

Berkeley Campus Shared Services



L&S Arts and Humanities Division **Campus Shared Services**

Transition Roadmap

February 12, 2015

A NOTE FROM THERA KALMIJN

Dear Unit Implementation/Transition Leader,

To help your unit transition to Campus Shared Services (CSS), our team has compiled this roadmap for you to use and to share with your unit leadership and staff. You may find it useful to share the entire document or just pass along relevant sections.

The success of CSS relies on us working together throughout this transition. In this roadmap, you will find key timelines, information, and tools (tracking sheets, checklists, tables, and links) that will help you prepare your unit. Please feel free to contact any of our team members to assist you – a full team contact list is provided at the end of this document.

While we know that certain parts of the transition may be less smooth than others, we are inspired to move forward because we envision the benefits of shared services for UC Berkeley to be substantial, and look forward to building this organization together. Thank you for your continued support and input.

As always, please let us know if you have any questions or feedback.

Best,

Thera Kalmijn
Chief Operating Officer, Campus Shared Services

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USING THIS ROADMAP

In the months prior to your unit’s “go-live” date for CSS, you may use this roadmap for the following purposes:

- As a transition planning guide for your unit
- To provide a framework of what to expect, and a timeline of when to expect each item

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I. KEY GROUPING & TIMING INFORMATION

Implementation Manager: Mary Worthington, with Amanda Mickela

Below is a quick summary of the key timing and grouping information for your unit.

Cohort Groupings

Cohort 4.2 Going Live Feb 12, 2015	Unit	Service Team	Service Director
	UC Library	1	Lori Tannyhill
	L&S Dean's Office	4	Seana Van Buren
	L&S Arts and Humanities	4	Seana Van Buren
	L&S Undergraduate Division	4	Seana Van Buren
	Haas (IT and Timekeeping)	5	Nicole Terrell
	Berkeley Law	5	Nicole Terrell
	School of Information	2	Cathy Jen

For the complete list of cohort timing and groupings, please visit the Campus Shared Services website <http://sharedservices.berkeley.edu/timeline-chart.html>

Timing of Unit Transition to CSS

Pre-implementation		Implementation		
Start	End	Staff Move Date	Staff Reassignment Date	CSS Go-Live Date
September 2015	February 12, 2014	Friday 2/6/15	Monday 2/9/15	Thursday 2/12/15

II. STAFFING CHANGES & UNIT REORGANIZATION

Activity Detail Survey (ADS)

Project Manager: Amanda Mickela, with David DeClercq

The Activity Detail Survey (ADS) is an estimate of how much 'shareable' work is included in positions currently performed on campus. After the initial survey in late 2011, the CSS Team, along with campus partners, completed several rounds of validation that culminated in reassignment notifications being issued to affected staff in the fall of 2012. In the spring/summer of 2013, the CSS Team updated the survey tool, in response to improvement suggestions from our partners, and underwent an additional re-validation, given the CSS service menu evolution since earlier validation efforts.

In order for all CSS functions to be properly staffed to serve your unit, we ask that you submit up-to-date ADS three months prior to your go-live date (with no changes after November 12, 2014). Once CSS has that information, we can begin working on filling any staffing gaps that could lead to a disruption in service.

The final re-validation of the ADS will occur in the same meeting that the final funding cost to your unit is discussed. In this meeting, between David DeClercq and unit leadership, any changes in staffing and 'shareable' work percentages will be assessed. The finalized ADS will be utilized to determine the final staff reassignment roster and to derive the CSS cost for your unit.

Once you have completed the final re-validation of the ADS, CSS staff will compile a list of reassigned staff from your unit. This list will be used to create reassignment letters that will be vetted with functional directors. CSS staff will send the reassignment letters to the unit implementation manager for a final review and distribution to the reassigned staff.

Transformation Support Services (TSS)

Project Lead: Barbara Broque, Senior Organizational Consultant

TSS will be available by request for any of your unit's (re)organization needs.

TSS is free of service and is, in essence, a "thought partner" for you as you determine what your organization will look like post CSS transition. They will be available for assistance with reorganization needs throughout the pre-implementation period as you choose, including:

- Diagnosis of staffing needs and organizational alignment with unit goals
- Issues and considerations related to Employee Relations and Labor Relations – e.g., seniority points, etc.
- Approaches for addressing "fractional FTE issues" using their Fractional FTE Diagnostic Tool – e.g., some work stays but the person leaves, and vice-versa
- 'Knowledge Transfer' to employees not going to CSS

III. CSS INFORMATION GATHERING

Deep Dive Meeting Structure

In order to understand your unit's current processes and ongoing needs, representatives from each function within CSS will conduct several Deep Dive meetings with unit staff. Below is a general framework for the Deep Dive meetings that will take place for each function.

Meeting	Goal of Meeting
<p>Functional Kick-Off (may have already been held)</p>	<ul style="list-style-type: none"> • High level overview of how the function is currently carried out in each department, and how the work is divided among staff • What CSS will be doing based on Service Menu • Discuss upcoming meetings and prioritize topics • Lessons Learned on operations side • Q&A • Distribute data/report information, unit transition levels and peaks
<p>Deep Dive Meeting 1 <i>Understanding the unit's business needs and how CSS operates</i></p>	<ul style="list-style-type: none"> • Discuss the best approach to begin the transition process • Understand the core services in the unit that will transition to CSS (including review of data gathered by CSS) • Discuss delegation of authority in unit, as well as any overarching pain points • Review CSS' structure, definition of roles, service offerings, forms, procedures, processes, tools, and workflow (including systems demonstration) • Clearly define how unit will do business with CSS going forward so the structure is in place for CSS to meet the unit's needs on day one
<p>Deep Dive Meeting 2 <i>Process alignment between unit and CSS</i></p> <p>(Will likely take several meetings per function)</p>	<ul style="list-style-type: none"> • How CSS wants the unit to do business with CSS (e.g. Payroll, etc) • Develop a comprehensive understanding of all processes and hand-offs between the unit and CSS • If unique arrangements are made, that arrangement will be noted in the Service Level Agreement
<p>Deep Dive Meeting 3 <i>Follow-up and Intersections</i></p> <p>(When applicable)</p>	<ul style="list-style-type: none"> • Follow-up and resolution to any outstanding or unresolved items (e.g. unclear business processes, further discussion about the unit's unique needs from CSS) • Clarify any cross functional issues (e.g. confusion of whether an item belongs in RA or B&FS)
<p>Deep Dive Meeting 4 <i>Transition Wrap up and Pre-Launch</i></p>	<ul style="list-style-type: none"> • Confirmation of what work items will remain in unit or will transition to CSS, and when hand-offs will occur • Work in progress • Determine process by which pending work will transition to CSS • Review communications needed for staff • Names and contact information for who staff will contact Day 1 (e.g. HR Business Partner)

IV. SERVICE QUALITY

Service Level Agreement (SLA)

Owner: Thera Kalmijn; distributed and monitored by your unit's Service Director

CSS will create an improved service delivery model by developing a Service Level Agreement that documents service commitments and increases accountability and ownership; and by determining metrics and key performance indicators (KPIs) to measure and provide feedback on the client experience as well as other aspects relative to learning and development, employee engagement and service coordination.

The Service Level Agreement structure will be as follows:

- Section I: CSS Overview
- Section II: How to Access CSS
- Section III: Cost of Services
- Section IV: Performance Standards and Escalation
- Section V: CSS Functional Information (this replaces the individual functional addenda)
- Addendum 1: Unit Specific Information

Sections I through V will be standard (the same for all units), with Addendum 1 tailored to each specific unit.

Based on the Deep Dive meetings and information received from the unit, a Service Level Agreement will be finalized with the unit and ultimately approved by the unit Dean/Vice Chancellor.

Service Director

To ensure your unit's needs are heard by CSS management/leadership, your unit will be assigned a Service Director. The Service Director will be available to answer questions you may have of them during the pre-implementation transition and will likely attend pre-implementation meetings. They will continue to meet with you on a regular basis once your unit goes live with CSS in order to address any of your unit's concerns.

See page 4 of this Roadmap for your assigned Service Director. Contact information can be found on the last page of the Roadmap.

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Learning & Development of Reassigned Employees

Staff Development & Engagement Team: Jocelyn Newman (B&FS & IT), and Tamara Lawson (HR/APS & RA)

Course Offerings: Below are some of the training courses that will be offered to employees entering CSS.

Type of Learning	Audience
CSS Orientation & Overview	All staff transitioning into CSS
Customer Service Training	All staff transitioning into CSS
CSS IT Process and Systems Training	All IT staff transitioning into CSS
CSS HR/APS Process and Systems Training	All HR/APS staff transitioning into CSS
CSS B&FS Functional Process and Systems Training	All B&FS staff transitioning into CSS
CSS RA Functional Process and Systems Training	All RA staff transitioning into CSS

Training Schedule and Enrollment: Some courses will be taken with other reassigned staff and/or service teams and employees will be registered for these courses by CSS staff. Other courses will not be cohort or service-team based and staff members will be asked to sign up for these courses on their own through the UC Learning Center (blu.berkeley.edu).

Staff will receive an email from CSS Staff Development & Engagement team with specific information about their training schedule and enrollment process. Current supervisors will be copied on these emails.

V. TIMING OF FUNDING MODEL

CSS Director of Finance: David DeClercq

(Note: for L&S, Heidi Hoffman also makes herself available to all L&S department managers to discuss the CSS funding model and how it's being handled at the College of L&S.)

Below are the steps to determine the cost of transferring work and employees to CSS.

Activity	CSS	Senior Unit Administrator	Dean/VC	Timeline
Activity Detail Survey (ADS) revalidation	x	x		Completed in 2014
Funding Model information and percentage of shareable work sent to unit for review for upcoming meeting on finalized unit cost	x	x	x	6 weeks prior to go-live
Funding model meeting to discuss finalized unit cost for core and research administration services (if applicable), final re-validation of ADS	x	x	x	2 weeks prior to go-live
Finalized Funding Cost to Unit approved by Dean/VC	x		x	Prior to go-live

Final Shareable Work and Funding Cost

Once a final ADS review has occurred and been finalized, units will get the names, titles, and shareable work percent analysis for employees in their unit. The funding model will use the final percentage of shareable work derived from the revalidated ADS (for employees remaining in the unit and for those transitioning to CSS) to calculate the unit's final cost for core and research administration services provided by CSS.

- Academic units will pay a 2% assessment to CSS toward a cost of 97% of their core services. For research administration, the agreed upon shareable costs will be transferred from the unit to CSS. If their cost of service is under the assessed amount, a refund will be issued to the unit. This model went into effect January 1, 2013.
- Administrative units will pay an annualized shareable cost. After Jan 1, 2015, the campus will conduct a fundamental review of CSS costs and reevaluate the funding model.

VI. TECHNOLOGY TRANSITION

Director: Jerry Yerardi, with Barinder Dhillon-Flanagan, Jeanette Robinson, and Micah Bot-Miller

Below is information on the transition to standardize technology for employees and services moving to CSS.

IT Pre-Implementation Activities

- The CSS IT Deep Dive team (lead by Jeanette Robinson) will meet with your unit's IT staff a few months prior to go-live to collect information to better understand how CSS IT will support your unit, especially your unit's hardware, software, and specialized applications and programs.
- In addition, CSS IT staff member, Micah Bot-Miller, will be working with your unit's IT staff to determine what programs and applications reassigned staff will need to continue doing their jobs from their new location at CSS. Micah will also work with your unit's IT staff to develop a plan for the transition of back-end operations (e.g., file servers and shared drives).
- Reassigned staff will receive a new desktop, with supervisors and managers receiving new laptops upon their arrival at the 4th Street location. Supervisors and managers will also be issued cell phones, as needed.

CSS IT Services

CSS supports both Mac and PC users, and provides application support (including: CalPlanning, BearBuy, etc.), end user device support (excluding lab equipment), and device procurement and provisioning.

The finalized list of all services offered by CSS IT is posted to our website (<http://sharedservices.berkeley.edu/services/it/>).

VII. COMMUNICATIONS & CHANGE MANAGEMENT

Communications Lead: Arliss Nakken

From the menu of communications options below, most department managers have opted for a Readiness Announcement, a Launch Day Announcement, and a CSS Orientation for staff and/or faculty (pre and/or post go-live).

Timeframe	Category / Activity	Objective	Audience
8 weeks prior to Transition	Readiness Announcement & Pre-Implementation Survey	This message will announce the unit's transition date and preceding activities, explaining that CSS is working with the administrative managers and staff in the department to understand how support is currently provided and how best to Transition these processes to CSS. The survey will provide CSS with benchmark for service delivery.	Faculty & Staff
8 weeks prior to Transition (along w/ Readiness Message)	Communication - FAQs/Talking Points	CSS will provide functionally specific FAQs and talking points to assist unit leaders in answering re-occurring questions from their staff.	Unit leadership managers & supervisors as determined by the Unit
4 weeks prior to Transition	Pre-Launch Communication	Reminder to unit leadership of launch day with a specific inquiry about lingering concerns. This message will include a copy of the message to be sent to Faculty and staff 2 weeks before transition.	Unit leadership
4 weeks prior to Transition	Webinar	Announcement of <i>Preparing For Your Transition to CSS</i> workshop – a video presentation to help reassigned staff Transition to CSS. Presentation will focus on how staff can prepare for the physical, logistical and emotional aspects of their Transition.	Reassigned staff
3-4 weeks prior to Transition	Tour of CSS (optional)	This tour will be available to members of an entire unit	All staff
2-3 weeks prior to Transition	Learning and Development Announcement	Announce technical, functional, customer service and supervisor/manager training schedule (by function) to reassigned staff. CSS Learning and Development team will work with CSS Functional Directors to ensure the timing of training fits the business needs of both the unit and CSS.	Reassigned staff
2 weeks prior to Transition	CSS Orientation	CSS will provide an overview of the services they will provide and an explanation of how to contact them. This session address your questions about the work that will be moving to CSS.	All staff and possibly faculty
2 weeks prior to Transition	Pre-Launch Communication to Faculty & Staff	Reminder to faculty and staff of launch day. Educational material and quick reference guides for unit faculty and staff explaining how to access CSS services will be included with this announcement.	Faculty & staff
1 week prior to Transition	Final Pre-Launch Reminder	Final announcement of Transition to CSS	All audiences
Launch Day	Launch Day Announcement	Welcome to Campus Shared Services!	All audiences

VIII. MOVE TRANSITION FOR STAFF MOVING TO 4th Street

Office and Facilities Manager: Doris Frisch

For Staff Moving to 4th Street

- Once your unit's ADS has been finalized, CSS Facilities will disseminate a survey to staff that will be relocated to the 4th Street location. To ensure all transitioning employees have all the equipment to be successful in their jobs, the survey asks several questions regarding employee's ergonomic needs. The survey is also used to gather information from the employees' Cal 1 cards, so that employees can have access to the building on their first day.
- Moving packet will be sent to staff (2 weeks prior to move)
 - Details of how the move will work
 - Purge workspace
 - Boxes for packing up (with guidelines of what to bring)
 - Date movers will pick up boxes
 - Details of what new workspace is like
- Welcome packet for staff (1 week prior to go-live)
 - Agenda for staff members' first week at CSS
 - Details of CSS building at 4th Street
 - 4th Street amenities

Files Records Manager: Sean Cavanaugh

- **Personal Work Files**: Staff moving to CSS will be asked to pack personal work files and work-in-progress files in moving boxes, so work can continue without disruption on their first day at CSS.
- **Central HR/APS Files**: At this time only active research-academic and staff personnel files will be moved and stored at CSS. You will be contacted by the CSS Records Management Department to review your personnel file needs.
- **Electronic Files**: CSS IT staff will work with your local IT staff to ensure that reassigned staff continue to have access to their existing electronic files.

Ergonomics

- Based on survey results, CSS Facilities will have the employees' desks functional for their first day at CSS.
- Reassigned staff will receive an ergonomic assessment within the first 60 days at their new location.
- If you are aware of specific ergonomic requirements for any of your staff members, please notify Doris Frisch prior to staff moving to their new location.

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X. TIMELINE

Project Manager: Mary Worthington, with Amanda Mickela

In preparation for your unit's transition to CSS, below you will find an overall project timeline with best estimate dates for work completion of each project task.

Workflow/What to Expect	Owner
20 weeks prior	
Send CSS Roadmap to begin the transition to CSS on Thursday February 12, 2015. Works with unit implementation lead to determine best contacts for functional pre-implementation meetings and if there are any unique circumstances that the team should be aware of over the next 5+ months.	Mary Worthington, Amanda Mickela
18 – 17 weeks prior	
Schedule Functional Kick-off meeting. (most have already occurred)	Mary Worthington and Amanda Mickela
16 weeks prior	
Deep Dive Meeting 1 with the department manager and whomever they've chosen to have present for each respective functional deep dive meeting. CSS Functional leads, TSS, and the unit's Service Director will be invited to this meeting as well.	Pre-implementation team
15 weeks to 9 weeks prior	
Holds "Deep Dive" meetings 2 and 3 for each function within each of the unit's departments to better understand the department's unique make-up and needs (this will likely take more than one meeting).	CSS Functional Leads
8 weeks prior (before curtailment)	
Has informal pre-implementation check-in with unit implementation manager to get pulse on their overall view of transition status.	Mary Worthington
6 weeks to 5 weeks prior	
Contacts unit to begin work with Knowledge Transfer, if applicable. Discusses reorganization, if applicable.	Transformation Support Services - Barbara Broque
Identifies Unit Move Liaisons and confirms contact information for move day.	CSS Facilities – Doris Frisch
Meets with unit's IT staff to determine unique technology needs for the department, if not already complete.	CSS IT Deep Dive Team - Jeanette Robinson
Meets with unit IT contact to identify shared drives for transition (and unit systems access).	Micah Bot-Miller
Starts/continues one-on-ones with reassigned staff.	CSS Assigned Supervisor
Conducts ADS final re-validation with unit (all functions) while reviewing the unit's cost.	David DeClercq
Reassignment letters sent to unit implementation manager for review and distribution.	Amanda Mickela
Sends moving survey to all reassigned staff to collect important information for their move.	CSS Facilities – Doris Frisch
5 weeks prior	
Sends Unit Readiness Announcement.	Arliss Nakken

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Workflow/What to Expect	Owner
Meets with Unit Move Liaisons to discuss the move and their needs. Determines any building access issues for movers, determines if existing ergonomic products can be moved, determines what other items need to be moved (computers, screens, chairs), confirms boxes and labels were delivered, and finds out if additional trash and recycling bins or shredders are needed.	CSS Facilities – Doris Frisch
4 weeks prior	
Sends reassigned employees detailed assignment letter (supervisor, location, etc.) – HR and B&FS functions only.	CSS HR Group
Does pre-implementation check-in.	Mary Worthington
Contacts staff that did not complete survey to get information from their employee ID card so they can have access to the building, their current location, and their ergonomic needs.	CSS Facilities – Doris Frisch
Coordinates optional tour of CSS for reassigned staff.	Communications Team, Doris Frisch
3 weeks prior	
Sends staff moving packet with guidelines and instructions about moving belongings.	CSS Facilities – Doris Frisch
Completes one-on-ones with reassigned staff.	CSS Assigned Supervisor
Finalizes training schedule (by function) for reassigned staff (or 2 weeks prior).	Learning & Development Team
Schedules and coordinates with unit implementation manager the in-unit orientation to familiarize staff with CSS processes. Distributes collateral material.	Arliss Nakken
2 weeks prior	
Delivers boxes (packing materials) and additional trash and recycling bins, shredders.	Moving Services, CSS Facilities
Packs and labels moving boxes. Cleans up current space and turns in computer (if applicable), leaves existing phone on for 30 days.	Reassigned staff, Unit Move Coordinator, CSS Facilities – Doris Frisch
Discusses CSS funding model and final cost to unit based on revalidated ADS	David DeClercq
Does pre-implementation check-in.	Mary Worthington
Sends reminder to unit leadership of CSS go-live day with copy of communications to be sent to faculty and staff.	Arliss Nakken
Cut off for changes in move plan.	CSS Facilities – Doris Frisch
1 week prior	
Sends staff Welcome Packet, including a reminder of Monday morning's start time and location.	Learning & Development Team
Discusses Service Level Agreement (SLA) with unit.	Service Director
Holds Faculty Forum with CSS Leadership Team, if requested	Arliss Nakken
Sends FAQs to unit leaders with talking points for recurring questions regarding CSS	Arliss Nakken
Collects all Work-in-Progress	CSS Functional Leads
Picks up boxes and delivers to 4 th Street Friday afternoon (Feb 6). Personnel files move at 9 a.m.	Nor Cal Movers, Unit Move Coordinator

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Reassignment Date – 2/9 - reassigned employees start at 4th Street	
Moves into 4 th Street at 8 a.m. (Feb 9).	Reassigned staff
Conducts Day 1 readiness functional and technical training.	CSS Learning & Development
Checks-out building access card by request, unpacks boxes, gives welcome announcements (Thera Kalmijn, CSS Functional Directors).	Doris Frisch, Senior Leadership Team
Go-Live – 2/12: your unit start receiving services from CSS	
Sends Launch Day Announcement to unit faculty and staff.	Communications Team
Beyond Day One	
Assists faculty and staff with how to access CSS services and provides hands-on assistance, if requested.	Communications Team
Conducts service meetings regularly with unit to discuss any service issues.	Seana Van Buren
Conducts ergonomic assessments within first six weeks at 4 th Street.	CSS Facilities – Doris Frisch
Distributes future campus and CSS technology roll-out information as needed.	CSS IT

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XI. CSS IMPLEMENTATION TEAM CONTACT LIST (including CSS Functional Directors)

Below is the contact information for all CSS staff involved in the pre-implementation process. Please feel free to contact us with any questions or feedback you may have.

Name	Title	Phone	Email
Thera Kalmijn	CSS Chief Operating Officer	643-7308	therakalmijn@berkeley.edu
Seana Van Buren	Service Director, Teams 4	326-5429	skelly@berkeley.edu
Nicole Terrell	Service Director, Teams 5 and 7	707-246-3040	nst@berkeley.edu
Lori Tannyhill	Service Director, Teams 1 and 3	664-9735	ltannyhill@berkeley.edu
Cathy Jen	Service Director, Team 2	642-5875	ckj@berkeley.edu
Mary Worthington	Implementation Manager	333-1271	worthington@berkeley.edu
Amanda Mickela	Implementation Consultant	517-5492	avollan@berkeley.edu
Suong Ives	Director, Human Resources and AP	508-4487	suongives@berkeley.edu
Val Ventre-Hutton	Human Resources Manager	926-0508	vhutton@berkeley.edu
Anita Bailey	Human Resources Manager	926-0281	Anita_bailey@berkeley.edu
Cheryl Drassinower	Human Resources Manager, Team 4	725-2446	cheryljd@berkeley.edu
Sean Cavanaugh	CSS Records Manager	664-9387	scavanaugh@berkeley.edu
Karen Wilson	Director, Research Administration	926-9714	kmwilson@berkeley.edu
Katie Hudson	Contracts and Grants Manager, Team 4	642-7299	khudson@berkeley.edu
Sarah Gutierrez	Contracts and Grants Manager	292-6594	sarahgutierrez@berkeley.edu
Jim Wogan	Director, Business and Financial Services	925-984-5879	jimwogan@berkeley.edu
Shivani Bhatia	Business and Financial Services Manager	664-9526	shivani@berkeley.edu
Jerry Yerardi	Director, Information Technology	508-3216	yerardijerry@berkeley.edu
Barinder Flanagan	Assoc. Director Information Technology	316-6943	bdf@berkeley.edu
Jeanette Robinson	IT Implementation Project Manager	542-4964	jeanette@berkeley.edu
Micah Bot-Miller	Desktop Engineer and Security Supervisor	664-9044	mbotmiller@berkeley.edu
Arliss Nakken	Communications Specialist and Lead	664-9433	anakken@berkeley.edu
Leanne Furman	Communications Specialist	664-9247	lmfurman@berkeley.edu
Jocelyn Newman	Learning & Development, B&FS and IT	664-9427	jkn@berkeley.edu
Tamara Lawson	Learning & Development, HR/APS and RA	664-9426	tamara.lawson@berkeley.edu
David DeClercq	CSS Director of Finance	508-2782	david.declercq@berkeley.edu
Barbara Broque	Transformation Support Services (TSS)	642-9419	bhbroque@berkeley.edu
Doris Frisch	CSS Facilities and Office Manager	847-1016	doris.frisch@berkeley.edu