, and service meaning.

210

00:22:26.850 --> 00:22:28.620

UCR: It has something out.

211

00:22:28.840 --> 00:22:30.789

UCR: You made me make a mistake

212

00:22:30.830 --> 00:22:33.360

UCR: and you learn from it. And it's okay.

213

00:22:33.740 --> 00:22:44.249

UCR: An active and dynamic influencer and change agent at Ucr and beyond. We don't want to just. We don't want to just process. We want to lead

214

00:22:51.810 --> 00:22:56.629

UCR: an integrated community of professionals, providing holistic solutions to

215

00:23:04.510 --> 00:23:08.349

UCR: and asking our peers in the share governance model.

216

00:23:08.440 --> 00:23:15.389

UCR: How to do that? Not just assuming, because we're Hr, we have all the answers. Here's what we understand

217

00:23:15.430 --> 00:23:17.430

UCR: the possible solutions.

218

00:23:17.720 --> 00:23:19.730

UCR: Please give us an input

219

00:23:26.130 --> 00:23:28.389

UCR: eighteen minutes. I figured I have a minute left

220

00:23:34.740 --> 00:23:52.630

UCR: focus on transparency and trust. People need to know the reality in a hopeful way. Not just things are difficult. But here's the possibility. And here's how the plan is going to work, revitalize culture of values, addressed baselining the structures.

221

00:23:52.780 --> 00:23:56.410

UCR: Stephen Wyden realigned talent.

222

00:23:56.590 --> 00:24:06.559

UCR: We We look at Hr as a function across the campus because one of the challenges we have is we'll have a great person out in the units that maybe moves on to another opportunity, and there's a

223

00:24:06.730 --> 00:24:08.950

UCR: loss of continuity.

224

00:24:09.440 --> 00:24:12.470

UCR: How do we look at Hr. As an entire function

225

00:24:12.610 --> 00:24:16.729

UCR: and developing. So there's obsession planning across the campus,

226

00:24:18.180 --> 00:24:22.559

UCR: and then the last two men networks and make communication in cornerstone.

227

00:24:23.260 --> 00:24:26.200

UCR: Talk to the campus about what we're doing.

228

00:24:26.260 --> 00:24:28.739

UCR: It didn't work about. How will you be?

229

00:24:29.620 --> 00:24:33.300

UCR: And ensure that we're having collaborative discussions,

230

00:24:33.660 --> 00:24:38.459

UCR: big scale, small scale, and regularly ongoing

231

00:24:38.470 --> 00:24:46.020

UCR: beyond communicating all the Hr. Information. But really, what are we trying to accomplish? And how much time does this name look like?

232

00:24:47.830 --> 00:24:51.680

UCR: So I share this with you, and I share this final quote.

233

00:24:51.730 --> 00:24:57.789

UCR: If you want to go fast, go alone. If you want to go far, go together.

234

00:24:57.880 --> 00:25:03.629

UCR: So as the head of Hr. I would be responsible for helping you move this along.

235

00:25:03.710 --> 00:25:08.880

UCR: But if we're going to make the changes that the Lloyd said, or that we know in our hearts need to happen

236

00:25:09.420 --> 00:25:12.190

UCR: one in this room, everyone online,

237

00:25:19.940 --> 00:25:23.910

UCR: and to value you in your perspective and to help them that it fruition.

238

00:25:23.960 --> 00:25:25.929

UCR: So that is my

239

00:25:26.240 --> 00:25:28.360

UCR: vision for guitar

240

00:25:34.990 --> 00:25:50.639

UCR: the same frame. Thank you, Alex. Now we are going to move over to the question part of this, so we'd like to open it up, for In-person or the Webinar, those on the Webinar feel free to use the Q. And A.

241

00:25:54.990 --> 00:25:58.230

UCR: For them back in class.

242

00:25:59.070 --> 00:26:09.450

UCR: I have a question that's submitted via the Webinar In my experience, c-hr at the University is an organization, that Among other things, manages risk.

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00:26:09.460 --> 00:26:20.490

UCR: I have personally found that Hr. And enterprise in the University of California to be extremely risk at first, sometimes in ways that have not been in the interest of the university.

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00:26:20.500 --> 00:26:28.870

UCR: Can you talk about your approach to risk in the context of the proposition? Please give an example of how you have approached Risk in the past.

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00:26:30.110 --> 00:26:32.210

UCR: That's a deep question.

246

00:26:32.220 --> 00:26:40.779

UCR: Ok, I will try to give a succinct answer to that. So the reality is that all of us have a responsibility for risk mitigation.

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00:26:40.900 --> 00:26:57.960

UCR: So it being something only Hr or Campus Council has a responsibility for is not true. It's all of us. Now, Hr's responsibility or role in that is, to provide context. What are the rules of the game? What are the things that we have to consider?

248

00:26:57.970 --> 00:27:07.540

UCR: And as when I was with the director of employing labor relations. There are very few campus in the black and white answers.

249

00:27:07.670 --> 00:27:13.990

UCR: There's just a lot of gray and the spectrum and a continuum of options.

250

00:27:14.020 --> 00:27:22.229

UCR: And so what you're in the balance of doing is a balancing act. We're trying to figure out. What could the consequences be of this action?

251

00:27:22.580 --> 00:27:27.149

UCR: And how does that play out against what we need to accomplish?

252

00:27:28.020 --> 00:27:31.150

UCR: And what are the likelihoods of those things occurring?

253

00:27:31.160 --> 00:27:44.079

UCR: And so in Elr? That was a constant dialogue. We've got an individual who has. We've investigated, and there's a substantiated claim of X, y, and Z.

254

00:27:44.620 --> 00:27:46.900

UCR: Well, what's the action? We should here?

255

00:27:49.130 --> 00:27:53.620

UCR: Well, Let's let's completely fire the employee, because that's unacceptable.

256

00:27:54.050 --> 00:27:55.870

UCR: I don't know.

257

00:27:56.180 --> 00:27:59.989

UCR: Give them a fair chance. Did they know that they weren't doing well?

258

00:28:00.490 --> 00:28:04.070

UCR: Did we provide them the tools to be successful.

259

00:28:04.610 --> 00:28:11.400

UCR: Yes, yes, and yes, and let's move forward. If we didn't, then how is that fair to our employee?

260

00:28:11.690 --> 00:28:14.329

UCR: How are we valuing them as an asset.

261

00:28:15.860 --> 00:28:20.179

UCR: Perhaps we need to hold some accountability, but

262

00:28:21.330 --> 00:28:22.519

the race.

263

00:28:22.640 --> 00:28:25.210

UCR: And so Hr. Is in this,

264

00:28:25.610 --> 00:28:28.910

UCR: in this conversation, regularly of

265

00:28:29.280 --> 00:28:32.500

UCR: understanding what our strategic goals are,

266

00:28:32.960 --> 00:28:34.280

UCR: and values

267

00:28:34.310 --> 00:28:36.860

UCR: and taking decisions in that framework.

268

00:28:37.120 --> 00:28:46.120

UCR: Um, Someone really wise earlier said that really our success comes from our people, our culture, our programs.

269

00:28:46.230 --> 00:28:48.799

UCR: How are we pushing those things forward?

270

00:28:49.100 --> 00:29:03.200

UCR: How are we promoting our people, our culture and our programs, and whatever risk mitigation we're trying to achieve, isn't taking us away from that. And if so, is that because the possible impact is greater?

271

00:29:03.260 --> 00:29:09.380

UCR: But we're moving towards achieving those goals, and that's part of what Hr. Has to do.

272

00:29:24.120 --> 00:29:45.149

UCR: Um, i'm curious about your thoughts on our campus is going to is planning on expanding so much in the near future. We're going to be bringing in so many students having so many more faculty. And we're planning on bringing in our staff. But I do think that one of the concerns that I hear amongst staff is

273

00:29:45.180 --> 00:29:49.780

UCR: Oh, no! How are we going to do this with pizza? We're like concerned about?

274

00:29:50.370 --> 00:29:55.230

UCR: What is the expansion of staff going to look like

275

00:29:55.350 --> 00:30:11.500

UCR: or not really knowing about what that looks like. And we all work hard. A lot of people are overworked. What would the priority be, or what would be like guidance for



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00:30:11.590 --> 00:30:22.780

UCR: leadership on campus in terms of like. How the set that I think, if we have concerns related to the findings of the delay,

277

00:30:23.070 --> 00:30:32.750

UCR: and we're going to bring it so much more so. What do the priorities of in knowing about this expansion that you see are is taking on

278

00:30:38.470 --> 00:30:46.069

UCR: the impact of how do we address them? It's not a Ucr thing, only it's something that we're experiencing

279

00:30:46.240 --> 00:30:47.610

across the board,

280

00:30:56.140 --> 00:31:10.700

UCR: having sat at other Cabinet meetings. I can share with you that what I have found successful is institutional research usually has a pretty good feed on where we are and what's going on, and projections anticipated,

281

00:31:11.210 --> 00:31:13.050

UCR: we have a sense

282

00:31:13.140 --> 00:31:14.470

UCR: with any

283

00:31:15.250 --> 00:31:20.850

UCR: to five-year budget reality obviously in things like Covid it, we

284

00:31:21.010 --> 00:31:22.620

UCR: where we can turn around,

285

00:31:23.320 --> 00:31:25.630

UCR: and what I've seen done successfully is

286

00:31:25.720 --> 00:31:29.160

UCR: anticipating. What are the growth trends that we're seeing,

287

00:31:29.350 --> 00:31:39.750

UCR: and what are the critical areas currently that we know are creating the greatest amount of turnover, burnout,

288

00:31:41.200 --> 00:31:44.690

UCR: fml, or weave um applications,

289

00:31:45.190 --> 00:31:52.220

UCR: and trying to see, as we're anticipating the growth, what can be done about retaining those positions

290

00:31:52.800 --> 00:31:55.159

UCR: and stabilizing it.

291

00:31:55.270 --> 00:31:58.359

UCR: And what should be the staffing plan

292

00:31:58.470 --> 00:32:05.070

UCR: moving forward. There's a lot of components that go into that. But I think that as part of the leadership team,

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00:32:05.250 --> 00:32:11.740

UCR: their conversations around. What is the reality of Ucr over the next few years?

294

00:32:12.030 --> 00:32:16.560

UCR: What are the critical staffing shortages or issues that we're facing,

295

00:32:21.030 --> 00:32:29.379

UCR: and I think that's scary sometimes to put that out there as a conversation, because people will like to look at that and say, Hey, you promised me ten positions.

296

00:32:29.780 --> 00:32:33.949

UCR: And what needs to be understood is that there has to be a dialogue around

297

00:32:34.030 --> 00:32:36.199

UCR: why and what those positions

298

00:32:36.350 --> 00:32:45.660

UCR: and the fact that things may evolve. But what I know is a fact is that when there is a lack of information or a lack of plan,

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00:32:45.890 --> 00:32:47.220

UCR: he

300

00:32:47.390 --> 00:32:48.810

UCR: the spear,

301

00:32:49.200 --> 00:32:52.160

UCR: they only focus on the negative reality.

302

00:32:52.450 --> 00:33:02.639

UCR: And yes, we've got a challenge before us. But with a plan and some input and perspective idea that people understand. Ok, here's our path,

303

00:33:03.090 --> 00:33:08.859

UCR: and that doesn't solve it. And you know, I think that's important to understand. There is no

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00:33:08.890 --> 00:33:10.800

UCR: quick or final solution,

305

00:33:11.010 --> 00:33:13.810

UCR: but it goes back to that communication.

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00:33:14.230 --> 00:33:19.789

UCR: It goes back to that collaboration. It goes back to people realizing you're hearing me.

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00:33:19.960 --> 00:33:23.490

UCR: And here's how we're going to approach it.

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00:33:23.500 --> 00:33:24.680

UCR: And then

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00:33:24.820 --> 00:33:26.879

UCR: I was the hard part of the execution,

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00:33:28.040 --> 00:33:39.579

UCR: and so that you know lots of people keep her plans together. But what does that execution look like? And I had an interesting conversation yesterday with someone, and they said, What I really want, Hr. To help me do

311

00:33:39.670 --> 00:33:43.279

UCR: is what I called it. Operationalize the plan,

312

00:33:44.180 --> 00:33:47.189

UCR: and that's what we should be doing as your Hr:

313

00:33:47.200 --> 00:33:54.009

UCR: This is what your needs are. Here is where you need to go. How do we make that a reality in phases

314

00:33:54.030 --> 00:33:57.689

UCR: let's have. If these assumptions are met here's what we think

315

00:33:57.710 --> 00:34:02.220

UCR: you. You help. Establish that as the leader. But let's talk through that.

316

00:34:02.870 --> 00:34:04.660

UCR: And Um!

317

00:34:04.710 --> 00:34:07.200

UCR: That's hard for Hr. To do.

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00:34:07.960 --> 00:34:10.369

UCR: We are in a reactive state,

319

00:34:10.909 --> 00:34:18.870

UCR: exhausted and not capable of giving you that kind of guidance. It also isn't something that relies solely on the crowd,

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00:34:19.080 --> 00:34:25.640

UCR: because there are other things that need to be done, so that it needs Hrd to be holistically, collectively. Well,

321

00:34:25.739 --> 00:34:29.150

UCR: to have that operated upper utilization, conversation.

322

00:34:37.010 --> 00:35:00.549

UCR: Hi, Alex! Welcome back! So this my question you alluded to it a little bit. That essentially the resources over the years has gone through a warm-ed amount of turn, and with that there seems to be a lack

of trust among those providing our services across the campus who reach out to those individuals, for they're seeking advice, and may not be getting the answers that

323

00:35:20.420 --> 00:35:25.460

UCR: when you for that question, this goes to my point, and my belief about King Efficacy,

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00:35:30.770 --> 00:35:39.979

UCR: and from what the Deloitte reports share, and what I know from past experience, one of the challenges that needs to get addressed immediately is an investment in the

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00:35:40.610 --> 00:35:42.430

UCR: at Central Hr.

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00:35:42.590 --> 00:35:49.929

UCR: To ensure that they are up to date, and feeling comfortable and competent to do their work

327

00:35:50.190 --> 00:35:57.960

UCR: equally as important is that that they have the time to do that kind of development. If they're too overdrawn,

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00:35:58.000 --> 00:36:06.189

UCR: no matter how many Franklin cubbies or op seminars or neighbor cast me trainings. I sign you up for the future.

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00:36:06.200 --> 00:36:08.189

UCR: Can't really go.

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00:36:14.820 --> 00:36:18.400

UCR: I also think you know there's going to be a transition period.

331

00:36:18.410 --> 00:36:23.679

UCR: We're not going to all of a sudden, because I get hired. Everyone's going to have all the information that they need.

332

00:36:23.750 --> 00:36:27.399

UCR: You need a job to the best ability that's going to take some time and a plan.

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00:36:27.810 --> 00:36:33.330

UCR: And so what the reality is is, we are relying on our campus to partners

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00:36:33.480 --> 00:36:47.930

UCR: to help with some of that Hr. Work you had to do it on your own in some respects. And so the training that should be going in for Central Hr. I think, needs to also include our Hr assets on the campus

335

00:36:48.340 --> 00:36:51.219

UCR: while we build a community competency.

336

00:36:51.340 --> 00:37:00.269

UCR: That's important, not to say that that'll always be what has to happen. But while we're navigating and strengthening ourselves as an organizational unit,

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00:37:01.230 --> 00:37:05.149

UCR: we know that you're still out there, having to answer questions,

338

00:37:05.320 --> 00:37:17.989

UCR: having to solve problems. And So, having you be part of those developments in that training is important, so that you do your work and also helps build community with Central Hr.

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00:37:18.290 --> 00:37:23.790

UCR: Because we're learning together. We're growing together. We're addressing problems together,

340

00:37:24.200 --> 00:37:28.320

UCR: and it goes to my idea of the

341

00:37:28.950 --> 00:37:44.830

UCR: i'm unmewing this idea of Central, And you know, Campus asset. Hr. It's not about reporting lines, but about philosophically. We are one unit, your struggles in Cenas, your struggles and chads, your struggles,

342

00:37:45.130 --> 00:37:47.419

UCR: and here's our ourselves.

343

00:37:48.060 --> 00:37:53.710

UCR: And so I think, when you talk about the confidence that's been lost in Hr.

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00:37:54.140 --> 00:38:07.440

UCR: It's not a confidence in the people's willingness to work, but it's just you need to be able to have someone that is responsive and give you good information, and will help you through things as you're working out

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00:38:07.490 --> 00:38:15.809

UCR: and communicating. And I think that can be a big part of the campus is being transparent. I mean the Deloitte report. Put a lot of things out there, but it also needs

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00:38:16.240 --> 00:38:19.050

UCR: and transparent as here is the plan for getting that done.

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00:38:19.490 --> 00:38:27.740

UCR: And here's who we're bringing in as part of this collective Hr community to get up to speed on.

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00:38:28.130 --> 00:38:29.779

UCR: Those are some of the pants on that.

349

00:38:33.660 --> 00:38:45.499

UCR: Hi, Alex! Welcome! We're welcome back. I should say that to Youcr you talked earlier about balancing act. And just now you talked about trust. I wonder if you could

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00:38:45.510 --> 00:39:01.320

UCR: give one or two non-hypothetical examples from your time in higher education where some of the values that you talked about were in difficult trade-off. And how did you handle that trade-off?

351

00:39:01.470 --> 00:39:15.519

UCR: So what's The process? Either in a difficult personnel situation or collective bargaining situation, et cetera, so that we can get a sense for how you navigate through those challenges, including lessons.

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00:39:15.620 --> 00:39:16.689

UCR: Right?

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00:39:16.700 --> 00:39:17.290

Yeah,

354

00:39:19.250 --> 00:39:21.889

UCR: I haven't lost all my,

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00:39:21.900 --> 00:39:37.560

UCR: so i'll give you one really concrete example, which was what I call our Ucr Covid before Covid, and I was using Africa for the day. It was a collective experience. Lots of good challenges

356

00:39:37.680 --> 00:39:50.550

UCR: is as a director of deploying labor relations. We saw it through a particular lens, which was, as you see path went through its growth and in limitation. There were challenges.

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00:39:50.870 --> 00:40:03.919

UCR: K. Types, how things were recorded, recorded, and one of the most local and involved unions were the Postdocs, the Uaw,

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00:40:04.140 --> 00:40:08.510

UCR: and remember it wasn't just riverside that implemented

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00:40:08.520 --> 00:40:16.379

UCR: delay. And so I want to say that, however, at that time as well, we all went in the first wave,

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00:40:16.800 --> 00:40:21.920

UCR: and they don't The issues were at all campuses,

361

00:40:22.380 --> 00:40:35.699

UCR: and they filed grievances for every single employee that had any issues or errors with their pays in terms of

362

00:40:36.810 --> 00:40:48.630

UCR: now we were all I mean. Yeahlr was working hard. It's not like we had bandwidth for fifty, six different grievances on top of our normal issues.

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00:40:50.590 --> 00:40:59.990

UCR: The other campuses I won't speak to their strategy, but our strategy was to maximize what has always been our approach to doing the work

364

00:41:00.000 --> 00:41:02.489

UCR: the I have, and that was collaboration,

365

00:41:03.130 --> 00:41:06.669

and that there was a need to balance.



366

00:41:08.380 --> 00:41:14.590

UCR: We're holding the line on certain things about Uc path that we couldn't control because we couldn't take on the responsibility for everything,

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00:41:15.550 --> 00:41:18.159

UCR: but also acknowledging that there was a

368

00:41:18.610 --> 00:41:22.289

UCR: real liability to the organization

369

00:41:22.300 --> 00:41:25.579

UCR: and cost in these grievances just escalating.

370

00:41:25.820 --> 00:41:41.959

UCR: I won't say what? Who and where, and shared the thoughts. But many of the thoughts in the system where we're still working it out, give them a in essence, a template response, and move it on to step one or step two, or would it send it to arbitration, and we'll work it out

371

00:41:43.100 --> 00:41:47.359

UCR: that just didn't jag with my philosophy. One. It had a reputational harm

372

00:41:48.500 --> 00:41:51.050

UCR: at Ucr, and for our department

373

00:41:51.270 --> 00:41:53.599

UCR: two. These were our employees.

374

00:41:54.140 --> 00:41:59.759

UCR: These are our postdocs. These are students who are starting their professional career, and

375

00:41:59.820 --> 00:42:16.199

UCR: I understood the fact that it's all too much to tackle. But I thought we had a need to try to tackle it to the best of our ability. And so we sat down with Carl, who was the me person working on this,

376

00:42:16.240 --> 00:42:17.470

UCR: and we established

377

00:42:17.620 --> 00:42:29.330

UCR: a weekly call where we work through every single grievance and all the issues in it, and I literally committed myself to going and meeting.

378

00:42:29.520 --> 00:42:33.170

UCR: You see, Cap, folks who are working incredibly hard,

379

00:42:33.310 --> 00:42:36.059

UCR: trying to make sure everything would work

380

00:42:36.070 --> 00:42:42.919

UCR: and go in there to understand what the issues. I went over up meridian

381

00:42:42.970 --> 00:42:49.749

UCR: once a week to sit down and understand what they were seeing. You know what they had experienced as a challenge was.

382

00:42:56.480 --> 00:42:59.949

UCR: We need be sitting down and talking through with them

383

00:43:00.090 --> 00:43:02.309

UCR: about what was happening,

384

00:43:02.940 --> 00:43:05.520

UCR: setting up a plan for correction,

385

00:43:06.400 --> 00:43:09.410

UCR: developing realistic timelines, and then meeting with the

386

00:43:10.530 --> 00:43:14.249

UCR: and talk through those plans and of deliverables.

387

00:43:14.910 --> 00:43:17.309

UCR: And now it is important that the Liberals

388

00:43:17.400 --> 00:43:21.369

UCR: and so we did that, and I did that for the better part of almost four months

389

00:43:21.680 --> 00:43:28.890

UCR: to get that all completed. Um! That strategy, now that was, you know, obviously an extreme example.

390

00:43:28.900 --> 00:43:33.290

UCR: And it was. But it was a very it was, It was a test of that approach,

391

00:43:33.300 --> 00:43:49.460

UCR: understanding that the risk and the risk mitigation we needed to accomplish along with the values that we have for our employees. It would have been really easy to just stamp that and send off the

392

00:43:49.520 --> 00:43:54.830

UCR: and out of that effort it wasn't just me. There was lots of people involved in that

393

00:43:56.450 --> 00:44:01.169

UCR: none of those grievances ever went even to step one.

394

00:44:01.350 --> 00:44:04.729

UCR: They were all held in the bands. They all got resolved

395

00:44:05.080 --> 00:44:06.500

UCR: everyone else,

396

00:44:11.230 --> 00:44:25.079

UCR: and so I share that as a very concrete example of how I would approach leadership when we've got something that's not in your control, which is Uc. T, along with an entity that is at the Co. Equal, at least in that process with you.

397

00:44:25.750 --> 00:44:31.500

UCR: It's about navigating conversation. It's about pushing through the obstacles, and finding

398

00:44:31.920 --> 00:44:40.620

UCR: I sat many times with Carl and said, Ok, Carl, here's what i'm. Still finding out. I was very transparent about the challenges I was finding.

399

00:44:40.750 --> 00:44:43.400

UCR: He told me. This is really what I need, Alex,

400

00:44:43.470 --> 00:44:50.429

UCR: and we work through it, and so I go, and I know that Well, you can't take that and just apply it everywhere.

401

00:44:50.470 --> 00:45:02.449

UCR: It is an effective model, and I've used that when I've investigated people and had findings they're really working with the Union rep understanding their role, and most,

402

00:45:02.970 --> 00:45:05.540

UCR: with the exception to one case,

403

00:45:05.620 --> 00:45:09.859

UCR: none of our other disciplinary actions went to arbitration

404

00:45:10.390 --> 00:45:15.240

UCR: because we worked respectfully with the Unions

405

00:45:15.790 --> 00:45:19.690

UCR: employees, who we were very clear. We weren't out to get you. We were

406

00:45:19.700 --> 00:45:21.429

UCR: mitigating. Reliability is,

407

00:45:21.930 --> 00:45:24.330

UCR: and I demonstrated good faith to you.

408

00:45:31.090 --> 00:45:48.720

UCR: I have a question that committed me in a webinar. The referencing, the Hr Operational Assessment Report, and one of the recommendations bullet point on the Hr organizational structure was one's culture of trust established across campus-wide. Hr. Employee

409

00:46:34.500 --> 00:46:36.589

UCR: You lost me at Hello! You know,

410

00:46:37.460 --> 00:46:45.229

UCR: I think that's a very serious kind of question, and I appreciate whoever submitted it and make jest of it just because it is such an important question.

411

00:46:45.400 --> 00:46:53.070

UCR: All the recommendations in the Deloitte, I think you know, when I read it as a prior employee. It wasn't a surprise,

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00:46:53.340 --> 00:46:57.970

UCR: and you those things to be a reality in some version or other.

413

00:46:58.130 --> 00:47:11.029

UCR: Um. I also know that those kinds of reports having been a part of those before, or having had different kinds of engagement. Surveys are also a snapshot in time, and so I want to take that report,

414

00:47:11.040 --> 00:47:21.639

UCR: and I understand that there was a lot of time and effort and value and honest feedback provided in it. But I do need to go back and verify that information against where we are now, we may be better

415

00:47:22.200 --> 00:47:23.620

it in a worst state.

416

00:47:23.630 --> 00:47:31.069

UCR: And so it would be erroneous and dangerous on my part that just said, Well, here's a report i'm checking off the box.

417

00:47:31.230 --> 00:47:42.299

UCR: I really do think I need to have some very thoughtful verification, and you know re-establishment of where we are. Now this you have to build your plans with what your reality is at this point.

418

00:47:42.400 --> 00:47:56.730

UCR: And so that will require a lot of conversation with my Hr. Staff, my Hr. Leadership People in the Cabinet, My Hrbs, the Cfo's Staff Assembly, a whole group of people. I mean. It's how we do things here.

419

00:47:56.780 --> 00:48:03.590

UCR: So that's step. One is kind of taking that report and appreciating the fact that I have that to start with,

420

00:48:04.310 --> 00:48:12.469

UCR: we need to go and work with others to kind of see what we need to do now in terms of the reporting structure and the organizational development.

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00:48:12.800 --> 00:48:16.600

UCR: I understand that our goal is to

422

00:48:17.910 --> 00:48:19.810

UCR: and influential Hr.

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00:48:20.210 --> 00:48:26.700

UCR: And so critical to that effort will be to see Hr. As a holistic function,

424

00:48:27.180 --> 00:48:39.179

UCR: and that means that working with senior leadership and organizational leadership, ensuring that we are developing talent and developing a succession plan,

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00:48:39.510 --> 00:48:46.400

UCR: so that, as people, because, remember, why are we doing this, we want to retain talent.

426

00:48:46.850 --> 00:48:50.489

UCR: How do we retain talent, grow them, and encourage them to

427

00:48:50.710 --> 00:48:56.409

UCR: to other opportunities? Because, while we may not have you here, we have you at the University,

428

00:48:56.560 --> 00:48:59.320

UCR: and that is incredibly valuable,

429

00:48:59.610 --> 00:49:01.670

UCR: so we can't be afraid of change.

430

00:49:01.860 --> 00:49:07.389

UCR: But what is scary for a leader who loses a great employees like. Oh, my gosh! Who's going to step in?

431

00:49:07.660 --> 00:49:11.149

UCR: So Hr. Has a responsibility along with leadership

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00:49:11.300 --> 00:49:12.810

UCR: joint effort.

433

00:49:12.900 --> 00:49:15.369

UCR: You really come up with a succession plan

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00:49:15.720 --> 00:49:18.389

UCR: and ensure that all of our Hr.

435

00:49:18.400 --> 00:49:24.150

UCR: Employees functional assets there are

436

00:49:24.260 --> 00:49:27.199

UCR: developed and ready for their next level,

437

00:49:27.400 --> 00:49:35.339

UCR: and that we are aligning that from day one on how that's going to happen. Does that mean reporting lines are changed?

438

00:49:43.750 --> 00:49:49.939

UCR: You know whether it's Google, Meta, Amazon,

439

00:49:50.510 --> 00:49:53.330

UCR: of San Bernardino County of Riverside?

440

00:49:53.420 --> 00:49:58.240

UCR: They've determined to their evaluation. That that makes sense. I think. Here

441

00:49:58.360 --> 00:50:03.399

UCR: we need to have that evaluation critical to that discussion will be

442

00:50:03.520 --> 00:50:06.329

UCR: if you're not comfortable with that model.

443

00:50:12.280 --> 00:50:14.700

UCR: What are your concerns about that move

444

00:50:15.490 --> 00:50:17.369

UCR: in terms of timeline?

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00:50:17.440 --> 00:50:23.200

UCR: As I said over and over at in my conversations the last two days

446

00:50:31.260 --> 00:50:33.819

UCR: we have to take care of central Ajar.

447

00:50:34.110 --> 00:50:38.500

UCR: Our staff has to be given the resources the training

448

00:50:39.090 --> 00:50:42.089

UCR: fill in positions that have been vacant for way too long.

449

00:50:42.280 --> 00:50:44.470

UCR: I take care of home first,

450

00:50:45.060 --> 00:50:51.320

UCR: that quite frankly, just through the recruitment process and everything that'll be the better part of the year

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00:50:51.640 --> 00:50:53.790

UCR: depending on the roles on the structure.

452

00:50:54.180 --> 00:50:58.390

UCR: But in that year there are deliverable that have to happen.

453

00:50:58.780 --> 00:51:02.470

UCR: People need to see improvement in what I call low-hanging fruit.

454

00:51:03.010 --> 00:51:12.010

UCR: I'm going to have to ask Staff, who may already feel tired and overburdened. They say, Look, i'm pushing this for you. I am advocating this for you,

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00:51:12.130 --> 00:51:14.179

UCR: and here is our plan to make it better

456

00:51:21.550 --> 00:51:33.469

UCR: As we get more and more of that, and we build momentum. We can have bigger asks. But people really do need to understand. There's a plan, and it's it's a process. One person asked me, what's your biggest

457

00:51:33.700 --> 00:51:37.419

UCR: concern, or most daunting aspect of this project?

458

00:51:37.480 --> 00:51:39.850

UCR: It's not the Deloitte report.



459

00:51:40.410 --> 00:51:45.819

UCR: It's the very question being asked there, which is, will people give us enough time?

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00:51:46.180 --> 00:51:52.350

UCR: Will they understand that this took a decade over time as a stress fraction to occur,

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00:51:52.660 --> 00:52:02.459

UCR: and it's not going to all of a sudden magically get fixed, because Alex, who used to work here and knows Hr. And I really like him, and he now reports to the Chancellor. So it's all fixed is going to happen

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00:52:03.240 --> 00:52:13.510

UCR: if it's naive to think one person can solve it. I know I couldn't. It's going to be a collective effort, but I need to show people what their roles and responsibilities will be.

463

00:52:16.780 --> 00:52:39.399

UCR: I have one next question from the Webinar when you were hearing the proposition reported to the Bc. For planning Budget administration. How the position will report to this Chancellor. Can you talk about the significance of the change in what it means for Ucr, as also can you tell us about your first ninety days, and What' it look like

464

00:52:40.140 --> 00:52:42.789

UCR: so kudos to the campus for making that adjustment.

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00:52:42.800 --> 00:52:58.529

UCR: I think every Hr person and professional always dreams of that opportunity, because you know that it's difficult sometimes to articulate the Hr principles into a practical way, and if you've got an additional layer to explain it's hard.

466

00:52:58.720 --> 00:53:05.570

UCR: You know I had a conversation with the Provost Cabinet today, and the power of being at the table with them

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00:53:05.610 --> 00:53:22.909

UCR: is not just talking about Hr. And the policies and procedures. But there was an individual who had a very good question about what does this need in the Hr. And being able to be there and have a dialogue and explain to them. Actually, here are the pieces you need to consider.

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00:53:23.000 --> 00:53:31.279

UCR: Here's the timeframe that that would take. Oh, and by the way, we're a Ucr. So here are the different complexities with that. But your goal is possible.

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00:53:31.600 --> 00:53:35.089

UCR: Let's talk about these options. This is an academic leader

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00:53:36.100 --> 00:53:44.999

UCR: that they were excited about the opportunity to have a very candid conversation, and so I think that's the power of the change. My first ninety days

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00:53:45.170 --> 00:53:54.530

UCR: it's being with and being out in the campus and meeting with people, and really like I said, revalidating and re-understanding that the word report

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00:53:54.540 --> 00:53:57.900

UCR: it's about understanding and starting the media

473

00:53:58.200 --> 00:54:08.690

UCR: to talk about values in Hr. Talk about our culture, and to start making plans on what? That's going to look like for us. Because if our people aren't doing well, they won't serve one.

474

00:54:09.120 --> 00:54:11.240

UCR: So those are the first ninety days in the

475

00:54:12.440 --> 00:54:16.320

UCR: people to establish our new tone and communicate that expectation.

476

00:54:34.780 --> 00:54:39.310

UCR: So I've worked closely with the Chancellor's office.

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00:54:44.900 --> 00:54:50.370

UCR: We worked on the Covid policies and return to work policies, remote things

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00:54:50.410 --> 00:55:08.560

UCR: which didn't even exist for most of the tough States at that time. And so what you have to understand is what that centralized office their objective is, and what they're trying to accomplish. And in the Csu they

have twenty three campuses. So it's really hard to get consistency across everything.

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00:55:08.570 --> 00:55:24.960

UCR: But really, if we had a close and ongoing relationship about implementing this massive shift and these policies that would support business continuity at each of the twenty three different campuses now at the Uc.

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00:55:24.970 --> 00:55:32.949

UCR: My experience there in policy, development or policy, adjacent responsibilities was with the negotiation of contracts

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00:55:33.000 --> 00:55:46.760

UCR: and coordinating with the President and the Vice Presidents Um. Understanding the impacts of academic contracts and the provisions that are happening there on the Academic Mission,

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00:55:46.770 --> 00:56:03.610

UCR: and ensuring that we worked with our colleagues on the academic side to develop language that could be implemented here on campus. And so at those bargaining sessions I was the chief representative for our campus,

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00:56:03.620 --> 00:56:17.390

UCR: and so it's important, you understand. Op's role and involvement. They always mean to do the best they can, but they don't necessarily have the context of the campus.

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00:56:17.400 --> 00:56:19.889

UCR: So my responsibility as a crow

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00:56:24.520 --> 00:56:40.569

UCR: that reflect our realities and are sensitive to our needs without having an obstructionist approach. I've seen different campuses take different approach. I'm a so in some campus, so you're just going to have to do what I say. I think we have to be able to hold a line on things that matter to us

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00:56:40.580 --> 00:56:47.920

UCR: as we get on some bargaining items, but also understand that there's some gift that has to take, and it's not just my decision

487

00:56:48.300 --> 00:56:51.460

UCR: like that happens. It's collaborating with our stakeholders and horses.

488

00:56:52.430 --> 00:56:55.370

UCR: So i'm sure i'm clear about what matters to us.

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00:56:59.110 --> 00:57:05.139

UCR: All right, Alex. Thank you so much. And website. I'll pass it over to Kristy or a closing remarks.

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00:57:07.400 --> 00:57:27.449

UCR: Ok, Thank you, Alex. And thanks to everybody who participated in today's vision center, both in person and online as a follow up, I strongly encourage everybody to provide their feedback on each of the candidates, and the feedback will be reviewed by those involved in the hiring process. So

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00:57:27.460 --> 00:57:41.160

UCR: if you need to find the link to the candidate survey. You go to the executive searches pages on the for most website promo dot ucr Edu, and there's a top-down link for executive searches.

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00:57:41.170 --> 00:57:44.499

UCR: So thank you again, Alex. And thanks to everybody for joining today,