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## 1. About the HR EcoSystem Initiative

- **What is the purpose of the HR EcoSystem initiative? What is the end goal?**
  - The HR EcoSystem initiative is a process of discovery to identify how Human Resources services are organized, delivered, and experienced across campus and to develop recommendations for campus leadership to improve those services and the user experience.
  - The initiative is approaching this work without any preconceived outcomes, relying on evidence and input—including data from the Work Activity Study—to guide recommendations. The end goal is to improve service quality and outcomes for HR professionals, administrative partners, and academic and staff employees.
  - Guided by an Advisory Committee, the initiative will develop data-informed recommendations for the Chancellor and Executive Vice Chancellor & Provost that align HR services with campus needs, reduce administrative burden and redundancies, and streamline processes to modernize and enhance HR service delivery.
- **Will the HR EcoSystem initiative make recommendations regarding Unit 18 or professor series titles?**
  - Unit 18 and professor series titles are out of scope for the HR EcoSystem initiative. These titles will not be reviewed or recommended for change as part of this effort.
  - The Study does collect information about HR work that supports academic employees—the purpose is to understand the distribution and complexity of HR work across campus. Accordingly, transactional work related to Unit 18 and professor series titles is in scope.
  - Academic Personnel activity related to all other non-faculty academic appointments, including ASE's, GSI's, GSR's, and postdocs, is in scope.
- **How are faculty included in the HR EcoSystem initiative?**
  - Faculty are involved through representation on the HR EcoSystem Advisory Committee and through departmental leadership channels. The Work Activity Study also includes HR work that supports academic employees so that we have a full picture of how these services are delivered.
- **Why are we doing this now?**
  - HR responsibilities have evolved significantly in recent years, including increased regulatory requirements, new technologies, and shifting workforce needs. The campus has heard consistent feedback about complexity, workload challenges,

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and unclear points of contact. Now is the right time to take a campus-wide view and better understand how HR services can be supported moving forward.

- **Why are we working with Huron? Why is an outside company making recommendations about improving campus HR services?**
  - Huron is a nationally recognized firm with extensive experience studying and evaluating how administrative services are delivered at universities across the United States. Their role in this initiative is to conduct the Work Activity Study, collect and analyze data, and present those findings to the HR EcoSystem Advisory Committee. Huron is not making decisions or recommendations about how HR services at Berkeley should be structured. The Advisory Committee will review the findings, consider campus context and input, and determine what recommendations—if any—to advance to campus leadership.

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## 2. About the Work Activity Study

- **What is the purpose of the Work Activity Study?**
  - The Work Activity Study is designed to provide a clearer picture of how much effort is being expended on HR-related tasks and by whom across campus. Because HR work is distributed among many roles—not only those with “HR” in their title—the Study will help determine what portion of individuals’ total job duties involve HR tasks and what portion involve other responsibilities. This understanding will support data-informed recommendations to improve the organization and delivery of HR services, reduce administrative burden, and ensure that resources are better aligned with the work being performed.
- **Will the Work Activity Study look at an individual’s job performance?**
  - No. The Work Activity Study is not an evaluation of job performance. It does not assess how well someone performs their job and will not be used for performance reviews, disciplinary actions, or compensation decisions. The Study focuses on the scope and distribution of HR-related work, not on individual performance.
- **How will the Work Activity Study differentiate between HR work for academic and non-academic employees?**
  - The Work Activity Study will ask participants to distinguish between HR tasks performed for academic employees and those performed for staff. By collecting this information separately, the Study will provide a clearer understanding of the volume and nature of HR work supporting each employee group. This differentiation is important because academic and staff HR processes can be

complex in different ways. The insights gained will help campus leadership consider how HR services can be better structured, supported, or resourced in the future to meet the distinct needs of both academic and non-academic communities.

- **Are GSAOs included in the Work Activity Study?**
  - Graduate Student Affairs Officers (GSAOs) who perform HR-related tasks as part of their roles may be asked to participate. Not all GSAOs are included in the Study. Because HR work occurs in many job functions, participation is determined based on the work performed, not solely by job title. If an individual's role includes HR responsibilities, their input is valuable in understanding how HR work is distributed across campus.
- **Who is conducting the Work Activity Study?**
  - The Work Activity Study is being conducted by Huron Consulting under the guidance of the HR EcoSystem initiative Advisory Committee. The Huron team is responsible for designing the survey, collecting and analyzing data, and preparing findings. Huron is not making any recommendations for improving HR services based on those findings.
- **Will the Work Activity Study results change how my role is structured?**
  - There are no predetermined outcomes. This initiative is a process of discovery. The Work Activity Study will help us build a clearer, campus-wide understanding of how HR work is currently carried out, and where services could be strengthened or better supported. Improving HR service delivery is a campus priority, and the Work Activity Study is one of the tools helping us learn where support, clarity, or alignment could make a positive difference.
  - If any future changes are considered, they will be discussed through the appropriate campus consultation and shared governance processes before decisions are made. No individual roles will be evaluated or assessed as part of the Work Activity Study.

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### 3. Participation Requirements & Expectations

- **Is participation in the Work Activity Study mandatory?**
  - Yes. Participation in the Work Activity Study is required. To develop an accurate and comprehensive understanding of how and where HR-related work is performed across campus, it is essential that all individuals who have been asked to participate complete the Study. The insights gained will directly inform

recommendations for improving HR services, reducing administrative burden, and better aligning support with the work taking place across units.

- Supervisors will be notified of participation expectations and will follow up to ensure that the Study is completed by the stated deadline. Your participation is critical to the success of this campuswide effort.
- **How long does it take to complete the Work Activity Study?**
  - Depending on the number of hats an employee wears, they can expect this exercise to take anywhere from 15 to 45 minutes to complete. Managers and supervisors have been directed to ensure that employees have dedicated time during their regular workday to complete the Study. No one should need to complete it outside of normal working hours. The time you spend is an important investment in helping the campus more effectively support HR work now and in the future.
- **Why am I getting this? I don't do HR work—at least, I think I don't?**
  - Many HR responsibilities at Berkeley are performed by individuals whose primary job title is not in HR. Even if HR-related tasks are only a small part of your overall job, it is important that we capture this work to develop a complete and accurate understanding of how HR responsibilities are distributed across the campus. Your perspective helps ensure that any recommendations for improving HR services reflect the full range of work being done.
- **Why is the Work Activity Study looking at the work I do that is not HR-related?**
  - The Study also seeks to understand how HR responsibilities fit within the broader scope of your position. This helps campus identify where HR work may be pulling time and focus away from other core responsibilities, and where opportunities may exist to improve support structures, clarify roles, or reduce administrative burden.
- **What if I'm unsure whether the work I do is considered HR work?**
  - If you perform any tasks that involve supporting hiring, appointments, payroll, benefits, student employment, or other employee-related processes, it is likely considered HR work. When in doubt, answer the questions based on the work you do, and provide the most accurate reflection of your responsibilities.
- **What is expected of managers and supervisors during the Study period?**
  - Managers and supervisors play an important role in encouraging completion of the Study and helping clarify questions about job duties. We ask supervisors to ensure their team members have time to complete the Study and to be available to answer questions about the scope of each role. Supervisors are not reviewing or evaluating individual responses.

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- **What if someone did not get invited to the Study, and they do HR work, how can they be added to the list?**
    - The list of participants for the Work Activity Study has been carefully curated by department leads across campus, in coordination with the HR EcoSystem initiative team. These department leads have a clear understanding of where HR-related tasks are performed within their schools, colleges, and divisions, and they selected participants based on this knowledge.
    - If someone was not invited but believes they perform HR work, their inclusion would need to be reviewed and confirmed by their department leadership. This ensures the Study remains accurate and targeted. If you think you should be part of the Study, speak with your supervisor or department lead.
  - **I am new in my role—how should I complete the Study?**
    - If you recently started your position, please answer the Work Activity Study based on your current understanding of your job responsibilities, in addition to having a conversation with your supervisor. It is perfectly acceptable if your answers reflect learning-in-progress or evolving duties. The goal is to understand how HR-related work is distributed—not to evaluate your experience or performance.
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## 4. Completing the Study

- **Will completing the Study require tracking my daily activities or keeping a timesheet?**
  - No. You will not need to track your work in real time or keep a timesheet. The Study simply asks you to reflect on the types of work you perform and estimate the proportion of your time spent on HR-related responsibilities compared to other duties. You will not be asked to calculate hours or minutes. Instead, you will estimate the percentage of your overall work that each category represents.
- **I work with several different employee groups (or just one group), and I'm not sure which sections to use. How do I know where to allocate my time in the Study?**
  - Allocate your time based on who the HR work is for. If your HR responsibilities span multiple populations, you will allocate time to multiple sections.
  - Use the following guide to determine the correct section(s):
    - If your HR work supports staff — use Staff Human Resource Management (Including Benefits & Payroll)

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- If your HR work supports any of the following faculty groups — use Academic Personnel (Professor titles or Unit 18 lecturers only) Human Resource Management:
    - Regular Faculty – Ladder & Lecturer-Security of Appt
    - Faculty Emeriti – Emeriti Professors & Emeriti Professors-Security of Appt
    - Other Faculty – Lecturer, Visiting/Adjuncts, & Other (clinical, instructors)
  - If your HR work supports the following academic populations — use Academic Personnel (Other Academic Appointments) Human Resource Management:
    - Other Academic – Researchers, Post Docs, Librarians, Acad Administrators, Other
    - Graduate Student Titles – Graduate Student Instructor (GSI), Graduate Student Researcher (GSR), & Reader/Tutor/Other
  - If your HR work supports student workers or volunteers — use Additional Human Resource Management (Including Benefits & Payroll)
  - If your HR responsibilities include more than one group, simply divide your time across the relevant sections based on the population you support.
  - **Can I save my progress and return later?**
    - Yes. While it is encouraged for you to complete the study in one sitting, your progress will be saved when you start allocating time and will be accessible via your individual link provided to you in email until you complete the exercise or the response period closes. However, if your study has closed and you'd like it reopened during the open response period, simply email the project team at [UCBerkeley\\_WorkActivityStudy@hcg.com](mailto:UCBerkeley_WorkActivityStudy@hcg.com), and they can reopen your assessment.
  - **Can I update the department or supervisor listed on my Administrative Work Study when I receive it?**
    - Yes. At the beginning of Study, you will be asked to verify your name, department, and supervisor. If any of this information listed from your institution's HR file is incorrect, you may update that directly in the study. You may then proceed to complete and submit your Study; the updated information you provided will be sent to HR for review and validation.

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- **The Study asks me to verify my supervisor. The supervisor position in my area is currently vacant, what should I do?**
    - Unless otherwise assigned, employees should go up the leadership chain in their organization (i.e., input the name of their supervisor's supervisor) even if leadership is interim.
  - **Can I allocate less than 1% of time or less than 1 hour on average per week to an activity on the Study?**
    - Yes. You can allocate fractions of percentages or hours within your study answer sheet. This will likely be the case when you describe activities that you only do for a short time over the course of a year. For example, you may only perform end of year close-out activities for several weeks per year. Taken over the course of a year's time, that may result in a fractional percentage amount when you estimate an average week.
  - **What if I do work for other departments? Should I allocate that time in the activity assessment as well?**
    - Yes. You should allocate all substantive administrative and other time performed as part of your regular employment, regardless of the department in which it is performed. The Study is an accounting of how you spend time on administrative functions and activities, regardless of unit, department, or business area.
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## 5. Data Use and Privacy

- **What will happen to the data collected in the Work Activity Study?**
  - The data will be analyzed in aggregate to identify patterns and opportunities for improving HR service delivery. Individual responses will not be reported or shared, nor will the Study be used to measure an individual's performance in any way. Findings will be used to support recommendations to campus leadership on how best to organize and resource HR functions. All data will be handled in accordance with established privacy and data governance standards.
- **How will the results of the Work Activity Study be used?**
  - The results will be analyzed in aggregate to understand how HR work is performed across campus. This information will guide the HR EcoSystem initiative Advisory Committee in making recommendations to improve HR service delivery, reduce administrative burden, align resources with actual work, and identify opportunities to modernize processes. Individual responses will not be shared or used for performance evaluation.



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- **Will my individual responses be shared with my manager or anyone else?**
    - No. All responses are anonymous and will be aggregated before analysis. Supervisors will only see whether their team has completed the Study, not the content of individual responses.
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## 6. Timing and Next Steps

- **When will the results of the Work Activity Study be shared?**
    - Data collection for the Work Activity Study will be completed by the end of 2025. In early 2026, the collected data will be analyzed, and results will be provided to the HR EcoSystem initiative Advisory Committee. The Committee will meet during the spring semester to review the findings and consider potential recommendations. Any recommendations to campus leadership are expected to be shared later in the summer. Throughout this process, individual responses will remain confidential, and key insights will be communicated in aggregate to provide transparency about next steps.
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## 7. Accessibility and Support

- **Who can I contact if I have questions or need help completing the Study?**
  - If you are having technical or issues with the functionality of the Work Activity Study, please contact the Huron Consulting team at:  
[UCBerkeley\\_WorkActivityStudy@hcg.com](mailto:UCBerkeley_WorkActivityStudy@hcg.com)
  - General questions about the HR EcoSystem initiative can be directed to the [Office of the Vice Chancellor Administration](#).
- **What if I need an accessibility accommodation to complete the Work Activity Study?**
  - We are committed to ensuring that all employees can participate fully in the Work Activity Study. If you need an accessibility-related accommodation to complete the study, please contact the Office of the Vice Chancellor Administration at [vca@berkeley.edu](mailto:vca@berkeley.edu) or (510) 642-3100.
- **What if I believe I received the Work Activity Study in error?**
  - Employees were selected for the Study because their role includes activities that support people, academic personnel, payroll, financial processing, or related administrative services. If, after reviewing the instructions, you still believe you were included in error, please speak with your supervisor. They can help confirm your role's responsibilities and, if necessary, reach out on your behalf.



## 8. Benefits of Participation

- **How will participation in the Study benefit me or my department?**
    - Participation in the Work Activity Study provides leadership with a detailed, campuswide view of how HR responsibilities are currently distributed. While we cannot promise that participation will result in immediate changes, additional support, or new resources for individual departments, your input is critical to ensuring that any future recommendations for HR service improvements are based on accurate, comprehensive data. In this way, your participation contributes to shaping more effective and sustainable HR practices for the entire campus community.
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