Re-imagine SHR

Gretchen Fuentes, SPHR
is to help campus units recruit, hire, and retain the best qualified and most diverse workforce possible for the Santa Cruz campus
Together we make UCSC a great place to work
1. Collaborative governance
2. Compensation & Benefits
3. Confidence in senior leadership
4. Diversity
5. Facilities, Workspace & Security
6. Job Satisfaction
7. Professional/Career Development Programs
8. Respect & Appreciation
9. Supervisor/Chair Relationship
10. Teaching Environment
11. Tenure Clarity and Process
12. Work/Life Balance
Envision SHR – Looking Inward

* Team of highly competent professionals who innovate, excel and are appreciated for their contributions
* Poised to help the campus effectively address emerging HR challenges
  * Millennials
  * Aging workforce
* Engaged in finding creative solutions to persistent challenges
  * Housing affordability
  * Workload burden
* Able to provide data/metrics to help management make informed decisions
* Passionate about making a positive difference in every interaction
* Committed to staff and faculty success
* Successful in implementing UC Path Project
Uphold UCSC’s Values
Service Excellence

- Reliable
- Respectful
- Accessible
- Welcoming
- Friendly
- Empathetic
- Knowledgeable
- Dependable
- Approachable
- Courteous
- Inclusive
- Determinate needs
- Support
- Identify solutions
- Policy
- Communication
- Smile
- Follow-through
- Close-knit
A Myriad of Roles

STRATEGIC PARTNER
SOLUTIONS & SERVICE PROVIDER
EQUALIZER & ENFORCER
MEDIATOR & ADVISER
GUARDIAN & ADVOCATE
Programs and Services
Re-imagine SHR

* Mission and Vision for entire department
* Evaluate and redesign org structure and systems to align with internal and external needs
* Support professional certifications and membership in professional associations
* Build on what’s working
Mission
Goals
Policies, Procedures & Processes
Roles
Relationships
Building Relationships

- Retreats
  - Discovery Insights
  - SWOT Analysis
  - Appreciative Inquiry
- One-on-one with each staff member within the first 90 days and at periodic intervals
- Meet with each functional team
- Learn – Heal – Reframe & Rebuild
Attracting Talent

* Set the stage
  * develop a marketing campaign to attract a highly qualified and diverse workforce
  * provide baseline advertising that reaches out to diverse sources of talent
  * participate in job fairs in our tri-county region
  * actively recruit for hard-to-fill positions
Assess hiring salary budgets against market data and recommend enhancements to be competitive
Align budget planning with compensation planning
  * Address salary inversion and compression
  * Catch up with market lag especially for hard-to-fill positions
  * Reward financial efficiencies by channeling savings to fund special compensation for exceptional staff and faculty
  * Explore a 3-year cycle for classification & compensation review of each staff position
Envision SHR – Looking Outward

- One with the Slug – Vision, Mission & Strategic Plan
- Committed to student success through staff success
- Staff and managers who strive for excellence in the quality of our programs, operations and services as much as our faculty strive for excellence in teaching and research
- Engaged in public service and social justice issues
Building Relationships

- VC and their direct reports at the end of each semester
- Deans and dept chairs
- Staff Advisory Board and union reps
- Town Hall Staff Meetings
Catalyst for Organizational Excellence
The Pursuit of Excellence

- Staff are motivated to:
  - excel in their respective fields
  - contribute to the broadly defined university environment
  - analytically and creatively meet critical state and regional needs
- Bureaucracy Busters!
Staff Retention & Engagement

* Lead Envision UC Santa Cruz Staff Engagement Projects
* Implement First Year Experience for new hires
  * university orientation
  * 6 month mixer to include student government reps, faculty and staff administrators
  * class projects: participation in at least 2 campus events as a group
* Anniversary survey and check-in
Organize cross-functional Lean Process Improvements Teams

Lead a cross-divisional team charged with creating a workforce plan

Partner with Office of Inclusive Excellence

Collaborate with university communications staff to develop a campaign to promote UCSC as an employer of choice
Enhance Student Learning

- Partner with Career Services to provide resume critiques and mock interviews for students
- Work with the appropriate admins to create cool internship programs for our best juniors in accounting, human resources, IT, student services, advancement, advising, early outreach, and communications
Management Development

- New manager assessment and development plan
- Develop managers ability to directly evaluate and address workload burden issues
- Leadership Symposium
My Be-Attitudes

* Be one with the university's mission and vision
* Build a team committed to supporting the mission
* Be bold and have the courage to say Why Not?
* Be inspiring and engaging
* Be impeccable with your word
* Be real and encourage honest and respectful communication
* Be open to diverse perspectives and new ideas
* Be supportive and provide resources to help teams and individuals succeed
* Be ethical and trustworthy
* Be accountable
* Be thankful and have fun