



Strategic Planning FY25

UCSC Staff Human Resources

UC SANTA CRUZ

**OUR
VOICES**
WILL DEFINE
THE CENTURY

LEADING THE CHANGE

UC SANTA CRUZ STRATEGIC PLAN 2023



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Staff Human Resources: Our Mission

Staff Human Resources is dedicated to fostering equity, engagement, and innovation at UCSC, through the provision of respectful and caring human resource services. We are committed to an inclusive environment that welcomes, supports and professionally develops the diverse individuals who in turn power our organization.



Administration Vision: The Staff Human Resources Department (SHR) aspires to “re-brand” our services and become the model for excellence and leadership in human resources, delivering strategic and proactive human resource solutions and advice that supports and enables the University’s mission and strategy. We aspire to be a catalyst by advancing a diverse and inclusive culture aligned with local and system-wide policies and procedures. Our department planning is defined by the following overarching goals:

Year 1

- **Promote Honesty, Integrity, and Trust:** SHR honors our commitment and conducts business in a manner that promotes fairness, respect, honesty, and trust.
- **Embrace Change and Innovation:** Foster creativity by streamlining processes to engage in efficiencies, and support continuous improvement by partnering with the clients we serve.
- **Establish the right HR capabilities:** Identify, assess and continue to develop the skills, competencies, and capacities necessary for SHR to fulfill its role to add value to the campus community.

Year 2

- **Re-brand SHR!** Enhance the SHR functional support to campus, pinpoint specific support needed to implement HR strategies and formulate training and process plans to address any critical gaps.
- **Ensure alignment** with the university’s mission, vision, values, diversity efforts and strategic goals. This SHR strategic plan provides the road map guiding the next stage of our transformation at UCSC!
- **Pinpoint the specific skills and competencies** needed to implement our SHR strategy and formulate training and “partnership plans” with our clients to address any critical gaps.

Year 3

- **Trustworthy!** SHR believes in creating an environment of accountability, integrity and trust by modeling principles in a transparent, consistent, accurate and timely manner.
- **Excellence in service** should be exemplified in all aspects of SHR’s operation, actions and interactions. We will seek to go above and beyond to deliver the best service possible for our campus constituents.
- **Producing Results.** Use an approach focused internal best-practice reviews. SHR will measure our performance according to Key Performance Indicators outlined in our department strategic plans.

Compensation/Classification Vision:

Support the mission of the university by assisting our campus clients in their hiring and retention efforts by promoting and applying fair and equitable pay practices.

Year 1

Promote understanding across the campus of classification and compensation functions (i.e. virtual trainings, provide office hours for the compensation function, "how to" guides, etc....).

Enhance salary analysis and salary setting to support competitive hiring and retention efforts.

Refine/standardize compensation and classification tools (i.e. ServiceNow, Job Builder) to make the user experience more accessible, easier to understand and reduce the time to process requests.

Year 2

Provide integrated and collaborative services.

Support Compensation and Classification staff in their professional development goals and invest in employee success.

Use equitable / rational practices grounded in data to support the campus community in making their compensation decisions for reclassifications, job postings and staff hiring.

Year 3

Ensure salary scales continue to align with market.

Work with divisions to perform focal reviews to determine compression concerns; i.e. represented employees compared to non-represented employees, managers compared to their direct reports.

Compensation/Classification: Primary Objectives FY25

Objectives	Tactical	Goals/Metrics
<p>Promote and provide resources to enhance understanding of classification and compensation functions.</p>	<p>Partner with Learning & Development to develop and deliver training specific to managers/supervisors to Compensation and Classification functions.</p> <p>Create “how to” client guides.</p> <p>Establish virtual office hours for employees and managers to ask questions.</p> <p>Proactively communicate Compensation initiatives to the campus (i.e. equity updates, gradewatch, changes to salary scales).</p> <p>Keep web pages current.</p>	<p>Track the number of staff taking advantage of the training opportunities.</p> <p>Track number of staff who attend office hours.</p> <p>Conduct Zoom poll at the beginning and the end of training to assess comprehension of the material (can be used to tweak the trainings).</p>
<p>Enhance salary analysis and and salary setting to support competitive hiring and retention efforts at UC Santa Cruz.</p>	<p>Enhance and expand the process for initial salary setting recommendations for postings.</p> <p>Enhance and expand our services in providing salary analysis for job offers. Explore if we can make this mandatory.</p> <p>Enhance collaboration with Talent to ensure job descriptions are current before conducting a recruitment (one year old or less), adjust classifications as needed and keep current with KSAs needed for positions.</p> <p>Communicate these expectations to units.</p> <p>Partner with Talent to see where there are recruitment concerns.</p>	<p>Track salaries being offered across the campus to new hires within a specific time period. Track units that use the compensation recommendations.</p> <p>Reduce outdated position descriptions by 10 percent.</p>
<p>Refine/standardize compensation and classification tools (i.e. ServiceNow, Job Builder) and processes to make the user experience more accessible, easier to understand and reduce the time to process requests.</p>	<p>Survey clients to determine their desires/needs.</p> <p>Collaborate with HRBIS to move the classification review process to Job Builder and eliminate the need for ServiceNow.</p> <p>Collaborate with HRBIS and Talent teams to explore the option to move the Job Opening request from ServiceNow to Job Builder.</p> <p>Establish a process to have all job descriptions for current employees reviewed every 3 years.</p> <p>Update job builder trainings for new processes.</p> <p>Design training on job builder process and/or make a video training.</p>	<p>Complete incorporating Classification Review Process in Job Builder and removing the need for ServiceNow.</p> <p>Determine if incorporating the Job Opening Request process in Job Builder is efficient.</p> <p>Compare time to completion (before and after process improvement).</p> <p>Conduct client satisfaction survey.</p>

Employee and Labor Relations (ELR) Vision:

Three Year Plan: Successfully support the facilitation and interpretation of administrative policies and collective bargaining agreements through effective communication to leadership of policy & union updates as well as provide ongoing training, inclusion and overall support to the campus community.

Year 1

Stabilization of the ELR Unit by implementing comprehensive strategies for diverse recruitment and retention.

Implement a Manager/Supervisor pilot training program with emphasis on situational-based learning.

Enhance working relationships with union colleagues and campus clients by establishing monthly formal joint Union/LR meetings and soliciting feedback from campus clients to examine and how ELR can meet the current needs of the campus.

Relaunch Exit Interview Process through tracking, documenting and reviewing individual results.

Year 2

Continuously strengthening the ELR Team's bench strength through ongoing internal and external professional development focused on investigations, grievance/RFI/conflict resolution, client support, coordination with all departments.

Establish a consistent year-over-year schedule for Manager/Supervisor training and develop metrics-based measurements to gauge success.

Improve internal ELR processes through documentation and the continuous development of the ELR website.

Develop metrics and process for Campus units to address results of the Exit Interview Process.

Year 3

Enhanced professional development through ongoing engagement with Systemwide ELR Team across various campuses and UCOP.

Increase ELR organizational development initiatives through facilitative and proactive leadership courses.

Completion of implementation of all ratified collective bargaining agreements and establish continual assessment to ensure campus clients needs are met.

Continuously improve Exit Interview process and expand evaluation of results (e.g. litigations, grievances, etc.)

ELR: Primary Objectives FY25

Objectives	Tactical	Goals/Metrics
<p>Stabilization of the ELR Unit by implementing comprehensive strategies for diverse recruitment and retention.</p>	<ul style="list-style-type: none"> ● Solidify ELR Structure. ● Create ER Administrative Specialist to supplement LR Administrative Specialist. 	<ul style="list-style-type: none"> ● 100% of established ELR positions filled
<p>Implement a Manager/Supervisor pilot training program with emphasis on situational-based learning.</p>	<ul style="list-style-type: none"> ● Review and update internal ELR processes ● Implement mandatory ELR training modules for Supervisors and Managers ● Have AFSCME monthly meetings with unit managers 	<p>Reduce backlog of Grievances & RFI's through relationship and process improvement.</p> <p>Create supervisor LR/ER "How To" Training Sessions:</p> <ul style="list-style-type: none"> ● Provide ELR Training courses in the following areas: <ul style="list-style-type: none"> → LR Training (Weingarten, Skelly, and Managing in a Union Environment, Credibility, etc) → ER Fundamentals (A broad, reimagined ePerformance approach, Reasonable accommodations, Layoffs, Discipline, Complaint Resolution, etc.) <p>Launch an initial cohort for the FY 23/24 for new ELR Supervisor Training Sessions.</p>
<p>Enhance working relationships with union colleagues and campus clients by establishing monthly formal joint Union/LR meetings and soliciting feedback from campus clients to examine and how ER can meet the current needs of the campus.</p>	<ul style="list-style-type: none"> ● Updating the ELR website on a continuing basis ● Establish recurring monthly meetings with each Union ● Continuing to provide ER weekly open office hours for campus clients ● Send out exit surveys for voluntary resignations and offer exit interviews 	<p>General ELR updates needs to be communicated through a monthly newsletter/ email to unions and campus clients</p> <ul style="list-style-type: none"> - Includes bargaining updates, policy updates <p>Review and evaluate the exit interview and survey process to drive participation for providing feedback</p> <ul style="list-style-type: none"> - Capturing the feedback from all participants <p>Explore with a pilot group of departments to identify campus client needs (surveys, in-person feedback, etc.)</p>

Business Administration, Policy, Projects & Resources (BAPPR) Vision:

BAPPR strives to bring creative, sustainable and inclusive solutions to support SHR departments, UCSC, UC systemwide communities, external educational institutions, legal and state agencies including outside vendors. BAPPR endeavors to support a culture of inclusion, cooperation, and organization to establish and maintain a strong logistical, operational and communications foundation for all.

Year 1

Define and document BAPPR's roles to improve daily operations, coordination and processes with SHR departments. Resume use of SHR intranet.

Focus on developing stronger relationships with all on and off campus departments, directors, vendors, customers and SMEs. Build a united front to better comply with Campuswide and Systemwide legal and non-legal requests. Strengthen and provide an accessible and engaging website and support clear and timely communications.

Improve response time and customer satisfaction by cross-training BAPPR staff. Enhance team skills utilizing free trainings (e.g. *LinkedIn Learning*) for individual and team development.

Year 2

Manage, maintain and update SHR Intranet documents. Proactively communicate changes.

Utilize our augmented relationships to perform our most critical duties at an enhanced capacity. Sustain and provide exceptional communications, information security, and service standards.

Update the SHR Intranet and customers with the new background check process and selected vendor(s). Configure database for generation of metrics.

Year 3

Create and maintain log of process improvements and train as necessary.

Create trainings to ensure security of all confidential information. Complete the WCMS migration.

Develop key performance indicators and identify process related metrics.

BAPPR: Primary Objectives FY25

Objectives	Tactical	Goals/Metrics
<p>Improve interdepartmental communications, breaking down silos and cultivating trust between departments while developing and providing exceptional service to our customers. No redundancies created.</p>	<p>Attend recurring interdepartmental meetings and identify opportunities for improvement of shared intersecting duties / processes (i.e., requests are to be responded to and managed by the appropriate department).</p> <p>Maintaining accurate web information, meet regularly with SHR Leaders and SMEs to update pages and improve delivery of departmental information.</p>	<p>Monthly 30 minute process improvement huddles with the SHR team. Identify and record number intersecting departmental processes with each team. Document workflow utilizing new or current tools.</p> <p>Monthly 30 minute huddles w/SHR Leadership team to keep web pages current.</p>
<p>Cross-train BAPPR staff on a variety of critical team member duties to strengthen the timely delivery and meet our customer needs, reduce redundancies, timesaving processes to ensure a work-life balance opportunities for the team.</p>	<p>In depth BAPPR process review, identify streamlining opportunities, develop documentation. Participate in live cross-training sessions with BAPPR Team.</p>	<p>As employment laws and university policies evolve, confirm BAPPR duties and processes to be 100% accurate. Maintain data utilizing team tool, listing BAPPR duties and processes with links to documents for easy reference. Assist the team to view areas of improvement, educate new staff and simplify team cross-training.</p>
<p>Invest and create a plan for ongoing professional development within BAPPR.</p>	<p>Utilize the Career Conversation tool to identify the necessary skills and resources (<i>LinkedIn Learning, TED, YouTube, CUPA, CalChamber, PPSM policies related to services provided, free trainings</i>) to support staff members' career goals and the organization's business needs. Each BAPPR staff will select an interactive video/training/development.</p>	<p>Participate in monthly 30 minute learning huddles to actively view, discuss, and reflect on our unified training efforts while also creating synergy and enhance the professional capabilities of the team.</p> <p>A compilation of trainings that BAPPR has taken together will be available to reference and to identify specific skills, knowledge and abilities covered each month.</p>
<p>Create measurable goals for our current projects, and rely on a timeline for project management and completion.</p>	<p>Identify all ongoing projects and break them down with completion timelines, and reporting milestone success along the way.</p>	<p>Create a spreadsheet listing BAPPR projects with milestones, resources, customers, and completion timelines.</p>

BAPPR: Tactical Work

The BAPPR team plans to review and identify areas where we would provide additional metrics when requested. Please reference the following areas of BAPPR's subject matter expertise, duties and responsibilities:

- **Strategic Planning**
- **SHR Unit budget and Procurement Financial Support:** Managing, auditing, reconciling, reporting, advising and planning
- **Background Check and Live Scan Coordination:** Reviewing and assessing results, communication updates and guidance
- **Records Management:** Legal Subpoena/Record Request Response, Personnel Record Maintenance and Access Requests, Records Retention Compliance, SHR and Campus Constituents Requests for Information Assistance (i.e. Labor Relations / Unions, Faculty, Senior Executives)
- **SHR and Campus Web:** Updates, e-Blasts, News Releases, Unit Information Security Lead (UISL) Data Mapping: complete ranking for SHR data
- **SHR Database Management:** Background Check Database, Service Credit Solution Database, Seniority Calculator Database, Staff Recruitment Database, **FSx Server:** Campus Departmental Guidance, Permissions, and Access
- **Legal Labor Law Notices:** Purchase, disseminate and confirm the required annual compliance postings. Manage the Labor Law Posting Coordinators Roster.
- **Policy Review and Analysis:** Background checks, service credit updates, records retentions, web accessibility, and systemwide PPSM workgroups.
- **Manage Special Projects** as assigned, dealing with administrative coordination issues within our purview (i.e. Child Care Program for Employees, Gender Recognition Lived Name Policy, Guidance for Academic / Non-Employee Background Checks)
- **Space/Facilities Management:** Create and submit work orders, IT configuration of laptop requests, equipment inventory and facilities mapping
- **Service Credit** (*Vacation accrual questions*): Subject Matter Experts for incoming and outgoing verifications of prior UC service and for incoming requests to add qualifying service from other UCs, California State institutions and agencies
- **Service Credit Recognition Awards:** Prepare Service letters, coordinate delivery of awards and reconciliation of order, audit credit vacation calculations and years of service
- **Campaigns to Increase Staff Engagement:** Team Building, Morale boosting activities also known as the Sunshine Club

Learning & Development (L&D) Vision:

Three Year Plan: To support the professional growth of UCSC employees, responding to their needs through the increased availability of learning-related services in order to prepare them for long, successful and engaged careers with the university. To positively affect the culture of the university within the framework of the Principles of Community.

Year 1

Complete a living [portfolio](#) of classes along a spectrum of management and staff needs to scale up class attendance and encourage a culture of learning and engagement.

Develop a new [Management Skills](#) suite to promote consistency and increased retention across campus.

Extend asynchronous resources.

Sustain service in our Learning Center for ticket response and ongoing compliance number delivery

Continuous Professional Development for L&D Staff in key areas.

Year 2

Solidify non-workshop additions to our portfolio in order to support the campus more effectively, including increased closed-unit consultation, facilitation and training, and additional staff-focused leadership programming.

Establish permissions and scheduling to achieve broader campus reach with L&D's regular communication, through the creation of a formal campus communication plan, in order to increase first time users, and promote engagement, skill building, collaboration and employee success.

Year 3

Increase direct support services to campus staff, including coaching, skills-gap identification and mitigation through personalized learning plans in order to prepare employees for career growth.

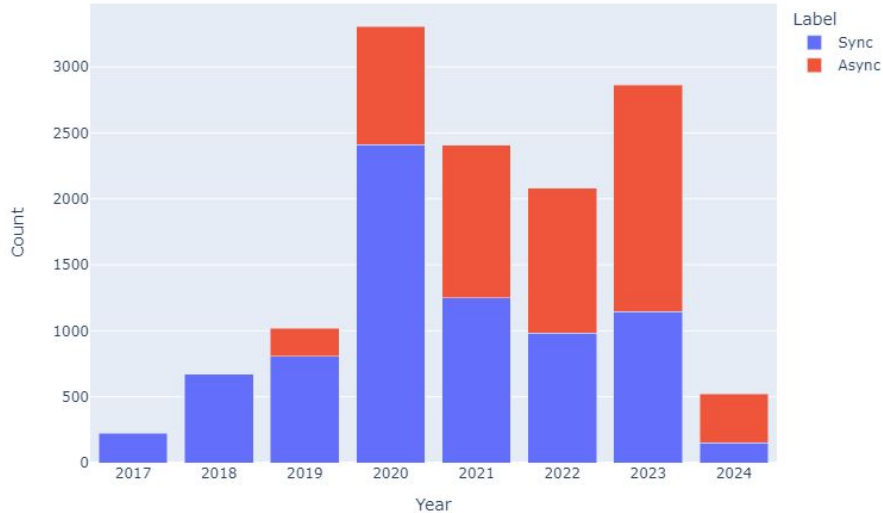
Pending resources, explore succession and/or career planning options for employees.

Shepherd the renewal of high performing asynchronous resources.

Learning & Development: Primary Objectives FY25

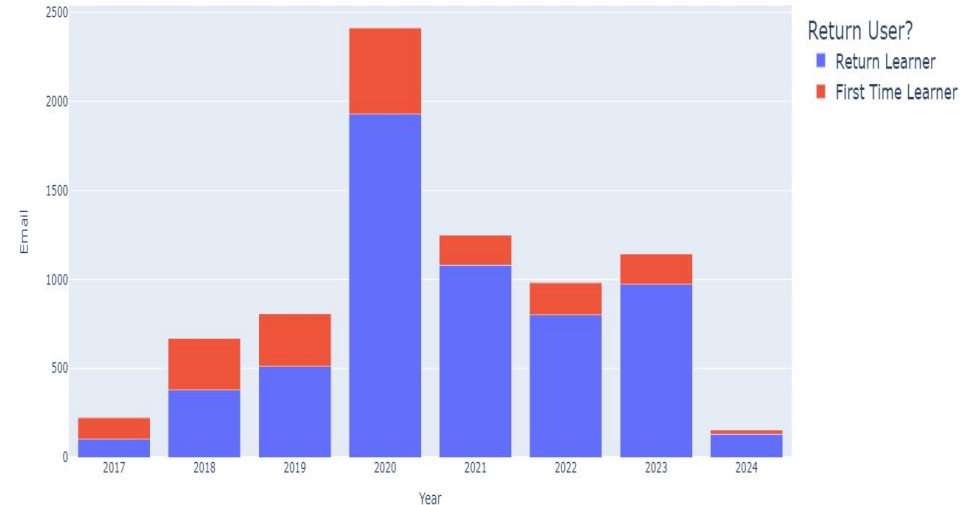
Objectives	Tactical	Goals/Metrics
Complete a portfolio of classes along a spectrum of management and staff needs to scale up efforts to provide a foundation for a culture of learning and engagement.	Content building focused within a framework of the principles of community, to promote learning, skill development and culture development, with topic areas addressing campus needs and industry trends. Leadership programming focusing on staff.	Nine new classes developed across management and staff needs in FY25, increasing current active (18) instructor-led class offerings by 65% for a total of 27 revolving open enrollment offerings. Develop a project plan establishing an approach and organizing efforts to move forward with a staff-focused leadership program.
Support best practices for Managers to promote increased employee retention across campus and relieve pressure on counseling departments.	Management Certificate program (Branded EDGE): Roll out a series of seven courses covering the components of success in the UC cultural ecosystem.	If mandatory, 10% of all managers (120) and supervisors begin the series in year 1, beginning with a pilot program rollout in Summer 2024. If courses are not made mandatory, offer as open enrollment, and target 5% (60) taking at least one management class in FY24.
Engage in collaboration with department and campus partners for a productive partnership in support of the campus-focus on practical “how to” courses to augment management support.	Collaborations with subject matter experts for courses in ER and LR will create a template for additional advanced management courses in future years.	Complete two collaborations in FY24 (ER/LR) as a part of the Management training suite. Support final versions for how-to modules in these areas as appropriate.
Accessible and equitable asynchronous resources to meet the demands of our new work lives, meeting people where and when they can learn and providing managers with tools for assigning and tracking learning.	Meet the commitment in the campus strategic plan, by extending LinkedIn Learning for the campus, with a three year contract.	Negotiate contract with LinkedIn Learning and develop a successful funding request. Note: Academic Impressions is approved through 2026, based on L&D led negotiations and funding proposal.
Sustain the 30% improvement in ticket close time (1 day resolution) over 2019, when Learning Center was integrated into L&D and measurement by L&D began.	Consistent, codified training for a stable student help desk and continual refinement of processes for service management.	Sustain (0% increase) response time to Learning Center tickets, currently at 24 hours . 100% (public-facing) student participation in service training.
Continue to meet the needs of the campus by providing accurate compliance completion rates on a daily basis.	Collaborate with FOA (Penny Lopez) to meet Division needs, and correlate employment type with compliance activity, by adding functionality to the tool.	Complete (100%) mapping of job titles against compliance activity by end of FY 24.
Continuous professional development for L&D team, to keep them abreast of organizational trends and campus needs.	Identify learning opportunities to identify and address needs for L&D coaching and facilitation certifications, in preparation for year three of the strategic plan.	Three active presenters should have either coaching or facilitating certifications in FY24.

Learning & Development: Visualizing a Successful FY25



L&D Successes

L&D classes show year-over-year increases in instructor-led and asynchronous classes.



Opportunities for Growth

Increased access to UCSC staff will increase new learners and facilitate scaling up across campus.

HR Business Information Services (HRBIS) Vision:

HRBIS serves the SHR mission by leveraging technology, data, and collaborative relationships to create solutions for business problems and improve the user experience of both SHR colleagues and their clients.

Year 1

Improve business continuity in ServiceNow by re-establishing system administrator redundancy.

Increase process digitization within Job Builder (JD Employee Acknowledgements), ServiceNow (Catastrophic Leave Donation), and Case IQ (Benefits, Leaves, etc.).

Inventory pain points of SHR as candidates for streamlining technology use to improve the agent and customer experience.

Year 2

Create project plan for what full digitization of SHR would look like.

Create a project-management suite of templates to streamline project implementations within SHR.

Finalize streamlining roadmap, plan, and subsequent charters based on the assessment process. Also, begin execution as available.

Year 3

Recruit student support for future business continuity and rapid Service Desk response.

Expand current network of collaborators into every campus division to create a plug-and-play network of pilot testers.

Continue to adjust and execute the streamlining roadmap, informed by implementation experiences.

Ongoing: Pursue opportunities to continually increase efficacy at embodying the Principles of Community.

HRBIS: Primary Objectives FY25

Objectives	Tactical	Goals/Metrics
<p>Improve business continuity in ServiceNow</p>	<ul style="list-style-type: none"> - Train backup personnel in ServiceNow function by completing critical learning modules, with primary personnel supplementing training. - Maintain excellent customer experience by achieving Service Level Agreements (SLA). 	<ul style="list-style-type: none"> - 100% completion of ServiceNow Developer courses: Scripting, Flow Designer, Reporting and Analytics - Achieve 95% First-Contact SLA and 98% Resolution SLA for Service Desk, quarterly
<p>Increase process digitization within Job Builder (JB)</p>	<ul style="list-style-type: none"> - Tap unused out-of-the-box functionality in JB. - Reduce complexity of recruitment process by consolidating Job Opening Request (ServiceNow) functionality into Job Builder. 	<ul style="list-style-type: none"> - Deploy Employee Acknowledgements for job descriptions in Job Builder (JB) by Q2 - Assess, develop, test, and deploy Job Opening Request consolidation from ServiceNow to JB - Assess and deploy Child/Grandchild functionality for job descriptions in JB
<p>Increase process digitization within ServiceNow</p>	<ul style="list-style-type: none"> - Incorporate additional SHR processes into ServiceNow, as requested and appropriate. 	<ul style="list-style-type: none"> - Fully implement the Catastrophic Leave donation step into a service request by Q1
<p>Increase process digitization within Case IQ</p>	<ul style="list-style-type: none"> - Expand SHR's use of digital case management. - Create unified reporting frameworks to help SHR leadership evaluate agent performance and resource allocation to meet campus needs. 	<ul style="list-style-type: none"> - Bring applicable SHR departments into Case IQ (e.g., Benefits) by Q1 - Develop a suite of dynamic dashboards showing current workload and trend analysis, by Q1
<p>Inventory pain points of SHR</p>	<ul style="list-style-type: none"> - Survey SHR units to surface areas for improvement. - Facilitate SHR Leadership Team discussion for determining prioritization. 	<ul style="list-style-type: none"> - Survey to be completed by Q1 - Prioritizing, planning, and roadmap finalization completed by Q2 - Plan executed by Q4

Benefits Vision: The Benefits Office educates and supports faculty, staff & retirees with orienting and maximizing use of the UC benefits program and leave provisions.

Year 1

- Rebuild Leaves Team and establish protocols for training
- Research / analyze avenues to streamline leave processes via automation
- Consult with in-house experts to find efficiencies in all departmental processes, and in our collaborations with campus partners.
- Develop bite-sized educational resources including video and web materials for faculty, staff, and retirees.
- Explore availability of reporting tools to enhance messaging to specific UCSC cohorts.

Year 2

- Normalize the expansion of the Leave Team's job duties, including time & attendance data entry.
- Finalize review of tools and processes that have been determined to provide efficiencies.
- Determine compatibility, usability and cost effectiveness of a technology-based tool for case management
- Expand educational resources for benefit cohorts.
- Broaden our content base of bite-sized "how-to" materials.
- Consider marketing options to reach & educate employees and participate in SHR's new onboarding orientation

Year 3

- Continue to retain and upskill Leaves Team
- Implement new processes where actionable
- Make recommendation and implement new automated tools, as approved
- Secure access and conduct internal training on tools
- Research methods for securing ad-hoc reporting from existing UC tools
- Track engagement of campus personnel with new educational tools.

Benefits & Leaves: Primary Objectives FY 25

Objectives	Tactical	Goals/Metrics
Rebuild Leaves Team via recruitment and training	<p>Onboard and integrate two new leave coordinators into SHR</p> <p>Train all leave coordinators with previous leave administrator on new timekeeping responsibilities</p> <p>Document training materials for future onboarding or coverage needs</p>	<p>Complete leave training for new leave coordinators within 120 days of start date, including collaborative training with Cruzpay.</p> <p>Complete documentation of leave processes within one year</p>
Streamline/Reduce Manual Processes for Leaves of Absence	<p>Begin review of in-house systems to reduce repetitive entry of data across numerous documents.</p> <p>Research automating employee completion/signing of leave request forms to reduce response times to our clients.</p>	<p>Compile comprehensive list of redundant data entry points.</p> <p>Respond to employee inquiries within 48 hours.</p>
Consult with in-house experts to establish efficiencies in all departmental processes, and in our collaborations with campus partners.	<p>Determine number of cases received via current email listserv.</p> <p>Begin research of in-house tools that may be adapted to Benefits including HIPPA compliance.</p> <p>Determine resources and time required to adapt tool to Benefits</p>	Form a Workgroup to review Benefits Case/Inquiry Tracking Tools to establish case loads, response times, and satisfaction levels.
Enhance Employee Educational Resources	<p>Expand the employee onboarding benefits education</p> <p>Provided Office Hours and webinars during Annual Open Enrollment</p> <p>Continue to provide benefit webinars in plans, retirement services</p> <p>Create schedule of "Benefits Bites" short recordings of benefits topics of interest</p>	<p>Increase participation/viewing of webinars and live trainings by 5%.</p> <p>Identify new ways to communicate to reach the employee population</p> <p>Track attendance and topic areas in office hours.</p>
Explore Availability of Reporting Tools to identify user populations	Outreach to internal contacts (HRBIS/UCPath, Communications Desk) to determine options for custom reporting, communication and case management	Create targeted communications to cohorts of employees regarding specific issues, for example: Retirement Tier, Medical group disruption, etc.

Talent Acquisition Vision: Empowering Growth Through Strategic Talent Acquisition

Over the next three years, our talent acquisition team seeks to transform the way we attract, recruit, and retain top talent to drive organizational success and foster a culture of excellence and innovation. Our vision is centered on three key pillars: strategic partnership, improved diversity in hiring efforts, and providing an engaging new employee experience.

Year 1

Divisional Onboarding Support project: Enhance Supervisor Onboarding Toolkit and begin designing a robust onboarding and new hire orientation program.

Address serious UCPath/TAM functional gaps by building the Recruitment Database in FileMaker Pro (FMP). Use Honsha's *Continuous Improvement Methodology* throughout the design of the database.

Partner with ODEI to develop & launch the Staff Equity Advocate (SEA) program as part of the Chancellor's Strategic Plan "Leading the Change" to guide diversity in hiring. Build Year-1 Cohort.

Expand TA Team service portfolio from transactional support to consultative and strategic.

Year 2

Continuation of Onboarding -virtual monthly cohort events, invite key guest presenters (Benefits, ELR, L&D, Compensation, Timekeepers, plus TAPS, SAB, UCSC PD, etc.). Develop survey to assess participant engagement levels.

Recommend new project to replace TAM with iCIMS and ServiceNow HR module

Recruit and train Year-2 Cohort; survey, gather data and evaluate program progress.

Reclass/hire/train full cycle recruiters on TA team

Year 3

Continue surveys to gauge success of program by analysis of retention metrics. Develop program improvements based on survey results.

Launch iCIMS - new Applicant Tracking System
Launch ServiceNow HR module

Recruit and train Year-3 Cohort; survey, gather data and evaluate program progress.

Launch executive search function to reduce \$\$ spent on search firms

Objectives	Tactical	Goals/Metrics
<p>Divisional New Hire Onboarding Support</p> <ul style="list-style-type: none"> - Create a standardized resource that includes the basic first-year onboarding requirements for staff, to be used as a prepared framework which Divisions can customize to meet their own goals and culture. - This project supports enculturation, affiliation, and mentorship, which aligns with UCSC goals, contributes to employer excellence, and ultimately leads to improved employee retention. 	<ul style="list-style-type: none"> - Change day one name to Orientation. - Revamp existing Supervisor Onboarding Toolkit; Consider using Asana for Divisional Onboarding checklist (with ITS support). - Form a cross functional workgroup; assign a project Lead. - Map out 3 year new-hire cohort project, and guest presenter engagement. - Seek Executive sponsorship with budgetary support. 	<ul style="list-style-type: none"> - Support campus supervisors to improve first-year onboarding for new employees; will increase staff employee satisfaction and retention (current retention rate is 2.1%) - Create a baseline for current retention rates, and assess improvement over 3 years. - Review most recent employee satisfaction survey to create a baseline; use annual surveys to gauge improved satisfaction levels over 3 years. - Improvements will be shown through continued reporting and improve the FY '22-'23 retention rate of 2.1% (as defined by UCOP, this rate is the % of new employees who voluntarily resign within 1 year of hire).
<p>FileMaker Pro Recruitment Database</p> <ul style="list-style-type: none"> - Supports TA recruiting/hiring transactional work outside of TAM, mitigating functional gaps in TAM in an efficient, stable system. - Apply continuous improvement via "lean thinking" which TA learned from the Honsha project throughout design of the database. - Produces various TA reports. - Contributes to the candidate experience by enabling speedy and thorough communications. 	<ul style="list-style-type: none"> - Automates common communication. - Gathers structured data for metric-based reports. - Easily adaptable; accommodates changes in UC programs, Federal and State laws, collective bargaining agreements, etc. - Eliminates repetitive data entry and reduces human error. - Streamlines the ability for teammates to support each other. - Positively impacts training time for new TA team members. 	<ul style="list-style-type: none"> - Key performance indicators include transaction timestamps to gauge clients' understanding of their role in the hiring process; this delivers clear indicators to the client where they would benefit from training and support solutions. - TACs run and analyze weekly, monthly and ad hoc reports to assess key recruitment and hiring metrics. Discuss strategies with clients to improve practices. - Improvements will be shown through continued reporting and metrics, in particular, shorter time-to-fill rates.
<p>Staff Equity Advocate (SEA) program</p> <ul style="list-style-type: none"> - One goal identified by the Inclusive and Thriving Campus Community (ITCC) committee is to improve staff hiring and review. - Develop and launch UCSC SEA program in collaboration with ODEI to align with the Chancellor's Strategic Plan "Leading the Change." - ePerf system modifications to enrich the supervisor and employee focus on the contributions to diversity campus goal. 	<ul style="list-style-type: none"> - Cross-functional task force meets to research strategies, engage stakeholders, and execute initial phase goals. - Determine how to gather and present underutilization data. - In collaboration with partners, develop SEA training (fair hiring, diversity in hiring, recruitment best practices). 	<ul style="list-style-type: none"> - Guide the campus on using their underutilization data to meet diversity hiring goals in collaboration with EEP. - For MSP Manager levels, deliver various resources to campus hiring teams, ensuring understanding and use of fair hiring concepts, diversity in hiring practices, and recruitment best practices.
<p>TA Team Development</p> <ul style="list-style-type: none"> - Elevate Talent Acquisition Team from serving as primarily a transactional support function into a recognized strategic, solution-driven, consultative resource. 	<ul style="list-style-type: none"> - UC Learning System, LinkedIn Learning, Academic Impressions, Gartner. Encourage team to take 2 to 3 hours of online training every quarter; curate LinkedIn Learning sessions to maximize DEI and full-cycle recruiting learning. 	<ul style="list-style-type: none"> - Increased team functional knowledge of CA employment law, UC policy, local best practices, union contracts and how they relate to TA work. - Improved strategic consultation and problem solving with campus hiring units, increases diversity in hiring and retention via appropriate candidate selection.

Questions & Comments

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