

SEEKING STAFF INPUT

- **One Review Panel recommendation was to encourage greater staff involvement in organizational decisions**
- **We held a “players-only” meeting to gather staff input**
 - Department heads and above not invited
- **Staff met in three groups:**
 - Scientists
 - Technicians
 - Administration
- **Charge: Name five things you would do differently if you were SCCWRP Director**

FIVE KEY RECOMMENDATIONS

- 1. Refine the annual performance review process**
- 2. Enhance staff involvement in research planning**
- 3. Revise the grievance process**
- 4. Expand the number of full-time technicians**
- 5. Restructure the bonus program**
- 6. Increase mentorship of scientists**

REFINE THE REVIEW PROCESS

- **Customize the review process by employee class**
 - Separate process for scientists, technicians and administration
- **Conduct a 360-type review**
 - Feedback from all sides, rather than just from supervisor
- **Both suggestions will be implemented this year**
 - Appointed committees to provide detailed input about how we implement these suggestions
 - They will be reporting out at Monday's staff meeting

RESEARCH PLANNING INVOLVEMENT

- **Actions on this one were more about informing than adjusting**
 - Its already a bottom-up process
 - Need to make it clearer to new scientists how they initiate ideas
- **However, we did identify a few actions**
 - We will distribute more interim planning products to staff
 - Will also present plan highlights and new initiatives at the March staff meeting
- **The new CTAG research planning process also provides a great opportunity for staff involvement**

MORE TECHNICIANS

- **The numbers are inconsistent with the request**
 - Next year's budget indicates we are overstaffed with technicians by 20%
- **Further conversations suggested the problem is less about the number of technicians and more about how they are allocated**
 - Do more cross-training and have the technicians less strongly attached to specific departments
 - Has the potential advantage of making the job more interesting
- **More structured training program for part-timers**
 - They provide numbers for large short-term projects

RESTRUCTURE THE BONUS SYSTEM

- **Three underlying concerns**
 - The amount changes from year to year
 - Therefore the rules of what is rewarded changes midyear
 - Intangibles are the first thing to be cut if we don't meet goals
- **Those are all true critiques**
 - About 40% goes to people who bring in funds
 - Next 40% goes to publication
 - Remaining 20% goes to intangibles
 - Bonuses were cut last year because we did not meet financial goals
 - First category was preserved, second was reduced, third was eliminated
- **The present structure is what we want to reward and there are no changes planned**
 - However, we will revisit this with Personnel and Finance Committee

REVISE THE GRIEVANCE PROCESS

- **Three critiques**
 - Better inform people of the process
 - Provide an alternative to me for lodging complaints
 - Create assurances that the process works
- **We will enhance this section of the employee handbook**
 - Also make it a larger part of the new employee orientation
- **Marisol Gonzalez will be an alternative for initiating the process**
 - She is going for training next month
- **Inclusion of a second person (Marisol) will provide feedback mechanism that the process works**
 - Bridges a delicate balance among transparency, accountability, and confidentiality

MENTORING ACTIVITIES

- **Create an orientation package for new scientists**
 - Expectations
 - Growth opportunities
- **Management training**
 - Financial management
 - Personnel management
 - Videotape the training so it is available for review at any time
- **Personal mentoring**
 - Spur the Department heads to do more in this area
 - Revise the annual review process to ensure this discussion
 - I will go to lunch with each of the scientists annually

SUCCESSFUL EXERCISE?

- **Absolutely!!!**
 - Creates dialog and partnership
 - Even for changes we won't make, there is better staff understanding of the rationale behind management actions
- **Do I anticipate the changes will be successful?**
 - Yes, but ask me again in December
 - Biggest changes will be to the review process
- **Will we do this kind of staff input annually?**
 - We will ask the staff that question in a year
 - Lets see how whether implementation took place and whether the changes were helpful