It takes a Village!
Opening Tercero Dining Commons 2

HR Symposium - April 4, 2018

Presenters:
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Krista Ingwall, Talent Acquisition Partner, Human Resources
Karmen Fittes, Executive Director, Talent & Rewards
It takes a Village
Agenda

• History leading to Tercero Dining Commons 2 project (Emily)
• Lessons Learned and What SHDS is Doing Differently (Emily)
• Purpose & identification of Stakeholders (Emily)
• Focus on Stakeholders Needed to fill Student and Staff Vacancies (Emily)
• Recruitment Plan (Krista, Ramona)
• The Model for Stakeholder Engagement (Karmen)
• Final Considerations for Stakeholder Engagement (Emily)
• Activity – using the Model for Stakeholder Engagement to create your village
History: How SH&DS arrived at the Tercero Dining Commons 2 project

- Sodexo operated dining services from 1971 to 2017:
  - The contract provided food service for all residential and retail dining locations except those operated by ASUCD
  - In 2009, ~280 food service workers became University employees
- July 1, 2017: Transition from contracted Sodexo to UC Davis self operation:
  - Three years of extensive research and consultation along with the issuance of an RFP to ‘test the market’, resulted in decision to move to self-operation
Dining Services Update - Highlights

• Hired over 60 Managers, Supervisors, Executive and Sous Chefs
• Implementation new Point of Sale System, Sequoia
• Established 67 contracts to support Dining Services
• Established over 1400 recipes into Eatec
• Established a new coffee partnership with Peet’s and Java City
• Provided a **seamless experience**!
(cont’d) New Venues

• Scrubs Cafe
• Expanded La Crepe
• Spokes Grill
• The Gunrock
• Peet’s Coffee
• Silo Market
• International Center Coffee Kiosk
(cont’d) Food Truck Program

• Increased from 2 to 4 Food Truck venues

• 30+ Food Truck partners
Tercero Dining Commons 2

Project Overview
- Cost 32.5M
- One 2-story Building
- 500 Seats
- 45+ Career Staff
- 110 Student Staff
- Opening Fall 2019
Tercero Dining Commons 2

Project Overview
- International Theme Menu
- Residential Dining Commons
- Retail Venue
Lessons Learned

• Implement recruitment strategies 1.5 years in advance to ensure new management and staff can assist with the opening of the venue

• Implementing recruitment strategies requires engaging many stakeholders

• It requires a plan to engage stakeholders
SHDS’ purpose for engaging stakeholders

Engaging stakeholders helps us to reach our goals, encourages innovation, and enhances performance that benefits our work, our workforce, and ultimately the student experience.
SHDS engages stakeholders by committing to:

- be proactively inclusive
- listen
- build trust
- provide information
- seek input
- respond to stakeholder concerns
Opening Tercero Dining Commons 2 is a communal effort

SHDS will access the support of the extended UC Davis family through emphasizing the values of relationships, concern for others, sharing and hospitality.

• Today we will focus on the stakeholders needed to help SHDS fill staff and student vacancies.
• The ability to fill staff and student vacancies will affect SHDS ability to open Tercero Dining Commons 2 on schedule.
• Building a ‘Recruitment Plan’ to help us proactively prepare
Recruitment Plan

- Defining Requirements
- Planning Campaign
- Attracting Candidates
- Selecting Candidates
- Hiring
Defining Requirements for SHDS

Current Totals = 1,236
  Staff = 360
  Students = 936

Current Vacancies = 171
  Staff = 21
  Students = 150

Future requirements = 1,350
  Staff = 410
  Students = 1,100
(cont’d) Defining Requirements

• Student employee recruitment
  • Partner with Internship & Career Center

• Workforce planning
  • Understanding the demographics

• Vacancy tracking spreadsheet
  • Currently 21 staff vacancies and 150 student vacancies

• Alternative approaches to meeting workforce needs
  • Adobe
Attracting Candidates

• Sourcing Strategy
• Event Attendance
  • Culinary Career Fairs
• Open House Hosting and Hiring
Selecting Candidates

Pre-Screening
  • Partnering with Shared Services

Position Descriptions
  • Partnering with Compensation
Hiring

• Background Checks
  • Partner with Shared Services

• Applicant Pool
  • Partner with Temporary Employee Services

• Search Committee Pods
  • Hosting workshops
SHDS followed the Model for Stakeholder Engagement

- **Step 1**
  - When to engage?
  - When the outcomes of engagement are needed for success of initiative, it is time to engage.

- **Step 2**
  - Who to engage?
  - Determine stakeholders and the level of engagement needed - Inform, Consult, Involve, Collaborate, Empower.

- **Step 3**
  - How to engage?
  - Gain stakeholder agreement on expectations for their time and the level of engagement needed.

- **Step 4**
  - Were engagement outcomes achieved?
  - Evaluate how well engagement achieved purpose and met stakeholder expectations.
(cont’d) Model for Stakeholder Engagement

Step 1. When to Engage Stakeholders?

Step 2. Who to Engage?
(cont’d) Model for Stakeholder Engagement

Step 3. How to Engage

Step 4. Were Engagement Outcomes Achieved?
Final Considerations for Stakeholder Engagement

• Not everyone has to be involved
• Include more than just the ‘usual contacts’ – diversify.
• Engage stakeholders who are ‘non-supporters’
• Consult with stakeholders on methods of engagement
• Maintain the relationship
Activity – How might you bring a village of stakeholders together?

• Gather into small groups and discuss:
  • What critical recruitments are upcoming?
  • How will you identify your stakeholders required?
  • How will you engage your village of stakeholders?

• We hope you will share your thoughts with the audience
Thank you