

# Human Resources Newsletter

August 2011

## Message from the Chief Human Resources Officer



### How to Get Promoted

One of the questions I am often asked is, "How do I get promoted?" At USD, we are fortunate to have historically low turnover. While that low turnover is a plus, it also presents a challenge in moving up within the organization. That being the case, taking an active part in your career is more important than ever. While no one is ever guaranteed or owed a promotion, there are things each person can do to help stand out in a competitive crowd.

First, come to the realization that the tried and true combination of hard work, professional knowledge, and respect for people still carry weight. It seems simple, but it is often neglected. Now, here is my caution: You can't pick one of the three or even two of the three, you must demonstrate all three.

Second, own your career. I had a departing employee tell me one time that he was leaving because his supervisor didn't manage his career. My question back was, "What did **you** do to manage **your** career?" We work in an institution devoted to student learning so why not apply that same approach to employee learning? Training and development is available in so many forms -- don't limit yourself to classroom learning. Read professional books, find a mentor, attend professional conferences, engage in speaking, or even take a "developmental assignment" to stretch your skill set. And yes, further your academic education.

Finally, and the hardest, be patient. While the world around us is filled with instant results, we can't expect the same for our careers. Career paths don't always go up. The smart person views their career as having numerous pathways that may include lateral or even downward moves. Each move should be about placing yourself in a position for the future.

Before Abraham Lincoln ever became president, he suffered nothing but loss. He lost every election for the offices for which he ran. We all have realized the benefit of his actions and his desire to never quit. That is what ultimately separates good from great . . . a determination to press forward and never give up.

**David M. Blake, Ph.D. SPHR**

## Benefits

(Shelly Clark, ext. 2719)



### Benefit Forums 2011

**Healthcare Reform** is a primary topic on many employers' minds these days. USD is not an exception. As we look forward to future years, our goal is to provide sustainable, affordable, and flexible benefit options to our employees. In order to do that, we need a better understanding of our faculty, administrator, and staff concerns and needs.

**We will hold a series of benefit forums regarding the future of our health and welfare benefit plans.** Please plan on attending one of the forums that will be held in September.

Monday, September 12, 2011  
2 to 3:30 pm in Salomon Hall

Tuesday, September 13, 2011  
10 to 11:30 am in Degheri Alumni Center

Wednesday, September 14, 2011  
2 to 3:30 pm in Salomon Hall

Thursday, September 22, 2011  
8 to 9:30 am in Salomon Hall -- eñ Español

Thursday, September 22, 2011  
12:30 to 2 pm in Salomon Hall -- eñ Español





TOOLS & TECHNIQUES

## Process Mapping

### Process Mapping as a Tool for Managing Change

**Fill in the Blank:** Change is \_\_\_\_\_

I'm willing to bet that nine out of ten people chose a negative word – and I understand why. So often, we are faced with change and it is implied that we are supposed to embrace it and see the good that will come. But let's face it – change is hard! Even if we are able to acknowledge the benefits of the end result, the process we need to embark on to get there is full of challenges and discomfort.

There are lots of reasons change is difficult and we need tools that help us manage through these challenges. One tool available to us is the activity of *process mapping*. Process maps, or flowcharts, are graphical representations of a sequence of events that produce some sort of outcome or result. They are a tool to help identify opportunities to streamline processes. While the first structure for these charts or maps was designed in the 1920s, many people are familiar with process mapping because of the popularity of programs like Six Sigma in the 1980s and 90s. With the current economic recession, organizations are revisiting strategies like this to help ensure processes are functioning as efficiently as possible.

The most valuable part of the practice, however, isn't the detailed flowchart produced, but the process that engages a group in dialogue around what is actually done, who is doing it, and why these steps are taken. This discussion helps prepare people for changes likely to occur through process mapping. The dialogue required to create a process map helps:

>> Develop a shared understanding of the roles and challenges within that process. We often make assumptions about the importance or value of steps other people are responsible for and assume it can or should be changed. The dialogue necessary to map a process helps individuals in different roles understand the variety of perspectives and helps clarify the impact of particular decisions or actions.

>> Promote discussion about how to create mutually beneficial changes so that everyone's needs are addressed. Once people more fully understand the perspectives of others in the process, the solutions offered tend take these different perspectives into consideration.

>> Identify and create the systemic structures needed to support the change for the organization. Often, the structural supports necessary to implement a change are thought of only after the fact, making implementation and sustainability extremely difficult. When change is facilitated through the analyses of processes, it is more likely that the development of the structures needed to facilitate these changes will be included as part of the process.

>> Prepare the collective group for the change ahead. Processes are often deeply embedded within our organization's culture. The activity of reviewing processes together through dialogue helps us make incremental mental shifts, preparing us for the changes we will face.

>> Uncover some of the insecurities individuals have early in the process rather than having those insecurities work against a change that is just implemented onto them. There are many reasons people may feel hesitant to change – they may wonder whether their job is in jeopardy; they may worry about how other people's perceptions of them will change; they may fear having less control over their own work . . . the list is endless. Identifying these concerns early in the process allows us to address them ahead of time and hopefully get people working in the same direction.

Process mapping is not the magic bullet for all problems. It is just one tool that uses a systematic process to help guide and support change. If you are interested in learning more about process mapping and how this can be used to help manage change in your department, please contact HR for more information.





## The Importance of New Employee Onboarding

Did you know that every year more than 25 percent of the working population experiences some type of career transition (*The Society of Human Resource Management, 2010*)? Research and conventional wisdom suggest that employees get about 90 days to prove themselves in a new job (*The Society of Human Resource Management, 2010*). A concept that has received more attention within the human resources community in recent years is the concept of employee onboarding. Two common questions that are often asked include: "What is employee onboarding?" and "How is this different from new employee orientation?"

Most organizations' new employee orientation generally involves a one-day session or a first week of activities that familiarizes the employee with the organization's structure, mission, and policies. It typically includes a review of the policies or handbooks and the completion of necessary payroll and benefits paperwork. Onboarding is, however, a much more comprehensive approach that starts before orientation and extends well beyond the first few days. It provides a more strategic plan for employee success than orientation alone. In fact, the onboarding process can last from three months to two years, depending on the position.

Employee onboarding may be defined as a systematic and comprehensive approach to orienting a new employee to help them get "on board" when they start a new position or begin working for a new organization. This process benefits both the new employee and the organization. The faster new employees feel welcomed and prepared for their jobs, the faster they will feel like they are a part of the organization and the faster they will be able to successfully contribute to the organization's mission.

### Two high-level goals of the onboarding process:

- To make new employees feel welcome and comfortable in their new surroundings.
- To minimize the time before new employees are productive members of their new workgroup.

From the employer's perspective, onboarding can help minimize the downtime typically experienced when bringing a new employee into the department. By sharing information such as performance expectations right away, there can be a significant reduction in misunderstandings, which can prevent frustration and even the premature departure of a new hire. It is also important for these employees to start building rapport with their colleagues so they can begin to assimilate into existing workgroups. By doing so, new employees experience a sense of purpose within their new department, and the transition into this organization is less disruptive.

You can customize the onboarding process to best fit the needs of your department. You can create a formal process, while also keeping the learning fun and engaging at the same time. You can assign a mentor or work "buddy" to pair up with your new employee, include job shadowing, use written manuals and materials or even include an interactive way to learn important policies and procedures.

### Some high-level objectives of a good onboarding program include:

- > Helping the employee to identify with USD and their new department.
- > Allowing the employee to understand USD's values, mission, vision and top priorities.
- > Building an optimistic attitude towards USD.
- > Setting clear expectations from the beginning helps reduce misunderstandings later on.
- > Helping the employee feel valued.
- > Encouraging socialization and creating a sense of belonging.
- > Reducing new employee anxiety.
- > Setting of performance expectations.
- > Decreasing the learning curve.

Having things ready for the new employee *on his or her* first day will also do a lot to make them feel at home. Whether they work in a cubicle, office or in a shared workspace, having any signage welcoming the new person into the department will go over well. Having their work station ready to go will also send a welcoming message to the new employee. In a cubicle or office, be sure the phone and computer are up and working properly with office supplies, such as file folders, pens and pencils ready to go. In an industry specific setting, having a uniform or company shirt, tools they may need on the job, a workbench, or even a locker with their name on it works well. Taking care of the new hire before and on their first day will give them a good feeling about their decision. The usual tasks, such as a facility tour, introductions, paperwork, or taking them out for lunch become the "icing on the cake."

If you have any questions, suggestions or ideas that you would like to share with us, please feel free to contact us at ext. 6619 or ex. 2722. You can also e-mail us at [usdtraining@sandiego.edu](mailto:usdtraining@sandiego.edu). We look forward to seeing you soon!



# WELCOME

## TO OUR NEWEST EMPLOYEES!

We were fortunate to have met the following new full time employees in New Employee Orientations. If you have not met them already, we encourage you to seek them out and give them a warm welcome to our USD Community.

<u>Name</u>	<u>Department</u>
Leslie Hammann	COAS
Laurie Sanderson	MBA Programs
Ilana Sabban	Community Service Learning
Patrick Callahan	USD Torero Store
Adam Hicks	Athletics
Nathan Lenz	Athletics
Hillary Beaver	President's Office
Jason Lemon	Continuing Education
Linley Paddock	Procurement Services
Kathryn Jacobson	Ahlers Center for International Business
Charles Bass	University Relations
Paul Melia	ITS
Roxanne Miranda	Financial Aid
Blanca Flores	Financial Aid
Kimberly Wilder	Legal Research Center
Diana Enriquez	Financial Aid
Arvinder Badwal	ITS
Danielle Steussy	Marketing and Strategic Partnerships
Michelle Dominguez	University Relations
Cesar Mendoza	Banquets and Catering
Frank Zaccaria	Public Safety

Benefits  
(Shelly Clark, ext. 2719)

## Health & Benefits Fair

### Save the Date!

**When: Thursday, October 27, 2011**  
**Where: Univeristy Center Forums B & C**  
**Time: 10:30 am to 1:30 pm**

### Featuring:

- Exciting exhibits
- Health screenings
- Mini massages
- Interactive demos
- Health magazines
- Goodie bags
- Prizes
- Giveaways

Mark your calendars and be sure to come and learn the benefits of a healthy lifestyle and participate in fun activities to increase your well being!

Benefits  
(Shelly Clark, ext. 2719)

HRIS  
(James Li, ext. 2923)



### The HRIS team is happy to announce:

→ The Oracle R12 upgrade project is on schedule. The existing functionalities and new features in all HRMS modules are being tested.

→ The Oracle Performance Management feature will be implemented to enable employees/supervisors to do their annual performance evaluations using Oracle HRMS.



## Save the Date!

### Second Annual Retirement Fair

**When: Wednesday, September 7, 2011**  
**Where: University Center Forum C**  
**Time: 11 am to 2 pm**

Back by popular demand! TIAA-CREF and Fidelity will have representatives available to answer any questions you may have regarding your retirement plan. Plan on attending one of the Breakout Sessions at 11:30 am or 12:30 pm in Forums A & B. The Social Security Administration will also be available to answer any questions you may have regarding planning for retirement, Social Security benefits and Medicare Parts A & B.

## Benefits

(Shelly Clark, ext. 2719)



### University of San Diego Breastfeeding Facilities

The University of San Diego supports breastfeeding mothers by providing facilities for them to nurse, express and store breast milk for their babies.

#### Student Life Pavilion, Room 420

The Mother's Room, located in the Student Life Pavilion, Room 420, includes a changing table, glider chair, cleansing and storage facilities. To learn more and reserve a room, please stop by the Women's Center or visit [www.sandiego.edu/womenscenter](http://www.sandiego.edu/womenscenter)

#### Mother Rosalie Hill Hall, Room 120

Mother Rosalie Hill Hall has child-friendly lounges, including a family restroom located on the first floor in Room 120. This room can be locked from the inside and includes an electrical outlet and chair.

#### Hahn School of Nursing and Health Sciences

The Hahn School of Nursing and Health Sciences has lounges which are not necessarily private.

#### Joan B. Kroc Institute for Peace and Justice

Located inside the Joan B. Kroc Institute for Peace and Justice, the second floor women's restroom has an interior room which can be locked from the inside. This space is adjacent to a shower stall and has been furnished with a glider chair, a small table and an electrical outlet.

#### Founders Hall, Room 106

Located inside Founders Hall, Room 106 has an interior room that has a glider chair and an electrical outlet. You can reserve this room by visiting the Dean's Office in Room 114. The west women's restroom also has a changing table.

#### Hahn University Center

Changing tables are available in all of the restrooms in the Hahn University Center.

#### Jenny Craig Pavilion

Changing tables are available in all of the restrooms in the Jenny Craig Pavilion.



## Employment

(Rose Trujillo, ext. 2725)



### Recruitment

This summer has been an extremely busy time for the employment team in the Department of Human Resources. As the new fiscal year 2011-2012 began, many USD departments received budget approvals to fill their new and vacant positions. That is great news for the many applicants seeking employment opportunities at the University of San Diego. For our team, having positions available during this nationwide job crisis and being able to help applicants pursue their career goals is always a very rewarding experience.

The high volume of recruitment requests resulted in a total of 35 new recruitments for July. Taking into consideration that there are only two main recruiter/coordinators in HR, we are proud to inform you that the turnaround time between the receipt of the recruitment requests and the actual posting of vacancies in the USD website was approximately between 24 and 48 hours. Let's continue to be the employer of choice for many USD applicants!

### Pre-Employment Background Checks

A comprehensive background investigation process is an important step in providing a safe, secure and productive work and educational environment for employees, students, visitors, and other members of the university community.

The university is at the final stages of implementing the new background check process for all new employees at USD. We finalized a contract with the new vendor; the background check process procedures are in place; the policy has been published and the employment team, with several department representatives, have received preliminary training in the new vendor online system.

We anticipate the process to be implemented in phases by the following dates:

- Regular and Temporary Benefit Based, Staff/Administrator Employees: August 2011
- Casual Worker Non-Benefit Based Employees: September 2011
- Adjunct Faculty: January 2012
- Regular Faculty and Student Employees: July 2012

Because this process will be new for all of us, we appreciate your patience as we navigate through its implementation. HR wants to reiterate its commitment to the guidance and support of all USD hiring managers throughout the process. The new policy is available at:

<http://www.sandiego.edu/legal/policies/general/employment/backgroundchecks.pdf>

As always, we want to thank you for your cooperation and recruiting efforts throughout the recruitment process.



### New Pre-Employment Background Check Process

On July 18, 2011, the Office of the General Counsel announced the approval of the new Background Checks Policy No. 3.2.4. The policy can be found at: <http://www.sandiego.edu/legal/policies/general/employment/backgroundchecks.pdf>.

The university has contracted with Truescreen, Inc. to conduct criminal background checks on all new hires beginning August 1, 2011 and according to the phased implementation calendar:

- August 2011 – Regular and Temporary Benefit Based, Staff/Administrator Employees
- September 2011 – Casual Worker Non-Benefit Based Employees
- January 2012 – Adjunct Faculty
- July 2012 – Regular Faculty and Student Employees

As of the above dates for each employee type, **hiring supervisors and/or human resources will make all job offers contingent on the successful completion of the background check.** The background check must be completed before the offer can be finalized, before (if applicable) a contract is signed, and before a new employee can begin work. This applies to new hires only. Continuing, promoted, transferred or re-hired employees will be subject to background checks only for certain positions or in the case of re-hires, if they have not worked at the university in the past twelve months.

### Process

1--After the contingent offer of employment is made and accepted, the hiring manager notifies the person designated to initiate the background investigations in his/her area.

2--The background investigation is initiated when the potential new hire's name and email address are entered into the Truescreen background check online system.

3--The potential new hire then receives an e-mail directing him/her to a secure website where he/she enters the required information for his/her background check. The potential new hire signs the electronic release form authorizing the university to initiate the background check.

4--For potential new hires without access to a computer or an email account, a manual process and printed release form are utilized. Forms are also available in Spanish.

5--After the background check is complete, the results are sent by Truescreen to Human Resources. Normal turn-around time is 24-48 hours.

6--Human Resources shares the results with the hiring authority. For "green light" results, the offer is then finalized and the new hire's start date is established. For "red light" results, the report is reviewed by HR and discussed with the hiring manager before a final hiring decision is made.

A criminal conviction or other negative information revealed through the background investigation will not necessarily preclude employment with the university. Each case is reviewed and considered on a case-by-case basis.

For more details on the process, please refer to the next page or go to the Human Resources web site at:

<http://www.sandiego.edu/administration/businessadmin/humanresources/employment/>

### Something to Think About!



Dream as if you'll live forever.  
Live as if you'll die tomorrow.

## **Policy 3.2.4 -- Background Checks Policy**

### **Overview**

The University of San Diego seeks to provide a safe, secure and productive work and educational environment for its employees, students, visitors, and other members of the university community. To that end, the university will perform background investigations on applicants for faculty, administrator, staff, and other full-time or parttime employment positions at the university in a manner consistent with this policy.

### **Procedures and Standards**

1. Background investigations are required for all potential new hires as a condition of employment, once a conditional job offer is made. Employment is contingent upon the university's approval of employment following its acceptance of the results of the background investigation. Employees selected for promotion or transfer to certain positions may be subject to a background investigation depending on the nature of the position (e.g. positions requiring interaction with minors or cash handling positions).

2. Human Resources, in collaboration with the hiring department, will determine the scope of the background investigation. All background investigations for initial hires will include criminal conviction checks. Under this policy, the following background checks also may be performed depending upon the nature of the position for which the individual is applying: reference checks, verifications of employment history, professional licenses and academic credentials, sex offender registry checks, credit checks, and motor vehicle/driver's license record checks.

3. A criminal conviction or other negative information revealed through a background investigation will not necessarily preclude employment with the university. The university will consider each situation on a case-by-case basis and will consider the nature of the offense or other negative information, the position for which the individual is applying, the need to provide a safe and secure campus community, and the need to safeguard university assets. The hiring supervisor or dean/manager responsible for the unit, in consultation with the Chief Human Resources Officer, will evaluate the information received and make a decision regarding eligibility for employment.

4. The university will comply with applicable federal and state laws that govern background investigations, including those performed by third party agencies. As required by the federal Fair Credit Reporting Act, the applicant will be informed of any background check that will be performed by a third party agency and will authorize it in writing; if requested, the applicant will be provided with a copy of the report; and before any adverse action is taken based on information contained in the report, the applicant will be given the opportunity to contest or to clarify its accuracy.

5. If an applicant chooses not to submit to a background investigation, or if the applicant refuses to consent to the background investigation, the applicant will not be considered for employment.

6. Background investigations will be performed on the selected candidate only. All offers of employment are conditioned on the university's approval of employment following its acceptance of the results of the background investigation. The university reserves the right to rescind any offer of employment at any time should the results of a background investigation be unacceptable to the university.

7. A job offer may be rescinded or employment terminated if a candidate withholds requested background information, fails to disclose a criminal conviction, or provides false or misleading information about the candidate's academic credentials, professional licenses, employment history or other background provided on or in connection with his or her application. If termination of a faculty member is contemplated, the applicable rules governing dismissal for serious cause will be followed.

8. This policy will be applied in a manner consistent with all applicable federal and state laws that govern the employment relationship and pre-employment inquiries of applicants for employment. Background investigation records will be maintained in a manner consistent with the university's Record Retention Policy.

(July 13, 2011)

(NOTE: Commencing July 15, 2011, the policy will be subject to a phased implementation. For information regarding the implementation plan, please contact Human Resources.)



**Compensation**  
(Janie Carolin, ext. 2723)



### Performance Evaluations – Our Best Year Ever!

Human Resources is pleased to report receiving written performance evaluations on over 95% of the university's benefit-based staff and administrative employees, which makes 2011 the best year of compliance on this important process. We are pleased that six years after first being introduced on campus, annual performance evaluations are now an expected and valued process throughout the university. Thank you, everyone, for your participation in providing valuable performance feedback to our employees. **We look forward to working with the entire campus in the next 1-2 years as we move to the next generation of performance evaluation – online evaluations. This is a top priority project after the Oracle R12 upgrade.**



### Annual Increases

Staff salary increases were effective the first pay period in the new fiscal year, or July 4, 2011, and appeared on the July 22, 2011 paycheck. Administrative employee increases, in most cases, were effective July 1, 2011 and appeared on the July 26, 2011 paycheck. **Employees are encouraged to review your personnel records online through Oracle Employee Self-Service. Remember -- to access Oracle Employee Self-Service, log into the MySanDiego Portal and go to the Employee Tab for the Oracle login.**

**EEO/AA**  
(Maya Omar, ext. 7408)



### Cultivating a Diverse Applicant Pool: Using Your Network

This article continues the series on strategies that hiring managers can adopt to encourage diverse applicants to apply for open positions at USD. In the June 2011 newsletter, using diversity statements in your position announcement was discussed. This month, the focus will describe how to best use your personal and professional network.

— Once you have a completed position announcement, email it to personal and professional contacts with a note asking them to forward the information to any interested candidates. Even if you think it's unlikely that a contact will know the right person, send it anyway. You never know who that person knows or who "their" contacts know.

— If colleagues provide the names of candidates who might be interested, reach out to those candidates personally via email or phone and encourage him or her to apply. Personal contact has been shown to be an extremely effective way of building a highly qualified, diverse applicant pool.

— Embrace a proactive recruiting style: Even when you don't currently have positions open, look for potential candidates at conferences, networking events, etc. Then create and maintain a file of candidates who might be a good fit for your department. When a position does become available, you automatically have a list of candidates that you can contact and encourage to apply.

If you would like additional assistance in refining your position announcement to attract more diverse and highly qualified applicants, please feel free to contact Maya Omar at ext. 7408 or [momar@sandiego.edu](mailto:momar@sandiego.edu).



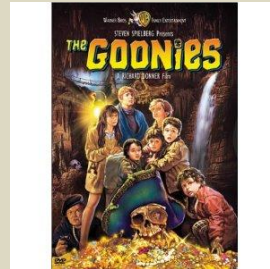


During the week of August 15th, as a Special Summer Treat, the CHR@USD will give away **Free ice cream or fruit bars** to employees!

- |            |  |
|------------|--|
| Monday:    | Student Affairs  |
| Tuesday:   | Academic Affairs                                       |
| Wednesday: | Business Services & Administration                     |
| Thursday:  | President's Office, Mission and Ministry and Athletics |
| Friday:    | University Relations                                   |

Please come to HR in Maher 101 anytime after 1 pm  
On your division's designated "Treat Day".

## Movie Under the Stars featuring "Goonies"



Bring your family and friends to enjoy a night full of food, fun, pool time, and a Movie Under the Stars

Saturday, August 20, 2011  
At the Sports Center Pool

Gates Open at 6:30 pm -- Dinner at 7 pm  
The movie will begin at 8 pm.

Don't forget to bring your  
bathing suit, towel, blankets and chairs.

Each employee is eligible for 4 free meal vouchers.  
Additional vouchers may be purchased for \$5 each.

**Please remember -- You must pick up your meal vouchers in Human Resources, Maher 101, by Monday, August 15<sup>th</sup>.**

## Yoga for Employees



The CHR@USD, along with Campus Recreation, would like to invite you to join us in a special Wellness Program offering **Free Yoga for USD Employees**

Friday, September 9<sup>th</sup> in Salomon Hall  
Friday, October 7<sup>th</sup> in Salomon Hall  
Friday, November 4<sup>th</sup> in Salomon Hall  
Friday, December 2<sup>nd</sup> in UC Forum A

Take a break from a stressful day to relax.



## GREEN TIP OF THE MONTH

### **Use Nontoxic Food Storage Containers**

Choose glass, ceramic and stainless steel over plastic whenever possible. These materials are long-lasting, can often be transferred directly from the pantry or fridge to the oven or microwave, and – most importantly – they won't leach chemicals into your food.

Be Blue - Go Green