

Answers to questions asked during the Fall 2021 SAB Forum

Remote Work

1. Does UCSC have a plan to help managers do team building with hybrid and remote office staff? Are there best practices (i.e. hybrid workers come in on the same days, quarterly meetings in person) that can help guide the transition? It now seems like every department is on their own to figure it out without the time or knowledge to do it in a successful way. We no longer have a connection to our co-workers and I don't think that is a sustainable situation in the long-term for staff morale or for a well-functioning university. Thank you!
 - a. Both the UC system and UC Santa Cruz through the Staff Human Resources Learning and Development Office offer a variety of learning and development programs on these topics. See the [Learning and Development website](#) for a full curriculum of offerings. Some of these are offerings that are 100% online, some are delivered live by zoom and some are delivered live and in-person. Some of these classes are specifically for managing in a hybrid environment. Other classes such as ABC's of Supervising Others are applicable and available for in-person and/or hybrid teams.
2. How a positive work culture, including opportunities for advancement, will be supported in our new hybrid work environment. Especially for staff who are fully remote.
 - a. We all contribute to a positive work culture and it will be important for supervisors and employees to work together as we navigate new and mixed modalities with flexibility and creativity. Managers and supervisors are expected to support employee professional development and advancement using the supervisor resources outlined in answer to the previous question. This is an important part of employee supervision.
3. With more and more companies allowing staff to work remote permanently or on a more flexible and consistent scale, how is UCSC going to adapt to this sea change in order to attempt to be a competitively attractive employer? Since it won't be the salary or cost of living to attract employees, remote work options should be seriously considered.
 - a. Remote work options are an available work modality at UC Santa Cruz, and in fact, many staff members are already working remotely routinely or fully remotely. We have almost 1000 telecommuting agreements that are formally in place and signed using the revised forms. This includes about 700 routine and 300 remote. We encourage all managers and supervisors to work with their employees to understand the business and personal needs justifying remote work on a temporary or permanent basis and to

engage in these conversations every few months, particularly with fluidity of our current COVID-19 environment. We consider these telecommuting agreements part of our "new normal." In many ways we are still in a "situational" or "transitional" phase where the pandemic is still heavily influencing our work behaviors, but we are increasingly able to meet in person. We will continue to implement what we learn from this transitional phase to provide flexibility for employees while continuing our focus on the requirements of each role.

Staffing Compensation

1. Dear Chancellor Larive,

Policy governed staff did not receive a merit in 2019-20 due to a potential budget crisis. The budget appears to have been restored and while policy governed staff did receive a merit in 2020-21 there has been no discussion (that I am aware of) about a retroactive merit for 2019-20. The merit is the only salary increase policy governed staff receive outside of a reclassification or accepting a new position on campus. Not receiving this merit has harmed us and will continue to do so into the future. Please make us whole.

Best,

Fiona Weigant

Education Department Manager

- a. While the 20 million dollar budget cut UC Santa Cruz absorbed in 2020 has been restored in terms of the current budget (21-22 academic year), the university did not have a retroactive restoration of the 2020 budget cut. The one year, 20 million dollar budget reduction was managed through position management, reduction in certain types of spending, and a one-year pause on merit increases. We made these decisions to protect jobs and prevent layoffs.

Simultaneously, UC Santa Cruz experienced a major budget loss in auxiliaries (particularly housing and dining) that will require many years to make up.

We have prioritized the forthcoming three-year salary equity program to build salary bases in an equitable way to address long term salary issues. We believe this equity program represents the beginning phase of addressing market-rate salaries within our budgetary limits.

2. When can non represented staff expect their merit increase from July 2020 (19-20 academic year)? We were the only group who took a loss of pay in the University. This has a cumulative effect in our future increases and we are going

backwards as far as cost of living goes. We're requesting that we receive our increase retroactively.

Physical plant custodians are struggling with overload of work in vacant area the department does not want to hire and we need your support thank you

- a. Nationally, service industries face difficulties recruiting and retaining employees. UCSC, like campuses systemwide and across the country, are managing similar recruitment and retention issues and we are working to identify creative solutions. Custodial departments are actively recruiting to fill these positions and the campus is exploring some temporary solutions to add bandwidth and as well as some longer term solutions, such as creating efficiencies where possible.
3. Why is UCSC still classified as "Rural" instead of "Urban"? What steps are being taken to reclassify UCSC so professional staff and faculty can afford to live in or near UCSC?
 - a. This is a myth. There is no classification of UCSC as rural relating to pay practices. Like all of the UC campuses, OP collects local, regional and national salary data and computes indexed salary grades for every campus based on the cost of labor. UCSC is categorized at 109% of the national cost of labor average. It is true that UCB and UCSF are categorized higher than UC Santa Cruz, but there is no "rural" designation impacting our pay scales.
 4. What plans are there to address the ever increasing housing cost burden for staff members who live in the Santa Cruz area? Has there ever been any discussion about offering higher pay levels to those of us who live in the county, in order to increase retention of staff who work on site? Some departments have staff members who work entirely remotely and receive roughly the same salaries as staff who live here. But those of us who live in the county have to contend with much a higher cost of living and the burdens of an often long commute, while those who work remotely often do not have to deal with these challenges to achieving a healthy work-life balance.
 - a. All UC campuses pay employees who work for a particular campus based on the pay scales developed for that campus. Regardless of where an employee lives, including when an employee may live in another state, the applicable campus ranges are required to be used. This guidance is a systemwide issue and cannot be resolved by an individual campus. There are many complex issues bound up in this concern including state taxes, management of benefits, and telecommuting types. We have been advised that this issue is being worked through at the systemwide level,

but we currently are following the guidance of using our campus pay scales for all employees, regardless of location.

5. What is being done to address the fact that 50% of non-represented staff are paid at below market rate. Beyond just the three year equity effort, what is being done to address overall paid for non-represented staff.
 - a. Currently, our goal with the equity program is to increase pay for unrepresented staff to ensure that few to no employees are below the 25 percentile of their respective pay range. With limited resources, this is a top priority. The enhanced compensation philosophy also includes hiring at or above the 25 percentile and a more focused approach to equity reviews.
6. How do we know if we can expect an equity increase?
 - a. You will be notified of an increase in January 2022 in advance of the amount arriving in the appropriate paycheck.
7. Is there a plan to make sure that there are equitable pay on our campus as a whole for positions that span across the campus? i.e. An AO3 in like an academic dept is compensated the same as an AO3 in a non-academic dept. (obviously experience would factor in, but the point is we have "funding poor" depts that can't afford higher salaries).
 - a. Currently, equitable pay is managed through the equity process on our campus run by Staff Human Resources. One piece of the new compensation philosophy is that equity adjustments will occur at routine points throughout the year to increase the fairness of those processes.
8. How can we hire people at 25%ile of the job category when they will be working with people below that who have experience?
 - a. The goal is to simultaneously improve the salaries of current employees and prevent this problem from recurring by hiring at the 25 percentile of their applicable pay range. Equity reviews are the primary mechanism for resolving the type of issue described in this question. It is important that we work on these problems in tandem. The intention is that by the end of the three year period we will not have employees under the 25th percentile of their respective ranges.
9. Your compensation plan only addresses those in the absolute bottom end of compensation. What about those staff who are outside of that range but still not making enough to live in Santa Cruz?
 - a. The compensation plan actually includes a much larger group than just those in the bottom quartile of the range. While those in the lowest quartile will see the most impact, the program is intended to provide increases for the majority of unrepresented staff. While not everyone will be included in each year, the impact of the program will be broad.

Diversity, Equity, and Inclusion

1. Our organization supports mandatory, ongoing Diversity, Equity and Inclusion training for all (academic included) faculty and staff; mandatory, ongoing fair hiring training and accountability for same. This is consistent with our Principles of Community: What are we doing to accomplish this goal?
 - a. Currently, we have various initiatives that are moving towards accomplishing this goal, which is to build capacity and to create a community grounded in our principles. The one I will share today is a few of our current Office of Diversity, Equity, and Inclusion efforts.

Dr. Estrada, our Executive Director for ODEI and interim Chief Diversity Officer, has been assessing the office resources including the Diversity and Inclusion Certificate Program. The DICP program has been an ongoing program which has successfully built capacity on DEI issues. One of the goals is to deepen and scale the courses offered and to invite our community members to share their experiences. Through her early tenure, she has also identified key offices that are particularly working towards deepening DEI efforts and initiatives and is currently working on a DEI directory in which we will share how these offices meet our Principles of Community. Assessment of the current programs has become her priority for this year.

Safety and Security

1. With the planned reduction in UCSC PD staff, how is the University and Police Department Leadership planning on effectively patrolling, protecting the property and staff/visitors to the Coastal Science Campus and Western Research Park? There are frequent break ins, vandalism and illegal activities that occur at those sites.
 - a. Campus PD's sworn FTE strive to maintain staffing levels sufficient to support an appropriate shift schedule for the size of our campus. The Systemwide Community Safety Plan calls for a tiered safety system that provides additional support for safety from a range of groups. Currently, there are plans to help increase non-police safety options for our Coastal Science Campus and Westside Research Park.
2. When can we expect more drafts of the protest response teams and will there be an open forum to students regarding this?
 - a. The initial feedback deadline for the Support Structures for the Free Speech and Lawful Protest proposal was December 10. This feedback will

be shared in January and a timeline of next steps will be announced at that time to incorporate feedback and implement improvements.

3. Can someone speak to the DSAS statement about sexual assault that allegedly occurred on this campus? That was an unsettling message to get without any context or follow up (or trigger warning).
 - a. We apologize for the unsettling nature of this message. It is often impossible to discuss the specifics of a case or issues related to an alleged sexual assault on campus to protect the privacy of those involved. Given the effect of this matter on many within the Division of Student Affairs and Success and the numerous students seeking support from many members of the DSAS staff, the letter was meant to share information and provide avenues and resources for support. Allegations of sexual assault are managed through the Title IX process through our office of Equity and Equal Protection.

Other

1. With lots of new initiatives occurring and exciting projects, how will you ensure that the folks who are actually doing the work of implementing the new policies, procedures, and programs are involved in the initial and ongoing conversations so that we have all of the information needed to efficiently and effectively do our jobs?

Not having direct communication between you all and us is a huge hindrance as it is like the left hand trying to tell the right hand something but there is no body in the middle to facilitate the conversation. Instead the campus seems to have a "telephone" system where one person tells someone who then interprets and tells someone else so on and so forth and the staff who are actually doing the work (several iterations down the line) end up with very unclear directions/information or sometimes incorrect information several weeks or months later. The effects of this "telephone" is frustrating to not only the staff trying our best to carry out very vague instructions that do not take in consideration the multiple other systems in place, but also to our students who then perceive us as being disorganized and untrustworthy when we are unable to accurately help them or information changes depending on who is being asked and when. This does not strengthen our relationship with our student body and it doesn't allow us to feel proud of the work we are doing because we (or at least I) know I can do better if I had the information I needed up front instead of several months down the line when now have very little time to actually do the work and no clear lines to get clarity around the what needs to happen. Thanks in advance!

What are the Chancellor's policies/procedures for internal communications and operational coordination? Campus-wide communications have improved over the past year, but communication between the Chancellor's Office and individual divisions/departments have not. If the Chancellor and EVC are going to continue to make last minute decisions that affect my entire work schedule, it would at least be courteous of them to directly meet with my team. Instead we're consistently playing a two-way game of telephone as incomplete information gets passed up and down the chain.

- a. Improving internal communication is a major effort for our leadership team and is part of improving our efficiency, effectiveness and resilience, as you well point out. We are working on some important hires to bolster our communication bandwidth and support more consistent and comprehensive communication about our many initiatives. While it's not possible to have direct communication from the Chancellor's office to staff members on every issue, we are working on new tools, like the Chancellor's Update to help us communicate more often and more clearly with our campus community.
2. When will the Perk coffee shops be open again? Desperately in need of coffee on this University Campus :)
 - a. Unfortunately, a number of our campus eateries are affected by new legislative limitations on the UC's use of external vendors. We will continue to share plans as we have additional information.
3. Why did campus waste so much money on slug "gifts" for staff that are tantamount to plastic trash that's just going to end up in the landfill? Staff would have rather had a \$10 visa gift card or amazon card. The sentiment is appreciated and noted, but the gift completely missed the mark on all fronts, it was cheap and hollow.
 - a. Thank you for this feedback. While this was a well intentioned effort to make all community members feel welcomed "back" even those working remotely, it is helpful to hear how these items are received.
4. What is the University doing to address the continued slide in rankings, which significantly impact the University's ability to recruit top faculty, staff, and students and funding.
 - a. As a university, it is important not to "chase rankings" but to work to improve in relation to our campus goals. We know that rankings are often proxies for funding, wealth, and exclusivity and we are a campus that makes the most of what we have and works to serve students from all backgrounds. That said, a major element of our USNWR ranking is how well we support student success, retention and graduation. These metrics

are important to us regardless of rankings and our Student Success Task Force is working diligently to improve the ways we support students.