

**ACADEMIC BUSINESS OFFICERS**  
**ANNUAL LIST OF PRIORITY PROJECTS FOR 2014-15**

**CURRICULUM MANAGEMENT**

History and Status:

The tools developed to help improve curriculum management [Campus Curriculum & Leave Planning database (CCLP) and On-line Course Approval (OCA)] moved what had been paper-based processes and record keeping to networked environments; however, even with significant reductions in paper consumption and improved efficiency, there are still major limitations to these systems. The OCA system has been helpful to see where a course approval is in the processing sequence but it does not allow for easy updates, corrections and changes. This system does not interface with the CCLP database or with the Academic Information System (AIS). Our existing curriculum management systems do not interface with each other and they have not reduced the direct communication, manual labor, or time that is currently needed to complete quarterly scheduling, course approvals, and catalog copy.

Proposed Actions:

Given the smaller staff footprint and increased workloads, it is critical that the campus invest in either purchasing a curriculum management system or developing the curriculum management capabilities in AIS, in addition to rethinking our current business practices. We need a long-range vision for campus curriculum management that maximizes performance and automation.

We would like all campus constituents (academic departments and divisions, Undergraduate Education, Graduate Council, Office of the Registrar, Colleges, CEP, ITS) to provide consultation and be involved as we move towards the goal of having a fully functional curricular management system.

Benefits:

Having a modern curricular management system will reduce staff workload, improve accuracy, and decrease turnaround times. It will improve the working environment for the staff and faculty who are responsible for facilitating the review, approval, and publishing of courses, class schedules, and catalog copy. Improved processes and a robust system will result in more timely posting of courses and secondary discussion sections in the on-line schedule of classes, which will improve the ability of UCSC students to plan for and enroll in courses and secondary discussions and decrease student enrollment problems.

**STAFF HUMAN RESOURCES**

History and Status:

Since the consolidation that removed on-campus staff human resources positions and centralized them off-campus, there has been a steady increase in turnaround times for all employee actions, such as recruitment, hiring, and reviews of reclassification requests. In supporting students, faculty, and the academic missions of the university, it is critical that we be able to expeditiously recruit for and hire highly qualified staff. This has always been the case but even more so today as academic departments and divisions are operating with smaller workforces tasked with performing a larger number of high-level responsibilities.

ABOG recognizes and understands the significant challenges our Staff HR organization is facing as a result of the recent budget cuts, a large number of retirements and separations, changes in leadership, and the demands of the UC Path project. As stated in the cover memo, a small group of our members met with Interim AVC Castro. We were presented with a straightforward update on the current state of and short-term plan for SHR but more importantly, we were able to brainstorm possibilities for ABOG to provide some ongoing consultation and support in appropriate areas. We identified the following three key areas to address and would like to begin working with SHR, academic divisions, and campus administrators to pursue some ideas that could provide additional support and help build a foundation for further progress.

## **1. Processes and Efficiencies**

### **Problems and Proposed Actions:**

There continue to be significant delays in recruitment, hiring, reclassification, and other employee action processes. These delays are primarily the result of an understaffed organization. As new staff are hired and trained in SHR, ABOG would like to partner in efforts aimed at streamlining processes and improving efficiencies. We ask to participate on the working committees involved in these efforts. If this is not possible, we request that SHR leaders suggest alternative ways in which we can provide consultation and assistance.

### **Benefits:**

More ideas and proposals will be brought to the table with broader representation and participation in streamlining processes, looking for efficiencies, and implementing systems and tools aimed at reducing turnaround times. With progress on this front, the campus will benefit from departments and units being adequately staffed and operating productively with highly qualified employees.

## **2. Physical Separation Between SHR Staff and Campus Units**

### **Problems and Proposed Actions:**

The consolidation and relocation of SHR to an off-campus site has diminished the quality of communication and working relationships between SHR and many hiring managers on campus. Academic business officers would like to reestablish a partnership and improve working relationships with their SHR representatives. In the short-term and especially as the organization hires new staff, we would like to partner with SHR supervisors and leaders to find opportunities to bring their staff to campus and encourage them to accept invitations as situations allow. Examples could include arranging “working days” in a division that would provide in-person consultation on current recruitments, performance management issues, reclassification, etc.; on-campus SHR-led trainings and workshops; attending a faculty or student research event; and attending divisional or campus meetings where an academic, faculty or student-related topic is covered.

In working towards a long-range goal, ABOG would like to partner with the academic divisions and SHR leaders to propose models that would bring SHR staff to campus on a regular basis to build strong working relationships with their constituents. A model we encourage looking at is the one that Information Technology Services (ITS) adopted in its consolidation plan. This model, which established on-campus ITS Divisional Liaisons and prioritized a strong customer service culture, has been very effective. We recommend that SHR implement a similar model within the next three to four years.

Benefits:

We understand that it will be necessary to allow time for SHR staffing levels to stabilize but recommend that SHR and campus leaders support a trend towards more on-campus reintegration. Identifying and pursuing opportunities to bring new and existing SHR professionals to campus will support on-boarding, training, and professional development; help build effective working relationships; and grow the highly qualified and productive workforce needed to support the current and future growth and continued excellence at UCSC.

### **3. Training and Development**

Problems and Proposed Actions:

The number and quality of supervisory development, performance management, team building, and coaching trainings and workshops has diminished over the years. As a result, new supervisors and managers are not being provided with the support and training needed to ensure a productive and well-running department, unit, or team. UCOP's new on-line trainings do not replace the need for local, interactive workshops aimed at teaching and developing the critical skills that are fundamental to managerial and supervisory positions. Furthermore, deficiencies in training and development opportunities exacerbate the serious problem of a complete absence of succession planning at UCSC.

In the short-term, ABOG would like SHR to receive funding from the central administration to be able to immediately bring back valuable workshops, such as *Introduction to Supervision*, *Six Key Skills for Leaders and Managers*, *Performance Management Series*, *Building Motivation and Morale in the Workplace*, *Setting Achievable Goals and Setting Expectations*, *Coaching for Performance*, *Essential Feedback Skills for Managers and Supervisors*, and other leadership, communication, hiring, team-building, and management-focused trainings. We would also like to partner with SHR to identify optimal dates and locations for some of these workshops.

In the long-term, ABOG recommends a permanent budget to support a robust SHR Training and Development program that would not only provide workshops and trainings but would help divisions, departments, units and campus leaders develop effective and viable succession plans.

Benefits:

Investing in and supporting SHR in ways that will allow the organization to develop a robust training and development program will actually result in significant cost-savings for the university by reducing employee grievances and other legal actions, improving productivity and morale, decreasing staff turnovers, and supporting the professional development and promotion of university employees and positioning more of them for senior management and other leadership positions.

The Council of UC Staff Assemblies (CUCSA) also supports a more robust and directed UC supervisor training program. The CUCSA 2012-13 Supervisor Training Workgroup Report is available at <http://www.ucop.edu/cucsa/documents/supervisor-training-report2013.pdf>.

## **NON-REPRESENTED STAFF SALARIES**

History and Status:

The large budget cuts and layoffs UC has faced over the past years have resulted in a new working environment at UCSC. The consolidation of positions and reorganization of divisions

and departments have resulted in staff taking on additional and higher-level responsibilities. At the same time, non-represented staff have not had a significant salary increase in over six years while faculty have benefited from an enhanced merit program and represented staff, student academic employees, and lecturers have all secured well-deserved contracts with good compensation. Last year's 3% increase for non-represented staff and another 3% for this year do little more than cover mandated retirement contribution increases. The result is a void in compensation for non-represented staff, against a backdrop of continued investment in other salaries, faculty hires, and campus growth.

#### Problems and Proposed Actions:

The most recent union contracts have resulted in situations where represented staff salaries have advanced to or exceeded those of their unrepresented supervisor. These situations are not only demoralizing but they can also bring about the undesired consequence of qualified represented staff not having the salary incentive to train and apply for higher-level, unrepresented positions. The insufficient STAR program coupled with the lack of progress in moving towards a systemwide base-building salary program for non-represented staff hurts morale and contributes to the costly turnover of valuable staff.

Implementing a merit-based salary program for non-represented staff remains a systemwide issue and we will continue to communicate with our Staff Advisors to the Regents and CUSCA representatives to keep this topic alive. We respectfully request that, in their meetings at UCOP, our Chancellor and EVC advocate for movement and implementation of this program. Additionally, we respectfully request that UCSC's top-level administrators consider committing a percentage of the current local funding streams to fund fair compensation for non-represented UCSC staff, especially since many of them are directly supporting program, faculty, and undergraduate and graduate growth.

#### Benefits:

Adjusting existing non-represented staff salaries to a level that will adequately mitigate the current and future salary inequities brought about by the recent union contracts and implementing a UC merit-based salary program will attract and retain the leadership and expertise needed in UCSC's non-represented positions. Attracting top talent to non-represented positions will result in long-term cost savings to the university by bringing the productivity, quality work, and expertise needed to grow and support our academic and business units. Attracting and retaining top talent to campus leadership, management, and supervisory positions will provide additional cost saving benefits by reducing employee grievances, leaves, and turnovers. These leaders and supervisors will enhance the work environment for both represented and non-represented staff by providing good training, mentoring, and opportunities aimed at supporting career growth and advancement at UCSC.