



THE UNIVERSITY OF ARIZONA

College of Social
& Behavioral Sciences

SBS DEAN'S OFFICE ACTION PLAN IN RESPONSE TO STAFF SMART DESIGN TASKFORCE RECOMMENDATIONS

In addition to actions listed under each recommendation, the recommendations/actions will be incorporated into the strategic plan. A staff survey will be conducted every three years to assess progress on recommendations.

Recommendation 1 – UCAP- Working within UCAP and in consultation with staff and unit leadership: (1) review all staff positions and, when necessary, re-map them to align with UCAP categories and ensure clear career paths for each position; (2) adjust workloads to better match FTE; and (3) treat unit staff and College staff similarly regarding promotions, retentions, and supplemental compensation.

- Review of positions will begin Fall 2023, with completion by May 2024. The review will include salary comparisons, taking into consideration time in position, educational background, and gender/ethnicity. Any findings will trigger further HR review. Adjustments may be made if necessary.*
- Workshops on UCAP will be offered throughout the year for staff and supervisors to help clarify some nuances.*
- The Staff Advisory Council is assisting with the development of a supplemental compensation policy that will clarify current practices.*
- If a staff member feels their FTE is inconsistent with workload, we will encourage staff to talk to their supervisor. Messaging from Dean's Office will assist supervisors with this conversation. The college, and HR, can work with supervisors on proper review of workload, administrative process reviews, cross training programs, and other potential solutions.*

Recommendations 2 & 3 – Salaries and Retention- Continue programs for salary increases. Replace policies that restrict staff salaries to the lowest UCAP range with policies that align SBS staff salaries with those across the UA campus. Conduct regular salary equity analyses within UCAP positions, and communicate the results of these analyses to staff and unit leadership. Develop a plan for retaining staff who are considering employment offers outside the College.

- Salary equity review will happen concurrently to above review of mapping. Salary review will include review of SBS salaries relative to UCAP family salary range with controls for time in position, number of supervisees, education level of incumbents, and other factors.*
- Onboarding program being developed to increase retention.*
- Opportunities for professional development are being enhanced and affinity groups created.*
- Staff Advisory Council helping to establish community among staff.*



Recommendations 4 & 8 – Benefits, Professional Development and Training- 1) All staff must be encouraged and allowed to make full use of their benefits, including vacation time and professional development opportunities. Arrange for coverage of responsibilities and tasks so that staff are not overwhelmed upon returning from time off. 2) Make timely and effective training more available, establish a transparent and equitable system to provide funding for these opportunities, and ensure that unit heads provide staff time during their regular work hours to complete training and professional development.

- *Starting immediately Dean's office will communicate importance of professional development and norming that this occurs during regular work hours. Opportunities are provided in the monthly newsletters.*
- *SBS Dean's office will communicate norm and desire for employees to take vacation time.*
- *Fall 2022-Spring 2024 a backup system will be created to pair employees to cover during vacation times.*
- *The SBS onboarding project includes a mentorship program by position type. Development and phasing plans include department matching for positions where their coverage aligns outside of unit.*

Recommendation 7 – Hiring- When staff leave, provide clear communication about the hiring process and timeline, and complete hiring as expediently as possible. Provide consistent support, such as supplemental compensation, for staff whose workloads increase during staff transitions.

- *This process has been adopted and will continue. Supplemental compensation will be normed when staff take on extra duties during transitions.*
- *Working with the Staff Advisory Council, clear process language will be posted so all understand the standardized compensation norm during transition periods. This will include timeline language reviewed by business staff and human resources.*

Recommendation 9 – Variation in Workplace Environments- Staff experiences vary substantially by employment category. The workplace environment for staff in specific employment categories—specifically Administration, Academic Administration, and IT/Marketing/Communications—requires additional investigation to identify the common elements and causes of the higher levels of dissatisfaction, as well as the unique challenges staff in each of these employment categories face.

- *We have begun investigation into proper staffing levels and some hiring has already taken place or underway. We have more positions in academic administration, administration, and academic advising compared to pre- pandemic levels.*
- *An ADA and ergonomics analysis has begun. This will provide data on staff needs regarding ergonomics and room access, including lactation rooms for staff mothers.*
- *New monthly meeting for lead administrative positions will be deployed by January 2024. This will establish community among a key group of staff, disseminate important information, and work on best practices.*