

A Message to HR Staff from Vice President Duckett

May 12, 2009

Dear Colleagues:

I am truly excited to be part of UC Human Resources. I look forward to meeting all of you and working together on the challenges that lie ahead. Throughout the recruiting process, I consistently heard accounts of the leadership, focus and commitment you have demonstrated since the current change process began. You should be proud of your contributions to these initiatives, especially while continuing to deliver against day-to-day activities.

It is certainly not lost on me that Human Resources itself has been recast amidst all of the change throughout UCOP. There are undoubtedly things that feel a bit new and even uncomfortable in the early stages of a new organization. However, I encourage you to keep up the effort and to give the current solutions a chance to work. Even amidst the occasional setback we will have the opportunity to learn and get better.

My experiences with a start up company and with ADP right here in the Bay Area come to mind when thinking about our current situation. There was a great deal of Human Resources work to be done, and making sure it remained aligned with the business as it moved forward was a challenge. Both organizations had new leadership and were rapidly establishing or reestablishing their missions. There were successes and setbacks but each organization ultimately was successful. In those HR organizations, we were able to contribute to success by:

- Operating with a *Service and Delivery* mentality;
- *Listening* intently to the various organizational constituencies;
- Drawing on *Creativity and Innovation to solve problems*;
- *Committing to action and following up* with our clients and each other; and
- Understanding our *impact on people individually and as an organization*.

While I recognize that the University of California is different from the private sector, I believe this approach can still lead to success. In fact, I was pleased to learn that this approach is integral to the way many of you work today.

We can all appreciate this is a critically important time for the organization as a whole. In HR it will be an opportunity to align even more closely with the University's goals and to further strengthen our relationships with our stakeholders. I will need your help in learning the nuances of a higher education environment and of UC itself. In the meantime, continue your focus and hard work on behalf of the HR function and the University. I look forward to meeting you and to building UC's HR organization of the future with you.

With warm regards,

Dwaine B. Duckett
Vice President, Human Resources