DEPARTMENT RESPONSES TO KEY STAFF CONCERNS ABOUT STUDENT AFFAIRS STAFF WORK LIFE
FOLLOW-UP TO THE 2006 STAFF@WORK SURVEY

I. COMMUNICATION

1) Verbal Support, Appropriate Feedback and Encouragement From Supervisors
   a) Weekly 1-on-1 with direct reports (Sixth, Warren, SEA-TRIO, AES-Admissions, Rec/Sports, SPJA, TMC, ERC)
   b) Rotating monthly manager updates (SL-SOLO, Rec/Sports)
   c) Regular verbal recognition (Muir, Warren, Revelle, TMC, ERC)
   d) Suggestion box for anonymous communication to Director. (AES- Financial Aid)
   e) Drop-in office hours for supervisors. (AES- Admissions, AES-Registrar, ICA)
   f) Open door policy for consulting, brainstorming, problem solving, feedback (SL-SOLO, SEA-TRIO, SPJA, Intl., SHS)
   g) Participation in and support of other’s events (Warren, ICA)
   h) Follow-up survey of staff regarding work environment with discussions and initiatives (Intl.)
   i) 1-on-1 with supervisor to discuss environment and receive feedback (Intl.)
   j) Reassignment of staff to improve supervisor/supervisee relationship (Intl.)
   k) Follow-up on results from teams (ICA)
   l) Quarterly meeting with supervisors to discuss career and concerns (SHS)

2) Workload Related Information, What Is Coming Up and Why
   a) Weekly Staff Meetings (Muir, ERC, Sixth, TMC, Warren, SEA-TRIO, SL-CC, Rec/Sports)
      1. Staff suggest agenda items (Sixth)
      2. Hi/lo segment (TMC)
      3. Shared decision making (Warren, Revelle, SPJA)
      4. Survey staff for feedback (AES- Registrar)
      5. Distribute staff meeting minutes (AES- Admissions, ICA)
      6. List upcoming events on meeting agendas (ICA)
      7. Open question-and-answer time (SHS)
      8. Smaller group meetings and team meetings held (SHS)
   b) Monthly review of upcoming events and workload implications (ERC, Rec/Sports)
   c) Beginning of week communicate and inform staff of upcoming events, workload, etc. (Revelle)
   d) Website to communicate (Sixth)
   e) Circulating information
      1. Monthly e-mail to staff (CSC)
      2. Daily staff notes (Warren Res Life)
      3. Newsletters (SL-UEO)
   f) Calendar items
      4. Common calendar (AES- Admissions)
      5. Daily facility event schedules (Rec/Sports)
      6. Bi-weekly “2-week projection of special events” reports (Rec/Sports)
      7. Weekly action reports (Rec/Sports)
   g) Retreats
      1. Business office retreat (SL- Business Office)
      2. Cross unit communication (cluster-wide meetings and retreats) (SPJA)
   h) Define goals (from the top level down.) (AES-tech, AES-Financial Aid)
   i) Understanding the “why?” (AES-tech)
   j) Transparency in work environment- information sharing, upcoming events/issues, ideas and plans through email and meetings (Intl.)
   k) Communicate and copy staff on emails (ICA)
      1. Reminder emails of upcoming events (ICA)
   l) Make sure internal staff receive information before rest of public (ICA)

3) What Is Going On at Campus, VC and Cluster Level That Affects Me?
a) Regular staff meetings
   1. Provost attends SA Meeting bi-quarterly (Sixth)
   2. Continue having cluster meetings. Utilize cluster meetings for campus-wide issues and discussions. (SL- AS)
   3. Keep the team connected to the larger trends and issues. (SL- SOLO)
   4. Relay information from Student Leadership/Unit Heads’ meetings during staff meetings (SL-AS, Rec/Sports)
   5. Weekly Staff Meetings include campus/ VC updates (Muir, ERC, AES- Financial Aid, SL- AS, ICA, SEA, TMC, Warren, SHS)

b) Top-Down Reporting
   1. Reports from VCSA SP Team and Council meetings shared with Unit Directors (SPJA)
   2. Strengthen communication to management team (CSC, Intl.)
   3. Have notes/minutes distributed to staff from VC and management meeting (AES-tech)

c) Lunch Discussions
   1. “Brown Bag” lunch discussion sessions. (SL- AS)
   2. UEO “Bunny Lunches” (multiplying understanding with big ears) (SL- UEO)

d) Utilize Blink/campus web sites to post necessary information. (SL- AS)

e) Newsletters
   1. Student Life newsletter discuss campus-wide issues (SL- AS)
   2. E-newsletter: log of weekly events (SL- Business Office)
   3. Encourage staff to sign up for “This Week at UCSD emails” (ICA, Intl.)
   4. Emails with campus-wide/SA-wide information (SEA)

f) Cross-exposure to different units. (SL- Business Office)

g) Relationship building based on social activity. (SL- Business Office)

h) Managers solicit/share information from campus committees (Rec/Sports)

i) Director visits campus colleagues to idea-share and shares information with staff (Intl.)

j) Continue to provide updates from UCOP and UCSD. (SPJA)

k) Encourage staff to attend International Programs Forum (Intl.)

l) Open door policy and anonymous Q&A (SHS)

m) Collaborate with other Units within the college and across campus (SHS)

II. WORKLOAD/STAFFING

1) Need for More Staff to Relieve Stress or Less Low Priority Work (Workload Mgt.)

a) Technology
   1. Utilize technology and systems approaches to streamline staff workload (AES-tech, AES-Admissions, Intl., ICA, SEA)
   2. Automating forms, routing, and approval hierarchies (SL- Business Office)
   3. Utilize technology to improve access and services to students (Intl.)

b) Staffing
   1. Student Employees, graduate assistants, interns (CSC, SL- AS, SL- LEAD, AES-Admissions, SL-CC, Muir, Sixth, TMC, Warren, ERC)
   2. Replace student administrative support with career staff. (SL-UC)
   3. Request more positions (SI- SOLO, SHS)
   4. Hire a part time tech support person (SEA-TRIO)
   5. Community members participate and assist (SL- CC)
   6. Increase staffing to average University department levels- audits (ICA)
   7. Proposing to allow assistant coaches to stay through offering benefits (ICA)
   8. UCSD volunteers to help (ERC)
   9. Reorganization review in process (SHS)

c) Communication
   1. Utilize staff one-on-one meetings to review workload and re-assess work priorities. (SL- AS)
   2. Clearly state goals and projects, set priorities and REALISTIC deadlines (AES-tech)
   3. Define & communicate staff roles (AES-tech)
4. Work schedules/load discussed at monthly management meeting (Rec/Sport)
   d) Balance college-wide and specific college events (Warren)
   e) Prevent being overwhelmed by reflecting on progress (AES-tech)
   f) Collaborate with Academic Affairs to write grants to obtain more funding for new staff (Intl.)
   g) Refer to campus resources for stress management (SPJA)
      1. Stress Relief Retreat (ERC)

2) Need More Release Time to Obtain Training/Engage in Staff Development Activities
   a) Ensure staff opportunity for professional development (CSC)
   b) Work with staff to develop career development goals/plans (ERC, AES- Registrar, SPJA)
   c) Release Time
      1. Allow release time for professional development and staff education (SL- AS, Rec/Sport, Intl.,
         ICA, TMC, Warren, ERC, Muir)
      2. Release time for Semester at Sea (Muir, ERC)
   d) Intern Opportunities
      1. Allow staff to "intern" in other departments (SL-UEO, Muir)
      2. Allow staff to take on volunteer positions within professional organizations (SL- AS, Intl.)
   e) Provide funding for professional conferences and associations (SL- AS, Rec/Sport, Intl., SEA, ERC, Muir)
   f) Encourage participation in professional associations (SL- AS, Rec/Sport, Intl.)
   g) Staff Development Activities
      1. Investment and retirement information, nutrition and exercise program, learn-at-lunch Spanish
         class (Muir)
      2. "Student Affairs Roundtable" between the colleges (Muir, Sixth, ERC)
      3. Encourage training opportunities on campus & provide release time (Intl., TMC, Warren)
      4. Provide free CPR/First Aid, AED classes (ICA)
      5. Provide a monthly list of staff development classes from Staff Education
   h) Encourage Staff Development Fund during 1-on-1 and provide department fund for development
      (Rec/Sport, Intl.)
   i) Staff share insights and information after returning from professional development activities (Intl.)
   j) Add guest speakers to monthly meetings in areas selected by staff (ICA)
   k) Encourage use of comp time (SEA)
   l) Encourage staff to identify and propose development activities (SEA)

3) Many Unfilled Vacancies = Workload Increases; Takes Too Long to Fill Gaps
   a) Fill positions from within (ERC)
   b) Filling vacancies in a timely fashion (SL- AS, Intl., SEA, SPJA, SHS)
   c) Succession planning- prepare for turnover in advance, have updated job card ready to post for
      recruitment (ICA, SL- Business Office)
   d) Provide stipends for extra duties (SEA)

4) Temps or Floaters (HR and MSO Types) Could Help Fill Gaps
   a) Utilize temp services more effectively, during transitions (ERC, TMC, Warren, AES)
   b) Utilize temps and students to assist with major programs (Warren, Rec/Sport, ICA)
   c) Cluster provide Business and Clerical staffing for temporary support during busy times (SL- UEO)
   d) Utilize student organizations/teams (Rec/Sport)
   e) Hire graduating student workers (Rec/Sport)
   f) Utilize salary savings to hire two temps (Intl.)
   g) Build a qualified roster of per diems (SHS)

5) Cross-training Could Help Fill Gaps and Add Skills, Help Advancement
   a) Develop, support, encourage cross-training program (SL- AS,SL-UC, AES- Registrar, SPJA, TMC, Warren)
   b) Already have cross-training for some (SHS- OSD, Intl.)
   c) During meetings each staff member shares about one aspect of their work (Intl.)
   d) Ensure back-up for all critical areas and coordinate vacation and out-of-office time (ICA)
   e) Joint retreats with other SA units (SEA)
6) Flextime and Telecommuting Should Be More Available
   a) Flexibility to use Comp Time (SL- AS, Intl.)
   b) Flexible work schedule for students during midterms, finals and when requested (SL- CC, Intl.)
   c) Formalize departmental flextime policies (SL- UC)
   d) Flextime/telecommuting already in place (SHS-OSD, Intl.)
   e) Review weekly schedule w/staff to make changes when necessary (ERC)
   f) Encourage telecommuting when appropriate (Rec/Sports, Intl., ICA, SPJA, AES)
   g) Flextime during high-demand, peak periods (SPJA)

III. IMPROVE EXISTING PROGRAMS

1) Simplify and Reduce Application/Access Burden for Programs Like:
   a) 2 for 1 Rec Card- Develop an email registry for staff to seek workout partners (Rec/Sport)
   b) Continue the Staff/Faculty Personal Wellness and Weight Loss Solutions programs
   c) Reciprocity program for Rec Card members to make "guest" passes available when visiting other UC campuses (Rec/Sport)
   d) Spring Quarter, 2007 RIMAC will open at 5:30 a.m. to encourage early morning, before work, workout sessions (Rec/Sport)
   e) Staff Development Fund
      1. “Staff has not indicated that the process is burdensome” (Muir)
      2. Recommend SAIL to staff (AES-Registrar)

2) De-Brief every event at weekly staff meeting soliciting ways in which to improve event/program when repeated (SHS).

3) Review all programmatic offerings at Annual Retreat and discuss population served and desired learning outcomes (SHS).

IV. SALARIES/RECLASSIFICATIONS (treated more extensively in a separate document)

1) Reclassification Takes Too Long; Who Takes Lead; Need More Information
   a) Reorganize and review structures
      1. Realignment of reporting structure (Warren)
      2. Job cards
         a. Encourage staff to update cards during performance evaluation (Warren, CSC, SEA-TRIO, AES-Registrar, Rec/Sport)
         b. Review to ensure that job duties match job description (SPJA)
      3. Conduct an internal core function assessment (AES-Admissions)
      4. Retreat to analyze duties, structure, directions, etc. (SL- Business Office)
   b) Address with HR recognition of supervisors of student employees (VCSA)
   c) Reclassifications (Rec/Sport, Intl, SEA., TMC, Warren, AES, ERC)
   d) Written instructions on reclassifications process with training (Intl.)
   e) Develop timeline and goals for possible future reclassifications (Intl.)
   f) Work with HR for market survey for equity increase for staff (ICA, SHS)

V. RECOGNITION

1) Small Departments Passed Over
   a) Cluster-wide staff recognition (cluster-wide potluck, luncheon and dinners for significant events) (SPJA)
   b) Bi-annual cluster-wide retreat (SPJA)
   c) Promote worth and importance of Student Affairs to the rest of campus community (SL- UC)
   d) Director gives/offers recognition on a frequent basis (SHS-OSD)
   e) Staff win national awards/grants (Intl.)
   f) Educate others on campus about programs (ICA)
   g) Provide information to campus Public Relations for press releases (ICA)
   h) Build coalitions with other units (SEA)
   i) Include I-House in staff meetings and ERC Unit Head meetings (ERC)
2) Need for More Frequent, Small, Easier Methods (e.g., AES, TMC)
   a) Verbal, goodies, supervisory recognition in public
      1. Individual Recognition
         a. Laudatory emails with photos to all staff (Sixth)
         b. Collection of laudatory emails, letters, cards used by Director (SPJA, Intl.)
         c. “Staff Spotlight” on website (Sixth, SHS)
         d. Newsletter with general info, staff spotlight, kudos (SL- AS, AES- Financial Aid)
         e. Employee of Every Other Day (AES- Admissions)
         f. Monthly recognition program S.A.S.S.Y. (Student Affairs Super Star…You go!) (TMC)
         g. Nominations for Exemplary Employee of the Year award (SL-UEO)
         h. Gift cards/certificates (ERC, AES-tech)
         i. Create a visual recognition item that is passed from employee to employee (AES- Admissions)
         j. Employee-of-the-Month parking spot (SL- UC)
         k. Use staff meetings for recognition
            i. Small prizes and awards (TRIO)
            ii. “Kudos” section on meeting agenda (Warren, SL- SOLO, AES- Financial Aid)
            iii. Recognition during staff meetings (Rec/Sport, Intl.)
      l. Frequent and public recognition by management (Intl.)
      m. UCSD “Coach of the Year” award (ICA)
      n. Compose mini-bios and post on bulletin boards (SHS)
   2. Group Recognition
      a. Highlight goals that were met (AES- Admissions)
      b. Celebrations when goals met (AES- tech)
      c. Newsletter praising goals attained (AES- Financial Aid)
      d. “Wall of Fame”, plaques/trophies for display in the office (SL- AS)
      e. Certificates for group/team projects (AES- tech)
   3. Recognize low-profile but essential roles (SL- Business Office), behind the scenes appreciation (SL- UC)
   4. Avoid insincere congratulations and awkward public recognition ceremonies (SL- Business Office)
   5. Use the Platinum rule- “What works for one, will not be valued by another” (AES- tech)
   6. Treat staff evenly- do not play favorites (AES- tech)

b) Social events, celebrations, retreats
   1. Meals
      a. Quarterly staff lunch/breakfast (Warren, AES-tech, AES-Financial Aid, Revelle)
      b. Staff appreciation (Sixth, TMC, Rec/Sport)
         i. Faculty club luncheon (SPJA)
         ii. Individual staff members recognized for special accomplishments (Intl.)
      c. Birthday recognition
         i. Lunches (TMC, Warren, Sixth, Revelle, SL-SOLO, AES-Admissions)
         ii. Birthday card & cakes (Intl.)
      d. New employee lunches (Sixth, SL-AS, SL)
      e. Special occasions (Revelle, SL-SOLO, SHS)
         i. End of the year (Warren, Intl., ERC)
         ii. Holiday (Warren, SL-Business Office, ERC, SHS)
   2. Staff Retreats (SEA- TRIO, AES- Registrar, ICA)
      a. Annual all-staff full-day retreat: team building, fun, recognition (Intl)
      b. Staff outings and meetings off campus (SEA)
      c. Fall Planning Retreat (ERC)
      d. Stress Management Retreat (ERC)
      e. Increase number of co-cluster retreats (SHS)
   3. Opportunities to celebrate successes. Example: monthly potluck, socials (AES- Admissions)
   4. Incorporate some fun or training sessions into existing meetings (AES-tech)
5. Extracurricular Activities
   a. Social opportunities for staff to connect. (SL- SOLO, Intl.)
   b. Golf tournament (ICA)

6. Monthly all-staff Fun Lunch includes team-building (Intl.)

3) Need for Peer Recognition, From Those Who Really KNOW!
   a) Morale committees
      1. SA Recognition and Social Committee (Sixth)
      2. Res Life recognition committee (Warren)
      3. “Student Life Sunshine Committee” (SL- AS)
      4. Staff Morale Committee (AES- Registrar)
      5. Staff Development Workgroup (AES- Admissions)
      6. Registrar’s Office Staff Morale Committee (AES- Registrar)
   b) “Secret Buddies” program (Sixth)
   c) Regular departmental recognition
      1. Staff Member of the Week nominations (ERC)
      2. “Apple of the IC” program with nominations and selection by peers (Intl.)
      3. Each staff member coordinates recognition monthly (Revelle)
      4. Monthly recognition through staff award presentations (TMC)
   d) Peer recognition at cluster meetings (SL- AS, ICA, SEA, SPJA, SHS)
   e) Employee recognition of other employees (many do not value “Employee of the Month” programs) (SL- UC)

VI. SUPERVISORY IMPROVEMENTS

1) Need to Know What People Really Do
   a) Reorganize and Review Structures
      1. Realignment of reporting structure (Warren)
      2. Review and update job cards (ERC, Warren, CSC, SEA- TRIO, AES- Registrar, ICA, TMC)
      3. Conduct an internal core function assessment. (AES-Admissions)
      4. Retreat to analyze duties, structure, directions, etc. (SL- Business Office SHS))
   b) Performance Appraisals
      1. Annual performance appraisals for two-way communication (Warren)
      2. Review and annual job performance evaluation (SEA-TRIO)
      3. Have performance standards for each job (SPJA)
   c) Establish a shadow program. (AES- Admissions, Intl., ICA)
   d) Managers/ Supervisors work events with staff (Rec/Sport)
   e) Sharing information on responsibilities during all-staff meetings (Intl.)
   f) Senior management meets to discuss workflow (Intl.)
   g) Workgroups meet by functional area to discuss work responsibilities (Intl.)
   h) Spend a day at a practice and travel with teams (ICA)
   i) Solicit opinions of partner groups (SEA)
   j) Quarterly meeting with supervisors for staff to discuss career and concerns (SHS)

2) Know How Much Time and Effort It Takes to Do Assigned Tasks
   a) Create position binders- outline responsibilities, policies, practices, timelines and contacts. (TMC, Warren, AES)
   b) Create New Employee Handbook (Revelle)
   c) Staff discuss with supervisor (Intl., SEA, SHS)
   d) Senior management meets to discuss (Intl.)
   e) Assigning tasks- discuss task and workload (ICA)
   f) Encourage prioritization of work (SPJA)
   g) Request time reporting for tasks (ERC)

3) Assign Work Equitably
   a) Review methods to evenly distribute workload (AES- Financial Aid)
b) Staff discuss with supervisor (Intl. (SHS))
c) Senior management meets to discuss (Intl)
d) Cross-training and hiring (SEA)

4) **Discuss Workload with Employees**
   a) Supervisors inform Director of workload challenges and imbalances (CSC)
   b) Bi-annual performance review meetings to adjust mutually agreed-upon goals (AES- Admissions, Registrar)
   c) Require managers to review workload of unit and individuals and determine problem areas for mitigation (AES- Registrar)
   d) Staff discuss with supervisor (Intl., ICA, SEA, SHS)
   e) Senior management meets to discuss (Intl.)
   f) Quarterly meeting w/supervisors to discuss career and concerns (SHS)
   g) Openness with staff regarding workload issues.
   h) Annual performance evaluations (ERC)

5) **Communicate and Inform, Lay Our Plans in Advance, Minimize Surprises/Crises**
   a) Distribute color coded calendar to staff (ERC)
   b) Discuss plans in advance, scheduling and conflicts (SL- CC, SHS)
   c) Include necessary people on communiqués (SL- LEAD, SHS)
   d) Weekly collaborative supervisors’ meetings- share information and plan activities (AES- Admissions, Intl.)
   e) Update staff through emails concerning goals, completion dates, projects (ICA)

6) **Need Better Orientation of New Employees re: UCSD Structure, SA Role, Office Culture; Maybe a SA and Unit-Specific Handout with Org Chart, etc.**
   a) Update organizational charts & distribute (SL- AS, SL, Intl.)
   b) Publish new employee profiles on website/newsletter (SL- AS, SL)
   c) Orientation manual/process for new staff- organization chart, introduction to 6 college system, business office, important numbers, campus tour, shadowing hours with others. Encourage senior staff member participation when explaining roles, goals, etc. (ICA, ERC, SL- SOLO)
   d) Build on HR's orientation checklist with unique department information. (AES)
   e) Conduct annual new student employee orientation (Rec/Sport)
   f) Create position binders- outline responsibilities, policies, practices, timelines and contacts. (TMC, Warren)
   g) Create New Employee Handbook (Revelle, SHS)
   h) Revised and updated New Employee Handbook (Intl.)
   i) Create performance standards criteria based on the input and feedback from employees (SHS)

7) **Supervisor Training**
   a) Supervisor workshops/trainings (ERC, TMC, SEA- TRIO, Rec/Sport, Intl., ICA, SHS)
   b) Sensitivity training with managers (AES- Financial Aid)
   c) Training of managers by outside experts (AES- Financial Aid)
   d) Director's Meeting w/ other campuses (SEA- TRIO)
   e) Evaluation by direct reports (ICA)

VII. **CAMPUSWIDE, SA AND CLUSTER APPRECIATION EVENTS**

1) **Uneven Participation/Support Across SA Departments; Differs Within Clusters (e.g. Lunches)**
   a) Nominate staff members to UCSD Exemplary Employee of the Year (Intl.)
   b) Provide articles and information to campus about successes (ICA, SEA)
   c) Invite other units to attend events and receptions to learn about programs (ICA, Intl.)

VIII. **OTHER**

1) **Emergency Response**
   a) Emergency contact cards for staff (Warren)
   b) Conduct evacuation drills and review daily safety procedures (Revelle)
c) Updated Emergency Procedures Handbook and held training (Intl.)

2) **Improve Environment**
   a) New chairs and ergonomic equipment for administrative staff, better lighting, improve conference room furnishings (Revelle)
   b) New equipment and furniture and right tools (new computers and workstations)(Intl.)
   c) Painting the area and seeking for new space (SEA- TRIO)

3) **Collaborate with other colleges to better utilize resources and have bigger/better events (Warren)**
   a) Staff exchange information with other venue counterparts, “field trips” to other venues for “best practices” (Rec/Sport)
   b) Partner with other departments to create customized EMS Scheduling training workshop (Rec/Sport)
   c) Dean advocates with campus colleagues for progress on projects (Intl.)
   d) Collaboration with other departments for programming initiatives (Intl.)

4) **Encourage use of Catastrophic Leave Program (Rec/Sport)**

5) **Employee Suggestion Box (SHS)**

6) **Anonymous on-line assessment- staff satisfaction with management, supervisors, and co-workers(SHS)**