



Lawrence Berkeley
National Laboratory



Berkeley Lab's Human Resources Strategic Business Plan

FY 2014 – 2016



Originally created in FY 2007 / Updated for FY 2014
Version 1

Table of Contents

Berkeley Laboratory's Strategic Objectives	3
Human Resources' Strategic Objectives	4
Introduction	6
Human Resources' Five Strategies	7
Appendix A: Mission-Critical and Mission-Support HR Work	10
Appendix B: HR Metrics	15

This document provides an overview of the Human Resources Strategic Business Plan for 2014 – 2016

Berkeley Lab: Strategic Objectives



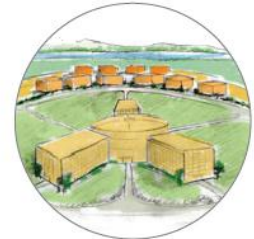
CC2 and Sustainability



NGLS



Computing for Discovery



Integrated Biosciences
and Second Campus



Safety and Efficiency



Community Relations and Science
Education Outreach, including
contributing to diversity in the pipeline

Operations: Mission and Objectives

Mission:

To anticipate and safely deliver exceptional operational services in support of the scientific mission of Berkeley Lab.

Objectives:

- Increase effectiveness and efficiency
- Optimize space
- Build strong relationships with community and stakeholders
- Deepen the safety culture
- Become partner of choice

Berkeley Lab Human Resources Strategic Business Plan FY 2014 – 2016

During the past six years, the Human Resources (HR) division has refined and clarified its mission and strategies. Toward that end, the HR leadership team, working with Laboratory senior management, created the first Strategic Plan in 2007. The plan focused on the recruitment, retention, and development of Berkeley Lab's human capital. The HR division's vision, mission, and structure were aligned with the Strategic Plan and toward the goal of supporting the strategic direction and operations of our client or partner divisions.

Our work focuses on:

- Supporting Berkeley Lab and client-divisions in achieving their missions
- Increasing internal client satisfaction
- Ensuring institutional compliance with relevant laws, regulations, and contracts

Berkeley Lab Human Resources Vision

We are the HR partner of choice and deliver exceptional services to support the Laboratory's scientific and operational mission. In support of this vision, we continue to refine our goals, strategies, and plans — some at the institutional level and others at the HR division level.

At the institutional level, we are focused on five goals:

Berkeley Lab

1. As an Employee-Centric Organization
2. Renowned for Leadership Talent
3. Focused on Diversity and Inclusion
4. Organizationally and Culturally Effective in Achieving Lab and Division Goals
5. Supported by an Efficient HR Operational Infrastructure

These goals are reinforced by seven service lines.

Our mission is to foster the recruitment, retention, and development of exceptional and diverse scientific, engineering, and operational talent through customer-focused and efficient HR support.



Lab-Wide Human Capital Services

1. Recruitment, Diversity, and Inclusion
2. Talent Assessment and Development
3. Rewards and Recognition
4. Employee and Manager Consultation and Support

HR Supporting Infrastructure Services

5. Process Reengineering and Technology Support
6. HR Transaction Processing and Compliance
7. Department Structure and Staff Development

Introduction

In FY 2013, Human Resources invited a distinguished group of HR executives to form Berkeley Lab's HR Advisory Board. The Board made specific recommendations regarding the direction upon which the HR Division has embarked. These recommendations are captured under the five primary strategies that follow.

The Appendices to this Strategic Plan include:

Appendix A

- Mission-critical or nondiscretionary work that HR is required to perform as mandated by our DOE contract; UC policies, laws, and regulations; as well as the fundamentals in support of the organization
- Mission-support or discretionary work that we believe brings value to our clients and the organization and responds to Berkeley Lab's strategy of increasing our "effectiveness and efficiency"

Appendix B

- Key metrics that we use internally to assess our effectiveness and efficiency

HR Five Strategies FY14 – FY16

HR Shared Service Center (Top Goal)

Aligned with the service lines 5. Process Re-Engineering and Technology Support and 6. HR Transaction Processing

Plans	Time Frame
1. Identify and transfer (through re-engineering and automation) transactional processes to the HR Shared Service Center (SSC) <ul style="list-style-type: none">• Visa Processing• Terminations• Appointment End Dates• Non-Recruited Hires• Contract Labor	2014
2. Continuous process improvement activities will enhance and refine business processes	2016
3. Implement a case-management system	2015 – 2016

Advisory Board Recommendations

<ul style="list-style-type: none">• Evaluate single cost center for all HR support to the Lab• Continue to build and expand on the Shared Service Center concept• Continue to define and refine roles<ul style="list-style-type: none">○ Centers of Excellence○ HR Business Partners○ Central Shared Services• Help HR organization understand and advocate for new delivery model• Help customers understand value of standardized processes

HR Technology (Top Goal)

Aligned with service line 5. Process Re-Engineering and Technology Support

Plans	Time Frame
1. Complete (pre-project) activities <ul style="list-style-type: none">• Five work streams initiated:<ul style="list-style-type: none">○ Design data domains○ Data transformation and migration○ Business process transformation○ Customization documentation○ Change management and communication	2014
2. Implement core HR, benefits, and payroll	2014 – 2015
3. Implement talent management capabilities <ul style="list-style-type: none">• Performance management	2016 and beyond

<ul style="list-style-type: none"> • Succession planning • Salary management • Learning management 	
---	--

Advisory Board Recommendations

<ul style="list-style-type: none"> • Strongly recommend continued investment in HR technology • Adopt case management technology ASAP

Diversity and Inclusion (Top Goal)

Aligned with the service line 1. Recruitment, Diversity and Inclusion

“A diverse workforce is an invaluable asset to conducting great science and fostering technological advancements to solve the world’s most challenging problems and answer its most elusive questions.”

Paul Alivisatos, Laboratory Director, Letter on Principles for a Diverse Community

Plans	Time Frame
1. Create a program to select and retain women and minority scientists and engineers <ul style="list-style-type: none"> • Complete study and proposal • Implement proposal in select pilot divisions • Implement in all other divisions 	2014 – 2016 2014 2014 2015
2. Establish programs that recognize diversity and inclusion <ul style="list-style-type: none"> • Implement “My Family” Web site • Launch Berkeley Lab women and minorities STEM profiles project • Establish employee resource groups 	2014 – 2016 2014 2014 2016
3. Collaborate with select professional organizations in broadening our diversity outreach <ul style="list-style-type: none"> • With the DOE Economic Impact and Diversity Office • Morehouse College or another Historically Black University • East Bay Chapter of AWIS • UCB Chapters of SWE and SHPE 	2014 – 2016 2014 2014 2015 2016

HR & Client Partnerships (Top Goal)

Aligned with service line 4. Employee and Manager Consultation and Support

Plans	Time Frame
1. Develop a holistic understanding within HR and among clients of all HR services <ul style="list-style-type: none"> • Update HR Vision Poster and Mission Critical and Support Services • CHRO meets with ALDs/DDs/Deputies/ Business Managers semiannually • HR Managers meet with senior 	2014 - 2016 2014 2014 2014

management on key HR initiatives and areas of responsibility	
<ul style="list-style-type: none"> • Create and sponsor HR Open House Brown Bag 	2015
<ul style="list-style-type: none"> • Facilitate in-depth orientation sessions with core, field, and Shared Service Center 	2016

Advisory Board Recommendations

<ul style="list-style-type: none"> • Broadly communicate HR vision to the organization (at all levels within HR and to its customers) • Continue to strengthen and expand relationships with customers (e.g., HR Center managers)

Management & Leadership Development Aligned with service line 2. Talent Assessment and Development

Plans	Time Frame
1. Create a team assessment process to assess team performance and rewards	2015 – 2016
<ul style="list-style-type: none"> • Research best practices 	2015
<ul style="list-style-type: none"> • Create and test methodology 	2016
<ul style="list-style-type: none"> • Implement Lab-wide 	2016
2. HR staff development program	2015 – 2016
<ul style="list-style-type: none"> • Clarify development needs and design approach 	2015
<ul style="list-style-type: none"> • Implement program 	2016

Advisory Board Recommendations

<ul style="list-style-type: none"> • Continue to improve staff skills for consultation and strategic thinking
--

Appendix A: Mission-Critical and Mission-Support HR Work

HR Technologies and Services

Primary Responsibilities and Resources

Mission Critical

UCOP, DOE, collective bargaining mandatory configuration updates and reporting

- System maintenance and upgrades
- Audit data requests
- Report creation and queries
- System integrations
- Data security management
- DOE Contract management
 - HR Strategic Business Plan
 - PEMP
 - Appendix A
 - DOE data requests
 - Contract deliverables

Mission Support

- New system implementations
- System enhancements
- Management reports and analytics

Recruiters – HR Field Centers

Primary Responsibilities and Resources

Mission Critical

- Ensure recruitment activities are in compliance with federal (AA/EEO/OFCCP), DOE, and UC requirements
- Job requisitions and posting jobs
- Recruitment plans
- Advertising
- Basic candidate searches
- Offer letters

Mission Support

- Strategize recruitment plans with hiring managers
- Source candidates
- Negotiate offers
- Perform outreach opportunities

Compensation

Primary Responsibilities and Resources

Mission Critical

- Compensation Increase Plan
- Compensation Program Administration
- Union wage proposals, bargaining, implementation, and administration
- Executive salary administration
- Internal/external reporting and audits (DOE, UCOP)

Mission Support

- Awards programs
- Consultation to HR staff and Lab management
- Strategic compensation initiatives

Benefits

Primary Responsibilities and Resources

Mission Critical

- Retroactive leave of absence and health premium adjustments
- Employee benefits enrollment, changes, and issues, including open enrollment
- UCOP existing plan changes and new plans
- Internal/External Reporting and Audits

Mission Support

- Health care facilitator program
- Vendor/program management
- Employee benefits questions and issues
- Benefits communications and education

Interlocation Appointments (ILA)

Primary Responsibilities and Resources

Mission Critical

None

Mission Support

- Coordinating and administering ILAs
- Resolving issues between Finance, divisions, and host institutions
- Advising employees on issues related to ILAs
- Joint and shared faculty appointments (TBD)*
- Educating and Communicating Program
- Process improvement

* Not a current responsibility.

HR Project Management/Process Re-engineering

Primary Responsibilities and Resources

Mission Critical

None

Mission Support

- Re-engineering HR business processes
- Continuous process improvements
- Project management
 - Transactional process reengineering: contract labor, voluntary terminations, EE appointment end dates, non-recruited hires
 - Service credit accruals process
 - Immigration and visa process

Learning and Development

Primary Responsibilities and Resources

Mission Critical

- **Training – Required**
 - Sexual Harassment Prevention for Supervisors
 - UC Ethics
- **Performance Management**
 - Institutional process, requirements, tracking and reporting

Mission Support

- **Programs**
 - Leadership Development
 - Tuition Assistance
- **Laboratory/Division Support**
 - Surveys, 360 reviews
 - Division course delivery, facilitation
 - Laboratory committee participation

Employee and Labor Relations

Primary Responsibilities and Resources

Mission Critical

- Grievance/complaint response and investigations
- Union negotiations (six union contracts)
- Compliance with UC policies, federal and state laws

- Berkeley Lab requirements management program
- Union contracts and policy interpretation and implementation
- Disciplinary/corrective actions
- Meeting DOE and UC requirements for labor relations

Mission Support

- Consultation to managers and HR staff
- Employee relations strategy
- Policy Coordination (RPM)

HR Shared Service Center

Primary Responsibilities and Resources

Mission Critical

- HR transactions (affiliate processing, employee hiring, on-boarding, terminations, end date tracking and extensions, contract labor)
- Visa advice and processing for foreign national employees and affiliates
- Background checks, I-9 and e-Verify compliance
- Process compliance and training, procedure documentation, quality assurance
- Recruitment and hiring

Mission Support

- Customer surveys / process and technology improvement changes and activity
- Visa/immigration escalated case management and green card processing
- Reporting and metrics

HR Field Centers

Primary Responsibilities and Resources

Mission Critical

- Salary increase process
- Policy and union contract interpretation / investigations
- HR transactions: job reclassifications, RIFs, waivers, rehired retirees, and maintenance of personnel files

Mission Support

- HR advice and counsel on employee management and organizational issues
- Lab-wide HR Program implementations, e.g., PMP, 360 reviews, etc.
- HR advice and counsel on policies, union contracts, and other compliance requirements
- Layoff coordinator for Laboratory
- Performance Management – HRIS data entry and filing

Primary Responsibilities and Resources

Mission Critical

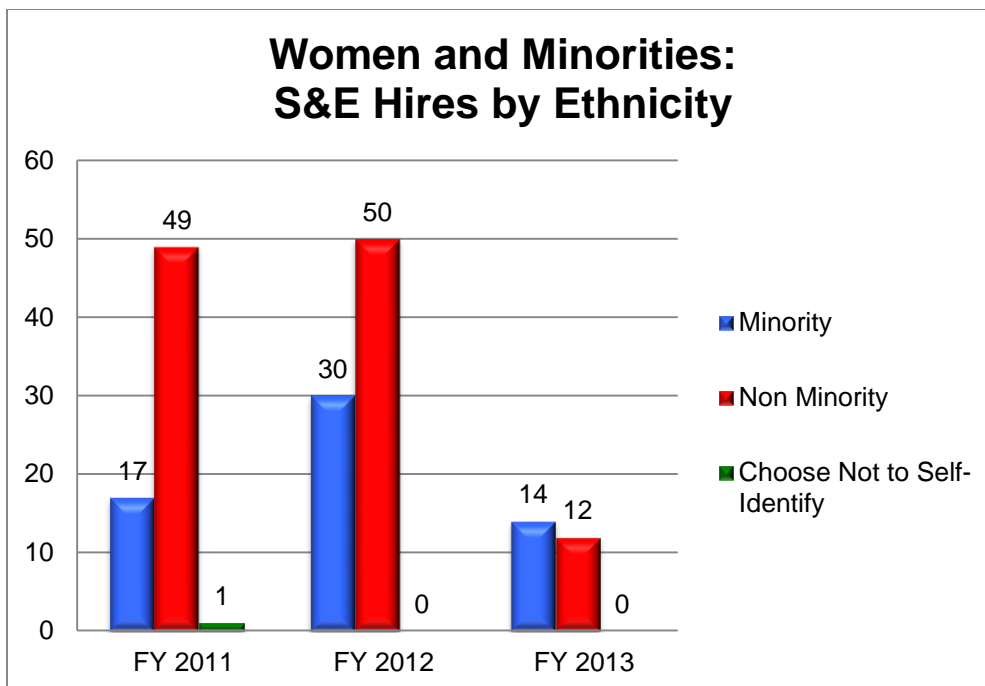
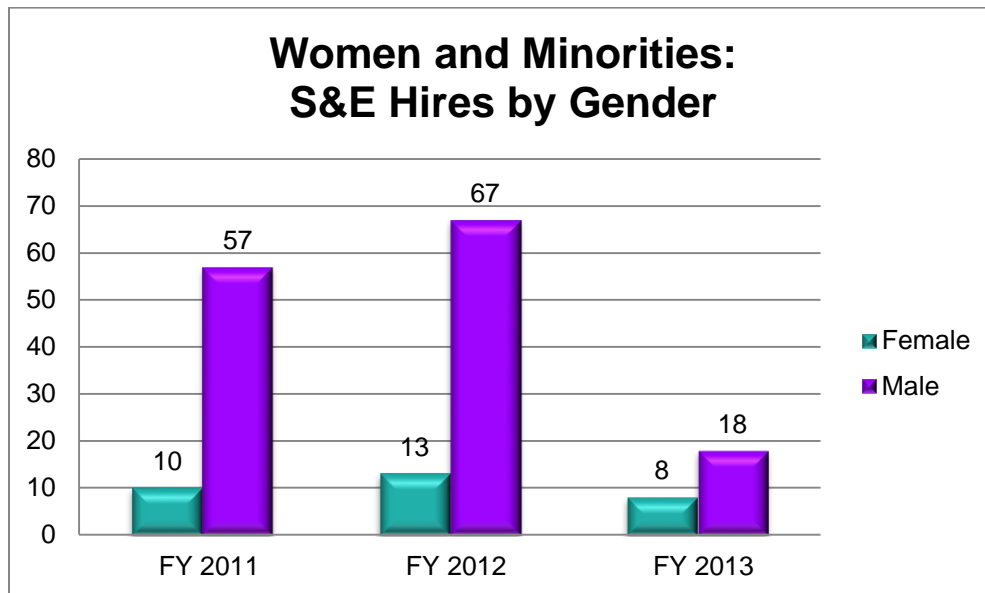
- Contract required reports, reviews, and audits (e.g. AAP, Diversity Plan, Compensation Analysis, VETS 100, and WFIS)
- Respond to Title VII and Title IX allegations
- Collect demographic information per the Office of Federal Contract Compliance Programs (OFCCP)

Mission Support

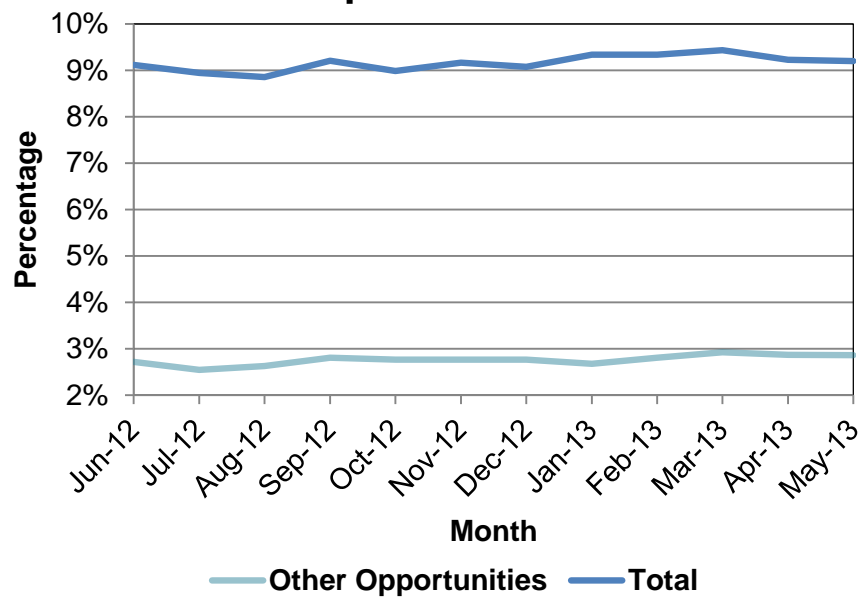
- Lead Women S&E Council and Diversity & Inclusion Council
- Increase candidate slate for targeted positions
- Berkeley Lab Workplace Survey and similar UC/Berkeley Lab initiatives

Appendix B

Human Resources Division (internal metrics) — May 2013



Employee Turnover 12 Month Moving Average Updated 5/31/13



Recruitment — Time to Fill

Regular to Fill: Goal — 60 days

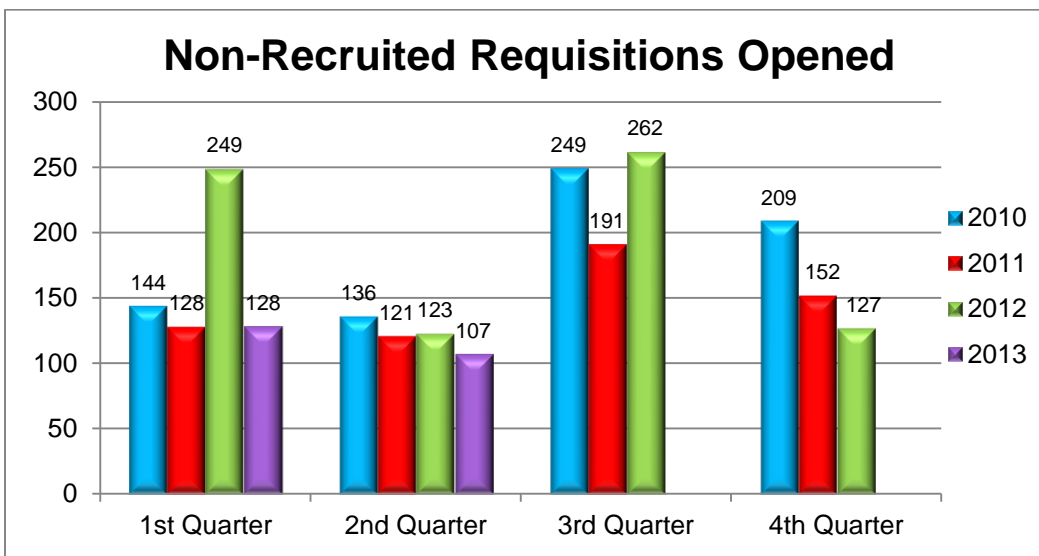
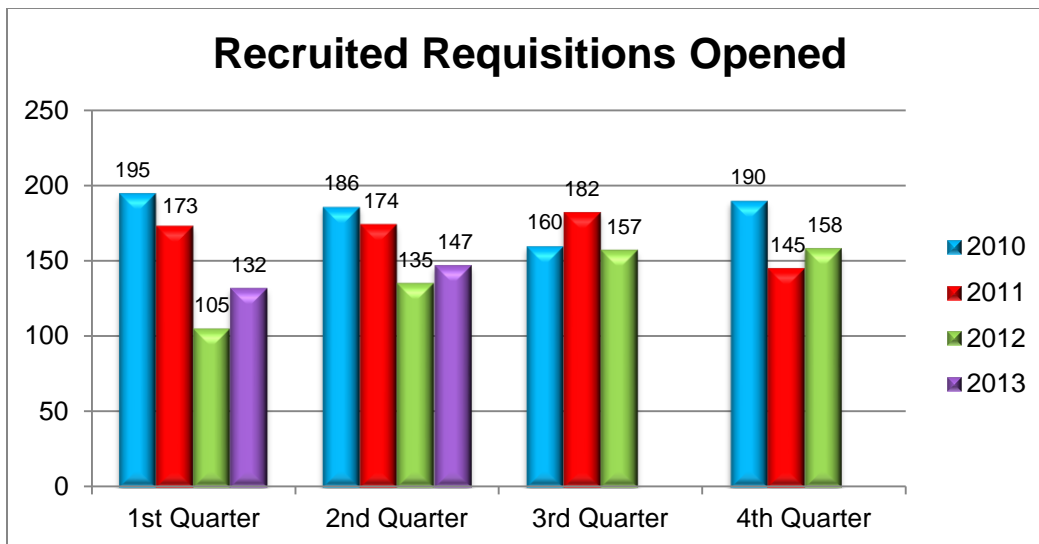
	FYTD 2012		FYTD 2013	
	Average	Count	Average	Count
Days from Post to Offer Date	68	27	47	22

Moderate to Fill: GOAL — 120 Days (4 months)

	FYTD 2012		FYTD 2013	
	Average	Count	Average	Count
Days from Post to Offer Date	81	108	97	161

Difficult to Fill: GOAL — 270 Days (9 months)

	FYTD 2012		FYTD 2013	
	Average	Count	Average	Count
Days from Post to Offer Date	216	17	156	11

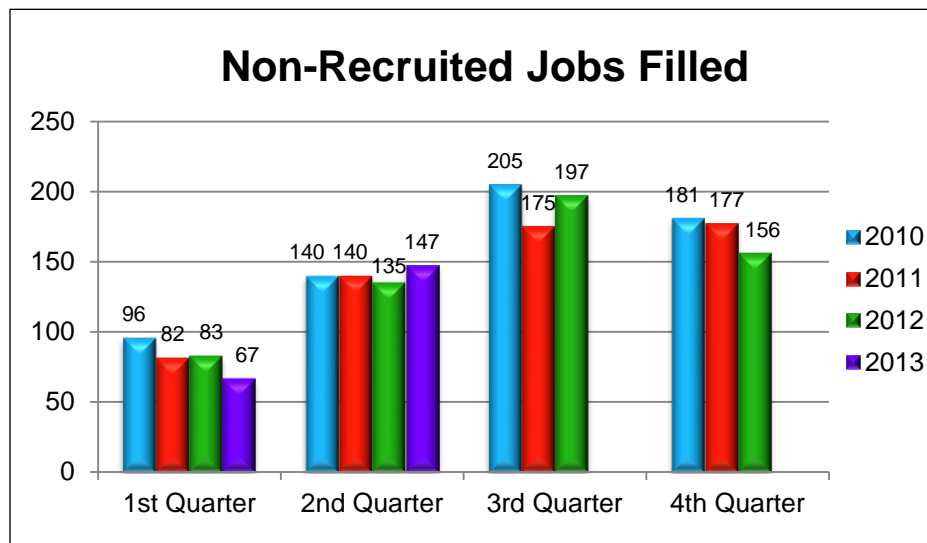
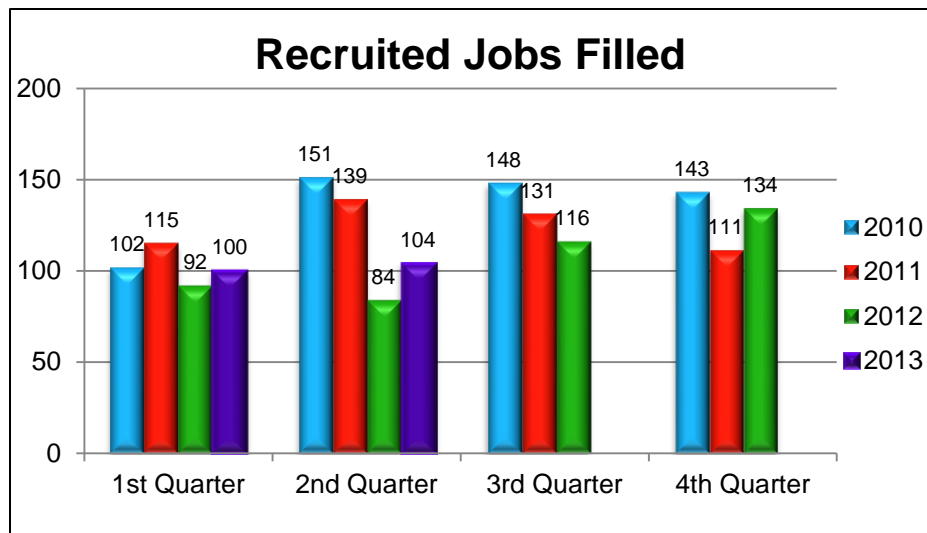


Recruited Positions Data

	1st	2nd	3rd	4th	Totals
2010	195	186	160	190	731
2011	173	174	182	145	674
2012	105	135	157	158	555
2013	132	147			279

Non Recruited Positions Data

	1st	2nd	3rd	4th	Totals
2010	144	136	249	209	738
2011	128	121	191	152	592
2012	249	123	262	127	761
2013	128	107			235



Jobs Filled — Recruited, S&E Data

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total Hires
2010	102	151	148	143	544
2011	115	139	131	111	496
2012	92	84	116	134	426
2013	100	104			204

Jobs Filled — Hire Only Data

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total Hires
2010	96	140	205	181	622
2011	82	140	175	177	574
2012	83	135	197	156	571
2013	67	147			214